



**NATIONAL COUNCIL FOR PERSONS WITH DISABILITIES
(NCPWD)**

STRATEGIC PLAN 2018 - 2022

TABLE OF CONTENT

FOREWORD.....	iv
EXECUTIVE SUMMARY.....	viii
CHAPTER ONE	- 1 -
INTRODUCTION	- 1 -
1.1. Background.....	- 1 -
1.2. Core Functions of the Council	- 1 -
1.3. Constitutional Provision for PWDs	- 3 -
1.4. Overview of Vision 2030	- 4 -
1.4.1 The Third Medium Term Plan 2018 – 2022	- 6 -
• Disability Mainstreaming;	- 6 -
1.5.2.4. Global Disability Summit.....	- 13 -
1.5. Kenya Development Challenges.....	- 13 -
1.6. Rationale for Development of the strategic Plan 2018-2022	- 14 -
1.7. Policy Priorities for 2018-2022.....	- 15 -
1.8. The Strategic Plan Development Process.....	- 15 -
1.9. Organization of the Plan.....	- 16 -
CHAPTER TWO	- 18 -
SITUATIONAL ANALYSIS	- 18 -
2.1 Introduction	- 18 -
2.2. Achievements and Challenges.....	- 18 -
2.3 Lessons Learnt	- 21 -
2.4 SWOT Analysis.....	- 22 -
2.5 PESTEL ANALYSIS.....	- 28 -
2.6 Stakeholder Mapping	- 30 -
CHAPTER THREE.....	- 35 -
THE STRATEGIC MODEL	- 35 -
3.0. Introduction	- 35 -
3.1 NCPWD's Vision, Mission and Core Values	- 35 -
3.2 Strategic Priorities/themes and strategic objectives for 2018-2022	- 36 -
CHAPTER FOUR	- 45 -

IMPLEMENTATION AND COORDINATION FRAMEWORK	- 45 -
4.1 Introduction	- 45 -
4.2 Governance, Leadership and Management.....	- 45 -
4.3 Capacity Development.....	- 46 -
4.4 Staff Establishment.....	- 46 -
4.5 Staff Development.....	- 47 -
4.6 Organization Structure.....	- 47 -
4.7 Resource Mobilization.....	- 47 -
4.8 Risk Management Framework.....	- 50 -
CHAPTER FIVE.....	- 53 -
5.1 Introduction:	- 53 -
5.2 Monitoring and Evaluation Framework for the Strategic Plan	- 53 -
5.3 Periodic Review Meetings to Track and Report Progress	- 54 -
5.4 Mid and End-term Review of the Strategic Plan.....	- 54 -
5.5 Strengthening the M&E Function.....	- 55 -
Appendix 1: Results Matrix.....	- 56 -
Appendix 2: Staff Establishment.....	72

LIST OF TABLES

Table 1: NCPWD focal areas in African Agenda 2063.....	- 8 -
Table 2:NCPWD focal areas in SDGs 2030.....	- 10 -
Table 3:Achievement& challenges during Strategic Plan (2013-2017).....	- 18 -
Table 4: Strengths.....	- 23 -
Table 5:Weaknesses	- 24 -
Table 6: Opportunities	- 25 -
Table 7:Threats.....	- 27 -
Table 8:PESTEL Analysis and their implications.....	- 28 -
Table 9: Stakeholder Mapping.....	- 30 -
Table 10:Strategy Framework.....	- 38 -
Table 11:NCPWD 2013-2017 financial performance.....	- 48 -
Table 12: NCPWD 5 year summary indicative budget (2018-2022)	- 48 -
Table 13: NCPWD 2018-2022 projected financial gap analysis.....	- 49 -
Table 14: Risks and mitigation strategies.....	- 51 -

FOREWORD

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

In Kenya, The National Council for Persons With Disabilities was established with a mandate of championing for the rights and equalization of opportunities for Persons With Disabilities at national, regional and international levels 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, 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 disability and the attainment of the national Vision 2030; regional commitments through the Africa Agenda 2063; and international obligations through Sustainable Development Goals.

Indeed, the Council through its programmes 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; and 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 Disabilities in Kenya. It noteworthy that, the Council will tap on 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 appropriately empowered through training and funding to significantly utilize 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 to pursue 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).

On behalf of the Board of Directors, I therefore urge the 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 stakeholder's contribution and support in the implementation of this Strategic Plan. On our part, the Board of Directors is always available to continuously provide the required policy direction.

**Chairperson,
Board of Directors**

PREFACE

The National Council for Persons With Disabilities (NCPWDs) is committed towards the realization of a barrier free society for persons living with Disability. This Strategic plan (2018-2022) will go a long way in shaping the organization's focus for the next five years.

This Strategic Plan sets out a coherent and systematic road-map to guide implementation of the Council programs in line with its noble role of championing for the rights and equalization of opportunities for Persons With Disabilities at national, regional and international levels 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. The Council, through its programmes, will therefore 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; and Housing and Urbanisation for the wellbeing of Persons With Disabilities. During the strategic plan period, specifically 2019, The Country will be undertaking the National population Census exercise. This will go a long way in providing data and statistics on Persons With Disabilities that is central in guiding the operations of the Council. The Council will also actively participate in realizing the government's Big Four Agenda.

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 prioritized activities, projects and programs which contribute directly to the Strategic Objectives under the four key result areas.

Key lessons were learnt out of the proceeding Strategic Plan that will inform the Council on better approaches to seamlessly realize the set goals for the plan period. Key among them is building synergies among 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 the Persons with Disabilities.

I appreciate the support of the Board and the Strategic Plan Committee who gave this Plan strategic focus and contributed immensely to the proper interpretation of the law and strategic issues. A word of appreciation is also

extended to the Management for the great commitment during the strategic planning process. I would also wish to acknowledge and appreciate the effort from the technical team for their strong input towards this without forgetting our parent Ministry, The Ministry of labour and Social Protection, for playing a key role in all the stages of coming up with this 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. On 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 development blue print Vision 2030, 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 a robust stakeholder participation, good governance and a professional approach to doing business. 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 Disability Act No. 14 of 2003. The focus of the Council in both National and International development agenda is contained in this chapter. Specifically, 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 analyses, encompassing achievements under strategic plan 2013-2017 and scaling up of lessons learnt to strategic issues of current plan (2018-2022). The SWOT, PESTEL and stakeholder analysis are given, 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. Four Key strategic themes which will drive the strategic focus are:

- i. Data and Statistics on PWDS;
- ii. Empowerment of PWDs;
- iii. Disability mainstreaming and
- iv. 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:

- i. Generate and disseminate reliable information on Persons With Disabilities (PWDs) in Kenya;
- ii. Empower PWDs for effective participation in Socio-economic development;
- iii. Promote mainstreaming of disability in all sectors of society through lobbying and advocacy;
- iv. 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 structures and organizational structure 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 post-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 Centers
WEF	Women Enterprise Fund
WHO	World Health Organization
YEF	Youth Enterprise Fund

CHAPTER ONE

INTRODUCTION

1.1. 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 Statutory mandate to champion for the rights and equalization of opportunities for Persons with Disabilities (PWDs) nationally, regionally and internationally, as well as the interface between the three.

1.2. Core Functions of the Council

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

- a) To issue adjustment orders under section 24 of the PWDs Act, 2003;
- b) To formulate and develop policies, measures and programmes designed to:
 - (i) 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
 - (ii) 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
 - (iii) Advise the Minister on the provisions of any international treaty or agreement relating to the welfare or rehabilitation of PWDs and its benefit to the country
 - (iv) Recommend measures to prevent discrimination against PWDs
 - (v) Put into operation schemes and projects for self-employment or regular or sheltered employment for the generation of income by PWDs

- (vi)** Encourage and secure the rehabilitation of persons with disabilities within their own communities and social environment
 - (vii)** Encourage and secure the establishment of vocational rehabilitation centres and other institutions and other services for the welfare, rehabilitation and employment of PWDs
 - (viii)** Co-ordinate services provided in Kenya for the welfare and rehabilitation of PWDs and to implement programmes for vocational guidance and counselling
- c) To register-
- (i)** PWDs
 - (ii)** Institutions, associations and organizations, including those controlled and managed by the government and local authorities, that provide services for the rehabilitation and welfare of PWDs
 - (iii)** Places at which services for the rehabilitation of PWDs are provided
 - (iv)** PWDs whose condition requires constant medical attention for the purpose of availing subsidized medical services
- d) To provide, to the maximum extent possible-
- (i)** Assistive devices, appliances and other equipment to PWDs
 - (ii)** Access to available information and technical assistance to all institutions, associations and organizations concerned with the welfare and rehabilitation of PWDs, including those controlled with PWDs
- e) To consult with the government in the formulation of suitable curricula for vocational rehabilitation centres and other training facilities for PWDs
- f) To make provision 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
- g) To assess and report to the Minister on the welfare and rehabilitation of PWDs and to advise on the relative priorities to be given to the implementation of those measures

- h) To consult with the government in the provision of suitable affordable housing for PWDs
- i) Generally, to carry out measures for public information on the rights of PWDs and the provisions of the act
- j) To perform such other functions in relations to the welfare and rehabilitation of PWDs as the council may deem necessary
- k) 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:

- (i) To conduct inquiries into any matter relating to the welfare and rehabilitation of PWDs
- (ii) 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
- (iii) To vest in or delegate to any committee constituted under paragraph (ii) such of the functions of the council as the council may with the approval of the minister determine
- (iv) 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

1.3. 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 eighteen chapters and 264 articles and six schedules. Article 54 of the Constitution specifically, outlines the entitlement of PWDs:

(1) A person with any disability is entitled:

- i). To be treated with dignity and respect and to be addressed and referred to in a manner that is not demeaning;

- ii). 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;
- iii). To reasonable access to all places, public transport and information;
- iv). To use Sign language, Braille or other appropriate means of communication; and
- v). 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.

1.4. 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 is comprised of 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 the 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 material. 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 program will play a critical role in lobbying and advocating for accessibility and inclusivity for equity. The Council will leverage on various provisions in Vision 2030: National safety Net Program, create Management Information System (MIS) of beneficiaries for accountability and transparency, creation of employment portal linked to 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; 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.

1.4.1 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” and 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 beneficiaries (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 Persons with Disabilities;
 - Development of Social Development Policy;
 - Development of National Policy on Disability;
 - Review National Social Protection Policy;
 - Develop Social Protection Bill and Social Development Bill;
 - Finalization 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 priorities areas in the plan have put into consideration the “Big Four” Government Agenda. Specifically, under the universal health care the Council prioritizes advocating for operationalization of the PWDs Act, 2003. The Act provides for persons with disabilities to receive free rehabilitation and medical services in public and private owned health institutions. It also advocates for provision of free disability –related medical products and services for person with epilepsy, cerebral palsy, spina bifida, paraplegics among others. Therefore, the Council will leverage on increased investment on the health sector for coverage of PWDs.

Besides, prioritizing of promotion of accessibility for services and on built areas, under housing, the plan strategizes to lobby for at least reservation of 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 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 realization 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.	Agenda2063 Aspirations	NCPWD focus
1.	Aspiration No. 1: A Prosperous Africa, based on inclusive growth and sustainable development	<p>NCPWD will endeavor to scale up social security and protection for PWDs. It will leverage on cash transfers and equalization 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 private and private sector through UHC • Food security for PWDs • Supportive manufacturing/industrialization under the big four • 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
2.	Aspiration No. 2: An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance	<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 accessibility of PWDs

No.	Agenda2063 Aspirations	NCPWD focus
3.	Aspiration No. 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law	Empowerment of PWDs to participate in development and governance affairs as well to demand for their rights as enshrined in the Constitution.
4.	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	<ul style="list-style-type: none"> • Empower PWDs to participate in all sectors of economic development • Mainstream disability in all sectors of economy to ensure full participation in national development
5.	Aspiration No. 7: An Africa as a strong, united, resilient and influential global player and partner	<ul style="list-style-type: none"> • NCPWD to be in the forefront in championing for the empowerment of women and girls with disability against any form of violence & discrimination, as well as youth and children with disability empowerment • Build partnerships and strategic alliances to promote the course 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	NCPWD Focus
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 is 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 require championing for effective women- and child-focused legislation and policies.</p> <p>NCPWD will focus on: Lobbying for fast tracking of the review and implementation of social protection policies touching but not limited to the right to participation in political and public life.</p> <p>Areas of interest:</p>

No.	SDGs	NCPWD Focus
		<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 over 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	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
8.	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<p>The Council will continue to champion for 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 work freely chosen, 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 communication • Promoting opportunities for self-employment, entrepreneurship, the development of cooperatives and starting one's own business
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

No.	SDGs	NCPWD Focus
		<ul style="list-style-type: none"> • 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 for all • 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	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
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 sensitize 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 organizations • 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 revitalize the global partnerships for sustainable development	<p>Through strengthening its clamor for data and statistics strategies 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 organizations of persons with disabilities and others to

No.	SDGs	NCPWD Focus
		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 2018-2022 will be aligned to the extent possible to the four thematic areas tackled in the Summit:

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

1.5. 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 United Nations Development Programme (UNDP), multidimensional poverty index, about 50% of Kenya's populations live below poverty line, with unemployment hovering 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 starve. 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, the incidences of floods are common leaving a trail of destruction and death. These challenges although they affect all the citizens, the burden is much more on vulnerable groups at large and PWDs specifically, bear the brunt owing

to their state which compromise accessibility to relief, 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 which 65% are on ARVs. The adult HIV/AIDS prevalence stand at about 5.4%. This represents 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 critical resources which could have been used to attend to various health burdens affecting the PWDs.

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

1.6. 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 learnt have been realized during the implementation of the Council's strategic Plan 2013-2017. Noteworthy, registration and empowerment of PWDS encountered logistical, resource as well enforcement barriers. Consequently, the registration of PWDs target 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 allocation, 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 mobilization strategies. Further, the Council experienced competition from other bodies implementing initiatives targeting various disability categorization which represented 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 is capable of prioritizing the Council's effort to areas of greatest impact, aligns all stakeholders' goals to the overall vision and mission of the NCPWD as well as creating a clear linkage of annual planning and day to day operations to the strategic objectives. Further, the plan will be able to accentuate the constitutional provisions, the Vision 2030, the MTP III and other policy and legal instruments governing the operation of the Council.

1.7. Policy Priorities for 2018-2022

Over the plan period, the following policy areas will be prioritized:

- Data and statistics
- Empowerment of PWDs
- Disability mainstreaming
- Institutional capacity

1.8. The Strategic Plan Development Process

This Plan was developed through highly participatory approach by a select team comprising representatives of Senior Management and key program 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 Disability 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 one-week review and planning workshop involving key NCPWD staff were then held in order to provide relevant planning inputs. The inputs were synthesized into a draft, which was further enriched through interviews and discussions with Senior Management; Executive Director of NCPWD, Directors and representatives from all departments and sections. The draft was then shared with staff to give their input. The comments were incorporated and a Strategic Plan 2018 – 2022 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 of a select internal team of Council's management and KSG consultants.

1.9. Organization of the Plan

This strategic plan is organised into five chapters. **Chapter One** presents general background to 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 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 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**, the key drivers of the plan implementation are identified. The human and financial constraints, sources of funds are identified. The organizational 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 of those risks. **Chapter five** provides the monitoring, evaluation and reporting framework for this plan.

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 strategic plan period, the challenges experienced and lessons learnt over the period. The chapter further scans the environment the Council is operating in. An analysis of both external and internal environment 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 with the aim of ensuring 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 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
<ol style="list-style-type: none">1. To register 1.4 million PWDs and 1,500 disabled persons organizations and institutions serving persons with disabilities.2. To strengthen delivery of adequate, appropriate and reliable disability habilitation and rehabilitation programmes.

3. To provide social assistance to the poor and vulnerable persons.
4. To promote the provision of quality education and training for PWDs.
5. To promote access to sustainable means of livelihood for persons with disabilities.
6. To promote civic participation and representation of persons with disabilities in decision making processes.

ACHIEVEMENTS

During the evaluation, it was found that most of the targets were not quantified, hence difficulty in measuring the extent of their achievement. 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 on Sign language to 821 people.
- During the five years, 17,525 assistive devices, appliances and other equipment were provided by the Council.
- A total number of 3,156 Persons with Albinism were put under the Sunscreen lotion programme.
- Albinism awareness was created across the country.
- A total number of 6,390 education bursaries beneficiaries was recorded.
- The Council supported 148 education institutions to upgrade their infrastructure and equipment.
- The Council provided 2798 grants to DPOs.
- A total number 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 categorization 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 talk shows and documentaries on issues concerning disability. The Council was able to revamp 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 government 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 mobilization and utilization.
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 realize her 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:

1. The annual work plans should be guided by the implementation matrix of the Strategic Plan.
2. All the proposed interventions in the Strategic Plan need to be quantified.

3. There is need for awareness creation and cascading of the strategic plan to the user departments.
4. 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.
5. There is need to have a resource mobilization strategy so that the Council can supplement the funds sourced from the government.
6. There is need to strengthen collaboration and linkages between the Council and her stakeholders.
7. The Council should develop additional programmes that respond to emerging opportunities.
8. 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 organizational 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 mobilization activities
2)	Established Council's structure both at national and county levels hence.	<ul style="list-style-type: none"> ▪ Improved access to NCPWD programs ▪ 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 the 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 utilization 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

	Strengths	Strategic Implication	Strategic Response
			on resource management
5)	There are established and functional programmes to enable the Council carry out her 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 the performance management systems • Put in place a concrete resource mobilization 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 mobilization	Enhance resource mobilization 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.

	Weaknesses	Strategic Implication	Strategic Response
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 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 finalized and operationalized

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	Opportunity for the Council to ensure disability is	Need to take advantage and pursue sanctions for non-compliance

	Opportunity	Strategic Implication	Strategic Response
	one of the cross-cutting issues among the MCDAs Performance Contracts to ensure compliance with the PWDs Act, 2003.	mainstreamed across government institutions	
4)	Funding opportunities from state and non-state agencies	The potential to bridge the budget deficit	Mobilization of additional resources
5)	Devolved system of governance	This is an opportunity for enhanced collaboration in resource mobilization 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 CoG and County Assemblies. • Enhanced resource mobilization 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 favorable 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 utilize 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

	Opportunity	Strategic Implication	Strategic Response
			<p>the present needs of the manufacturing sector.</p> <ul style="list-style-type: none"> • Advocate for improved and favorable 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 the revenue streams.
2)	Overlapping mandate with other agencies e.g. NFDK, KSB, NGEC, 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 constrain the resources and affect 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 labor market even after acquiring skills from VRCs	Need to harmonize 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 affect the Council's set priorities.	Continuous scanning of the political environment
Government austerity measures	Affects the realization 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 opportunity
Government embargo on recruitment and staff downsizing	Council's staff capacity to deliver on its mandate affected	Efficient utilization of existing staff
Sociocultural	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 destruction of the 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	Sensitize the PWDs to register as appropriate

Stigmatization-The culture of looking at PWDs as a curse or misfortune (Particularly children)	Limits Council to reach 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 sensitize 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 disability. Its main goal is to create a set of mandatory limitations and exceptions for their benefit	Sensitize 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	Sensitize various stakeholders on the requirements of the conventions, charters and protocols

Operationalization of inclusivity for all as anchored in the Basic Education Act.	Has been hampered by inadequate human and financial 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 requirement 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 recognizes 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 stakeholders. Some of the possible areas of collaboration and linkage 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 	<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),

	mainstreaming related issues	
Ministry of Health	<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,
Ministry of Education	<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
Ministry of Transport and Infrastructure Development. The Council will also collaborate with the following agencies: <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 technology 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, 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 	<ul style="list-style-type: none"> ▪ Adherence to labour laws, HR policies and regulations 	Advisory on HR issues Adherence to policy on employment of PWDs

<ul style="list-style-type: none"> • State Corporation Advisory Committee • Salaries and Remuneration Commission 		
Partners involved in Legal Aid work: FIDA, LSK, Kituo cha Sheria, COVAW, National Legal Aid, Legal Resource Foundation, KNCHR, KHRC, NGEC, CAJ	<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
Ministry of Interior and Coordination of National Government	<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 • Mobilization on registration of PWDs • Reporting cases of abuse • Arresting and investigation
Parliament of Kenya KEDIPA	<ul style="list-style-type: none"> ▪ Comprehensive policy proposals ▪ Proper implementation of disability laws ▪ Prudent utilization of allocated resources 	<ul style="list-style-type: none"> ▪ Timely enactment of disability laws ▪ Allocation of adequate resources
Ministry of Public Service, Youth and Gender Affairs	<ul style="list-style-type: none"> ▪ Disaggregated data on disability ▪ 	<ul style="list-style-type: none"> ▪ Enforcement of policy on employment of PWDs
NHIF	<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 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 equalization of opportunities and realization 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 afore-mentioned rigorous review of the current NCPWD strategic plan expiring in 2017, as well the SWOT and PESTEL analysis conducted, 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:

- i)** Data and Statistics on PWDS;
- ii)** Empowerment of PWDs;
- iii)** Disability mainstreaming; and
- iv)** 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 and discussed further below:

- 1)** Generate, maintain and disseminate reliable information on PWDs in Kenya;
- 2)** Empower PWDs for effective participation in all spheres of life;
- 3)** Promote mainstreaming of disability in all sectors of society; and
- 4)** 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 enabling 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 Disability Act 2003 expressly provides for achievement of equalization of opportunities for persons with disabilities by prohibiting discrimination in employment, education, buildings, transportation, sports and health among others. The Act recognizes 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 organizational 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 equalization of opportunities for PWDs nationally, regionally and internationally. NCWPD will endeavor to enhance its institutional effectiveness towards being a more effective and efficient organization, 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
1. 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 decentralize 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 operationalize NCPWD research policy • Undertake research on disability emerging issues • Disseminate research outputs
2. 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 waiver • Provide Cash Transfer to PWDs as provide 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

		<ul style="list-style-type: none"> • Under Big Four Agenda, advocate for PWDs to receive free reservation of at least 5% of suitable and affordable housing units to PWDs
	Provision of assistive devices to PWDs to enhance independent living and mobility	<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
	Accessibility to education for PWDs	<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 adaptation of curricula and training for learners and trainees with disability • Lobby for transfer of VRCs from Min of Labour & Social Protection to Min. of Education
	Enhance social and political participation by PWDs	<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

		<ul style="list-style-type: none"> • Establish and operationalize a reporting mechanism for all cases relating to persons with disabilities access to justice; • Liaise with justice system and relevant stakeholders for access to representation and justice;
	<p>Enhance access to health care by PWDs</p>	<ul style="list-style-type: none"> • 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

<p>3. To promote mainstreaming of disability in all sectors of society</p>	<p>Development and operationalization 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 • Support County Assemblies in development of disability laws that are compliant law • Liaise with the parent Ministry to lobby the relevant parliamentary committee to fast track enactment of the PWDs Bill
	<p>Inclusion of disability mainstreaming in national and county planning and budgeting framework</p>	<ul style="list-style-type: none"> • Launch and operationalize National Action Plan (NAP) on Accessibility rights. • Liaise with County Government to ensure inclusion PWDs issues in County Integrated Development Plans (CIDPs) and county budgets
	<p>Enhanced disability awareness</p>	<ul style="list-style-type: none"> • Raise awareness on disability through national and international days

		<ul style="list-style-type: none"> • Conduct civic education to enhance effective participation in governance • Partner with other organizations on campaigns to prevent disability • Develop and maintain update database on PWDs seeking employment and cascade to employers
4. 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 operationalization 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 • Development of employee recognition schemes • Review and operationalize scheme of service
	Enhancement of physical infrastructure	<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

	<p>Strengthening of corporate governance and institutional image</p>	<ul style="list-style-type: none"> • Adoption and implementation of corporate governance policies • Review and operationalize the Council's Risk management policy and the Internal Audit Charter • Compliance with statutory provisions • Finalize and operationalize the NCPWD communication strategy • Branding and visibility • Board development, training and Performance Management • Cascading of NCPWD Strategic Plan • Build an organizational culture fit for purpose • Conduct customer satisfaction survey and implement the findings • Enforce implementation of the annual performance contracting disability cross cutting issues
	<p>Improvement of knowledge management system</p>	<ul style="list-style-type: none"> • Develop and operationalize M&E framework • Undertake a mid-term review of the strategic plan • Undertake performance contracting • Cascading performance contracts through performance appraisal • Conduct annual reflection and learning • Develop a knowledge management portal
	<p>Usage ICT in NCPWD operations</p>	<ul style="list-style-type: none"> • Develop and operationalize ICT policy • Undertake ICT connectivity in NCPWD facilities • Build databases linked to MIS
	<p>Enhancement of NCPWD financial sustainability</p>	<ul style="list-style-type: none"> • Review and operationalize the Council's financial management policy

		<ul style="list-style-type: none">• Finalize and operationalize the Council's Resource Mobilization Strategy• Partner with multiple agencies to diversify revenue streams e.g., bilateral, multilaterals, corporates
--	--	---

CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Introduction

This chapter outlines the implementation and coordination framework as well as resource requirements, coordination and control that will be applied to ensure that diverse efforts of individuals and units are harmonized 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 shall ensure 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 organizational 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 will be responsible for the day-to-day implementation, monitoring, and evaluation of the plan so as to ensure that the planned activities remain on course, and are implemented at all levels of the Institute's operations. The head of Units will 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 sensitization 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 five**.

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 into 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 organization mandate of operations, support services and delivery national wide. Specifically, during this plan period the Council will recruit 34 additional staff, which increases the staffing level from the current 38% to 50%.

The Council will also put in place a retention strategy that will 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 the customers. Staff training will be based on periodic analysis of the training and development needs for members.

4.6 Organization Structure

The Organization Structure provides for staffing levels as well as the reporting channels in order to be in a position 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 organizational 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) mobilized to implement all the programmes. As mentioned earlier in chapter two, inadequate financial resources is one of the main challenges that affected the implementation of NCPWD's previous strategic plan. NCPWD largely relies on the 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 (2013to 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)
TOTALS	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 Kshs**34.823** Billion to effectively realize her 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)

	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 Ksh**21.475** Billion over the five-year period leaving a deficit of Ksh **13.345** Billion which must 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 EXPENDITURE PROJECTIONS (BILIONS)	PLAN -	MTP 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

In order to bridge the resource gap, the Council has developed various resource mobilization strategies. Among the strategies are:

- Lobbying the Government and the National Assembly to increase funding to the Council;
- Diversification of revenue streams;
- Prudent resource utilization;
- 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 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 her 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 utilization 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 technology ▪ Undertake regular training of staff on ICT and other technologies in accordance 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 legislations 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

					<ul style="list-style-type: none"> • 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 harmonized 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 strengthening the Council's internal and external accountability systems.

Monitoring of implementation of the Council's strategic plan will be 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 realized 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 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 what key challenges were encountered during implementation and tease out 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 analyze data for monitoring and research purposes. The Council will also dedicate resources to facilitate monitoring and evaluation capacity building training of the all 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	0.25M	0.3M	0.3M	HOP HOR	
		2500 DPOs registered		No of DPOs registered	Q	2500	500	600	600	400	400	HOP HOR	
	Lobby MOH to decentralize approval of disability assessment reports to counties	MOH approval		MOH approval	Q	1	1	-	-	-	-	ED HOP	

	Lobby County Governments to waive disability assessment fees.	Counties that has waived the disability assessment fees		No of Counties that have waived the fees	Q	47	47	-	-	-	-	ED HOP	
Generation of disaggregated data on PWDs	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 programmes and resource allocation for PWD	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		Integrated MIS		1	-	1	-	-	-	HOP ICT	5M
	Develop capacity of Council's staff to use the MIS	130 Officers trained		No. of officers trained	Q	130		100	10	10	10	HOP, HR, ICT	2M
Enhance evidence-based decision making	Develop and operationalize NCPWD Research policy	Research policy in place		A Research policy	A		1						100M
	Undertake research on disability emerging issues	4 research reports		No of research reports	A	4	-	1	1	1	1	HOP PR	
	Disseminate research outputs	4 sensitization forums		No. of sensitization forums	A	4	-	1	1	1	1	HOP, PIn	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	No. of PWDs who apply and qualified	Q	5000	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		No. of PWDs supported	Q	291500	47,000	117000	16700	250000	291,500	HOP, ICT	23.983B
	Provide grants to PWDs Self Help Groups for income generation activities	1305 SHG provided with grants	No. of SHG supported	Q	1305	145	290	290	290	290	HOP, EE	159.5M	
	Link PWDs Self Help Group to available funding opportunities	1305 PWD SHGs linked and supported	No. of SHGs accessing the funds	Q	1305	145	290	290	290	290	HOP, EE	0.5M	
	Improve access to government procurement opportunities by PWDs through LPO financing.	- Awareness - 900 LPOs financed	Number of LPOs financed	Q	900	100	150	200	200	250	HOP, EE	200M	
	Provide tools of trade and capital to PWDs who have vocational and technical skills for self-reliance.	2875 beneficiaries provided with start-up kits	Number of beneficiaries	Q	2875	300	600	625	650	700	HOP, EE	115M	

	Under Big Four Agenda advocate for reservation of at least 5% suitable and affordable housing units to PWDs	20,000 housing units reserved for PWDs		No. of housing units reserved	A	20,000		5,000	5,000	5,000	5,000	EE, LEGAL	-
Enhance independent living and mobility of PWDs through provision of assistive devices	Support Persons with Albinism to access sunscreen products, Eye care, protective clothing and skin cancer screening & treatment	No. of PWAs accessing the following: - Sunscreen lotions - Eye care - Protective clothing - Skin cancer screening and treatment	Improved independence in living and in quality of life	5000 PWAs accessing sunscreen lotions and protective materials - No. of PWAs accessing eye care services - No. of PWAs screened and treated.	Q	5000	3156	3656	4500	5000	5000	HOP, H&R	600M
	Provide assistive devices to PWDs	20000 PWDs supported with assistive devices		No. of PWDs supported	Q	20000	3000	3500	4000	4500	4500	HOP, H&R	370M
	Support rehabilitation to persons who acquire disabilities	2170 PWDs rehabilitated		Number of people supported	Q	2170	300	350	450	520	550	HOP, H&R	
Enhance accessibility to education for PWDs	Facilitate Sign language training to officers offering essential service to the public	1700 officers trained in KSL		No. of officers trained	Q	1700	300	350	350	350	350	HOP H&R	60M

	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	11000	1500	2000	2500	2500	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 adaptation 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 Min of Labour & Social Protection to Min. 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	- No. of interventions in place 180 PWDs supported		No of PWDs supported to get justice	Q	180	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	25	-	Legal, DMD & ED	47M
	Establish and operationalize a reporting mechanism for all cases relating to PWDs accessing justice	No of cases reported		No. of cases reported	Q	continuous	Cont.	Cont.	Cont.	Cont.	Cont.	Legal, County Officers	0.5M
	Liaise with justice sytem and relevant for access to representation and justice			No. of cases acted upon	Q	continuos	Cont.	Cont.	Cont.	Cont.	Cont.	Legal, County Officers	0.5M
Enhance access to health care by 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	Policy commitment by County Governments 291500 of PWDs accessing free health care services	Improved health and wellbeing of PWDs	No. of PWDs accessing free health care services	Q	291500 (cumulative)	47,000	117000	167000	250000	291500	ED, HOP, Legal.	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.	Policy commitment by National Government and County Governments 50,000 persons with epilepsy, cerebral palsy, spina bifida accessing free medical care products		No. of policy commitments Persons accessing free medical care	Q	50000	-	50000	50000	50000	50000	ED, HOP Legal.	1M
	Initiate interventions to support persons with intellectual disability	Interventions for support to Persons with intellectual disability in place		No. of interventions for PWDs initiated	3 rd year	1	-	-	1	-	-	HOP, PLANNING	30M

	Partner with other organizations on campaigns to prevent disability	6 partner organizations		No of partner organizations	A	6 (cumulative)	6	6	6	6	6	HOP, PR, ED	5M
Strategic objective 3: To promote mainstreaming of disability in all sectors of society													
Development and operationalization of disability mainstreaming policies	Develop regulations on disability mainstreaming	8 Disability regulation developed		Disability regulations in place	A	8		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	Improved access to education by PWDs	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 technology	400 MDCA's and private sector accessible websites	Improved accessibility to buildings, built environment, public transport and information & communication	No of MDCA's and private sector accessible websites	Q	400	50	100	150	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	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	HOP, DMD	35M

	Support MDCAs to establish Disability Mainstreaming inspectorates	320 inspectorates established		No. of inspectorates established	Q	320	-	80	80	80	80	ED, Legal, DMD	8M
	Issue adjustment orders to non-compliant entities	No. of adjustment orders issued		No. of adjustment orders issued	Q	-	-	-	-	-	-	ED, Legal, DMD	1M
	Seek judicial redress to cases of non-compliance on adjustment orders	cases taken to court		No of cases taken to court	Q	-	-	-	-	-	-	ED, Legal, DMD	1M
	Enforcement of the provisions of the existing disability laws and other legal instruments	20 productive engagements with stakeholders		No. of productive engagement with stakeholders	Q	20	4	4	4	4	4	ED, Legal, HOP DMD	5M
	Support County Assemblies in development of disability laws that are compliant with Disability Act	47 counties supported		No of counties supported	B	47	20	20	7	-	-	ED, Legal, DMD	1M
	Launch and operationalize National Action Plan (NAP) on Accessibility rights.	35% of NAP implemented		Percentage of the NAP implemented	B	35%	5%	5%	7%	8%	10%	ED, Legal & Parent Ministry	10M

	Liaise with the parent Ministry to lobby the relevant parliamentary committee to fast track enactment of the PWDs Bill.	PWD Act in place		PWD Act	A	1	1	-	-	-	-	ED, Legal, CS	0.5M
Inclusion of disability mainstreaming in national and county planning budgeting framework	Liaise with County Government to ensure inclusion PWDs issues in County Integrated Development Plans (CIDPs) and county budgets	47 counties engaged	Improved quality of life of PWDs.	No. of Counties engaged	B	47	-	-	47	-	-	ED, HOP	1M
Enhancement of disability awareness	Raise awareness on disability through national and international days	55 events celebrated	Increase d participation of PWDs in the Society	No. of events celebrated	Q	55	11	11	11	11	11	PR, ED,	55M
	Conduct civic education to enhance effective participation in governance	1500 persons sensitized on civic education	Increase d participation in public affairs by PWDs	No. of persons sensitized on Civic education	B	1500	300	300	300	300	300	ED, DMD, Prog,	10M
	Develop and maintain up to date database on	Database in place		No. of PWDs	Q	400	-	100	100	100	100	DMD	-

	PWDs seeking employment and cascade the data to employers			linked to employers										
--	---	--	--	---------------------	--	--	--	--	--	--	--	--	--	--

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 142 officers trained	Improved capacity of NCPWD to deliver quality services	No. of TNAs conducted	Q	142	108	108	108	108	108	HR, HODs	30M
	Recruitment, selection and placement of additional staff to increase the staffing level from the current 38% to 50% of the approved staff establishment	34 staff recruited and selected.		No. of staff recruited and selected	Q	34	-	-	10	12	12		ED, HR & Finance
Development and operationalize a staff retention strategy	Provide competitive personnel emolument for the staff	108 staff		No. of staff paid	M	108	108	108	118	130	142	ED, HR & Finance	

	Undertake employee satisfaction surveys and implement the findings	2 Employee satisfaction surveys undertaken		No. of employee satisfaction surveys undertaken	B	2	1	-	-	1	-	HR, ED	2M
	Develop and operationalize a staff retention strategy	Staff retention strategy in place		Staff retention strategy	Q	1	-	-	-	-	-	HR, ED	120M
	Implement staff welfare programmes	Staff welfare programme implemented		A Staff welfare programme	A	1			1			ED, HR	
	Development of employee recognition scheme	Employee recognition schemes developed		No. of employees recognized	A	30	-	-	10	10	10	ED, HR	
	Develop and implement succession management strategy	Succession management strategy developed		Succession management strategy in place	3 rd year	1			1			HR	
	Review and operationalize scheme of service	Reviewed schemes of service		Operational schemes of service	A	1		1				HR	
	Update the asset register and identify any gaps	Updated asset inventory register		Asset inventory register updated	Q	1	1	1	1	1	1	SCM, HR	
Enhancement of physical infrastructure	Update the asset register and identify any gaps	Updated asset inventory register		Asset inventory register updated	Q	1	1	1	1	1	1	SCM, HR	1M

	Procure office space and equipment for the headquarters and County offices	No of offices and equipment procured		No. of offices and equipment procured	Q	Continuo	Cont.	Cont.	Cont.	Cont.	Cont.	SCM, HR	600M
	Cater for administrative costs for operations and maintenance	Operation and maintenance		Operation and maintenance	Q	Cont.	Cont.	Cont.	Cont.	Cont.	Cont.	ED, Finance	350M
Strengthen corporate governance and institutional image	Adoption and implementation of corporate governance policies												
	Review and operationalize the Council's Risk management policy and the Internal Audit Charter	-		- Risk Management Policy and Internal Audit Charter - Risk management report	Q	1	1 Cont.	-Cont.	Cont.	Cont.	Cont.	IA	1.5M
	Finalize and operationalize the NCPWD communication strategy	Communication strategy finalized and operationalized		- The Communication strategy operationalized	Q	1	Cont.	Cont.	Cont.	Cont.	Cont.	PR&C, ED	75M

	Strengthening corporate governance through Board development, training and Performance Management	20 BOD and BOT members trained on corporate governance and performance management		No. of BOD and BOT members trained on corporate governance and performance management	Q	20	20	20	20	20	20	ED, HR	150M
	Build an organizational culture fit for purpose	An effective work force in place		An effective work force in place	A	40	-	10	10	10	10	ED, HR	32M
	Conduct customer satisfaction survey and implement the findings	2 survey conducted		No. of surveys conducted	B	2	-	1	-	1	-	HR, PLN PRG, ED	10M
Improvement of knowledge management system	Develop and operationalize M&E framework	- M& E tool in place - M&E reports		M& E tool	Q	1	M&E Tool	Reports	Reports	Reports	Reports	Pln, HODs	-
	Undertake a mid-term review of the strategic plan	Mid-Term review report		A Mid-Term review report	3 rd Y	1	-	-	1	-	-	Pln, ED, HODs	3M
	Implement the annual performance contracting cross cutting issues	Targets on cross cutting issues achieved		PC reports on cross cutting issues	Q	5	1	1	1	1	1	ED, PLN, HR	2.5M

	Develop a knowledge management portal	A central repository information system for Knowledge management put in place		An up to date central repository information system for knowledge management in place	Q	1	1	Update	Update	Update	Update	Planning, ICT	3.5M
Leverage ICT in NCPWD operations	Finalize and operationalize ICT policy	An ICT policy in place		policy	3 rd year	1	-	-	1	-	-	ICT	1.5M
Enhance financial sustainability	Review and operationalize the Council's financial management policy	An updated financial policy in place	Improved resource management	An updated financial policy is in place	Q	1	1	-	-	-	-	Finance, SCM	1.5M
	Finalize and operationalize the Council's Resource Mobilization Strategy	- Resource mobilization policy in place - Resources mobilized			-Resource mobilization policy -Increase in resources	Q	1	1	-	-	-	-	ED
	Partner with multiple agencies to diversify revenue e.g., bilateral, multilateral, corporates	- 20 corporates engaged - Kshs 13.345B resource to supplement government funding		- No. of corporates engaged - Amount of resources mobilized	Q	20	-	5	5	5	5	ED, Progs, PR	
							30M	500M	532M	700M	875M		
GRAND TOTAL													34.823B

KEY

- A- Annually
- B- Biannual
- ED - Executive Director
- HR- Human Resource
- HOP- Head of Programme
- HOR- Head of Registry
- ICT- Information Communication Technology Department
- M- Monthly
- Q- Quarterly
- Pln - Planning

Appendix 2: Staff Establishment

Designation	Job Group	No. of Staff	Remarks
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	

Designation	Job Group	No. of Staff	Remarks
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	

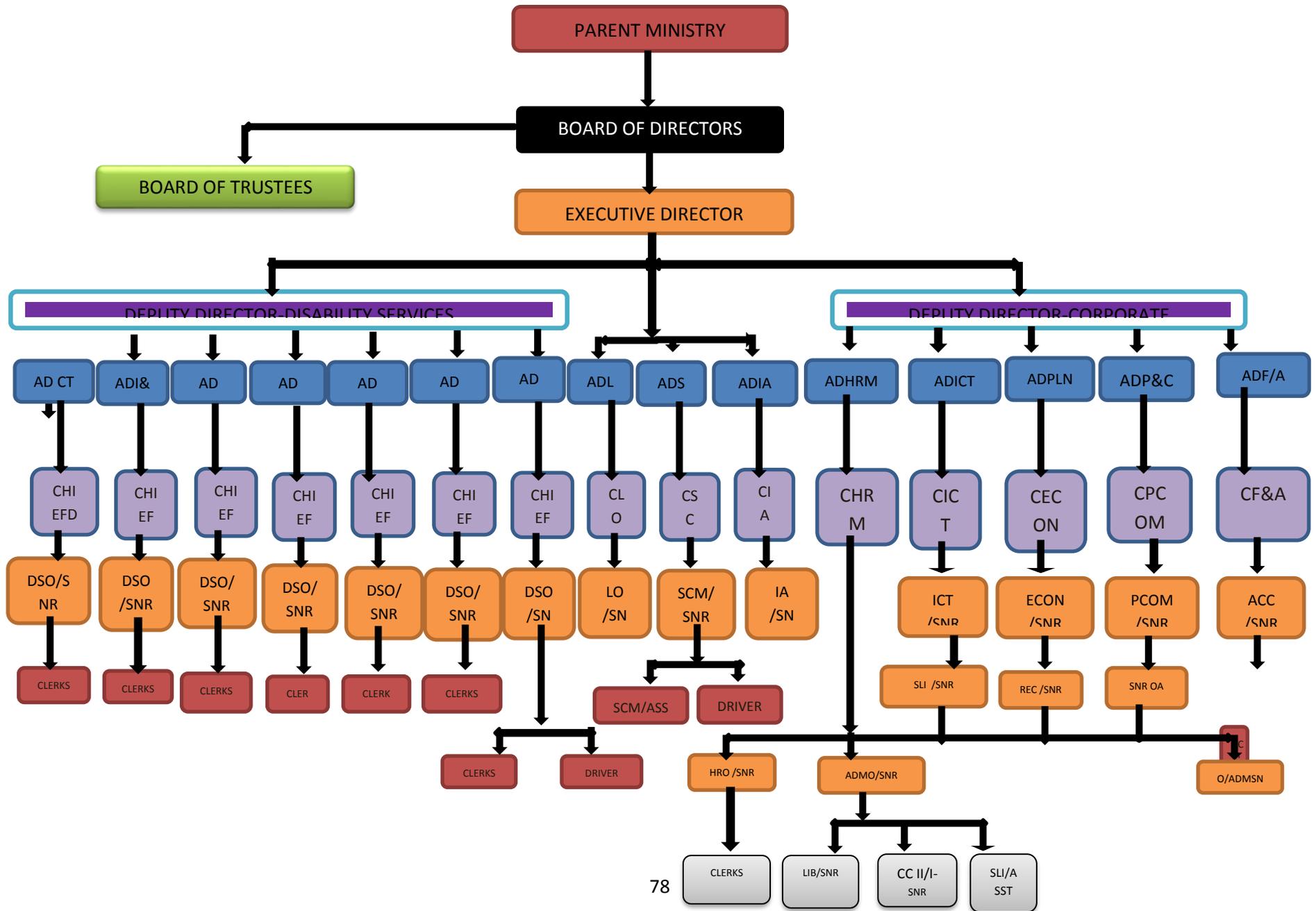
Designation	Job Group	No. of Staff	Remarks
Chief Human Resource and Administration Officer	4	1	
Human Resource Officer/Senior	6/5	2	
Administration Officer/Senior	6/5	2	
Customer Care Assistant II/I/Senior	8/7/6	3	
Sign Language Interpreter/Senior	6/5	2	
Sign Language Assistant II/I/	8/7	3	
Office Assistant 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	

Designation	Job Group	No. of Staff	Remarks
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			

Designation			Job Group	No. of Staff	Remarks
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	

Designation	Job Group	No. of Staff	Remarks
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	

Appendix 3: NCPWD Organizational Structure



KEY WORDS



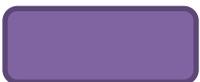
PARENT MINISTRY



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



DRIVERS AND CLERICALS - JOB GRADE 9/8/7



SUPPORT SATFF-JOB GRADE 11/10