**Strategic Plan 2020/21-2024/25**

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

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## Acronyms

| | |
|---|---|
| AIDS | Acquired Immunodeficiency Syndrome |
| BTVET | Business, Technical, Vocational Education and Training |
| CRPD | Convention on the Rights of Persons with Disabilities |
| CSO | Civil Society Organisation |
| CWD | Children with Disabilities |
| DCD | District Council for Persons with Disabilities |
| DPO | Disability Persons Organisations |
| EAC | East African Community |
| HIV | Human Immune Virus |
| ICT | Information, Communication and Technology |
| IPV | Intimate Partner Violence |
| ILO | International Labour Organization |
| MDAs | Ministries, Departments and Agencies |
| MGLSD | Ministry of Gender, Labor and Social Development |
| MOH | Ministry of Health |
| NCPD | National Council for Persons with Disabilities |
| NGO | Non-Governmental Organizations |
| NPA | National Planning Authority |
| OWC | Operation Wealth Creation |
| SACCO | Savings and Credit Cooperative Society |
| SDGs | Sustainable Development Goals |
| SDIP | Social Development Sector Strategic Investment Plan |
| UBOS | Uganda Bureau of Statistic |
| UCC | Uganda Communication Commission |
| UDHS | Uganda Demographic and Health Surveys |
| UHRC | Uganda Human Rights Commission |
| UN | United Nations |
| UNISE | Uganda National Institute of Education |
| UWEP | Uganda Women Empowerment Programme |
| WHO | World Health Organization |
| YLP | Youth Livelihood Programme |

## Foreword

The development of the National Council for Persons with Disabilities (NCPD) Strategic Plan 2020/21-2024/25 involved engagement of disability experts in Uganda and it is my highest honor to identify myself with this Plan. This is the third Strategy since establishment of the National Council for Persons with Disability.

The Strategy is entirely aligned to the Persons with Disability Act 2020. The Act among others established the Council for Persons with Disabilities and made a provision for change of name of the institution from National Council for Disability (NCPD) to National Council for Persons with Disabilities (NCPD). The Strategic Plan has four (4) focal areas namely; (i)Disability monitoring and Compliance, (ii) Research, training and Innovation, (iii) Disability Communication and (iv) Management and Coordination.

Therefore, I encourage every Reader to give time to appreciate and support in the roll out of the strategy in different platforms in and out of this Country to contribute to realization of the goal of this plan which is "Disability effectively prioritized and included in policies, laws and programmes for equity."

The realization of this plan calls for support and engagement of different stakeholders which include among others the Government of the Republic of Uganda, the Organizations of persons with disabilities, Development Partners as well as the Private Sector.

Finally, I commend the Council and Secretariat for the implementation of the previous Strategic Plan. It is my hope that with zeal and commitment we shall make strides towards the realization of every objective in this Plan.

For God and My Country

Mr. Juma Mulesa
Chairperson, National Council for Persons with Disabilities.

## Acknowledgements

The National Council for Persons with Disabilities (NCPD) over the years has demonstrated commitment to the fulfillment of the responsibilities given to the institution as enshrined in the Persons with Disabilities Act 2020 and other laws of Uganda.

The development of this Strategic Plan   has largely been spear headed by the Secretariat and representatives of the Council.   Other key stakeholders have provided guidance in the process as well.

At this point I wish to appreciate the immense contribution of the following:

(i)     The Government of Uganda under the leadership of his Excellency the President of the Republic of Uganda;
(ii)    Ministry of Gender Labour and Social Development for the financial and technical support which enabled the development of the Strategic Plan;
(iii)   All stakeholders who contributed their time and technical input during the cross country evaluation of NCPD work in sampled Districts of Uganda, National consultative meeting, Validation of the draft plan   and smaller committee meetings;
(iv)    The consultants   who facilitated and led the strategy write up process.


All those that have not been mentioned above but made tremendous input are highly appreciated.

Finally, I call upon all the stakeholders of the Council to embrace this plan and work with NCPD to ensure that equity becomes a reality for every person with disability.



Beatrice Guzu,

**Executive Secretary**
**National Council for Persons with Disabilities**

## Executive summary

This Strategic Plan is the working document of National Council for Persons with Disabilities (NCPD) a public institution established by Act of Parliament - (Persons with Disabilities Act 2020) as a monitoring and reporting mechanism on Disability issues in the Country. The strategic plan covers the period of 2020/21- 2024/25.

The World Health Organisation (WHO), World report on disability (2011), estimates 15% of the world population as living with a disability. In African region, more than half (53.3%) of the people above 60 years are living with disability. This is higher than the world estimate of 46.1%. UNICEF (2013) estimated that ninety-three (93) million children (or one (1) in twenty (20) of those aged 14 years or younger) as living with some form of disability.

According to the National Population and Housing Census, disability prevalence is 12.4 percent for persons aged two (2) years and above (UBOS 2014). This indicates that disability is a significant issue in Uganda and can be a deterrent to national development if programmes do not include persons with disabilities. The report further states that, approximately 44 per cent of households in Uganda have a person with a disability while 13 per cent have a person with a severe disability. The UBOS data on Persons with disabilities show that those aged 2-4 years are 3.5% of the total population and 5-17 are 7.5% and the largest numbers are persons above 18 years 16.5%; (Uganda Functional difficulties survey 2017).

This Strategic Plan has been developed through a participatory process including engaging stakeholders from grassroots to national level and consultations with representatives of different disability categories in the Country. The development process lasted for a period of six months and it involved several stakeholders from government entities at the national and local government level; Disabled Person's Organizations, the civil society and persons with disabilities at the community level. Five Districts including Kampala (identify the unique needs and challenges of persons with disabilities in urban areas), Ntoroko (information on ethnic minority groups-Batwa), Busia (regional integration), Rakai (HIV &AIDS information) and Yumbe (information on Refugees with disabilities) were sampled for the Consultations due to their unique nature.

The Strategic plan builds on the achievements from the implementation of the FY 2014/15-2018/19 plan which among others included awareness creation on inclusion of persons with disabilities in the electoral process, improved disability reporting, improved capacity and skills in resource mobilization, advocacy for

increased funding to disability and improved capacity of District Councils for Disability to Perform their functions.

In the development of this strategic plan, 4 strategic focus areas were identified that will enable NCPD to fulfill its core mandate and contribute to the inclusion of persons with disabilities in the National Development Plan (NDP) III, SDP, Vision 2040, SDGs, CRPD among others. The four strategic focus areas include; (i) Monitoring and Compliance for inclusion and participation, (ii) Research, Training and Innovation, (iii) Disability Communication and (iv) Management and Coordination. The implementation and monitoring of the plan will be carried out by National Council for Persons with Disabilities (NCPD).

In order to respond to the glaring challenges above, the goal of this Strategic Plan is, "**Disability effectively prioritized and included in policies, laws and programmes for equity"**.

The objectives laid to realise this goal are:
(i) Increased protection of rights of and access to services by persons with disabilities.
(ii) Increased information and capacity on disability inclusion.
(iii) Increased knowledge among persons with disabilities and the general public on disability.
(iv) Enhanced capacity of the Council at all levels to effectively perform its functions.

**Table 1: Strategic Plan result matrix (Summary)**

| Goal: Disability effectively prioritized and included in policies, laws and programmes for equity | | | |
|---|---|---|---|
| Outcome 1: Increased protection of rights of and access to services by persons with disabilities. | Outcome 2: Increased information and capacity on disability inclusion. | Outcome 3: Increased knowledge among persons with disabilities and the general public on disability | Outcome 4: Enhanced capacity of the Council at all levels to effectively perform its functions |
| Output 1.1: Guidelines and standards for disability inclusion developed in line with national, Regional and international legal and policy framework for | Output 2.1: NCPD capacity to coordinate research and manage information for policy and planning purposes developed. | Output 3.1: A communication strategy developed and implemented. | Output 4.1: Annual budget target attained |

| | | | |
|---|---|---|---|
| MDAs, CSOs and private sector | | | |
| Output 1.2: MDAs, CSOs and private sector capacity developed to utilize the standards and guidelines for disability inclusion | Output 2.2: National and regional centres for disability established to enhance innovation, capacity and coordination of disability inclusion | Output 3.2: The annual disability status report developed and disseminated | Output 4.2: Partnership management policy developed and operational |
| Output 1.3: A monitoring and evaluation framework developed by NCPD for assessing compliance | | | Output 4.3: NCPD structures established, visible and operational at all levels |
| | | | Output 4.4: National and regional offices fully equipped and staffed |

The implementation of this plan requires 30,678,060,000 (Thirty Billion, Six hundred seventy-eight Million, sixty thousand shillings only) an Equivalent of $ 8,073,173.68(Eight million dollars, seventy-three thousand, one hundred seventy-three and sixty-eight cents).

*Figure 1: Estimated budget for the implementation of the Strategic Plan*
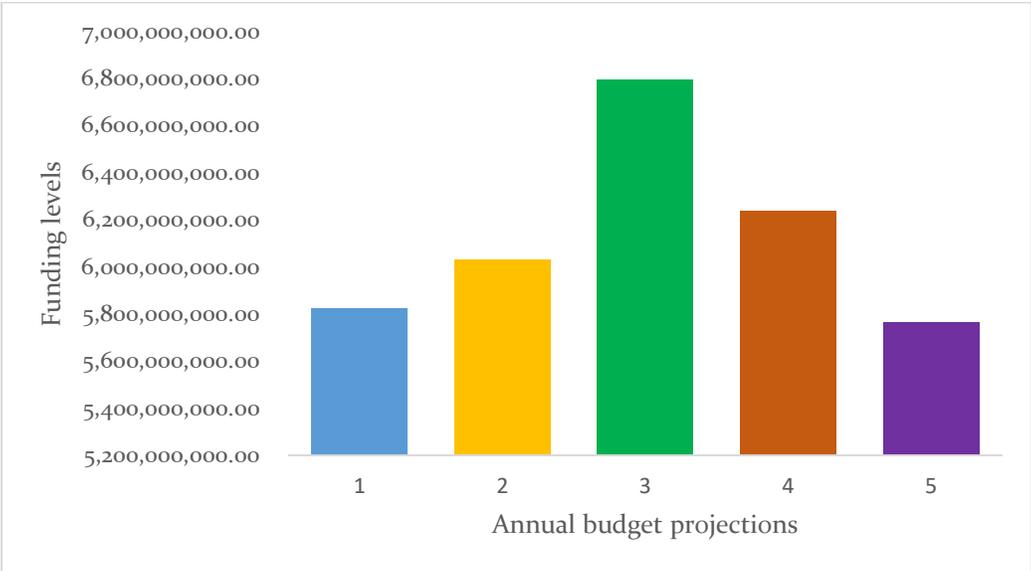
The realization of this goal is dependent on many factors such as continued support of government and collaboration and support from MDAs, CSOs and private sector; the secretariat under the leadership of the Executive Secretary having a well thought out resource mobilisation strategy as well as an efficient mechanism of funds utilisation.

Lastly, the NCPD members will particularly be responsible for the monitoring of the implementation of the Strategic Plan. Annual reports shall be generated to ascertain the level of achievement of the Strategic Plan; monitoring and evaluation processes shall be conducted throughout the implementation of the plan.

## 1.0    INTRODUCTION

This Strategic Plan covers the period of 2020/21- 2024/25. It has been developed through a participatory process including engaging stakeholders from grassroots to national level and consultations with representatives of different disability categories in the Country. The Strategic Plan addresses four focus areas that include; (i) Monitoring and Compliance for inclusion and participation, (ii) Research, Training and Innovation, (iii) Disability Communication and (iv) Management and Coordination. The implementation and monitoring of the plan will be carried out by National Council for Persons with Disabilities (NCPD).

### 1.1    Why the Strategic Plan

The Strategic Plan will enable NCPD to fulfill its core mandate of monitoring Disability inclusion in policies, laws and programmes of Government and non-government Actors. The plan will harmonize and explicitly identify how NCPD will contribute to the inclusion of persons with disabilities in the National Development Plan (NDP) III, SDIP, Vision 2040, SDGs, CRPD among others.

The goal of this Strategic Plan is, "Disability effectively prioritized and included in policies, laws and programmes for equity".

### 1.2    Strategic Plan Development Process

The five-year Strategic Plan was developed in a participatory manner involving various stakeholders at different levels. The development process lasted for a period of six months and it involved several stakeholders from government entities at the national and local government level; Disabled Person's Organizations, the civil society and persons with disabilities at the community level. Five Districts were sampled for the Consultations due to the following reasons; Busia was sampled to capture issues on integration of persons with Disabilities with in East African community; Ntoroko was selected to gather information on how NCPD can integrate ethnic minority groups in its work; Rakai was sampled because the need to generate information on persons with disabilities living with HIV/AIDS to design strategies for supporting them; Yumbe District was sampled due to its status of hosting refugees, the study wished to establish the status of refugees and host communities persons with Disabilities and Kampala was sampled because of its city status and the need to  identify the unique needs and challenges of persons with disabilities in urban areas.

To collect information, the Following processes were undertaken:

(i)    Evaluation of the previous Strategic Plan,

(ii) Consultative meetings with stakeholders at National and Local Government levels.

(iii) Validation workshop for the draft strategic plan

(iv) Launch and Dissemination of the Strategic plan

## 1.3 About National Council for Persons with Disabilities (NCPD)

National Council for Persons with Disabilities is a public institution established by Act of Parliament - (Persons with Disabilities Act 2020) as a monitoring and reporting mechanism for Disability issues in the country. The work of NCPD is guided by the international and national legal frameworks on human and disability rights. NCPD monitors government institutions, civil society and the private sector, through its structures that runs from the national, district and sub-county levels.

The NCPD governance and policy-making organ is comprised of twenty-four members with a five-year term renewable once. This governance set up is replicated at the district, city, municipality, division, town and sub-county levels, where the respective local government chairpersons/mayor appoint members to serve a five-year term, which is renewable once. These NCPD structures are provided for in the Act.

At the national level, the Council has twenty-four (24) members appointed by the Minister responsible for Disability Affairs. The members are represented in the following segments;

I. Members from eight ministries that include: Local Government; Public Service; Justice and Constitutional Affairs; Works, Housing and Communication; Education and Sports; Health; Gender, Labour and Social Development; Finance, Planning and Economic Development.

II. Eight regional representatives' male and female representing four regions

III. Two representatives of the Blind

IV. One professional on Disability affairs

V. One representative of NGOs

VI. One representative of Parliament

VII. One parent of a child with a disability

VIII. One representative of the youth with disabilities

IX. One representative of Federation of Uganda Employers.

The council is mandated among others to monitor Disability inclusion, advocate for promotion and protection of rights of persons with Disabilities, carry out or commission surveys and investigations on violation of rights of persons with disabilities or none compliance of implementation of disability inclusive laws, policies and programs, mobilize persons with Disabilities to participate in elections, sports and other co-curricular activities. It is from this background that the Council has developed a five-year plan to fulfill its mandate.

## 2.0    BACKGROUND/ SITUATIONAL ANALYSIS

## 2.1    Global, Regional and National Situation

## 2.1.1  Global Situation

The World Health Organisation (WHO), World report on disability (2011), estimates 15% of the world population as living with a disability. In African region, more than half (53.3%) of the people above 60 years are living with disability. This is higher than the world estimate of 46.1%.   UNICEF (2013) estimated that ninety-three (93) million children (or one (1) in twenty (20) of those aged 14 years or younger) as living with some form of disability.

*Table 2*: *Estimated prevalence of moderate and severe disability, by region and age, Global Burden of Disease estimates for 2004*

| Age group | Percent | | |
|---|---|---|---|
| | World | High income Countries | African |
| **Severe disability** | | | |
| 0–14 years | 0.7 | 0.4 | 1.2 |
| 15–59 years | 2.7 | 2.3 | 3.3 |
| ≥ 60 years | 10.2 | 8.5 | 16.9 |
| **All ages** | **2.9** | **3.2** | **3.1** |
| **Moderate and severe disability** | | | |
| 0–14 years | 5.1 | 2.8 | 6.4 |
| 15–59 years | 14.9 | 12.4 | 19.1 |
| ≥ 60 years | 46.1 | 36.8 | 53.3 |
| **All ages** | **15.3** | **15.4** | **15.3** |

*Source: World Health Organisation; World report on disability 2011*

At East African regional level, the data on Persons with Disabilities is not adequate; however, each country within the region such as Kenya, Tanzania and Uganda have estimates on disability prevalence. For instance, the prevalence in Tanzania mainland is estimated at 13.3%, Zanzibar at 9.3 %, Kenya at 8.6 % and in Uganda, the prevalence of disability is estimated at 12.4% (UBOS, 2014 Population Census).

The interventions on Persons with Disabilities with in the east African region are guided by the EAC Policy on Persons with Disabilities that was adopted in 2012. The policy was developed after a comprehensive analysis of the national legislations, policies and reports on the status of implementation of the UN Convention on the Rights of Persons with Disabilities (CRPD). The policy informs other policies, programmes and sectorial plans among the EAC Partner States.

The action plan completing the policy was developed in 2015. The policy provides for member states to among others:

- Create formal and informal employment opportunities for persons with disabilities
- Promote inclusive /special needs Education for CWDs
- Provide social protection for Persons with disabilities;
- Develop specific interventions for vulnerable persons with disabilities, such as women youth, people with multiple disabilities among others;
- Involve parents /care givers in all interventions for persons with disabilities.

Hence the NCPD contributes to the implementation of the EAC policy on persons with disabilities in Uganda

### 2.1.3  The National Context on Disability

The interventions on protection and promotion of rights of Persons with Disabilities in Uganda is guided by the Constitution of the republic of Uganda (1995) and further emphasized within other strategies like Vision 2040 that addresses Care and Protection for the Vulnerable Population Groups. The Vision 2040 recognizes the plight of persons with disabilities and the need to provide assistance to people who are vulnerable either by age, social class, location, disability, gender, disaster or do not earn any income.

According to the National Population and Housing Census, disability prevalence is 12.4 percent for persons aged two (2) years and above (UBOS 2014). In terms of specific categories of disability, people with visual impairment were the majority with over two million.

*Table 3: National Disability disaggregated data*

| Category | Without A Disability | With a Disability | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| | | With A Disability | Seeing | Hearing | Remembering | Walking |
| Total | 28,610,240 | 4,096,477 | 2,129,279 | 1,083,649 | 1,776,911 | 1,476,959 |

*Source: National Population and Housing Census 2014, Main report*

This indicates that disability is a significant issue in Uganda and can be a deterrent to national development if programmes do not include persons with disabilities. The report further states that, approximately 44 per cent of households in Uganda

have a person with a disability while 13 per cent have a person with a severe disability. The UBOS data on Persons with disabilities show that those aged 2-4 years are 3.5% of the total population and 5-17 are 7.5% and the largest numbers are persons above 18 years 16.5%; (Uganda Functional difficulties survey 2017).

In Uganda, the  categories according to the Persons with Disabilities Act 2020 are; physical disability caused by cerebral palsy, amputation of limbs, paralysis or, deformity),Hearing disability including deafness and hard of hearing Disability, Deaf and blind disability, Mental disability including psychiatric disability and learning disability, little persons ,albinism and multiple disabilities.

**Disability and refugees**

There is equally scanty information on refugees with disabilities in Uganda. However, the UNHCR Report (2016) estimates that: 3.5 million refugees and internally displaced people are living with a disability world-wide and; 40–70% of refugee populations in conflict settings experience depression and post-traumatic stress disorder which if not properly handled may result into mental disabilities. Similarly, the World Health Organisation (2014) estimates that armed conflict will be the eighth most common cause of disability world-wide by 2020.

The common practice in refugee response agencies is blanketing persons with disabilities as Persons with Special Needs (PSNs). Persons with Special Needs are defined by UNHCR to include: girls and boys at risk, including unaccompanied and separated children, persons with serious health conditions, persons with special legal or physical protection needs, single women, women-headed households, older persons and persons with disabilities, and persons with a diverse sexual orientation or gender identity. Blanketing disability makes it hard for programming for specific needs that lead to inclusion.

Uganda faces obstacles to adequately support persons with disabilities to effectively participate in the social economic development of their communities. This challenge is magnified for refugees, whom we found to be generally poorer and more socially isolated than their local counterparts.  Those in the refugee settlements were also geographically remote from many important services, such as inclusive education and rehabilitation centres. The physical layout of refugee settlements and even urban areas presents an obstacle to many refugees with disabilities, affecting their mobility. Such obstacles have an impact on many areas of life, including access to

employment, education, health care, protection, food, water and social participation. (Crock & Smith-Khan,2013).

**Disability and older persons**

Older persons are defined by the United Nations as those aged 60 years and above. Disability in Uganda is proportionally more prevalent in the older population. Older people are more prone to detrimental health conditions such as hearing loss, disabilities, diabetes, depression and other health challenges. (http://theconversation.com/why-older-people-in-uganda-struggle-to-access-healthcare-85127).

In all societies, the prevalence of disability increases as people get aged, 60 years and above, 29 per cent experience a severe disability. But, even among those aged between 30 and 50 years, 8 per cent report being severely disabled (Development Pathways, 2018). In Uganda, older persons with disabilities (65 years and above) constitute 2.1% of the population (NPA, 2018: unpublished information)

Among older persons, the prevalence of disability was highest among women, aged 80 years and above, rural residents, those living alone, and those widowed. In addition, disability was highest among those who depended on remittances, learnt technical skill, and did not own a bicycle, and reported illness and a Non-Communicable Diseases (NCPDs) like diabetes, stroke, arthritis, and heart disease (Wandare, 2014).

## 2.3    Analysis of Achievements and Challenges of the Previous Strategic Plan.

### 2.3.1 Achievements

NCPD registered tremendous achievements in the reporting period of 2014/2015 to 2019/20 as detailed in this section.

i. **Awareness creation on inclusion of persons with disabilities in the electoral process**.
   This was done through voter education to persons with disabilities during the 2015/16 election period. The voter education mainly related to inclusion of persons with disabilities in electoral processes, education on the disability electoral colleges and the right of persons with disabilities to vote as enshrined in the enabling laws.

ii. **Improved disability reporting as well as policy engagement at national, regional and international levels**.

NCPD responded to a number of concerns relating to disability raised by the UN committee of Experts in Geneva on the Initial state report on the implementation of the Convention on Rights of Persons with Disabilities (CRPD). The responses supported the preparation and presentation of the concluding observations in April 2016. At regional level, NCPD made input to, the development of the East African Community (EAC) persons with disabilities' Action Plan for Implementing EAC Policy and the East African community person with Disability Bill 2015.

NCPD also made input to the; Parliamentary Elections Amendment Bill 2015, Persons with Disabilities Bill (2014), National Council for Disability Amendment bill 2015, National Youth Council amendment Bill 2015, the National Women's Council Amendment Bill 2015 among others. These proposed amendments are aimed at supporting the participation and inclusion of persons with disabilities in development programmes and services.

iii. **Improved capacity and skills in resource mobilisation**

The council secured funds from partners to support implementation of programs of NCPDP including capacity building of the national and lower council members; research in specific areas of disability; annual conference for joint planning with chairpersons of district Council for disability, development and launch of the disability status report 2019.

iv. **Developed and launched three-year Disability status report**

The council compiled and disseminated a three-year Disability status report to its stakeholders for improving disability inclusion in the country which was launched in August 2019.

v. **Advocacy for Special Grant for Persons with Disabilities**

The council and its stakeholders advocated for increment for special grant, as a result 2.1 billion has been added to the special grant for persons with Disabilities in the FY 2019/20.

vi. **Improved engagement and capacity for disability inclusive research for development.**

The Council established research and training relations with two (2) institutions of: Makerere University collage of Computing, the Council worked in partnership with UBOS to produce the Uganda Functional Difficulties Survey (UFDS) report

2018. The report highlights key disability statistics, access and utilisation of services by persons with disabilities.

vii. **Addressed livelihood concerns among persons with disabilities in Uganda.**
The Council supported the formation of the National SACCO for persons with Disabilities in Uganda.

viii. **Improved capacity of District Councils for Disability to Perform their functions**
The Council carried out capacity building of the District Councils for Disability (DCDs) in the areas of; their roles, functions and existing pro-disability laws, policies and programmes in the country.

### 2.3.2 Challenges
i.  Inadequate resources (human and financial)
ii.  Weak structures of lower councils
iii.  Limited understanding of Disability inclusion by stakeholders
iv.  Negative attitudes
v.  Limited information about existing legislations on Disability

## 3.0    INTERNAL AND EXTERNAL CONTEXTUAL ANALYSIS

### 3.1 Internal Contextual Analysis of NCPD

*Table 4: Internal Contextual Analysis of NCPD*

| Strength, | Opportunity |
|---|---|
| (i) NCPD was formed by an Act of Parliament and has the sole mandate to monitor on behalf of government inclusion of disability in programmes in Uganda.<br>(ii) NCPD receives subvention from Government to support the implementation of her mandate.<br>(iii) NCPD reports to Parliament as a watchdog and provides support in implementation of the CRPD<br>(iv) NCPD has national, district and sub-county structures as provided for in the Act.<br>(v) The NCPD has a platform for developing partnerships national and internationally<br>(vi) NCPD works in partnership with disabled peoples' organizations (DPOs) to influence policies.<br>(vii) Through the Persons with Disabilities Act, 2020, the council is mandated to support disability inclusion in elections.<br>(viii) NCPD has undertaken research and monitoring that has informed decision making. | (i) A conducive legal and policy framework on disability at national, regional and international level.<br>(ii) Existence of partners already working on disability prevention<br>(iii) Existing government programmes on the prevention of disabilities<br>(iv) The ratification of CRPD by Uganda.<br>(v) The implementation of SDGs in Uganda<br>(vi) Acquisition of the properties as enshrined in the Persons with Disabilities Act,2020<br>(vii) Existence of peace and stability in the country<br>(viii) Existence of educated persons with disabilities.<br>(ix) Funding opportunities with government and other partners.<br>(x) Representation of persons with disabilities in political structures<br>(xi) Existence of donors interested in funding disability<br>(xii) Existence of other Councils of disability with in the East African Community<br>(xiii) Inclusion agenda is on the increase among government, civil society and the private sector. |
| **Challenge/Weakness** | **Risk/Threat** |
| (i) NCPD faces visibility challenge emanating from lack of lower level | (i) High poverty levels among persons with disabilities. |

| | |
|---|---|
| offices, low implementation and non-aggressive pursuit of mandate. <br><br> (ii) Unclear understanding on NCPD mandate by some stakeholders (instead of complementing others look at it as a competitor). <br><br> (iii) Insufficient personnel. Not all critical positions are filled, and the mandate requires a well thought out structure corresponding to the mandate. <br><br> (iv) Low human capacity levels exhibited among the structures intended to champion the disability agenda. Weak and non-functional district councils (some districts have never constituted DCDs). <br><br> (v) Low capacity of district councilors to lobby for additional funding. In some cases, councilors get information on opportunities but take advantage of the ignorance of others. <br><br> (vi) Limited skills and knowledge among members of DCDs. <br><br> (vii) Insufficient resource basket and minimal resource mobilization efforts affecting logistics, staffing, lack of a home for NCPD. Lack of a direct budget vote, limited sources of funding and lack of fixed annual budget for the Council <br><br> (viii) Generally, there is limited disability disaggregated data and poor documentation at national level and lower levels. <br><br> (ix) Limited access to information by persons with disabilities. | (ii) Unregulated transport sector leading to motor related injuries and disability. <br><br> (iii) Weak enforcement on laws related to persons with disabilities (accessibility etc.) <br><br> (iv) Unwillingness of many development partners and donors to fund government supported institutions <br><br> (v) Community's negative attitude towards persons with disabilities <br><br> (vi) Expensive equipment for persons with disabilities <br><br> (vii) Merger of government institutions. There is a proposal to merge many ministries and this may affect budget allocations and implementation of activities. <br><br> (viii) Insufficient skilled labour in areas of disabilities, prevention and management e.g. physiotherapists <br><br> (ix) Changing priorities of donors |
| | |

## 3.2    Analysis of the Political, Economic, Social, Technological, Environmental and Legal Situation

### 3.2.1   Political Situation

Uganda has succeeded in creating political space for persons with disabilities. However, NCPD research on electoral processes indicated that the Constitution of the Republic of Uganda (1995) article 80 and the Local Governments Act (1997 section 116 sub-section 2 (a), still uses derogatory language by identifying persons with psychosocial disabilities as being of "unsound mind" and "lunacy". Other challenges include disability unfriendly mode of communication to register, lack of guides and Sign language interpreters to assist persons with disabilities at registration centres. Long distances to the registration venues and limited use of modern technology to ease registration were also noted.

At regional level, the East African fraternity started discussions of establishing a Disability Council still waiting for Burundi and South Sudan to form the EAC Council. The Disability Bill has been finalized awaiting the heads of state of the relevant countries to ascent to it.

At African Union level, the African Commission on Human and Peoples' Rights (ACHPR) adopted a draft protocol (on 25th February, 2016) on the rights of persons with disabilities, intended to complement the African Charter on Human and Peoples' Rights and address continued exclusion, harmful practices, and discrimination affecting those with disabilities, especially women, children, and the elderly. Most countries, however, have not ratified the protocol including Uganda. NCPD should engage the political representatives at the EAC and African Union Parliaments to push for its ratification. Generally, most political parties' manifestos are in favor of disability inclusion.

### 3.2.2  Economic Analysis

People with disabilities experience multiple forms of discrimination and as a result are less likely to access productive and decent work than people without disabilities. Persons with disabilities in Uganda continue to face extreme levels of poverty, very low levels of education and illiteracy, lack of income and employment opportunities, discrimination in access to land, good housing and social services.'[1] Disability is a development issue,  as there is a growing body of empirical evidence from across the world that indicates that people with disabilities and their families are more likely to experience economic and social disadvantage than those without disability; WHO: 2011.

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[1] Independent Living Institute: The Role of Organizations of Disabled people: A Disabled Peoples' International Discussion Paper by Henry Enns, 2015.

In Uganda, households with persons with disabilities heads are thirty-eight (38) percent more likely to be poor than persons without disability counterparts in developed countries. It is reported that there is economic growth and reduction of poverty in Uganda, however, the situation among the persons with disability remains challenging.

Uganda introduced tax deduction for employers of persons with disabilities. 2% of income tax payable is allowed as a deduction for income tax purposes if 5% of their employees on full time basis are persons with disabilities. Most employers are not aware, and some have challenged it as not being so attractive. To directly support persons with disabilities, the government introduced a special grant which has benefited many persons with disabilities. On livelihood and agriculture, government introduced economic opportunities through OWC, UWEP and YLP. Whereas, these are good initiatives, persons with disabilities are still considerably left out of these mainstream economic empowerment programmes.

**Education/ literacy**: Generally, the access to education among persons with disabilities is still low. There is need to strengthen the education policies to address the special needs of children with disabilities and other unfavorable situations in the education of persons with disabilities.  According to the Ministry of Education and Sports, in 2008, there were 183,537 children with disability in primary schools countrywide, and 11,145 students in secondary schools countrywide.[2] These statistics show the high level of drop out as very few children with disabilities join secondary school, implying that education has no impact to their quality of life as they remain at the lowest education level. The lack of an Inclusive education policy has exacerbated the problem.

### 3.2.3  Social Analysis

The disability prevalence rate was higher among those living in rural areas compared to those in urban areas UBOS: 2014 (National Population and Housing Census). Most persons with disabilities live in rural areas where land use and control over other productive resources are hinged on traditional notions of ownership.

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[2] *Ministry of Education and Sports, Disabled Students 2008*

Disability related stigma, and misconceptions by most health service providers (particularly for HIV related services), where persons with disabilities are presumed not to be sexually active (United Nations Human Rights, World Health Organization and United Nations Programme on HIV/AIDS 2009:3; Yousafzai *et al.* 2005). Nonetheless, persons with disabilities have been shown to have greater HIV risk given vulnerability to sexual violence and low literacy levels that limit their knowledge on health related issues including HIV and/or AIDS (Chirese, Rutondoki & Ojwang 2010; United Nations Human Rights, World Health Organization and United Nations Programme on HIV/AIDS 2009:3).

Nearly two-thirds (64%) of Ugandan women with disabilities reported ever experiencing physical, sexual, or emotional Intimate Partner Violence (IPV), compared to slightly more than half (55%) of women without disabilities (Uganda Demographic and Health Surveys, 2011, 2016)

Research in Uganda has indicated limited use of accessible information. Examples of accessible information include sign language and the use of electronic communications aids that allow persons with disabilities to use, picture symbols, letters, and/or words and phrases to create messages (American Speech-Language-Hearing Association 2014). A lack of accessible information in schools has been indicated as one of the reasons for high dropouts in schools and poor literacy rates for persons with disabilities (Lang & Murangira 2009; World Bank 2009). This has resulted in persons with disabilities requiring accessible information to miss out to a certain degree on education and employment opportunities.

### 3.2.4  Technological Analysis

National statistics for internet and telephone penetration (49% and 69% respectively), are not disaggregated by disability which in itself could be telling of the state of digital accessibility for persons with disabilities in Uganda. General barriers to ICT use in Uganda include high costs of accessing and owning information and communication technology (ICT) equipment. There is low ICT skills among persons with disabilities which is linked to low adult literacy rates; poor electricity and telephone network coverage in rural and other underserved areas. Most persons with disabilities lack access to these services.

Furthermore, uptake of ICT for persons with disabilities is hampered by the high cost of assistive technology; low levels of ICT and disabilities literacy among policy makers, academia, civil society and other stakeholders. The non-implementation of policies related to ICT access for persons with disabilities and unavailability of

relevant software in local languages are some of the challenges identified in ICT (See draft ICT for Disability Policy (2017). However, Uganda Communication Commission (UCC) has passed a directive to all media companies to have Sign Language Interpretation (SLI) during their programmes which has improved access to information for persons with disabilities.

### 3.2.5 Environmental analysis

Accessibility to buildings and enforcement of the related laws has been very low. NCPD should work with town engineers'/ planning departments to sensitise them on how to implement the existing laws on buildings control. It should be noted that Uganda National Action on Physical Disabilities has engaged the Ministry of Works and Transport and the district local governments, but more work is still required to support with operationalizing the policies and plans that have been agreed on with the ministry.

Naturally triggered disasters and accidents have been on the rise. Uganda has also experienced a wide range of natural disasters directly affecting most of the country. The displacement of persons as a result of civil strife, natural disasters such as floods and landslides (majorly around Mt. Elgon and Rwenzori) have caused havoc as a result of inadequate safety procedures. In the event of a disaster, persons with disabilities suffer most.

### 3.2.6 Legal Analysis

Uganda has demonstrated its commitment toward the promotion and protection of the rights of persons with disabilities through adoption and enactment of national and international policies and legal instruments that concern persons with disabilities. The Government of Uganda has adopted several guidelines, laws and policies **(refer to annex 3)** pertaining to people with disabilities, including their right to productive and decent work and basic services. However, inability to translate laws, guidelines and regulations into tangible action has affected the realization of the intention of government.

### 3.3 NCPD Strategic Challenges from situational and contextual analysis

The situational and contextual analysis identifies some strategic challenges that are critical for inclusion to be realized. The strategic challenges of, MDAs including Ministry of Health, Education and Sports among others is detailed in **Annex 4**. Other strategic challenges drawn from the situational analysis in this strategy include:

a) Inadequate access to services and programs such as health care services, information and education, infrastructure among others.
b) Limited research on disability and qualification of disability
c) Limited access to refugee emergency support and essential services, environmental, social and attitudinal barriers
d) High prevalence of disability sharply increasing with age
e) Derogative language in some Acts and therefore need for the review of the Acts to restore the  dignity in the language in some Acts
f) Economic and social disadvantage among persons with disabilities  as compared to others,  as reflected in the growing evidence showing that persons with disabilities are not effectively included in the government poverty reduction programmes like the NUSAF, UWEP, YLP among others, as compared  to those without disability.
g) Limited participation and involvement of persons with disabilities in the electoral processes.

## 4.0   STRATEGIC DIRECTION.

### 4.1   Mandate of NCPD.

According to the recently assented Persons with Disabilities Act 2020, NCPD mandate includes Monitoring; Coordination of different partners; maintaining a register of NGOs; Capacity building, information awareness on inclusion and lobbying. Direct intervention areas in the act are Regulating the support services; development of specific projects for employment of persons with disabilities; Establishing programs for counseling and guidance of persons with disabilities and or their care givers;

### 4.2   Vision

A model National disability Iinstitution that promotes inclusion and participation of persons with disabilities in development processes.

### 4.3   Mission

NCPD exists to promote the human rights of persons with disabilities through; partnerships, coordination, advocacy, and monitoring for compliance to legal frame works.

### 4.4   Core Values

1.  **Non-discrimination:** NCPD upholds equity and equality of all persons with disabilities irrespective of gender, age, ethnicity, race, color, religion, culture and political orientation."
2.  **Integrity:** NCPD upholds the highest  standards of transparency, truth and accountability in all engagements. The NCPD structures at all levels should demonstrate utmost commitment and dedication of serving persons with disabilities in Uganda.

3.  **Partnerships and collaboration:** NCPD believes more can be achieved with others, we believe that we cannot achieve inclusion and human rights for persons with disabilities without the support of our partners at the international, regional, national, district and sub county levels. Our diversity in disability needs and all categories of disability require us to collaborate and develop partnerships first and foremost with disabled peoples organisations and other key stakeholders.

4.  **Professionalism:** NCPD's work is a display of teamwork, credibility, commitment and excellency

## 5.0    STRATEGIC FOCUS

**Strategic Goal of National Council for persons with disabilities**

Disability effectively prioritized and included in policies, laws and programmes for equity.

### 5.1    Strategic Focus Areas (SFA)

### SFA 1. Monitor compliance of policies laws and programmes for inclusion.

**Strategic objective 1:** Increased protection of rights of and access to services by persons with disabilities.

### Strategic Outputs

1. Guidelines and standards for disability inclusion developed in line with national, Regional and international legal and policy framework for MDAs, CSOs and private sector.
2. MDAs, CSOs and private sector capacity developed to utilize the standards and guidelines for disability inclusion.
3. A monitoring and evaluation framework developed by NCPD for assessing compliance.

### Interventions
### *OP 1:1        Guidelines and standards for disability inclusion developed in line with national and international legal and policy and data management framework for MDAs, CSOs and private sector.*

(i)  Analyze existing policies, guidelines and legal instruments in line with Persons with Disability Act 2020,
(ii) Develop guidelines and inclusion standards.
(iii) Develop position papers where gaps exist to lobby and advocate for inclusion of disability issues in MDAs, CSOs and the private sector.

### *OP 1.2 MDAs, CSOs and private sector capacity developed to utilize the standards and guidelines for disability inclusion.*

(i)  Develop tailor made training curricular on policies, guidelines and legal instruments for MDAs, CSOs and the private sector to address the different laws and instruments for disability inclusion.
(ii) Production of materials in accessible format, large print, audio, braille, easy read and local  languages.
(iii) Conduct training, public debates and symposiums for the various MDAS, CSOs, the private sector and other development partners on the utilization of the sstandards and guidelines.

(iv) Register cases of rights abuse and refer to relevant authorities for further action.

(v) Conduct or commission investigations or surveys on violation of rights of persons with disabilities or none compliance of implementation of laws, policies and programs;

(vi) Provide a forum for hearing cases of violation of rights of persons with disabilities through tribunals or Judiciary arrangements at district, regional and national levels.

(vii)    Establish a toll free line to report cases of human rights abuse.

## OP 1.3 Monitoring and Evaluation undertaken for compliance.

(i) Undertake regular disability audits to assess compliance and award certificates.

(ii) Identify and use disability champions/monitors[3] at different levels to expose exclusion and human rights abuse of persons with disabilities.

(iii) Lobby for inclusion of disability indicators at key data management information systems of MDAs.

## SFA 2. Research, Training and Innovation
### Strategic Objective: Increased information and capacity   on disability inclusion.

**Strategic Outputs**

1. NCPD capacity to coordinate research and manage information for policy and planning purposes developed.

2. National and regional centres for disability established to enhance innovation, capacity and coordination of disability inclusion.

**Interventions**

## OT 2.1: NCPD capacity to coordinate research and manage information for policy and planning purposes developed.

(i) Carry out research on specific disability issues to inform; policies, laws and programming for disability inclusion.

(ii)  Commission research, on emerging or prevailing disability related issues

(iii) Hold periodic disability fora at national, regional and international level for information sharing

(iv) Promote scholarly Journal publications on persons with disability in collaboration with Universities

(v) Participate in local and international research conferences.

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[3] *These will be persons with disabilities and without disabilities, professionals and non-professionals defending the rights of all persons with disabilities through reporting cases of exclusion and rights abuse to NCPD*

***OT 2.2: National and regional centres established to enhance innovation, capacity and coordination of disability inclusion.***

(i) Set up a functional Disability Inclusion Resource Centre at Kireka Rehabilitation Centre.

(ii) Develop training curricula on inclusion tailored to MDAs, local government, CSO and private sector needs.

(iii) Conduct training on disability inclusion.

(iv) Collaborate with learning institutions to influence the training on disability at national and international levels.

(v) Create a disability think tank and teaching group of professionals

(vi) Collaborate with other institutions to innovate disability appropriate technologies and patenting, education, agriculture among others.

## SFA 3. Disability Communication

Disability communication will enlighten the public about the needs, potentials and challenges of person with disabilities. This is the leveling of the ground for the wider community to appreciate and understand their roles and responsibilities in disability inclusion. Persons with disabilities will also access information on laws, policies and programs of government and non-government actors.

## Strategic Objective: Increased knowledge among persons with disabilities and the general public on disability.

## Strategic Outputs

1. A communication strategy developed and implemented.
2. The annual disability status report developed and disseminated.

### OT 3.1: A communication strategy developed and implemented

(i) Develop and implement the communication strategy.

(ii) Build collaborative partnerships with all development partners, MDAs, CSO and private sector on awareness raising related to inclusion and human rights promotion

(iii) Develop and disseminate information, education and communication (IEC) materials in accessible formats.

(iv) Translate and disseminate existing legal frameworks and programmes for promoting disability rights in accessible formats and languages.

(v) Develop popular versions of the existing laws and policies.

(vi) Mobilize persons with disabilities to participate in sports, music and drama for awareness creation.

(vii)   Organize award ceremonies for recognizing best performers in disability inclusion.

**OT 2: The annual disability status report developed and disseminated.**

(i)     Compile and disseminate annual disability status reports by the national, district and sub county councils

(ii)    Compile regular reports on implementation of the CRPD and other relevant national and international legal instruments which Uganda is a party .

(iii)   Compile and disseminate annual report on the disability indicators of the SDGs

(iv)    Compile regular reports on the implementation of the disability inclusive standards.

## SFA    4:  Management and Coordination of NCPD.
## Strategic Objective:  Enhanced capacity of the Council at all levels to effectively perform its functions.

**Strategic Outputs**

1. Annual budget target attained
2. Partnership management policy developed and operational.
3. NCPD structures established, visible and operational at all levels.
4. National and regional offices fully equipped and staffed

**Interventions**

**OT 4.1:  Annual budget target attained**

(i)    Lobby ministry of Finance and Economic Development and Parliamentary Budget Committee for a Vote.

(ii)   Develop a comprehensive business plan for sustaining NCPD addressing national, district and sub county.[4]

(iii)  Secure new partners and maintain existing ones;

(iv)   Support the Lower Councils to mobilize resources.

(v)    Write concept notes and funding proposals and market to donors and development partners;

(vi)   Organize fundraising drives.

**OT 4.2 Partnership management policy developed and operational.**

(i)    Develop and implement a partnership management policy in consultation with stakeholders;

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*Develop a business plan for developing and managing the acquired properties provided for in the Persons with Disabilities Act 2020;*

(ii) Organize disability reconciliation workshop

(iii) Participate in   National, Regional and International fora

(iv)Conduct exposure visits for learning

(v) Carry out partnership management meetings on a quarterly  basis

## OT 4.3NCPD structures established, visible  and operational at all levels.

(i)    Facilitate regular Council inductions, retreats and periodic performance reviews for national, district and sub county level.

(ii)   Train national, district and sub county councils in leadership, proposal development, programming among others

(iii)   Support the establishment of the district and sub county councils.

(iv)   Support the district and sub county levels to provide regular feedback to the national council

(v)    Hold regular council meetings at the national, district and sub county levels

(vi)   Hold annual general conference for joint planning with lower councils for persons with disabilities

(vii)   Develop new and review existing appropriate policies

(viii)  Carry out regular joint monitoring activities with partners and DPOs[5]

(ix)   Develop specific projects[6];

## OT 4.4 National and regional offices fully equipped and staffed

(i)  Develop and maintain an appropriate human resource development plan.

(ii) Engage and secure  volunteers  from organisations providing volunteers.

(iii) Procure   relevant tools and facilities for efficient execution of the mandate of the national and lower Councils;

(iv)Recruit staff to fill the vacant positions in the staff structure.

(v) Rebrand national Council for persons with disability profiling its national, regional and international status.

(vi)Set up Management Information System

(vii)    Develop a comprehensive monitoring and evaluation framework

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[5] *NCPD will monitor its activities and also promote joint monitoring and individual monitoring with stakeholders*

[6] *production of modern assistive devices, production of braille paper, Maintenance of Perkins braille's, modern agriculture skilling projects developed in the acquired properties, as model projects and employment of persons with disabilities*

*Develop specific projects for building the capacity of women, youth, older persons, children with emerging disabilities and minority groups according to their expressed needs*

Develop specific programs for providing counseling and guidance for persons with disability and their care givers.

## 6.0   IMPLEMENTATION  FRAMEWORK

## 6.1   Overall Assumptions and success factors

The successful implementation of the Strategic Plan is highly dependent on the following:

### 1.  Ability to mobilize the required resources

The success of the Strategic Plan implementation is dependent on continued government support, ability to identify and exploit the opportunities for resource mobilisation through a well thought out resource mobilisation strategy as well as an efficient mechanism of fund utilisation.

Resource mobilization is a critical factor that will enable the realization of the Strategic Plan.  Below are some strategies:

i. Grants and proposal development drives: Capacity to develop proposals has to be developed in the organization. The organization will also do well to be part of consortia.

ii. Local fundraising drives: All activities should have a component of local contribution embedded. This local contribution must be collected and documented.

iii. Investment: Currently the only reliable source of income for the Council is from the government of Uganda but it is inadequate. However, most of the funds are spent on costs such as rent, salaries for staff among others.  It is therefore proposed that investment be made to increase the resource base of the institution.

### 2.  Ability to marshal and coordinate efforts of all the stakeholders

Implementation of the Strategic Plan requires effective coordination between Council, management and the different stakeholders such as the civil society organisations, private sector and organisations of persons with disabilities (OPWDs)/Disabled Persons Organisations, as well as other external stakeholders who need to be brought on board.

### 3.  Improved coordination and communication to increase visibility of NCPD

This will enable the relevancy of the Council to be appreciated by all stakeholders and the general population. The feeling of competition between NCPD and other OPWDs will be demystified.

### 4.  The already established relations between government and MDA's should be sustained and even improved through the interventions in this Strategic Plan

## 6.2 Roles and Responsibilities of key strategic positions

I. **Executive Secretary**: Provide oversight and leadership of the strategy and secretariat. On top of this she will directly oversee the implementation of the Strategic Plan.

II. **Deputy Operations:** This position serves as Executive Assistant to the Executive secretary and coordinates disability communication. S/He prepares Public Communication notes for the Executive Secretary.

III. **Head of Programs**: Provides oversight for the programming issues of the Strategic Plan. These include Monitoring, compliance, research and innovation.

IV. **Head Finance and Administration:** Provides oversight on funds acquisition, utilization and accountability. To ensure that the organization's financial resources are well managed, properly utilized and are adequate for effective implementation of planned activities as well as satisfactorily accounted for.

V. **Principal Monitoring and Compliance**: The position provides oversight over Regional affairs as well as Monitoring, Evaluation and Learning.

VI. **Principal   legal and Human rights and legal issues and Monitoring, Evaluation and Learning**.

VII. The position provides oversight on management of human rights violations against PWDs as well as analysis of policies and laws to ensure disability inclusion in the said documents.

VIII. **Principal Research Training and Innovation**: The position provides oversight over research, capacity development and engagement with development partners in the field of research.

IX. **Accountant:** Responsible for keeping accounting records updated and prepare financial statements according to Government and Development partners.

X. **Principal Public Relations:** the position will be responsible for coordinating internal and external information flow of the council

XI. **Regional Coordinators:** These positions will be responsible for coordinating the linkage between the national ad lower councils as well as the stakeholders at the Regional Level.

XII. **Support staff:** these positions are outlined in the staff structure (Annex II) and will support the effective implementation of the functions of the Council.

## 6.3 Partnerships: The actors and their interest

*Table 5: The actors and their interest*

| Strategic Focus Area | Partnership | Interest/ responsibility |
|---|---|---|
| Monitoring and Compliance | ^ Government | ^ Compliance with NCPD Act and in line with CRPD |
| | ^ Ministry of Gender Labour and Social Development | ^ Deliver on mandate |
| | ^ MDAs,<br>^ CSO | ^ Compliance with SDGs<br>^ Knowledge, compliance |
| | ^ Electoral commission | ^ Persons with Disabilities participate in fair and just elections<br>^ Specialized support during election time |
| Research, Training and Innovation | ^ Legislature/ parliament | ^ Informative information for policy formulation |
| | ^ DPOs | ^ Develop proposals and information for advocacy |
| | ^ MDAs | ^ Planning and budget allocation |
| | ^ CSO | ^ Capacity development for workers<br>^ information for grant applications<br>^ Informed Advocacy |
| | ^ Private Sector | ^ Compliance and opportunity to support |
| | ^ General Public | ^ Knowledge building and support to Persons with Disabilities |
| | ^ Education institutions | ^ Training content |
| | ^ UBOS and Statistics | ^ Specialized support |
| | ^ Persons with disabilities | ^ Better Services delivered |
| | ^ Development Partners | ^ Implementation of SDGs |
| | ^ MOH | ^ Reducing disability burden |
| | ^ DPOs | ^ Reduce further vulnerability and champion disability advocacy agenda |
| | ^ Development Partners | ^ Implementation of SDGs |
| Disability Communication | ^ Private sector (Employers) | ^ publication and employment |

| | | |
|---|---|---|
| | ᴧ Media houses | ᴧ Documentary, News |
| | ᴧ MDAs | ᴧ CRPD & SDGs Implementation |
| Management and Coordination | ᴧ Districts | ᴧ Structures active and serving the persons with disabilities<br>ᴧ Mobilisation<br>ᴧ Information sharing |
| | ᴧ Development partners | ᴧ Implementation of SDG<br>ᴧ Funding |

## 6.4    Monitoring and Evaluation of the Strategic Plan

(1) The Council will particularly be responsible for the monitoring of the implementation of the Strategic Plan

(2) Hold biannual Strategic Planning meeting to review the Strategic Plan and discuss progress in the implementation

(3) Annual reports will be developed to assess the level of achievement of the Strategic Plan

(4) A mid-term review and end of plan evaluation shall be undertaken.

## Annex 1:    Monitoring and Evaluation framework

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| Strategic Goal: Disability effectively prioritized and included in policies, laws and programmes for equity. | Proportion of National budget allocated for Disability Inclusion | 0.5% | National statistics (census report, Uganda Demographic surveys. Parliamentary reports | Executive Secretary (ES) |
| | Reduction in National Disability Prevalence Rate | 10% | | |
| | Disability proportion in elected offices (Parliament and local governments) | 0.5% | | |
| Objective 1: Increased protection of rights of and access to services by persons with disabilities | | | | |
| Outcome 1: Increased protection of rights of and access to services by persons with disabilities | Number of Bills passed in favor of PWDs | 5 | Enacted Laws | Principal Legal and Human Rights. |
| | Proportions of PWDs whose rights have been abused redressed | 75% of reported cases | Police, Court and Program reports | |
| Output 1.1 Guidelines and standards for disability inclusion developed in line with national and international legal and policy framework for MDAs, CSOs and private sector. | Number of guidelines, standards and position papers developed and implemented | 15 | NCPD Programme Reports, MDAs, CSOs and private sector records, Guidelines and standards | Principal monitoring and compliance. |
| Output 1.2: MDAs, CSOs and private sector capacity developed to utilize the standards and guidelines for disability inclusion | Number of MDAs, CSOs and Private sector whose capacity has been developed. | 100 | NCPD reports, | Principal monitoring and compliance. |
| | Number of MDAs, CSOs and Private sector who have utilized the standards and guidelines for disability inclusion. | 70 | NCPD reports | Head of Programs |
| Output 1.3: A monitoring and evaluation framework | Monitoring and Evaluation Framework in place | 1 | NCPD M&E framework | Principal monitoring and compliance. |

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| developed by NCPD for assessing compliance | | | | |
| Activity 1.1.1: Analyze existing policies, guidelines and legal instruments in line with PWDs Act 2020 | Number of guidelines at national and international level analyzed. | 15 guidelines (3 CRDP, SDG (International), National (10) regional 2). | NCPD periodic report The guidelines | Principal Legal and Human Rights. |
| Activity 1.1.2: Develop guidelines and inclusion standards | Number of guidelines developed | 5 guidelines (one per year). | NCPD periodic report, | Principal monitoring and compliance. |
| Activity 1.1.3: Develop position papers where gaps exist to lobby and advocate for inclusion of disability issues in MDAs, CSOs and the private sector. | Number of position papers developed | 10 position papers | Position papers | Principal monitoring and compliance. |
| Activity 1.2.1: Develop tailor made training curricular on policies, guidelines and legal instruments for MDAs, CSOs and the private sector to address the different laws and instruments for disability inclusion | Number of training Manuals developed | 1 Manual | NCPD periodic report, manuals | Principal Legal and Human Rights. |
| Activity 1.2.2: Production of materials in accessible format, large print, audio, braille, easy read and local languages | Number of Training materials developed | 7,500 copies | NCPD periodic report, Training materials procurement reports | Principal monitoring and compliance. |
| | Number of languages the materials are translated into | 6 languages: Luganda, Luo, Kiswahili, Runyakitara, | | |

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| | | Ateso, Lugbara | | |
| Activity 1.2.3: Conduct training, public debates and symposiums for the various MDAS, CSOs and the private sector on the utilization of the standards and guidelines. | Number of trainings conducted | 20 | NCPD periodic report, training report, | Principal monitoring and compliance. |
| | Number of Public debates | 5 | | |
| | Number of symposiums | 5 | | |
| Activity 1.2.4: Register cases of rights abuse and refer to relevant authorities for further action | Number of cases registered | 720 | NCPD periodic report, | Principal Legal and Human Rights. |
| Activity 1.2.5: Conduct or commission investigations or surveys on violation of rights of PWDs or non-compliance of implementation of laws, policies and programs | Number of investigations/surveys on violation of rights | 20 | NCPD periodic report, | Principal Legal and Human Rights. |
| Activity 1.2.6: Provide a forum for hearing cases of violation of rights of PWDs through tribunals or Judiciary arrangements at district, regional and national levels | Number of forums organized | 20 | NCPD periodic report, | Principal Legal and Human Rights. |
| Activity 1.2.7: Establish a toll-free line to report cases of human rights abuse | Existence of a toll-free line to report cases of human rights abuse | 1 | NCPD periodic report Toll free line | Head Finance and Administration. |
| Activity 1.2.1: Undertake regular disability audits to assess compliance and award certificates | Number of disability audits Number of compliance awards given | 5 audits 50 awards | NCPD periodic report. | Principal monitoring and compliance. |

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| Activity 1.2.2: Identify and use disability champions/monitors at different levels to expose exclusion and human rights abuse of persons with disabilities. | Number of champions recruited | 10,000 | NCPD periodic report, | Principal monitoring and compliance. |
| Activity 1.2.3: Lobby for inclusion of disability indicators at key data management information systems of MDAs. | Number of meetings organized with key MDAs | 70 | NCPD periodic report, minutes. | Principal monitoring and compliance. |
| **Strategic Objective 2: Increased information and capacity   on disability inclusion** | | | | |
| Outcome 2: Increased information and capacity   on disability inclusion | Policy positions influenced by research | 3 | Annual Disability Status report | Principal Research, Training and innovation |
| | Disability indicators comprehensively adopted in national information system | 3 | UBOS report | Principal Research, Training and innovation |
| *Output 2.1: NCPD capacity to coordinate research and manage information for policy and planning purposes developed.* | Number of disability research studies conducted | 5 | NCPD Research reports | Principal Research, Training and innovation |
| | Number of scholarly publications supported | 5 | Publications, journals | Principal Research, Training and innovation |
| | Number of national information sharing symposiums held | 3 | NCPD/ Event reports | Principal Research, Training and innovation |
| *Output 2.2: National and regional centres for disability established to enhance innovation, capacity and coordination of disability inclusion* | Disability inclusion centre set up at Kireka | 1 | Centre reports | Head of Programs |
| | Number of persons trained at the centre on disability | 1,000 | Centre reports | Head of Programs |
| | Number of technologies developed and patented | 10 | Centre reports | Head of Programs |

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| Activity 2.1.1: Carry out research on specific disability issues to inform; policies, laws and programming for disability inclusion. | Number of researches on disability conducted | 10 | Research reports, NCPD periodic report, | Principal Research, Training and innovation |
| Activity 2.1.2: Commission research, on emerging or prevailing disability related issues | Number of researches on emerging disability issues commissioned | 5 | Research reports, NCPD periodic report. | Principal Research, Training and innovation |
| Activity 2.1.3: Hold periodic disability fora at national, regional and international level for information sharing. | Number of disability fora organized | 5 | NCPD periodic report | Principal Research, Training and innovation |
| Activity 2.1.4: Promote scholarly Journal publications on PWDs in collaboration with Universities | Number of journal publications | 5 | Journals | Principal Research, Training and innovation |
| Activity 2.1.5: Participate in local and international research conferences | Number of conferences participated in | 3 | NCPD periodic report, conference reports | Principal Research, Training and innovation |
| Activity 2.2.1: Set up a functional Disability Inclusion Resource Centre at Kireka Rehabilitation Centre | Existence of a functional disability Inclusion resource centre | 1 | Plans and construction report Disability Resource Centre | Principal Research, Training and innovation |
| Activity 2.2.2: Develop training manual on inclusion tailored to MDAs, local government, CSO and private sector needs. | Number of training manuals developed | 1 | Training manual | Principal Research, Training and innovation |
| Activity 2.2.3: Conduct training on disability inclusion | Number of trainings conducted | 9 | NCPD periodic report, training report, | Principal Research, Training and innovation |
| | Number of people trained on disability inclusion | 1080 | | |

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| Activity 2.2.4: Collaborate with learning institutions to influence the training on disability at national and international levels. | Number of collaborative meetings | 20 | NCPD periodic report, minutes, | Principal Research, Training and innovation |
| Activity 2.2.5: Create a disability think tank and teaching group of professionals | Number of professionals in the group | 5 | NCPD periodic report, training report, | Head of programmes |
| Activity 2.2.6: Collaborate with other institutions to innovate disability appropriate technologies and patenting, education, agriculture among others. | Number of IT and adaptive devices invented | 5 | NCPD periodic report, technology devices, patents | Head of programmes |
| **Strategic Objective 3: Increased knowledge among persons with disabilities and the general public on   disability** | | | | |
| Outcome 3: Increased knowledge among persons with disabilities and the general public on   disability | New and functional partnerships with CSO's and Private sector established. | 15 | NCPD Annual reports, | Principal Public Relations |
| | Proportions of employers qualifying for disability tax waivers | 25 | | Principal Public Relations |
| | The public and persons with disabilities seeking for information from NCPD | 20,000 | | Principal Public Relations |
| Output 3.1: A communication strategy developed and implemented. | Number of collaborations and partnerships harnessed | 15 | NCPD/ Partner reports | Principal Public Relations |
| | Number of disability literature made accessible and disseminated to different categories of Persons with disabilities | 10,000 copies | NCPD/ Partner reports Accessible materials | Principal Public Relations |

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| *Output 3.2: The annual disability status report developed and disseminated* | Number of National disability status report compiled and disseminated. | 5 | Disability status report | Head of programmes |
| | Number of reports generated against CRDP, SDG and recognised standards | 15 | Uganda's second report in the implementation of the CRPD Uganda's report on the implementation of the SDGs. | Head of Programmes |
| Activity 3.1.1: Develop and implement the communication strategy | Number of strategies developed | 1 | Communication strategy | Principal Public Relations |
| Activity 3.1.2: Build collaborative partnerships with all development partners, MDAs, CSO and private sector on awareness raising related to inclusion and human rights promotion. | Number of collaborators and potential partners harnessed | 15 | NCPD periodic report | Principal Public Relations |
| Activity 3.1.3: Develop and disseminate information, education and communication (IEC) materials in accessible formats | Number of materials (produced in 6 languages) | 7,500 copies 6 languages | NCPD periodic report | Principal Public Relations |
| Activity 3.1.4: Translate and disseminate existing legal frameworks and programmes for promoting disability rights in accessible formats and languages. | Number of materials (produced in 6 languages) | 7,500 copies 6 languages | NCPD periodic report | Principal Public Relations |

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| Activity 3.1.5: Develop popular versions of the existing laws and policies. | Number of popular versions | 15 | NCPD periodic report Popular versions of the laws and policies | Principal Legal and Human Rights. |
| 3.1.6: Mobilize and sensitize persons with disabilities to participate in elections, sports, music and drama among others. | Number of radio programs | 60 | National Council of Sports reports National para-olympics committee reports NCPD Reports | Head of Programmes |
| | Number of sensitization meetings | 20 | | |
| | Number of spot messages | 100 | | |
| | Number of billboards | 5 | | |
| | Number of newspapers pull out | 5 | | |
| | Number of disability inclusive sports events | 20 | | |
| | Number of Disability inclusive music Dance and drama events organised | 3 | | |
| Activity 3.2.1: Compile and disseminate annual disability status reports by the national, district and sub county councils | Number of disability status reports | 5 | NCPD periodic report, Disability status report | Head of Programmes |
| Activity 3.2.2: Compile regular reports on implementation of the CRPD and other relevant national and international legal instruments which Uganda is a party | Number of reports on legal instruments produced | 5 | NCPD periodic report, Disability status report | Head of Programmes |
| Activity 3.2.3: Compile and disseminate annual report on the disability indicators of the SDGs | Number of annual reports on disability indicators of the SDGs produced. | 5 | NCPD periodic report, Disability status Reports | Head of Programmes |

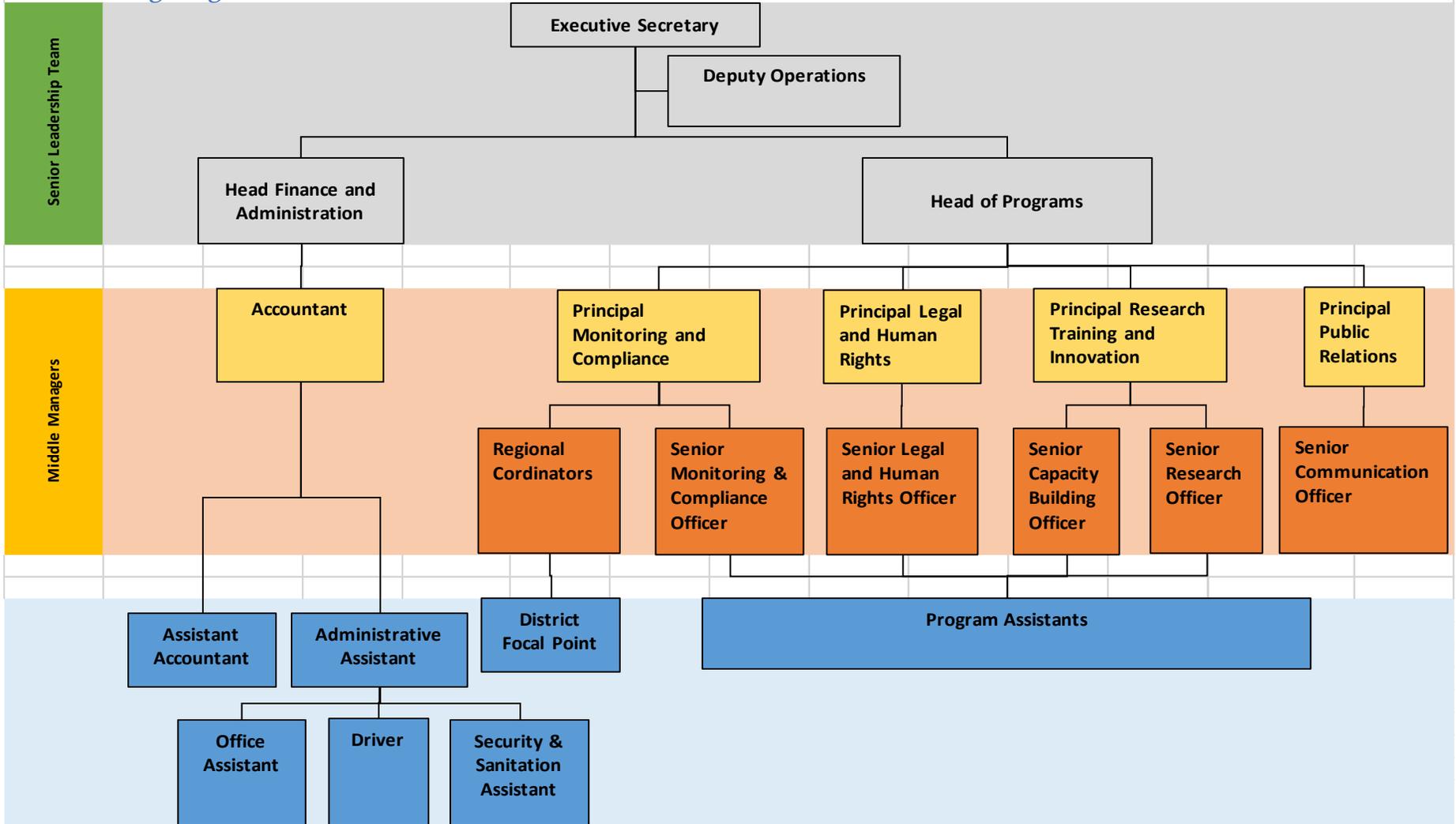| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| Activity 3.2.4: Compile report on the implementation of the disability inclusive standards. | Number of reports on disability inclusive standards produced. | 5 | NCPD periodic report, Disability status reports | Head of Programmes |
| **Strategic Objective 4: Enhanced capacity of the Council at all levels to effectively perform its functions.** | | | | |
| Outcome 4: Enhanced capacity of the Council at all levels to effectively perform its functions. | Proportion of annual targets achieved | 70% | Annual reports | |
| | % of the national and lower council members executing their mandate. | 70% | | Executive Secretary |
| Output 4.1: Annual budget target attained | New donors secured | 2 | NCPD Financial reports | Executive Secretary |
| | Budget allocation from government to National and lower Councils increased by 5% | 5% | | |
| Output 4.2: Partnership management policy developed and operational | Number of partnerships formed | 4 | NCPD reports, Minutes, budget | Executive Secretary |
| Output 4.3: NCPD structures established, visible and operational at all levels | Number of NCPD structures established and operationalised | 50 districts, 250 sub counties | NCPD reports, Minutes, budget | Executive Secretary |
| Output 4.4: National and regional offices fully equipped and staffed | Number of regional offices established | 4 | NCPD reports, Minutes, budget | Executive Secretary |
| Activity 4.1.1: Lobby ministry of Finance and Economic Development and Parliamentary Budget Committee for a Vote | Number of meeting with parliamentary budget committee | 20 | NCPD reports, Minutes, budget | Executive Secretary |
| Activity 4.1.2: Develop a comprehensive business plan for | Number of Business Plans developed | 1 | Business plan | Executive Secretary |

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| sustaining NCPD addressing national, district and sub county | | | | |
| Secure new partners and maintain existing ones. | Number of partners meetings | 10 | MOUs, financial agreements | Executive Secretary |
| Activity 4.1.3: Secure new partners and maintain existing ones | Number of sub regional training on resource mobilization<br>Donors secured | 8<br><br>2 | NCPD Reports | Regional Coordinators |
| Activity 4.1.4: Establish Public Private Partnerships. | Number of PPPs | 3 | MOUs, financial agreements | Executive Secretary |
| Activity 4.1.5: Develop and market funding proposals to potential development partners and private sector | Number of proposals developed | 20 | minutes of partnership meetings, Proposals | Head of programmes |
| Activity 4.1.6: Organize fundraising drives. | Number of fundraising drives | 5 | MOUs, reports on events organised, funds received | Head of programmes |
| Activity 4.2.1: Develop and implement a partnership management policy in consultation with stakeholders | Number of policies developed | 1 | partnership management policy | Executive Secretary |
| Activity 4.2.2: Organize annual workshops with OPWDs and partners. | Number of annual workshops with OPWDs | 5 | Workshop reports | Head of programmes |
| Activity 4.2.3: Participate in National, Regional and International fora | Number of fora NCPD has participated in. | 5 | NCPD reports | Executive Secretary |
| Activity 4.2.4: Conduct exposure visits for learning | Number of study visits | 5 | Study reports | Executive Secretary |

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| Activity 4.2.5: Carry out partnership management meetings on a quarterly basis | Number of partnership management meetings | 20 | Partnership Minutes | Executive Secretary |
| Activity 4.3.1: Facilitate regular Council inductions, retreats and periodic performance reviews for national, district and sub county level | Number of council inductions and retreats | 5 | NCPD reports | Executive Secretary |
| Activity 4.3.2: Train national Level Council to perform their roles, district and sub county councils in leadership, proposal development, programming among others. | Number of sub regional trainings | 20 | NCPD reports, training reports | Head of Programmes |
| Activity 4.3.3: Support the establishment of the district and sub county councils. | Number of district and sub county council established and functional | 50 districts 250 sub counties | NCPD Reports | Regional Coordinators |
| Activity 4.3.4: Support the district and sub county levels to provide regular feedback to the national council | Number of reports from districts and sub county councils received | 50 District reports 250 sub county reports | NCPD Reports | Regional coordinators |
| Activity 4.3.5: Hold regular council meetings at the national, district and sub county levels | Number of council meetings | 20 | NCPD minutes | Executive Secretary |
| Activity 4.3.6: Hold general conference for joint planning with lower councils for persons with disabilities. | Number of joint planning meetings | 5 | NCPD reports | Head of programmes |

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| Activity 4.3.7: Develop new and review existing policies. | Number of operational policies developed | 7 | Policies | Executive Secretary |
| Activity 4.3.8: Carry out regular joint monitoring activities with and through partners and OPWDs. | Number of joint monitoring activities | 10 | NCPD reports | Principal monitoring and compliance. |
| Activity 4.3.9: Develop specific model projects | Number of specific model projects | 5 | NCPD reports Project reports Proposals | Head of programmes |
| **National and regional offices fully equipped and staffed** | | | | |
| Activity 4.4.1: Develop and maintain a human resource development plan. | Number of plans developed | 1 | Human Resource development plan Reports | Executive Secretary |
| Activity 4.4.2: Engage and secure volunteers from organizations providing volunteer services. | Number of organisation providing volunteers<br><br>No. of volunteers secured | 5<br><br>2 | NCPD reports MOUs with volunteer organisations Terms of reference for volunteers | Executive Secretary |
| Activity 4.4.3: Procure relevant equipments and facilities, furniture, adaptable technologies and other facilities to promote disability inclusion. | relevant equipments and facilities procured Furniture Laptops/desktops Disability resource centre equipments to be identified as need arises | | NCPD reports NCPD Asset register | Head Finance and Administration |
| Activity 4.4.4: Recruit staff to fill the vacant positions in the staff structure. | Number of positions filled | 5 | NCPD reports Appointment letters Minutes | Executive Secretary |

| Monitoring and Evaluation Framework | | | | |
|---|---|---|---|---|
| **Strategy narrative** | **Indicators** | **Target** | **Source for verification** | **Responsible** |
| Activity 4.4.5: Rebrand national Council for persons with disabilities' profiling its national, regional and international image. | No. of Rebranding strategies | 1 | NCPD reports NCPD Rebranding strategies | Executive Secretary |
| Activity 4.4.6: Set up MIS | MIS set up | 1 | NCPD reports | Principal Monitoring and Compliance. |
| Activity 4.4.7: Develop a comprehensive monitoring and evaluation framework | A comprehensive monitoring and evaluation framework developed and operational | 1 | The monitoring and evaluation framework | Principal Monitoring and compliance |
| | | | | |

# Annex 2: Organogram

**Senior Leadership Team**

- Executive Secretary
  - Deputy Operations
    - Head Finance and Administration
    - Head of Programs

**Middle Managers**

- Accountant
- Principal Monitoring and Compliance
  - Regional Cordinators
  - Senior Monitoring & Compliance Officer
- Principal Legal and Human Rights
  - Senior Legal and Human Rights Officer
- Principal Research Training and Innovation
  - Senior Capacity Building Officer
  - Senior Research Officer
- Principal Public Relations
  - Senior Communication Officer

- Assistant Accountant
- Administrative Assistant
  - Office Assistant
  - Driver
  - Security & Sanitation Assistant
- District Focal Point
- Program Assistants

## Annex 3: Existing guidelines, Laws and policies embedding inclusion.

i. The 1996 Children's Statute for early assessment of disabilities amongst children to achieve early treatment, rehabilitation and education.

ii. The Parliamentary Elections Statute of 1996 established five positions in Parliament of which one of them must be a woman and recognised the use of sign language for the deaf in Parliament (International Labour Organization [ILO] 2004:6; Republic of Uganda 2006:12).

iii. The 1997 Local Government Act that established representation of persons with disabilities at all local government levels for both males and females.

iv. The 1997 Uganda Communication Act for the development of techniques and technologies to ensure communication services for persons with disabilities and the 1997 Universal Primary Education Act which demands families to give children with disabilities priority at enrolment.

v. The 1998 UNISE Act, for the establishment of the Uganda National Institute of Education (UNISE) for special teacher training for children with disabilities.

vi. The Persons with Disabilities Act, 2006, makes provisions for the elimination of all forms of discriminations against people with disabilities and towards equal opportunities. Also provides for a tax reduction of fifteen (15) per cent to private employers who employ ten or more persons with disabilities either as regular employees, apprentice or learner on a full time basis.

vii. Traffic and Road Safety Act, 1998, prohibits denial of a driving permit on the basis of disability.

viii. Workers' Compensation Act, 2000, provides compensation to workers who are injured or disabled through industrial accidents.

ix. The Business, Technical, Vocational Education and Training (BTVET) Act, No. 12, 2008, promotes equitable access to education and training for all disadvantaged groups, including disabled people.

x. National Policy on Disabilities, 2006, provides a human rights-based framework for responding to the needs of persons with disabilities.

xi. The Equal Opportunity Act, 2006, and the Employment Act (No. 6), 2006, both prohibit discrimination of persons in employment based on disability.

xii. The National Council for Disability Act (No. 14), 2003, monitors and evaluates the rights of persons with disabilities as set out in international conventions and legal instruments, the Constitution and other laws.

## Annex 4: Stakeholders (who is doing what) interest and challenges

| Stakeholder | Interest | Strategic challenges |
|---|---|---|
| The Ministry of Health | ^ Ensuring that Uganda's population is healthy and well.<br>^ Health promotion, prevention of diseases and disabilities, medical care, rehabilitation and provision of assistive devices.<br>^ Provide training, assistive devices and community education on disability prevention and management.<br>^ Offer prevention and early identification and management services such as immunisation services, ophthalmic services (eye health), Ear, Norse and Throat (ENT), orthopedic and mental health, congenital and neo-natal disability prevention, provision of Ante Natal Care (ANC); Intermittent Preventive Treatments (IPTs); uptake of disability preventative supplements such as folic acid; skilled delivery (with management of complications at birth) examination and referral at birth among others. | ^ Late detection, management of impairment and low awareness on Non communicate diseases |
| Education | ^ Provision of education for persons with disabilities<br>^ Special needs education<br>^ Promoting inclusive education. | ^ Low access to Education |
| The social development sector | ^ Improve standards of living, equity, and social cohesion<br>^ Community mobilization and empowerment<br>^ Gender and women empowerment<br>^ Labour and decent employment<br>^ Social protection for vulnerable groups including persons with disabilities, older persons, equity and rights, the Uganda Women Entrepreneurship programme and the Youths Livelihoods Programme (YLP). | ^ Low participation of MDA's, CSO and private sector in disability inclusion |
| The Agriculture sector | ^ Sustainable development and poverty reduction<br>^ Nutrition and Food security | ^ Inadequate information and |

| Stakeholder | Interest | Strategic challenges |
|---|---|---|
| | | innovation to support inclusion |
| The Ministry of Information and Communications Technology and National Guidance | ᴧ Secure ICT access and usage for all<br>ᴧ Broadcasting; efficient and effective management of scarce communication resources<br>ᴧ Information security and development of information technology<br>ᴧ Postal, communications and logistical services; financial services (money orders); passenger transport and parcel delivery services<br>ᴧ Create public awareness of the communications sector | ᴧ Inaccessible formats for information |
| The energy and mineral development sector | ᴧ Prioritization of persons with disabilities particularly in the rural electrification programme<br>ᴧ Immensely lowering the cost per unit of electricity<br>ᴧ The employment of persons with disabilities in the energy sub sector | ᴧ Low information and access to information on opportunities |
| The Justice, Law Order Sector (JLOS) | ᴧ Access to justice for persons with disabilities.<br>ᴧ There is a general lack of awareness on disability issues among police and other JLOS institutions. | ᴧ Inadequate access to justice and follow up on reported issues |
| Lands, Housing and Urban Development | ᴧ Land tenure and use management<br>ᴧ Nature of housing (including their accessibility)<br>ᴧ Ensure accessibility to, physical environment, transportation, information and communications, technologies and systems, with allocation of resources and a time bound framework. | ᴧ Low information |
| Legislature | ᴧ To provide oversight and appropriation of resources accordingly.<br>ᴧ Persons with disabilities are represented at all political levels | ᴧ Inadequate access to justice |
| The electoral commission | ᴧ Forming electoral colleges<br>ᴧ Mobilizing persons with disabilities in their electoral colleges | ᴧ Low voter education and |

| Stakeholder | Interest | Strategic challenges |
|---|---|---|
| | | inaccessible formats |

# Annex 5: Budget