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UN Human Rights Disability Rights Action Plan

2023-24

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This action plan outlines the actions to be taken by OHCHR between 2023 and 2024 to support its implementation of the United Nations Disability Inclusion Strategy (UNDIS), particularly through internal operations and functions. This covers OHCHR’s engagement in promoting human rights in peace and security, humanitarian action, and development, meaning that units responsible for implementing the actions must do so across these pillars of work. While Headquarters will be leading the implementation of these actions, regular and active consultation with field presences is required. This Action Plan will be integrated under Organizational Effectiveness in the Annual Work Plan for 2024.

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The actions are numbered by the UNDIS performance indicator to which they relate (i.e. Actions 1.1, 1.2 and 1.3 all related to UNDIS Indicator 1). These are presented as a summary at the end of the document. Within the action plan, they are grouped by the responsible unit in OHCHR for ease of reference.

Each action is preceded in the left column by a summary of the level, target and/or criteria it seeks to achieve. For more details on the requirements, please see the [UNDIS Entity Accountability Framework Technical Notes](https://www.un.org/en/content/disabilitystrategy/assets/documentation/UN_Disability_Inclusion_Strategy_Entity_Technical_Notes.pdf).

Responsible Unit

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[EOS / HIGH COMMISSIONER / DHC 4](#_Toc58661777)

[FOTCD 5](#_Toc58661778)

[PPMES & SMT 8](#_Toc58661779)

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# ALL UNITS [[1]](#footnote-2)

| **UNDIS Indicator and performance level target / required criteria** | **ACTION** | **RESPONSIBLE** | **SUPPORTING** | **STRATEGIC OBJECTIVE LINK** | **TIMELINE** | **Completed/not completed** |
| --- | --- | --- | --- | --- | --- | --- |
| **Indicator 2**  **Approach/meet requirements**   * *Disability inclusion is in the overview/preamble of the main strategic planning document* * *Results statements and/or indicators in the main strategic planning document reflect disability inclusion.*   **Also related to Indicator 3** | 2.1. Include in Annual Work Plans approach to engaging and including persons with disabilities as a spotlight population (in mainstream or disability-specific activities) or through CRPD recommendations framework, including specific actions required (in relation to OHCHR Policy, Strategy and UNDIS) and based on SMT/ePAG-recommended implementation measures. | Section Chief / Heads of Field presences | PPMES | 2 | 2024 Q4 |  |
| **Indicator 3**  **Meet requirements**  *Establish monitoring mechanisms to track*  *Implementation of dedicated policy/strategy on disability* | 3.2. Conduct resource forecasting and allocation planning for new activities on disability inclusion and rights listed in OHCHR Disability Policy and Strategy. | All Units | HRDU | 2, 8 | 2024 Q1 |  |
| **Indicator 4**  **Meet requirements**  *Job description and*  *performance assessment of*  *focal points include a specific*  *component on disability inclusion.*  **Also related to Indicator 3** | 4.4. Update Annual Work Plans of all required focal points including SMT/ePAG implementation measures. | Focal Points | FOTCD | 2 | 2024 Q4 |  |
| **Indicator 14**  **Meet requirements**  ***Successful completion of learning activities and use of available learning resources on disability inclusion are mandatory, and completion and use are tracked*** | 14.1 Complete mandatory training as decided by SMT in March 2023 and report on completion | All units | HRDU | 4 | 2024 Q3  (ongoing) | Not completed |

# EOS / HIGH COMMISSIONER / DHC

| **UNDIS Indicator and performance level target / required criteria** | **ACTION** | **RESPONSIBLE** | **SUPPORTING** | **STRATEGIC OBJECTIVE LINK** | **TIMELINE** | **Completed/not completed** |
| --- | --- | --- | --- | --- | --- | --- |
| **Indicator 1**  **Approach requirements**  *Senior managers internally*  *and publicly champion disability*  *inclusion; head of the entity delivers at least one public statement or speech per year* | 1.1. Make public statement on OHCHR's commitment to disability inclusion at the HRC annual panel on the rights of persons with disabilities (March), and international day of persons with disabilities (December). | EOS / DHC | HRDA | 1 | 2024 (ongoing) | Completed |
| **Indicator 6**  **Meet requirements**  *Baseline assessment on*  *accessibility is completed; Policy/strategy is in place and is followed up by an action plan with*  *targets.* | 6.4. Upon availability of funds, report on targets achieved in the reporting period. | MDPU | HRDA | 3 | 2024  (enhanced action)[[2]](#footnote-3) | Completed |
| **Indicator 15**  **Meet requirements** *Undertake assessment that assesses both internal and external general communications (by reviewing a representative sample of communications) to ensure they*  *comply with communications guidelines/procedures on disability inclusion, and evaluates its communications in terms of both quality and quantity.* | 15.1. Conduct assessment of communications (random selection of 40) to evaluate portrayal of the diversity of persons with disabilities in disability-specific communications; existence and portrayal of persons with disabilities in mainstream communications; and accessibility (i.e. sign language, captioning, subtitles, among others) of disability-specific and mainstream communications. | Comms | HRDU | 3 | 2023 Q1  (ongoing)  *(\*subject to receiving financial support in the AWP2023 to undertake the assessment by an expert)* | Not completed |
| **Indicator 15**  **Exceed requirement**  *Undertake a substantive communication campaign*  *(physical, digital, or both) on disability inclusion at least every two years* | 15.2. Continue support to implement substantive communication campaign (We the 15) focusing on disability inclusion and rights and develop a substantive communication campaign focusing on disability inclusion and rights. | EOS | HRDU | 1 | 2024 Q4  (ongoing)  *(\*subject to receiving financial support in the AWP 2023 to undertake such a campaign)* | Completed |

# FOTCD

| **UNDIS Indicator and performance level target / required criteria** | **ACTION** | **RESPONSIBLE** | **SUPPORTING** | **STRATEGIC OBJECTIVE LINK** | **TIMELINE** | **Completed/not completed** |
| --- | --- | --- | --- | --- | --- | --- |
| **Indicator 4**  **Meet requirements**  *Coordinate a focal point network on disability including all relevant departments and country offices* | 4.2. Appoint focal points on disability inclusion and rights across units and field offices. | FOTCD | HRMS | 1 | 2024 (ongoing)  Q1, 2 | Completed |
| **Indicator 4**  **Meet requirements**  *The job description and*  *performance assessment of*  *focal points include a specific*  *component on disability inclusion.* | 4.3. Update job descriptions and performance assessments of focal points to reflect their responsibilities on disability inclusion and rights, including through implementation and monitoring of the OHCHR Disability and Strategy, and the UNDIS. | FOTCD | HRMS | 1, 2 | 2024 Q2 | Not completed |
| **Indicator 6**  **Approach requirements**  *Baseline assessment on*  *accessibility is complete* | 6.1. Develop and conduct an accessibility assessment of the facilities and the built environment of OHCHR headquarters and field presences, in collaboration with host agencies / facilities management. | FOTCD | HRDU | 3 | 2024 Q2 | Not completed |
| **Indicator 11**  **Meeting requirements**  *-All country programme*  *documents include analysis and*  *corresponding programming on*  *disability inclusion* | 11.3 Country programme guidance is applied to all country documents and regularly monitored through PMS | FOTCD | HRDU; PPMES | 2, 5 | 2024 Q4  (ongoing) | Not completed |
| **Indicator 12**  **Exceed requirements**  *Entity participates actively*  *in inter-agency coordination*  *mechanism(s) on disability*  *inclusion; More than one joint*  *programme/initiative is in place* | 12.1. Continue active participation in inter-agency coordination mechanisms on disability inclusion and rights, and renew joint programming at country level. | FOTCD | HRDU | 1, 5 | 2024 (ongoing) | Completed |

# PPMES & SMT

| **UNDIS Indicator and performance level target / required criteria** | **ACTION** | **RESPONSIBLE** | **SUPPORTING** | **STRATEGIC OBJECTIVE LINK** | **TIMELINE** | **Completed/not completed** |
| --- | --- | --- | --- | --- | --- | --- |
| **Indicator 1**  **Approach requirements**  *Senior managers internally*  *and publicly champion disability*  *inclusion* | 1.2. Evaluate the possibility of having an indicator on concrete measurement of leadership on disability inclusion. | PPMES |  | 2 | 2024 Q1/2  (enhanced action) | Not completed |
| **Indicator 1**  **Meet requirements** *Senior management team or its equivalent should review implementation of the entity’s disability policy/strategy, and take remedial action as required* | 1.4. Add disability inclusion and rights and UNDIS implementation to agenda of SMT/ePAG. | PPMES | HRDU | 1, 2 | 2024 Q4  (ongoing) | Completed |
| **Indicator 2**  **Meet requirements**  *Commitment to targeted and mainstream disability inclusion is reflected in results statements and/or indicators of the*  *main strategic planning document*  **Also related to Indicator 5** | 2.2. Review and enhance tracking of engagement with persons with disabilities in the new OMP. | PPMES | HRDU | 2 | 2024 Q4 | Not completed |
| **Indicator 2**  **Meet requirements**  *Disaggregation of data by disability and sex in the main*  *strategic planning document, as*  *relevant* | 2.3. Include as a requirement in new OMP that all data be disaggregated by disability (where relevant). | PPMES | HRDU | 2, 5 | 2024 Q4 | Not completed |
| **Indicator 2**  **Exceed requirements**  *System implemented to track*  *resource allocation to disability*  *inclusion across the entity* | 2.6. Develop and integrate into new OMP a system to track allocation of resources in both planning and results on disability inclusion and rights. | PPMES | HRDU | 2 | 2024 Q1/2 | Not completed |
| **Indicator 3**  **Exceed requirements**  *Entity provides an update*  *at least every two years to the*  *governing body or equivalent on the implementation of policy/strategy and implements remedial action as needed* | 3.3. Evaluate progress of implementation of the OHCHR Disability Policy and Strategy and define remedial actions as needed. | SMT | HRDU | 1, 2 | 2024 Q4  (ongoing) | Completed |
| **Indicator 9**  **Approach requirements**  Guidance note or equivalent  adopted on mainstreaming  disability inclusion at all stages of the programme/project cycle | 9.1. Develop guidance note on using the twin-track approach to mainstreaming disability inclusion and rights through all stages of the programme/project cycle, including revision of fund-raising proposal format and the PBRB submission form. | PPMES | FOTCD; DEXREL; HRDU | 2 | Finalized | Completed |
| **Indicator 9**  **Approach requirements**  *Guidance note or equivalent*  *adopted on mainstreaming*  *disability inclusion at all stages of the programme/project cycle* | 9.2. Advance and include requirement for collection of disability data and disaggregation of data by disability in all programmes/projects. | PPMES | FOTCD | 2, 5 | Finalized | Completed |
| **Indicator 10**  **Approach requirements**  *Evaluation teams have knowledge and/or experience of disability inclusion, where relevant* | 10.1. Consider knowledge and/or experience of disability inclusion and rights in evaluation teams and reference groups for evaluations. | PPMES |  | 2 | 2024 Q2  (ongoing) | Completed |
| **Indicator 10**  **Meet requirements**  *Evaluate the quality of evaluation reports it produced during the year in question* | 10.2. Conduct synthesis review of evaluations to assess disability inclusion and rights. | PPMES |  | 2 | To be established | Completed |
| **Indicator 10**  **Exceed requirements**  *Meta-analysis of evaluation*  *findings, conclusions and*  *recommendations relating to*  *disability inclusion is performed at least every five years* | 10.3. Conduct meta-review of evaluation findings, conclusions and recommendations on disability inclusion and rights in preparation for the formulation of the next OMP. | PPMES |  | 2 | To be established | Completed |
| **Indicator 11**  **Approach requirements**  *Guidance on country*  *programme documents*  *mainstreams disability inclusion* | 11.1. Develop guidance note mainstreaming disability inclusion and rights in country programme documents together with other UN entities, addressing areas included but not limited to country context, treaty body reporting and reviews, government capacity, data sources, identifying barriers faced by persons with disabilities, and inter-agency collaboration on disability inclusion and rights. | PPMES | FOTCD; HRDU | 2, 5 | 2024 Q2 | Completed |
| **Indicator 11**  **Approaches requirements**  *-Guidance on country*  *programme documents*  *mainstreams disability inclusion;* | 11.2. Conduct a review of country programme documents to assess their analysis of disability inclusion, systematic disaggregation of data by disability, identification of barriers faced by persons with disabilities, strengthened inter-agency collaboration, and corresponding programming on disability inclusion and rights. | PPMES | HRDU; FOTCD | 2, 5 | Finalized | Completed |

# PSMS (HRMS, IMTS, FBS, GASS)

| **UNDIS Indicator and performance level target / required criteria** | **ACTION** | **RESPONSIBLE** | **SUPPORTING** | **STRATEGIC OBJECTIVE LINK** | **TIMELINE** | **Completed/not completed** |
| --- | --- | --- | --- | --- | --- | --- |
| **Indicator 1**  **Exceed requirements**  *-Incorporate disability inclusion in existing accountability mechanisms for senior leaders (for example, compacts or 360o reviews).*  *-Ensure that assessments and reviews of the performance of senior leaders measure how far they have advanced disability inclusion (for example, in policy, programming, communications, human resources and organizational culture).* | 1.5. Ensure accountability of management against their obligations on disability inclusion and rights using 360 review for P5s and above and performance evaluations for senior leaders (D1 and above). | PSMS | PPMES | 1, 2 | 2024 Q4  (enhanced action) | Not completed |
| **Indicator 6**  **Meet requirements** *Accessibility policy/ strategy is in place and has been implemented* | 6.2. Start to implement IT accessibility priority activities for 2023, including make external sites accessibility level 1 complaint and incorporate accessibility option into laptop image. | IMTS |  | 3 | To be established | Not completed |
| **Indicator 7**  **Approach requirements**  *Provisions for reasonable*  *accommodation are available to all employees as well as participants to events.* | 7.2. Host a Reasonable Accommodation group to discuss and develop guidance on reasonable accommodation, including procurement, travel work arrangements, sign interpretation services, ICT, among others. | PSMS | HRDU | 3 | 2024 Q1  (enhanced action) | Not completed |
| **Indicator 7**  **Exceed requirements**  *The entity records essential*  *information on requests for*  *reasonable accommodation.* | 7.3. Evaluate and report on the quality of Reasonable Accommodation provided, prepare report, and publish in the intranet the results. | PSMS | HRDU | 3 | 2024 Q4 (ongoing) | Completed |
| **Indicator 8**  **Meeting requirements**  *Target is established and met for number/percentage of relevant procurement documents that have accessibility as a mandatory requirement* | 8.1 establish a tracking mechanism to measure targets established within the competencies of OHCHR/PSMS/Procurement  8.2 establish targets based on baseline tracked | PSMS | HRDU | 3 | 2024 Q3 | Not Completed |
| **Indicator 13**  **Approach requirements**  *Employment policy/strategy*  *and other human resources-related policies/strategies include provisions to attract, recruit, retain, and promote the career development of employees with disabilities; The policy/strategy ensures that the entity’s mobility and travel policies consider disability inclusion.* | 13.1. Develop guidelines for travel of staff with disabilities, in line with proposed changes to Secretariat-wide policies on employment and human resources. | PSMS | HRDA | 3 | 2024 Q4  (enhanced action) | Not completed |
| **Indicator 13**  **Meet requirements**  *The entity uses self-identification questions in staff surveys.* | 13.2. Determine standard self-identification questions for persons with disabilities to be used in all human resources matters, in coordination with UN Secretariat and other UN entities. | HRMS | HRDU | 3 | 2024 Q4 | Not completed |
| **Indicator 13**  **Meet requirements**  *Employees with disabilities*  *report satisfaction and well-being at a level similar to that of the general staff body* | 13.3. Develop and conduct an Office-wide satisfaction survey that is inclusive of persons with disabilities and respects their privacy, and conduct analysis to determine the well-being and satisfaction of staff with disabilities. | PSMS | HRMS; HRDU | 2, 3 | 2024 Q4 | Not completed |
| **Indicator 13**  **Meet/Exceed requirements**  *Employment policy/strategy and other human resources-related policies/strategies include provisions to attract, recruit, retain, and promote the career development of employees with disabilities; Number of persons with disabilities entering the organization through targeted or mainstream recruitment practices has increased.* | 13.4. Develop a strategy/programme to increase the numbers of staff with disabilities working in OHCHR, with consideration of recruitment, onboarding, retention and career progression of employees of persons with disabilities. | HRMS | HRDU / Senior D&I Advisor | 3 | 2024 Q2 | Not completed |
| **Indicator 14**  **Exceed requirements**  *Tailored learning activities*  *and learning resources on disability inclusion are available, in particular for senior managers and staff union representatives* | 14.2. Develop and deliver a training on Reasonable Accommodation for human resources, administration (Admin Net) and section chiefs (Leading Net). | HRMS | HRDU | 3, 4 | 2024 Q4  (ongoing) | Completed |

# TESPRDD

| **UNDIS Indicator and performance level target / required criteria** | **ACTION** | **RESPONSIBLE** | **SUPPORTING** | **STRATEGIC OBJECTIVE LINK** | **TIMELINE** | **Completed/not completed** |
| --- | --- | --- | --- | --- | --- | --- |
| **Indicator 1**  **Meet requirements**  *Senior management team or its equivalent should review implementation of the entity’s disability policy/strategy, and take remedial action as required*  **Also relates to Indicator 3** | 1.3. Develop and submit to SMT/ePAG for review OHCHR Disability Policy. | HRDU | SMT/ePAG | 1, 2 | 2023 Q4  (ongoing) | Completed |
| **Indicator 2**  **Meet requirements**  *Data should be disaggregated by disability and sex whenever data are collected on individuals or populations.* | 2.5. Develop guidance note on disability data collection and disaggregation. | HRDU |  | 2, 5 | 2024 Q4 | Not completed |
| **Indicator 3**  **Approach requirements**  *Custodians should be identified*  *for different components of the*  *policy/strategy.*  **Also related to Indicator 4** | 3.1. Develop and engage the CoP focal point network to develop and monitor OHCHR Disability Policy and Strategy. | HRDU | FOTCD | 1 | 2024 Q1  (ongoing) | Completed |
| **Indicator 3**  **Exceed requirements**  *Entity provides an update*  *at least every two years to the*  *governing body or equivalent on*  *the implementation of policy/*  *strategy and implements remedial action as needed* | 3.4. Report on progress of implementation of the OHCHR Disability Policy and Strategy and UNDIS to the Human Rights Council in its 53rd session. | HRDU | Focal Points | 1, 2 | 2024 Q2, (ongoing) | Completed |
| **Indicator 4**  **Approach requirements**  *Entity has a unit/individual*  *with substantive expertise on a*  *human rights-based approach to disability; the size of the unit or seniority of the individual is appropriate for the size of the entity.*  **Also related to Indicator 3** | 4.1. Evaluate human resources capacity and needs of the Human Rights & Disability team to ensure successful implementation of the UNDIS, including annual reporting and development, implementation and monitoring of the OHCHR Policy and Strategy. | DESIB | HRDU | 1, 4 | 2024 Q3  (ongoing) | Completed |
| **Indicator 4**  **Meet requirements**  *Entity coordinates a focal*  *point network on disability*  *including all relevant departments and country offices* | 4.5. Convene the meeting for the CoP network of focal points. | HRDU | FOTCD | 1 | 2024 Q2  (ongoing) | Not completed |
| **Indicator 4**  **Meet requirements**  *The network consults*  *organizations of persons with*  *disabilities, where relevant.* | 4.6. Conduct meeting between focal point network and organizations of persons with disabilities. | HRDU | FOTCD | 1 | 2024 Q3  (ongoing) | Not completed |
| **Indicator 4**  **Meet requirements**  *The network of focal points*  *promotes a coordinated approach to mainstreaming disability and capacity building across the entity.* | 4.7. Develop a plan for capacity building and technical assistance provision on disability inclusion and rights to focal points, and a system for tracking progress. | HRDU | FOTCD | 1, 2, 4 | 2024 Q2  (enhanced action) | Not completed |
| **Indicator 5**  **Approach requirements**  *Systematic close consultation*  *with, and active involvement of,*  *organizations of persons with*  *disabilities on all disability-specific issues* | 5.1. Develop a systematic approach to consultation on all disability-specific issues that takes into account the diversity of persons with disabilities and intersectionality, and identify a centralized unit/section/department to manage consultation processes and track engagement. | HRDU | SPB; CTMD Civil Society Team | 3 | 2024 Q3 | Not completed |
| **Indicator 5**  **Meet requirements**  *Systematic close consultation*  *with, and active involvement of,*  *organizations of persons with*  *disabilities on all disability-specific issues and broader issues* | 5.2. Assess extent of consultation directly with persons with disabilities when no OPDs are present, and develop and approach for enhancing and systematizing this. | HRDU |  | 3 | 2024 Q3 | Not completed |
| **Indicator 5**  **Meet requirements**  *Systematic close consultation*  *with, and active involvement of, organizations of persons with disabilities on all disability-specific issues and broader issues* | 5.3. Scale out scope of systematic approach to consultation with OPDs to include issues beyond those that are disability-specific. | HRDU |  | 3 | 2024 Q3 | Not completed |
| **Indicator 5**  **Meet requirements**  *Systematic close consultation*  *with, and active involvement of, organizations of persons with disabilities on all disability-specific issues and broader issues* | 5.4. Establish approach/mechanism to ensure that all communications to civil society includes OPDs. | HRDU | COMS | 3 | 2024 Q3 | Not completed |
| **Indicator 5**  **Meet requirements**  *Systematic close consultation*  *with, and active involvement of, organizations of persons with disabilities on all disability-specific issues and broader issues*  **Also related to Indicator 2** | 5.5. Explore collaboration and consultation with OPDs on operational issues, particularly looking at programming and strategic design for OMP review in 2023. | HRDU | PPMES | 2, 3 | 2024 Q3 | Not completed |
| **Indicator 5**  **Exceed requirements**  *Entity has a partnership*  *with organizations of persons with disabilities at the headquarters level and guidance on engagement with a diversity of organizations*  *of persons with disabilities at the regional/country level*  **Also related to Indicator 1** | 5.6. Organize a meeting with the International Disability Alliance (IDA) to discuss UNDIS implementation and collaboration towards future action. | HRDU |  | 1, 3 | 2024 Q1 | Not completed |
| **Indicator 6**  **Meet requirements**  *Accessibility policy/*  *strategy is in place and has been implemented* | 6.3. Explore a potential systematic approach to enhancing accessibility, including of facilities, ICT and services, including at conferences and meetings, at headquarters and in field presences. | HRDU | FOTCD; MDPU; IMCTS | 3 | 2024 Q2 | Not completed |
| **Indicator 7**  **Approach requirements**  *Reasonable accommodation*  *policy/strategy is under*  *development; a capacity building component is*  *included.* | 7.1. Deliver a webinar on Reasonable Accommodation to build capacity of chiefs of sections and heads of field presences, and publish recording and related materials in OHCHR’s intranet. | HRDU | HRMS | 3, 4 | 2024 Q3 | Not completed |
| **Indicator 9**  **Meet requirements**  *Entity establishes and meets*  *the minimum level of programmes and projects that mainstream disability inclusion* | 9.3. Explore and develop a plan for establishing a minimum level of programmes/projects on disability inclusion and rights, both disability-specific and mainstream. | HRDU | FOTCD | 2 | 2024 Q2 | Not completed |
| **Indicator 11**  **Exceed requirements**  *Knowledge management*  *practices and processes promote improved mainstreaming of disability inclusion into country*  *programme documents* | 11.4. Assess needs and develop approach for an active knowledge management mechanism to coordinate make a substantive difference to the quality of country programme documents vis-à-vis disability inclusion and rights. | HRDU | FOTCD; PPMES | 2, 4, 5 | 2024 Q2 | Not completed |
| **Indicator 12**  **Exceed requirements**  *Entity participates actively*  *in inter-agency coordination*  *mechanism(s) on disability*  *inclusion; More than one joint*  *programme/initiative is in place* | 12.2. Continue active participation in inter-agency coordination mechanisms on disability inclusion and rights, including but not limited to: UNPRPD, IASG, Reference Group on Inclusion of Persons with Disabilities in Humanitarian Action, UNDIS Focal Point Network, UNDIS UN Secretariat focal point network, UNDIS COVID-19 workstreams, UNOG, and renew joint programming at the global level | HRDU | FOTCD | 1 | 2024  (ongoing) | Completed |

# SUMMARY OF ACTIONS

This list summarizes the actions by UNDIS indicator.

| **Ind.** | **Action** | **Unit** |
| --- | --- | --- |
| 1 | **Action 1.1** | EOS/HC/ DHC |
| 1 | **Action 1.2** | PPMES |
| 1 | **Action 1.3** | TESPRDD |
| 1 | **Action 1.4** | PPMES |
| 1 | **Action 1.5** | PSMS |
| 2 | **Action 2.1** | All Units |
| 2 | **Action 2.2** | PPMES |
| 2 | **Action 2.3** | PPMES |
| 2 | **Action 2.4** | PPMES |
| 2 | **Action 2.5** | TESPRDD |
| 2 | **Action 2.6** | PPMES |
| 3 | **Action 3.1** | TESPRDD |
| 3 | **Action 3.2** | All Units |
| 3 | **Action 3.3** | SMT |
| 3 | **Action 3.4** | TESPRDD |
| 4 | **Action 4.1** | TESPRDD |
| 4 | **Action 4.2** | FOTCD |
| 4 | **Action 4.3** | FOTCD |
| 4 | **Action 4.4** | All Units |
| 4 | **Action 4.5** | TESPRDD |
| 4 | **Action 4.6** | TESPRDD |
| 4 | **Action 4.7** | TESPRDD |
| 5 | **Action 5.1** | TESPRDD |
| 5 | **Action 5.2** | TESPRDD |
| 5 | **Action 5.3** | TESPRDD |
| 5 | **Action 5.4** | TESPRDD |
| 5 | **Action 5.5** | TESPRDD |
| 5 | **Action 5.6** | TESPRDD |
| 6 | **Action 6.1** | FOTCD |
| 6 | **Action 6.2** | PSMS |
| 6 | **Action 6.3** | TESPRDD |
| 6 | **Action 6.4** | MDPU |
| 7 | **Action 7.1** | TESPRDD |
| 7 | **Action 7.2** | PSMS |
| 7 | **Action 7.3** | PSMS |
| 9 | **Action 9.1** | TESPRDD |
| 9 | **Action 9.2** | PPMES |
| 9 | **Action 9.3** | TESPRDD |
| 10 | **Action 10.1** | PPMES |
| 10 | **Action 10.2** | PPMES |
| 10 | **Action 10.3** | PPMES |
| 11 | **Action 11.1** | PPMES |
| 11 | **Action 11.2** | FOTCD |
| 11 | **Action 11.3** | FOTCD |
| 11 | **Action 11.4** | TESPRDD |
| 12 | **Action 12.1** | FOTCD |
| 12 | **Action 12.2** | TESPRDD |
| 13 | **Action 13.1** | PSMS |
| 13 | **Action 13.2** | PSMS |
| 13 | **Action 13.3** | PSMS |
| 13 | **Action 13.4** | PSMS |
| 14 | **Action 14.1** | All Units |
| 14 | **Action 14.2** | PSMS |
| 15 | **Action 15.1** | EOS/HC/ DHC |
| 15 | **Action 15.2** | EOS/HC/ DHC |

1. In 2023 AWP for 2024 will be undertaking a light planning process, consequently actions are those planned for 2023 which have not been completed. [↑](#footnote-ref-2)
2. ‘Enhanced actions’ are not tied to performance under the accountability framework yet are needed to effective implementation. [↑](#footnote-ref-3)