

# **Society of Professionals with Visual Disabilities (SOPVID)**

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*Strategic Plan 2023-2028*

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## **Chapter one: About SOPVID**

### **1.1. Introduction**

The Society of Professionals with Visual Disabilities (SOPVID) was formed in 2003 to promote professional excellence among its members, and to advocate for the rights of persons with visual disabilities in Kenya and beyond. It is comprised of professionals with visual disabilities as full members, and persons with other disabilities as well as persons without disabilities who share its vision as associate members. SOPVID works with like-minded organizations in pursuit of its objectives.

The following are the SOPVID objectives as outlined in its Constitution:

1. To exchange ideas among members and to promote professional excellence of its members.
2. To disseminate knowledge and promote the use of relevant adaptive technology among its members.
3. To promote and foster the welfare and rights of Professionals with visual disabilities.
4. To raise awareness on the needs of professionals with visual disabilities, and to enhance their participation in recreational activities and in social life in general.
5. To work towards the enhancement of the capacity of professionals with visual disabilities at the work place.
6. To lobby the government, non-governmental agencies and the private sector for the provision of facilities and equipment to enhance the effectiveness of professionals with visual disabilities.

7. To sensitize the government, non-governmental organizations and the private sector on the need to provide job placing and adapt the environment at the work place to reasonably accommodate persons with visual disabilities.
8. To work towards the diversification of professional opportunities for persons with visual disabilities.
9. To work for the elimination of all forms of discrimination against professionals with visual disabilities.
10. To work towards the rehabilitation of professionals who are newly visually disabled.
11. To network with like-minded organizations worldwide for the benefit of the members of the Society.
12. To do all things either on its own, or in co-operation with any other organization, statutory body, local authority or government worldwide incidental to the attainment of the objectives of the Society.

In the last 20 years, SOPVID has undertaken various activities towards the realization of its objectives. It has:

- Facilitated training and mentorship activities for its members.
- Held social events bringing together its members and their families.
- Invited experts to speak on diverse subjects of benefit to its members.
- Participated in key national initiatives such as policy and legislative advocacy.

This Strategic Plan spells out the trajectory to be pursued by SOPVID for the next five years in pursuit of its constitutive objectives. From this plan, the organization will develop detailed annual implementation plans, as well as monitoring and evaluation mechanisms.

## **1.2. STRATEGIC PLANNING PROCESS**

This strategic plan is the result of deliberations among SOPVID members that culminated in their consultative meeting of 28<sup>th</sup> May, 2022. Thereafter, a draft Strategic Plan was prepared by a technical team, and it was approved with minor changes by a meeting of SOPVID members held on 28<sup>th</sup> January, 2023. The plan focuses on five main goals:

1. Building SOPVID's Institutional capacity.
2. Catalysing the professional growth of SOPVID members.
3. Mentoring youth with visual disabilities.
4. Advocating for greater disability inclusion in the public and private sectors.
5. Networking with stakeholders for better service delivery.

## Chapter two: SOPVID operating context

### 2.1. Introduction

This chapter examines the operating context of SOPVID. It begins by presenting the results of the SWOT analysis undertaken to review the internal and external factors affecting the organization, and that will have a bearing on the implementation of this strategic plan. It then proceeds to lay out the organization's strategic objectives for the next five years.

### 2.2. SWOT analysis

"SWOT" is an acronym which stands for "strengths, weaknesses, opportunities and threats". Hence, a SWOT analysis for SOPVID assessed the strengths of the organization, considered its weaknesses, took stock of the existing opportunities which the organization can benefit from, as well as identified potential threats to the organization.

Below is a detailed presentation of the SOPVID SWOT analysis.

#### *SOPVID Strengths*

- SOPVID prides itself in a rich pool of members from various professions and with a wealth of experience in their areas of expertise.
- SOPVID is a vibrant platform that has enabled members to Acquire computer skills and learn accessible smart mobile telephony.
- SOPVID has served as a catalyst for Professional growth of its members.

- SOPVID provides opportunities for its members to share experiences on emerging technologies and their accessibility to persons with visual disabilities.
- SOPVID has the capacity to organise Presentations on topics of interest to its members.
- SOPVID has demonstrated outstanding capacity to participate in advocacy for disability rights, and to sharpen its members' skills to articulate disability-related issues.
- SOPVID is an appropriate Platform for mentoring young professionals with visual disabilities.

### *SOPVID Weaknesses*

- Inadequate synergy between followership and leadership.
- Self-reliance is not adequately encouraged in special schools for learners with visual disabilities. This has resulted in a culture of members' minimal involvement in contributing to the growth of SOPVID.
- Inadequate resources such as office space, office equipment and personnel.
- Inadequate show-casing of the advantages of being a SOPVID member through beneficial activities.
- The challenge of keeping the SOPVID website up-to-date and ensuring an effective social media presence, including a platform for testimonials.
- Inadequate collaboration between SOPVID and other visual disability organizations.
- Inadequate recruiting of new younger members.
- Inadequate commitment of members to honouring their financial obligations to SOPVID.
- The need to uphold the meaning of professionalism while mentoring non-professional members to become professionals.

### *Opportunities for SOPVID*

- The existence of progressive disability rights laws and policies at the national, regional and international levels.
- Increased interest in achieving disability inclusion both in the public and private sectors.
- Increased number of persons with disabilities who are empowered to demand for their rights.
- Over the past five decades or so, disability rights advocacy has resulted in significant progress in national and international law on the said rights. Consequently, the five-year period (2023-2028) of the implementation of this strategic plan falls at a time in which Kenyan society is considerably more aware of the rights of persons with disabilities than before. SOPVID can therefore take advantage of this momentum to work towards greater inclusion of professionals with visual disabilities.



### *Threats to SOPVID*

- Irresolute implementation of existing disability rights laws and policies by the duty bearers.
- Lack of unity among organizations of persons with disabilities.
- Existing attitudinal, institutional and physical barriers to disability inclusion in Kenya.

### **2.3. SOPVID key priority areas 2023-2028**

In view of the foregoing SWOT analysis of both internal and external factors that have a bearing on the overall growth and development of SOPVID, key priorities have been identified that shall be the focus of the organization during the five-year strategic plan period (2023-2028). These priorities are expressed in the following five strategic objectives:

1. Building SOPVID's institutional capacity.
2. Promoting professional growth of SOPVID members.
3. Formulateing and implementing mentorship programmes for youth with visual disabilities.
4. Advocacy for greater visual disability inclusion in the public and private sectors.
5. Enhancing networking with stakeholders for better service delivery to SOPVID members in particular, and to persons with visual disabilities generally.

## Chapter three: Strategic Objectives and Actions

### 3.1. Vision, Mission and Core Values

*(a) Vision*

An inclusive and barrier free society where professionals with visual disabilities actualize their potential.

*(b) Mission*

Promoting professional Excellence among its members and advocating for an inclusive, barrier free society for persons with visual disabilities.

*(c) Core values*

1. Professional excellence.
2. Integrity.
3. Inclusion.
4. Accessibility.
5. Collaboration.

### 3.2. Strategic Objectives, Expected Outcomes and Actions

In order to transform SOPVID in to the organization envisioned in this strategic plan, deliberate efforts shall be made to attain the organisation's strategic objectives as indicated below.

#### *Strategic objective 1: Strengthening the Institutional Capacity of SOPVID*

**Expected outcome:** a stronger and better-equipped organization which fulfills its objectives efficiently and effectively.

#### **Actions:**

- (a) Develop and implement annual workplans in line with this strategic plan.
- (b) Establish an adequately resourced Secretariat to perform the day-to-day operations of the organization. This will facilitate the pursuit of SOPVID constitutive objectives on a consistent basis.
- (c) Hold Monthly Executive Committee Meetings to evaluate the work of the secretariat.
- (d) Align the organization's programmes to the interests and aspirations of its members.
- (e) Establish SOPVID county chapters.
- (f) Maintain and regularly update the SOPVID website and social media accounts.
- (g) Fund-raise from national government, county governments and the private sector.
- (h) Generate and maintain an up-to-date and disaggregated database of SOPVID members.

#### *Strategic objective 2: Promoting Professional Growth of SOPVID Members*

**Expected outcome:** upward career mobility of SOPVID members.

#### Actions:

- (a) Hold monthly Professionals Days to build the professional capacity of members and to sustain their enthusiasm.
- (b) Hold an annual conference to promote professionalism.

- (c) Hold quarterly social days for members and their families and friends.
- (d) Reach out to former SOPVID members and encourage them to recommit themselves to the organization.
- (e) Mobilize more professionals with visual disabilities, as well as college and university students with visual disabilities, to join SOPVID and to contribute to achieving its constitutive objectives.
- (f) Establish professional sectors in SOPVID, such as legal, educational and engineering, to provide opportunities for younger professionals and prospective professionals to learn from their senior counterparts.
- (g) Design a programme to give emotional and technical support to professionals who have recently lost their sight, and link them up with rehabilitation agencies.
- (h) Establish a Resource Centre to provide Braille and Adaptive information and communication technology support services to professionals with visual disabilities around the country.

***Strategic objective 3: Formulating and Implementing Mentorship Programmes for Youth with Visual Disabilities***

**Expected outcome:** youth with visual disabilities having the inspiration to grow and develop professionally, thereby actualising their potentials to the greatest possible extent.

**Actions:**

- (a) Map out all special and inclusive schools in the country with learners with visual disabilities.
- (b) Conduct regular visits to schools of learners with visual disabilities to give informative and inspirational talks.

***Strategic objective 4: Engaging in Advocacy for Greater Visual Disability Inclusion in the Public and Private Sectors***

**Expected outcome:** greater visual disability inclusion at the workplace in both the public and private sectors.

**Actions:**

- (a) Develop plans to advocate for the formulation and implementation of disability-inclusive laws, policies and programmes.
- (b) Raise public awareness on the potentials and needs of professionals with visual disabilities.

- (c) Liaise with relevant public and private sector players to enhance participation of professionals with visual disabilities in recreational activities.
- (d) Conduct regular research on the situations of persons with visual disabilities in Kenya, and disseminate the findings to inform legislation, policy formulation, and programming.

***Strategic objective 5: Enhancing Networking with Stakeholders for Better Service Delivery to SOPVID Members in Particular, and to Persons with Visual Disabilities Generally***

**Expected outcome:** SOPVID has an expanded reach and influence among partners.

**Actions:**

- (a) Map out like-minded individuals and organizations for potential collaboration.
- (b) Enhance networks with likeminded organizations through participation in their activities and invitations to SOPVID activities.

## Chapter four: Implementation plan

### Strategic Goal 1. Strengthening the Institutional capacity of SOPVID

OUTCOMES	ACTIONS	INDICATORS	TARGETS
A strong and well-	(a) Develop and implement annual	<ul style="list-style-type: none"> <li>• Staff recruited:</li> <li>• Office space and equipment acquired:</li> </ul>	<ul style="list-style-type: none"> <li>• Staff recruited: Office Administrator and Office Assistant.</li> </ul>

<p>equipped organization that delivers on its mandate and fulfills its objectives.</p>	<p>(b) workplans in line with this strategic plan. Establish an adequately resourced Secretariat to perform the day-to-day operations of the organization. This will facilitate the pursuit of SOPVID constitutive objectives on a consistent basis.</p> <p>(c) Hold Monthly Executive Committee Meetings to evaluate the work of the secretariat.</p> <p>(d) Align the organization's programmes to the interests and</p>	<ul style="list-style-type: none"> <li>• No. of county chapters established:</li> <li>• Number of updates on SOPVID website and SOPVID social media pages:</li> <li>• Amount of funds raised:</li> <li>• No. of executive committee meetings held:</li> <li>• Frequency of updates of the membership database:</li> <li>• No. of workplans formulated and a review of strategic plan conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Office space and equipment acquired: office rent and utility bills, two desks, two chairs, cabinet, 2 desktop computers and two UPS units, 1 printer/scanner/photo copier, 1 embosser ("Braille printer") and Duxbury software, wifi installation and monthly subscription.</li> <li>• No. of county chapters setup: 6 per year = 30.</li> <li>• Frequency of updates of SOPVID website and SOPVID social media pages: once a week.</li> <li>• Amount of funds raised: 2 million per year = 10 million.</li> <li>• No. of executive committee meetings held: one per month = 60.</li> <li>• Frequency of updates of the membership database: updated monthly.</li> <li>• No. of workplans formulated: one per year = 5.</li> <li>• Review of strategic plan conducted: mid-term</li> </ul>
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	<p>aspirations of its members.</p> <p>(e) Establish SOPVID county chapters.</p> <p>(f) Maintain and regularly update the SOPVID website and social media accounts.</p> <p>(g) Fund-raise from national government, county governments and the private sector.</p> <p>(h) Generate and maintain an up-to-date and disaggregated database of SOPVID members.</p>		
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## Strategic Goal 2. Promoting Professional growth of SOPVID members

OUTCOMES	ACTIONS	INDICATORS	TARGETS
<p><b>Upward</b> career mobility of SOPVID members.</p>	<p>(a) Hold monthly Professionals Days to build the professional capacity of members and to sustain their enthusiasm.</p> <p>(b) Hold an annual conference to promote professionalism.</p> <p>(c) Hold quarterly social days for members and their families and friends.</p> <p>(d) Reach out to former SOPVID members and encourage them to recommit themselves to the organization.</p>	<ul style="list-style-type: none"> <li>• No. of professionals days conducted:</li> <li>• No. of annual conferences conducted</li> <li>• No. of social days conducted:</li> <li>• No. of professionals with visual disabilities joining SOPVID:</li> <li>• No. of former SOPVID members renewing their membership:</li> <li>• No. of professional sectors formed:</li> </ul>	<ul style="list-style-type: none"> <li>• No. of professionals days conducted: 1 per month = 60.</li> <li>• No. of annual conferences convened: at least 1 per year = at least 5.</li> <li>• No. of social days conducted: 4 per year = 20.</li> <li>• No. of professionals with visual disabilities joining SOPVID: 12 per year = 60.</li> <li>• No. of former SOPVID members renewing their membership: 6 per year = 30.</li> <li>• No. of professional sectors formed: 2 per year = 10.</li> <li>• No. of newly-blinded professionals supported: at least 5 per year = 25.</li> </ul>

	<p>(e) Mobilize more professionals with visual disabilities, as well as college and university students with visual disabilities, to join SOPVID and to contribute to achieving its constitutive objectives.</p> <p>(f) Establish professional sectors in SOPVID, such as legal, educational and engineering, to provide opportunities for younger professionals and prospective professionals to learn from their senior counterparts.</p>		<ul style="list-style-type: none"> <li>• Establishment of Resource Centre: fully establish by 30<sup>th</sup> june 2025</li> </ul>
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	<p>(g) Design a programme to give emotional and technical support to professionals who have recently lost their sight, and link them up with rehabilitation agencies.</p> <p>(h) Establish a Resource Centre to provide Braille and Adaptive information and communication technology support services to professionals with visual disabilities around the country.</p>		
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### Strategic Goal 3. Formulating and implementing Mentorship programmes for youth with visual disabilities

OUTCOMES	ACTIONS	INDICATORS	TARGETS
<p><b>Youth</b> with visual disabilities having the inspiration to grow and develop professionally, thereby actualising their potentials to the greatest possible extent.</p>	<p>(a) Map out all special and inclusive schools in the country with learners with visual disabilities.</p> <p>(b) Conduct regular visits to schools of learners with visual disabilities to give informative and inspirational talks.</p>	<ul style="list-style-type: none"> <li>• No. of school visits conducted:</li> <li>• No. of learners targeted for mentoring:</li> </ul>	<ul style="list-style-type: none"> <li>• No. of school visits conducted: 10 per year = 50.</li> <li>• No. of learners targeted for mentoring: 300 per year = 1500.</li> </ul>

### Strategic Goal 4. Engaging in advocacy for greater disability inclusion in the public and private sectors

OUTCOMES	ACTIONS	INDICATORS	TARGETS
<p>Greater disability inclusion at the workplace in both the public and private sectors.</p>	<p>(a) Develop plans to advocate for the formulation and implementation of disability-inclusive laws, policies and programmes.</p> <p>(b) Raise public awareness on the potentials and needs of professionals with visual disabilities.</p> <p>(c) Liaise with relevant public and private sector players to enhance participation of professionals with visual disabilities in recreational activities.</p> <p>(d) Conduct regular research on the situations of persons with visual disabilities in Kenya, and disseminate the findings to inform legislation, policy formulation, and programming.</p>	<ul style="list-style-type: none"> <li>• No. of advocacy events carried out:</li> <li>• No. of awareness events conducted:</li> <li>• No. of reports on research conducted:</li> </ul>	<ul style="list-style-type: none"> <li>• No. of advocacy events carried out: 6 per year = 30.</li> <li>• No. of awareness events conducted: 6 per year = 30.</li> <li>• No. of reports on research conducted: 2 per year = 10.</li> </ul>

**Strategic Goal 5. Enhancing networking with stakeholders for better service delivery to SOPVID members in particular, and to persons with visual disabilities generally**

OUTCOMES	ACTIONS	INDICATORS	TARGETS
SOPVID has an expanded reach and influence among partners.	<p>(a) Map out like-minded individuals and organizations for potential collaboration.</p> <p>(b) Enhance networks with likeminded organizations through participation in their activities and invitations to SOPVID activities.</p>	<ul style="list-style-type: none"> <li>• No. of active partnerships established:</li> <li>• No. of MoU signed:</li> <li>• No. of partner events attended:</li> </ul>	<ul style="list-style-type: none"> <li>• No. of active partnerships established: 2 per year = 10.</li> <li>• No. of MoUs signed: 2 per year = 10.</li> <li>• No. of partner events attended: 6 per year = 30.</li> </ul>