

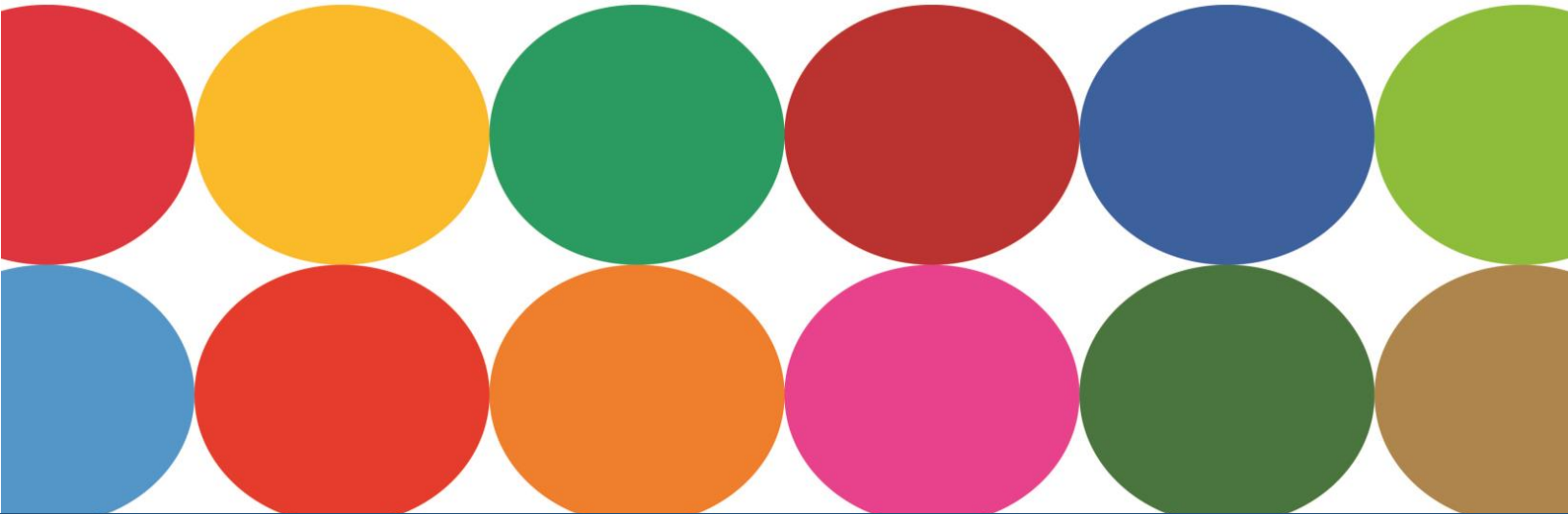


UNITED NATIONS  
SUSTAINABLE  
DEVELOPMENT  
GROUP



Empowered lives.  
Resilient nations.

# UN-UN Internal Service Level Agreement



UN Agency to UN Agency Contribution agreement

## **UN Agency to UN Agency Contribution Agreement**

**Between**

**UNDP and UNDCO**

**for**

### **High-Impact Common Services on Disability Inclusion Through a Strategic Global Partnership to drive disability inclusion in business operations in: Dominican Republic**

#### **A. SUMMARY OF ACTIVITIES**

**Title:** Supporting the UNCT and OMT implement disability inclusive common services through the Business Operations Strategy

**Start/End Dates:** Activities start date: Upon signature of the Agreement  
Activities end date: June 30<sup>th</sup>, 2022

**Location:** Dominican Republic One UN House.

**Contribution Amount:** \$50,000 (fifty thousand USD)

**Contributing Agency:** United Nations Development Coordination Office

**Recipient Agency:** United Nations Development Programme (UNDP) Country Office in the Dominican Republic as common premise managing entity and on behalf of the UNCT in DR

**Nature of Activities** Evaluation, assessment, and implementation of disability inclusive Common Services in HR, ICT, and physical premise common services (Please refer to Annex 1 for details)

**Purpose** Increase and promote the disability inclusion practices and infrastructure of UNCTs common premises (Namibia and Nepal) to become more inclusive work environments for persons with disabilities and a proof of concept and catalyst for inclusion and accessibility in other organisations.

The goal of the project is to leverage the capacity and infrastructure of the UN to create supportive networks and platforms to generate systemic advancement in disability inclusion change. The Business Operations Strategy, a common framework that brings together all UN agencies to collaborate across operations will enable and facilitate the scaling and impact of this project.

The project's goals are to implement common services related to disability inclusion, including, but not limited to, the following:

1. Create and improve on the physical accessibility of premises to become inclusive hubs and leverage UN facilities as collaborative spaces of inclusion
2. Build resources and communication strategies with OPDs, experts, and public and private organisations to drive disability inclusion in the country
3. Train persons with disabilities on UN recruitment processes and job search
4. Train staff on disability inclusion to create systemic change and facilitate mainstreaming of persons with disabilities
5. Improve the ICT and digital accessibility of local UN resources
6. Lay the foundation to hire persons with disabilities in the UN system

**Annexes:**

ANNEX 1 – Disability Inclusion Phase 0  
ANNEX 2 – Partnership Overview

**Expected outcomes:**

The proposal aims to scale up implementation of disability inclusion common services in the operational workstreams of two UNCTs at the country level in accordance with the UNDIS and create proof of concept of accessibility for other UN Country Teams. The Business Operations Strategy 2.0 will provide a framework for UNCT collaboration to make UN premises, ICT/Digital services, and HR practices more inclusive and accessible and create local accessible hubs for driving disability inclusion. It builds on the expectations already called for through the UNDIS and the UNCT Accountability Scorecard on Disability Inclusion.

The disability inclusion targets will be projected and focused on these three areas:

1. Physical accessibility of Premises
2. ICT/Digital accessibility
3. Inclusive HR services: Engagement and Recruitment of Persons with Disabilities

The Recipient Agency will be fully responsible for administering the Contribution in accordance with its financial regulations, rules, policies and procedures, and administrative instructions, and carrying out the Activities efficiently and effectively.

**B. BUDGET AND SUPPORT COSTS**

The total budget for the Activities is \$50,000 in USD. Below is a suggested application of the funds, however, the local project team may suggest and apply for different redistribution of the budget.

---

**Summary of activities  
and Budget**

1. Mapping, Auditing, and Management of the Physical Accessibility Service	\$1,389
--	---------

---

2. Entrance to the building is accessible	\$7,407
---	---------

---

3. One workstation is physically accessible	\$2,315
---	---------

---

4. One meeting room is accessible	\$4,630
-----------------------------------	---------

---

5. One unisex toilet is accessible	\$4,630
------------------------------------	---------

---

6. Accessible evacuation path required for levels where Staff with disabilities work or attend meetings	\$1,389
---	---------

---

7. One parking space made accessible (If parking is provided)	\$1,389
---	---------

---

<b>Physical Accessibility Total</b>	<b>\$23,148</b>
-------------------------------------	-----------------

---

Mapping of Digital & Web Tools & Creating an ICT/Digital Accessibility Strategy	\$1,389
---	---------

---

Making Web & Digital Content on Platforms Accessible for persons with disabilities (through HQ)	\$4,167
---	---------

---

Making workplaces ICT/digitally accessible	\$1,389
--	---------

---

<b>Digital Accessibility Total</b>	<b>\$6,944</b>
------------------------------------	----------------

---

Mapping of Inclusive HR Practices & Engagement with OPDs	\$926
--	-------

---

Training Staff on disability inclusion and persons with disabilities on UN application process	\$4,630
--	---------

---

Hire, onboard, and provide reasonable accommodation to at least two persons with disabilities	\$8,333
---	---------

---

<b>HR Accessibility Total</b>	<b>\$13,889</b>
-------------------------------	-----------------

---

<b>Reserve</b>	<b>\$2,315</b>
----------------	----------------

---

<b>Indirect costs (8%)</b>	<b>\$3,704</b>
----------------------------	----------------

---

<b>Total Disability Inclusion Budget</b>	<b>\$50,000*</b>
--	------------------

---

The Contributing Agency will not be responsible for any financial commitment or expenditure made by the Recipient Agency that exceeds the budget for the Activities. The Recipient Agency will promptly advise the Contributing Agency any time when the Recipient Agency is aware that the budget to carry out these Activities is insufficient to fully implement the Activities in the manner set out in the present Agreement, including its Annex(es). The Contributing Agency will have no

obligation to provide the Recipient Agency with any funds or to make any reimbursement for expenses incurred in excess of the total budget as set forth herein.

### **C. COST RECOVERY**

The Recipient Agency's support costs, determined in accordance with its cost recovery policy, will be paid from the Contribution, in accordance with the budget.

### **D. REPORTING**

#### ***Narrative reporting:***

The Recipient Agency will provide the Contributing Agency with a Final Narrative Report, within (1) one month from completion of the Activities of the agreement in accordance with the end date, 30/06/2022 (Tentative), which will provide an overview of activities, assessments, and completion reports.

Monthly meetings or email-based progress reports can be provided and shall highlight the following:

- Results accomplished against each deliverable.
- Cumulative deviations from schedule of progress as specified in the agreed and finalized work plan and schedule (if any);
- Corrective actions to be taken to return to planned schedule of progress or proposed revisions to planned schedule (if and when necessary);
- Other issues and outstanding problems with proposed actions to be taken.
- Resources that the Recipient Agency expects to be provided by BOS; and
- Other issues or potential problems the Recipient Agency foresees that could impact the successful accomplishment (progress and/or effectiveness) of the requirements and needs of this activity.

#### **Financial Reporting:**

The Recipient Agency will provide the Contributing Agency with the following financial reports, prepared in accordance with the Recipient Agency's financial regulations,' rules, policies, procedures, and administrative instructions:

1. Final Financial report with respect to the funds disbursed to it, to be provided no later than (2) two months following the completion of the Activities of the agreement in accordance with the end date.

### **E. CONTRIBUTIONS**

The total amounts paid by the Contributing Agency shall match the total budget amount. For Activities less than one year in duration the Contribution will be paid to the Recipient Agency prior to the commencement of Activities.

Schedule of payment:

Upon signature of this agreement by both parties	Up-front payment in a single instalment, corresponding to the implementation and delivery of disability inclusive common services and activities within the UNCT
--	--

<sup>2</sup> The number and definition of services can be subjected to alteration in common agreement between the recipient and contribution agency

The Contributing Agency acknowledges that the Recipient Agency will not pre-finance Activities. If the Contribution, or any part of it, is not received in a timely manner, the Activities may be reduced or suspended by the Recipient Agency with immediate effect.

The Contribution will be paid into the following account:

<b>Name of bank:</b>	<b>Bank of America</b>
<b>Bank address:</b>	<b>1401 Elm St., Dallas TX 75202</b>
<b>Account Name and Number:</b>	<b>UNDP REPRESENTATIVE IN DOMINICAN REPUBLIC</b>
<b>Account Number:</b>	<b>3751560126</b>
<b>Currency:</b>	<b>USD</b>
<b>SWIFT address:</b>	<b>BOFAUS3N</b>
<b>ABA Number:</b>	<b>026009593</b>
<b>Reference:</b>	

When making such transfers, UNDCO will notify UNDP through an email message sent to the following: miguel.geraldino@undp.org and copy maria.luisa.duran@undp.org. The message shall state the following: (a) the amount transferred; (b) the project to which the amount relates (c) the value date of the transfer; (d) that the transfer is from the Contributing Agency pursuant to this Agreement.

#### **F. INTELLECTUAL PROPERTY RIGHTS**

All Intellectual Property Rights related to the Activities will belong to the Recipient Agency. The Contributing Agency and, if applicable, the relevant programme Government will enjoy a perpetual, royalty-free, non-exclusive and non-transferable license.

#### **G. CORRESPONDENCE**

All correspondence regarding the implementation of this Agreement will be addressed to:

United Nations Development Coordination Office

**Mr(s) Zamir Frotan**

Title Global Lead, Business Operations Strategy - Programme Management Officer  
[zamir.frotan@un.org](mailto:zamir.frotan@un.org)

and with cc to: Luis Diego Cob, High-Impact Services, [luis.cob@un.org](mailto:luis.cob@un.org)

Address UN Secretariat, S-25th floor, New York, NY 10017

United Nations Development Programme:

**Mr(s) Inka Mattila**

Title : Resident Representative

Address: Ave. Anacaona No.9, Santo Domingo, Dominican Republic

#### **H. AMENDMENTS**

The present Agreement, including its Annexes, may be modified or amended only by written agreement between the two Agencies.

## **I. COMPLETION OF THE ACTIVITIES**

The Recipient Agency will notify the Contributing Agency when all Activities have been completed. The Recipient Agency will continue to hold any part of the Contribution that is unutilized at completion of the Activities until all commitments and liabilities incurred in the carrying out of the Activities have been satisfied and all arrangements associated with the Activities have been brought to an orderly conclusion.

## **J. TERMINATION OF THIS AGREEMENT**

This Agreement will terminate upon satisfaction of all commitments and liabilities incurred in carrying out the Activities and the orderly conclusion of all arrangements associated with the Activities.

This Agreement may be terminated by either Agency at any time by written notice to the other. Termination will be effective thirty (30) days after receipt of the notice. In the event of termination under this paragraph, the two Agencies will cooperate to ensure completion of the Activities, satisfaction of all commitments and liabilities, and the orderly conclusion of all arrangements associated with the Activities.

## **K. REFUNDS OF UNSPENT BALANCES**

Upon expiry or termination of this Agreement and following the submission of the final financial report, any unspent balance from the Contribution will be returned to the Contributing UN Entity, unless otherwise agreed in writing by the UN Entities.

## **L. INTEREST**

Unless otherwise agreed by the UN Entities based on requirements of the Funding Source as applicable, any interest accrued on the Contribution shall be treated according to the Recipient UN Entity's policies and procedures.

## **M. DATA PROTECTION**

The UN Entities will ensure an appropriate protection of personal data in accordance with their respective regulations, rules, policies, and procedures with due regard to the Personal Data Protection and Privacy Principles.<sup>1</sup> The UN Entities acknowledge and agree that "personal data" is defined as information relating to an identified or identifiable natural person (data subject) that is processed by, or on behalf of, the respective UN Entities concerned.

## **N. SETTLEMENT OF DISPUTES**

The two Agencies will use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this Agreement or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the nature of the dispute, controversy or claim and of the measures which should be taken to rectify it, will be resolved through consultation between the Executive Heads of each of the Agencies.

---

## O. ENTRY INTO FORCE AND VALIDITY

This Agreement will enter into force upon its signature by the authorized representatives of the Parties and remain in force until terminated in accordance with Section J above.

## P. PRIVILEGES AND IMMUNITIES

Nothing in or relating to this Agreement shall be deemed a waiver, express or implied, of any of the privileges and immunities of the UN Entities.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in duplicate.

On behalf of the **United Nations Development Coordination Office**

**Name** : Bakhodir Burkhanov

**Title** : Chief, Business Management Branch, DCO, UNHQ, New York

**Date** : 17 December 2021

On behalf of the **United Nations Development Programme**

**Name** : Inka Mattila

**Title** : Resident Representative, UNDP-Dominical Republic

**Title** : \_\_\_\_\_

**Date** : \_\_\_\_\_

## **Annex 1- Driving Disability inclusion through a Strategic Global Partnership to include persons with disabilities in the workforce**

### **Mission Statement of the Partnership**

**The Partnership's mission is to create a Public-Private Collaboration to train, hire, and advance persons with disabilities in the workforce across 131 countries where the UN has operations.** The goals of the Partnership will be achieved by leveraging the capacity and infrastructure of the UN and creating supportive networks and platforms to generate systemic change both within the UN and more broadly with private and public sector partners. The Business Operations Strategy, a common framework that brings together all UN agencies to collaborate across operations will enable and facilitate the scaling and impact of this Partnership.



## Key Objectives

- **Create a collaborative partnership at a global level to include persons with disabilities in the workforce** within the UN and broadly to realise their rights in line with the goals in the 2030 Agenda and the Convention on the Rights of Persons with Disabilities (CRPD) in 131 countries where the UN has operations.
- Leverage the UN's operations, institutional frameworks, infrastructure, and network to include persons with disabilities in the workforce.
- Support organisations within the Partnership to mobilise resources (e.g., financial, technical, strategic, and communications).
- Establish a consolidated network and platform to share resources and build capacity among key personnel.
- Design digital outreach campaigns to advance the inclusion of persons with disabilities in the workforce in alignment with the CRPD and United Nations Disability Inclusion Strategy.

## Background

**UNDIS** – In 2019, the UN Secretary-General launched the UN Disability Inclusion Strategy (UNDIS) to strengthen the system-wide inclusion of persons with disabilities.<sup>2</sup> The UNDIS plays a crucial role in supporting Member States to achieve the 2030 Agenda for Sustainable Development, its central promise to leave no one behind, and implement the Convention on the Rights of Persons with Disabilities (CRPD).

**BOS 2.0** – The Business Operations Strategy (BOS) is a UN internal strategic framework that establishes mandatory collaboration and integration of common operational services in 131 UN Country Teams (UNCTs). Through the BOS, the UN can rapidly and internally scale up services and practices in all UNCTs. The success of the internal implementation of inclusive UN services and strategies could encourage partners' similar utilisation of the approach. The BOS offers an opportunity to promote disability inclusion in the countries where the UN has operations.

Disability inclusion is a core tenet of the 2030 Agenda for Sustainable Development to leave no one behind. Persons with disabilities represent approximately one billion people and are more likely to experience adverse socioeconomic outcomes.<sup>3</sup> Moreover, the **COVID-19 pandemic has disproportionately impacted pre-existing inequalities, exasperating the health and social opportunities of persons with disabilities**—known to have less access to resources and supportive health and social networks.<sup>4,5</sup> This Partnership is being proposed as an urgent response to design and

---

<sup>2</sup> [United Nations Disability Inclusion Strategy, 2019.](#)

<sup>3</sup> [The World Bank Group: Disability and Poverty](#)

<sup>4</sup> [Mass General Hospital: COVID-19's Impact on People with Disabilities](#)

<sup>5</sup> [American Association of Psychological Association: How COVID-19 impacts people with disabilities.](#)

implement strategies to build more inclusive and accessible societies in consultation with persons with disabilities.<sup>6</sup>

### **Opportunity**

The global scale of UN operations and Business Operations provide an opportunity to drive disability inclusion in 131 countries and with all UN agencies. UN DCO initially proposes the Partnership to have two phases of implementation. Once the Partnership is created, the partners will collaboratively co-create and review this approach and its goals and targets. This initiative will aim to:

- Create a partnership with Organisations of Persons with Disabilities (OPDs) to champion disability inclusion, include persons with disabilities in the workforce, and provide them with training through the UN infrastructure and capacity
- Partner with private sector organisations to collaborate and scale expertise and resources for disability inclusion
- Create an international digital communication strategy to locally and internationally voice and advance the rights of persons with disabilities
- Leverage the political capital and credibility of the UN to gain momentum and attention on disability inclusion
- Create a joint digital communication and advocacy strategy to increase momentum for disability inclusion projects with the UN leading by example.
- Strengthen and support UN and OPD's program implementation on disability inclusion

### **Action Steps & Targets: Phase 0**

- Create physically accessible infrastructure in 10 country teams to become inclusive hubs and leverage UN facilities as collaborative spaces of inclusion
- Build a resource sharing platform and communication strategy with OPDs, experts, and public and private organisations to drive disability inclusion
- Train persons with disabilities on recruitment processes and job search
- Train staff on disability inclusion to create systemic change and facilitate mainstreaming of persons with disabilities
- Hire persons with disabilities in the UN system

Phase 0 will be piloted in 10 countries over 4 months. With this experience, it will roll out to 40 UNCTs in Phase 1 and to 131 UNCTs and external organisations in countries. Some UNCTs will move faster into Phase II according to the pre-conditions and dispositions of the country's team and infrastructure. In Phase I, country teams will create a proof of concept and the required accessible physical and resource infrastructure to become enablers and facilitators of disability inclusion in their country and support local and international OPDs to drive a collaborative, inclusive agenda.

---

<sup>6</sup> [A disability-inclusive Response to Covid-19](#)

To reach the targets DCO has created inclusive common services for the Business Operations Strategy (BOS) for agencies to cohesively and globally scale disability inclusion across operations. The common services focus on three areas of UN Operations to support the implementation of disability inclusion—**Physical Premises, Digital and Web Accessibility, and Inclusive HR**. These services will help country teams set up the accessible physical infrastructure and resource sharing platforms, strengthen the capacity of the UN to engage, train (i.e., in the job application process, resume writing, and interviewing skills), hire persons with disabilities, and promote disability inclusion in 131 countries.

Table 1 below shows some of the expected outputs and targets to engage, attract, train, and hire persons with disabilities in Phase I. This Phase is focused on making the UN infrastructure of physical premises, digital platforms, and HR services more inclusive and building a foundation of knowledge and experience within the UN to advise and train other local private and public organisations that could use assistance. This infrastructure will be used and accessible to the Partnership to drive inclusive initiatives for the broader audience.

The Partnership will also involve local and international organisations of and for persons with disabilities. It will work collaboratively to create the necessary agile teams to hold and present quarterly or semesterly meetings and reviews to evaluate the progress of the targets iterating, correcting, and scaling the plan as necessary.

**Table 1: Global Targets for Phase 0**

Phase 0 will begin with 10 country teams with a proven record of accomplishment, commitment, and progress in disability inclusion that are working on disability inclusion within the BOS and that have a common premise (a premise housing more than one agency) and One UN House (a common premise that houses the Resident Coordinator). These characteristics will enable the benefits of the programme across agencies and a higher ROI by reaching more persons with disabilities in each country. Phase I & II will then expand yearly to reach 131 countries.

<b>Year</b>	<b>Description</b>	<b>Targets (persons reached)</b>
1	Persons with Disabilities Trained (100/UNCT)	1,000
	Persons with Disabilities Hired (2/UNCT)	20
	Staff Trained on Disability Inclusion (125/UNCT)	1,250
<b>Total Persons Reached</b>		<b>2,270</b>

**Table 2: Projection of outputs and targets for Phase 0 per UNCT.**

	Physical Accessibility	Inclusive HR Services	Digital & Web Accessibility
Dec-2021	<ul style="list-style-type: none"> <li>• Complete mapping of the Common premise</li> <li>• Approach or reached Level 1 accessibility compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Mapped participating agencies for disability-inclusive HR Practices</li> <li>• Trained Staff on disability inclusion</li> <li>• Trained &amp; engaged 100≥ persons with disabilities</li> <li>• Hire or approaching to hire 2≥ persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Mapped Digital Accessibility of participating agencies</li> <li>• Design &amp; work on a local digital strategy</li> <li>• Prepare digital equipment for 2≥ staff with Disabilities</li> </ul>

### Communications and Behavioral Change

A communications and behavioural change strategy will be developed to help facilitate a shift in culture and mindset for disability inclusion across diverse sectors. Internally, the communication strategy will provide UN staff with crucial concepts related to disability inclusion. Externally, it will enable UNCTs and OPDs to highlight and champion the importance of the rights of persons with disabilities with partner organisations, suppliers, and local and national governments. As mentioned previously, the UN's communication channels will be used to increase the visibility of international and local initiatives derived from this Partnership.

### Sustainability

The Partnership's advisory group will meet quarterly to ensure the learnings and exceptional practices are systematically captured and shared for countries to learn and replicate. The targets included in this disability inclusion Partnership are intended to have a long-term impact, with sustainability as a core objective. Once the Partnership is established, all partners will create Phase II targets with a more extensive reach.

### Governance structure

**The project will be governed through a public-private partnership** and overseen by the UNSDG Business Operations Task Team in close collaboration with international non-governmental organisations (INGOs) and OPDs. The UNSDG will report on the efficiency and social impact of this project annually.

### Disability Inclusion Network & Resource Platform

This Partnership will leverage the resources and expertise of organisations working together to advance the inclusion of persons with disabilities within countries with a UN presence. Furthermore, a disability Task Team will be created, including staff with disabilities, disability inclusion and accessibility experts, OPDs, and other international and local NGOs working in this space. It will help capture and disseminate promising

practices and success stories and ensure UNCTs can access the most relevant and updated strategies, approaches, and technical guidance available on disability inclusion in the relevant service areas.

### **Monitoring, Evaluating, and Reporting**

At the UN level, OMTs will present an annual report on their progress and target achievement, and other participating organisations will be encouraged to do the same. This report will be monitored and evaluated by a task team created by the partner organisations, offering support for country teams to tailor and conceptualise their roadmap. A detailed plan for monitoring, reporting, and evaluating the project will be put in place, subject to the Partnership's approval.

### **Costs & resource mobilisation strategy**

The UN has and will continue to invest significantly in inclusive operations. However, a more robust resource mobilisation will enable the implementation across all 131 countries quicker and with a broader reach.

The budgeting considers that all UNCTs will be part of these efforts. More than sixty country teams have already begun the implementation of inclusive disability services through the Business Operations Strategy but some have stalled because of a lack of resources. With the proper resources, these countries can become facilitators that allow other organisations to follow suit and build upon the experience of these early adopters.

Once each UNCT has created accessible physical premises, it can serve as a hub for developing the resource sharing platform for training and offering inclusive resources for numerous organisations and promote that more persons with disabilities be included in the workforce. The financial requirements for Phase I will vary per country. Each country may prioritise the budgeting according to their country context, premises and needs.

Annex 2 – Disability Inclusion Global Strategic Partnership

## Driving disability inclusion through a strategic global partnership

**“...with the goal to establish a network of partners to pool resources (expertise, networks, and financial) to advance the rights of and empower persons with disabilities in 131 countries.”**

To ensure that we leave no one behind, we must make significant progress in disability inclusion and better support Member States in the implementation of the

Convention on the Rights of Persons with Disabilities. The United Nations cannot accomplish this alone. A global partnership that includes the private sector, civil society, academia, and the communities of people with disabilities around the world is critical to making vision of the [Secretary-General's United Nations Disability Inclusion Strategy \(UNDIS\)](#)<sup>7</sup> a reality.

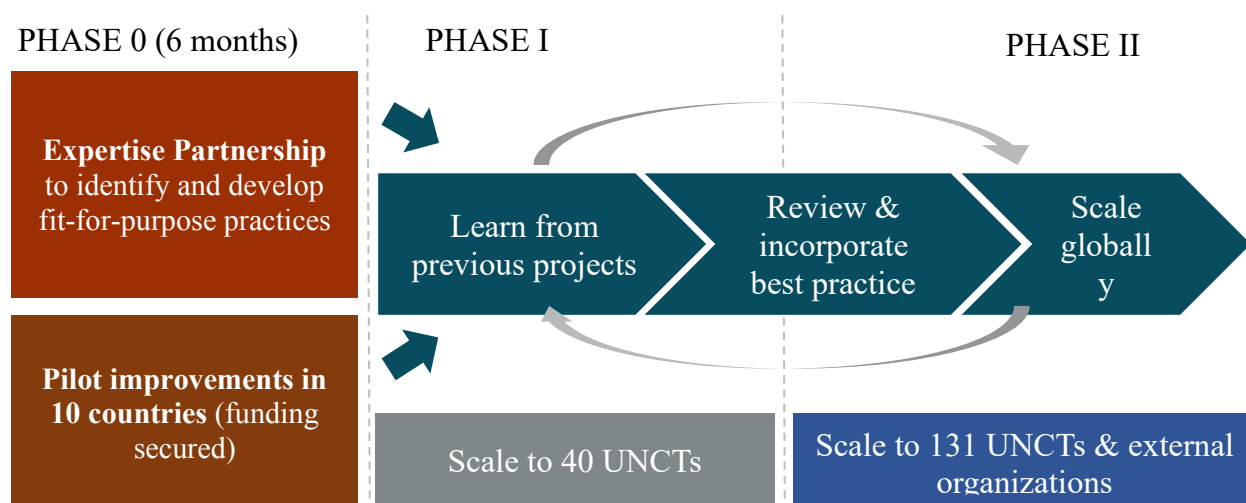
The experiences of UN country teams in Vietnam, Nepal and Indonesia have demonstrated a track record of accessibility in operations and at the programmatic levels. The Business Operation Strategy (BOS) now provides a framework across 131 UN country teams that will simplify and streamline the rollout of disability inclusion measures collaboratively across UN operations in country teams representing all UN agencies in the field.

### Establishing the partnership

A kick-off discussion took place in June 2021 between the UN, the Kessler Foundation, and the UN Foundation. The partnership is envisioned as a three phased approach. It already starting with a pilot phase across 10 UN country teams as a proof of concept to develop fit for purpose approaches that could be expanded across UN operations and programmes globally and to external organizations from the public and private sectors in phases 1 and 2.

The outcome of the pilot will be shared with the partners and the independent oversight and advisory panel for review, evaluation, assessment of the resources required to scale the projects globally to all 131 UN Country teams and further inspire public and private sector collaboration.

It is time to truly step up and ensure we leave no one behind. Through an iterative, agile, and inclusive partnership that embeds continuous improvement, we can accomplish this ideal.



<sup>7</sup> UN Disability Inclusion Strategy <https://www.un.org/en/disabilitystrategy/sgreport>