



## **STRATEGIC PLAN 2015- 2019**

---

## CONTENTS

	Acronyms and Abbreviations	iii
1.0	Introduction	1
1.1	Why A Strategic Plan?	1
1.2	The Planning Process	1
2.0	Key Elements of the Environment in which the Plan will Operate	4
2.1	Existing Human Rights Instruments	4
2.2	Projected Changes in Selected Socio-Economic Areas in Guyana	5
3.0	Structure, Guiding Principles and Mandate of the National Commission on Disability	7
3.1	Formation and Membership	7
3.2	Our Guiding Principles	8
4.0	Preparatory Steps for the Plan	9
4.1	SWOT Analysis	9
4.2	Research on Issues Facing PWD in Guyana	11
5.0	The 2015-2019 Strategic Plan	12
5.1	Strategic Objectives	12
5.2	Strategic Objective #1: Capacity Building Targeting YWD, Parents and Families of PWD, and Special and Mainstream School Personnel	13
5.2.1	Capacity Building for DPO and PWD	13
5.3	Strategic Objective #2: Advocacy for Increasing the Participation of PWD	26
5.3.1	Advocacy for the Rights of PWD	26
5.4	Strategic Objective #3: Advocacy for the Enforcement of the PWD Act and a Complaints Procedure	32
5.4.1	Monitoring and Compliance with PWD Act	32
5.5	Strategic Objective #4: Organizational Strengthening	37
6.0	Conclusion	45
	Appendix	46
	Chart 1	2
	Chart 2	3

## ACRONYMS AND ABBREVIATIONS

CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CIDA	Canadian International Development Agency
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CWD	Children with Disabilities
DPO	Disabled Peoples' Organizations
GCBR	Guyana Community-Based Rehabilitation Programme
GCOPWD	Guyana Council of Organizations for Persons with Disabilities
GOG	Government of Guyana
ICT	Information and Communication Technology
IPED	Institute of Private Enterprise Development
ITEC	Indian Technical Economic Cooperation
JFL	John Fernandes Ltd
KSA	Knowledge, Skills and Attitudes
MoE	Ministry of Education
NCD	National Commission on Disability
NDC	Neighborhood Democratic Councils
NGO	Non-Governmental Organizations
NV	National Volunteers
OAS	Organization of American States
OD	Organizational Development
OLPF	One Laptop per Family
PWD	Persons with Disabilities
RDC	Regional Democratic Councils
SEN	Special Educational Needs
SWOT	Strengths, Weaknesses, Opportunities and Threats
UG	University of Guyana
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
VSO	Voluntary Services Overseas
YWD	Youths with Disabilities

## **1.0 INTRODUCTION**

### **1.1 WHY A STRATEGIC PLAN?**

Resource constraints (especially human, financial and physical) and a dynamic environment necessitate strategic thinking to be embedded in the decision-making process of the management of the National Commission on Disability (NCD).

Under the Persons with Disabilities Act 2010 (PWD Act), the NCD is mandated to ensure the protection and fulfilment of the rights of PWD and to be the focal point for disability-related issues in Guyana. To ensure that the NCD fulfils its mandate, a Strategic Plan is developed to outline the objectives with targeted timeframes and the main activities identified to achieve those objectives.

The overall purpose of the Strategic Plan is to assist the NCD to keep track of how efficiently and effectively it is discharging its functions.

Specifically, the purposes of the Strategic Plan are to:

- ❖ Assist all levels of management of the NCD and stakeholders to understand the roles and functions of the Commission over the next five (5) years and beyond;
- ❖ Create a directional document to guide while not limiting future opportunities;
- ❖ Enable the NCD to align its strategic objectives with its human, physical and financial resources; and
- ❖ Provide a mechanism that can be continuously used to monitor and evaluate how efficiently and effectively the NCD is discharging its overall mandate.

This Strategic Plan (2015-2019) incorporates the strategies proposed by the initial Strategic Plan (2008-2011). In relation to deliverables, the present Plan includes those from the earlier Plan that were not completed or were only partially completed, while deliverables identified as completed are omitted. A list of the latter is however provided to put the deliverables of the present Strategic Plan in context (see Appendix). New deliverables have also been identified. Additionally, the timeframe and cost attributed to each deliverable are included along with possible funding sources.

### **1.2 THE PLANNING PROCESS**

The following charts outline the strategic planning process:

Chart 1      Overview of the Strategic Planning Process

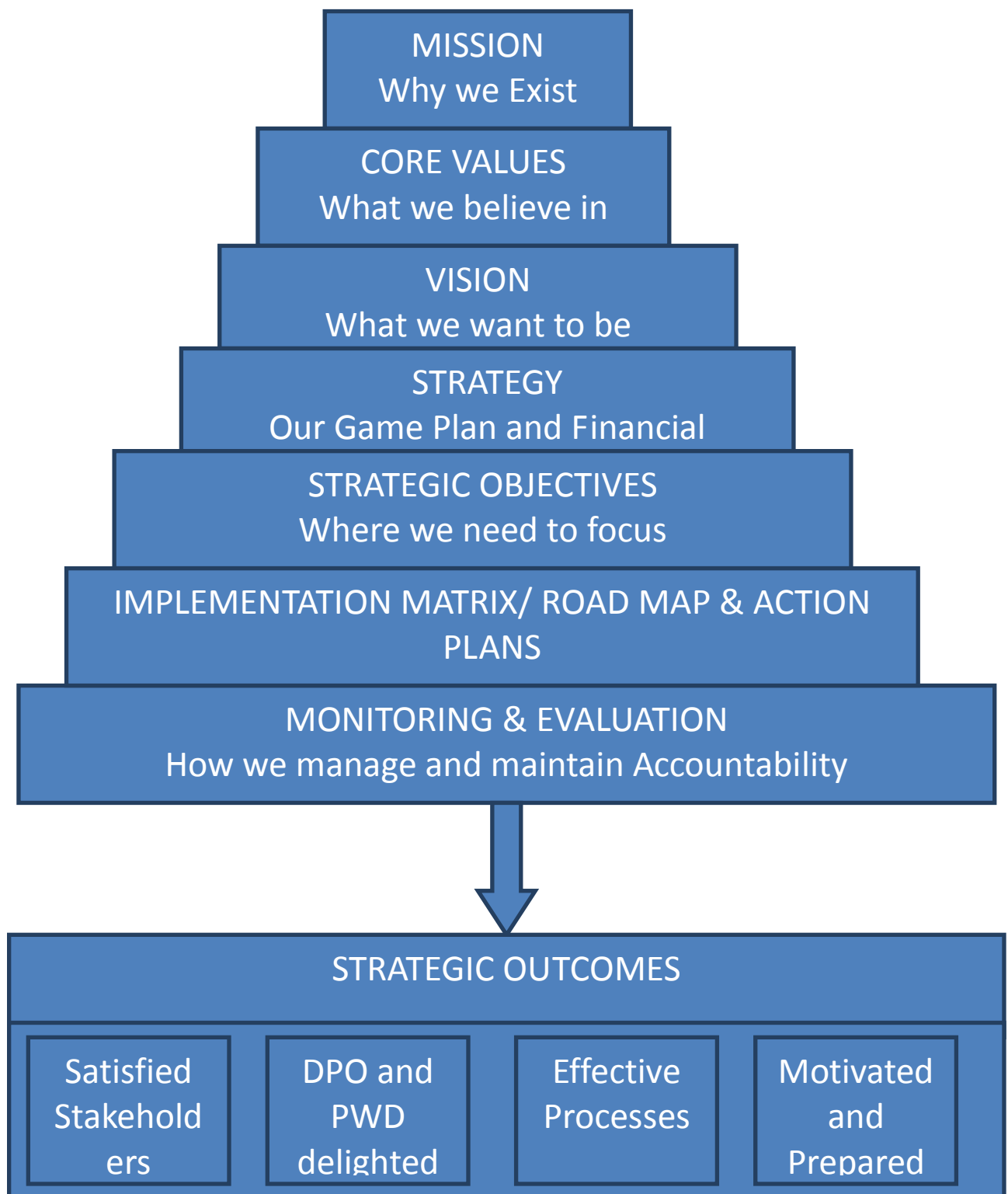
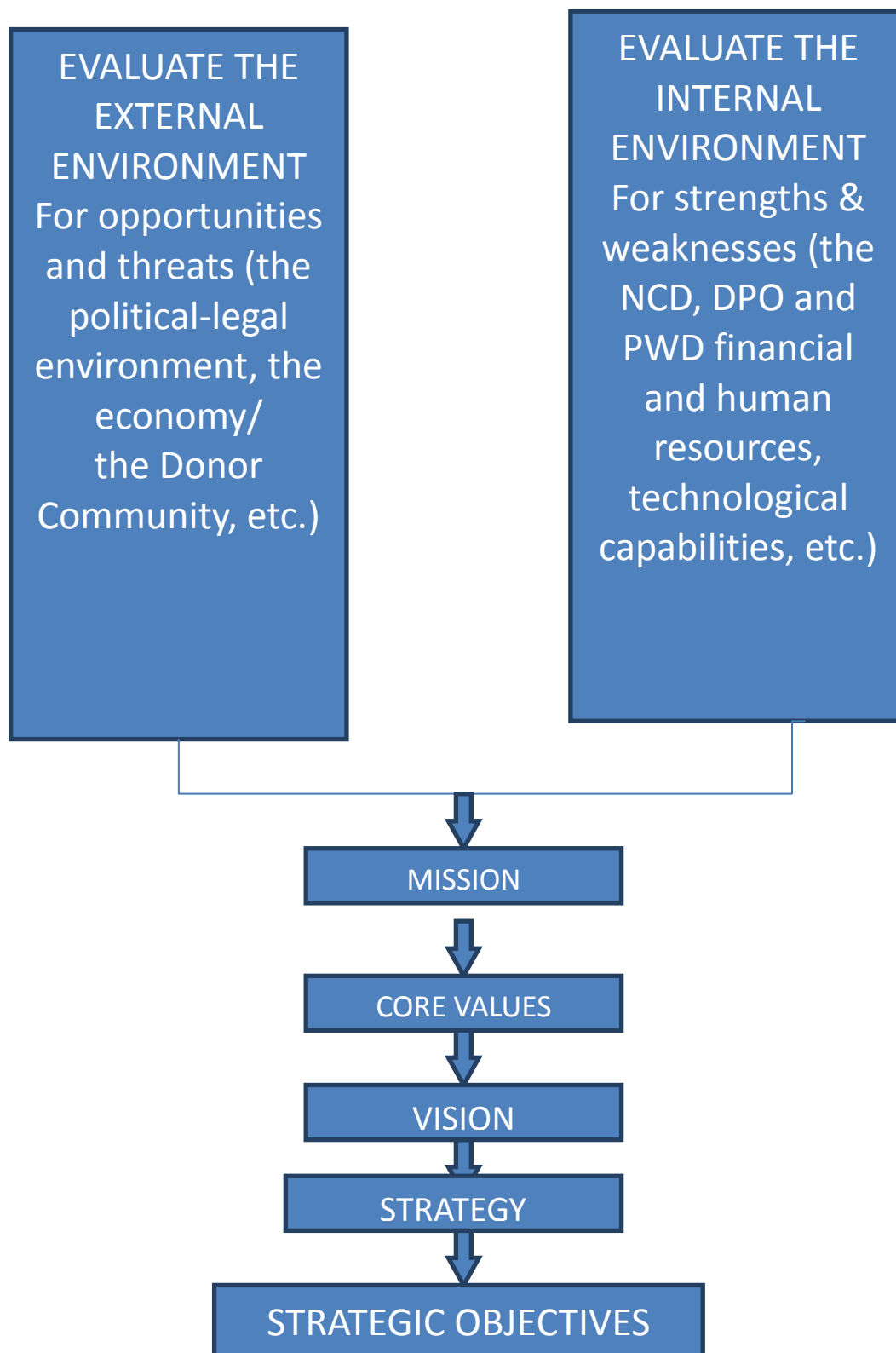


Chart 2                      Inputs to the Strategic Planning Process



## 2.0 KEY ELEMENTS OF THE ENVIRONMENT IN WHICH THE PLAN WILL OPERATE

### 2.1 EXISTING HUMAN RIGHTS INSTRUMENTS

#### *International Human Rights Instruments*

A number of international Human Rights instruments offer legal support to PWD; these include:

#### *(a) Convention on the Rights of Persons with Disabilities*

The Convention on the Rights of Persons with Disabilities (CRPD) and its Optional Protocol which were adopted on 13<sup>th</sup> December 2006 at the United Nations (UN) headquarters in New York and entered into force on 3<sup>rd</sup> May 2008, identify disability as a priority area. Guyana signed the CRPD on 11<sup>th</sup> April 2007. The CRPD views PWD as subjects with rights that are enforceable. This is a paradigm shift as unlike previous UN Standard Rules on the Equalization of Opportunities for Disabled Persons (1993) the CRPD is a legally binding instrument. Further, it does not view PWD as “objects” of charity in need of medical treatment and social protection. On the contrary, the CRPD’s aim, according to Don Mackay, Chairman of the Committee that negotiated the treaty, “is to elaborate in detail the rights of persons with disabilities and set out a code of implementation.” These rights enable PWD to make decisions for their lives based on their free will and to be active members of society.

#### *(b) The Convention of the Rights of the Child*

The Convention on the Rights of the Child (CRC), signed by Guyana on 30<sup>th</sup> September 1990 and ratified on 14<sup>th</sup> January 1991 is, according to the UN, “the first legally binding international instrument to incorporate the full range of human rights – civil, cultural, economic, political and social rights. In 1989, world leaders decided that children needed a special convention just for them because people under 18 years old often need special care and protection that adults do not. The leaders also wanted to make sure that the world recognized that children have human rights too.” UNICEF’s mission is guided by the provisions and principles of the CRC.

“The Convention sets out these rights in 54 articles and two Optional Protocols. It spells out the basic human rights that children everywhere have: the right to survival; to develop to the fullest; to protection from harmful influences, abuse and exploitation; and to participate fully in family, cultural and social life. The four core principles of the Convention are non-discrimination; devotion to the best interests of the child; the right to life, survival and development; and respect for the views of the child. Every right spelled out in the Convention is inherent to the human dignity and harmonious development of every child. The Convention protects children's rights by setting standards in health care; education; and legal, civil and social services.”

*(c) The Convention on the Elimination of all Forms of Discrimination against Women*

The Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) adopted in 1979 by the UN General Assembly, and signed and ratified by the Government of Guyana (GOG) on 17<sup>th</sup> July, 1980 consists of a preamble and 30 articles. It defines what constitutes discrimination against women and sets up an agenda for national action to end such discrimination.

CEDAW defines discrimination against women as "...any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."

*(d) Local Human Rights Instrument*

The key local Human Rights instrument that provides legal support for PWD is the Guyana Persons with Disabilities Act of 2010. The NCD has responsibility for ensuring implementation and supervision of the PWD Act and sensitization of GOG Ministries and agencies and other stakeholders to its provisions.

## **2.2 PROJECTED CHANGES IN SELECTED SOCIO-ECONOMIC AREAS IN GUYANA**

Over the next five (5) years it is expected that:

- ❖ The body of PWD with which NCD will work will grow as Guyana's population increases slightly and the percentage of PWD is estimated at approximately 10 percent of the overall population.
  - **Basis for the Projection:** The last published Population and Housing Census (2002) in Guyana indicated that the population was 751,223, which was higher than the 1991 census by slightly more than 27,500 persons. The disability population was 48,419 (6.4 percent), including 5,842 children under 15 years of age and with females slightly outnumbering males. The published report of the 2012 census is not expected to record a significant increase in the overall population, largely because of continued net migration; in fact the number is not expected to exceed 825,000. However, if we assume that the percentage of PWD in Guyana does not differ dramatically from the global percentage of approximately 10 percent, the number of PWD will be about 82,500, over 30,000 more than estimated in Strategic Plan (2008-2011).



- ❖ International funding for Disabled Peoples' Organizations (DPO) and PWD will shrink.
  - **Basis for the Projection:** The global economy is not expected to create a climate conducive to increased aid. The International Monetary Fund World Economic Outlook updates 2013 and 2014 make clear both the uncertainties of the economy and its general trend towards decline. Further, international donors in Guyana generally do not seem to have budgets specifically to assist DPO and PWD. However, projects that target specific groups may be successfully funded, e.g., youth training programmes. Additionally, establishing connections with non-traditional international funding partners, e.g., those that address climate change, might provide another funding source.

Among the other developments which will each have particular effects on PWD are the following:

- ❖ Worsening personal security: Despite GOG and private sector initiatives, security concerns will continue to be of growing concern to all Guyanese.
  - **Basis for the Projection:** There are numerous social and economic reasons for increased crime. In Guyana the substantial percentage of the youth population that is not gainfully employed is a major contributory factor.
- ❖ There will likely be continued and significant changes in the climate and the most vulnerable in the society will continue to be most affected.
  - **Basis for the Projection:** There have been significant changes in weather patterns world-wide such as floods and droughts. Guyana is no exception. Due to existing social inequities and exclusions, PWD are often left in highly vulnerable situations when climate change adversely affects a population. In addition, climate change is also likely to cause an increase in the incidence and prevalence of serious health conditions leading to lasting impairments.
- ❖ Occupational mobility will continue to increase, decreasing access to jobs by the most vulnerable in the society, including PWD.
  - **Basis for the Projection:** Over the past decade, Guyana's economy has increasingly become dependent on mining and other interior-based economic activities that are often physically difficult for PWD to access.

### **3.0 STRUCTURE, GUIDING PRINCIPLES AND MANDATE OF THE NATIONAL COMMISSION ON DISABILITY**

#### **3.1 FORMATION AND MEMBERSHIP**

The Commission was officially launched on December 10, 1997 as a Presidential Commission. With the enactment of the Persons with Disabilities Act 2010, the NCD was established as a statutory body. Its commencement order by its subject Minister, the Minister of Health, was issued on 7<sup>th</sup> May 2012. It comprises 12 members appointed by Cabinet representing the following:

- ❖ Ministry of Education (MoE)
- ❖ Ministry of Foreign Affairs
- ❖ Ministry of Health
- ❖ Ministry of Human Services and Social Security<sup>1</sup>
- ❖ Ministry of Labour
- ❖ Guyana Human Rights Association
- ❖ Organized Labour
- ❖ Disabled Peoples' Organizations – 2 representatives
- ❖ People with Disabilities
- ❖ The Private Sector
- ❖ An Experienced Caregiver (This is a new addition to the Commission.)

The Ministers of Health, Education, Labour, and Human Services and Social Security are the lead Ministries responsible for promoting the rights of PWD. Following their appointment, the Commissioners elect a Chairperson and a Deputy Chairperson. The Executive Secretary, who is accountable to the Commission and advises and makes recommendations to the Commission with regard to programming, is responsible for running the programmes and has autonomy to make day-to-day decisions.

---

<sup>1</sup> While the Ministry of Labour, Human Services & Social Security is a single Ministry, it has two Ministers (one for Labour alone). This separation is reflected in the Persons with Disability Act 2010.

## **3.2 OUR GUIDING PRINCIPLES**

### **VISION, MISSION, FUNCTIONS AND VALUES**

The NCD is a policy advisory and advocacy body that pursues a multi-sectoral approach towards fulfilling the rights of PWD in Guyana. As part of the strategic planning process for the 2008-2011 Plan, NCD revisited its vision, mission, functions and values. Subsequently, societal and organizational vision statements were developed to focus efforts towards the ideal society for PWD, and the role the organization aspires to play towards the fulfilment of the vision.

#### **Societal Vision**

- ❖ A society where persons with disabilities enjoy their rights, and are able to lead full and productive lives.

#### **Organizational Vision**

- ❖ To be the focal point for action related to disability issues in collaboration with other stakeholders.

#### **Mission**

- ❖ To influence policy changes and enforcement of laws that protects the rights of persons with disabilities.
- ❖ To be a major source of information on disability issues in Guyana.

#### **Functions and Roles**

- ❖ To promote and protect the rights of persons with disabilities.
- ❖ To develop and implement programmes to ensure the equalization of opportunities within the framework of the PWD Act.
- ❖ To advise government on all issues relating to persons with disabilities.
- ❖ To monitor the implementation of the PWD Act.
- ❖ To review and evaluate programmes to ensure continued relevance.

#### **Values and Principles**

- ❖ We take pride in the **integrity** of the work we do to fulfil our vision for all persons with disabilities.
- ❖ We **respect** and uphold the rights of persons with disabilities.
- ❖ We work with persons with disabilities in a spirit of genuine understanding and **empathy**.
- ❖ We strive for **excellence** by consistently working to enhance the approaches we use to achieve our goals.
- ❖ We manage resources with **efficiency** so we can effectively implement our strategies.
- ❖ We work for **equity** – raising the status of all persons with disabilities and fostering the creation of a level playing field so that they may enjoy the same rights as other citizens.

#### 4.0 PREPARATORY STEPS FOR THE PLAN

##### 4.1 SWOT ANALYSIS

The intention of presenting a SWOT Analysis is to:

- ❖ Guide the NCD in its decision-making process with respect to risk assessment; and
- ❖ Generate an evaluation of the entity in terms of:
  - An overview of the general internal and external environment within which the entity is operating; and
  - A critical assessment of its overall strength, financial and otherwise, as well as its constraints, stability and growth potential.

The SWOT analysis of NCD is presented below.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>• Effective representation of PWD</li><li>• Strengthened capacity of DPO and PWD in the area of training</li><li>• Forceful advocacy for PWD given the relatively small staff of the NCD</li><li>• Strengthened networking among DPO</li><li>• Databank with relevant information</li><li>• Developed key partnerships, e.g., Voluntary Services Overseas (VSO)<sup>2</sup></li><li>• The Commission meets regularly as stipulated by the PWD Act</li><li>• Highly competent, professional, versatile, friendly and courteous staff</li><li>• Excellent track record with international organizations</li><li>• The NCD building easily accessible to many PWD</li><li>• GOG support for the NCD policy initiatives and provision of a degree of financing as are required statutorily</li></ul>	<ul style="list-style-type: none"><li>• Inability to provide information on:<ul style="list-style-type: none"><li>▪ Number of PWD in Guyana</li><li>▪ PWD disaggregated by category of disability</li></ul></li><li>• NCD highly centralized in Georgetown</li><li>• Lack of the physical means to follow up matters in the Regions – no transportation; inadequate staff</li><li>• Stretched in resources to monitor training programmes</li><li>• Inadequate physical accommodation at NCD available for use by current staff and PWD</li><li>• Insufficient modern equipment and resources in the Resource Centre</li><li>• Does not have an interactive website</li><li>• The finances for the Secretariat woefully inadequate</li></ul>

---

<sup>2</sup> The name of VSO has been changed to Canadian University Services Overseas but at the time the group worked with NCD it was still called VSO.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>• Documentation of needs</li><li>• Heightened consciousness of PWD nationally</li><li>• Network opportunities locally and internationally</li><li>• Interest of some international organizations, in particular the UN agencies, in disability issues, and their willingness to assist the Secretariat</li></ul>	<ul style="list-style-type: none"><li>• Inability to access adequate financial and human resources</li><li>• May be subject to political interference</li><li>• Slowness of Judicial process</li><li>• No representation at Parliamentary level</li><li>• As a Presidential Commission, not allowed to be funded as a non-governmental organization (NGO)</li></ul>

## 4.2 RESEARCH ON ISSUES FACING PWD IN GUYANA

To ensure that the NCD's new Strategic Plan 2015-2019 reflects the objectives set out in its mandate, the NCD conducted qualitative research to investigate issues facing PWD in Guyana.

NCD staff conducted consultations between July and September 2012. Information was collected through questionnaires that were distributed to all NCD stakeholders, including DPO, Disabled Peoples' Networks, service providers, institutions that provide special education, government rehabilitation assistants, NGO and former NCD Commissioners.

Individual interviews and focus group discussions were also held with representatives from each of the above listed groups. The groups of stakeholders represent the key areas of disability issues – health, education, recreation, political participation, independent living/community life, and employment for PWD.

The NCD sought to increase the surveyed population by including a number of international and donor organizations, after modifying its questionnaire for this exercise in April - June 2013.

The questionnaire focused on capturing a general understanding of how the NCD's identified stakeholders participated in past activities, received and used information from the NCD, their

perspectives on the challenges and successes of the NCD's past work, and feedback on the NCD's proposed activities for the new Strategic Plan 2015-2019.

## 5.0 THE 2015-2019 STRATEGIC PLAN

### 5.1 STRATEGIC OBJECTIVES

In its previous Strategic Plan 2008-2011, the general objectives of the NCD focused on:

- Building the capacity of PWD through training on the contents of the PWD Act.
- Advocacy events focused on raising awareness about disability issues and the PWD Act, and training for PWD on how to advocate for their rights.
- Monitoring compliance with the PWD Act by evaluating the current policies of the lead Ministries - Health, Education, Human Services and Social Security, and Labour.
- Organizational strengthening of the NCD to ensure its internal capacity to fulfil its mandate.

The Appendix to this document lists the deliverables outlined in the 2008-2011 Plan which were completed.

In the new Strategic Plan 2015-2019, the NCD will focus on four broad areas:

- Capacity Building targeting youths with disabilities (YWD), parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD.
- Advocacy for increasing the participation of PWD in local governance and negotiating with government agencies, private businesses, the academic community and the media to integrate disability issues in their organizations' policies, programmes and projects.
- Monitoring and Compliance with Legislation. The NCD will advocate for the development of regulations based on the PWD Act and a complaints procedure. Regulations will set out the legal responsibilities of each Ministry and agency to implement the PWD Act, as well as the authority of the NCD to monitor the various aspects of implementation and compliance. The complaints procedure will tackle discrimination faced by PWD, in accordance with the PWD Act.
- Organizational Strengthening focusing on developing internal resources, as well as policies and procedures to support the expansion of activities set out in the new Strategic Plan 2015-2019. This focus will in turn facilitate the fulfilment of other aspects of its mandate under the PWD Act. Further, the NCD will focus on developing new partnerships with organizations working in the disability sector, as well as increasing collaboration between members of the disability advocacy network.

**5.2 Strategic Objective #1: Capacity Building targeting YWD, parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD.**

**5.2.1 Capacity Building for DPO and PWD**

The capacity building the NCD proposes to provide to the DPO is termed “legs with which to walk”. The NCD intends to understand the following actions:

- ❖ Promote consultation and cooperation between child disability advocates, special needs and vocational schools and parents and children with disabilities (CWD);
- ❖ Widen the scope of Special Educational Needs (SEN) to include specialized training (e.g., braille and signing) for persons with specific disabilities;
- ❖ Provide referrals to institutions that are supportive of building the capacity of DPO;
- ❖ Monitor the capacity building of DPO;
- ❖ Identify and recommend modern equipment that would enhance their work to DPO and PWD, and where programmes exist to furnish them with such equipment, (e.g., the One Laptop per Family (OLPF) Programme) help guide and monitor its distribution;
- ❖ Support Information and Communication Technology (ICT) training programmes to create employment for PWD, especially youths, in areas such as computer repairs, programming and networking;
- ❖ Liaise with and encourage the relevant GOG Ministries and regional bodies in their conduct of annual summer camps for YWD;
- ❖ Support awareness-raising activities;
- ❖ Facilitate the funding of international exchange visits to the Caribbean, the United States of America, the United Kingdom, Canada, etc.;
- ❖ Assist in arranging funding for micro-projects, especially those projects that create employment for PWD; and
- ❖ Exchange information with international bodies on legislation relevant to PWD.



**Strategic Objective #1:** Develop the Capacity of DPO and PWD

<b>General Objective: Capacity Building targeting YWD, parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD.</b>					
<b>Strategy #1:</b> Promote consultation and cooperation between child disability advocates, special needs and vocational schools and parents and children with disabilities					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>1.1.1</b> Consult with parents/guardians and families of CWD and/or family members with disabilities to identify gaps in their knowledge, understanding and ability to address disability related issues.	Executive Secretary and Programme Officer	# of parents/guardians and family members consulted  Record of number of gaps identified	Transportation for data collection  Digital recorders  Data analysts	GOG/ UNICEF	2015-2019
<b>1.1.2</b> Develop and conduct training programmes (workshops, seminars, conferences) in the regions for child advocates, parents and/guardians and families of PWD to enhance knowledge, skills and attitudes (KSA) of PWD families/parents/caregivers on how to communicate with and treat PWD.	Executive Secretary and Advocacy/ Communications Officer	# of training sessions held  # of regions training is held in  # of persons who attend training programmes	Resource persons to develop training material  Resource persons to train trainers  Requirement for facilitating training and/or group meetings <sup>3</sup>	GOG/ UNDP/ Canadian International Development Agency (CIDA) <sup>4</sup>	2015-2019
<b>1.1.3</b> Monitor and evaluate training programme's effectiveness in fulfilling strategy objectives and recommend subsequent training.	Monitoring Sub - Committee and Programme Officer	Changes in KSA of PWD Feedback from training programmes  # of evaluation meetings held  # of recommendations implemented	Technical support in designing monitoring tools/plans	GOG/CIDA	April 2015- December 2019

<sup>3</sup> Transportation for participants and facilitators, supplies, accommodation, meals

<sup>4</sup> In 2013 CIDA was merged into the Department of Foreign Affairs, Trade and Development

**Strategic Objective #1: Develop the Capacity of DPO and PWD**

<b>General Objective: Capacity Building targeting YWD, parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD.</b>					
<b>Strategy #2:</b> To widen the scope of Special Educational Needs (SEN) to include specialized training (e.g., Braille and signing) for persons with a specific disability.					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<p><b>1.2.1</b> Collaborate with the MOE and University of Guyana (UG) to improve access to education at all levels for PWD in Guyana.</p> <p>The areas of collaboration ought to include:</p> <ul style="list-style-type: none"> <li>• Exchange of information in the databases of NCD &amp; MOE.</li> <li>• Monitoring of the SEN operational plan in the MOE strategy.</li> </ul>	Chairperson, Executive Secretary and Advocacy/ Communications Officer	<p>Data available on # of students with disabilities to be served</p> <p>Enrolment ratio of CWD at nursery, primary and secondary levels; proportion of CWD taking national exams;</p> <p>Alternative formats of teaching available at schools</p>	<p>List of contacts in MOE and UG</p> <p>Technical support</p> <p>Data on CWD in schools</p> <p>Technical support to design monitoring tools</p>	GOG/UNDP/ UNICEF/ UNESCO/ CIDA/the Organization of American States (OAS)	Ongoing

<ul style="list-style-type: none"> <li>Submission of interim recommendations based on information received by the NCD on best SEN practices from other countries.</li> </ul>		<p>Percentage increase in the number of CWDs in schools</p> <p># of the recommendations made to MOE and other entities of best practices that are implemented</p> <p>Changes in KSA of CWD</p>	<p>Technical support in developing reports</p>		
<p><b>1.2.2</b> Assist with the facilitation of training of the management and staff of special and vocational schools on the contents of the PWD Act particularly in relation to the Right to Education.</p>	<p>Executive Secretary and Advocacy/ Communications Officer</p>	<p># of special and vocational schools contacted and attended training sessions</p> <p>% change in the number of queries about the Act</p> <p>% change in complaints about discrimination</p>	<p>Resource persons to prepare training material</p> <p>Trainers</p> <p>Requirement for facilitating training and/or group meetings<sup>3</sup></p>	<p>GOG/UNESCO/OAS</p>	<p>September, 2016 – July, 2017</p>

**Strategic Objective #1:** Develop the Capacity of DPO and PWD

<b>General Objective: Capacity Building targeting youths with disabilities, parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD.</b>					
<b>Strategy #3:</b> Provide referrals to institutions that are supportive to the building of DPO Capacity					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>FUNDING SOURCES</b>	<b>TARGET DATES</b>
<b>1.3.1</b> Refer DPO to international, local organizations, GOG Ministries and regional bodies for technical, financial and other assistance.	Executive Secretary and Programme Officer	# of DPO that benefit from the NCD intervention	Technical support  Directory of relevant national and international financial institutions	GOG	2015-2019

**Strategic Objective #1:** Develop the Capacity of DPO and PWD

<b>General Objective: Capacity Building targeting YWD, parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD.</b>					
<b>Strategy #4:</b> Monitor the capacity building of DPO					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>1.4.1</b> Train DPO to prepare annual work programme	Programme Officer	% of DPO that prepare and submit acceptable work programmes	Training material  Requirement for facilitating training and/or group meetings <sup>3</sup>  Trainers	GOG	2015
<b>1.4.2</b> Arrange review meeting for DPO	Programme Officer	# of DPO attending and reporting on work programme	Requirement for facilitating training and/or group meetings <sup>3</sup>	GOG	2016-2019 (every second quarter)

**Strategic Objective #1: Develop the Capacity of DPO and PWD**

<b>General Objective: Capacity Building targeting YWD, parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD</b>					
<b>Strategy #5: Identify and recommend modern equipment and assistive technology to DPO and PWD. Assist in identifying/ participating in programmes which assist DPO in this regard.</b>					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>1.5.1</b> Keep abreast with modern technologies, through the Internet, magazines, journals, communication with international disability bodies and persons with international experience and store information on a database in the Resource Centre; disseminate information through varied means, including NCD's webpage, newsletter and other media programmes.	Executive Secretary, Programme Officer and Advocacy/ Communications Officer	% increase in information on modern technologies available to PWD through NCD's database and in its media programmes	Technical support in accessing the technology	GOG/UN agencies	2015-2019

**Strategic Objective #1: Develop the Capacity of DPO and PWD**

<b>General Objective: Capacity Building targeting YWD, parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD.</b>					
<b>Strategy #6:</b> Support ICT training programmes to create employment for PWD, targeting youth, especially in areas such as computer repairs, programming and networking					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>1.6.1</b> Liaise with the Guyana Council of Organizations of Persons with Disabilities (GCOPWD) to ensure that ICT centres have the capacity to train PWD	Programme Officer and IT personnel	# of additional PWD who are computer literate  # of PWD who received laptops and have received training from OLPF	List of contacts for ICT centres and their programmes	GOG/ UNESCO	2015-2019
<b>1.6.2</b> Promote ICT training programmes for youth especially in employment areas such as computer repair, programming and networking through websites, news media and newsletters.	Programme Officer and IT personnel	# of additional YWD employed in the ICT sector; data base of number PWD (including their ages) that are employed or self-employed.	List of contacts for ICT centres and their programmes  List of possible employers	GOG/ UNESCO	2016- 2019

**Strategic Objective #1: Develop the Capacity of DPO and PWD**

<b>General Objective: Capacity Building targeting YWD, parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD.</b>					
<b>Strategy #7:</b> To liaise with and encourage the relevant GOG Ministries, Agencies and regional bodies to improve participation of PWD in sports and other youth programmes.					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>1.7.1</b> Contact relevant agencies.  Provide technical advice on best practices when working with YWD.	Programme Officer and Advocacy/ Communications Officer	% increase in PWD involved in sport and other youth programmes	List of relevant agencies  Technical support in developing sports activities and other youth programmes for YWD	GOG/CDB/ UNDP/OAS	March 2016- December 2019



**Strategic Objective #1: Develop the Capacity of DPO and PWD**

<b>General Objective: Capacity Building targeting YWD, parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD.</b>					
<b>Strategy #8: To support awareness-raising activities</b>					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>1.8.1</b> Coordinate dialogue between PWD and policy makers through hosting of national and regional workshops involving PWD, NGO, the academic community, Neighbourhood Democratic Council (NDC), Regional Democratic Council (RDC) and central government	Executive Secretary and Programme Officer	# of national and regional workshops held  # of policy makers and PWD who attend workshops  # of PWD matters incorporated in national and regional policy	Requirement for facilitating training and/or group meetings <sup>3</sup>	GOG/UNDP	May 2015 - November 2019
<b>1.8.2</b> Facilitate workshops on issues relating to women and girls with disabilities; disability and domestic violence; disability and HIV/AIDS; YWD; and accessibility and independent living.	Programme Officer and Advocacy/ Communications Officer	# of workshops held and the number that included PWD  # of participants at the workshops who were sensitized on these issues  Feedback from the participants	Requirement for facilitating training and/or group meetings <sup>3</sup>  Issue-specific facilitators	GOG	August 2015 - November 2019

**Strategic Objective #1: Develop the Capacity of DPO and PWD**

<b>General Objective: Capacity Building targeting YWD, parents and families of, and special and mainstream school personnel to advocate for the rights of PWD.</b>					
<b>Strategy #9:</b> To facilitate international exchange visits to the Caribbean, the USA, the UK, Canada, etc.					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>1.9.1</b> Promote the sharing of knowledge in best practices in disability organizations' structure, disability legislation and operational methodologies through exchange visits.	Executive Secretary and Programme Officer	# of international exchange visits  Increased KSA of participants	Per diem  Airfare  Accommodation  Meals  Accessible resource packages of organizations' programmes/ achievements	Private sector/ OAS/CDB	2017-2019

**Strategic Objective #1:** Develop the Capacity of DPO and PWD

<b>General Objective: Capacity Building targeting YWD, parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD.</b>					
<b>Strategy #10:</b> To facilitate access to entrepreneurial development institutions, especially those that create employment for PWD					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>1.10.1</b> Liaise with entrepreneurial development institutions and assist in arranging entrepreneurship development training for PWD so that they can gain access to micro-credit funding	Executive Secretary and Programme Officer	# of entrepreneurial institutions contacted  # of brochures distributed to PWD  # of PWD that attend training especially girls/young women  # of PWD that access micro-credit especially girls/young women	Profiles of institutions that carry out entrepreneurship development training	GOG	2015 - 2019
<b>1.10.2</b> Provide, through an interactive website, information on skills training in areas such as marketing, product design, ICT, video making, mobile phone repair, jewellery making	Programme Officer, Advocacy/Communications Officer and IT personnel	The NCD interactive website operational  # of skills posted on the website  # of PWD that can and do access the internet	Technical support to build and maintain an interactive website	UNICEF/CDB and Caribbean Council for the Blind (CCB)	2015 - 2019

**Strategic Objective #1: Develop the Capacity of DPO and PWD**

<b>General Objective: Capacity Building targeting YWD, parents and families of PWD, and special and mainstream school personnel to advocate for the rights of PWD.</b>					
<b>Strategy #11: To exchange information on best practices among DPO and inform them on modern approaches to disability</b>					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>1.11.1</b> Regular interaction with the GCOPWD for information sharing on best practices and success stories shared through meetings, newsletters, etc.	Advocacy/Communications Officer	# of formal meetings held between the NCD and the GCOPWD  # of business practices implemented  # of success stories published	Computer  Internet access  Skype  High-speed Printer	GOG/World Bank	2015 - 2019

**5.3 Strategic Objective #2:** Advocacy for increasing the participation of PWD in local governance and negotiating with government agencies, private businesses, the academic community and the media to integrate disability issues in their organizations' policies, programmes and projects.

**5.3.1 Advocacy for the Rights of PWD**

The advocacy approach that is utilized in this Strategic Plan combines different methods including strategic partnerships, public awareness, lobbying, and assisting DPO and individuals at regional levels by:

- ❖ Facilitating the participation of DPO and PWD and their families in local government units and processes to address disability issues in communities, the regions and the society in general through:
  - Linking DPO, PWD and their families to key government agencies, and
  - Exploring areas for their participation in local government;
- ❖ Negotiating with GOG Ministries, government agencies, NGO, RDC, NDC, private businesses, unions and staff associations, academia and the media to incorporate disability issues in their organizations' policies, programmes and projects; and
- ❖ Conducting media awareness campaigns.

**Strategic Objective #2: Advocacy for the Rights of PWD**

<b>General Objective #2:</b> The media to integrate disability issues in their organizations' policies, programmes and projects.					
<b>Strategy #1:</b> Facilitate the participation of DPO and PWD and their families in local government units and processes to address disability issues in communities, the regions and the society in general.					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>2.1.1.</b> Conduct research on the policies of GOG Ministries and agencies as well as those of regional authorities as they relate to PWD	Programme Officer, Commissioners	% of agencies researched	Consultant to research, compile and analyze data and prepare report	GOG/UNDP/ CIDA	2015-2017

**Strategic Objective #2: Advocacy for the Rights of PWD**

<b>General Objective #2:</b> Advocacy for increasing the participation of PWD in local governance and negotiation with government agencies, private businesses, the academic community and the media to integrate disability issues in their organizations' policies, programmes and projects.					
<b>Strategy #2:</b> Negotiating with GOG Ministries, government agencies, NGO, RDC, NDC, private businesses, unions and staff associations, academia and the media to incorporate disability issues in their organizations' programmes and projects.					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>2.2.1</b> Conduct workshops/training sessions/consultations with DPO and PWD to sensitize them on how they can participate in the local government process.	Programme Officer, Advocacy/ Communications Officer	# of consultations and training conducted	List of contacts in local government units  Technical support in understanding local government processes and policies  Requirement for facilitating training and/or group meetings <sup>3</sup>	GOG/UNDP/ CIDA	2015 - 2019
<b>2.2.2</b> Advocate for full participation of PWD and DPO in disability and development issues in Guyana	Advocacy/Communication Officers, NCD Advocacy Sub-Committee	Proportion of RDC and NDC sensitized on disability issues  # of RDC and NDC integrating disability issues into their development plans	Technical support in advocacy and local governance	GOG/UNDP/ CIDA	2015 - 2019

<p><b>2.2.3</b> Conduct negotiation meetings to enhance services and accessibility to PWD (e.g., transportation, information, social services, labour assistance)</p>	<p>Executive Secretary, Programme Officer, Advocacy/ Communications Officer</p>	<p>Proportional amount of money allocated from local budgets for disability issues resulting from NCD intervention</p> <p># of commitments/ agreements to take action on disability issues</p> <p># of policies/ projects undertaken by targeted GOG Ministries and agencies to improve services for PWD</p>	<p>Contacts in Ministries</p> <p>Database of PWD related to proposed actions</p> <p>Technical support for negotiation activities</p>	<p>GOG/UNDP/ CIDA</p>	<p>2015 - 2019</p>
<p><b>2.2.4</b> Build partnerships with private businesses to conduct sensitization on disability issues by building on directory of private businesses open to hiring PWD, conducting advocacy to more businesses to integrate PWD, and collaborating with DPO to link qualified PWD to businesses.</p>	<p>Advocacy/ Communications Officer</p>	<p># of commitments/ agreements to collaborate on disability issues in the workplace</p> <p># of PWD/DPO linked with private businesses for jobs</p>	<p>Profiles of Private Sector Businesses open to hiring PWD</p> <p>Requirement for facilitating training and/or group meetings<sup>3</sup> i.e., advocacy programmes and regional sensitization</p> <p>List of qualified PWD</p>	<p>GOG/UNDP/ CIDA/ JFL/DIGICEL /Guyana Telephone and Telegraph Co</p>	<p>2015 - 2019</p>



<p><b>2.2.5</b> Evaluate biennially, policies and programmes of GOG Ministries and agencies, RDC and NDC to assess their level of inclusion of PWD</p>	<p>Executive Secretary, Programme Officer, Advocacy/ Communications Officer</p>	<p># of policies and programmes examined</p> <p>Evaluation report</p> <p>Increased # of PWD included in GOG and other programmes</p>	<p>Technical support in evaluating policies and programmes</p>	<p>GOG/UNDP/ CIDA/ UNICEF</p>	<p>2016 – 2019</p>
<p><b>2.2.6</b> Develop and present an Annual Report to the GOG and the public at large on adherence by government agencies to the PWD Act.</p>	<p>Chairperson, Executive Secretary, Advocacy/ Communications Officer</p>	<p>Annual Reports published</p> <p># of printed Annual Reports distributed</p> <p>Annual Reports posted on website and by email</p>	<p>Technical support in advocating to media and developing report</p> <p>Printing services</p>	<p>GOG/UNDP/ CIDA/ UNICEF</p>	<p>Ongoing</p>

## Strategic Objective #2: Advocacy for the Rights of PWD

<b>General Objective #2:</b> Advocacy for increasing the participation of PWD in local governance and negotiation with government agencies, private businesses, the academic community and the media to integrate disability issues in their organizations' policies, programmes and projects.					
<b>Strategy #3:</b> Conduct media awareness campaigns					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>2.3.1</b> Coordinate multi-sectoral meetings, and public information campaigns to sensitize public on disability issues such as correcting misconceptions on disability or PWD; sensitizing society to the needs of PWD and maintaining disability issues in the media.	Executive Secretary, Programme Officer, Advocacy/ Communications Officer	# of public education activities conducted or supported by NCD  # of people reached by education or media campaign (from different sectors)  # of media representatives who attended activities  # of articles published on activities	Technical support in developing and conducting campaigns	Office of the President/GOG	2015 - 2019

**5.4     Strategic Objective #3:** Advocacy for the enforcement of the PWD Act and a complaints procedure.

**5.4.1   Monitoring of Compliance with PWD Act**

Monitoring in practice involves collecting adequate information and analyzing it to determine whether the citizens, including those involved in government ministries and agencies, are meeting their obligations in relation to the rights of PWD. The following section provides the strategies that the NCD will utilize to advocate for the enforcement of the PWD Act and a complaints procedure.

**Strategic Objective #3:** Advocacy for the enforcement of the PWD Act and a complaints procedure.

<b>General Objective #3:</b> NCD will advocate for the enforcement of the PWD Act and a complaints procedure.					
<b>Strategy #1:</b> To ensure that GOG officials and the general public are sufficiently informed about their responsibilities under the PWD Act					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>3.1.1</b> Conduct sensitization exercises and educate the general public on the PWD Act.	Advocacy/ Communications Officer, Programme Officer, Volunteers, other staff members	# of persons sensitized on the legislation and its contents  # of awareness-raising activities held and materials developed	Sensitization materials  Projector  Transportation	GOG/ international donor agencies/ private sector	Ongoing
<b>3.1.2</b> Sensitize GOG Ministries and agencies, the private sector, NGO, the Police, RDC and NDC about the PWD.	Advocacy/ Communications Officer, Programme Officer, Volunteers, other staff members	# of GOG Ministries and other entities sensitized  # of sensitization activities	Sensitization materials  Projector  Transportation	GOG/ international donor agencies/ private sector	Ongoing

**Strategic Objective #3:** Advocacy for the enforcement of the PWD Act and a complaints procedure.

<b>General Objective #3:</b> NCD will advocate for the enforcement of the PWD Act and a complaints procedure.					
<b>Strategy #2: Monitoring of Adherence to the Laws</b> – To examine plans and programmes of public and private sectors and recommend strategies to ensure compliance with PWD Act.					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES REQUIRED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>3.2.1</b> Conduct meetings with key agencies to discuss their plans, programs and roles on disability issues	Monitoring Sub-Committee, Programme Officer	# of meetings held  # of plans and programmes received	Directory of key stakeholders  Technical support in understanding key agencies processes and policies	GOG	Ongoing
<b>3.2.2</b> Develop monitoring tools and activities for evaluating compliance of the legislation, and recommend strategies to ensure compliance	Monitoring Sub-Committee, Programme Officer	# of tools designed and implemented  # of recommendations developed	Technical support/ legislative expertise to design monitoring tools	GOG	Ongoing

**Strategic Objective #3:** Advocacy for the enforcement of the PWD Act and a complaints procedure.

<b>General Objective #3:</b> NCD will advocate for the enforcement of the PWD Act and a complaints procedure.					
<b>Strategy #3: Evaluation of Effectiveness</b> - To review the results of implementing the disability legislation and propose further amendments or additional legislation as needed to fulfil the rights of PWDs					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>3.3.1</b> Develop monitoring tools and activities to evaluate impact of the legislation on the lives of PWDs.	Monitoring Sub-Committee, Programme Officer	No. of tools designed and activities conducted  Annual Reports on quantitative and qualitative impact of legislation on lives of PWD	Technical support / legislative expertise to design monitoring tools	GOG/ international donor agencies/ private sector/ UNESCO	June 2015- December 2015
<b>3.3.2</b> Recommend possible amendments or additional legislation to address gaps in legislation.	Monitoring Sub-Committee, Programme Officer	No. of amendments and additional legislation recommended	Technical/ legislative expertise to draft amendments	International donor agencies/ private sector	2018- 2019

**Strategic Objective #3: Monitoring of and Compliance with Disability Legislation.**

<b>General Objective #3:</b> NCD will advocate for the enforcement of the PWD Act and a complaints procedure.					
<b>Strategy #4:</b> To develop a complaints procedure					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>3.4.1</b> Establish a Complaints Committee.	Commissioners, Executive Secretary	Committee established  Complaints procedure prepared by Committee	Technical support	GOG	April 2015 – June 2015
<b>3.4.2</b> In collaboration with the GCOPWD, establish a systematic procedure for receiving information from PWD who have had their rights infringed and establish and maintain a database of complaints	Programme Officer	# of reports of PWD who had their rights infringed  Database of PWD reports	Technical legal support  Legal consultant	GOG	Ongoing
<b>3.4.3</b> Present findings of the Complaints Committee to the Commission for consideration of legal action based on the offences committed.	Complaints Committee	# of reports submitted to the Commission  # of instances where legal action is taken	Technical support  Legal consultant	GOG	December 2015 – December 2019
<b>3.4.4</b> Publish biennial reports based on information submitted to the Complaints Committee	Advocacy/ Communication Officer	Biennial reports published  # of biennial reports distributed	Technical support  Budget for printing of reports	GOG/ donor community /private sector	October 2016 - December 2018

**5.5 Strategic Objective #4: Organizational Strengthening** focusing on developing internal resources, as well as policies and procedures to support the expansion of activities set out in the new Strategic Plan 2015-2019, so it may fulfil other aspects of its mandate under the PWD Act.

There has to be sufficient investment in training NCD staff so that they can gain increased knowledge, skills and expertise to develop their capacity to respond in a timely basis to challenges and to be able to provide effective management and service delivery.

Key to the development of the NCD is making available to staff modern equipment and facilities that are regularly maintained and replaced as new upgrades come on the market. The Resource Centre ought to be a model that DPO countrywide would want to replicate for their members. Consequently, it ought to have modern equipment, recently issued print and electronic periodicals, books and magazines relevant and accessible to PWD.

NCD staff ought to be provided with suitable offices, meeting and conference facilities so that they have a comfortable working environment to discharge their duties. Consideration should also be given to having a building that is tailored to meet the needs of PWD both for working and visiting purposes; this is a priority.

The NCD intends to address the following areas in strengthening the organization:

- ❖ Strengthening the Human Resource capability of the NCD staff.
- ❖ NCD staff and Resource Centre provided with adequate modern equipment and other resources.
- ❖ Conduct of a comprehensive National Survey on PWD (including living situations, basic needs, training needs, capacities and location) to enhance the implementation of the Commission's strategies, programmes and projects.
- ❖ Design and implementation of a Resource Mobilization Strategy.
- ❖ Establishment of new local and international linkages and strengthening of existing ones.
- ❖ Development, implementation and monitoring of the NCD Strategic Plan towards the fulfilment of its societal and organizational visions.



#### Strategic Objective #4: Organizational Strengthening

<b>General Objective #4: Organizational Strengthening</b> focusing on developing internal resources, as well as policies and procedures to support the expansion of activities set out in the new Strategic Plan 2015-2019, so it may fulfil other aspects of its mandate under the PWD Act.					
<b>Strategy #1:</b> Strengthening the Human Resource Capability of the NCD staff					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>4.1.1</b> Conduct in-house training for staff and encourage staff to attend relevant local short courses (including workshops, seminars and conferences) hosted by other entities. including the Public Service Ministry	Executive Secretary	# of training programmes staff have attended (including workshops, seminars and conferences)  % of NCD staff who received a good review on their annual appraisals	Technical support  Training supplies  Meals  Trainers	GOG	2015-2019
<b>4.1.2</b> Facilitate staff participation in courses offered locally and internationally relevant to their work, including courses promoted by the Indian Technical Economic Cooperation (ITEC) and free online short courses currently offered by prominent universities.	Executive Secretary	Evidence of having attended training course.  Certification of successful completion  % of NCD staff who receives a good review on their annual performance appraisal	List of formal and non-formal institutions offering relevant courses, schedules and related cost    Airfare, accommodation, meals, out-of-pocket allowance	GOG/ITEC/ Commonwealth countries/ other International Assistance Programmes	2015-2019

<p><b>4.1.3</b> Identify and encourage staff to participate in study tours particularly in countries where they can gain from best practices; Trinidad and Tobago and Jamaica may be most useful in the Caribbean.</p>	<p>Programme Officer</p>	<p># of study tours attended</p> <p>Technical knowledge gained</p> <p># of new innovations adopted</p>	<p>List of possible areas/countries available for study tours</p> <p>Airfare</p> <p>Per diem</p>	<p>GOG/international donor community/private sector</p>	<p>Ongoing</p>
--	--------------------------	--	--	---	----------------

#### Strategic Objective #4: Organizational Strengthening

<b>General Objective #4: Organizational Strengthening</b> focusing on developing internal resources, as well as policies and procedures to support the expansion of activities set out in the new Strategic Plan 2015-2019, so it may fulfil other aspects of its mandate under the PWD Act.					
<b>Strategy #2:</b> To provide NCD staff and Resource Centre with Adequate Modern Equipment and other Resources					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>4.2.1</b> Procure equipment and accessible transport vehicle.	Programme Officer	Physical evidence of items and purchase receipts	Technical support in acquiring accessible equipment and vehicle	GOG/international donor community/private sector	June 2015-December 2015
<b>4.2.2</b> Develop a State of the Art Resource Centre for information sharing in accessible formats.	Advocacy/Communication Officer	% of satisfied clients using Resource Centre	Technical support in developing a State of the Art Resource Centre	GOG/international donor community/private sector	June 2015-December 2015

#### Strategic Objective #4: Organizational Strengthening

<b>General Objective #4: Organizational Strengthening</b> focusing on developing internal resources, as well as policies and procedures to support the expansion of activities set out in the new Strategic Plan 2015-2019, so it may fulfil other aspects of its mandate under the PWD Act.					
<b>Strategy #3: Research and Data Collection</b> – To conduct a comprehensive National Survey on PWD (i.e., living situations, needs, capacities and locations) to enhance the implementation of the Commission’s strategies and projects.					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>4.3.1</b> Conduct survey of available secondary data on PWD and publicize available data (e.g., NCD Register, VSO research, National Census, Country Reports on Guyana of various international agencies).	Programme Officer, Advocacy/ Communication Officer and Monitoring/ Implementation Sub-Committee	Organized data on PWD currently  # of fact sheets highlighting available data  # of press releases/feature articles promoting disability issues	Technical support for collection and analysis of Survey	GOG/ UNDP/ CIDA/ UNICEF	April 2015 - continually
<b>4.3.2</b> Design and conduct a National Survey on PWD (including the number, location and types of disability that exist in Guyana).	Executive Secretary, Programme Officer and Monitoring/ Implementation Sub-Committee	Research design developed Action Plan to conduct research including resources/budget  Data collected and analyzed	Technical support for designing, conducting and analyzing Survey  Volunteers	GOG/ UNDP/ CIDA/ UNICEF	April 2015- June 2016
<b>4.3.3</b> Publish, distribute and popularize the results of the National Survey on PWD	Advocacy/ Communication Officer	National Survey Report  # of copies distributed  # of other advocacy materials developed based on results of the survey	Technical support in developing report  Media support in publishing report	GOG	2016

**Strategic Objective #4: Organizational Strengthening**

<b>General Objective #4: Organizational Strengthening</b> focusing on developing internal resources, as well as policies and procedures to support the expansion of activities set out in the new Strategic Plan 2015-2019, so it may fulfil other aspects of its mandate under the PWD Act.					
<b>Strategy #4:</b> Prepare a Resource Mobilization strategy					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>4.4.1</b> Develop and implement a funding strategy plan including: (a) a schedule of target proposals (b) a map of potential donors with their priority areas	Programme Officer	# of donors identified, researched and tapped  # of submitted and approved proposals	Directory of donor agencies  Technical support	GOG	July 2015- June 2016

**Strategic Objective #4: Organizational Strengthening**

<b>General Objective #4: Organizational Strengthening</b> focusing on developing internal resources, as well as policies and procedures to support the expansion of activities set out in the new Strategic Plan 2015-2019, so it may fulfil other aspects of its mandate under the PWD Act.					
<b>Strategy #5:</b> Establish local and international linkages to enhance NCD's visibility and to promote its goals and strategies					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>4.5.1</b> Develop linkages with local and international organizations particularly those that have a policy on disability issues.	Executive Secretary and Programme Officer	# of new organizations that have connections with the NCD  Outputs and technical knowledge gained  Materials received	Directory of relevant international organizations	GOG/ international donor community/ private sector	2015-2019

#### Strategic Objective #4: Organizational Strengthening

<b>General Objective #4: Organizational Strengthening</b> focusing on developing internal resources, as well as policies and procedures to support the expansion of activities set out in the new Strategic Plan 2015-2019, so it may fulfil other aspects of its mandate under the PWD Act.					
<b>Strategy #6:</b> Develop, implement and monitor the NCD Strategic Plan towards the fulfilment of its societal and organizational visions					
<b>DELIVERABLES (TASKS)</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES NEEDED</b>	<b>POSSIBLE FUNDING</b>	<b>TARGET DATES</b>
<b>4.6.1</b> Develop, implement and monitor the NCD 2015-2019 Strategic Plan in the prescribed timeframes	Programme Officer	Strategic Plan Periodic progress reports  Achievement of performance targets.	Consultant  Editor	GOG	2015-2019
<b>4.6.2</b> Evaluate organizational processes and outcomes on a regular basis and implement organizational changes as needed.	Executive Secretary and Programme Officer	# of evaluation meetings and reports  # of recommendations implemented to improve work	Technical support for conduct of evaluation	GOG/ international donor community/ private sector	December 2015- December 2019

## 6.0 CONCLUSION

To ensure the effective implementation of the Strategic Plan, it is recommended that the NCD schedules quarterly meetings to discuss progress reports, review implementation status and identify changes that need to be made. The NCD team should establish benchmarks that recognize success throughout the process of implementation. The NCD Commissioners are to be fully informed about all components of the Strategic Plan and provided with progress reports on its implementation in a timely manner.



## APPENDIX – NCD STRATEGIC PLAN 2008-2011: Deliverables Completed

<b>Area 1: Capacity Building</b>
<b>Strategy 1: Training Development</b> <ul style="list-style-type: none"><li>• 14 training modules were developed, to be used by GCOPWD or other facilitators to conduct Organizational Development (OD) workshops.</li><li>• 4 OD Workshops were conducted with 294 PWD participating.</li><li>• 27 community members – social workers, head teachers, rehabilitation assistants and parents of CWD – in Mabaruma and Lethem received informal training in more effective communication with PWD and understanding of PWD human rights.</li><li>• 25 young PWD facilitators were trained in developing and implementing training workshops.</li><li>• Workshops on disability as a human rights issue were conducted for community members, government officials and volunteers in Regions 1 and 9.</li><li>• 38 YWD (23 girls/15 boys) benefited from sexuality education.</li><li>• 8 PWD gained basic knowledge on the Internet, email and Microsoft Word.</li><li>• A brief introduction was also given on the PWD Act in some regions.</li><li>• 24 children from each of six regions (2, 3, 4, 6, 9 and 10) were trained as child disability advocates and are awaiting further training.</li></ul>
<b>Strategy 2: Networking</b> <ul style="list-style-type: none"><li>• Four issues of the NCD newsletter were produced annually over the past four years. 2,320 print newsletters were distributed to DPO, governmental agencies, and NGO. The newsletter was also distributed electronically.</li><li>• 670 resource directories were printed and distributed; the document is also to be placed on the website.</li><li>• The website was recently created and NCD staff is in the process of being trained to manage it.</li><li>• The GCOPWD along with DPO was supported by VSO in various Awareness and International Disability Week Celebrations from 2008 to 2011.</li><li>• DPO are implementing their own projects based on learning from OD workshops.</li><li>• With GCOPWD established as a legal entity, registered and holding Biennial General Meetings, DPO feel greater ownership of it since they have been consulted on the Constitution and have participated in the elections.</li><li>• Locally, two PWD were linked to the National Communications Network for theatre training.</li></ul>
<b>Strategy 3: Learning visits</b> <ul style="list-style-type: none"><li>• Four DPO implementing grants awarded through the Disability Support Fund with support from VSO and European Union were trained and supported in implementation.</li><li>• Action Plans of 19 DPO and 1 regional core group were developed.</li><li>• Visits were made by VSO to DPO after training workshops to monitor what was done after the training; there were 235 OD checks, 12 Human Rights checks, 7 Communications checks and 28 Leadership checks.</li><li>• As part of OD training, information was given to PWD on the CRPD.</li></ul>

<b>Area 2: Advocacy for the Rights of PWD</b>
<u>Strategy 1: Public awareness</u> <ul style="list-style-type: none"> <li>• 23 sensitization sessions were done with schools and churches and 6 with active DPO.</li> <li>• 50 copies of a disability video were produced and distributed to the media, DPO and VSO. 10 media persons attended the media launch of the disability video.</li> <li>• 35 media directories were printed, 22 of which were distributed to DPO.</li> <li>• National Volunteers (NV) were given free radio time twice and free television time once. The NCD registration advertisement is also being aired on radio for free.</li> </ul>
<u>Strategy 2: Participation in Local Government</u> <ul style="list-style-type: none"> <li>• Six RDC (2, 3, 4, 6, 7, 9 and 10) were sensitized on disability issues and on the content of the disability legislation through the “It’s About Ability” project.</li> </ul>
<u>Strategy 3: Policy Negotiation</u> <ul style="list-style-type: none"> <li>• Meetings were held with the Ministers of Health and Labour and Human Services &amp; Social Security regarding the implementation of the PWD Act in their respective areas. (Work is still in progress for meetings to be held with other Ministries.)</li> </ul>
<u>Strategy 4: Legislative Advocacy</u> <ul style="list-style-type: none"> <li>• The PWD Act of 2010 was passed.</li> <li>• 29 sensitization sessions were done with DPO and PWD on the content of the legislation.</li> </ul>
<b>Area 3: Monitoring and Compliance with Legislation</b>
<u>Strategy 1: Legislative Education for the Rights Holders and Duty Bearers on the Content of the Legislation</u> <ul style="list-style-type: none"> <li>• Sensitization sessions on the contents of the PWD Act 2010 were conducted in 15 schools and 7 churches.</li> <li>• Media: Four press releases appeared in the print media, NCD participated in six TV programmes and two advertisements were aired on radio.</li> <li>• Audio and hard copies of a simplified version of the PWD Act were produced and distributed to DPO &amp; PWD.</li> <li>• 6,600 flyers were printed; distribution has started at NV sensitization sessions.</li> </ul>
<u>Strategy 2: Monitoring Adherence to the Laws</u> <ul style="list-style-type: none"> <li>• Meetings were conducted with key agencies.</li> </ul>
<b>Area 4: Organizational Strengthening</b>
<u>Strategy 1: Strategic Planning</u> <ul style="list-style-type: none"> <li>• NCD’s first strategic plan was evaluated for the development of this second strategic plan. Quarterly progress reports were primarily used for the evaluation.</li> <li>• Three evaluation meetings were held with the Commissioners and staff.</li> </ul>
<u>Strategy 2: Gender Integration</u> <ul style="list-style-type: none"> <li>• Gender research was conducted by VSO including consultation sessions with Help and Shelter and Red Thread and interviews with 12 PWD. An article presenting the results has been written and distributed. A copy of the article is housed in the NCD Resource Centre.</li> </ul>

Strategy 3: Resource Mobilization

- A document was prepared highlighting 20 funding agencies that lend money for disability projects.
- Three proposals were written – It’s About Ability, National Volunteer Disability Programme, and Family Training. The first two were approved and funded.

Strategy 4: Research and Data Collection

- NCD has implemented a national registration process. By the end of 2014, approximately 4,300 names have been entered in the database.

Strategy 5: Staff Development

- Learning sessions were conducted for NCD staff on Time Management, the Logic Model (a planning tool to graphically display what a project intends to do and what it hopes to accomplish), Excel and Report Writing.
- NCD participated in several activities at other agencies; however, no documentation is available to provide numbers.
- The Programme Officer received a scholarship from the Government of China and completed the International Masters of Public Administration Programme in 2015.

Strategy 6: Networking

- The NCD Programme Officer initiated networking with the COADY International Institute by participating in its training.
- NCD collaborated with the Victor Pineda Foundation, GCBR and GCOPWD to train child advocates in Regions 2, 3, 4, 6, 9 and 10 on the CRPD using a manual and workshop entitled “It’s About Ability” with funding from UNICEF.