
National Commission for Persons with Disability Strategic Plan 2022-2027

JANUARY 1, 2022

NCPD

**An Effective and Efficient
Organization, Promoting Inclusion
and Active Participation of Persons
with Disabilities**

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Foreword

On behalf of the Board and Staff of the National Commission for Persons with Disabilities (NCPD), I am delighted to present to the Minister of Social Welfare (MSW) our Strategic Plan (SP) for 2022 to 2027.

This SP, which was developed after thorough consultations with relevant stakeholders, outlines how we at the NCPD intend to roll out our work in the next five years under the supervision of the MSW. It also indicates how we will work with MDAs, DPOs, National and International NGOs, and Civil Society Organizations to ensure inclusion and improve the status and condition of PWDs.

We are aware at NCPD that our mandate gives us the unique opportunity and relevant leverage to be able to use our expertise and posture to improve on and impact the lives of PWDs. We hope to use this opportunity and space to enhance our research role, advising the government in policy and program formulation and delivery in line with the Midterm National Development Plan (MTNDP). We will also use this SP to support MDAs and other government departments that must support PWDs in terms of their independence and empowerment.

This SP will also ensure its implementation supports the government's commitments to the SDG's disability environment as referenced in various parts, specifically in parts related to education, growth, and employment, inequality, accessibility of human settlements, as well as data collection and monitoring of the SDGs,

PWDs want to live normal lives in their communities. That means having access to employment, transport, housing, to an income, like anyone else. It also means living in, being accepted, and being part of the community. This SP will focus on promoting the dignity of PWDs by working with the oversight Ministry and other like-minded stakeholders.

We look forward to working with the government through the Minister of Social Welfare, Other Ministries, Departments, Agencies, DPOs, Public bodies, and, the wider disability community in delivering this Strategic Plan 2022 - 2027.

Chairman, National Commission for Persons with Disability

James Taiwo Cullen

MANDATE

The National Commission for Persons with Disabilities (NCPD) was established in June 2012 in fulfillment of the Persons with Disability Act, 2011 passed in Parliament on the 10th of March 2011, and signed by His Excellency, the President of Sierra Leone, on the 20th of April 2011.

The Persons with Disability Act empowers the Commission with the responsibility of regulating, coordinating, monitoring, and evaluating activities related to disability issues at all levels in Sierra Leone. The NCPD has two mandates:

1. To ensure the well-being of persons with disability,
2. To ensure equalization of opportunities for persons with disabilities by creating an enabling environment that is barrier-free and allows fair competition between the disabled and able-bodied persons.
3. Prohibit discrimination against a person with a disability

The Commission can only carry out this mandate effectively by proper planning of interventions in many facets of life like education, health, transportation and mobility, accessibility, justice and legal aid, employment, and social inclusion, to name but a few.

MISSION

The National Commission of Persons with Disability as the statutory body on disability matters is committed to rendering the Sierra Leonean society an inclusive one, in a way that persons with disability reach their full potential in all aspects of life, advance their dignity, equality, and self-determination in enjoying a high quality of life.

In fulfilling this mission, NCPD works in order, to eliminate any form of direct or indirect social discrimination against persons with disability and their families while providing them with the necessary assistance and support.

VISION

NCPD envisions a society where people with disability are equal citizens; treated with dignity; enjoy equal rights and opportunities to participate in inclusive development, economic, social, political, and cultural life; respect for their expressed choices where abilities, rather than disabilities, are recognized.

STRATEGY

Our strategy envisions a crucial role for the NCPD in executing four primary roles:

- Disability programming and Implementation
- Strategic engagement and policy advice
- Advocacy and Awareness-raising
- Research, Measurement, Evaluation, and Learning
- Optimization of resource allocation and use in the entire Disability serving sector.

VALUES

The following values inform the work of the National Commission for Persons with Disability:

- **Independence:** Add value through objective, research-informed data, advice, and guidance to government, partners, and the public sector.
- **Integrity:** Act honestly, ethically, and responsibly in all aspects, adhering to principles of fairness, reliability, loyalty, and lawfulness.
- **Empathy:** Be sensitive to feelings, thoughts, emotions, and experiences by developing the capacity to place oneself in another's position, understand their perspective, appreciate, and respond with care.
- **Accountability:** Demonstrate responsibility, transparency, and commitment to the highest standards of openness, professionalism, and integrity with all stakeholders such as PwDs, community members, donors, government, and vendors. Enable a space to voice concerns responsibly and effectively.
- **Collaboration:** Commit to participatory processes, knowledge sharing, teamwork, consensus building, and seeking internal and external stakeholders to achieve our mandate.
- **Excellence:** Demonstrate excellence in process, product, and service delivery. Listen to the recipient's voice. Commit to continuous improvement and innovation by developing a conducive environment for individuals to realize their potential.
- **Respect:** Always professional, respectful, and ethical in our relationships and communications with each other and with all internal and external stakeholders

INTRODUCTION

The National Commission for Persons with Disabilities (NCPD) was established in June 2012 in fulfillment of the Persons with Disability Act, 2011 passed in Parliament on the 10th of March 2011, and signed by His Excellency, the President of Sierra Leone, on the 20th of April 2011.

It is estimated that about 1 billion people or 15% of the world's population are living with disabilities - the world's largest and most disadvantaged group - most of whom, are in developing countries including Sierra Leone, is a frequently quoted statement that needs to be verified. (United Nations Department of Economic and Social Affairs)

In Sierra Leone, out of a total population of 7,076,119 (National Population Census data 2015) people in the country, 93,129 have a disability. This represents 1.3 percent of the country's total population. (Francis Kabia, Umaru Tarawally, 2017)

At the regional level, the Northern region has the highest number of persons with disabilities (32,849), which represents 35.3 percent of all persons with disabilities in the country. The Eastern region has 25,577 persons with disabilities (27.5 percent of the total), and the Southern region has 22,770 (24.4 percent of the total). (Francis Kabia, Umaru Tarawally, 2017)

At the district level, the majority of persons with disabilities are from Kailahun (9,666, or 10.4 percent of the total), Bo (9,335, or 10 percent), and Port Loko (9,050, or 9.7 percent), and Bombali (8,797, or 9.8 percent). The remaining districts represent less than 9 percent of the total. There are more males than females with disabilities: 50,319 (or 54 percent of the total) are male, and 42,810 (46 percent) are female. The residential analysis reveals that there are more persons with disabilities in the rural areas of the country: 62,380 (or 67 percent of the total) live in rural areas, and 30,749 (33 percent) live in urban areas. (Francis Kabia, Umaru Tarawally, 2017)

Despite these alarming figures, poorly implemented legal protections, socio-economic programs, and societal stigma have resulted in significant barriers to the meaningful political participation of people with disabilities (PWDs) in Sierra Leone.

The Sustainable Development Goals (SDG) referenced in various parts, specifically in parts related to education, growth and employment, inequality, accessibility of human settlements, as well as data collection and monitoring of the SDGs, for instance, Goal 4 on inclusive and equitable quality education and promotion of life-long learning opportunities for all focuses on eliminating gender disparities in education and ensuring equal access to all, including persons with disabilities; Goal 8 that seeks to promote sustained, inclusive and sustainable economic growth, full and productive employment

and decent work for all, including for persons with disabilities; Goal 10, which strives to reduce inequality by empowering and promoting the social, economic and political inclusion of all, including persons with disabilities; Goal 11 would work to make cities and human settlements inclusive, safe and sustainable which calls on Member States to provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, such as persons with disabilities; Goal 17 stresses partnership for sustainable development.

Under the Midterm National Development Plan (MTNDP) of 2019 of the Government of Sierra Leone, Policy Cluster 5 on Empowering women, children, adolescents, and persons with disability states that government will Pursue special policies under this cluster that recognizes the issue of gender and the role of vulnerable groups in guaranteeing inclusiveness and empowerment. (Sierra Leone's Medium-Term National Development Plan 2019-2023, 2019)

This cluster further recognized the “Low investment in the talents and capabilities of persons with disability” which can lead to an inability to unleash the potential of the economy for inclusive development with a clear focus on increasing investment in persons with disabilities. (Sierra Leone's Medium-Term National Development Plan 2019-2023, 2019)

This strategy is therefore developed with the background of the government's commitments as expressed in the MTNDP and the global focus on improving the lives of persons with disabilities.

DEFINITION AND TYPES OF DISABILITY

Article 1 of the UNCRPD state that Persons with disabilities include those who have long-term physical, mental, intellectual, or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others

The Disability Discrimination Act (DDA) defines a disabled person as **someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities.**

On the other hand, the World Health Organization defined “Disabilities as an umbrella term, covering impairments, activity limitations, and participation restrictions.” It further states that “an impairment is a problem in body function or structure; an activity limitation is a difficulty encountered by an individual in executing a task or action; while a participation restriction is a problem experienced by an individual in involvement in life situations. Thus, disability is a complex phenomenon, reflecting an interaction between features of a person's body and features of the society in which he or she lives.”

The United Nations Relief and Works Agency (UNRWA) states that “persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments, which in interaction with various attitudinal and environmental barriers hinder their full participation in society on an equal basis with others.”

The United Nations categorized disabilities into seven, these are

- vision Impairment
- deaf or hard of hearing
- mental health conditions
- intellectual disability
- acquired brain injury
- autism spectrum disorder
- physical disability.

However other studies and progressive categorizations have included;

- Low vision
- Albinism
- Leprosy Cured persons
- Dwarfism
- Cerebral Palsy
- Muscular Dystrophy
- Chronic Neurological conditions
- Specific Learning Disabilities
- Multiple Sclerosis
- Speech and Language disability
- Thalassemia
- Hemophilia
- Sickle Cell disease
- Multiple Disabilities including deafblindness
- Acid Attack victim
- Parkinson's disease
- Diabetes

STRATEGIC PRIORITIES OF THE NATIONAL COMMISSION FOR PERSONS WITH DISABILITIES – 2022 - 2027

Strategic Priority 1 – Institutional Strengthening and Capacity Development

Improved Institutional capacity and output of the NCPD.

Outcome: Enhanced capacity of the NCPD to empower communities effectively and efficiently in Sierra Leone in claiming their human rights, demanding equality, active participation, and better citizens.

Objective 1

To Identify capacity gaps within NCPD that need to be in place to be able to adequately govern and administer the NCPD.

Key Performance Indicators

- Institutional Capacity Assessment Tool developed which captures governance, organizational management, program management, human resources management, and financial management.
- Capacity gap assessed using capacity assessment principles, in line with the strategic delivery plan.
- Capacity gap assessment report delivered.
- Capacity Gap assessment implementation plan developed.

Objective 2

To develop and roll out a one-year capacity development plan for NCPD that will make the organization competitive, credible, and respected by the community it represents.

Key Performance Indicators

- Comprehensive annual Capacity Gap Assessment implementation plan developed with clear timelines and deliverables.
- Capacity Development sessions/training/workshops organized.
- Number of staff enrolled at identified institutions for short-term courses.

Objective 3

To recruit and retain qualified staff and personnel for NCPC that will drive the strategic plan and priorities of the commission.

Key Performance Indicators

- Recruitment plan developed and discussed with Line Ministry.
- Reviewed Staff salaries, allowances, and remuneration.
- Meetings held with relevant stakeholders for implementations (Parliamentary Oversight committee on the budget, Finance Ministry, Ministry of Social Welfare, etc.)

Strategic Priority 2 – Effective and Efficient Organization

Stimulate Organizational performance and constantly strive for better results, influence, and competitive advantage through active participation of all staff.

Continue to be an effective and pro-active organization, committed to delivering on our strategic priorities, communicating our work, and developing an environment, support, policies, and systems to enable the NCPD to effectively deliver on its strategic objectives.

NCPD will prioritize the management of its organizational resources, improve communication and its working relationship with the Ministry of Social Welfare through a clearly identified and agreed framework of work responsibilities, invest, improve on its partnerships and constantly review its learnings in the implementation of its strategic plan.

Objective 1: To lead and promote an effective and efficient organization to enable the National Disability Authority to deliver on its strategic objectives.

Objective 2: To effectively lead and foster a culture of flexibility, responsibility, innovation, and a high-performing organization in the achievement of its objectives.

Actions

- Support a high-performing organization, through effective leadership, motivating staff, developing staff potential, and managing performance,
- Maintain and develop effective knowledge resources and infrastructure to support the work,
- To plan, manage and deploy staff resources to effectively deliver on strategic priorities and annual work programs,
- Effectively manage budgets, payments, and accounts
- Submit Annual Report to the Minister in line with legislative timeframe,
- Plan for and manage risks, and arrange for an internal and external audit,
- Adhere to high standards of financial procedures and governance, to meet all compliance requirements and in particular Health and Safety requirements.

Key performance indicators

- Staff development supported and staff performance managed.
- Effective well-being and staff morale initiatives delivered.

- Staff resources are planned and managed through effective workforce planning to deliver on strategic priorities and work programs.
- Operate effectively within the allocated budget.
- Risk effectively managed
- High standards of governance
- Compliance with all legal and regulatory requirements.

Objective 3

To ensure accountability and effectively implement the Human Resources Strategy, organizational policies that nurture a positive work culture to support staff in delivering on the strategic plan and annual work programs.

Key performance indicators

- Staff appraisal, performance, and development system updated in line with the standard and good practice.
- Effective implementation of the Staff appraisal, performance, and development system
- Human resources policies reviewed and updated as required and implemented.
- Adherence to financial and governance requirements, including audit of financial statements and corresponding activity.
- Health and safety processes, insurance, and organizational work best practices updated and implemented.
- Development and Implementation of an agreed effective organizational performance framework with the Board.

Objective 4

To ensure effective internal communications that ensure inclusion and support staff to perform with high quality to deliver organizational objectives in time.

Key performance indicators

- Reviewed Communications strategy and other organizational policies known and signed up to by all staff.
- Improved internal communication in line with the communicational strategy.
- Systems reviewed and enhanced with acceptable internal control systems (e.g. finance management and approval systems, Performance Management, and staff development and growth)

- Internal communication in line with communication strategy and other system policies
- Board, Management, and other review meetings planned and held.
- Board (where necessary) and Management reports made available to all staff.

Objective 5

To ensure effective external communications (i.e., convey information to PWDs, Government, INGOs, NGO/CSOs, Donors, stakeholders, and the public)

Key performance indicators

- Hand over Annual Report on work and Accounts of the NCPD to the President and Parliament every year
- Effective use of the print, electronic and new media for public information
- User-friendly website regularly updated with information, publications, and audio-visuals.
- Quarterly Newsletter developed and distributed to all relevant stakeholders.
- Short documentaries and clips (Thematic, short stories, success stories, etc) developed and released every six months.
- INGO/NGO/CSO working on disability issues yearly information sharing and learning sessions held.
- Learning outcomes from sessions developed with an implementation plan.

Objective 6

To serve as a credible research and resource centre for disability issues nationally and international

Key performance indicators

- Research and resource unit on disability issues maintained and operated at the Commission.
- User-friendly information on disability issues made accessible to the public.
- MoU signed with Statistic Sierra Leone and other research institutions.
- One Thematic research report is released every year.

Strategic Priority 3 – Living Independently in the Community

To undertake and collaborate on research and data collection, provide information, advice and to guide the development and implementation of national policies, advise on societal changes, challenges, and opportunities that impact the lives of persons with disabilities, and ensure that they can live independently and participate in the community as active citizens.

Objective1

To support the transition to new models of person-centered support promoting independence, choice, and participation by people with disabilities in the mainstream community, through the provision of research, information, advice, and guidance

Key performance indicators

- Researched and reported on transitioning to new models of person-centered supports.
- Guidance on efficient and appropriate models of assessment of need developed.
- Guidance on developing support for living and participating in the community provided.
- Effectively and strategically engaged with stakeholders providing services to PWDs.
- Advised Government and other service providers on the role, and considerations of, informal and family care of PWDs.

Objective 2

To support a transition to effective individualized funding and personal budgets for people with disabilities, through the provision of research, information, advice, and guidance

Key performance indicators

- Advised on an appropriate model of individualized funding, personal budgets, and aid.
- Researched and reported on critical steps in introducing individualized funding and personal budgets.
- Evaluation of process and outcomes for those living with individualized funding and personal budgets done.

Objective 3

To support an effective national resource allocation system for disability services, through the provision of research, information, advice, and guidance

Key performance indicators

- Research on resource allocation systems published.
- Advice on the transition to alternative resource allocation models

Objective 4

To research the implications of demographic change for services and support for people with disabilities in the future.

Key performance indicators

- Research paper(s) on aspects of demographic change published in partnership with Statistics Sierra Leone
- Policy advice paper on implications of demographic change for services and supports published.

Objective 5

To identify key issues for people with disabilities across the lifecycle, through analysis of key data sets

Key performance indicators

- Engagement with Statistics Sierra Leone and other data providers on the inclusion of consistent indicators on disability in mainstream data collection.
- Analysis of key factors about social inclusion and participation of people with disabilities, using the PWD Act.
- Analysis of key factors relating to inclusion and well-being of women and children with disabilities, drawing on the MTNDP and other related programs.
- Analysis of key factors relating to inclusion and well-being of older people with disabilities, drawing on related or relevant studies.

Objective 6

To engage with relevant stakeholders and guide on a quality assurance framework and standards to underpin the systems and supports that enable people with disabilities to live in the community.

Key performance indicators

- Guidance on core elements of a quality assurance system developed.
- Tailored guidance on standards in services issued for different and key community actors.

Objective 7

To undertake research, gather data, and provide advice to guide national policies about assistive technologies, telecare, and telehealth to, support individuals with disabilities, to live full lives in the community.

Key performance indicators

- Advice paper developed to guide on systems, structures, and design of the national program.
- Advice on universal design standards and guidelines for services and equipment.

Objective 8

To work towards recognition of good standards and quality in services to people with disabilities including recognition of disability equality

Key performance indicator

- Potential for disability strand in mainstream awards pursued and criteria identified.

Strategic Priority 4 – Implementation of the PWD Act 2011

To support the effective implementation of the PWD Act through awareness-raising, recording of accurate data, advice, and guidance to Government, Ministries, Departments and Agencies, DPOs, and other public bodies in terms of compliance.

The National Commission for Persons with Disability will continue to champion the implementation of the PWD ACT in partnership with the Ministry of Social Welfare, DPOs, MDAs, and other stakeholders.

Objective 1:

To work with partners to undertake research and provide information and evidence-based advice to Government, Ministries, Departments, and Agencies (MDAs,) and DPOs to support the implementation of the PWD Act.

Key Performance Indicators

- Developed a research plan on thematic issues related to PWDs.
- Research and good practice informed advice and implementation of the Mid Term National Development Plan (MTNDP) as relates to PWDs.
- Developed, shared, and effectively monitored compliance codes for MDA's implementation of provisions of the PWD Act.
- Effectively engaged with Ministries, Departments, and Agencies on obligations and implementation of the PWD Act.
- Served as an Advisory body to guide Government's approach to addressing disability issues at all levels.
- Effectively participated in the preparation of plans, decisions making, and actions that relate to PWDs.
- With partners and DPOs, organized and facilitated forums to hear views of people with disabilities and reports on their input from these forums to government and other bodies working on disability issues.
- Timely responded to requests from Government Departments and public bodies for advice, guidelines, or other support to implement the PWD Act.

Objective 2:

To monitor the impact of the implementation of the PWD Act on the lives of people with disabilities working with DPOs and other bodies.

Key Performance Indicators

- Engaged with DPOs and relevant stakeholders, collected and ensured the availability of data with specific indicators on the impact of implementation on the PWD Act.
- Awareness raising and monitoring sessions held with DPOs, and MDAs.

Objective 3:

To monitor and report on the progressive implementation of Part V (Rights and Privileges of Persons with Disability) of the 2011 PWD Act

Key Performance Indicators

- Annual statutory report submitted to the Government on the implementation of Part 5 of the Disability Act 2011
- Annually Submitted and followed up on recommendations to MDAs and any other public bodies considered non-compliant.

Objective 4:

To promote positive attitudes towards disability

Key Performance Indicators

- Developed key IEC materials on promoting positive attitudes towards PWDs.
- Effectively engaged with stakeholders to ensure a strategic approach to promoting positive attitudes;
- Co-ordinated actions fostered among a range of stakeholders.
- Annual achievement and recognition awards are held to celebrate institutions and individuals promoting positive attitudes around disability issues.

Objective 5:

Provide advice and information to support ratification, monitoring, and implementation of the United Nations Convention on the Rights of Persons with Disabilities and other international provisions.

Key Performance Indicators

- Advocacy activities to engage the Government to support ratification and implementation.
- Engaged with relevant x number of MDAs and other bodies for joint actions.
- Developed implementation plans for ratification, monitoring, and implementation of actions on key PWD provisions.
- Analysed and reported on progress in implementation of recommendations.

Objective 6:

Increase awareness of disability and related issues to support the effective sharing, dissemination, and broadcast of data, excerpts, and facts on the PWD Act 2011, UNCRPD, and delivery of the National Disability Strategy Implementation Plan through our research, advice, and guidance to Government Departments and public bodies and to monitor the outcomes for people with disabilities.

Key Performance Indicators

- Abridged versions of the PWD Act distributed to DPOs and other bodies working on disability issues.
- Communications and Education manual on the PWD Act 2011
- Developed IEC Materials on the PWD Act 2011.
- Signed MoUs with DPOs and other bodies working on PWDs.
- Monthly outreach and stakeholder engagement on the PWD Act (MDAs etc)
- Quarterly monitoring reports on MDA compliance on the implementation of the PWD Act
- Awareness raising plan developed in partnership with DPOs and other stakeholders.
- X number of community and stakeholder engagements held.
- X number of DPOs supported the roll-of awareness programs in their localities.
- Annual MEAL plan developed and shared.

STRATEGIC OVERVIEW

NCPD will work with the Ministry of Social Welfare, DPOs, INGOs, NGOs, MDAs, and other stakeholders involved in working for the improvement of the lives and dignity of PWDs.

We will use right-based approaches to engage, consult as much as possible, and align our work with National and international standards on PWDs.

This strategy which is the second for the NCPD demonstrates the aspirations and determination of NCPD to work and empower people with disability, demand respect for their human rights, and ensure inclusion and active participation in decision making and governance that directly affects them.

Four strategic priorities have been developed from the Vision, Mission, Core Values, and consultations with DPO, MDAs, and other bodies. These priorities will guide the work of the commission in the next five years. This means that the commission will have to prioritize what activities to engage in throughout the five years in fulfillment of this SP.

It is also expected that implementation will be mainstreamed amongst partners, DPOs, MDAs, and other stakeholders.

This strategy will also support the implementation of the Sierra Leone medium-term National Development Strategy Plan 2019 – 2023 with the theme of Education for Development, deliberate action to improve people's lives through Education, Inclusive Growth, and Building a Resilient Economy.

Key Drivers

The key drivers or motivations behind the formulation of this SP are as follows:

- ❖ Build the capacity of the NCPD to respond to the modern-day realities of PWDs.
- ❖ Become an effective and efficient institution.
- ❖ Priorities work that reflects what our constituents want
- ❖ Mobilize and collaborate with like-minded organizations for enhanced impact.
- ❖ Campaign, lobby, and advocate for change
- ❖ Improve communication and ensure staff and Board cooperation.

KEY ACHIEVEMENTS OF NCPD SINCE ITS ESTABLISHMENT

Visibility And Profile

The Commission's website www.ncpd.gov.sl is one of the key sources of disseminating relevant information to the public. Write-ups, reports, pictures, audio, and videos are uploaded regularly to ensure that duty bearers, Persons with Disability, Partners, and other relevant stakeholders receive real-time information on the activities of the Commission.

Visitors on the site can interact and quiz on any matter relating to the activities of the Commission sending messages via WhatsApp 24 hours around the clock.

Social media also forms an integral part of the Commission's visibility strategy, the Commission's Facebook page has over one thousand three hundred followers (1.3K) with 500 average likes on a post.

The next steps will be opening Twitter and Instagram Accounts and other interactive and information dissemination pages and spaces

Reports

The Commission reports on every activity and this is uploaded on the webpage and Facebook accounts of the institution.

In 2019, the Commission released an **Accessibility Audit Report** for selected MDAs in the Western Area and their compliance with provisions of The Persons with Disability Act 2011 that provides for free barriers to all persons with disabilities (PWDs) in their communities in Sierra Leone.

"Hence, the accessibility audit was done purposefully to gauge the willingness of state institutions to make their facilities accessible to People with Disabilities".

The report aims to ensure that the Institutions captured herein should comply with and implement the recommendations of the accessibility audit committee. It is also hoped that the report could be utilized by other institutions to inform their decisions about accessibility for persons with disabilities that will contribute to a barrier-free environment for all citizens with disabilities and older people in our society. The report can be found on the Commission's website.

In 2020, the Commission also released a report on the **Impact of Covid 19 on the Livelihood of Persons with Disability in Sierra Leone.**

"The survey results suggested that the COVID 19 has disproportionately affected persons with disabilities either directly or indirectly. The Government of Sierra Leone is committed

to improving the lives of Persons with Disabilities in Sierra Leone, but the COVID 19 has further frustrated its efforts in addressing their special needs. Social distancing rules limit offers of help from the public to persons with disabilities, for instance, support crossing the street. COVID 19 response narratives emphasizing the importance of a healthy body' exacerbate these difficulties and increase stigma towards disabled people" (Forward – Impact of Covid 19). This report is available on the Commission's website.

Human Resource Capacity

The NCPD has 17 (seventeen) permanent staff including the Chairman, Executive secretary, and National Administrative staff, Four Regional Coordinators, Personal Assistance to the Chair and the Regional Coordinator West, and five volunteers supporting the different regions, administration, and dispatch support.

Partnerships

NCPD has an official partnership with the National Commission for Social Action and Local Councils. The Commission also enjoys informal partnerships with national and international development partners through the Ministry of Social Welfare, the supervisory Ministry

METHODOLOGY

Several processes were adopted for the formulation of this strategic plan. They are as follows:

i. Engagement with Executive Secretary of the National Commission for Persons with Disabilities

This activity led to the discussion of the MoU to understand the mandate and work of the NCPD and expectations from NCPD on the consultant's role. The outcome was the finalization of the MoU and the signing of the contract.

The NCPD then shared the following documents;

ii. Literature Review

Several documents were submitted by NCPD including Background on NCPD, NCPD Communications Strategy, NCPD Five Year SP 2014-2018, and NCPD Human Resources Policy.

The consultant also visited the website of the NCPD, referenced the Sierra Leone Medium-Term National Development Strategy 2019 – 2023, and other sources such as the Sustainable Development Goals (SDG) also known as the Global Goals that have pledged to Leave “No One Behind” and designing interventions to bring the world to several life-changing ‘zeros’, including zero poverty, hunger, AIDS and discrimination against PWDs, women, and girls.

The consultant also reviewed a report “Sierra Leone 2015 Population and Housing Census Thematic Report on DISABILITY, reviewed and adapted SP of other Disability Commissions in the world and referenced the Convention on the Rights of Persons with Disabilities (CRPD)

iii. Focus Group Discussions (FGD)

The consultant, the M&E Officer, and the Public Relations dedicated six (8) days and held five FGD in Makeni, Port Loko, Bo, Kenema, and Freetown. The Consultant also held meetings with key stakeholders including, the Human Rights Commission, the Ministry of Social Welfare Regional Offices, The Local Councils, Medical Superintendents/representatives of Government Hospitals, Correctional Services, The Family Support Units, and Crime Departments of the Sierra Leone Police and CBOs/NGOs.

This process was to ensure active participation of the DPOs, MDAs, NGOs/CSOs, and other partners to shape the development of the strategy but also to elicit information from

them on the future or desired result that they envision, plan, and suggestions to achieving and implementing the Strategic Plan.

iv. Stakeholder Engagement

The disability stakeholder engagement commenced in Makeni at the NCPD office with representatives from all the districts that made up the Northern region. With over 35 people in attendance, only 9 have read or seen the Disability Act of Sierra Leone. The NCPD Strategic Plan on the other hand has not been seen by any of the stakeholders in attendance and they politely requested that the new one be made available to them at their various districts and regional offices.

Individual and institutional engagements were also done in Makeni, Magburaka, Port Loko, Kenema, and Bo and the final engagement took place in Freetown. Institutions engaged are colleges and universities, police, hospitals, district and city councils, the National youth commission, and the Human Rights Commission of Sierra Leone.

“The act is like your house rule so you must know it inside and out just like how you know every corner of your house,” said Mr. Sheriff the lead consultant as he calls the stakeholder engagement to order.

The Disability Act part 9 section 39 says that government ministries and agencies should have disability contact desks to address disability issues. This needs to be enforced because as it stands, the majority of them do not have one and are reluctant to do so. There is a need for the leadership of the commission to be proactive by engaging the government and we will support from our various districts with the right attitude, advocacy, lobby, and pressure. Teamwork is key moving forward with NCPD and the NCPD leadership should take this into serious consideration.

There was also a deliberate effort to ensure gender balance, youth, and participation of the aged.

ISSUES IDENTIFIED DURING THE FGD ENGAGEMENT

KEY CHALLENGES AFFECTING THE EFFICIENCY AND EFFECTIVENESS OF NCPD

- Limited independence of the NCPD to operate devoid of government interference.
- Absence of district offices to coordinate NCPD work
- Resource and capacity challenges with DPOs to support the work of NCPD as critical partners
- Limited resources and funds for the full operations and program implementation of NCPD

- Absence of comprehensive data on PWDs
- Understaffing at NCPD both at the National and Regional levels
- National Secretariat lacks effective communication tools and processes
- No mobility (Car/bikes)

WHAT IS AT THE ROOT OF THE CHALLENGES AT NCPD

- Limited cooperation with the Ministry of Social Welfare (Supervising Ministry)
- Capacity Gap within the NCPD
- NCPD does not report annually on its work
- No strategic plan and Poor planning
- Inadequate Communication of work of the NCPD
- Limited resources to deliver on the plans and programs of NCPD
- Limited collaboration or partnership with like-minded institutions
- Limited interaction and partnership with the International partners and donor communities

WHAT CAN BE DONE TO EFFECT THE DESIRED CHANGE

- Staff capacity assessment and development of NCPD and DPOs
- Robust Media engagement and awareness-raising and popularization of the Disability Act of Sierra Leone and work of NCPD
- Joint Resource mobilization drive with the Ministry of Social Welfare and partners
- Capacity development in advocacy and lobbying
- Capacity building on fundraising, managing people and resources, and project writing skills
- Improve relationship with the Ministry of Social Welfare and Government through constructive engagements
- Improve Partnerships and collaborations on the work of NCPD
- Improve donor engagements and communications to fundraising and for material support
- Monitor projects implemented by the NCPD for accountability
- Setting up of rehabilitation teams (Chiefdom, districts, and regional teams)
- Review of the Disability Act to capture emerging issues and align with national and international realities (Inclusive-right base review)
- Capacity building in disability issues (Knowledge in disability issues to be able to engage effectively in disability campaigns)
- Develop an Action Plan and follow up on implementation
- Capacity building for social skills and empowerment

- Expansion of the staff base to empower Regional Coordinators

FEEDBACK FROM MEMBERS OF THE DISABILITY COMMUNITY, ATTENDING THE FGD

“We feel greatly confident and comfortable working with you. This is the way forward and the new way we want to see the leadership at NCPD work with us. We deserve to be included in every decision making, program, project, and activity that involves us persons with disability in Sierra Leone”.

All the above issues and challenges were generated through group work and participatory discussions during the FGD. They have been carefully placed under each heading for ease of understanding.

CONTEXT ANALYSIS

A. INTERNAL OPERATIONAL ENVIRONMENT:

The National Commission for Persons with Disability (NCPD) was established in 2012 as provided for in Section (2) of the Persons with Disability Act 2011.

The PWD Act 2011 itself is a domesticated form of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and Article 33 provides that state parties should establish an implementing agency of the Convention.

The Act states thus “being an Act to establish the National Commission for Persons with disabilities, to prohibit discrimination against persons with disabilities, achieve equalization of opportunities for persons with disabilities and provide for other related matters”.

To ensure effective operations of the NCPD in terms of roles and clarify the nature of a job, job designations have been harmonized, as much as possible to provide an appropriate level of hierarchy to be used by NCPD. The designations which have been used for NCPD are as follows:

- i. Chairman and Commissioner; (Head of Board and Chief Executive)
- ii. Executive Secretary; (Head of Administration)
- iii. Directors
- iv. Deputy Directors at the regional levels (for the long-term replacing the Regional Coordinators)
- v. Managers/Regional Coordinators
- vi. Officers
- vii. Support staff

The Commission is headed by the Chairman/Chief Commissioner who is a political appointee, appointed by His Excellency the President of the Republic of Sierra Leone

The Executive Secretary as head of administration, Directors, Regional Coordinators, and every other staff within the Commission shall be appointed by the Commission.

1. Board Members - The Governing Body

The Board is headed by the Chairman who shall be a person with knowledge of disability issues; one representative of each of the Ministries responsible for the following:- social welfare; finance; youth and sports; health; education; employment; transport; tourism and culture, four representatives of the Sierra Leone Union on Disability Issues and other organizations of persons with disability including at least one female; two representatives from non-governmental organizations dealing with disability issues.

The Chairman shall be appointed by the President on the recommendation of the Minister and subject to the approval of Parliament.

The Chairman and other members of the Commission shall hold office for a term of three years and shall be eligible for re-appointment for another term only.

The Board meets four times in the year but also calls emergency meetings as and when necessary.

2. National Secretariat and Staff

The National Secretariat is headed by the Executive Secretary (ES) who is directly supervised by the Board Chairman. The ES is appointed by the Commission and holds for five years and shall be eligible for re-appointment for another term only.

The Executive Secretary is responsible for the day-to-day administration of the Commission including the arrangement of the business, recording, and keeping of the minutes of the meetings of the Commission and the supervision and discipline of the other staff of the Commission; consulting with Ministries, local councils, and other relevant organizations and institutions to secure the implementation of measures decided by the Commission; and perform such other functions related to the NCPD Act as the Commission may direct.

The Executive Secretary, with the approval of the Human Resource Committee, shall have the authority to appoint staff for a short period. The rationale for the appointment temporarily should be laid down and presented to the HR Committee. Proper hiring procedures embodied in this manual shall be followed for temporary and contractual-based appointments with a fixed period, extendable with the approval of the Chairman and the Executive Secretary.

Except for ad hoc/temporary appointments, all appointments at NCPD shall be made with a permanent contract until retirement, termination, or death as per the rules and regulations defined by the Government of Sierra Leone and as described in this manual. It is an open-ended contract and confirmation in post after 6 months' probation if performance is satisfactory.

B. EXTERNAL OPERATIONAL ENVIRONMENT

1. The Political and Governance landscape:

Sierra Leone is a Democratic State. **The last multitier General elections** were held on 7 March 2018 to elect the President, Parliament, and local councils. A total of 16 Presidential candidates registered to contest the elections: 14 men and two women. The

Incumbent, President Ernest Bai Koroma was not qualified to run for another term, as he was constitutionally ineligible, having served the maximum ten years in office.

The manifestos of three of the political parties accessed i.e. The All Peoples Congress (APC) (under its Social Protection Priority Pillar), The National Grand Coalition (Theme 1: Reducing Poverty and fostering Inclusive Growth), and the Sierra Leone Peoples Party (Part III of its Human Development Pillar) all highlighted the challenges faced by PWDS and proffered strategies and proposals of addressing these challenges if they win the Presidential Elections. They all pledged to create an environment that allows the effective functioning of PWD. None of the Presidential candidates was a person with a disability.

None of the presidential candidates was able to score 55% of the vote required to win in the first round, which necessitated a second round of voting, held on 31 March between the top two candidates, opposition leader Julius Maada Bio of the Sierra Leone People's Party (SLPP) and Samura Kamara of the ruling All People's Congress (APC); the two were separated by under 15,000 votes in the first round. Julius Maada Bio was subsequently elected with 51.8% of the votes cast.

2. The Executive

The executive branch of the Government of Sierra Leone is headed by the president, whose constitutional responsibilities include serving as commander in chief of the armed forces; negotiating **treaties**; appointing federal judges (including the members of the Supreme Court), ambassadors, and cabinet officials; and acting as head of state.

In the exercise of executive powers, the President can either directly do so by himself or through his appointed Ministers and other appointees who are answerable to him.

The Chairman of the NCPD is appointed by the President on the recommendation of the Minister of Social Welfare, subject to the approval of Parliament.

3. Legislature

The Parliament of Sierra Leone is the legislative branch of the government of Sierra Leone.

The Members of Parliament are directly elected by the electorate for five years during the general elections. The current parliament is referred to as the Fifth Parliament of the Second Republic of Sierra Leone. It is the legislative branch of the government of Sierra Leone. It is principally responsible for making laws.

The Sierra Leone parliament consists of 146 members, of which 132 members are directly elected from across Sierra Leone's 16 Districts while 14 are paramount chiefs appointed from the 14 rural districts. The Parliament is led by the Speaker. The current elected 132 Ordinary members of parliament are composed of members of the All People's Congress (APC), and the Sierra Leone People's Party (SLPP) which are the two largest political parties in Sierra Leone plus two other parties, the National Grand Coalition (NGC) and the

Coalition for Change (C4C) and finally, three Independent members who were not elected under any party.

Political tensions after the March 2018 led to the convening of the Biintumani III consultative conference, which was about soliciting the views of Sierra Leoneans on the remit, the shape, and the mechanics of the proposed Independent Peace and National Cohesion Commission.

It is believed that the eventual establishment of such a commission will be a huge step in efforts to further consolidate and strengthen our democracy.

4. Judiciary

The **Judiciary of Sierra Leone** is the branch of the Government that interprets and applies the laws of Sierra Leone to ensure impartial justice under law and to provide a mechanism for dispute resolution. The independence of the judiciary is guaranteed by the constitution.

The Vision of the Judiciary is “Accessible, fair, and expeditious justice for all in Sierra Leone” and Its Mission is “To uphold the Constitution and rule of law, adjudicate over matters civil and criminal, to sustain national peace, security, and development”

The Judiciary can be both a fulfilling and frustrating space for persons with disabilities in trying to access justice.

The judicial system is headed by the Chief Justice of Sierra Leone, who is appointed by the President subject to the approval of Parliament. It comprises the inferior courts, represented by the Magistrates Courts and the Local courts, and the superior courts, represented by the High Court, the Court of Appeal, and the Supreme Court.

5. The Sierra Leone Medium-Term National Development Plan – 2019 – 2023

This document is also dubbed “EDUCATION FOR DEVELOPMENT” which focuses on Improving People’s Lives through Education, Inclusive Growth, and Building a Resilient Economy. It is a compilation of the various components of the development agenda mapped out as a nation for the immediate and long-term goals of the development aspirations of the SLPP-led government. It outlines the vision of the Government and is divided into eight pillars called clusters:

- ❖ Cluster One: Human capital development
- ❖ Cluster Two: Diversifying the economy and promoting growth
- ❖ Cluster Three: Infrastructure and economic competitiveness
- ❖ Cluster Four: Governance and accountability for results
- ❖ Cluster Five: Empowering women, children, and persons with disability
- ❖ Cluster Six: Youth employment, sports, and migration

- ❖ Cluster Seven: Addressing vulnerabilities and building resilience
- ❖ Cluster Eight: Plan implementation

The eight clusters/pillars will address several human rights, good governance, and accountability issues if implemented. NCPD will therefore draw its strength from this vision of government especially cluster Five by advising the government in terms of approaches to implementation but also monitoring the process.

6. State Institutions

The 11 years of civil war destroyed many institutions and infrastructure in Sierra Leone. This became a priority for both the state and international partners.

As a nation, Sierra Leone has come a long way with several reforms and the establishment of State Institutions to ensure accountable governance. But we still have a long way to go in ensuring that these state institutions are made autonomous and independent in the true sense of the word.

There is a direct correlation between the level of independence of state institutions and the consolidation of democratic good governance.

Some of the State Institutions are; the Anticorruption Commission, National Electoral Commission (NEC), Human Rights Commission (HRCSL National Commission for Democracy (NCD); National Commission for Children (NCC); Office of National Security (ONS); Independent Police Complaints Board (IPCB), National Social Security and Insurance Trust Scheme (NASSIT); National Revenue Authority (NRA); the National Protected Area Authority (NPAA) and Environmental Protection Agency (EPA);

These institutions will be extremely critical partners for collaboration with NCPD as their mandate revolve around the welfare and dignity of PWDs, inclusion, resource mobilization and allocation, enjoyment of human rights, and living independently in their communities.

7. Ministry of Social Welfare (MSW)

The Ministry of Social Welfare was part of the Ministry of Social Welfare Gender and Children's Affairs (MSWGCA) until its separation in 2020. It is headed by a Minister, appointed by the President subject to approval by Parliament.

It is charged with the responsibility of responding to the social needs of social depravity of groups like the disabled. The Ministry's mission is to ensure that social development is pluralized and ensures that those socially marginalized, disadvantaged, and less privileged including the aged, and the disabled, whether as groups, individuals, family units, and the needy in our communities are equitably and adequately supported.

The MSW takes an active part in recommending the appointment of the Chairman of the Commission to the President. It is also the Ministry that supervises the Commission.

The Ministry is also the supervising ministry of the NCPD on behalf of the government.

8. Civil Society Organizations (CSOs)

These can be understood as the "third sector" of society, distinct from government and business. They are an aggregate of non-governmental organizations and institutions that manifest the interests and will of citizens or individuals and organizations in a society that is independent of the government.

The establishment and work of CSO in Sierra Leone over the years have grown significantly. This is especially true after the eleven years of civil war.

They work in different communities on several thematic issues including governance, human rights, poverty eradication, anti-corruption, health, education, and empowerment.

Some of these have mainstreamed work on PWDs and have referred to themselves as Disabled Persons Organizations (DPOs).

9. Sierra Leone Union on Disability Issues (SLUDI)

Sierra Leone Union on Disability Issues (SLUDI) was Founded in 1995 and has been operating as a registered local Non-Governmental Organization and the umbrella body for all Disabled People Organizations (DPOs) and their respective organizations.

SLUDI is registered with the Ministry of Social Welfare Gender and Children Affairs, the Freetown City Council as a Civil Society Disabled Peoples Organization, and with other international institutions like West African Forum for the Disabled (WAFOF), Africa Disability Forum (ADF), and International Disability Alliance (IDA)

The Organogram of SLUDI includes the Advisory Board that formulates and gives policy directives and advice for the implementation of the Secretariat Staff. The secretariat staff leads the implementation of the institution headed by the President and includes the Program Development Officer, Director of Administrative, Project Officer, Finance Officer, Gender officer, and Monitoring and Evaluation Officer.

SLUDI operates in all the sixteen geographical districts of the country with district executives of nine headed by a chairman.

SLUDI's highest decision-making body is the Annual General Meeting (AGM) followed by the Advisory Board and then the National Executive led by the President.

The union's key thematic areas of operation include the following:

- a) Advocacy and lobbying to influence the implementation of the PWD Act 2011 and the United Nations Convention on the Rights of Persons with Disabilities
- b) To work for the equalization of opportunities for all disabled persons
- c) Awareness raising and sensitization to educate society as well as individuals on disability issues.
- d) Monitoring and evaluation of the persons with disability Act 2011
- e) Conduct research and data collection on persons with disabilities to support concrete statistic that informs the provision of individual support, opportunities, facilities, prevention measures, rehabilitation, and other related issues to the disabled persons.

SLUDI has four members sitting on the Board of the NCPD. Over the years it has serves as a critical partner in advocacy and lobbying for independence and increased support and improved conditions of the NCPD and PWDs generally.

10. Disable Persons Organizations (DPOs)

Poor coordination between the relevant players in the disability sector in Sierra Leone created several challenges for PWDs. Although CSOs were working directly on PWD issues it became clear that concrete benefits to the disability community were extremely low. There were still challenges and struggle for these organizations to access, lobby, influence, and engage the government and members of the parliament on key public policy issues affecting PWDs.

This led to the formation of DPOs, which are organizations that are controlled by people with disability (at least 51% of people with disability at the board and membership levels). A DPO is different from other disability sector organizations because it is a **'for us, by us'** institution. DPOs believe that people with disability are the best spokespersons and that their role has been and continue to be fundamental to the disability rights movement.

C. STRENGTH WEAKNESSES OPPORTUNITIES THREAT ANALYSIS OF NCPD

Strengths	The National Commission for Persons with Disability The existence of the NCPD Law/Act Committed Staff (human resource) Inclusive Board membership Existence of Regional offices
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Weaknesses	Limited finances for the full operations of the commission Absence of mobility to facilitate movement and operations of the commission Weak Implementation and monitoring of the NCPD law/Act Limited Independence of the commission to fully implement work and programs
Opportunities	Medium-Term National Development Plan (MTNDP) Existence of DPOs nationwide Sustainable Development Goals (SDGs) The existence of the UNDP offices in Sierra Leone The Human Rights Commission Accessible Media (TV and Radio – Disability hour on radios still largely unused) Existence of Sierra Leone Union on Disability Issues (SLUDI)
Threats	Stigma and discrimination in social settings Non-compliance with Inclusive governance in terms of getting PWDs across the governance spectrum District development plans do not capture PWDs None-existence of Disability desks and contact points at certain government agencies Limited cooperation with the Ministry of Social Welfare Self-pity/ low self-esteem/inferiority complex of PWDs Ineffective partnership/cooperation and collaboration with like-minded institutions

D. THE NCPD THEORY OF CHANGE

As a Commission, we believe in the social model of disability, which states that disability arises when an individual's impairment is compounded by societal barriers that prohibit that individual from fully participating in society. Societal barriers such as inaccessible buildings, non-supportive Legislation, or discriminatory attitudes can combine in any form with an individual's impairment to prevent them from participating equally in everyday activities alongside their families and peers.

The overall impact on which this theory of change is developed is based on the vision of NCPD which is that:

“NCPD envisions a society where people with disability are equal citizens; treated with dignity; enjoy equal rights and opportunities to participate in economic, social, political and cultural life; respect for their expressed choices where abilities, rather than disabilities, are recognized”.

For this to happen, NCPD anticipates that the following preconditions will have to be in place:

- i. There are inclusive policies and Legislation in place that are also being implemented.
- ii. Vibrant DPOs, NGOs, and CSOs are networking and advocating for the rights of persons with disabilities.
- iii. Government Ministries and other stakeholders are providing inclusive services.
- iv. A well-informed society supportive of disability issues.
- v. NCPD is sustainably regulating and coordinating the disability sector.
- vi. The Ministry of Social Welfare is providing the necessary oversight and support for the effective and efficient functioning of the NCPD

In support of these preconditions to the achievement of the impact, a few related changes must take place including the following:

- i. The NCPD leads the development and implementation of ALL activities that have to do with PWDS in partnership with the Ministry of Social Welfare and related agencies and institutions.
- ii. That review processes are being undertaken in key identified Ministries. This means appropriate directives and recommendations are being issued to support the implementation of proposed interventions in the laws and policies.
- iii. That the DPOs and CSOs have the necessary capacities to operate as well as advocate for the rights of persons with disabilities. In addition, there will be increased collaboration between NCPD and DPOs/CSOs leading to greater cohesion and alignment resulting in them doing better and more in the disability sector.
- iv. The Ministries are mainstreaming disability in all their operations. For this to happen, there will have to be planning being undertaken based on a rigorously analyzed body of evidence that is collated and made accessible through effective

communication and promotion. There also needs to be disability desks at these MDAs as prescribed by the PWD Act 2011

- v. The public understands the rights of persons with disabilities and stops discrimination and stereotyping. This will entail having people learn from each other and increase their understanding and tolerance and accept PWDs as equal citizens, in the social, economic, and political lives of the state.
- vi. There is a strong regulatory framework under which NCPD can undertake its operations. This can be the reviewed Act. This regulatory framework will have to be known and understood both by NCPD staff, the Board, the political offices, and all other external stakeholders.
- vii. The Government of Sierra Leone lives by example and implements the inclusive governance policy by ensuring that PWDs are effectively represented at all levels of governance.

IMPLEMENTATION OF THE STRATEGIC PLAN

This strategy aims to bring about a change that will empower the PWD communities, dignifying their status and having them live independently in their communities.

The leadership of the Commission will ensure that an implementation plan that aligns with the priorities in this strategy (2022 – 2027) is the working document of the Commission in the next five years

The Board, Management, and Staff will implement this strategy in the following ways Here's how to make it happen.

Communicate and align our work

We will clearly communicate our objectives, driven by the Mandate, values, and vision of NCPD. The National implementation plan will be a product of all sectoral, regional, and individual staff plans. Board and Management meetings must have a common conversation that prioritizes the commissions' Goals.

Drive accountability

It will be the responsibility of the Board, Management and all staff to have goals that feed into the Commission's Goal. These Goals now show how the day-to-day work of each sector and staff impacts the success of the company.

In this situation, all know what all teams are working on and how each team is being held accountable for their goals and their action plans, it will be easier to quantify vision and strategy.

Be action-oriented

The team will look at the bigger picture for success, every work must have an impact on the overall work of the commission. We will act as individuals and as team members for a greater impact.

Track progress

Regular meetings about tasks will be held with each team to talk about their progress. That way, everyone will understand how their contributions to the Commission play out when weekly meetings take place, and there will be clear lines of communication to answer questions and get everyone on track.

Reports of activities and programs will form the basis of an initial progress track. Learnings from these reports will form strategies for improvement.

MONITORING, EVALUATION, AND LEARNING (MEAL)

Monitoring, Evaluation, and Learning are critical parts of the implementation of this strategy.

NCPD envisions a society where people with disability are equal citizens; treated with dignity; enjoy equal rights and opportunities to participate in economic, social, and cultural life; respect for their expressed choices where abilities, rather than disabilities, are recognized. It is therefore important to be able to measure such changes and record and report these changes.

Special MEAL tools will be employed to track progress, implementation, and success indicators from which several learnings will be derived. Learnings from such feedback and reports will form the basis of reviews, adaptations and future strategies and plans, and reflection sessions which may necessitate further capacity building or review of approaches and methodologies in the work of the Commission.

i. Monitoring and Evaluation tools

Monitoring will be done on an ongoing basis using institutions' tools.

a. Levels of monitoring and evaluation:

This will be done on:

- i. Programme implementation
- ii. Programme completion basis
- iii. Institutional programs roll outs
- iv. Collaboration and partnership
- v. Strategic and financial discipline

ii. Strategic Monitoring Plan

a. Documents-based information

NCPD's collection of information about the enjoyment by persons with disabilities of their rights starts with the identification of sources of information.

The Commission will make use of a **variety of sources**: The 1991 Constitution, the PWD Act 2011, and other regulations are primary sources of information. Other sources will be parliamentary inquiries or reports, State policies and programs relating to the implementation of legislation as well as budgets; Decisions of judicial and quasi-judicial bodies such as courts and national human rights institutions, Media reports, studies, and research from academia or other research centers and civil society organizations. NCPD will also collect information on legislation, including constitutional provisions, statutes, codes, and regulations providing a means of understanding the extent to which laws discriminate against persons with disabilities, as well as the extent to which they promote the rights of persons with disabilities.

NCPD will Collect information on policies—State strategies or directions that might not necessarily be binding—which is vital to understanding whether there is the political will to move from legislation to implementation of the Convention. The first step in monitoring is to review whether that legislation and those policies comply with the Convention. This review might identify normative gaps or laws that conflict with the Convention, for example by violating a prohibition.

b. Programs based information:

Disability programs implemented by a local and international nongovernmental organizations working on disability issues can ensure that the practical and financial measures are in place to promote the realization of the rights of persons with disabilities recognized in legislation.

NCPD will also monitor the implementation of the Mid-Term National Development Plan 2018-2023 which has indicators for health, education, livelihood empowerment

for PWDs, employment, independent living, political participation, and accessibility of public infrastructures across the board.

c. NCPD will also Collect and study legal cases

These are cases involving disability issues decided by courts of law, national human rights institutions, and other judicial or quasi-judicial decision-making bodies that provide evidence of how these bodies apply rights guarantees to a particular situation and interpret and enforce legislation, policies, and programs. Monitoring legal cases will provide information to help understand the implementation of the Convention and of legislation related to the rights of persons with disabilities and how justice is, or is not, accessible to them. It is also important to look at whether decisions are then executed.

d. Other Sources:

There is often a significant gap between legal and policy provisions on paper and the reality of people's everyday lives. It is, therefore, necessary to complement document-based materials with information from persons with disabilities on their experiences and views. Consequently, key interviews with persons with disabilities, their representative organizations, policymakers, service providers, and others can help to gather information on how laws and policies are being implemented and the extent to which States respect, protect, and fulfil the rights of persons with disabilities.

e. Individual Experiences:

Monitoring individual experiences attempts to be as inclusive as possible, by adopting strategies to ensure that women, men, girls, and boys with the full range of disabilities—including intellectual, physical, mental, and sensory disabilities—from various socioeconomic and ethnic backgrounds, age groups and walks of life, a range of community sizes, urban and rural populations, are allowed to participate. To address the complex realities they face, the scope of monitoring their individual experiences must also be broad, encompassing the full spectrum of human rights—civil, political, cultural, and economic rights.

f. Legal and information analysis:

Once we have collected adequate information, the next step is to analyze it to consider whether the state institutions and individuals are meeting their obligations regarding the rights of persons with disabilities. To do this, we refer to the obligations to respect, protect and fulfill the rights set out in the UNCRPD.

iii. Evaluation and Learnings

An Evaluation provides a systematic method to study a program, practice, intervention, or initiative to understand how well it achieves its goals. Evaluations help determine what works well and what could be improved in a program or initiative. NCPD does Mid-Year and an Annual Evaluation. Feedback and learnings from these processes will be developed into learning frameworks that will form the basis of a short-term medium for future interventions.

iv. Report and Documentation

Reports on program implementation are crucial for accountability and learning purposes. Reports can be either through joint activities by partners or institutional reports or updates which can be periodic as agreed. The reports should indicate challenges, and opportunities but also recommendations for future activities. They may also carry pictorial evidence as means of verification.

NCPD will prioritize the development and submission of the Commission's Annual Report to H.E The president and the Parliament through the Ministry of Social Welfare. By this the work of the Commission in the year under review will be communicated, challenges highlighted with recommendations to improve the work of the commission and by extension government intervention in improving the lives of PWDs.