



REPUBLIC OF KENYA
—◆—
Public Service Commission

**DISABILITY POLICY AND GUIDELINES
FOR THE PUBLIC SERVICE**

MARCH 2018

Preface

Article 27 of the Constitution of Kenya on equality and freedom from discrimination cites several grounds against which the state shall not discriminate, one of these is disability. There have been attempts to put in place measures to ensure non-discrimination against persons living with disabilities in the country including enactment of the Persons with Disabilities Act of 2003. This Act established the National Council for Persons with Disabilities to spearhead activities that enable inclusion of persons living with disabilities in Kenya.

In the Public Service, the number of employees with disability is less than the envisaged constitutional threshold of 5%. The level of representation at various levels of the Public Service is also not adequate. It is for these reasons, and to address some of the challenges faced by Persons with Disabilities at the work place that the Public Service Commission has developed this Disability Policy and Guidelines.

The objective of this policy is to guide the Public Service in disability mainstreaming to ensure a diverse workforce as provided for in the Constitution of Kenya and Persons with Disabilities Act. It will be applied in all institutions in the Public Service. The Commission invites all the Public Service institutions listed in Article 234 (3) of the Constitution to adopt its provisions to ensure harmony in disability mainstreaming.

The Commission will be working with various stakeholders to ensure that the provisions of this policy are implemented, monitored and evaluated. The various strategies laid out in the policy will ensure that disability mainstreaming materializes in all facets of human resource management and development. This will in turn raise the representation of persons living with disabilities not only in the work place but also at all levels of HR management.

The Commission expects that implementation of this policy will go a long way in improving the wellbeing of persons living with disabilities at the work place and in the process maximize their contribution to public service delivery.

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Abbreviations and Acronyms

- DMC - Disability Mainstreaming Committee
- KLMIS - Kenya Labour Market Information System
- MDAs - Ministries, Departments and Agencies
- NCPWD - National Council for Persons with Disabilities
- PSC - Public Service Commission
- PWDS - Persons with Disabilities
- UNCRPD - United Nations Convention on the Rights of Persons with Disabilities

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Definition of Terms

Disability - disability includes any physical, sensory, mental, psychological or other impairment, condition or illness that has, or is perceived by significant sectors of the community to have, a substantial or long-term effect on an individual's ability to carry out ordinary day-to-day activities

Mainstreaming - it is the consistent integration of persons with disabilities in the design, implementation, monitoring and evaluation of policies, plans, programmes, activities and projects at all levels.

Adaptations – Includes redesigning of tools, equipment, machines, workstations, work environment or adjustment in work schedules, sequence of work and breaking down work tasks to suit needs of officers with disabilities.

Assistive devices – tools provided to persons with disabilities to assist them in employment, training, development and any other activities at the workplace.

Impairment – A physical or mental limitation, an injury, illness or congenital condition that causes or is likely to cause a loss or difference of physiological or psychological function.

Affirmative Action - affirmative action includes any measure designed to overcome or ameliorate an inequity or the systemic denial or infringement of a right or fundamental freedom

Discrimination – to accord different treatment to different persons solely or mainly as a result of different abilities and disabilities, gender, youth, minority and marginalized.

Empowerment - A process through which the youth, Persons with Disabilities, minorities and marginalized, men, women acquire knowledge, skills and attitudes to critically analyze their situation and take appropriate action to change their status.

Diversity - recognising and embracing the contribution of people with differences in background, experience and perspectives

Equity - ensuring that everyone is treated in a fair manner, according to their individual needs and circumstances

Equality - includes providing equal opportunities and enjoyment of all rights and fundamental freedoms to all irrespective of race, sex, pregnancy, marital status, health status, ethnic or social origin, color, age, disability, religion, conscience, belief, culture, dress, language or birth.

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CHAPTER ONE

1.0 INTRODUCTION

The Constitution of Kenya, Persons with Disabilities Act of 2003, and Convention on the Rights of Persons with Disabilities recognize the inability of Persons with Disabilities (PWDs) to competitively participate in socio-economic activities leading to their current marginalization in many aspects of Public Service.

The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) ratified by Kenya mandates State Parties to promote employment opportunities and career advancement for PWDs in the labour market, as well as assistance in finding, obtaining, maintaining and returning to employment.

The Public Service Commission (PSC) affirms the right to equity and social justice for PWDs when it comes to participation in employment opportunities within the Public Service. The Commission has over the years come up with strategies for economic and workforce development. However, implementing these strategies for PWDs has been a challenge across the Service.

It is for this reason therefore, that the Commission has developed a policy aimed at ensuring that PWDs are integrated in the employment strategies.

1.1 Rationale

The Constitution of Kenya as well as the Persons with Disabilities Act, 2003 requires that at least five percent (5%) of appointments in the public sector should comprise persons with disabilities. Persons with Disabilities experience higher rates of unemployment and underemployment compared to Persons without Disabilities. PSC Values and Principles report of 2014, established that for the institutions that fall under the Commission's jurisdiction, the aggregate percentage of PWDs was less than one per cent (1%).

A comprehensive policy on disability is essential in order to guide the Public Service on effective measures for realization of full and effective participation of PWDs in public service delivery.

1.2 Policy Statement

In order for the PWDs to be equitably represented in the Public Service workforce, the MDAs shall adopt fair practices that embrace affirmative action at recruitment, appointment and in career progression.

1.3 Objectives

The general objective of this policy is to guide the Public Service in disability mainstreaming to ensure a diverse workforce as provided for in the Constitution of Kenya and Persons with Disabilities Act of 2003.

The specific objectives of the policy are to ~~ensure~~:

- i). ~~Ensure p~~Persons with Disabilities have equal opportunities for employment in the public service;
- ii). Create an accessible and facilitative work environment for employees, interns and attaches;
- iii). ~~facilitates~~ job retention and opportunities for advancement;
- iv). ~~facilitates~~ training and development opportunities;
- v). ~~Ensure s~~Serving members of staff who become incapacitated during their time in the public service are enabled to continue in employment;
- vi). ~~Ensure e~~Employees are continuously sensitized on disability etiquette and PWDs including visitors have appropriate information and support.

1.4 Guiding Principles

All Public service Institutions should integrate into their human resource practices the following guiding principles:

- i) Respect for inherent dignity, individual autonomy including the freedom to one's own choices and independence;
- ii) Non-discrimination;
- iii) Full and effective participation and inclusion;
- iv) Respect and acceptance of PWDs as part of diversity and humanity;
- v) Accessibility of built environment, information and services;
- vi) Equity and equality of opportunities among PWDs; and
- vii) Respect of the capacity of staff with disabilities.

1.5 Legislative and Policy Framework

1.5.1 The Constitution

The Constitution of Kenya 2010 in its Article 27 entitles every person to equality before the law and prohibits direct or indirect discrimination on any ground, including disability. Article 28, guarantees the right to human dignity and the right to have that dignity respected and protected. Article 54 stipulates specific entitlements for PWDs including the right to be treated with respect and to be referred to in a manner that is not demeaning, the right to access educational institutions, reasonable access to public transport, information, the use of sign language and access to materials and devices to overcome constraints arising from the person's disability.

The State is required to ensure on a progressive basis that at least five per cent of members to appointive and elective positions are PWDs. The Constitution further requires as a principle of the public service, that persons with disability are afforded adequate and equal opportunities for appointment, training and advancement at all levels of the public service.

1.5.2 Persons with Disabilities Act

The Persons with Disabilities Act, No. 14 of 2003, ~~has been the legal instrument ensuring respect for persons with disability before the constitutional provisions. The Act establishes the National Council for Persons with Disability as well as setting out the rights and~~

~~privileges of PWDs. Section 21 of the Act entitles PWDs with a barrier free and disability friendly environment. This is to enable them to have access to buildings, roads, social amenities, assistive devices, as well as other equipment to promote their mobility.~~

1.5.3 Public Officers' Ethics Act

The Public Officers' Ethics Act of 2003 creates an environment that nurtures respect for diversity including disability. The Act demands of public officers to treat fellow public officers, including PWDs, with respect while discharging their mandate.

1.5.4 Public Service (Values and Principles) Act

The Public Service (Values and Principles) Act, of 2015, gives effect to Article 232 of the Constitution. The Act allows public institutions for purposes of ensuring representation of PWDs and other marginalized groups, not to unduly rely on merit in making appointments, which ~~more times than not may~~ disadvantages PWDs.

1.5.5 Employment Act

The employment Act 2007 recognizes disability and outlaw's discrimination on grounds of disability in employment both in public and private sectors.

1.5.6 Public Procurement and Disposal Act

~~The~~ Public Procurement and Disposal Act 2015 and Regulations 2006, reserves thirty percent of public procurement for women, youth and PWDs as a means of empowering them.

1.5.7 The PSC code of practice for mainstreaming disability in the Public Service

The PSC ~~C~~code of ~~P~~practice for ~~M~~mainstreaming ~~D~~disability in the Public Service, 2010, obligates public entities to reasonably accommodate the needs of PWDs in public service by retaining, retraining and deploying public servants who acquire disabilities in the course of duty.

1.5.8 United Nations Convention on the Rights of Persons with Disabilities

The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) promotes the full integration of persons with disabilities in societies. The UNCRPD specifically references the importance of international development in addressing the rights of PWDs.

Article 2, introduces the concept of reasonable accommodation to ensure PWDs the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms.

1.5.9 International Labour Organization

The International Labour Organization (ILO) promotes rights at work, encourages decent employment opportunities, enhances social protection and strengthens dialogue in handling work related issues.

1.5.10 Marrakesh Treaty 2013

The Treaty is premised on the principles of non-discrimination, equal opportunity, accessibility and full and effective participation and inclusion in society.

The treaty seeks to bridge the gap on the challenges faced by PWDs such as the freedom to seek, receive and impart information and ideas of all kinds on an equal basis with others, while ensuring copyright protection as an incentive and reward for literary and artistic creations.

The treaty requires that State parties allow persons with disabilities to access published works, and emphasizes the need to both expand the number of works in accessible formats and to improve the circulation of such works.

1.6 Scope and Application

This Policy shall apply to the Public Service, except the Public Service institutions listed in Article 234 (3) of the Constitution. However, these institutions are free to adopt the provisions of this policy.

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CHAPTER TWO:

STRATEGIES FOR DISABILITY MAINSTREAMING IN THE PUBLIC SERVICE

2.1 INTRODUCTION

The Public Service is committed to equal opportunities for Persons with Disabilities in employment and will aim to create an environment which enables them to work efficiently and effectively in the delivery of public services.

The following strategies and interventions will be adopted to mainstream disability in the Public Service:

2.1.1 Communication and Awareness

Every Public Service institution shall:

- i) communicate the strategies for mainstreaming disability in the workplace to all members of staff in a language which can be easily understood including using modern technology, Braille, Kenyan sign language, large prints, signage and other modes of communication;
- ii) Provide for a forum for dialogue on mainstreaming disability related issues at the workplace.
- iii) Ensure induction programmes for new staff and every public officer assuming managerial or supervisory role include a disability awareness session;
- iv) Inform its service providers of its strategies on mainstreaming disability with a view to encouraging good practice and embracing universal design;
- v) Embrace exchange of information and training on mainstreaming disability at the workplace and cooperate with expert agencies, learning institutions and training institutions;
- vi) Ensure that PWDs register with the National Council for Persons with Disabilities for maintenance of their data; and
- vii) Advise persons with disabilities to access employment opportunities from the Public Service Commission website, websites of MDAs, the Kenya Labour Market Information System (KLMIS) and the National Council for Persons with Disabilities (NCPWD) Job Portal (placement.ncpwd.go.ke).

2.1.2 Recruitment and Selection

Every public service institution shall:

- i. Ensure that Job descriptions, advertisements, applications and selection procedures does not exclude or discourage PWDs;

- ii. uphold the principle of non-discrimination throughout the recruitment process to ensure equitable opportunities for candidates with disabilities;
- iii. Include a statement of its commitment to equal opportunity in recruitment procedures;
- iv. Ensure that the recruitment process attracts applications from as many qualified PWDs as possible in order to fulfill at least the five (5%) percent statutory requirement;
- v. Ensure that job vacancies and other communication relating to employment are publicized in a format which is accessible to persons with different disabilities including using established Government channels, in large print, in Braille, on radio, on the internet and including providing the job application materials in a range of formats;
- vi. Provide reasonable accommodation for candidates with disabilities to attend and participate effectively in the interview process;
- vii. Take affirmative action measures to ensure representation of PWDs which may include ring-fencing jobs for priority employment and promotion; and
- viii. Ensure that all job adverts are posted at the NCPWD Job Portal (placement.ncpwd.go.ke) for easy access for PWDs.

2.1.3 Orientation and Induction

Every Public Service institution shall:

- i. Ensure that a person with disability whom it has employed undergoes induction programme taking into consideration the special needs of the officer;
- ii. Ensure that information essential to the job and workplace is accessible in a format which assures that the officer is fully informed;
- iii. Upon offering a job to a candidate with disability, consult the candidate on any disability related adaptations to the work environment, work station, work schedules or training including any special job training, personal support or assistive services required;
- iv. On employing a person with disability, undertake follow up services to ensure that any problems which may arise are swiftly identified and resolved so that the new public officer achieves satisfactory inclusion into the workplace.

2.1.4 Deployment

Every public service institution shall:

- i. Ensure that its deployment policy and practice does not discriminate public officers with disabilities but caters for their best interests;
- ii. In deploying public officers, take due care to ensure that the duty station, workstation and work environment are conducive to public officers with disabilities;
- iii. In designing duty stations, workstations and work environments, embrace and maximize the benefits of universal design and reasonable accommodation

2.1.5 Provision of technical aides, equipment and services

~~The MDA~~ Every Public Service Institution will take into recognition that employees with disability have unique needs which put them at a financial disadvantage in comparison with other employees. These needs will be addressed through the provision of technical aides, equipment and services as provided for in the guidelines.

2.1.6 Staff Performance Appraisal

Every public service institution shall:

- i. Implement the requirement that performance appraisal of public officers with disabilities shall be undertaken according to the same criteria applied to similar job holders;
- ii. Ensure that the performance appraisal instruments are rendered in a format accessible to persons with disabilities in the entity;

2.1.7 Training Opportunities

Every public service institution shall:

- i. Ensure that training opportunities including sponsorship is available to public officers with disabilities on an equal basis with other officers;
- ii. Consider adjusting time schedules, venues and programmes to facilitate and maximize the participation of public officers with disabilities in measures intended for the career development of public officers;
- iii. While developing training materials and curricula, take due care so that they are accessible to persons with disabilities; and
- iv. Liaise with learning and training institutions in facilitating courses for managers, supervisors and staff members working with a public officer with disability to learn alternative communication techniques for effective interaction at the workplace.

2.1.8 Promotion

Every public service institution shall:

- i. take deliberate steps to ensure that public officers with disabilities are afforded equal opportunities with other officers at the workplace to acquire the skills and experience necessary to advance their careers;
- ii. Avail information about career development, progression and promotional opportunities to public officers with disabilities in a range of formats accessible to such officers;
- iii. Encourage public officers with disabilities to apply for promotion; and
- iv. Take affirmative action measures where necessary to ensure representation of PWDs without unduly relying on fair competition and merit as the basis for promotion. The employee should however meet the minimum requirements for the position.

2.1.9 Job Retention

Every public service institution shall:

- i. Where a public officer acquires disability while in employment, take steps to enable the officer be retained in employment;
- ii. Where it becomes necessary to seek medical opinion on the fitness of a public officer with disability to continue in employment, the same should be done in accordance with the provisions of the HR Policies and Procedures Manual;
- iii. In the event of potential redundancies, ensure that the selection criteria do not discriminate against persons with disabilities;
- iv. Ensure compliance with the retirement age for persons with disability; and
- v. Ensure that all PWDs are registered with the NCPWD and included in the public entity human resource data base as a person with disability at least twelve months before the date of retirement. The PSC may however, consider cases of disability that occur less than twelve months before the date of retirement.

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2.2 Confidentiality of information

Every public service institution shall:

- i. Seek consent of the concerned public officer with disability, to obtain or disclose information concerning the officer's personal health and rehabilitation for the purpose of employment, retention and return to work;
- ii. Ensure that all information obtained in relation to PWDs is held in a manner that maintains confidentiality

2.3 Attachment and Internship

Every public service institution shall:

- i. Liaise with learning and training institutions, to facilitate students with disabilities to secure attachment and internship in the public service;
- ii. Provide internship opportunities to applicants with disabilities so as to acquire skills, knowledge and work attitude required for jobs in the work place;
- iii. Liaise with the NCPWD to identify suitable applicants with disability for internship placement; and
- iv. Document experiences learnt from recruitment, internship and attachment with a view to improve future strategies and policies on mainstreaming disability related issues.

2.4 Accessibility and safety of built environment

Every public service institution shall ensure that all its premises are accessible to persons with disabilities as provided for in the guidelines.

2.5 Workplace Conduct and Etiquette

Every public service institution shall ensure that the workplace conduct and etiquette are in-line with the provisions of the guidelines.

2.6 Research

Every public service institution, in collaboration with the National Council for Persons with Disabilities, shall:

- i. Facilitate the inclusion of disability component/indicator in all Public Service data collection survey instruments;
- ii. Disseminate necessary disaggregated data and information to facilitate policy and programming decisions; and
- iii. Encourage officers undertaking studies to conduct research on disability related areas

CHAPTER THREE: INSTITUTIONAL FRAMEWORK

3.1 INTRODUCTION

The overall responsibility of implementing this policy lies with the Public Service Commission which may delegate to Authorized Officers and other State Agencies. The Commission will collaborate with other public service institutions, including, Ministry responsible for Public Service, Ministry responsible for Social Protection, National Gender and Equality Commission, National Council for Persons with Disabilities, National Cohesion and Integration Commission and State Corporations Advisory Committee. The roles of the different actors are as outlined below:

3.2 Public Service Commission

The PSC is responsible for:

- i. Develop and review all human resource policies, procedures and practices to comply with the disability policy;
- ii. Oversee the implementation of public service regulations, policies, systems and practices that are responsive to the needs of PWDs;
- iii. Applying progressively the principle that at least 5% of appointments in the Public Service comprise PWDs;
- iv. Promoting dignity for PWDs in the public service;
- v. Monitoring, evaluating and reporting on the implementation of the policy in the Public Service to the President and Parliament; and
- vi. Establishing structured linkages with commissions, authorities and independent offices.

3.3 Ministry Responsible for Public Service

The ministry for public service is responsible for:

- i. Providing technical support to Ministries, Departments and Agencies in implementation of the Disability Policy;
- ii. Coordinating the implementation of the Disability Policy in Ministries, Departments and Agencies; and
- iii. Preparing and forwarding periodic reports on implementation of the Disability Policy to the PSC.

3.4 Ministry responsible for Social Protection

The Ministry for Social Protection is responsible for:

- i. Formulation of National policies and legislation on disability mainstreaming;
- ii. Disseminate the provisions of this policy to PWDs; and
- iii. Promote respect for PWDs;

3.5 Authorized Officers

Authorized Officers are responsible for:

- i. Implementing PSC decisions on Disability;
- ii. Mainstreaming the Disability Policy in all human resource policies, procedures and practices;
- iii. Promoting respect for PWD in the business processes of the institution;
- iv. Ensuring compliance with the provision of universal design in relation to the physical development of all premises;
- v. Applying progressively the principle that at least 5% of appointments in the Public Service comprise PWDs; and
- vi. Preparing and forwarding quarterly reports on implementation of the Disability Policy to the PSC;

3.6 State Corporations Advisory Committee (SCAC)

State Corporations Advisory Committee is responsible for:

- i. Mainstreaming the Disability Policy in all human resource policies, procedures and practices in state corporations;
- ii. Promoting respect for PWD in the business processes in all state corporations;
- iii. Conducting compliance audits in state corporations in line with the policy;
- iv. Ensuring compliance with the retirement age for PWDs in State corporations;
- v. Preparing and forwarding periodic reports on implementation of the Disability Policy in state corporations to the PSC; and
- vi. Applying progressively the principle that at least 5% of appointments in state corporations comprise PWDs

3.7 National Council for Persons with Disability

The National Council for Persons with Disability is responsible for:

- i. Development of guidelines for ensuring PWDs achieve equal opportunities including through education and employment and full access to community and social services;
- ii. Monitor compliance of disability mainstreaming in the public service;
- iii. Providing inventory on PWDs;
- iv. Collecting, collating and disseminating information to the members on vacancies available in the public service; and
- v. Sensitization of public institutions on mainstreaming disability issues in the Public Service.

3.8 Individual Public Officers

Individual Public officers are responsible for:

- i. Observing respect for diversity in all their undertakings;
- ii. Reporting cases of discrimination in the work place; and
- iii. Providing timely information required in the evaluation of the implementation of this policy

3.9 National Gender and Equality Commission

National Gender and Equality Commission is responsible for:

- i. Promoting inclusion of PWDs in the Public Service;
- ii. Promoting representation of PWDs at all levels in appointive positions in the Public Service;
- iii. Monitoring and evaluating disability mainstreaming programs with a view of assessing progress on disability mainstreaming; and
- iv. Promoting equality and non-discrimination of PWDs in the Public Service.

CHAPTER FOUR: MONITORING, EVALUATION AND REPORTING

4.1 INTRODUCTION

Implementation of this policy will be monitored, evaluated and reported on periodically to assess achievement of the objectives. Data will be obtained from reports submitted by Ministries, Departments and Agencies (MDAs), field visits and surveys. The monitoring and evaluation will require commitment of all the implementing institutions as provided for through the established institutional framework. MDAs will submit reports on quarterly basis and/or as requested by PSC which will release an annual evaluation report on the implementation of this policy.

4.2 Monitoring, Evaluation and Reporting Framework

Monitoring and evaluation will enable the PSC and MDAs implement the policy within the stipulated timelines. In addition to the quarterly reporting, the PSC may conduct compliance audits or surveys on needs basis.

On implementation of the policy, MDAs will be required to conduct a baseline survey on PWDs, and thereafter, reports shall be forwarded to PSC on quarterly basis in a prescribed format.

4.3 Review of the Policy

This policy shall be reviewed every three (3) years or as need arises in order to address emerging issues.

APPENDIX I: IMPLEMENTATION GUIDELINES

The implementation of this policy shall be in accordance with the following guidelines.

1. Communication and Awareness

MDAs will:

- i) ensure that all employment opportunities are advertised in an accessible format,
- ii) ensure that the second language evaluations and language training programs do not contain barriers,
- iii) Remove and/or change signage as necessary e.g. when departments relocate;
- iv) Provide audio description services;
- v) Ensure that a permanently manned position is available for the emergency lift telephone communications; and
- vi) Update maps of buildings following changes.

2. Recruitment and Selection

MDAs will:

- i. Ensure that standards for selection and assessment do not discriminate on any prohibited ground including disability, unless the requirement is a bona fide occupational requirement;
- ii. Where no application is received from PWDs for the positions advertised, liaise with the NCPWD for suitable candidates from their database;
- iii. During the selection process, a person's qualifications must be assessed after the person has been accommodated. Types of accommodation during the selection process may include, but are not limited to:
 - a) Provide information about the position in multiple formats for candidates who are blind or visually impaired;
 - b) Ensure that applicants who are deaf or hearing impaired can make inquiries via a Teletypewriter (TTY) or fax;
 - c) Allow extra time, where appropriate, for tests or exams; and
 - d) Ensure that the interview site is physically accessible.
- iv. Allow the use of assistive and support devices such as sign language interpreter, braille, presence of personal aide or service animal in the selection process;
- v. Where at the end of the recruitment process a public Service entity is not able to offer employment to a candidate with disability, the entity will forward the profile of all candidates with disability to the NCPWD for possible placement

3. Orientation and Induction

The MDAs will:

- i) Ensure the facility procured for induction of employees is accessible to Persons with Disabilities;
- ii) Ensure that operational manuals are in a format that is accessible and appropriate such as Braille, provision of sign language interpreters and computers that have appropriate software;
- iii) Ensure that the officers with disability being inducted are guided on the procedure to acquire assistive devices they may require; and
- iv) Ensure that the employee is informed on grievance handling processes and procedures.

4. Deployment

Make reasonable adjustments to the immediate working environment of persons with disabilities, for example, the provision of special furniture, equipment or signage or endeavor to find a more appropriate location for a post where the established location is unsuitable.

5. Provision of technical aides, equipment and services

The MDAs will:

- i. Provide work-related devices or equipment that allow employees with disabilities to participate fully in the workplace and include items such as magnification software and hardware, voice recognition software and augmentative communication devices;
- ii. Employ personal aides to PWDs on one year contract at the level of entry level of support staff, renewable subject to satisfactory performance;
- iii. Recruit readers for PWDs with visual impairment at the level of Clerical Officer;
- iv. Recruit qualified Kenyan Sign language interpreter, at least certificate level, for PWDs with hearing impairment;
- v. Pay Daily Subsistence Allowance to the personal aides at the same rate as the PWD being served; and
- vi. Convert printed materials to alternative media accessible to officers with visual impairment.

6. Staff Performance Appraisal

The MDAs will:

- i. Ensure that assessment methods or appraisal instruments used, including tests and interviews do not constitute barriers;
- ii. Ensure adaptation or modification of the appraisal instruments is considered to reasonably accommodate PWDs; and
- iii. Ensure provision of computer software for employees with visual impairment.

7. Job Retention

The MDAs will:

- i. Ensure members of staff who develop a disability report to the Head of Human Resource at the earliest opportunity as a mandatory requirement;
- ii. Ensure that members of staff who develop a disability while in employment is retained to ensure suitable deployment for them where practicable;
- iii. Ensure that the job and/or workplace are modified where an employee is unable to carry on with his previous role prior to the disability;
- iv. Provide options to consider when a member of staff develops a disability which may include; retraining, continue in the same post, redeployment and early retirement on medical grounds.
- v. Ensure that any action taken is in accordance with the appropriate procedures and the relevant legislations.

8. Workplace Conduct and Etiquette

The MDAs will:

- i. Ensure that guidance and counselling, grievance management and disciplinary procedures prescribed for its public officers are also applicable to PWDs;
- ii. Include in its code of conduct and ethics provisions which mainstream disability and related issues at the workplace;
- iii. Embrace, institute and regularly sensitize staff on workplace disability etiquette;
- iv. Uphold the requirement that public officers with disabilities shall not be isolated from workplace associations and shall participate in workplace activities on an equal basis with other officers;
- v. Undertake reasonable modification or adaptation of instruments applied in guidance and counseling, disciplinary procedures, grievance management and

handling cases of alleged misconduct at the workplace to accommodate the different needs of public officers with disabilities;

- vi. Establish a complaint and grievance handling mechanism for officers with disabilities; and
- vii. Ensure Public Officers treat PWDs with dignity and respect, and any form of harassment is addressed as a breach of code of conduct.

9. Accessibility and safety of built environment

The MDAs will:

- i). Keep external routes including steps and ramps clean, unobstructed, non-slippery and surfaces free of water (wetness), dead leaves or debris;
- ii). Ensure that designated parking areas for PWDs are not being used by non-disabled motorists;
- iii). Plan and put in place emergency measures that ensure that persons with disabilities are able to safely and effectively evacuate the workplace to an area of safety;
- iv). Ensure that staff are sensitized on emergency procedures relating to safety and evacuation of PWDs;
- v). Maintain doors and door closers, including checking that the opening forces of self-closing doors are within acceptable limits;
- vi). Remove and/or change signage upon modification of the built environment; and
- vii). Install safety devices and other measures friendly to the needs of persons with disabilities such as a bell, fire alarm, whistle or siren, flashing lights, nonelectrical elevators, safety scents and signs or symbols

APPENDIX II: POLICY IMPLEMENTATION MATRIX

Sno	Strategy	Activities	Progress Indicators	Timeframe	Remarks
1.	Communication and Awareness	Ensure that PWDs register with the National Council for Persons with Disabilities for maintenance of their data			
2.	Recruitment and Selection	Ensure that the recruitment process attracts applications from as many qualified PWDs as possible in order to fulfil at least the five (5%) percent statutory requirement			
3.	Orientation and Induction	Ensure induction programmes for new staff and every public officer assuming managerial or supervisory role include a disability awareness session			
4.	Deployment	In designing duty stations, workstations and work environments, embrace and maximize the benefits of universal design and reasonable accommodation			
5.	Provision of technical aides, equipment and services	Provide work-related devices or equipment that allow employees with disabilities to participate fully in the workplace and include items such as magnification software and hardware, voice recognition software and augmentative communication devices			
6.	Staff Performance Appraisal	Ensure provision of computer software for employees with visual impairment			
7.	Training Opportunities	Ensure that training opportunities including sponsorship is available to public officers with disabilities on an equal basis with other officers			
8.	Promotion	take deliberate steps to ensure that public officers with disabilities are afforded equal opportunities with other officers at the workplace to acquire the skills and experience necessary to advance their careers			

Sno	Strategy	Activities	Progress Indicators	Timeframe	Remarks
9.	Job Retention	Provide options to consider when a member of staff develops a disability which may include; retraining, continue in the same post, redeployment and early retirement on medical grounds			
10.	Confidentiality of information	Ensure that all information obtained in relation to PWDs is held in a manner that maintains confidentiality			
11.	Attachment and Internship	Provide internship opportunities to applicants with disabilities so as to acquire skills, knowledge and work attitude required for jobs in the work place			
12.	workplace conduct and etiquette	Include in its code of conduct and ethics provisions which mainstream disability and related issues at the workplace			
13.	Accessibility and safety of built environment	Maintain doors and door closers, including checking that the opening forces of self-closing doors are within acceptable limits			
14.	Research	Disseminate necessary disaggregated data and information to facilitate policy and programming decisions			

Note: This implementation matrix gives an example of the activities to be carried out under each strategy. The MDAs will report to PSC on activities contained in the policy on quarterly basis.