



UNIVERSITY OF NAIROBI

DISABILITY MAINSTREAMING STRATEGY

2023-2028

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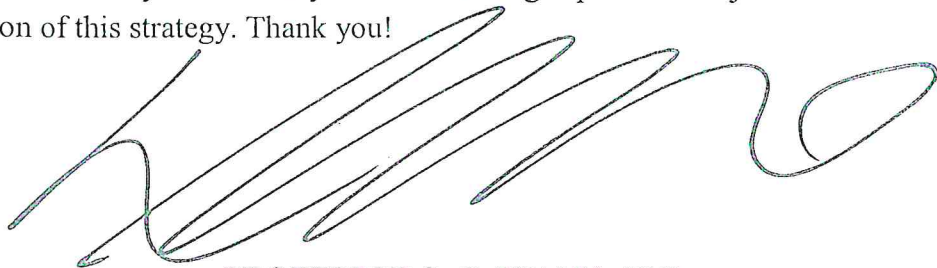
FOREWORD

Since its establishment, the University of Nairobi has continued to serve and work with diverse populations including Persons with disabilities, Persons from different Nationalities, gender identities, ethnic and regional backgrounds towards the realization of a world class University committed to scholarly excellence. The rich diverse university community requires up scaling inclusivity in our processes, procedures and operations. Inclusivity of various cadres of society, including persons with disabilities is not only a commitment in the University, but also a constitutional requirement under Article 54 of the Constitution of Kenya (2010), a component of the National Values & Principles, a deliverable under the Convention on the Rights of Persons with Disabilities (CRPD) and the Persons with Disabilities Act (2003) and a directive of the University Act (2012).

In 2019, the University through a reflective session of the Central Administration Disability Mainstreaming Committee recognized that the interventions towards disability mainstreaming were done in an adhoc manner. Consequently, the management committed to institutionalize disability mainstreaming in University operations. The period 2019 to 2022 has seen robust up scaling of disability mainstreaming interventions, key amongst them being the development and approval of the University of Nairobi Disability Mainstreaming Policy of 2020, establishment of the Disability Liaison Office under the Dean of Students and concretization of the International Day of Persons with Disabilities Celebrations as annual calendar event in the University.

To sustain the momentum for disability inclusion, normalize a culture of disability inclusion in University operations and ensure that the gains made in disability inclusion are not lost, we are moving to the next phase of launching and implementing the University of Nairobi Disability Mainstreaming strategy, 2023- 2028. This strategy seeks to complement our commitment to a world class scholarly excellence and our people reforms agenda by ensuring excellence in disability inclusion at the University of Nairobi and promoting an enabling environment for effective and efficient service delivery to Persons with Disabilities in the University Community for the realization of their full potential.

This strategy is anchored on four themes which include; Accessibility of physical, digital & social environment, Capacity building, Research & Innovation and Increased participation of Staff and Students with disabilities in University Processes. In the strategic period we shall be putting more efforts towards realization of these strategic outcomes. We acknowledge that the noble task of implementing this strategy cannot bear fruits without your support, therefore we call upon the University Community and our strategic partners to join us and be selfless in implementation of this strategy. Thank you!



PROFESSOR S. G. KIAMA, PhD
VICE CHANCELLOR, UNIVERSITY OF NAIROBI

ACKNOWLEDGEMENTS

The University is extremely grateful for the invaluable support provided by individuals and partner organizations in the development of the University of Nairobi Disability Mainstreaming Strategy, 2023 – 2028.

We are highly indebted to the University Management including the University Council, the Senate and the University Management Board for their overwhelming support in the entire process of developing this strategy. Special thanks to the Vice Chancellor, Professor S. G. Kiama for providing an enabling environment for disability inclusion in the University.

This is the very first strategy for disability mainstreaming at the University. The hard work of the Central Administration Disability Mainstreaming Committee under the leadership of Professor Collins Odote has been instrumental in the realization of the milestones and is highly appreciated. The Committee played a critical role in conceptualizing and designing the strategies captured in this strategy.

We want to thank the National Council for Persons with Disabilities (NCPWD) led by the Chief Executive Officer, Mr. Harun M. Hassan for the technical support that shaped the strategic direction of the University in enhancing disability inclusion.

Special thanks to Open Society Initiative for Eastern Africa (OSIEA) for their support to the University on disability inclusion. The support was instrumental in facilitating the development of this strategy.

The incredible support from the University of Nairobi Students Association (UNSA) and the University of Nairobi Students with Disabilities Association (UoNSWDA) cannot go unmentioned in the strategy development process. Thank you for your inputs.

We appreciate the staff and students of the University for their Commitment to disability mainstreaming agenda. Further, we want to extend our gratitude to the Disability Liaison Office at the Dean of Students Office for supporting the strategy development process.

We are confident that this strategy will provide a roadmap for achieving excellence in disability inclusion at the University of Nairobi and promoting an enabling environment for effective and efficient service delivery to Persons with Disabilities in the University Community for the realization of their full potential.

ABBREVIATIONS

ACHPR	African Commission on Human and Peoples Rights
AU	African Union
AVC	Associate Vice Chancellor
CRPD	Convention on the Rights of Persons with Disabilities
DLO	Disability Liaison Office
GDS	Global Disability Summit
HR	Human Resources
IEC	Information Education and Communication
JAWS	Job Access with Speech
MDAs	Ministries, Departments and Agencies
NCPWD	National Council for Persons with Disabilities
NVDA	Nonvisual Desktop Access
OSIEA	Open Society Initiative for Eastern Africa
PESTEL	Political, Economic, Socio -Cultural, Technological, Environmental & Legal Analysis
PWDs	Persons with Disabilities
SDGs	Sustainable Development Goals
SWOT	Strength, Weakness, Opportunity & Threats Analysis
UNC – Radio	University of Nairobi Community Radio
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities
UNCTV	University of Nairobi Community Television
UNICEF	United Nations Children Education Fund
UNSA	University of Nairobi Students Association
UoN	University of Nairobi
UoNSWDA	University of Nairobi Students with Disabilities Association
WHO	World Health Organization

CHAPTER ONE: INTRODUCTION AND CONTEXT

1.1 Background

The World Health Organization (WHO) postulates that the global disability prevalence is 16% in every population and that the average disability prevalence among the female population 18 years and older is 19.2% compared to 12% among men of the same age bracket. The world report on disability further affirms that 80% of persons with disabilities live in developing countries and are poor¹. A report released by United Nations Children Education Fund (UNICEF) in 2021 established that there are about 240 million children with disabilities around the world, one out of ten of these children experience in-depth deprivation of health, education and protection².

Kenya Population Census of 2019 revealed that there are about 2.2% (0.9 million) Kenyans with disabilities, 2.5% of Kenyans with disabilities are women whereas 1.9% are men.³ It is further indicated that 2.6% (0.7 million) Kenyans who live in the rural areas and 1.4% (0.2million) who live in urban areas have a disability. These statistics deviate from the global disability prevalence, perhaps due to stigma and prejudice that may lead to a huge segment of Kenyans not disclosing their disability status or even poor dissemination of data collection tools and methodologies. Disability data inconsistency and disparity is a major setback that could potentially propagate structural exclusion and marginalization of persons with disabilities in public budgeting and resource allocation for disability interventions across various sectors in the economy including Health, Agriculture, Employment, Trade and Education in which the University falls under.

Overall, Persons with disabilities experience adverse socioeconomic outcomes; they lack access to and control of resources, have poor educational outcomes and low literacy levels, low employment rates, poor health outcomes, higher poverty rates and are largely overlooked in the development agenda. Youth with disability are largely invisible; their issues receive little or no consideration; and are underrepresented in national programmes that target the youth development and empowerment in general.

The 2030 Agenda for sustainable Development pledges to leave no one behind, including persons with disabilities and other disadvantaged groups, and has recognized disability as a cross-cutting issue, to be considered in the implementation of all of its goals. The Sustainable Development Goals (SDGs) include seven targets and 11 indicators explicitly making reference to PWDs, covering access to education and employment, availability of schools that are inclusive of students with disabilities, inclusion and empowerment of persons with disabilities, accessible transport, accessible public and green spaces, and building the capacity of countries to disaggregate data by disability.

Regionally, the Addis Ababa Action Agenda, adopted in July 2015, addressed the needs of persons with disabilities in the areas of social protection, employment, education, infrastructure, financial inclusion, technology and data. The Protocol to the African Charter on Human and

¹ <https://www.who.int/news-room/fact-sheets/detail/disability-and-health>

² <https://data.unicef.org/resources/children-with-disabilities-report-2021/>

³ <https://devinit.org/resources/status-disability-kenya-statistics-2019-census/>

Peoples' Rights (ACHPR) on the Rights of Persons with Disabilities in Africa that was adopted by the African Union in 2018 provides a framework for AU member countries to formulate disability laws and policies to promote disability rights in their respective countries⁴.

Kenya has continued to be in the frontline in advancing global commitments towards disability inclusion. Such include the signing and ratification of the Convention on the Rights of Persons with Disabilities (CRPD) in 2008; a treaty that promotes the rights of persons with disabilities among other international commitments. In Addition, the Constitution of Kenya protects the rights for persons with disabilities and provides for their equal treatment. Article 27 of the Constitution outlaws discrimination on the basis of disability while Article 54 outlines the human rights guaranteed to persons with disabilities. These include the rights to be treated with dignity and respect, the right to access educational institutions and facilities, to access all places, public transport and information and the right to use sign language, braille and other appropriate means of communication. In addition the country has a dedicated law, the Persons with Disabilities Act adopted in 2003 and several policies including the 2018 Sector Policy for Learners and Trainees with Disabilities.

The government has endeavoured to mainstream issues of disability in National Development since the introduction of Performance Contracting guidelines in 2008 for the Public Sector, with one of the indicators being Disability Mainstreaming and among the targets to be met is the formulation and implementation of the Disability Mainstreaming Policy by all state corporations. It is a requirement therefore, that all public institutions in Kenya mainstream disability and ensure that PWDs access relevant services. Besides performance contracting, the government now requires that all policies being developed mainstream and take into consideration issues relating to the rights of PWDs. It then becomes necessary for institutions to take advantage of these legal tools to ensure that the representation of persons with disabilities become a reality by promoting the equal participation of persons with disabilities and the development of policies and advocacy.

Further, Kenya co-hosted the first ever Global Disability Summit (GDS) alongside the United Kingdom Government and the International Disability Alliance in 2018⁵. The summit led to an unprecedented engagement in disability inclusion and generated commitments that would support the delivery of Agenda 2030's vision to 'Leave No One Behind' as well as existing obligations under the UN Convention on the Rights of Persons with Disabilities (CRPD). Kenya being the co-host committed to; Reducing stigma and discrimination against PWDs, Promoting inclusive education, Economic Empowerment of PWDs, Harnessing Technology & Innovation, Enhancing disability data collection and disaggregation Technology and private sector engagement on cross cutting issues (conflict in humanitarian settings and gender). A report released by the government of Kenya in 2021 ahead of the second Global Disability Summit held in February 2022, hosted by the governments of Norway and Ghana demonstrated that the country is on track in implementing the commitments. On Inclusive education the report

⁴ <https://au.int/en/treaties/protocol-african-charter-human-and-peoples-rights-rights-persons-disabilities-africa>

⁵ <https://www.socialprotection.go.ke/wp-content/uploads/2022/03/STATUS-REPORT-ON-DISABILITY-INCLUSION-IN-KENYA-2021.pdf>

highlighted challenges of low capitation for advancing Inclusive Education, notably the higher education sector lacks capitation to address disability support for learners with disabilities in higher learning institutions. Other challenges sighted include the high costs of assistive learning technologies and assistive devices to support education for learners with disabilities.

The first ever report on disability mainstreaming status by Ministries, Departments and Government Agencies(MDAs) was released by the National Council for Persons with Disabilities in March 2023⁶. The report which evaluated four hundred and four (404) MDAs under seven sub indicators ranked the University of Nairobi at position nineteen (19) overall. During the launch, the University of Nairobi was lauded for having a disability policy. Most MDAs lack a disability policy to guide disability mainstreaming efforts, a challenge that is also experienced at National level with the country yet to finalize the National Disability Policy.

These conventions, policies and legislations with commitments on disability inclusion at global, national and local level, immeasurably vary in coverage of populations with some restricted to adults, others to children, some covering physical disability while others emphasize on psychosocial disability. They as well vary in scope with some focusing on work, education, rehabilitation or early intervention. These deliberate legislative efforts together with the Vision 2030 have made commitments for integration of PWDs in all spheres.

Despite the strong commitment expressed by the international community for inclusive and sustainable development, PWDs continue to face significant challenges to their full participation in society. The commitment of Governments to disability-inclusive development has also been demonstrated in other recent development agreements, which provide further guidance in their respective areas of focus.

Education is an equaliser. It provides persons with disability with opportunity to improve their lot, live a dignified life and more meaningfully participate in their personal development and the development of the country. This explains why the Constitution guarantees Persons with Disabilities Access to educational institutions and facilities. The Basic Education Act also has express provisions on special needs education. Within Universities, the Universities Act expressly provides that one of the objectives of University Education is to promote equalization for persons with disabilities, minorities and other marginalized groups

The University of Nairobi as an institution of Higher Learning has a responsibility to ensure that it promotes the objectives of University Education as relates to persons with disabilities. Students and staff with disabilities form part of University Community. Although there is no formal statistics on the number of PWDs accessing higher education very few individuals who have impairments attain post-secondary education and if they do they face various challenges including a lack of coordination and collaboration in service provision, placement of learners in inappropriate programs, limited and costly learning and teaching resources as well as deficient monitoring of inclusive education initiatives. Besides the placement of students with disabilities to the university, staff with disabilities also face various challenges including non-accommodative facilities and human resource policies that limit their career progression. With an

⁶ <https://ncpwd.go.ke/download/mdas-status-report-2022/>

increased call for inclusivity, the University of Nairobi recognizes that disability mainstreaming is an important strategy towards attaining the university's mission. In 2020 the University of Nairobi adopted a Disability Policy to provide a framework for enhanced inclusivity in all its processes. It also has a central Disability Mainstreaming Committee that coordinates its mainstreaming activities within the University.

The development of this inaugural Strategic Plan for the Disability Committee is geared towards enhanced and coordinated action within the University for the Implementation of the Disability Policy and the commitments on mainstreaming made to the Government through the National Council for Persons with Disabilities.

1.2 University of Nairobi Central Administration Disability Mainstreaming Committee

In an effort to realize its vision and mission, the university incorporates inclusivity and the duty of care as a core value in discharging its mandate and thus recognizes that disability mainstreaming is an important strategy. Disability mainstreaming aims at promoting inclusion and addressing barriers that exclude persons with disabilities from full and equal participation in society. In order to ensure that this mandate is met, the University has put in place Disability Mainstreaming Committee centrally and in all its 10 faculties and two satellite campuses. The Central Administration Disability Mainstreaming Committee is charged with the spearheading the disability agenda in the university as well as responsibility of implementing the University of Nairobi Disability Mainstreaming Policy, training and sensitizing staff on disability mainstreaming, developing and desegregating data on persons with disabilities by age, gender, and forms of disability, ensuring that service points are friendly to persons with disability and to put up appropriate signage. It is supported by Disability mainstreaming Committees in each of the ten faculties and the two satellite campuses in Kisumu and Mombasa. In addition, the University has a disability liaison office based in the office of the dean of students which acts as the secretariat of the Disability Mainstreaming Committee and the focal point for staff and students with disability on support for effective access to services within the University.

1.3 Rationale of the Disability Mainstreaming Strategy 2023-2028

The University recognizes that Persons with Disabilities (PWDs) are entitled to equal opportunities, guarantee of human rights, liberty and equality as all other members of the University community. This is both a constitutional imperative provided for in the Kenya Constitution 2010, a provision in the human rights framework under UN Conventions on Human rights specifically the UN Convention on the Rights of persons with Disability, and a directive in the University Act, 2012 which directs the University to ensure equality of opportunity among students and employees and to explicitly require equalization for PWDs.

To ensure an integrated and comprehensive response to the marginalization of PWDs in University education and environment, the University of Nairobi adopted The University of Nairobi Disability Policy, 2020 following a consultative process involving all stakeholders and organs of the University including the University Executive Board, Senate and Council. The Policy underscores the University's commitment to the promotion, protection and ensuring full

and equal enjoyment of all human rights and fundamental freedoms by all PWDs. It provides institutional commitment and measures for mainstreaming disability issues in all University processes and operations.

The Constitution of Kenya has made considerable efforts to give disability issues visibility in facets of leadership and representation, there is greater need to seize the opportunity on the gains provided to PWDs therein. Persons with disabilities are subject to multiple or aggravated forms of discrimination, which need to be addressed. Education and rehabilitation play crucial roles in facilitating the desired change on the perception of PWDs as well as mobilizing resources to ensure that PWDs enjoy improved living standards. The University is committed to enhancing the evolving capacities of PWDs and respect for their rights. More than just equal treatment may be needed to provide equal opportunity, through the removal of social and environmental barriers.

It is on this basis that the University of Nairobi has taken strategic action, this strategy is an effort to align disability concerns with national legislation and policy documents including, SDGs, United Nations Convention on Rights of Persons with Disability (UNCRPD), Persons with Disabilities Act 2003 (under review) , Kenya's Vision 2030 and the Constitution of Kenya (2010).

1.4 Process of development of the Disability Mainstreaming strategy

The development of this strategy was through a highly consultative approach. The methodology involved a review of the various key documents which include the Constitution of Kenya, Persons with Disability Act 2003, Vision 2030, and the University of Nairobi Disability Policy 2020.

A consultative stakeholder's retreat resulted in a new vision, mission and the key pillars of the Strategy. The views of the Central Disability Committee, the Office of the Dean of Students and student leaders formed part of this strategy. These were obtained through a participatory process managed by the Chair of the Central Disability Mainstreaming Committee. The inputs were synthesized into a draft and validated by the Committee. The Draft Strategy was presented to the University's Management Board who provided final inputs and adopted the Strategy

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Introduction

A situational analysis is critical for determining factors in the operating environment and likely trends during the plan implementation period that have potential for impacting on the implementation and the kind of interventions. Such an analysis enables the institution to determine potential issues that it should consider, approaches it should adopt and minefields it should avoid ensuring that its interventions deliver the desired results.

The Disability Mainstreaming Strategy 2023 - 2028 is informed by the key achievements and challenges experienced by the University's Central Disability Mainstreaming Committee. While developing the strategy, the Committee assessed its Strengths, Weaknesses, Opportunities, and Threats (SWOT). It also assessed its internal and external environment through Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) analysis, and an evaluation of the key stakeholders through stakeholder analysis.

2.2 SWOT Analysis

The SWOT analysis was undertaken to identify the internal strengths and weaknesses as well as external threats and opportunities as shown in Table 2.1

The SWOT Analysis summarizes the internal and external factors likely to influence disability mainstreaming at the University. The committee will endeavor to minimize the effect of its weaknesses while at the same time enhancing the strengths and exploiting the opportunities.

Table 2.1 SWOT Analysis

Strengths	Strategic Implication
University of Nairobi is a reputable and recognized university	Enhanced collaboration and networking
Goodwill received from the University Management	Enhanced service delivery
Strong leadership of the Central Disability Mainstreaming Committee	Disability inclusion
University Disability Mainstreaming Policy	Disability inclusion
Competent and Qualified Personnel	Quality service delivery
Established Disability Liaison Office	Enhanced disability support services
Strong Student Organization which	Enhanced welfare of students with disability

includes students with disability in its leadership	
Diverse programmes for PWDs	Achievement of strategic objectives
Weakness	Strategic Implication
Inadequate funding to fully implement its mandate	Inadequate financial resources for expansion and enhancement of PWD programmes within the university
Inadequate staff	Decreased performance and productivity impacting service delivery
Inadequate assistive devices to match growing needs	Compromised service delivery
Lack of awareness of disability support services by staff and students with disability	Low uptake of disability services
Several Staff and Students not registered with NCPWD	Low uptake of the Council's services by PWDs
Opportunities	Strategic Implication
Existence of strategic partners' and goodwill from development partners and corporates	Increased funding leading to enhanced service delivery and increased reach
Increased transition of PWD into tertiary and higher education	Empowered PWDs
UON is well known brand and has strategic location	Strategic partnerships and collaborations
Prominent UON alumni	Alternative source of networking & funding to support PWD services in the University
Threats	Strategic Implication
Shrinking state funding and austerity measures	Impact on service delivery for PWD within the university
Stiff competition from other universities	Reduced placement of PWDs

2.3 PESTEL Analysis

An analysis was done to establish the Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTEL) issues that might impact on the implementation of the Strategy. The analysis focused primarily on external factors that are essentially beyond the control of the committee and the disability liaison office yet they have influencing effects on day-to-day operations as summarized in table 2.2

Table 2.2 PESTEL Analysis

	Factor	Strategic Implication	Strategic Response
Political	Adherence to the Constitution (Article 54)	Increased opportunities for PWDs	Ensuring compliance with the constitution
	Reduced capitation/funding to the University	Impact on service delivery	Continuous resource mobilization
Economic	Policies on Access to Government procurement Opportunities and internship	Opportunities for PWDs	Awareness creation and support to staff and students with disabilities to take up opportunities
	Reduced capitation/funding to the University	Impact on service delivery	Continuous resource mobilization
Social	Ongoing education reforms	Increased educational opportunities for PWDs	Advocate for increased placement of PWDs
Technological	Advanced Technology	Improved access to information	Continuous upgrade of university systems to adhere to international standards of access for PWDs
Environmental	Climate Change	Impact on the livelihoods of PWDs	Awareness creation on the impact of climate change
Legal	PWD Act 2003	Promotes and protects the rights of PWDs.	Advocate for the enforcements of the requirement of the Act

2.4 Stakeholder Engagement

The Committee takes cognizance of the need to work with others to achieve the strategic objectives and plans of this strategy. The committee will deliberately and proactively cultivate new partnerships through stakeholder mapping, continue to maintain and sustain healthy relationships with organizations with similar interests. Table 2.3 presents a list of stakeholders and their respective expectations.

Table 2.3 Stakeholder Mapping

Stakeholder	Stakeholder Expectation	Committee's Expectation
National Council of Persons With Disability	<ul style="list-style-type: none"> • Increased placement of PWDs in the university • Provision of support services to staff and students with disabilities • Registration of disabled staff and student • Regular update of data on staff and students with disabilities • Disability mainstreaming within University and regular reporting 	<ul style="list-style-type: none"> • Continuous registration of Staff and students with disabilities • Opportunities for students with disabilities • Collaboration and Partnership
Ministry of Education	<ul style="list-style-type: none"> • Placement of Students with disabilities • Suitable curriculum for Students with Disabilities 	<ul style="list-style-type: none"> • Provision of technical advice and policy direction • Collaboration and partnership
University of Nairobi Community (Management, Staff and Students)	<ul style="list-style-type: none"> • Implementation of UoN's mandate 	<ul style="list-style-type: none"> • Placement of students with disabilities • Suitable curriculum for PWDs • Commitment to the welfare of PWDs. • Conducive work environment. • Favorable terms and conditions of service. Career progression.
Kenya Institute of Special	<ul style="list-style-type: none"> • Suitable curriculum for 	<ul style="list-style-type: none"> • Provision of technical

Education
Development Partners
Organizations of Persons With Disability
Kenya Revenue Authority
Public/ Citizens
Professional Bodies

PWDs

- Partnerships and collaboration in research and policy formulation
- Collaboration and partnerships
- Regular update of PWD data
- Timely response to public complaints and Concerns
- Timely information sharing and dissemination
- Data on staff and students with disability
- Collaboration and partnerships.

advice

- Training opportunities for staff and student
- Collaboration in research and policy.
- Innovations that can support PWDs
- Provide internships to students
- Collaboration in research and policy.
- Innovations that can support PWDs
- Provide internships to students
- Timely tax exemption for PWD staff and students
- Timely provision of feedback on service delivery
- Provide training and skills development to staff and students with disabilities
- Partnerships in programmes

CHAPTER THREE: STRATEGIC POSITIONING

3.1 Introduction

The basis for developing a strategic plan is the overall institutional focus. This is about the core things that define what the institution is about. This chapter articulates the Vision, Mission and Core Values of the committee as well as the strategic themes that will guide the implementation of the strategy.

3.2 Vision, Mission and Core Values

3.2.1 Vision

This captures the final end state of affairs that the Committee envisages for disability inclusion at the University of Nairobi. That vision is:

Excellence in Disability Inclusion at the University of Nairobi

This vision aligns with the aspirations of the University of Nairobi which is to be a world Class University committed to scholarly excellence. The core focus in the vision, is consequently excellence. This focuses on improving and benchmarking the efforts of inclusion with global leaders in this field.

3.2.2 Mission

Mission on the other hand is about the daily work and journey of translating Vision to reality. A mission should contain measurable indicators and a target to be achieved.

The Mission is:

To promote an enabling environment for effective and efficient service delivery to PWDs for realization of their full potential

3.2.3 Core Values

1. **Inclusivity** - At the heart of the implementation of the Strategy is the need to ensure that there is inclusion of all persons with disabilities in all processes at the University. It is also about taking into account the views of all segments of the University community in the design and undertaking of activities to help implement this strategic plan.
2. **Reasonable Accommodation**- This is the commitment to make necessary modifications and adjustments in particular situations so as to respond to and take into account the needs of persons with disabilities. Reasonable accommodation guides all facets of the University's mandate and activities and is not limited to specific segments.

3. **Equity** - The implementation of this Strategy will be undergirded by the need to be fair and just to all. Equity requires that persons with disability have a fair chance as compared to their abled colleagues in opportunities available at the University. The delivery of equity will guide the design and implementation of interventions under this strategic Plan.
4. **Dignity** - Guaranteeing dignity and autonomy for persons with disability is paramount for the realization of their fundamental freedoms and human rights. The Committee and the University commits to respecting the choices of persons with disability and protecting their dignity.
5. **Care** - The duty of care is at the heart of the University of Nairobi. The commitment is to be sensitive and responsive to the needs of persons with disability and always deal with them with compassion and empathy.
6. **Accessibility**- Ensuring that facilities, both physical and digital are accessible to persons with disabilities requires deliberate action and consistent focus. The University is committed, during this plan implementation period, to ensure that all its facilities, products and processes are accessible to persons with disabilities.
7. **Non- Discrimination** - This is about equality in treatment. Measures will be taken to ensure that nobody is discriminated against based on their disability status.

CHAPTER FOUR: KEY RESULT AREAS

4.1 Strategic Themes

From the rigorous analysis of the internal and external environment through SWOT and PESTEL analysis, the committee has prioritized four strategic themes to guide the implementation of the strategy for the next five years. These priorities were identified through an interactive discussion at the planning workshop.

The four identified strategic priorities areas are;

- Accessible physical, social & digital environment
- Capacity Building
- Innovation and research
- Participation of PWDs in University processes

These themes are elaborated below, the approach used was to develop the outcome expected to be achieved following a situational analysis of the operating context and the envisaged developments during the plan period. The outcome was then broken down into targeted outputs and an iteration of high-level activities. This forms the basis for developing annual work plans where the detailed activities are elaborated on.

4.1.1 Accessible physical, social & digital environment

Accessibility is a prerequisite for the inclusion of persons with disabilities in society. If buildings, goods and services are not accessible, persons with disabilities cannot live independently or participate fully and equally in society. Accessibility is relevant in numerous contexts, from the physical environment to public goods, transport, facilities, services, and information and communication. Universal design aims to ensure that products, environments, and programmes and services, to the greatest extent possible, can be used by all people without adaptation or reconfiguration. Accessibility is the practical implementation of such a design perspective.

The role of the Committee and the DLO relates to ensuring the design of the built environment, products and services, and information and communications technologies are easily accessible and easily used by people of any size, age, ability or disability, in the widest possible range of situations and meet the universal design criteria. It is also about ensuring that the social environment, including sports activities are made accessible to all.

The targeted outcome under this theme is:

Outcome 1: Enhanced Accessible physical, social & digital environment

To realize the above outcome, the Committee will implement several activities organized under three outputs as elaborated in the table below.

OUTPUTS	ACTIVITIES
<p>1.1 Audit and enhancement of current physical facilities</p>	<ul style="list-style-type: none"> • Audit the level of compliance of UoN’s physical facilities to the agreed standards of universal design and accessibility. • Organize training targeting university management on Universal design and accessibility. • Adapt existing UoN structures by providing appropriate signage to access facilities, Construction of wheelchair access ramps and support rails, ensure classrooms, toilets and playground facilities are accessible to PWDs).
<p>1.2 Align University digital platforms to International Accessibility Standards</p>	<ul style="list-style-type: none"> • Conduct an audit of the extent of accessibility of UoN ICT platforms. • Develop digital competences through training students with disabilities on modern digital platforms such as social media marketing skills for fostering inclusion and employability of students with disabilities • Improve University Website for enhanced disability inclusion • Improve library digital facilities to ensure that they are disability friendly
<p>1.3 Enhance all University Processes to be disability friendly</p>	<ul style="list-style-type: none"> • Conduct sensitization meetings for UoN ICT web designers and developers • Provide appropriate assistive learning and teaching technology (Brail, Jaws, NVDA and any other appropriate software and hardware in all Libraries). • Provide sign language interpretation in each faculty. • Develop and Implement Procedures for disability inclusion in academic processes • Improve disability inclusion in Human Resource Procedures e.g. recruitment, training, transfers

4.1.2 Capacity Building

Outcome 2: Capacity Building

University staff at all levels need to know about and understand disability inclusion and be able to apply it to their area of work. For this reason, entities should target capacity development as a lever of progress. Capacity-building measures enable staff at all levels to develop and implement policies and strategies for programmes and operations that are inclusive of persons with disabilities. The University Disability Policy has prioritized capacity building. Through this theme, both staff and students will be empowered with knowledge on regulations, policies and strategies and developments in disability inclusion. This will empower them to actively pursue and support initiatives at the University towards disability inclusion. The target is to increase awareness and empower staff and students on disability inclusion.

The targeted outcome under this theme is;

Outcome 2: Strengthening the capacity of University of Nairobi staff and students for efficient and effective service delivery

To help achieve the above outcome, the following activities have been proposed and organized under two outputs as elaborated in the table below.

Output	Activities
Output 2.1 Disability awareness, sensitization and publicity programmes	<ul style="list-style-type: none">• Organize quarterly talk shows and monthly campaign messages disseminated through the University of Nairobi Community TV station (UNCTV) and (UNC-Radio) to foster community sensitization and awareness on inclusion of students and staff with disabilities in various aspects of life• Organize annual International Day for Persons with Disabilities and contextualize the global theme to create more awareness on participation of students and staff with disabilities at the University of Nairobi.• Develop and disseminate comprehensive Information, Education and Communication (IEC) materials in accessible formats including Braille and audio-visual material curated with messages about Disability awareness.• Hold sensitization and awareness workshops with stakeholders on disability inclusion.• Regular training of members of the Central Administration and Faculty Disability Mainstreaming Committees• Capacity building for UNSA and UONSWDA officials on disability inclusion

Output 2.2 Career, skills and talents developments

- Conduct Career Mentorship for high school students with disabilities
- Advocate for inclusive Sports during UoN Sports events
- Conduct training needs and skill assessments for PWDs within the university and implement their findings
- Conduct Career Mentorship and Job Fairs for University of Nairobi Students with Disabilities

4.1.3 Innovation and Research

To enhance inclusivity within the university, there is need for knowledge and capacity to design, implement and share research and innovation initiatives that are inclusive of persons with disabilities. This includes setting inclusive research priorities, implementing inclusive research practices and using research findings to design sustainable solutions which promote individuals’ autonomy and independence, as well as more inclusive environments and societies. The committee undertakes to ensure the research cycle processes within the university are inclusive and employ participatory and emancipatory approaches that empower PWDs. In addition, supporting innovations amongst the various faculties to support universal design of buildings ideas, infrastructure and processes that respond to and ensure integration of persons with disability.

The targeted outcome is:

Outcome 3: Innovation and research for Increased Inclusivity.

The outcome will be realized through several activities organized under two output areas as captured in the table below.

Output	Activities
Output 3.1 Undertake Research on disability inclusion	<ul style="list-style-type: none"> • Train UoN disability stakeholders on how to undertake research on disability inclusion • Support participation of disability innovators and researchers during the annual Nairobi Innovation week. • Conduct research to inform and guide the development of policy and practice and to support the implementation of key national strategies and policies on disability inclusion • Support and promote the sharing of disability- inclusive research and innovation resources. • Develop research synergies and partnerships • Provide Student scholarships for disability inclusion • Undertake catalytic research on areas that impact inclusion including climate change, health, development, education,

**Output 3.2
Undertake
Innovation on
disability inclusion**

- agriculture, technology, law and other emerging areas
- Benchmark on institutions providing inclusive and innovative assistive devices for PWDs
 - Actively engage and Co-Design with PWDs University Community innovative solutions for their challenges based on their own experiences
 - Create a competitive innovation hub in UoN for the development of affordable assistive technology and innovative modes of teaching and learning that enable PWDs to participate in education, employment and other areas of life.
 - Collaborate with AVC Research, Innovation & Enterprise to have Nairobi Innovation Week theme on promoting innovations on disability inclusion
 - Support incubation of and up scaling of innovations on disability inclusion to market and industry

4.1.4 Participation of Staff and Students with Disabilities in University Processes

The overarching objective of the strategy is to support the full inclusion and meaningful participation of staff and students with disabilities across all university's priority areas through the implementation of its mandate, as well as through reviewing its accessibility as an Institution. This can only be achieved through empowering staff and students on the importance of inclusivity. The outcome seeks to ensure that the management and all administrative processes support the increased participation of staff and students with disabilities in all academic and non-academic processes and also in leadership within the University.

The Targeted outcome under this theme is

Outcome 4: Increased participation of PWDs in University Processes.

This outcome will be achieved by implementing several activities organized under two outputs areas as summarized in the table below.

**Output 4.1 Increased Participation of
Students with Disabilities in
Leadership and Governance**

- UNSA capacity building fora for student leaders with disabilities
- Research on Inclusive Leadership and Governance for PWDS
- Support PWDs student leadership exchange visit
- Support University of Nairobi Students with

Output 4.2 Increased Implementation of affirmative Action Measures for Staff and Student with Disabilities

Disabilities Association in enhancing students outreach Activities for inclusive participation.

- Organize mentorship and networking fora for student leaders with disability.
- Develop and implement guidelines for nomination and appointment of staff with disabilities to committees and administrative positions of the University
- Review and align the current Human Resource Manual to accommodate the needs of staff with disabilities.
- Post all university job adverts on the NCPWD career portal.
- Develop and implement affirmative action guidelines in line with article 54 (2) of the constitution of Kenya on employment and training of Staff with disabilities.
- Conduct training and sensitization on AGPO to enterprises owned by Persons with Disabilities
- Develop a guideline for disability inclusion in recruitment processes
- Monitor the implementation of the directive to award 2% AGPO tenders to PWDs through quarterly reports submitted to National Treasury and NCPWD
- Offer internship opportunities to best performing students with disabilities with a possibility of awarding employment contracts to best performing interns.

CHAPTER FIVE: IMPLEMENTATION FRAMEWORK

5.1 Organizational Structure

To facilitate the implementation of the strategy, the University has a Central Disability Mainstreaming Committee, supported by the Disability Liaison Office domiciled under the Office of the Dean of Students. Besides the Central Committee, Disability Mainstreaming has been cascaded to the University's ten faculties and two satellite campus through the Faculty Disability Mainstreaming Committees. The Central Disability Mainstreaming Committee has the overall mandate of ensuring the successful implementation of the strategy with the Chair of the committee being responsible for providing overall leadership and direction on the implementation of the strategy.

5.2 Resourcing of the Strategic Plan

This strategic plan has been developed bearing in mind the cost implications. Its successful implementation is hinged on the University's ability to secure funding as well as funding from development partners.

The University will provide resources through an incremental annual budgetary allocation to respective departments responsible for various aspects of disability mainstreaming for implementation of strategic outputs as envisaged in the strategy during the strategy period. Such include; enhanced digital accessibility resources under the Information Communication & Technology Department, enhanced physical accessibility under the Directorate of Facilities Management, increased participation and social accessibility under the Dean of Students and any other Department mandated to implement any aspect of disability mainstreaming.

The existing vote for disability mainstreaming shall be enhanced through annual increments targeting the realization of various strategic outputs as outlined in the disability mainstreaming strategy over the strategic period.

The Central Administration Disability Mainstreaming shall continue to undertake strategic collaborations with strategic partners with a view of fundraising for resources to facilitate implementation of the strategy to complement the efforts of the University in resource mobilization for strategy implementation.

5.2.1 Financial Requirements

The priority areas will be achieved through various strategies and activities as outlined in the implementation matrix. Financial resources required for the implementation of the strategic objectives under the key result areas is as outlined below.

Key Result Area	Financial Requirement					Total
	Million Kshs					
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	
Accessible physical, social & digital environment	9.4	9.4	9.61	9.8	10.03	48.26
Capacity Building	4.6	4.7	4.8	4.9	5	23.8
Innovation and research	14.5	15.1	15.7	28.0	29.5	102.84
Increased participation of PWDs	1.2	1.23	0.97	1.01	1.04	8.99
					Total	183.45

5.3 Risk Management

Implementation of this plan is prone to various risks, and a proactive strategic risk mitigation plan will therefore be important. The anticipated risks have been analyzed and classified as per the below table and remedies provided.

Classification	Risk Factor	Mitigation Measure
Organizational	Committee membership term limits	<ul style="list-style-type: none"> • Cascade appointment of members
Technological	University website downtime	<ul style="list-style-type: none"> • Agreements with internet service providers
Financial	Inaccessible university systems	<ul style="list-style-type: none"> • Updated university systems
	Insufficient budgetary allocation	<ul style="list-style-type: none"> • Diversification of revenue streams
Strategic	Lack of stakeholder goodwill	<ul style="list-style-type: none"> • Continuous stakeholders' engagement

The Central Disability Mainstreaming Committee will proactively monitor these and any other emerging risks to the implementation of this strategy and put in place adequate mitigation measures to address the risks.

5.4 Annual Work Plans

The implementation of this strategy will be the responsibility of the Central Administration Disability Mainstreaming Committee. Implementation will be coordinated by the Disability Liaison Office under the leadership of the Chair of the central committee.

Annual work plans will be prepared and costed to guide activities implementation. As part of the implementation process, the disability liaison office will conduct continuous monitoring of activities. As part of the annual work planning process, review of the implementation of the previous years will be undertaken. This will be based on a yearly monitoring report.

5.5 Incremental Implementation of the Strategic Outcomes

Each of the strategic outcomes will be realized on an incremental basis over the strategic period. The annual work plans will inform the annual strategic outcomes within the year in question. Regular monitoring of progress will be done through progress reports on quarterly basis to inform. Midterm evaluation will be conducted midway the strategic implementation to allow room for assessing any gaps that may arise and provide corrective measures should there be a need.

ANNEXES

Annex 1: Results Matrix

OUTCOME 1: Accessible physical, social & digital environment			
Output	INDICATIVE ACTIVITIES	INDICATORS	MEANS OF VERIFICATION
1.1 Audit and enhancement of current physical facilities	1.1.1 Audit the level of compliance of UoN's physical facilities to the agreed standards of universal design and accessibility.	Audit report	Copies of audit Report
	1.1.2 Organize training targeting university management on Universal design and accessibility	Number of trainings conducted	Training reports Participants lists
	1.1.3 Adaptation of existing UoN structures by providing appropriate signage to access facilities, Construction of wheelchair access and support rails, ensure classrooms, toilets and playground facilities are accessible to PWDs	Number of facilities and structures adopted and made accessible to PWDS	Photos of facilities adopted Completion certificate of works done
1.2. Align university digital platforms to international accessibility standards	1.2.1 Conduct an audit of the extent of accessibility of UoN ICT platforms.	Audit report	Copies of Audit Report
	1.2.2 Development of	Number of students	Training reports

		digital competences through training students with disabilities on modern digital platforms such as social media marketing skills for fostering inclusion and employability of students with disabilities	with disability agencies capacitated Number of students with disabilities on internship programmes	Students on internship
1.3 Enhance all University Processes to be PWD friendly	1.3.1	Conduct sensitivity meetings for UoN ICT web designers	Accessible UoN website	Accessible UoN website
	1.3.2	Provision of appropriate assistive learning and teaching technology (Brail, Special Computers in all Libraries).	Number of staff and students supported with assistive devices	Staff and students with assistive devices and assistive learning technologies
	1.3.3	Provision of sign language interpreters in each faculty.	Faculties with sign language interpreters Number of sign language interpreters deployed to faculties Number of staff and students supported by sign language interpreters	Faculties with sign language interpreters
	1.3.4	Develop and Implement Procedures for disability inclusivity in academic processes	Procedures approved and implemented	Approved procedures uploaded on the university intranet
	1.3.5	Improve disability inclusion in	Number of PWDs supported in recruitment and deployment	Training program and attendance register, Recruitment minutes

		Human Resource Procedures e.g. recruitment, training, transfers	Number of PWDs Staff trained	
OUTCOME 2: Capacity Building				
2.1 Disability awareness, sensitization and publicity programmes	2.1.1	Hold quarterly talk shows and disseminate monthly campaign messages through the University of Nairobi Community TV station (UNCTV) and (UNC-Radio) to foster community sensitization and awareness on inclusion of students with disabilities in various aspects of life	Number of talk shows held Number of guests invited to the talk shows	Recordings of talk show
	2.1.2	Organize annual International Day for Persons with Disabilities and contextualize the global theme to create more awareness on participation of students with disabilities at the University of Nairobi.	International Day of Persons with Disabilities organized Number of participants Number of guests invited	Event Photos/videos Participant lists Reports Posters and fliers Event Report
	2.1.3	Develop and disseminate comprehensive Information,	Number of IEC materials developed Number of IEC material disseminated	IEC materials developed

		Education and Communication (IEC) and E-posters in accessible formats including Braille and audio-visual material. curated with messages about Disability awareness			
	2.1.4	Hold sensitization and awareness workshops with disability stakeholders on disability inclusion	Number of workshops held Number of participants	Reports Participants Lists Photos	
	2.1.5	Regular training of members of the Central University and Faculty Disability Mainstreaming Committees	Number of people trained	Training reports Participant lists	
	2.1.6	Capacity building for UNSA officials on disability inclusion	Number of UNSA officials trained	Training reports Participant lists	
2.2	Career, skills and talents development	2.2.1	Career Mentorship for high school students with disabilities	Number of high schoolers with disability mentored Number of high schoolers mentored admitted to the university	PWD placement report
		2.2.2	Advocating for Inclusive Sports during UoN Sports events	Number of staff and students with disabilities participating in UoN sporting events	Photos Reports
		2.2.3	Conduct training needs	Report on needs and skills assessment for	Report on needs and skills assessment for

		and skills assessments for PWDs within the university and implement their findings	PWDs in the university	PWDs in the university
OUTCOME 3: Innovation and research				
3.1 Undertake Research on disability inclusion	3.1.1	Train UON disability stakeholders on how to undertake research on disability inclusion	Number of disability inclusive research conducted	Research findings
	3.1.2	Support participation of disability innovators and researchers during the annual Nairobi Innovation week.	Number of innovators supported Number of innovations produced	Innovations presented
	3.1.3	Conduct research to inform and prepare policy briefs to guide the development of policy and practice and to support the implementation of key national strategies and policies on disability inclusion	Research findings to policies/legislative process Dissemination of research findings	Policy briefs Research report(s)
	3.1.4	Support and promote the sharing of disability-inclusive research and innovation resources	Dissemination of research findings	Research reports

	3.1.5	Develop research synergies and partnerships	Number of Partnerships developed	Signed MoUs	
	3.1.6	Student scholarships for disability inclusion	Number of scholarships offered per academic year Number of students with disabilities offered scholarships	Scholarship award meeting minutes Award letters	
	3.1.7	Undertake catalytic research on areas that impact inclusion including climate change, health, development, education, technology, agriculture, technology, law and other emerging areas	Research proposal Grants received Research findings	Research grant award letters Research findings Policy briefs	
3.2	Innovation on disability inclusion	3.2.1	Benchmark on institutions providing inclusive and innovative assistive devices for PWDs	Number of institutions visited Number of innovations developed	Reports Completed innovation designs
		3.2.2	Actively engage and Co-Design with PWDs University Community innovative solutions for their challenges based on their own experiences	Number of completed designs	Completed designs
		3.2.3	Create a competitive innovation hub in UoN for the development of	Established PWD innovation Hub Number of assistive technologies produced	Established PWD innovation Hub

		affordable assistive technology and innovative modes of teaching and learning that enable PWDs to participate in education, employment and other areas of life.		
	3.2.4	Collaboration with AVC Research to have Nairobi Innovation Week theme promoting innovations on disability inclusion	Signed collaborative agreement Number of Innovation week inclusivity themes	Innovation week programme Innovations presented
	3.2.5	Support incubation of and up scaling of innovations on disability inclusion to market	Number of innovations in the market	Innovations launched

OUTCOME 4: Increased participation of PWDs

4.1 Increased participation of Students with Disabilities in Leadership	4.1.1	UNSA & UoNSWDA capacity building fora for student leaders with disabilities	Number of capacity building fora held Number of student leaders with disabilities engaged	Reports Participants lists
	4.1.2	Research on Inclusive Leadership and Governance for PWDS	Number of Research Conducted on Inclusive Leadership and Governance for PWDS	Research Findings Policy Briefs
	4.1.3	Support PWDs student leadership exchange visit	Number of PWD students participating in the exchange visits	Reports

4.2 Increased Implementation of affirmative Action Measures for Staff and Student with Disabilities

4.1.4	Support University of Nairobi Students with Disabilities Association in enhancing students outreach Activities for inclusive participation	Number of outreach activities conducted Number of people reached	Reports
4.1.5	Organize mentorship and networking for a for students with disabilities in leadership	Number of mentorship sessions conducted Number of people reached	Reports
4.2.1	Develop and implement guidelines for nomination and appointment of staff with disabilities to committees and administrative positions of the University	Guidelines developed Number of staff with disabilities appointed to Committees Number of committees with PWDs as members	Committee meeting minutes and reports
4.2.2	Review and align the current Human Resource Manual to accommodate the needs of staff with disabilities	Revised disability responsive HR guidelines	Improved welfare of staff with disabilities
4.2.3	Post all university job adverts on the NCPWD career portal.	Number of UoN jobs advertised on the NCPWD Career Portal Number of PWDs applying for UON jobs	Appointment and deployment letters
4.2.4	Develop and implement affirmative	Developed Guidelines Number of Staff	Reports on recruitment and training of PWD

		action guidelines in line with article 54 (2) of the constitution of Kenya on employment and training of Staff with disabilities	Trained Number of PWD staff recruited	
	4.2.5	Conduct training & sensitization on AGPO to enterprises owned by PWDs	Number of trainings conducted Number of PWD owned enterprises engaged in AGPO training	Training Reports Attendance Registers
	4.2.6	Develop a guideline on disability inclusion in recruitment processes	Guideline for disability inclusion in recruitment in place	Disability inclusive recruitment processes
	4.2.7	Monitor implementation of the directive to award 2% of AGPO tenders to PWDs	Quarterly reports on AGPO tender awards to PWDs	Increased access to procurement opportunities by PWDs

Annex 2: Detailed Budget

OUTPUT		ACTIVITIES	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	
ACCESSIBLE PHYSICAL,SOCIAL & DIGITAL ENVIRONMENT								
Audit and enhancement of current physical facilities	1.1.1	Audit the level of compliance of UoN's physical facilities to the agreed standards of universal design and accessibility	200,000.00	0	0	0	0	200,000.00
	1.1.2	Organize training targeting university management on Universal design and accessibility	400,000.00	408,000.00	416,160.00	424,483.20	432,972.86	2,081,611.12
	1.1.3	Adaptation of existing UoN structures by providing appropriate signage to access facilities, Construction of wheelchair access and support rails, ensure classrooms, toilets and playground facilities are accessible to PWDs	3,000,000.00	3,060,000.00	3,121,200.00	3,183,624.00	3,247,296.48	15,612,120.00
Align university digital platforms to international accessibility standards	1.2.1	Conduct an audit of the extent of accessibility of UoN ICT platforms.	100,000.00	102,000.00	104,040.00	106,120.80	108,243.22	520,400.00
	1.2.2	Develop digital competences through training students with disabilities on modern digital platforms such as social media marketing skills for fostering inclusion and employability of students with disabilities	400,000.00	408,000.00	416,160.00	424,483.20	432,972.86	2,081,611.12

Enhance all University Processes to be PWD friendly	1.3.1	Conduct sensitization meetings for UoN ICT web designers	200,000.00	204,000.00	208,080.00	212,241.60	216,486.43	1,040,8
	1.3.2	Provision of appropriate assistive learning and teaching technology (Brail, Special Computers in all Libraries).	4,000,000.00	4,080,000.00	4,161,600.00	4,244,832.00	4,329,728.64	20,816,16
	1.3.3	Provision of sign language interpreters in each faculty	1,000,000.00	1,020,000.00	1,040,400.00	1,061,208.00	1,082,432.16	5,204,0
	1.3.4	Develop and Implement Procedures for disability inclusivity	50,000.00	60,000.00	70,000.00	80,000.00	90,000.00	350,00
	1.3.5	Improve disability inclusion in Human Resource Procedures e.g. recruitment, training, transfers	50,000.00	60,000.00	70,000.00	80,000.00	90,000.00	350,0
			9,400,000.00	9,402,000.00	9,607,640.00	9,816,992.80	10,030,132.65	48,256,76
CAPACITY BUILDING								
Disability awareness, sensitization and publicity programmes	2.1.1	Quarterly talk shows and disseminate monthly campaign messages through the University of Nairobi Community TV station (UNCTV) and (UNC-Radio) to foster community sensitization and awareness on inclusion of students with disabilities in various aspects of life	400,000.00	408,000.00	416,160.00	424,483.20	432,972.86	2,081,6

	2.1.2	Organize annual International Day for Persons with Disabilities and contextualize the global theme to create more awareness on participation of students and staff with disabilities at the University of Nairobi.	1,000,000.00	1,020,000.00	1,040,400.00	1,061,208.00	1,082,432.16	5,204,040
	2.1.3	Develop and disseminate comprehensive Information, Education and Communication (IEC) and E-posters, in accessible formats including Braille and audio-visual material. curated with messages about Disability awareness	400,000.00	408,000.00	416,160.00	424,483.20	432,972.86	2,081,610
	2.1.4	Hold sensitization and awareness workshops with disability stakeholders on disability inclusion	1,000,000.00	1,020,000.00	1,040,400.00	1,061,208.00	1,082,432.16	5,204,040
	2.1.5	Regular training of members of the Central Administration and Faculty Disability Mainstreaming Committees	100,000.00	110,000.00	120,000.00	130,000.00	140,000.00	600,000
	2.1.6	Capacity building for UNSA officials on disability inclusion	250,000.00	260,000.00	270,000.00	280,000.00	290,000.00	1,350,000
Career, skills and talents development	2.2.1	Career Mentorship for high school students with disabilities	400,000.00	408,000.00	416,160.00	424,483.20	432,972.86	2,081,610

	2.2.2	Advocating for Inclusive Sports during UoN Sports events	600,000.00	612,000.00	624,240.00	636,724.80	649,459.30	3,122,4
	2.2.3	Conduct training needs and skills assessments for PWDs within the university and implement their findings	400,000.00	408,000.00	416,160.00	424,483.20	432,972.86	2,081,61
			4,550,000.00	4,654,000.00	4,759,680.00	4,867,073.60	4,976,215.06	23,806,90

INNOVATION & RESEARCH

Undertake Research on disability inclusion	3.1.1	Train UON disability stakeholders on how to undertake research on disability inclusion	400,000.00	408,000.00	416,160.00	424,483.20	432,972.86	2,081,6
	3.1.2	Support participation of disability innovators and researchers during the annual Nairobi Innovation week.	2,000,000.00	2,040,000.00	2,080,800.00	2,122,416.00	2,164,864.32	10,408,0
	3.1.3	Conduct research to inform and prepare policy briefs to guide the development of policy and practice and to support the implementation of key national strategies and policies on disability inclusion	3,000,000.00	3,060,000.00	3,121,200.00	3,183,624.00	3,247,296.48	15,612,12
	3.1.4	Support and promote the sharing of disability-inclusive research and innovation resources	1,000,000.00	1,020,000.00	1,040,400.00	1,061,208.00	1,082,432.16	5,204,04
	3.1.5	Develop research	200,000.00	204,000.00	208,080.00	212,241.60	216,486.43	1,040,8

		synergies and partnerships						
	3.1.6	Student scholarships for disability inclusion	1,000,000.00	1,100,000.00	1,200,000.00	13,000,000.00	14,000,000.00	30,300,00
	3.1.7	Undertake catalytic research on areas that impact inclusion including climate change, health, development, education, technology, agriculture, law and other emerging areas	2,000,000.00	2,100,000.00	2,200,000.00	2,300,000.00	2,400,000.00	11,000,00
Innovation on disability inclusion	3.2.1	Benchmark on institutions providing inclusive and innovative assistive devices for PWDs	400,000.00	408,000.00	416,160.00	424,483.20	432,972.86	2,081,61
	3.2.2	Actively engage and Co-Design with PWDs University Community innovative solutions for their challenges based on their own experiences	1,000,000.00	1,020,000.00	1,040,400.00	1,061,208.00	1,082,432.16	5,204,04
	3.2.3	Create a competitive innovation hub in UoN for the development of affordable assistive technology and innovative modes of teaching and learning that enable PWDs to participate in education, employment and other areas of life.	2,000,000.00	2,040,000.00	2,080,800.00	2,122,416.00	2,164,864.32	10,408,08

	3.2.4	Collaboration with AVC Research to have Nairobi Innovation Week theme promoting innovations on disability inclusion	500,000.00	600,000.00	700,000.00	800,000.00	900,000.00	3,500,000.00
	3.2.5	Support incubation of and up scaling of innovations on disability inclusion to market	1,000,000.00	1,100,000.00	1,200,000.00	1,300,000.00	1,400,000.00	6,000,000.00
			14,500,000.00	15,100,000.00	15,704,000.00	28,012,080.00	29,524,321.59	102,840,400.00

INCREASE PARTICIPATION OF PWDs

Increased participation of Students with Disabilities in Leadership	4.1.1	UNSA capacity building fora for student leaders with disabilities	250,000.00	260,000.00	270,000.00	280,000.00	290,000.00	1,350,000.00
	4.1.2	Research on Inclusive Leadership and Governance for PWDS	200,000.00	204,000.00	208,080.00	212,241.60	216,486.43	1,040,800.00
	4.1.3	Support PWDs student leadership exchange visit	100,000.00	102,000.00	104,040.00	106,120.80	108,243.22	520,400.00
	4.1.4	Support University of Nairobi Students with Disabilities Association in enhancing students outreach Activities for inclusive participation	250,000.00	260,000.00	270,000.00	280,000.00	290,000.00	1,350,000.00
	4.1.5	Organize mentorship and networking for a for SWDs	0.00	0.00	0.00	0.00	0.00	0.00
Increased Implementation of affirmative Action Measures for Staff and Student with Disabilities	4.2.1	Develop and implement guidelines for nomination and appointment of staff with disabilities to committees and administrative positions of the University	100,000.00	100,000.00	0.00	0.00	0.00	520,400.00

4.2.2	Review and align the current Human Resource Manual to accommodate the needs of staff with disabilities	100,000.00	100,000.00	0.00	0.00	0.00	200,000.00
4.2.3	Post all university job adverts on the NCPWD career portal.	100,000.00	110,000.00	120,000.00	130,000.00	140,000.00	600,000.00
4.2.4	Develop and implement affirmative action guidelines in line with article 54 (2) of the constitution of Kenya on employment and training of Staff with disabilities	100,000.00	100,000.00	0.00	0.00	0.00	200,000.00
4.25	Conduct training and sensitization on AGPO to enterprises owned by PWDs	0.00	0.00	0.00	0.00	0.00	0
4.26	Develop and implement a guideline on disability inclusion in recruitment processes	100,000.00	100,000.00	0.00	0.00	0.00	200,000.00
4.27	Monitor implementation of AGPO uptake by PWDs	0.00	0.00	0.00	0.00	0.00	0.00
4.28	Offer internship opportunities to students with disabilities with an intention of offering employment contracts to best performing interns	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00	3,000,000.00
		1,200,000.00	1,236,000.00	972,120.00	1,008,362.40	1,044,729.65	8,981,610.00
	TOTAL BUDGET						183,455,750.00

