



NATIONAL COUNCIL FOR PERSONS WITH DISABILITIES (NCPWD)

STRATEGIC PLAN
2018 - 2022





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FOREWORD

Worldwide, democratic countries are establishing policies and plans that promote the wellbeing of vulnerable groups including persons living with disability, aimed at giving them the opportunity to participate effectively in all spheres of life. These categories of individuals in the society have largely been left behind in initiatives that could benefit them socially and economically. It is, therefore, important for governments to institutionalise plans that allow the vulnerable groups in society to access and benefit from programmes initiated in their countries. This is in line with international conventions and charters to which Kenya is a signatory.

In Kenya, The National Council for Persons With Disabilities (NCPWD) was established with the mandate of championing the rights and equalisation of opportunities for Persons With Disabilities at national, regional and international levels. It seeks to achieve this by facilitating formulation of policies, programmes and interventions geared towards ensuring Persons With Disabilities participate fully in social, economic and political arenas of life without discrimination as provided for in the Constitution of Kenya 2010 and the Disability Act of 2003 among other legal and policy documents.

The Council is committed to developing and coordinating services for the welfare and rehabilitation of Persons With Disabilities in line with its vision of ensuring a barrier-free society for Persons Living With Disabilities and the attainment of the national Vision 2030; regional commitments through the Africa Agenda 2063; and international obligations through Sustainable Development Goals.

Indeed, through its programmes, the Council will play a central role in lobbying and advocating for accessibility and inclusivity in key social sectors such as Education and Training; Health; Water and Sanitation; Environment; as well as Housing and Urbanisation for the wellbeing of Persons With Disabilities. The Council will, therefore, leverage on various provisions in the Constitution and Vision 2030 blueprint that are specifically meant to affirm the rights and enhance the welfare of Persons Living With Disability in Kenya. It noteworthy that the Council will tap the Big Four Agenda that spans concurrently with this Strategic Plan to ensure Persons With Disabilities not only benefit from affirmative initiatives in the country, but are also appropriately empowered through training and funding to significantly utilise their innovativeness and creativity to add value, thus contribution to the attainment of Government's priority areas.

Therefore, the Council will remain focused, resilient and steadfast in pursuing empowerment of its members to actively participate in governance issues. I wish to congratulate the staff and management of the Council for their commitment, discipline and focus on performance in the implementation of the Strategic Plan (2013-2018).



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On behalf of the Board of Directors, I would like to encourage our staff to maintain the same zeal in implementing the programmes of the Council in this Strategic Plan period by raising the bar in productivity and efficiency.

Actualizing this Strategic Plan will require concerted effort of all stakeholders. I therefore root for stakeholders' contribution and support in the implementation of this Strategic Plan. On our part, the Board of Directors will always be available to continuously provide the required policy direction.

**Chairperson,
Board of Directors**



PREFACE

The National Council for Persons With Disabilities (NCPWDs) is committed to the realisation of a barrier-free society for persons living with disability. This Strategic Plan (2018-2022) will go a long way in shaping the organisation's focus for the next five years.

This Strategic Plan sets out a coherent and systematic road-map to guide implementation of the Council's programmes in line with its noble role of championing the rights and equalization of opportunities for Persons With Disabilities at national, regional and international levels. As per its mandate, the Council will step up efforts in facilitating formulation of policies, programmes and interventions geared towards ensuring Persons With Disabilities participate fully in social, economic and political activities without discrimination. The Council will play a central role in lobbying and advocating accessibility and inclusivity in key social sectors such as Education and Training; Health; Water and Sanitation; Environment; and Housing and Urbanisation.

During the Strategic Plan period, specifically 2019, the country will be undertaking the National Population Census. This will go a long way in providing more accurate data and statistics on Persons With Disabilities which is central in guiding the Council's operations. The Council will also actively participate in realizing the Government's Big Four Agenda in food security, housing, manufacturing and healthcare.

The Strategic Plan has identified four Key Results Areas (KRAs) as pillars upon which monitoring and reporting of the Council's operations will be done. These are: Data and Statistics on PWDs; Empowerment of PWDs; Disability Mainstreaming; and Organizational Capacity Strengthening. It is important, therefore, to note that the Council has prioritised activities, projects and programmes that contribute directly to the strategic objectives under the four key result areas.

Key lessons were learnt from the proceeding Strategic Plan that will inform the Council to adopt better approaches to seamlessly realize the set goals for the plan period. Key among them is building synergies in the departments and tapping on a robust monitoring, evaluation and reporting mechanism for effective implementation of the Strategic Plan. In addition, several strategies have been outlined all aimed at ensuring that programs continually and consistently address the needs of Persons With Disabilities.

I appreciate the support of the Board and the Strategic Plan Committee who gave this roadmap strategic focus and contributed immensely to the proper interpretation of the law and other strategic issues. A word of appreciation also goes to the Management for the great commitment during the strategic planning process.



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I would also wish to acknowledge and appreciate the efforts from the technical team for their strong input without forgetting our parent ministry, the Ministry of Labour and Social Protection, for playing a key role in all stages of formulating this Strategic Plan. All stake-holders are also appreciated for their valuable input that helped to validate this Strategic Plan.

It is critical to note that the implementation of this Strategic Plan will require teamwork, collaboration, discipline, professionalism and, above all, commitment of the Council's staff. For my part, I pledge commitment towards ensuring that this plan is fully implemented.

Hon. Mohammed H. Gabbow
Executive Director
National Council for Persons With Disabilities



EXECUTIVE SUMMARY

The Strategic Plan of the NCPWD has been developed in appreciation of the Constitution of Kenya and other legal and policy documents, Kenya's development blueprint Vision 2030 and the third Medium Term Plan (MTP III), which lays a strong foundation for the Big Four Agenda. At the international level, the African Agenda 2063 and Sustainable Development Goals (SDG's) were considered. The implementation of this Strategic Plan will be driven by robust stakeholder participation, good governance and professional approach to running the organisation's operations.

The NCPWD envisions "A barrier-free society for Persons with Disabilities."

Its mission is ***"To promote and protect equalization of opportunities and realization of human rights for PWDs to live decent livelihoods"***.

The driving core values: Inclusivity, Human Dignity, Equality and Equity, Integrity and Being Results-Oriented.

Chapter One of the Strategic Plan presents the institutional framework which expounds on the functions of the NCPWD as provided for by the Persons with Disabilities Act No. 14 of 2003. The Council's focus on both National and International development agenda is covered in this chapter. It specifically looks at Vision 2030 through MTP III, Big Four Agenda, African Agenda 2063 and Sustainable Development Goals, among others. The Kenya development challenges have been identified, the rationale for development of the strategic plan as well as identification of policy priority areas for 2018-2022. Finally, the Strategic Plan development process is presented.

Chapter Two presents the situational analysis, encompassing achievements under the Strategic Plan 2013-2017 and scaling up of lessons learnt to the strategic issues of current plan (2018-2022). The SWOT, PESTEL and stakeholder analysis are explored, indicating how they affect the operations of NCPWD.

Chapter Three presents the Strategic Model for NCPWD, which includes the Vision, Mission, Core Values, Strategic Themes, Strategic Objectives and Activities. The four key themes that will drive the strategic focus are:

- Data and Statistics on PWDS;
- Empowerment of PWDs;
- Disability Mainstreaming and
- Organizational Capacity Strengthening.
- Arising from these strategic priorities, four strategic objectives that will provide direction and focus for the new strategic plan, were formulated as outlined below:
- Generate and disseminate reliable information on Persons With Disabilities (PWDs) in Kenya;
- Empower PWDs for effective participation in Socio-economic development;
- Promote mainstreaming of disability in all sectors of society through lobbying



and advocacy;

- Strengthen NCPWD's capacity for effective and efficient service delivery.

Chapter Four highlights the implementation and coordination framework. This includes; analysis of NCPWD resource capacity, staffing levels, governance and organisational structures and the financial projections for the strategy. The chapter also highlights the implementation and coordination mechanism which identifies what the Council must do before, during and after implementation. Risk factors which may affect the implementation of the Strategic Plan have been identified and appropriate mitigating factors recommended.

Chapter Five highlights the monitoring, evaluation, reporting and learning framework.



ABBREVIATIONS AND ACRONYMS

AG	Attorney General
AGPO	Access to Government Procurement Opportunities
BOD	Board of Directors
BOT	Board of Trustees
BPO	Business Process Outsourcing
CAJ	Commission on Administration of Justice
CIDPs	County Integrated Development Plans
COVAW	Coalition on Violence Against Women
DPOs	Disabled Persons Organizations
DPP	Director of Public Prosecutions
EAC	East Africa Community
ED	Executive Director
FIDA	Federation of Women Lawyers
FKE	Federation of Kenya Employers
GOK	Government of Kenya
H&R	Habilitation and Rehabilitation
HIV/AIDS	Human Immuno-Deficiency Virus, Acquired Immuno-Deficiency Syndrome
HR	Human Recourse
KEDIPA	Kenya Disability Parliamentary Association
KHRC	Kenya Human Rights Commission
KNHRC	Kenya National Human Rights Commission
KRA	Key Result Area
LPO	Local Purchase Order
LSK	Law Society of Kenya
M&E	Monitoring and Evaluation
MDCAs	Ministries, Departments, Counties and Agencies
MDGs	Millennium Development Goals
MIS	Management Information System



MOH	Ministry of Health
MTP	Mid Term Plan
MTPs	Mid Term Plans
NAP	National Action Plan
NCA	National Construction Authority
NCPWD	National Council for Persons with Disabilities
NDMA	National Disaster Management Authority
NGAAF	National Government Affirmative Action Fund
NGEC	National Gender and Equality Commission
NIMES	National Integrated Monitoring and Evaluation Systems
NTSA	National Transport and safety Authority
PESTEL	Political, Economic, Socio-cultural, Technological, Environmental and Legal
PWDs	Persons With Disabilities
SDGs	Sustainable Development Goals
SGBV	Sexual Gender Based Violence
SHGs	Self Help Groups
SMEs	Small Medium Enterprises
SWOT	Strength, Weakness, Opportunities and Threats
TIVET	Technical, Vocational Training Institutes
UHC	Universal Health Coverage
UNDP	United Nations Development Partner
VRCs	Vocational and Rehabilitation Centres
WEF	Women Enterprise Fund
WHO	World Health Organization
YEF	Youth Enterprise Fund



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CHAPTER ONE

INTRODUCTION

- **Background**

The National Council for Persons with Disabilities (NCPWD) was established by the Persons with Disabilities Act No. 14 of 2003 on 31st December, 2003 and came into effect by Legal Notice Number 64 of 16th June, 2004. The Council is a State Corporation under the Ministry of Labour and Social Protection with the statutory mandate to champion for the rights and equalisation of opportunities for Persons With Disabilities (PWDs) nationally, regionally and internationally, as well as the interface between the three.

- **Core Functions of the Council**

The core functions of the Council as stipulated under Section 7 of the PWDs Act, 2003 are:

- To issue adjustment orders under Section 24 of the PWDs Act, 2003;
- To formulate and develop policies, measures and programmes designed to:
 - Achieve equal opportunities for PWDs by ensuring to the maximum extent possible that they obtain education and employment and participate fully in sporting, recreational and cultural activities; and are afforded full access to community and social services.
 - Co-operate with the Government during the National Census to ensure that accurate figures of PWDs are obtained in the country for purposes of planning.
 - Advise the Minister on the provisions of international treaties or agreements relating to the welfare or rehabilitation of PWDs and their benefits to the country.
 - Recommend measures to prevent discrimination against PWDs.
 - Put into operation schemes and projects for self-employment or regular or sheltered employment for the generation of income by PWDs.
 - Encourage and secure the rehabilitation of Persons With Disabilities within their own communities and social environment
 - Encourage and secure the establishment of vocational rehabilitation centres and institutions and other services for the welfare, rehabilitation and employment of PWDs.
 - Co-ordinate services provided in Kenya for the welfare and rehabilitation of PWDs and to implement programmes for vocational guidance and counselling
- To register:
 - PWDs.
 - Institutions, associations and organisations, including those controlled and managed by the Government and local authorities, that provide services



for the rehabilitation and welfare of PWDs.

- Places at which services for the rehabilitation of PWDs are provided.
- PWDs whose condition requires constant medical attention for the purpose of providing subsidized medical services.
- To provide, to the maximum extent possible:
 - Assistive devices, appliances and other equipment to PWDs.
 - Access to available information and technical assistance to all institutions, associations and organizations concerned with the welfare and rehabilitation of PWDs, including those controlled by PWDs.
- To consult with the Government in the formulation of suitable curricula for vocational rehabilitation centres and other training facilities for PWDs.
- To make provisions for assistance to students with disabilities in the form of scholarships, loan programmes, fee subsidies and other similar forms of assistance in both public and private institutions
- To assess and report to the Minister on the welfare and rehabilitation of PWDs and advise on the relative priorities to be given to the implementation of those measures.
- To consult with the Government in the provision of suitable affordable housing for PWDs.
- Generally, to carry out measures for public information on the rights of PWDs and the provisions of the Act.
- To perform such other functions in relation to the welfare and rehabilitation of PWDs as the Council may deem necessary.
- To perform such other functions as may be assigned to the Council under the Act or any other Act.

The PWD Act, 2003 further gives the Council the following powers:

- To conduct inquiries into any matter relating to the welfare and rehabilitation of PWDs.
- To constitute committees consisting of its members, and where necessary to co-opt experts to serve on such committees with the approval of the Minister.
- To vest in or delegate to any committee constituted under paragraph (ii) such functions as the Council may with the approval of the Minister determine.
- With the approval of the Minister, to engage or make other arrangements with any person to carry out research on, or supply information on, any matter relating to the welfare and rehabilitation of PWDs.

• **Constitutional Provision for PWDs**

The country's development agenda is guided by the Constitution, Vision 2030 and other national development policies and guidelines. The Constitution 2010 is the supreme law containing 18 chapters, 264 articles and six schedules. Article 54 of the Constitution specifically outlines the entitlement of PWDs:

(1) A person with any disability is entitled:

- To be treated with dignity and respect and to be addressed and referred to in



a manner that is not demeaning;

- To access educational institutions and facilities for Persons With Disabilities that are integrated into society to the extent compatible with the interests of the person;
- To reasonable access to all places, public transport and information;
- To use Sign language, Braille or other appropriate means of communication; and
- To access materials and devices to overcome constraints arising from the person's disability.

(2) The State shall ensure the progressive implementation of the principle that at least 5 per cent of the members of the public in elective and appointive bodies are Persons With Disabilities.

- **Overview of Vision 2030**

The Kenya Vision 2030 is the national economic blueprint guiding the country's development agenda. The document was launched in 2008 and entrenched as a policy development plan through Sessional Paper no 10 of 2012. The aim of Kenya Vision 2030 blueprint is to transform the country into a newly-industrialising, middle-income economy that is a globally competitive and prosperous country with a high quality of life by 2030". The Vision 2030 comprises three main pillars namely; economic, social and political governance with an underlying foundation for national transformation.

The Economic Pillar aims at achieving 10 per cent economic growth rate per annum sustainably up to the year 2030. The pillar targets six major sectors namely tourism; agriculture; manufacturing; wholesale and retail trade; Business Process Outsourcing (BPO); and financial services and recently oil, gas and mineral resources. The majority of PWDs' businesses are in MSME subsector. NCPWD will continue to lobby for their members product branding as well as preferential treatment through zero-rating of duty on raw materials. It will leverage on Information Communication Technology (ICT) for ease of access to market information and emerging technologies for full enjoyment of their members in all spheres of life.

The Social Pillar aspires to achieve a "just and cohesive society that enjoys equitable social development in a clean and secure environment". This pillar targets key social sectors that directly affect social economic well-being. These include: Education and Training; Health; Water and Sanitation; the Environment; Housing and Urbanisation; as well as in Gender, Youth, Sports and Culture. The NCPWD through its programme will play a critical role in lobbying and advocating accessibility and inclusivity for equity. The Council will leverage on various provisions in Vision 2030: National Safety Net Programme; create Management Information System (MIS) of beneficiaries for accountability and transparency; creation of employment portal linked to the Kenyan labour market and enhance the scholarships and bursary for PWDs among others. The Universal Health Coverage (UHC) and Housing agenda under Big Four will require alignment of the Council's planning and resource allocation.

Lastly, the Political Pillar aims at achieving an issue-based people centred



political system with key focus areas being the rule of law; electoral and political processes; democracy and public service delivery; transparency and accountability; and security, peace building and conflict management. NCPWD will continue to pursue empowerment of its members to actively participate in governance issues.

Each of the three pillars specifies priorities for the respective sectors of the economy, which include flagship projects and other high priority programmes.

The Third Medium Term Plan 2018 – 2022

The strategy for achievement of Vision 2030 aspirations are synthesised into the five-year Medium-Term Plans (MTPs). This strategic Plan will build on the foundations and achievements of the First MTP (Medium-Term Plan) (2008–2012) and Second MTP (2013–2017). The plan will coincide with the third MTP (2018–2022), which lays strong foundation for “Equity in Access, Control and Participation in Resource Distribution for Improved Livelihood of Women, Youth and Vulnerable Groups”. The theme for MTP III – Transforming Lives: Advancing socio-economic development through the “Big Four” – provides a clear avenue for social protection. It is projected under the Vulnerable Groups Social Protection programme that during the plan period the following key interventions will be rolled out:

National Safety Net (Inua Jamii): The cash transfers will be scaled up from 710,000 beneficiaries to 2,994,500 (OP- CT 310,000 to 1,600,000, CT- OVC 353,000 to 1,103,000 and PWSD- CT 47,000 to 291,500);

Disability Mainstreaming:

The programme aims at empowering Persons With Disabilities and scaling up the National Development Fund for this category of people;

- Development of Social Development Policy;
- Development of National Policy on Disability;
- Review National Social Protection Policy;
- Develop Social Protection Bill and Social Development Bill;
- Finalisation of Persons with Disabilities Bill; and
- Review of Social Assistance Act.

These initiatives will be supported by robust institutional reforms as espoused in MTP III, including: Finalization and implementation of Social Protection Investment Plan and Strategy, Rules and Regulation on Counter Trafficking in Persons, National Plans of Action on both the National Policy on Older Persons and Ageing as well as National Disability Policy and National Guidelines for Establishment and Management of Institutions for Older Persons.

1.5.2 Linkage with other Policy Instruments

1.5.2.1 ‘Big Four’ Agenda

The key priority areas in the plan have put into consideration the “Big Four” Government Agenda. Specifically, under the universal health care the Council prioritises advocating operationalisation of the PWDs Act, 2003. The Act provides



for Persons with Disabilities to receive free rehabilitation and medical services in public and private health institutions. It also advocates provision of free disability-related medical products and services for person with epilepsy, cerebral palsy, spina bifida and paraplegics among others. Therefore, the Council will leverage on increased investment in the health sector for coverage of PWDs.

Besides, prioritizing promotion of accessibility for services and on built areas. Under housing, the plan strategises to lobby for reservation of at least 5% of suitable and affordable housing for PWDs. Small and Medium Enterprises (SMEs) run by PWDs are banking on zero-rating or direct support in acquisition of SMEs tool kits.

The development of this plan has also been informed by the provision of Persons with Disability Act No. 14 of 2003 at the National level. Regionally, the East African Community policy has been factored in and at the international level the provisions of the Convention on the Rights of Persons with Disabilities and Optional Protocol were considered.

1.5.2.2 Africa's Agenda 2063

The African Union (AU) has developed a long-term vision and roadmap for social-economic transformation of the continent in the next 50 years. The member states have committed to acting together towards realisation of the vision through seven aspirations. NCPWD focus across five of the seven aspirations is represented in the table below:

Table 1: NCPWD focal areas in African Agenda 2063

No.	Agenda 2063 Aspirations	NCPWD focus
•	<p>Aspiration No. 1: A Prosperous Africa, based on inclusive growth and sustainable development</p>	<p>NCPWD will endeavor to scale up social security and protection for PWDs. It will leverage on cash transfers and equalisation of opportunities, specifically;</p> <ul style="list-style-type: none"> • Inclusive education and training for learners and trainees with disability • Access to information and emerging technologies • Access to medical care – free access from both public and private sector through UHC • Food security for PWDs • Supportive manufacturing/industrialisation Funder the Big four Agenda • Access to financial services/Government procurement opportunities • Non-discrimination in employment opportunities – equal pay for equal work • Mainstreaming of PWDs protection strategies in disaster preparedness and prevention



	<p>Aspiration No. 2: An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance</p>	<ul style="list-style-type: none"> • NCPWD will engender facilitation of development of PWDs user friendly financial access policies that safeguard their economic wellbeing. • Lobby for development of communication and infrastructure that factors in accessibility of PWDs
	<p>Aspiration No. 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law</p>	<p>Empowerment of PWDs to participate in development and governance affairs as well to demand for their rights as enshrined in the Constitution</p>
	<p>Aspiration No. 6: An Africa whose development is people-driven, relying on the potential offered by people, especially its women and youth and caring for children</p>	<ul style="list-style-type: none"> • Empower PWDs to participate in all sectors of economic development • Mainstream disability in all sectors of the economy to ensure full participation in national development
	<p>Aspiration No. 7: An Africa as a strong, united, resilient and influential global player and partner</p>	<ul style="list-style-type: none"> • NCPWD to be at the forefront in championing the empowerment of women and girls with disability against any form of violence & discrimination, as well as empowerment of youth and children with disability • Build partnerships and strategic alliances to promote the cause of PWDs

1.5.2.3 Sustainable Development Goals 2030 (SDGs)

The Sustainable Development Goals (SDGs) succeeded the Millennium Development Goals (MDGs), whose achievement period lapsed in 2015. The SDGs will address three scopes of sustainable development:

- Environmental,
- Economic, and
- Social



The goals have to be coherent with and integrated into the United Nations global development agenda between 2015 -2030.

PWDs are provided for across the SDGs. Specifically, in areas touching on education, growth and employment, inequality, accessibility of human settlements, data collection and monitoring of the SDGs across 13 out of 17 goals as tabulated below.

Table 2:NCPWD focal areas in SDGs 2030

No.	SDGs	NCPWDFocus
1.	End poverty in all its form everywhere	<ul style="list-style-type: none"> • Champion the rights of the disabled to be able to control their own resources and equal recognition before the law • Adequate standard of living and social protection
2.	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Empower PWDs to enjoy their right to adequate food, food security and related supportive assets i.e. control over land, property and inheritance
3.	Ensure healthy lives and promote well-being for all ages	Champion for the rights of PWDs access to sexual and reproductive health services as recognized by the right to enjoyment of the highest attainable standard of health without discrimination on the basis of disability.
4.	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> • The focus is on eliminating gender disparities in education and ensuring equal access to all levels of education and vocational training • In addition, building and upgrading of education facilities that are child, disability and gender sensitive and also provide safe, non-violent, inclusive and effective learning environments for all



5.	Achieve gender equality and empower all women and girls	<p>Women and girls with disabilities are subjected to multiple discrimination; the elimination of harmful practices requires championing effective women- and child-focused legislation and policies.</p> <p>NCPWD will focus on:</p> <p>Lobbying for fast-tracking the review and implementation of social protection policies touching on but not limited to the right to participation in political and public life.</p> <p>Areas of interest:</p> <ul style="list-style-type: none"> • The right to the same range and quality and standard of free or affordable sexual and reproductive health; the right to reproductive and family planning; women's right to ownership of land, property and inheritance is acknowledged; • The right to equal recognition before the law; and the right to access to information and communications for women and girls; • Promotion of gender equality for women and girls with disabilities
6.	Ensure availability and sustainable management of water and sanitation for all	<p>Continuous lobbying and advocating directly and indirectly for the continuous improvement of living conditions, access to clean water and the promotion of the right to an adequate standard of living for Persons with Disabilities</p>
8.	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<p>The Council will continue to champion the recognition of the right of Persons with Disabilities,</p> <ul style="list-style-type: none"> • To work on an equal basis with others and to gain a living by working freely, and to receive equal remuneration for work of equal value and to have safe working conditions; • Equal access to banking, insurance and financial services; freedom from exploitation, violence and abuse such as forced labour, modern slavery and human trafficking



9.	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<p>Empower PWDs to:</p> <ul style="list-style-type: none"> • Access financial services including affordable credit • Ensuring personal mobility with the greatest possible independence for persons with disabilities • Freedom to access information on an equal basis with others and through all forms of communications • Promoting opportunities for self-employment, entrepreneurship, the development of cooperatives and starting businesses
10.	Reduce inequalities within and among countries	<p>NCPWD will continue to drive the agenda on:</p> <ul style="list-style-type: none"> • Ensuring enhanced representation and voice of PWDs in decision-making • Promoting the positive perceptions and greater social awareness towards PWDs to foster inclusion • Facilitating safe migration and mobility geared towards protecting PWDs from exploitation • Ensuring access to social protection and poverty reduction programmes
11.	Make cities and human settlements inclusive, safe, resilient and sustainable	<p>NCPWD will continue to promote and sensitize key players to:</p> <ul style="list-style-type: none"> • Provide access to safe, affordable, accessible and sustainable transport systems • Improve road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, such as PWDs • In addition, lobby for provision of universal access to safe, inclusive and accessible, green and public spaces, particularly for PWDs.
13.	Take urgent action to combat climate change and its impacts	<p>Lobby for special consideration in planning for disaster preparedness and management for persons with disabilities who are subject to the occurrence of natural disasters and other situations of risk to be included in all protection and safety mechanisms; climate-related planning and management must be inclusive of and accessible to persons with disabilities</p>



16.	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and inclusive institutions at all levels	<p>NCPWD will continue to lobby and sensitise members on avenues to seek justice and protection. Specially, strategies geared towards ensuring;</p> <ul style="list-style-type: none"> • Freedom from violence, exploitation and abuse must be upheld as must; freedom from torture cruel, inhuman or degrading treatment or punishment • Access to justice on an equal basis with others, including through the provision of procedural and age-appropriate accommodations must be in place • Inclusive decision-making that closely consults with and actively involves persons with disabilities through their representative organisations • Persons with disabilities enjoy all human rights and fundamental freedoms and are not deprived of their liberty unlawfully
17.	Strengthen the means of implementation and revitalise the global partnerships for sustainable development	<p>Through strengthening its clamour for data and statistics, the NCPWD will ensure:</p> <ul style="list-style-type: none"> • Enhanced use of enabling technology, in particular information and communication technology to ensure accessibility; collection of high quality, timely and reliable disaggregated data • Build partnerships and strategic alliances with organisations of persons with disabilities and others to facilitate access to technology transfer, policy and legal support as well other supportive services

1.5.2.4. Global Disability Summit

The Global Disability Summit which was held in the United Kingdom, co-hosted by Kenya, yielded 170 commitments to increase disability inclusion and tackle stigma in low income countries. Implementation of the Strategic Plan 2018-2022 will be aligned to the four thematic areas addressed at the Summit:

- Addressing stigma
- Supporting inclusive education
- Economic empowerment
- Technology and providing better access to devices

• Kenya Development Challenges

Despite the country making significant progress on political, structural and economic reforms that have driven sustained economic growth, social development and political gains, its key development challenges still include



poverty, inequality, climate change and the vulnerability of the economy to internal and external shocks. According to the United Nations Development Programme's (UNDP) multidimensional poverty index, about 50% of Kenya's population live below the poverty line, with unemployment estimated at around 40%. About 75% of the population is in subsistence farming relying on rain fed agriculture. This renders them vulnerable to vagaries of weather. In case of crop failure or drought, families face food shortages. Unpredictable climatic conditions worsen the situation. Droughts are increasingly becoming prolonged and its affects far reaching especially in rural areas and on the most vulnerable groups. When it rains, incidences of floods are common, leaving a trail of destruction and death. While these challenges affect all citizens, the burden is much more on vulnerable groups at large and PWDs in particular bear the brunt owing to their state which compromises access to relief programmes, evacuation and livelihood interventions.

The World Health Organization (WHO, 2016), contends that Kenya is among the countries affected most by HIV/AIDS pandemic in Africa today. People living with HIV stand at about 1.6 million in Kenya. Out of this number 65% are on antiretroviral (ARV) drugs. The adult HIV/AIDS prevalence stands at about 5.4%. This presents a challenge to health care budget and general economic growth due to lost man hours. PWDs are not an exception and the disease has continued to rob the country of critical resources which could have been used to attend to various health burdens affecting the PWDs.

Weak institutional governance structures and general corruption have led to widening of the gap between the rich and poor and their attendant effects on propagating inequality in the society. PWDs are mostly hard hit because they suffer multifaceted barriers ranging from access to recognition and assimilation into general economic, social and political participation.

- **Rationale for Development of the Strategic Plan 2018-2022**

The NCPWD operates in an environment characterised by numerous and divergent factors that influence its operations. Several challenges, emerging issues and lessons have been learned during the implementation of the Council's strategic Plan 2013-2017. Noteworthy is that registration and empowerment of PWDS encountered logistical, resource as well enforcement barriers. Consequently, the target for the registration of PWDs was grossly underachieved. Habilitation and rehabilitation programmes were compromised due to limited access to free disability-related medical products and services.

Disability mainstreaming across Ministries, Counties, Departments and Agencies (MDCAs) continued to face low consideration as evidenced by low or lack of resource allocation by various agencies.

All these were compounded by inadequate budgetary allocations, weak monitoring, evaluation and reporting framework, poor linkage of annual work plans to the Strategic Plan, untapped potential in collaboration and linkages as well lack of resource mobilisation strategies. Further, the Council experienced competition from other bodies implementing initiatives targeting various disability categorisation, which presented more of fragmented approach to addressing issues of rehabilitation and equalisation of opportunities for Persons with Disability.



Other key challenges and emerging issues will continue to play a significant role in influencing the Council's operations. It is, therefore, important to develop a strategic plan that prioritizes the Council's efforts in areas of greatest impact, aligns all stakeholders' goals to the overall vision and mission of the NCPWD as well as creates a clear linkage of annual planning and day-to-day operations to the strategic objectives. Further, the plan will accentuate the constitutional provisions, the Vision 2030, the MTP III and other policy and legal instruments governing the operation of the Council.

- **Policy Priorities for 2018-2022**

- Over the plan period, the following policy areas will be prioritised:
 - Data and statistics
 - Empowerment of PWDs
 - Disability mainstreaming
 - Institutional capacity

- **The Strategic Plan Development Process**

This Strategic Plan was developed through a highly participatory approach by a select team comprising representatives of Senior Management and key programme officers in charge of strategy implementation at NCPWD. The methodology involved a review of the various key documents which include the Constitution of Kenya, Persons with Disabilities Act, 2003, Vision 2030, Medium Term Plan III, Kenya's "Big Four Agenda", East Africa Community (EAC) disability policy, Convention on the Rights of Persons with Disabilities and Option Protocol and Strategic Plan 2013-2017.

A number of consultative and planning meetings and a one-week review and planning workshop involving key NCPWD staff were then held to provide relevant planning inputs. The inputs were synthesised into a draft, which was further enriched through interviews and discussions with Senior Management; the Executive Director of NCPWD, Directors and representatives from all departments and sections. The draft was shared with staff to give their input which was incorporated and a Strategic Plan 2018 – 2022. The plan is premised on the Persons with Disabilities Act of 2003, other national and international policy instruments, as well as input from the one-week planning meeting. Finally, the Strategic Plan was validated through a consultative forum comprising a select internal team of the Council's management and KSG consultants.

- **Organization of the Strategic Plan**

This strategic plan is organised into five chapters. Chapter One presents general background of the NCPWD. It outlines the mandate of NCPWD, the rationale for developing the plan, overview of the Kenyan Vision 2030, the MTP III and "Big Four Agenda" and how they are linked to the plan. Chapter Two, provides situational analysis, which encompasses achievements under Strategic Plan 2013-2017 and scaling up of lessons learned to strategic issues of the current plan. It also presents



the SWOT, PESTEL and stakeholder analysis. Chapter Three describes the strategic model of the Council. The vision, mission and value statements are presented. Key strategic issues, strategic objectives, and strategies for the Strategic Plan are provided in this section. Chapter Four identifies the key drivers of the plan's implementation as well as the human and financial constraints, sources of funds. The organisational structure and functions as well as actual responsibilities for plan implementation are presented. This chapter also identifies and prioritises anticipated risks and provides planned actions for mitigation, monitoring and reporting. Chapter five provides the monitoring, evaluation and reporting framework for this plan.



NATIONAL COUNCIL FOR
PERSONS WITH DISABILITIES (NCPWD)



CHAPTER TWO

SITUATIONAL ANALYSIS

• 2.1 Introduction

This chapter provides a review of the performance of NCPWD in implementing the 2013-2017 Strategic Plan. It highlights key achievements over the period, the challenges experienced and lessons learnt. The chapter further scans the environment the Council is operating in. An analysis of both external and internal environments is provided using the Strengths, Weaknesses, Opportunities and Threats (SWOT) as well as Political, Economic, Socio-cultural, Technological, Environmental and Legal (PESTEL) analytical tools. A stakeholder analysis was also undertaken to ensure inclusion in implementation of the strategy.

• 2.2. Achievements and Challenges

The review covers the plan period (2013-2017) during which various interventions and activities were implemented in accordance with the Strategic Plan's thematic objectives and targets. Several challenges faced during the implementation that affected the attainment of the planned targets are also outlined. The detailed matrix on the achievements and challenges against each Key Result Area (KRA) is shown below.





Table 3: Achievements & challenges in the implementation of Strategic Plan (2013-2017)

KRA: 1 REGISTRATION AND EMPOWERMENT OF PWDS

SPECIFIC OBJECTIVES

- To register 1.4 million PWDs and 1,500 disabled persons' organisations and institutions serving Persons with Disability.
- To strengthen delivery of adequate, appropriate and reliable disability habilitation and rehabilitation programmes.
- To provide social assistance to the poor and vulnerable persons.
- To promote the provision of quality education and training for PWDs.
- To promote access to sustainable means of livelihood for Persons with Disability.
- To promote civic participation and representation of Persons with Disability in decision making processes.

ACHIEVEMENTS

During the evaluation, it was found that most of the targets were not quantified, thus making it difficult to measure the extent of their achievements. Nevertheless, the Council recorded the following achievements:

- A total number of 350,000 PWDs were registered during the five years.
- The Council registered 2,000 DPOs.
- The Council facilitated training in sign language for 821 people.
- During the five years, 17,525 assistive devices, appliances and other equipment were provided by the Council.
- A total of 3,156 persons with albinism were put under the Sunscreen lotion programme.
- Albinism awareness was created across the country.
- A total of 6,390 education bursaries beneficiaries was recorded.
- The Council supported 148 education institutions to upgrade their infrastructure and equipment.
- The Council provided 2,798 grants to DPOs.
- A total of 246 vocational trainees were provided with tools of trade after completing their studies.
- The Council encouraged and supported 81 PWDs to access Government procurement opportunities under the LPO Financing programme.
- The Council encouraged PWDs to participate in political parties' nominations by providing letters of recommendation to PWDs participants.

CHALLENGES

- The process of registration and categorisation of PWDs has not been easy. The lengthy wait of medical assessments reports, a prerequisite for registration of PWDs, hindered their prompt registration and hence the low number in the Council's database.
- The cost of medical assessment in some places was too high for PWDs to afford.
- There were challenges experienced by PWDs in the access of free disability-related medical products and services.



KRA 2: DISABILITY MAINSTREAMING

SPECIFIC OBJECTIVES

1. To promote healthy cultural practices and attitudes towards PWDs.
2. To increase resource allocation for disability mainstreaming by MDAs and County Governments.
3. To support implementation of various policies and legislation on disability.
4. To strengthen capacity of MDAs and County Governments to mainstream disability in all development issues.

ACHIEVEMENTS

- The Council created awareness on disabilities in the country.
- The Council was able to mark special days and events on disability awareness events.
- There was media engagement in talkshows and documentaries on issues concerning disability. The Council revamped its website to enhance disability awareness.
- MDAs and County governments set aside budgets for disability mainstreaming.
- There was annual monitoring feedback and certification of MDAs and County Governments that supported disability mainstreaming initiatives.
- The Council attained ISO 21542 Standard for accessibility and usability of built environment. This enabled the Council to lead by example.

CHALLENGES

- Disability mainstreaming continues to face attitudinal, institutional, cultural and physical barriers in spite of massive awareness efforts by NCPWD and other players.
- Inadequate collaborative framework between the Council and her partner institutions hampered NCPWD's disability mainstreaming efforts.

KRA 3: ORGANIZATIONAL DEVELOPMENT

SPECIFIC OBJECTIVES

1. To strengthen the Council's organizational capacity for delivery of services.
2. To improve resource mobilisation and utilisation.
3. To improve governance and transparency.
4. To develop and sustain a risk management culture.

ACHIEVEMENTS

- The Council was able to gradually increase her staff establishment from 62 to 108 against the target of 130 staff.
- A policy on risk management was developed by the Council.

CHALLENGES

- The Government embargo on recruitment has prevented the Council from hiring more staff that could enable it to effectively realise its mandate.
- The Council's annual work plans were not anchored on the Strategic Plan (2013-2017) hence led to deviation from the effective implementation of the Strategic Plan.



2.3 Lessons Learnt

- The following were the key lessons learnt that informed the development and subsequent implementation of this Strategic Plan:
- The annual work plans should be guided by the implementation matrix of the Strategic Plan.
- All the proposed interventions in the Strategic Plan need to be quantified.
- There is need for awareness creation and cascading of the Strategic Pplan to the user departments.
- The Council should enhance the M&E unit so that it can continuously track progress and promote a learning culture through introduction of performance accountability tools.
- There is need to have a resource mobilisation strategy so that the Council can supplement the funds sourced from the Government.
- There is need to strengthen collaboration and linkages between the Council and its stakeholders.
- The Council should develop additional programmes that respond to emerging opportunities.
- In liaison with the Ministry of Labour and Social Protection, the Council should engage the relevant parliamentary committees both in Senate and National Assembly responsible for labour and social welfare and lobby for support for the Council's programmes.

2.4 SWOT Analysis

An analysis of the NCPWD's internal and external environment was undertaken to facilitate identification of the organisational Strengths, Weaknesses, Opportunities and Threats (SWOT). The objective of SWOT analysis was to obtain information on how internal and external environments impact the operations of NCPWD. The outcome of the SWOT analysis is presented in the following tables:

Table 4: Strengths

	Strengths	Strategic Implication	Strategic Response
1)	Legal Mandate in place. The PWD Act 2003, gives the Council authority to transact business	<ul style="list-style-type: none"> • Goodwill from Government • High confidence levels from stakeholders 	<ul style="list-style-type: none"> • Maintain Government and other stakeholder's confidence in NCPWD by efficient service delivery • Increase resource mobilisation activities



2)	Established Council's structure both at national and county levels.	<ul style="list-style-type: none"> • Improved access to NCPWD programmes • The potential for collaboration with County Governments and other DPOs based in the counties 	<ul style="list-style-type: none"> • Enhance the capacity of the county offices • Enhance partnership and collaboration efforts • Lobby for funding of Council's programmes by County Governments
3)	The Council has a qualified staff to enable it deliver on the mandate.	<ul style="list-style-type: none"> • Quality service delivery • Improved productivity 	<ul style="list-style-type: none"> • Staff Retention • Continuous training of staff • Optimal utilisation of staff
4)	There is core financial support from the exchequer	Solid support to undertake core functions	<ul style="list-style-type: none"> • Need for prudent use of financial resources • Compliance with legal requirements on resource management
5)	There are established and functional programmes to enable the Council carry out its mandate	<ul style="list-style-type: none"> • The programmes can enable the Council achieve the strategic objectives • An opportunity to use existing programmes to leverage additional funding from diverse partners. 	<ul style="list-style-type: none"> • Continuous monitoring and evaluation • Enhancing performance management systems • Put in place a concrete resource mobilisation strategy
6)	There is strong leadership support from the Council's board.	Need to enhance the board's governance capability.	<ul style="list-style-type: none"> • Continuous capacity building for the board members • Implementation of the Mwongozo guidelines
7)	Local, regional and international partnerships and collaborations	Potential for further resource mobilisation	Enhance resource mobilisation efforts



Table 5: Weaknesses

	Weaknesses	Strategic Implication	Strategic Response
1)	Inadequate staff since the Council is operating below optimal level of staff- at 38% against the recommended 50-60%.	<ul style="list-style-type: none"> Decreased performance and productivity Impacts negatively on service delivery 	The Council should lobby for recruitment of additional staff in light of the current employment embargo in Kenya.
2)	High staff turnover	Loss of key competences as well as institutional memory in the Council.	There is need to develop an attractive staff retention strategy.
3)	Inadequate Infrastructure such as offices, vehicles and computers to match growing needs	Quality of product/ service delivery is compromised	Invest in appropriate infrastructure to meet growing needs
4)	There is limited focus on disability prevention initiatives by the Council.	Increased demand for services not matched with resources	The Council should explore collaborations with partners who are players in disability prevention initiatives
5)	The financial support through exchequer to the Council is not sufficient to meet clients/ stakeholders' expectations.	Inadequate financial resources for NCPWD programmes	Need to look for alternative sources of funds to enable the Council to meet obligations.
6)	There is low visibility of the Council at the grassroots levels in Kenya.	Affects awareness creation programmes leading to low uptake of the Council's services by PWDs.	The communication strategy should be finalised and operationalised



Table 6: Opportunities

	Opportunity	Strategic Implication	Strategic Response
1)	Enabling legal and policy framework e.g. Constitution, Children Act, Employment Act, Basic Education Act, PWDs Policy (2006), Affirmative Action Policy among others	This should facilitate disability awareness as well as enforcement	<ul style="list-style-type: none"> • Advocate for enforcement of rights of PWDs as per the law • Urge arms of Government and State agencies to play their roles for a barrier-free environment
2)	Existence of strategic partners' and goodwill from development partners and corporates	Increased opportunity for funding which will enable the Council reach more beneficiaries	Enhanced collaborations and partnerships
3)	Disability mainstreaming has been earmarked as one of the cross-cutting issues among the MCDAs performance contracts to ensure compliance with the PWDs Act, 2003.	Opportunity for the Council to ensure disability is mainstreamed across Government institutions	Need to take advantage and pursue sanctions for non-compliance
4)	Funding opportunities from State and non-State agencies	The potential to bridge the budget deficit	Mobilisation of additional resources
5)	Devolved system of governance	This is an opportunity for enhanced collaboration in resource mobilisation and use of County structures such as the Executive, County Assemblies to influence policy as well as create robust county level disability legislations.	<ul style="list-style-type: none"> • Develop engagement mechanism with Council of Governors (CoG) and County Assemblies. • Enhanced resource mobilisation initiatives • Increased awareness and disability mainstreaming in the counties



6)	The upcoming national population Census of 2019.	Opportunity for the Council to get important data on disability in the country. This is central in planning	Plan to participate effectively in the 2019 National Census
7)	Political goodwill	This provides a window to lobby for increased resource allocation and more favourable policies on disability.	Strengthen NCPWDs advocacy and lobbying capability to advance the Council's agenda.
8)	The Big four Agenda.	This will span out concurrently with this strategic plan and is another window to utilise and lobby for empowerment of PWDs	<ul style="list-style-type: none"> • Articulate and lobby the GoK for provision of suitable and affordable housing for PWDs. • Pursue development and upgrading of curricula for vocational institutions that are in tandem with the present needs of the manufacturing sector. • Advocate for improved and favourable health care provision to PWDs. • Advocate for fortification of food with essential nutrients to avoid complications that may result to disability



Table 7:Threats

	Threat	Strategic Implication	Strategic Response
1)	Austerity measures by National Treasury	Budget cuts interfere with programme implementation	Need to diversify revenue streams.
2)	Overlapping mandate with other agencies, e.g. NFDK, KSB, NGECC, KNCHR etc.	This limits resources from Government and other funding partners	Develop cutting edge solutions to disability issues. Enhance capacity to develop bankable proposals to development partners
3)	Political interference affects equitable distribution of opportunities, resources and implementation of programmes	This affects the Council's ability to implement programmes as planned.	Need to reengineer the turnaround time for service delivery
4)	Increased PWDs population.	This constrains the resources and affects ability to respond to needs	Mobilize for more funds and enhance collaboration with stakeholders.
5)	The curricula offered in VRCs does not prepare PWDs well for the job market and self-employment.	Most PWDs lack appropriate skills to adapt to the labour market even after acquiring skills from VRCs	Need to harmonise the curricula for VRCs with other TIVETs

2.5 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 Strategic Plan.



Table 8: PESTEL Analysis and their implications

Political Factor	Strategic Implication	Strategic Response
The Constitution 2010 has created space for political representation of PWDs	Promoted disability awareness as well as opportunity for increased resource allocation.	Advocate for compliance with the Constitution
Policy pronouncements and political party manifestos shift priorities, focus and resources	This affects the Council's set priorities.	Continuous scanning of the political environment
Government austerity measures	Affects the realisation of NCPWD's strategic objectives.	Explore alternative sources of funding
Government policy on procurement, internship, and 5% affirmative action	Has created opportunities for PWDs.	Support for PWDs to exploit the opportunities
Government embargo on recruitment and staff downsizing	Council's staff capacity to deliver on its mandate affected	Efficient utilisation of existing staff
Socio-cultural	Strategic Implication	Strategic Response
Free primary and secondary education.	Has enabled the Council to support more PWDs through the bursary programme.	Lobby for increased share of bursary allocation
Terrorism, banditry and other security threats	Lead to injuries hence increase in the number of PWDs and also destroy existing infrastructure such as buildings.	Enhance habilitation and rehabilitation support
The universal health policy which is also anchored on the Big Four Agenda	Has increased access to healthcare by PWDs	Sensitise the PWDs to register as appropriate
Stigmatisation - The culture of looking at PWDs as a curse or misfortune (particularly children)	Limits Council in reaching out to all in need	Design a deliberate intervention on eliminating stigma



Technological	Strategic Implication	Strategic Response
Advancement in technology	Has assisted in registration, development Fund Management Information System, mobile banking.	Leverage on technology to reach more beneficiaries
Quick access and circulation of information	Has improved the efficiency and effectiveness of operations of the Council.	Invest in continuous upgrade of technology
Environmental	Implication	Strategic Response
Climate change	<ul style="list-style-type: none"> • Affects the vulnerable members of the population as they rely on agriculture as basic means of livelihood • PWDs are the most vulnerable to natural calamities. 	Liaise with concerned stakeholders to sensitise PWDs on climate change and sustainable development
Legal	Implications	Strategic Response
Marrakesh Treaty 2013 ratified by Kenya in July 2017	Gives opportunity and freedom of access to information to persons who are blind, visually impaired and partially disabled. Its main goal is to create a set of mandatory limitations and exceptions for their benefit	Sensitise various stakeholders on the requirements of the treaty.
International conventions, charters and protocols on rights of persons with disability	Affirm the rights of persons with disability	Sensitise various stakeholders on the requirements of the conventions, charters and protocols
Operationalisation of inclusivity for all as anchored in the Basic Education Act.	Has been hampered by inadequate human and financial of resources	Advocate for empowerment of PWDs as provided for in the Basic Education Act



The PWDs Act, 2003 that also establishes the Council	Promotes and protects the rights of PWDs.	Advocate for the enforcements of the provisions of the Act.
National Legal Aid Council	Provides an opportunity for PWDs to access legal representation	Liaise with National Legal Aid Council to provide assistance to PWDs in enforcement of their rights.
Sector Policy on education and training for learners and trainees with disability	Affirms the need for inclusive education and training	Advocate for the enforcement of the policy

2.6 Stakeholder Mapping

The NCPWD recognises the need to build good working relationships with various stakeholders in order to implement this Strategic Plan. A stakeholder analysis was done to identify the various partners and stakeholders. Some of the possible areas of collaboration and linkages have been identified as outlined below:

Table 9: Stakeholder Mapping

Stakeholder	Stakeholder Expectations	NCPWD Expectations
Ministry of Labour and Social Protection	<ul style="list-style-type: none"> • Efficient, effective and timely delivery of service • Adherence to legal and policy guidelines • Expert advice on disability and mainstreaming related issues 	<ul style="list-style-type: none"> • Legal and policy formulation and influence, • Facilitation of funding from Exchequer, • Appointment of the Board, • Implementation of the National Action Plan on Disability and Accessibility Rights (NAP),



<p>Ministry of Health</p>	<ul style="list-style-type: none"> • Provision of expert/technical advice • Partnership to promote health care interventions i.e., disability awareness 	<ul style="list-style-type: none"> • Early identification of PWDs in all segments of human life span i.e., neonates, infants, children and adulthood • Timely disability assessment and approval, • Preventive interventions i.e., vaccinations, nutrition, awareness on health matters, Maternal Child Health Care services, • Rehabilitative care interventions, • Provision of disability friendly maternal health care interventions, • Facilitating access to free health care services for PWDs • Collaboration in implementation of the NAP,
<p>Ministry of Education</p>	<ul style="list-style-type: none"> • Provision of expert/technical advice 	<ul style="list-style-type: none"> • Placement of students who have disabilities in appropriate learning institutions, • Implementation of inclusive education as provided for in the Basic Education Act, 2003 • Development of suitable and relevant curricula for VRCs • Collaboration in implementation of the NAP
<p>Ministry of Transport and Infrastructure Development. The Council will also collaborate with the following agencies:</p> <ul style="list-style-type: none"> • NTSA • NCA 	<ul style="list-style-type: none"> • Provision of expert/technical advice 	<ul style="list-style-type: none"> • Ensure accessibility to public transport by PWDs, • Reservation for 5% allocation for affordable housing for PWDs under Big four, • Promoting accessibility to buildings and built environment, • Collaboration in implementation of the NAP



Ministry of Information Communication and Technology.	<ul style="list-style-type: none"> • Timely provision of up-to-date information 	<ul style="list-style-type: none"> • Collaboration in implementation of the NAP • Promote accessibility to information and emerging technologies in public and private institutions.
Kenya Revenue Authority	<ul style="list-style-type: none"> • Up to date information 	Granting timely tax exemption to PWDs
Kenya National Bureau of Statistics	<ul style="list-style-type: none"> • Collaboration in the 2019 national Census programme 	Provision of reliable data and statistics on PWDs
Kenya Bureau of Standards	<ul style="list-style-type: none"> • Expert advice 	Development of standards on accessibility and assistive devices
The Media	<ul style="list-style-type: none"> • Timely provision of up-to-date information 	Awareness creation on disability, promotion of inclusion and publicity
Council of Governors and County Assemblies	<ul style="list-style-type: none"> • Well-coordinated programmes • Efficient, effective and timely delivery of service 	<ul style="list-style-type: none"> • Budgetary allocation for empowerment of PWDs and other NCPWD programmes in the counties • Health care services • Enactment of laws on disability
State Law Office and Judiciary	<ul style="list-style-type: none"> • Timely provision of up-to-date information 	<ul style="list-style-type: none"> • Advise on legislation • Prosecution of cases on GBV, • Guidance • Enforcement on non-compliance on adjustment orders (transport, built environment, etc • Interpretation of the law, • Affirmative action, • Reduce fees charged in courts in cases involving enforcement of PWDs rights



<ul style="list-style-type: none"> • Public Service Commission • County Public Service Boards • State Corporation Advisory Committee • Salaries and Remuneration Commission 	<ul style="list-style-type: none"> • Adherence to labour laws, HR policies and regulations 	<p>Advisory on HR issues Adherence to policy on employment of PWDs</p>
<p>Partners involved in Legal Aid work: FIDA, LSK, Kituo cha Sheria, COVAW, National Legal Aid, Legal Resource Foundation, KNCHR, KHRC, NGEK, CAJ</p>	<ul style="list-style-type: none"> • Timely provision of up-to-date information 	<ul style="list-style-type: none"> • Offering pro bono legal services • Offering legal advice to the Council • Lobbying on compliance with the PWDs Act, 2003, etch
<p>Ministry of Interior and Coordination of National Government</p>	<ul style="list-style-type: none"> • Timely provision of up-to-date information • Provision of expert/technical advice 	<ul style="list-style-type: none"> • Awareness creation • Mobilisation of registration of PWDs • Reporting cases of abuse • Arresting and investigation
<p>Parliament of Kenya KEDIPA</p>	<ul style="list-style-type: none"> • Comprehensive policy proposals • Proper implementation of disability laws • Prudent utilisation of allocated resources 	<ul style="list-style-type: none"> • Timely enactment of disability laws • Allocation of adequate resources
<p>Ministry of Public Service, Youth and Gender Affairs</p>	<ul style="list-style-type: none"> • Disaggregated data on disability 	<ul style="list-style-type: none"> • Enforcement of policy on employment of PWDs
<p>NHIF</p>	<ul style="list-style-type: none"> • Comprehensive data on PWDs 	<ul style="list-style-type: none"> • Coverage of all disability categories including needs of persons with intellectual disability and those that require drugs on a constant need



NDMA	<ul style="list-style-type: none"> • Advisories from NCPWD 	<ul style="list-style-type: none"> • Development of Standard Operating Procedures (SOP) for evacuation of PWDs during emergencies
FKE	<ul style="list-style-type: none"> • Disaggregated data on PWDs seeking employment 	<ul style="list-style-type: none"> • Regular employment updates of PWDs • Implementation of the Disability Act
Corporate/ private sector and Development Partners	<ul style="list-style-type: none"> • Bankable proposals on possible areas of collaboration and support 	<ul style="list-style-type: none"> • Financial, material and technical support



CHAPTER THREE

THE STRATEGIC MODEL

3.0. Introduction

The chapter contains the vision, mission, and core values of the Council. It also outlines objectives as per the thematic areas, strategies and activities that will be undertaken in order to achieve the Strategic Plan.

3.1 NCPWD's Vision, Mission and Core Values

An organization's vision statement depicts its picture of future success, the desired result accomplished when it delivers value to its target clientele. Its mission statement defines why an organization exists, reflects its purpose and defines the scope of its operations. Core values are the organization's guiding principles that bind its members together to ensure mission success and delivery of value to the target clientele. The preparation of this plan took cognizance of, and was duly guided by, the NCPWD's vision, mission and core values as outlined below:

Vision:

A barrier free society for Persons with Disabilities.

Mission:

To promote and protect equalisation of opportunities and realisation of human rights for PWDs to live decent livelihoods.

Core Values:

- Inclusivity;
- Human Dignity;
- Equality and Equity;
- Integrity;
- Results oriented.

3.2 Strategic priorities/themes and strategic objectives for 2018-2022

From the aforementioned rigorous review of the current NCPWD Strategic Plan expiring in 2017, as well the SWOT and PESTEL analysis, the key strategic priorities to guide the next Strategic Plan for the period 2018-2022 were identified through interactive discussions at the review and planning workshop held with NCWPD (more details on the key activities, outputs, indicators, targets and indicative



budget are provided in the results matrix annexed as appendix 1).

Four strategic priorities/themes were identified which the Council will focus on during the plan period. These are:

- Data and Statistics on PWDS;
- Empowerment of PWDs;
- Disability mainstreaming; and
- Organisational Capacity Strengthening.

Arising from these strategic priorities, four strategic objectives that will provide direction and focus for the new strategic plan, were formulated as outlined and discussed further below:

- Generate, maintain and disseminate reliable information on PWDs in Kenya;
- Empower PWDs for effective participation in all spheres of life;
- Promote mainstreaming of disability in all sectors of society; and
- Strengthen NCPWD's capacity for effective and efficient service delivery.

Strategic Objective 1: Generate, maintain and disseminate reliable information on Persons with Disabilities (PWDs) in Kenya.

NCPWD needs to build robust capacity to generate and disseminate reliable information on PWDs in Kenya. This is critical to enable the Council to more effectively deliver on its other core areas of work including registration of PWDs, empowering PWDs as well as playing a great role in informing and influencing policy on disability not only in Kenya but internationally as well.

Strategic Objective 2: To empower PWDs for effective participation in all spheres of life.

Empowering PWDs to actively participate in the socio-economic development is indeed core to furthering the Council's mission of "promoting and protecting equalization of opportunities and realization of human rights for PWDs to live decent livelihoods".

Strategic Objective 3: To promote mainstreaming of disability in all sectors of society

The Persons with Disabilities Act 2003 expressly provides for achievement of equalisation of opportunities for Ppersons with Disability by prohibiting discrimination in employment, education, buildings, transportation, sports and health among others. The Act recognises disability as a human rights and



development priority and provides a legislative framework for promoting access to services and inclusion of PWDs in all sectors of society.

Strategic Objective 4: Strengthen NCWPD's capacity for effective and efficient service delivery:

During the plan period, NCPWD will continue to further strengthen its organisational capacity to enable the Council to deliver effective and efficient services as it seeks to consolidate its position as the State corporation mandated by the PWDs Act 2003 to champion the rights and equalisation of opportunities for PWDs nationally, regionally and internationally. NCWPD will endeavour to enhance its institutional effectiveness towards being a more effective and efficient organisation, with improved systems, practices and processes; well-managed resources, and engaged personnel.

This will focus on key functions across the Council, including human resources management, communication, financial and risk management, and corporate governance.



Table 10: Strategy Framework

Strategic objective	Strategies	Key Activities
<ul style="list-style-type: none"> To generate, maintain and disseminate reliable information on PWDs in Kenya 	Promotion of registration of PWDs	<ul style="list-style-type: none"> Create awareness on the registration of PWDs, DPOs and institutions serving PWDs Register PWDs, DPOs and institutions serving PWDs Lobby MOH to decentralise approval of disability assessment reports to counties Lobby County Governments to waive disability assessment fees.
	Generation of disaggregated data on PWDs	<ul style="list-style-type: none"> Create socio-economic status data on PWDs Participate in preparation and execution of the 2019 National population census Develop an integrated MIS for Council's programmes Develop capacity of Council's staff to use the MIS
	Promotion of evidence-based decision making	<ul style="list-style-type: none"> Develop and operationalise NCPWD research policy Undertake research on disability emerging issues Disseminate research outputs
<ul style="list-style-type: none"> Empower PWDs for effective participation in all spheres of life 	Promotion of economic empowerment of PWDs	<ul style="list-style-type: none"> Facilitate PWDs to access tax exemption and duty waivers Provide Cash Transfer to PWDs as provided for in law Provide grants to PWDs Self Help Groups for income generation activities Link PWD Self Help Group to available funding opportunities, Improve access to Government procurement opportunities by PWDs through LPO financing. Provide tools of trade and capital to PWDs who have vocational and technical skills for self-reliance Under Big Four Agenda, advocate for PWDs to receive free reservation of at



		<p>least 5% of suitable and affordable housing units to PWDs</p>
	<p>Provision of assistive devices to PWDs to enhance independent living and mobility</p>	<ul style="list-style-type: none"> • Support Persons with Albinism to access sunscreen products, Eye care, protective clothing and skin cancer screening & treatment • Support rehabilitation to persons who acquire disabilities
	<p>Accessibility to education for PWDs</p>	<ul style="list-style-type: none"> • Facilitate sign language training for officers offering essential service to the public • Facilitate access to education by PWDs through bursaries and scholarships • Provide grants to institutions of learning and social care so that they can improve their infrastructure and equipment • Lobby for adoption of curricula and training for learners and trainees with disability • Lobby for transfer of VRCs from Ministry of Labour & Social Protection to Ministry of Education
	<p>Enhance social and political participation by PWDs</p>	<ul style="list-style-type: none"> • Partner with DPOs to mark special days and events in the calendar for PWDs • Support DPOs to conduct advocacy programmes • Support PWDs to participate in sporting activities at local and international levels • Initiate intervention to address Sexual and Gender based violence against PWDs; • Promote an inclusive political environment for effective participation of PWDs • Work with stakeholders to eliminate attitudinal, institutional, and physical barriers against PWDs • Establish and operationalise a reporting mechanism for all cases relating to persons with disabilities access to



	<p>Enhance access to health care by PWDs</p>	<p>justice;</p> <ul style="list-style-type: none"> • Liaise with justice system and relevant stakeholders for access to representation and justice. • Advocate for PWDs to receive free rehabilitation and medical services • Under the Big Four Agenda, advocate for PWDs to receive free rehabilitation and medical services in both public and private health institutions in accordance with the PWDs Act, 2003 • Under Big Four Agenda, lobby the Government to enhance access to free disability-related medical products and services by persons with epilepsy, cerebral palsy, spina bifida, paraplegics • Support advocacy for the empowerment of persons with intellectual disability
<ul style="list-style-type: none"> • To promote mainstreaming of disability in all sectors of society 	<p>Development and operationalisation of disability mainstreaming policies</p>	<ul style="list-style-type: none"> • Advocate for implementation of the sector policy on the education and training for learners and trainees with disability • Advocate for improved accessibility to information and emerging technology • Build NCPWD staff capacity in disability mainstreaming • Conduct accessibility audits on buildings, built environment and public transport • Support MDCAs to establish disability mainstreaming inspectorates • Issue adjustment orders to non-compliant entities • Develop regulations on disability mainstreaming • Seek judicial redress to cases of non-compliance on adjustment orders • Enforcement of the provisions of the existing disability laws and other legal instruments



		<ul style="list-style-type: none"> • Support County Assemblies in development of disability laws that are compliant with the law • Liaise with the parent Ministry to lobby the relevant parliamentary committee to fast-track enactment of the PWDs Bill
	Inclusion of disability mainstreaming in national and county planning and budgeting framework	<ul style="list-style-type: none"> • Launch and operationalise National Action Plan (NAP) on Accessibility rights. • Liaise with County Governments to ensure inclusion PWDs issues in the County Integrated Development Plans (CIDPs) and county budgets
	Enhanced disability awareness	<ul style="list-style-type: none"> • Raise awareness on disability through national and international days • Conduct civic education to enhance effective participation in governance • Partner with other organisations on campaigns to prevent disability • Develop and maintain an updated database on PWDs seeking employment and cascade to employers
<ul style="list-style-type: none"> • To strengthen NCPWD capacity for effective and efficient service delivery 	Staff capacity development	<ul style="list-style-type: none"> • Conduct training needs and skills assessments and implement their findings • Recruitment, selection and placement of additional staff to increase the staffing level from the current 38% to 50% of the approved staff establishment • Develop and implement succession management strategy.
	Development and operationalisation of a staff retention strategy	<ul style="list-style-type: none"> • Provide competitive personnel emolument for the staff • Undertake employee satisfaction surveys and implement the findings • Implement staff welfare programmes • Develop employee recognition schemes • Review and operationalise scheme of



	Enhancement of physical infrastructure	<p>service</p> <ul style="list-style-type: none"> • Update the asset register and identify any gaps • Procure office space and equipment for the headquarters and county offices • Procure motor vehicles and motorbikes for effective service delivery • Cater for administrative costs for operations and maintenance.
	Strengthening of corporate governance and institutional image	<ul style="list-style-type: none"> • Adopt and implement corporate governance policies • Review and operationalise the Council's Risk Management Policy and the Internal Audit Charter • Comply with statutory provisions • Finalise and operationalise the NCPWD communication strategy • Branding and visibility • Board development, training and performance management • Cascading of NCPWD Strategic Plan • Build an organisational culture fit for purpose • Conduct customer satisfaction survey and implement the findings • Enforce implementation of the annual performance contracting disability cross-cutting issues.
	Improvement of knowledge management system	<ul style="list-style-type: none"> • Develop and operationalise M&E framework • Undertake a mid-term review of the Strategic Plan • Undertake performance contracting • Cascading performance contracts through performance appraisals • Conduct annual reflection and learning • Develop a knowledge management portal.
	Usage of ICT in NCPWD operations	<ul style="list-style-type: none"> • Develop and operationalise ICT policy • Undertake ICT connectivity in NCPWD facilities



	<p>Enhancement of NCPWD financial sustainability</p>	<ul style="list-style-type: none"> • Build databases linked to MIS. • Review and operationalise the Council's financial management policy • Finalise and operationalise the Council's resource mobilization Strategy • Partner with multiple agencies to diversify revenue streams, e.g., bilateral, multilaterals, corporates.
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NATIONAL COUNCIL FOR PERSONS WITH DISABILITIES (NCPWD)





CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Introduction

This chapter outlines the implementation and coordination framework as well as resource requirements: the coordination and control that will be applied to ensure that diverse efforts of individuals and units are harmonised and well linked. It also includes the risk management plan.

4.2 Governance, Leadership and Management

General governance structure consists of the Board of Directors, Executive Director, senior management and heads of departments, among others.

4.2.1 Role of the Board of Directors

The role of the Board of Directors (BOD) is to provide policy guidelines in the management of the Council. The Board has the responsibility to establish and maintain full and effective control over the strategic, financial and operational direction of the Council as well ensuring compliance to policies and procedures.

4.2.2 Role of Executive Director

The Executive Director ensures proper and efficient management of the day-to-day operations of NCPWD under the policy guideline of the Board of Directors. The responsibilities of the Executive Director are:

- Interpret and implement the decisions of the Board;
- Oversee the formulation and implementation of corporate strategic plans, and appropriate policies and procedures within the Council;
- Provide organisational leadership and supervision of all departments in order to achieve the Council's goals; and
- Spearhead various Council initiatives in business growth.

4.2.3 Heads of Units

The Heads of Units are responsible for the day-to-day implementation, monitoring, and evaluation of the plan to ensure that the planned activities remain on course and are implemented at all levels of the Council's operations. The Heads of Units ensure that members of staff under their departments develop and implement work plans in line with the Strategic Plan.



4.2.4 Annual Work Plans and Performance Contracts

Cascading this plan will be done through annual work plans and performance contracts. While the managers have the operational plan, there will be need for sensitisation and planning at various levels for ease of implementation. Units will develop annual work plans based on the Strategic Plan. Implementation plans will have clearly defined activities with specific timelines for implementation. Staff will prepare annual targets that will be monitored and reported in conformity with the monitoring and evaluation framework outlined in chapter 5.

During the implementation of the plan, the Council will take into consideration the principles of results-based management. The Council will foster partnerships and collaboration with County Governments, other relevant Government ministries, development partners and the Kenyan citizens it serves. To this end and to ensure delivery of the set development results during the plan period, the Council will continuously review and revamp its service charter.

4.3 Capacity Development

Given the dynamism of the environment, NCPWD needs to enhance its institutional capacity to keep pace with increased demand for services. For NCPWD to play its role effectively in national development and be able to implement this Strategic Plan, it has to strengthen its capacity in human resource, financial and infrastructure resources.

4.4 Staff Establishment

Currently, the Council has a workforce of 108 staff distributed in various cadres against a required establishment of 284. In order to achieve the strategic objectives, the Council will continue to grow and expand the human resource capacity through recruitment, training and development to meet the needs of the organisation's mandate in operations, support services and delivery nationwide. Specifically, during this plan period the Council will recruit 34 additional staff, which increases the staffing component from the current 38% to 50%.

The Council will also put in place a retention strategy to attract and retain qualified, competent, talented and well-motivated staff. The staff establishment is appended (Appendix 2).

4.5 Staff Development

The Council will endeavor to continually train and develop its staff to cope with the increasing and changing needs of our customers. Staff training will be based on periodic analysis of the training and development needs for members.



4.6 Organisation Structure

The organisation structure provides staffing levels as well as the reporting channels required to effectively deliver on the mandate of the Council. The structure takes into consideration the operations of the Council across all counties in Kenya. The proposed organisational structure is appended (Appendix 3)

4.7 Resource Mobilization

The successful implementation of this plan will depend on the resources (financial, human, material, legal and others) mobilised to implement all the programmes. As mentioned earlier in chapter 2, inadequate financial resources remains one of the main challenges that affected the implementation of NCPWD's previous strategic plan. NCPWD largely relies on Government funding for its recurrent and development activities. The table below is a review of the funding to NCPWD during the last strategic plan period (2013 to 2017).

Table 11: NCPWD 2013-2017 financial performance

YEAR	FUNDS FROM EXCHEQUER	FUNDS FROM OTHER SOURCES	TOTAL REVENUE	(2013-2017) STRATEGIC PLAN PROJECTIONS	GAP
2013/2014	1,166,900,000	2,927,264	1,169,827,264	1,169,800,000	27,264
2014/2015	1,223,400,000	11,964,460	1,235,364,460	1,449,300,000	(213,935,540)
2015/2016	1,578,695,000	10,659,072	1,589,354,072	5,690,500,000	(4,101,145,928)
2016/2017	1,659,400,000	10,829,884	1,670,229,884	5,659,500,000	(3,989,270,116)
2017/2018	1,711,200,000	15,500,000	1,726,700,000	5,761,700,000	(4,035,000,000)
TOTAL	7,339,595,000	51,880,680	7,391,475,680	19,730,800,000	(12,339,324,320)

Over the 2018-2022 plan period, NCPWD will require Kshs34.823 billion to effectively realise its objectives. Table 11 below outlines the financial resource requirement for the strategic plan period (2018-2022).

Table 12: NCPWD year summary indicative budget (2018-2022)

Strategic objectives	Amount in Kshs
Strategic Objective 1	316,000,000
Strategic Objective 2	31,840,000,000
Strategic Objective 3	232,000,000
Strategic Objective 4	2,435,000,000
GRAND TOTAL	34,823,000,000



Based on the current resource availability trend, the amount expected from the exchequer is Kshs21.475 billion over the five-year period, leaving a deficit of Kshs13.345 billion which need to be bridged through development partners and internally generated revenue. Table 13 below is a projection of the expected funding from the exchequer and the gap that has to be filled through a revenue diversification strategy.

Table 13: NCPWD 2018-2022 projected financial gap analysis

YEAR	STRATEGIC PLAN EXPENDITURE PROJECTIONS - (BILLIONS)	MTP III PROJECTIONS (BILLIONS)	FINANCING GAP BILLIONS
2018/2019	2.544	1.720	(0.824)
2019/2020	4.963	1.792	(3.171)
2020/2021	6.7415	1.770	(4.972)
2021/2022	9.598	7.524	(2.074)
2022/2023	10.976	8.669	(2.307)
TOTALS	34.823	21.475	(13.35)

4.7.1 Resource Mobilization Strategies

To bridge the resource gap, the Council has developed various resource mobilisation strategies, which include, among others:

- Lobbying the Government and the National Assembly to increase funding to the Council;
- Diversification of revenue streams;
- Prudent resource utilisation;
- An asset management system should be put in place to ensure effective use of the available or acquired assets and reduce misuse;
- Establishment of stronger networks and partnerships; collaborative activities with other institutions and private public partnerships;
- Taking advantage of emerging funding opportunities.

4.8 Risk Management Framework

The implementation of this Strategic Plan is prone to various risks. NCPWD will endeavor to ensure proper management of emerging risks. Internal capacity will be enhanced to manage the risks by prescribing procedures for risk identification, evaluation, measurement, monitoring and control and management. Table 13 below gives a list of the risks to which NCPWD may be exposed to in its operations, and suggested mitigation strategies.



Table 14: Risks and mitigation strategies

	Risk Factor	Risk Events	Risk Level	Trigger(s)	Mitigation Strategies
1)	Finance	Reduced funding	High	Pressure on the Government to meet other development obligations	<ul style="list-style-type: none"> • Lobby for more funds from the Government • Diversify revenue streams • Ensure proper utilisation of resources
2)	Demand for services	Inability to cope with increased demand for services	Moderate	Increasing number of PWDs requiring social protection	<ul style="list-style-type: none"> • Expanding social protection services • Collaborate with relevant stakeholders
3)	Technology	Inability to cope with rapid change in technology	High	<ul style="list-style-type: none"> • Obsolescence of technology i.e. ICT and others • Lack of training of staff on modern technology 	<ul style="list-style-type: none"> • Continuous adoption of emerging technologies • Undertake regular training of staff on ICT and other technologies in line with trends
4)	Acquisition of goods, works and service	Delivery of substandard goods and services	Moderate	Substandard/ inadequate specifications	Develop comprehensive specifications
5)	Legislation	Slow pace of enactment and approval of the necessary legislation and policies	Moderate	Low proactivity and capacity of NCPWD in lobbying parliamentarians	<ul style="list-style-type: none"> • Lobby parliamentarians to fast-track the approval and enactment of the policies and legislation • Build capacity on legislative process • Forge strategic alliances with relevant stakeholders to enable quicker legislation



6)	Recruitment and retention	Inability to attract and retain the right calibre of employees	Moderate	<ul style="list-style-type: none"> Uncompetitive compensation Poor placement 	<ul style="list-style-type: none"> Carry out job evaluation Clear terms and conditions of service Capacity building of staff
7)	Employment opportunities for PWDs	Low employment levels for PWDs compromising their ability to meet basic needs, leading to increased vulnerability	High	<ul style="list-style-type: none"> Inadequate policies on employment of PWDs Outdated training curricula in the VRCs 	<ul style="list-style-type: none"> Strengthen policies on employment of PWDs Revise the curricula for VRCs to make the graduates more competitive
8)	Overlapping mandate	Inter-agency conflict leading to competition for resources	Moderate	<ul style="list-style-type: none"> Duplication of functions across agencies addressing vulnerable groups 	Create synergy among agencies in the sector for harmonised PWDs interventions

Key



High



Moderate



CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

5.1 Introduction:

Monitoring and Evaluation (M&E) is a management tool that ensures that policy, programme and project results are achieved by measuring performance against plans and drawing lessons to inform future implementation effectiveness. The Kenya Vision 2030 indeed underscores the importance of monitoring and evaluation as a tool for tracking implementation of development programmes and projects as well as upholding public accountability and transparency.

5.2 Monitoring and Evaluation Framework for the Strategic Plan

NCPWD will establish a robust monitoring and evaluation system linked to the National Integrated Monitoring and Evaluation Systems (NIMES). The Council's revamped Management Information System (MIS) will facilitate this linkage through creation of a central repository for improved knowledge management. This will be enhanced by strengthening performance management system that will provide a mechanism for collecting and analyzing data to strengthen the Council's internal and external accountability systems.

Monitoring implementation of the Council's Strategic Plan will primarily be based on the results framework (attached as appendix 1) which provides the requisite details (strategic objectives, key activities, outputs, outcomes, key indicators for monitoring, reporting schedule, annual and five-year targets, offices responsible, and indicative budgets for the key activities).

Monitoring will be in terms of progress made towards achieving results to ensure that the set targets, outputs and outcomes are realised as outlined in the Strategic Plan. The monitoring process will also help assess whether the implementation is on course and establish the need for any adjustments in light of the changing socio-economic environment. This will also further embed a culture of results-based management, where emphasis is placed on results achieved against planned milestones, beyond outputs.

5.3 Periodic Review Meetings to Track and Report Progress

Progress in implementation of the Strategic Plan will be reported during the Council's quarterly review meetings. Team members taking the lead in different



key areas will be responsible for the actual monitoring of implementation and preparation of quarterly progress reports in their respective areas; with technical support provided by the Planning Office as required. The reports from the lead officers will contain information on progress made in implementation of the Strategic Plan against key activities and set key indicators. They will also explain any variances in expected performance indicators, discuss challenges and issues encountered, lessons learnt so far and make any recommendations with respect to improving implementation going forward. Senior Management will participate in the quarterly review meetings and provide strategic direction and support as necessary to the implementation process.

Key briefs from the quarterly review meetings will thereafter be submitted by Senior Management to the Council's Board for further deliberation and giving strategic direction. The Council will also undertake an internal annual review and reflection to take stock of the overall implementation of the Strategic Plan during the year under review. Specific issues and lessons learnt will be identified and action points discussed and agreed upon to address any bottlenecks in the implementation of the strategy.

5.4 Mid and End-term Review of the Strategic Plan

A mid-term review of the Strategic Plan will be conducted during the third year of implementation. This review will aim to assess progress made in implementation against set objectives and targets; establish key challenges encountered during implementation; and glean key lessons learnt that can inform improvements in implementation for the remaining plan period. This will also be a good opportunity to ensure any appropriate alignment to key emerging development or policy realities, including GoK's Big Four Agenda. The end-term evaluation will assess whether set strategic objectives and targets were achieved and document the effectiveness, impact and sustainability of the programme initiatives implemented over the plan period. This evaluation will also provide critical lessons and learning points that will inform the development of the next Strategic Plan.

5.5 Strengthening the M&E Function

The M&E function will be effective if it has the requisite capacity in terms of systems and skills. To this end, the Council will revamp its Management Information Systems (MIS) to strengthen its knowledge management system, including capacity to robustly capture, retrieve and analyse data for monitoring and research purposes. The Council will also dedicate resources to facilitate monitoring and evaluation capacity building training of all the relevant staff, including capacity to effectively use the revamped MIS system.



Appendix 1: Results Matrix

Strategic Objective 1: To generate, maintain and disseminate reliable information on PWDs in Kenya													
Strategies	Key Activities	Outputs	Outcomes	Key Indicator	Reporting Schedule	Targets for the 5 years	Annual Targets					Responsibility	Indicative Budget
							Y1	Y2	Y3	Y4	Y5		
Promotion of registration of PWDs	Create awareness on the registration of PWDs, DPOs and institutions serving PWDs	Awareness creation campaigns conducted	Improved access to services by PWD	No. of awareness creation campaigns conducted	Q	5	1	1	1	1	1	HOP HOR	200M
	Register PWDs, DPOs and institution serving PWDs	1.2M PWDs registered		No of PWDs Registered	Q	1.2M	0.1M	0.25M	0.3M	0.3M	0.3M	HOP HOR	
		2500 DPOs registered		No of DPOs registered	Q	2500	500	600	400	400	400	HOP HOR	
	Lobby MOH to decentralise approval of disability assessment reports to counties	MOH approval		MOH approval	Q	1	-	-	-	-	-	ED HOP	
Generation of disaggregated data on PWDs	Lobby County Governments to waive disability assessment fees.	Counties that have waived the disability assessment fees		No of Counties that have waived the fees	Q	47	47	-	-	-	-	ED HOP	
	Create socio economic status data on PWDs	2 surveys conducted		No. of surveys conducted	Q	2	-	1	-	-	1	HOP HOR	
	Participate in preparation and execution of the 2019 National Population Census	Disability Inclusive census tool reports	Improved quality of programme and resource	Extract report on disability from the census report	Q	1	1 tool	1 report	-	-	-	HOP HOR	5M



	Integrated MIS for Council's programmes	Integrated MIS	allocation for PWD	Integrated MIS	1	-	1	-	-	-	-	-	HOP ICT	5M
	Develop capacity of Council's staff to use the MIS	130 Officers trained		130			100	10	10	10			HOP, HR, ICT	2M
Enhance evidence-based decision making	Develop and operationalise NCPWD Research Policy	Research Policy in place		1										100M
	Undertake research on disability emerging issues	4 research reports		4	-	1	1	1	1	1			HOP PR	
	Disseminate research outputs	4 sensitisation forums		4	-	1	1	1	1	1			HOP, Pln	4M
Strategic Objective 2: To empower PWDs for effective participation in all spheres of life														
Promote economic empowerment of PWDs	Facilitate PWDs to access tax exemption and duty waiver	5000 PWDs facilitated	Improved income and e-security of PWDs	Q	5000	1000	1000	1000	1000	1000	1000	1000	ED, Legal, Reg.	10M
	Provide Cash Transfer to PWDs as provide for in law	291,500 PWDs beneficiaries being provided with cash transfer		Q	291500	4	167000	250000	291,500	291,500	291,500	291,500	HOP, ICT	23.983B
	Provide grants to PWDs Self Help Groups for income generation activities	1,305 SHG provided with grants		Q	1,305	145	290	290	290	290	290	290	HOP, EE	159.5M
	Link PWDs Self Help Groups to available funding opportunities	1,305 PWD SHGs linked and supported		Q	1,305	145	290	290	290	290	290	290	HOP, EE	0.5M
	Improve access to Government procurement opportunities by	<ul style="list-style-type: none"> Awareness 900 LPOs financed 		Q	900	100	150	200	200	200	200	200	HOP, EE	200M



	Facilitate access to Education by PWDs through bursaries and scholarships	11,000 beneficiaries supported	Improved school enrolment, retention and completion rate	No. of beneficiaries supported	Q	11,000	1	5	0	0	0	0	2,500	2,500	2,500	2500	HOP Edu. Ass.	385M
	Provide grants to institutions of learning and social care so that they can improve their infrastructure and equipment	175 institutions provided with grants		No. of institutions supported	Q	175	24	35	35	40	41						HOP Edu. Ass.	525M
	Lobby for adoption of curricula and training for learners and trainees with disability	1 curriculum developed		Curriculum in place	3 rd Y	1	-	1	-	-	-						HOP Edu. Ass.	2M
	Lobby for transfer of VRCs from Ministry of Labour & Social Protection to Ministry of Education	12 VRCs transferred		No. of VRCs transferred	3 rd Y	12	-	12									HOP, ED	-
Enhance social-political participation and access to justice by PWDs	Partner with DPOs to mark special days and events in the calendar for PWDs	235 DPOs supported	Enhanced participation of PWDs in society	No. of DPOs supported	Q	235	47	47	47	47	47						HOP	23.5M
	Support DPOs to conduct advocacy programmes	60 National DPOs supported		No. of DPOs supported	Q	60	12	12	12	12	12						HOP	120M
	Support PWDs to participate in sporting activities at local and international levels	20 Sporting activities supported		No. of sporting activities supported	Q	20	-	5	5	5	5						HOP	20M
	Initiate intervention to address sexual and gender based violence against PWDs	<ul style="list-style-type: none"> No. of interventions in place 180 PWDs supported	No. of PWDs supported to get justice	Q	180	36	36	36	36	36	36						Legal HOP,	5M
	Advocate for inclusive political environment for effective participation of PWDs	47 forums held	No. of forums conducted	5 th Y	47	-	-	22	22	25	-							Legal, DIMD & ED



	Establish and operationalise a reporting mechanism for all cases relating to PWDs accessing justice	No of cases reported	Q	continuous	Cont.	Cont.	Cont.	Cont.	Cont.	Legal, County Officers	0.5M	
	Liaise with justice system and relevant authorities for access to representation and justice	No. of cases acted upon	Q	continuous	Cont.	Cont.	Cont.	Cont.	Cont.	Legal, County Officers	0.5M	
Enhance access to health care for PWDs	Advocate for PWDs to receive free rehabilitation and medical services to PWDs											
	Under the Big Four Agenda, advocate for PWDs to receive free rehabilitation and medical services in both public and private health institutions in accordance with the PWDs Act, 2003	No. of PWDs accessing free health care services	Q	291500 (cumulative)	Improved health and wellbeing of PWDs	Policy commitment by County Governments 291,500 of PWDs accessing free health care services	47,000	117,000	167,000	250,000	291500	5.235B
	Under Big Four Agenda, lobby the Government to enhance access to free disability-related medical products and services by persons with epilepsy, cerebral palsy, spina bifida, paraplegics.	No. of policy commitments Persons accessing free medical care	Q	50000	Policy commitment by National Government and County Governments 50,000 persons with epilepsy, cerebral palsy, spina bifida accessing free medical care products	Policy commitment by National Government and County Governments 50,000 persons with epilepsy, cerebral palsy, spina bifida, paraplegics.	-	50,000	50,000	50,000	50000	1M



Initiate interventions to support persons with intellectual disability in place		Interventions for support to persons with intellectual disability in place		No. of interventions for PWDs initiated		3 rd year		1		-		-		HOP, PLANNING		30M		
Partner with other organisations on campaigns to prevent disability		6 partner organisations		No of partner organisations		A		6		6		6		HOP, PR, ED		5M		
Strategic objective 3: To promote mainstreaming of disability in all sectors of society																		
Development and operationalisation of disability mainstreaming policies	Develop regulations on disability mainstreaming	8 disability regulation developed	Disability regulations in place	A	8	2	2	2	2	2	2	2	2	2	DMD	8M		
	Advocate for implementation of the sector policy on the education and training for learners and trainees with disability	30% increase in the number of schools implementing inclusive education	The percentage of schools implementing inclusive education	B	30%	B	5%	10%	25%	30%	HOP, DMD,	3M						
	Advocate for improved accessibility to information and emerging technologies	400 MDCA's and private sector accessible websites	Improved accessibility to buildings, built environment, public transport and information & communication	Q	400	50	100	150	50	50	50	HOP, DMD, ICT	0.5M					
Build NCPWD staff capacity in disability mainstreaming	All staff trained	No. of staff trained	A	130	30	35	35	35	30	30	HR& ED	20M						
Conduct accessibility audits on buildings, built environment and public transport	350 accessibility audits conducted	No. of accessibility audits done	B	350	70	70	70	70	70	70	HOP, DMD	35M						
Support MDCA's to establish disability mainstreaming inspectorates	320 inspectorates established	No. of inspectorates established	Q	320	-	80	80	80	80	80	ED, Legal, DMD	8M						



Enhancement of disability awareness	Raise awareness on disability through national and international days	55 events celebrated	Increased participation of PWDs in the Society	No. of events celebrated	Q	55	11	11	11	11	11	11	11	PR, ED,	55M
	Conduct civic education to enhance effective participation in governance	1,500 persons sensitised on civic education	Increased participation in public affairs by PWDs	No. of persons sensitised on civic education	B	1500	300	300	300	300	300	300	300	ED, DMD, Prog,	10M
	Develop and maintain up-to-date database on PWDs seeking employment and cascade the data to employers	Database in place	No. of PWDs linked to employers	Q	400	-	100	100	100	100	100	100	100	DMD	-
Strategic Objective 4: To strengthen NCPWD capacity for effective and efficient service delivery															
Staff capacity development	Conduct staff TNA and implement the findings	2 TNAs undertaken and 142 officers trained	Improved capacity of NCPWD to deliver quality services	No. of TNAs conducted No. of staff trained	Q	142	108	108	108	108	108	108	108	HR, HO Ds	30M
	Recruitment, selection and placement of additional staff to increase the staffing level from the current 38% to 50% of the approved staff	34 staff recruited and selected.	No. of staff recruited and selected	Q	34	-	10	12	12	12	12	12	12	ED, HR & Finance	200M



Appendix 2: Staff Establishment

<i>Designation</i>	<i>Job Group</i>	<i>No. of Staff</i>	<i>Remarks</i>
EXECUTIVE DIRECTOR'S OFFICE			
Executive Director	1	1	This position is on three-year contract
Office Administrator /Senior / Chief	6/5 /4	1	
Driver	9/8	1	
Office Assistant	10/9	1	
Personal Assistant	6	1	Temporary post
Sub-Total		5	
Corporation Secretary and Legal Services Division			
Corporation Secretary and Assistant Director, Legal Services	3	1	
Chief Legal Officer/	4	1	
Legal Officer/Senior or Principal	6/5	1	
Clerical Officer II/I/Snr.	9/8/7/	1	
Sub-Total		4	
Internal Audit Division			
Assistant Director, Internal Audit	3	1	
Chief Internal Auditor	4	1	
Internal Auditor/Senior	6/5	1	
Sub-Total		3	
Supply Chain Management Division			
Assistant Director, Supply Chain Management	3	1	



<i>Designation</i>	<i>Job Group</i>	<i>No. of Staff</i>	<i>Remarks</i>
Chief Supply Chain Management Officer	4	1	
Supply Chain Management Officer/Senior	6/5	1	
Supply Chain Management Assistant/Senior	8/7	2	
Driver II/I/ Senior	9/8/7	8	
Sub Total		13	
DEPARTMENT OF CORPORATE SERVICES			
Deputy Director- Corporate Services			
Deputy Director, Corporate Services	2	1	
Office Administrator /Senior	6/5	1	
Office Assistant/Senior	10/9	1	
Sub-total		3	
Finance & Accounts Division			
Assistant Director, Finance & Accounts	3	1	
Chief Finance & Accounts	4	1	
Accountant/Senior Finance &Accounts	6/5	2	
Sub-Total		4	
Human Resource & Administration Division			
Assistant Director, Human Resource and Administration	3	1	



<i>Designation</i>	<i>Job Group</i>	<i>No. of Staff</i>	<i>Remarks</i>
Chief Human Resource and Administration Officer	4	1	
Human Resource Officer/Senior	6/5	2	
Administration Officer/Senior	6/5	2	
Customer Care Assistant II/I/Senior	8/7/6	3	
Sign Language Interpreter/Senior	6/5	2	
Sign Language Assistant II/I/	8/7	3	
Office Assistant II/I/ Senior	11/10/9	3	
Records Management Officer/Senior	6/5	2	
Records Management Assistant II/I	8/7	2	
Librarian/Senior	6/5	1	
Driver II/I/Senior	9/8/7	8	
Clerical Officer II/I/Senior	9/8/7	5	
Sub-total		35	
ICT Division			
Assistant Director, ICT	3	1	
Chief ICT Officer	4	1	
Senior /ICT Officer	6/5	1	
Sub-Total		3	
Planning Division			
Assistant Director, Planning	3	1	
Chief Economist	4	1	



<i>Designation</i>	<i>Job Group</i>	<i>No. of Staff</i>	<i>Remarks</i>
Economist/Senior	6/5	1	
Sub-Total		3	
Public Communications Division			
Assistant Director Public Communications	3	1	
Chief Public Communications Officer	4	1	
Public Communication Officer/Senior	6/5	1	
Sub Total		3	
DEPARTMENT OF DISABILITY SERVICES			
Deputy Director Disability Services			
Deputy Director Disability Services	2	1	
Office Administrator /Senior	6/5	1	
Office Assistant/Senior	10/9	1	
Sub Total		3	
CT-PWSD Division			
Assistant Director Disability Services	3	1	
Chief Disability Services	4	1	
Disability Services Officer/Senior	6/5	1	
Clerical II/I/Senior	9/8/7	1	
Sub Total		4	
Registration Division			



<i>Designation</i>	<i>Job Group</i>	<i>No. of Staff</i>	<i>Remarks</i>
Assistant Director Disability Services	3	1	
Chief Disability Services	4	1	
Disability Services Officer/Senior	6/5	2	
Clerical II/I/Senior	9/8/7	3	
Sub Total		7	
Habilitation & Rehabilitation Division			
Assistant Director Disability Services	3	1	
Chief Disability Services	4	1	
Disability Services Officer/Senior	6/5	1	
Clerical II/I/Senior	9/8/7	2	
Sub Total		5	
Education Assistance Division			
Assistant Director Disability Services	3	1	
Chief Disability Services	4	1	
Disability Services Officer/Senior	6/5	1	
Clerical II/I/Senior	9/8/7	2	
Sub Total		5	
Infrastructure & Economic Assistance Division			
Assistant Director Disability Services	3	1	
Chief Disability Services	4	1	
Disability Services Officer/Senior	6/5	1	



<i>Designation</i>	<i>Job Group</i>	<i>No. of Staff</i>	<i>Remarks</i>
Clerical II/I/Senior	9/8/7	1	
Sub Total		4	
Disability Mainstreaming Division			
Assistant Director Disability Services	3	10	To be deployed to regional offices
Chief Disability Services	4	1	
Disability Services Officer/Senior	6/5	1	
Clerical II/I/Senior	9/8/7	2	
Sub-Total		5	
Field Services Division			
Assistant Director Disability Services	3	10	To be deployed to regional offices
Chief Disability Services	4	47	To be deployed to county offices
Disability Services Officer/Senior	6/5	57	To be deployed to both county and regional offices
Clerical II/I/Senior	9/8/7	64	To be deployed to both county and region offices
Driver II/I/Senior	ST 9/8/7	10	To be deployed to the 10 regional offices
Sub-Total		178	
GRAND TOTAL		284	



NATIONAL COUNCIL FOR
PERSONS WITH DISABILITIES (NCPWD)

KEY WORDS



PARENT MINISTRY



BOARD OF DIRECTORS



EXECUTIVE DIRECTOR - JOB GRADE 1



DEPUTY DIRECTORS - JOB GRADE 2



ASSISTANT DIRECTORS - JOB GRADE 3



CHIEF OFFICERS- JOB GRADE 4



SENIORS /OFFICERS -JOB GRADE 5/6



ASSISTANTS, DRIVERS AND CLERICALS - JOB GRADE 9/8/7



SUPPORT STAFF- JOB GRADE 11/10/9



NATIONAL COUNCIL FOR PERSONS WITH DISABILITIES (NCPWD)
STRATEGIC PLAN 2018 - 2022

