



ZAMBIA AGENCY FOR PERSONS WITH DISABILITIES STRATEGIC PLAN

2023 – 2026

Prepared by:
Zambia Agency for Persons with Disabilities
in collaboration with Ministry of Community Development and Social Services

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ACRONYMS

8NDP	Eighth National Development Plan
CPs	Cooperating Partners
CSOs	Civil Society Organisations
DMIS	Disability Management Information System
DSOs	Disability Service Organisations
GRZ	Government of the Republic of Zambia
IA	Institutional Assessment
ICT	Information and Communication Technology
LCMS	Living Conditions Monitoring Survey
MCDSS	Ministry of Community Development and Social Services
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organisations
OD	Organization Direction
OPDs	Organization of/for Persons with Disabilities
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMS	Performance Management System
PA	Performance Assessment
RMS	Risk Management Strategy
SWOT	Strengths, Weaknesses, Opportunities, and Threats
SWL	Supporting Women's Livelihoods
UNDP	United Nations Development Programme
UN	United Nations
ZICTA	Zambia Information Communication Technology Authority
ZAPD	Zambia Agency for Persons with Disabilities

FOREWORD

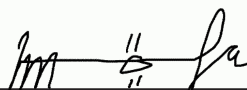
The Zambia Agency for Persons with Disabilities (ZAPD) draws its mandate from the Persons with Disabilities Act No. 6 of 2012. ZAPD's mandate is to plan, promote, regulate and coordinate services for Persons with Disabilities. To execute this mandate, the Agency develops a Strategic Plan every five years which is aligned with National Development Plans to provide strategic direction for its operations for a five-year cycle.

This Strategic Plan was prepared, through comprehensive consultations with key stakeholders which included provincial consultations in six selected provinces namely; Copperbelt, Luapula, Lusaka, Muchinga, Northern and Western provinces, using appropriate strategic planning tools. Validation was conducted at national level with ZAPD members of staff from Headquarters and selected provinces, Board Members for ZAPD, MCDSS staff and selected OPDs for an informed and aligned Plan.

The Plan was prepared with technical support from Ministry of Community Development and Social Services and financial support from United Nations Development Programme (UNDP) under the GRZ - United Nations Joint Program on Social Protection (UNJPSP-II).

The Agency envisions **“A vibrant Agency that coordinates and regulates disability inclusive services”** while aiming **“To Promote the well- being and rights of Persons with Disabilities through, the regulation and coordination of inclusive disability services”**.

The Agency will focus on 3 key areas namely; Coordination Excellence; Operational Excellence and Financial Sustainability in order to contribute to the realisation of aspirations for Persons with Disabilities.



Moses Luneta

Board Chairperson - Zambia Agency for Persons with Disabilities

ACKNOWLEDGMENTS

The 2023-2026 Strategic Plan was developed through a participatory and consultative process involving engagements with key stakeholders.

The Agency is immensely grateful to the stakeholders for their contributions towards the formulation of the Plan. Sincere gratitude goes to the United Nations through the United Nations Development Programme (UNDP) under the Government of the Republic of Zambia- United Nations Joint Programme on Social Protection Phase II (GRZ-UNJPSP II), for the financial support rendered during the development of the Plan.

I wish to thank Persons with Disabilities and Organizations of and for Persons with Disabilities (OPDs), for their input and collaboration during the process of development. In addition, the Agency is grateful to the Board for their guidance and contributions throughout the process.

Finally, I would like to thank the Ministry of Community Development and Social Services for their commitment and professional guidance towards the development of the Plan. I implore all stakeholders and Cooperating Partners to join ZAPD in ensuring the implementation and achievement of the ambitions of the 2023-2026 Strategic Plan.



Frankson Musukwa
Director General - Zambia Agency for Persons with Disabilities

EXECUTIVE SUMMARY

ZAPD draws its mandate from the Persons with Disabilities Act No. 6 of 2012. The Agency is mandated to plan, promote, regulate and coordinate services for Persons with Disabilities. The services provided are aimed at enhancing human and social development for Persons with Disabilities.

This Strategic Plan was developed to provide an operational framework to enhance performance of ZAPD in line with the Eighth National Development Plan (8NDP) in order to effectively implement its mandate.

The methodology used to develop this Strategic Plan involved two phases namely: Performance Assessment and Institutional Assessment. The first phase involved undertaking a Performance Assessment of the Agency and literature review while, the second phase involved Stakeholder Engagements and conducting an Institutional Capability Assessment. In addition, an assessment of the external environment was also conducted. Various tools which included the McKinsey 7s Model, Problem Tree, SWOT and PESTEL Analysis were used.

Further, Organisational Development (Strategic Direction) for the period 2023 to 2026 was set. ZAPD's strategic direction comprises the following:

Vision: "A vibrant Agency that coordinates and regulates disability inclusive services"

To realise the Vision, ZAPD identified and set the key result areas of focus as follows:

- a. Coordination Excellence**
- b. Operational Excellence**
- c. Financial Sustainability**

The Mission Statement was set as:

"To Promote the well-being and rights of Persons with Disabilities through, the regulation and coordination of inclusive disability services"

CORE VALUES

The Agency has adopted five (5) core values namely: **Morality and Ethics, Human Dignity, Confidentiality, Equity and Equality and Team Work.**

ZAPD will focus on achieving seven (7) **Strategic Objectives** as outlined below:

- i. To enhance visibility**
- ii. To enhance inclusive services**
- iii. To improve research and development**
- iv. To improve processes and procedures**
- v. To enhance human capital**
- vi. To enhance infrastructure**
- vii. To enhance mobilization and management of financial resources**

The above Strategic Objectives have specific performance targets and associated strategies. The successful attainment of agreed strategic objectives and associated targets will be facilitated through an Implementation Plan. The Implementation Plan outlines specific tasks along with estimated costs of implementing strategies.

Departmental work plans will be aligned to the Strategic Plan to ensure its successful implementation and realisation of the desired impact. In this regard, the Plan will be monitored continuously and necessary interventions undertaken for attainment of set targets. A final review will be undertaken to establish the extent to which the Strategic Plan will be implemented.

SECTION 1: INTRODUCTION

1.1 Institutional Background

The Zambia Agency for Persons with Disabilities (ZAPD) was established by the Government of the Republic of Zambia by an Act of Parliament No. 6 of 2012. The Agency falls under the Ministry of Community Development and Social Services and its mandate is to plan, promote, coordinate and regulate services for Persons with Disabilities.

1.1.1 Specific Functions

The Persons with Disabilities Act No. 6 of 2012 stipulates the following functions for the Agency:

- i. Plan, promote and administer services for Persons with Disabilities;
- ii. Develop and implement measures to achieve equal opportunities for Persons with Disabilities by ensuring, to the maximum extent possible, that they obtain education and employment, participate fully in sporting, recreation and cultural activities and are afforded full access to community and social services;
- iii. Facilitate and coordinate habilitation, rehabilitation, training and welfare services for Persons with Disabilities;
- iv. Operate schemes and projects for self-employment or regular or sheltered employment for Persons with Disabilities;
- v. Promote research into all aspects of disability;
- vi. Promote public awareness in all aspects of disability;
- vii. Cooperate with State institutions and other organisations in the provision of preventive, educational, training, employment, rehabilitation and habilitation services and other welfare services for Persons with Disabilities;
- viii. Recommend to any State organ or institution any measures to prevent discrimination against Persons with Disabilities;
- ix. In consultation with relevant State institutions, organisations of Persons with Disabilities and other civil society organisations, take appropriate measures to eliminate discrimination on the basis of disability by any person, organisation or private enterprise;
- x. Make representations on behalf of any Person with Disability before any State organ or institution and provide or procure legal assistance for any Person with Disability, if the matter relates to the rights of, or the interaction of, Persons with Disabilities;
- xi. Register Persons with Disabilities, organisations of, and for, Persons with Disabilities and institutions rendering services to Persons with Disabilities; promote, directly or indirectly, the development of human resources in the prevention of disabilities and in the provision of habilitation, rehabilitation, education and training services and the general welfare of Persons with Disabilities;
- xii. Advise the Minister on matters relating to the social and economic development and the general welfare of Persons with Disabilities;
- xiii. Monitor and evaluate the provision of services to Persons with Disabilities and the implementation of this Act and any policy or national strategy on disability;
- xiv. Identify provisions in any law that hinder the implementation of this Act, and any policy and national strategy on disability and recommend necessary reforms to the Government;
- xv. Advise relevant State organs and institutions on the provision of equal opportunities, empowerment programmes and facilities to Persons with Disabilities; and
- xvi. Do all such things as are incidental to, or conducive to, the attainment of the functions of the Agency.
(2) The Agency shall keep and maintain a register of Persons with Disabilities and a separate register of organisations of, and for, Persons with Disabilities. (3) The Agency may conduct inquiries into any matter relating to the welfare, habilitation and rehabilitation of Persons with Disabilities. (4)
- xvii. Promote research and development of universally designed goods, services, equipment and facilities with minimum possible adaptation and the least cost to meet the specific needs and use of Persons with Disabilities, and promote universal design in the development of standards and guidelines;
- xviii. Maintain a Disability Management Information System for Persons with Disabilities;
- xix. Undertake and promote research and development of, and promote the availability and use of, new technologies, including information and communications technologies, mobility aids, devices and assistive technologies, suitable for Persons with Disabilities, giving priority to technologies at an affordable cost; and
- xx. In collaboration with the formerly Central Statistical Office now Zambia Statistics Agency, keep and maintain statistical records relating to incidences and causes of disabilities to be used for the planning, promotion, administration, monitoring, and evaluation of services for Persons with Disabilities.

1.2 Operational and Governance Structure

The Agency has a Board which provides oversight and policy direction. It is headed by the Director General who is the Chief Executive Officer and is responsible for the day-to-day administration of the Agency.

The following Directorates exist:

- i. Rehabilitation and Research
- ii. Inspectorate
- iii. Planning and Programmes
- iv. Finance and Administration
- v. Legal

Geographically, the ZAPD has presence in all the provinces and 11 districts.

1.3 Strategic Operational Linkages

The Agency collaborates with both state and non-state actors in carrying out its functions. These include line ministries under the Human and Social Development Cluster in the 8NDP. Other strategic partners include International Organisations, Cooperating Partners, OPDs, DSOs, Academia, CSOs, NGOs, FBOs and CBOs among others.

1.4 Rationale for Developing the 2023 – 2026 Strategic Plan

The development of the 2023 – 2026 Strategic Plan, was necessitated by the expiration of the 2017 to 2021 Strategic Plan and the formulation of the 8NDP. It is envisaged that the Plan will adequately address strategic issues affecting operations of the ZAPD that were identified during the Institutional Assessment Phase. This is expected to facilitate smooth programme implementation and result in meeting the needs of Persons with Disabilities and interests of other stakeholders.

1.5 Methodology

The 2023 to 2026 Strategic Plan development was facilitated by the Ministry of Community Development and Social Services through a team drawn from Policy Unit. The process was consultative and involved undertaking a Performance Assessment and Literature Review in Phase I and the Institutional Assessment (IA) in the second phase, which involved conducting an Institutional Capability Assessment.

The analysis of the internal and external environment in which ZAPD operates was undertaken using various tools such as the McKinsey 7s Model, Objective and Problem Trees, Strength, Weaknesses, Opportunities and Threats (SWOT), and Political/Policy, Economic, Social, Technological, Environment/Ecological and Legal (PESTEL). In addition, engagements were held with the Board, Staff, Persons with Disabilities and Stakeholders to obtain their input in the performance review and development of the new Strategic Plan.

The information collected from the IA facilitated the development of the Agency's strategic direction for the period 2023 – 2026 in relation to its Vision, Mission, Core Values, Strategic Themes and Results, Strategic Objectives and Intended Results, Targets and Strategies.

The Plan was validated by various stakeholders and approved by the Ministry of Community Development and Social Services.



SECTION 2: ENVIRONMENTAL ANALYSIS

2.1 External Environmental Analysis

An analysis of the external environment in which ZAPD operates was conducted focusing on PESTEL developments. Additionally, a Stakeholder Analysis was undertaken in order to understand clients' needs and stakeholders' interest in general.

2.1.1 PESTEL Analysis

This involved analysing factors in the external environment that had or may have an impact on the operations of the Agency in future. The analysis revealed that the Agency was affected by the PESTEL developments as follows:

Political/Policy Context

Zambia ushered in a new government in 2021, which defined a new political and Policy space for the operations of ZAPD. It spelt out a new policy direction as envisioned in the 8NDP. The 8NDP has provided a framework for national planning and development, which provides opportunity for alignment of disability plans and programmes to the national plan. It provides for comprehensive strategies targeted at reducing poverty, vulnerabilities, and inequalities. Further it outlines disability services that promote access and participation of Persons with Disabilities, provision of accessible services, infrastructure and information across all sectors, as well as mainstreaming of disability in interventions.

The revision of the 2014 social protection policy has also provided for more enhanced disability inclusion in social protection programming. At program level, there has been an expansion of addressing disability issues across the life cycle. This entails access to several social protection programs by Persons with Disabilities from birth to death.

Further, the revision of the National Policy for Persons with Disabilities is key to realising the aspirations of ZAPD. The policy framework is aimed at creating an enabling environment in all spheres for Persons with Disabilities so that they can contribute to national development. It is envisaged that the policy will facilitate the realisation of the potential and aspiration of Persons with Disabilities.

To benefit from the emerging opportunities and initiatives, ZAPD will:

- 1. Enhance registration of Persons with Disabilities, Organizations of Persons with Disabilities (OPDs) and Disability Service Organizations (DSOs)**
- 2. Enhance Accessibility audits**
- 3. Improve Research and Development**
- 4. Strengthen Coordination and Regulation**
- 5. Increase Awareness Raising**
- 6. Enhance Systems**

Economic Context

Zambia's economy rebounded in 2021, with real GDP growing at 4.6%, from a contraction of 2.8% in 2020. This was supported by firmer copper prices, favourable external demand, good rainfall, and post-election market confidence.

More than 61% of Zambia's 19.6 million people earn less than the international poverty line of \$2.15 per day (compared to 41% across Sub-Saharan Africa) and three-quarters of the poor including Persons with Disabilities, live in rural areas. The incidence of poverty worsened for Persons with Disabilities who were among the most affected with the onset of the COVID-19 pandemic in the period 2019 to 2021. The inflation rate of 22.02% and high exchange rate between 2019 to 2021 further contributed to the high costs of living.

The 8NDP provides an economic transformation framework that envisages implementing reforms that promote Job creation, entrepreneurship, Farmer input support programs for Persons with Disabilities and strengthening Public Finance Management. Completion of reforms in the energy sector, agricultural policies and business regulations will boost fiscal sustainability and promote private sector-led growth which will ultimately create employment for many Zambians hence uplifting the livelihoods of Persons with Disabilities.

In the period 2023 to 2026, the Agency plans to include Persons with Disabilities in the economic transformation agenda by:

- 1. Sensitizing stakeholders both in Public and Private sectors on the tax rebate benefits related to employment of Persons with Disabilities**
- 2. Strengthening its coordination with other Ministries and Government Departments in the provision of economic benefits for Persons with Disabilities such as CDF, CEEC, FISP, FSP and ensuring guidelines set aside for Persons with Disabilities are implemented.**
- 3. Implementing projects and programs for additional Income and resource mobilization through Public Private Partnerships and Farming Programs hence creating Job opportunities for Persons with Disabilities**
- 4. Coordinate Capacity building initiatives in Financial management for Organisations of Persons with Disabilities**

Social Context

The Living Conditions Monitoring Survey (LCMS) of 2022 estimated that 60 percent of the population was living below the poverty datum line. It also pointed out that the rural population remained predominantly poor with the overall poverty level at 78.8 percent compared to their urban counterparts at 31.9 percent.

The direct causes of poverty are always diverse and dynamic, but there is a strong link between disability and poverty. Disability is both a cause and a consequence of poverty. People experiencing poverty are more likely to become Persons with Disabilities and those who have disabilities are more likely to be poor.

Society has shown that Persons with Disabilities are disadvantaged because of the setup which prevents them from taking part in everyday life. If Persons with Disabilities have to enjoy equal access to amenities and other economic activities, the way society has been organized has to be changed by removing the barriers which exclude Persons with Disabilities to participate fully on equal basis with others. Hence, the built environment, everyday objects, services, culture and information, among others designed and made by people must be accessible, convenient for everyone in society to use and responsive to Persons with Disabilities. Poverty negatively affects persons with disabilities as access to basic services such as health, education water and sanitation becomes a huge challenge.

Technological Context

Technological developments have opened up new opportunities for inclusive education. Accessible learning platforms, screen readers, captioning, adaptive learning software, and virtual reality/augmented reality technologies have made educational materials more accessible and created immersive learning experiences for students with disabilities. This is evidenced through the “Universal Access Fund” project under Zambia Information Communication Technology Authority (ZICTA) which has since installed accessible ICT equipment in over 30 educational facilities countrywide.

The development of the DMIS has created an enabling environment for effective data management, planning and financing in service delivery for Persons with Disabilities.

In terms of mobility, advanced prosthetics, exoskeletons, and mobility aids with improved functionalities have significantly enhanced the independence and mobility of Persons with Disabilities. Integration of smart technologies with these mobility aids has further improved their effectiveness by providing features like obstacle detection and navigation assistance.

Technological innovations have also revolutionized communication options for individuals with disabilities. Augmentative and alternative communication devices, such as speech-generating devices and eye-tracking systems, have empowered individuals with speech impairments to express themselves effectively. Assistive technologies like text-to-speech and speech recognition software have facilitated better communication for individuals with hearing impairments.

In terms of employment, accessible workplace technologies and telecommuting options enabled by technology have promoted employment opportunities for Persons with Disabilities. Screen magnifiers, speech recognition software, adaptive keyboards, and remote work options have made it easier for individuals with disabilities to perform their job tasks effectively.

In the quest of enhancing access to assistive technologies, the Agency will focus on the following areas:

- 1. Promote the development of advanced assistive technologies to enhance the mobility and communication of Persons with Disabilities.**
- 2. Promote the utilization of assistive technologies among Persons with Disabilities.**
- 3. Conduct accessibility audits on developers and suppliers of assistive technologies.**
- 4. Promote the utilization of social media, Facebook and website platforms to disseminate information on disability matters.**

Environmental Context

Climate change is one of the key effects of environmental degradation, that has affected the world and Zambia is no exception to the effects on the general environment. Climate change has amplified the marginalization experienced by vulnerable groups, including Persons with Disabilities. The United Nation’s (UN) Report on Disability Rights in the context of climate Action, 2020 revealed that Persons with Disabilities are at increased risk of the adverse impacts of climate change, including threats to their health, food security, water and sanitation, livelihood and accessible infrastructure.

In response to this, government has established a long-term institutional structure for the coordination of climate change activities and programmes. Further, the country has embarked on the development and implementation of dedicated climate change related policies and strategies which respond to the various challenges.

In the planned period, ZAPD will enhance the inclusion of Persons with Disabilities in the mitigation and adaptation measures to climate change, while promoting sustainable management of the environment to promote growth and development.

This will be achieved through:

1. Engaging key institutions for incorporation of the Agency and OPDs in the development of climate mitigation and adaptation approaches
2. Strengthening the department of Inspectorate to ensure compliance on services and the physical environment by stakeholders
3. Development and enforcement of Accessibility guidelines on physical and built environment.
- 4.Engagement of relevant Ministries and stakeholders in the promotion of climate smart agricultural practices among Persons with disabilities to enhance their well-being and livelihood.

Legal Context

Zambia has taken several measures to promote and protect human rights and the rule of law through constitutional, legal, policy and programmatic measures. The main challenges with respect to human rights and the rule of law in Zambia include: the non-domestication of several international instruments and conventions; lack of protection of socio-economic and cultural rights in the Constitution; inability of many victims (especially women and Persons with Disabilities) of human rights abuse to access remedial actions due to high costs of litigation, inaccessible infrastructure and legal services and distances to areas where institutions of redress are not available, especially in rural areas. Further, there is limited awareness of human rights among majority of citizens especially in rural areas and statutory institutions mandated to promote, enforce and defend human rights are under resourced.

In the next five years, the agency will:

1. Take advantage of the existing statutory instruments, legal and policy frameworks such as the Statutory instrument No 97 of 2021, children Code Act of 2022 and the Mental Health Act No 6 of 2019 among others in promoting and protecting the rights of Persons with Disabilities; and
2. Advocate for the amendment of the Persons with Disabilities Act No. 6 of 2012

2.1.2 External Environmental Analysis

Clients and their needs

An analysis of the clients' needs is presented in the table below:

No.	Client Cluster	Need
1	Implementing institutions	Allocation of adequate resources to finance programmes
2	Beneficiaries of services	Increased coverage of beneficiaries



Stakeholders and their interests

The interests/ concerns of stakeholders are shown below:

No.	Cluster	Area of Interest
1	Government Ministries/ public institutions	<ul style="list-style-type: none"> • Collaboration on disability mainstreaming and inclusion
2	Cooperating Partners (CPs)	<ul style="list-style-type: none"> • Prudent utilisation of financial resources for service beneficiaries • Provision of technical and financial support towards programming • Capacity building
3	Non-Governmental Organisations / Civil Society Organisations	<ul style="list-style-type: none"> • Complementing Government's efforts in the provision of social protection services • Advocacy on improved welfare and livelihoods of Persons with Disabilities in communities • Collaboration on protection and welfare services of Persons with Disabilities • Monitoring and evaluation of social protection interventions
4	Media	<ul style="list-style-type: none"> • Access to information on available services

2.2 Internal Environmental Analysis

This section highlights the past performance and institutional capability of ZAPD. In addition, an assessment of institutional capabilities was conducted to establish the Agency's preparedness to overcome its challenges and improve its performance.

2.2.1 Past Performance

An analysis of the past performance was conducted to determine the extent of achievement of set targets and ultimately establish the overall institutional performance against the 2017 to 2021 Strategic Plan. A three-tier rating was used to classify the performance of the Ministry as highlighted below:

- Code 1 - **Red** for below Average Performance (0% to 49%)
- Code 2 - **Yellow** for Average Performance (50% to 79%)
- Code 3 - **Green** for Above Average Performance (80% to 100%)

During the period 2017 to 2021, the Agency recorded an Average performance with rating as shown in the table below.

Overall Performance	
Institutional Rating	32%

This performance was attributed to the following enablers:

- Government goodwill and support
- Support from stakeholders
- Development of the DMIS

Notwithstanding the above enablers, the Agency's performance was negatively affected by the following dynamics:

- Outbreak of Covid-19
- Limited presence in provinces
- Inadequate funding

2.2.2 Institutional Capability Assessment

An Institutional Capability Assessment was conducted to establish ZAPD’s status in terms of Strategy, Structure, Systems, Staff, Skills, Shares Values and Style of Leadership and Management. The McKinsey 7S Model was used in the Assessment. A number of challenges were noted in the areas highlighted which included the following:

- i. Inadequate organisational structure
- ii. Low staffing levels
- iii. Inadequate ICT infrastructure
- iv. Weak internalisation of shared values

2.2.3 SWOT Analysis

An analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted to identify internal factors that is, Strengths and Weaknesses that would facilitate or hinder respectively, implementation of interventions identified during the Institutional Capability Assessment. Further, the Assessment revealed external factors, that is, Opportunities and Threats that would facilitate or hinder respectively, implementation of the identified interventions. The table below highlights the Strengths, Weaknesses, Opportunities and Threats relating to the Agency.

Strengths	Opportunities
<ul style="list-style-type: none"> 1. The Agency is established by an Act of Parliament. 2. The Agency has properties which it can develop and use to boost its financial resource base. 3. The Agency has representation in all the Provinces of Zambia. 4. The Agency has qualified human resource at senior management level. 5. The agency has a functional board in place. 6. ZAPD is recognized brand name in disability sector 	<ul style="list-style-type: none"> 1. Political will 2. Collaboration with cooperating partners, civil society and the private sector 3. Presence of legal framework 4. Technological advancements 5. Exchange visits and study tours
Weaknesses	Threats
<ul style="list-style-type: none"> 1. Underutilization of the farms 2. Lack of an endowment fund. 3. Inadequate staffing levels 4. Inadequate funding (Grant) 5. Weak coordination and collaboration mechanisms. 6. Inadequate ICT equipment, skills and materials 7. Inadequate transport 8. Dilapidated infrastructure. 9. Inadequate skills of most staff 10. Lack of presence in most districts. 11. Poor corporate image 	<ul style="list-style-type: none"> 1. Inadequate and erratic funding 2. Inadequate disability mainstreaming in all sectors 3. Weak implementation of policy and legislative framework. 4. Use of charity model in service provision 5. External influence 6. Institutional reporting system 7. OPDs are mainly in the urban areas 8. Negative cultural beliefs and norms on disability 9. Stigma and discrimination



SECTION 3: STRATEGIC DIRECTION

To effectively execute its functions, ZAPD has developed this Plan for the period 2023 to 2026. The Agency has set itself an operational framework that will enable it to focus on areas relevant to the attainment of the desired results. The framework sets out the strategic direction for the Agency in line with the aspirations the Eighth National Development Plan (8NDP).

The Agency's Strategic direction for the period 2023 to 2026 is outlined below:

3.1 Vision

ZAPD envisions itself in the next five years as:

“A vibrant Agency that coordinates and regulates disability inclusive services”

Through this Vision, ZAPD will endeavour to provide effective and efficient services for Persons with Disabilities.

3.2 Mission Statement

The mission statement for ZAPD is:

“To Promote the well- being and rights of Persons with Disabilities through, the regulation and coordination of inclusive disability services”

3.3 Core Values

The Agency will share the following core values in the implementation of the strategic plan:



Ethics and Morality

ZAPD employees uphold professionalism and good morals in service delivery.



Human dignity

ZAPD treats all Persons with Disabilities and stakeholders with respect regardless of their status



Confidentiality

ZAPD employees do not reveal or disclose privileged information to unauthorized persons



Equity and equality

ZAPD ensures social justice for Persons with Disabilities in their access to opportunities



Teamwork

ZAPD promotes involvement of all employees in the operations of the agency

3.4 Strategic Themes and Strategic Results

ZAPD will focus on the following key result areas and associated strategic results:

Strategic Theme: Coordinated Service Delivery resulting in harmonized service delivery

Strategic Theme: Operational Excellence resulting in effective and efficient service delivery

Strategic Theme: Financial Sustainability resulting in dynamic services

3.3.1 Coordination Excellence

The first area of focus relates to coordination in the delivery of services to Persons with Disabilities. This will require enhanced coordination with various stakeholders in the provision of inclusive services to Persons with Disabilities. It will result in smooth functioning of the Agency.

3.3.2 Operational Excellence

The second area of focus relates to Operational Excellence of the Agency. This will require enhancing human capital, mobilisation and management of financial resources and improving service procedures. The focus in this area will result in efficient and effective service delivery.

3.3.3 Financial Sustainability

The third area of focus relates to Financial Sustainability of the Agency. This will require effective and efficient mobilization, investments, utilization and management of resources. This focus area will result in the Agency being self-reliant in its operations.

3.5 Strategic Objectives, Intended Results, Measures, Targets and Strategies

In view of the key areas of focus, the Agency has developed strategic objectives to successfully implement its mandate. By successfully improving in areas focusing on identified strategic issues, the Agency will achieve its intended results.

The strategic objectives to be pursued are highlighted below.

No.	Objectives	Description
1	Enhance visibility	This entails implementing programmes or undertaking activities to create awareness of ZAPD.
2	Enhance inclusive services	programmes and measures aimed at enhancing inclusive services will be implemented
3	Improve on research and development	Measures aimed at improving generating evidence-based data, improving data quality and responses will be supported
4	Improve processes and procedures	ZAPD will focus on increasing efficiency in its provision of services for Persons with Disabilities
5	Enhance human capital	In order to improve staff performance and staffing levels as well as enhance implementation of the Performance Management System, the ZAPD will lobby for improved staffing levels and enhance capacity building for staff.
6	Enhance infrastructure	The Agency will endeavor to provide a conducive environment for staff. This will be achieved through improved infrastructure and enhanced provision of equipment.
7	Enhance mobilization and management of financial resources	To improve mobilization and resource base, accountability and prudent use of resources, the Agency will implement a resource mobilization strategy and enhance internal controls and governance processes

Refer to the table below for the detailed Strategic Plan log-frame.

Detailed Matrix of Strategic Themes, Strategic Results, strategic objectives, measures, targets and strategies

Strategic Themes	<i>Inclusive Disability Services</i>	<i>Operational Excellence</i>	<i>Financial Sustainability</i>
Strategic Results	<i>Increased coordinated and regulated disability services</i>	<i>Effective and efficient service delivery</i>	<i>Dynamic service delivery</i>

<i>Intended Results</i>	<i>Measure (KPIs)</i>	<i>Baseline (2021)</i>	<i>Targets</i>	<i>Strategies</i>
OBJECTIVE ONE: ENHANCE INCLUSIVE DISABILITY SERVICES				
Increased awareness of disability services	% of awareness levels attained	Not established	75% awareness levels attained	Enhance communication Develop and Implement a Communication Strategy Undertake an awareness survey
Increased participation of persons with disabilities in decision making processes	% of persons with disabilities participating in decision making processes	Not established	75% awareness levels attained	Enhance mechanisms for participation of Persons with Disabilities in decision making processes
Increased coverage	No. of districts with established ZAPD offices	11	30 new districts with established ZAPD offices by 2026	Lobby Ministry of Community Development and Social Services for establishment of ZAPD offices
Increased wellbeing of persons with disabilities	% of persons with disabilities linked to social protection programmes	Not established	80% persons with disabilities linked to social protection programmes	Enhance strategies on disability services
	% of persons with disabilities linked to economic empowerment programmes	Not established	80% persons with disabilities linked to economic empowerment programmes	Enhance implementation the Persons with Disabilities Act
	% of persons with disabilities accessing assistive devices	Not established	80% persons with disabilities accessing assistive devices	Enhance coordination of disability service providers
Client and stakeholder satisfaction	% of clients and stakeholders satisfied with services	Not established	70% of clients and stakeholders satisfied with services	Develop and implement a grievance redress mechanism Undertake a client and stakeholder satisfaction survey
Increased inclusiveness	% of inclusive services	Not established	75% awareness levels attained	Enhance strategies to facilitate the implementation of disability inclusive programmes by service providers Enhance data collection on persons with disability accessing services from various service providers
OBJECTIVE TWO: ENHANCE COLLABORATION WITH STAKE HOLDERS				
Improved stakeholder collaboration	Stakeholder Mapping conducted	0	Stakeholder Mapping conducted	Develop mechanisms for stakeholder management

<i>Intended Results</i>	<i>Measure (KPIs)</i>	<i>Baseline (2021)</i>	<i>Targets</i>	<i>Strategies</i>
OBJECTIVE THREE: IMPROVE POLICY AND LEGAL FRAMEWORK				
Enhanced regulation	Persons with Disabilities Act reviewed	0	Persons with Disabilities Act amended	Review requisite policies and legislation
	No. of Protocols ratified	1	1 additional Protocol ratified	
Improved Coordination	No. of government Ministries with focal point persons	4	26 Government Ministries with focal point persons	Develop Disability Mainstreaming Guidelines
	No. of district disability coordination committees established	0	116 district disability coordination committees established	Develop a Coordination Strategy
OBJECTIVE FOUR: IMPROVE SERVICE PROCESSES AND PROCEDURES				
Improved efficiency	% of services provided according to the service delivery charter	0	100% of services provided according to the service delivery charter	Develop a Service Delivery Charter
	No. of vehicles procured	7	10 vehicles procured by 2026	Develop and implement a procurement plan
Improved programming	% of planned programmes implemented	Not established	100% planned programmes implemented annually	Implement the Strategic Plan Develop Annual Workplans Develop a monitoring and Evaluation Framework
OBJECTIVE FIVE: ENHANCE INFRASTRUCTURE DEVELOPMENT AND REHABILITATION				
Conducive work environment	No. of offices rehabilitated	0	34 offices rehabilitated by 2026	Develop a rehabilitation and infrastructure development plan Enhance provision of equipment
	No. of offices built	0	6 offices built by 2026	
	No. of offices provided with ICT equipment	0	34 offices rehabilitated by 2026	
OBJECTIVE SIX: ENHANCE HUMAN CAPITAL				
Improved staff performance	% of staff appraised	30%	100% of staff appraised annually	Develop and implement a performance management system Revise the organizational structure Enhance capacity building for staff Improve staff commitment
Increased levels of staffing	% of staff establishment filled	20%	85% staff establishment filled annually	
OBJECTIVE SEVEN: IMPROVE MOBILISATION AND MANAGEMENT OF FINANCIAL RESOURCES				
Improved accountability	% of unresolved Audit Queries		100% of audit queries resolved annually	Enhance internal controls and governance processes. Enhance resource mobilization Enhance revenue generation mechanisms
	Unqualified Audit Report	5	1 unqualified audit report annually	
Increased financial resources	% funding received from GRZ	90%	100% funding received annually	
	% of funding from farms	0	50% funding from farms annually	
	% of funding from ZAPD rented property	6%	30% funding from rented properties	
	% of support received from others		25% funding received from others annually	



SECTION 4: ENABLING FACTORS

The successful implementation of this Strategic Plan is based on a number of Pre-conditions and Assumptions. Pre-conditions are the critical success factors within the control of the Ministry that will be necessary to ensure successful implementation of the 2023 to 2026 Strategic Plan. On the other hand, Assumptions are critical success factors outside the control of ZAPD important for the successful implementation of the Strategic Plan. The Pre-conditions and Assumptions are highlighted below:

4.1 Pre – Conditions

- a. Ownership of the Strategic Plan
- b. Qualified Human resource
- c. Infrastructure available
- d. Policy and legal framework in place
- e. Established Information Management System
- f. Presence in the 10 provinces
- g. Ownership of property

4.2 Assumptions

- a. Political stability
- b. Support from cooperating partners
- c. Support from Persons with Disabilities
- d. Economic stability
- e. Increased funding
- f. Favourable climatic conditions



SECTION 5: RISK MANAGEMENT

During implementation of the Strategic Plan, the Agency may encounter risks that may hinder achieving some desired results. ZAPD will develop and implement a Risk Management Strategy for effective implementation of the Strategic Plan. The Risk Management Strategy will facilitate the identification, assessment, management and control of possible events or situations that may not be desirable.

SECTION 6: IMPLEMENTATION OF THE STRATEGIC PLAN

An Implementation Plan has been developed to provide a step-by-step guide towards implementing strategies that will ensure realisation of the strategic objectives and results. This will require concerted efforts to ensure that strategies are implemented and set targets attained. Annual Operational Plans and Individual Work Plans with SMART output targets will be developed in line with the Strategic Plan and Implementation Plan.

SECTION 7: MONITORING AND EVALUATION

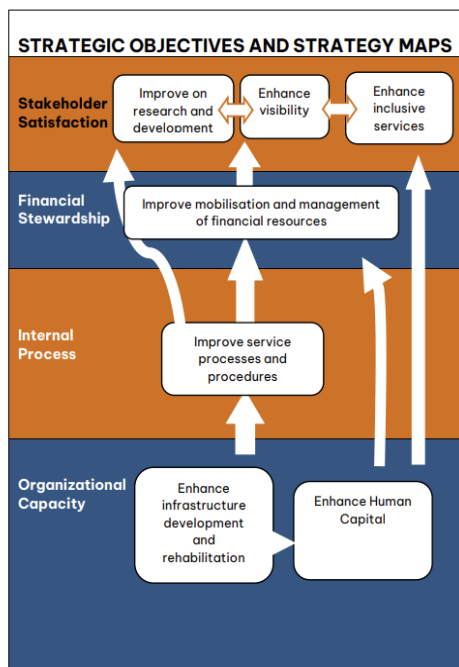
The Strategic Plan will be continuously monitored to ensure its effective implementation through an M&E Framework for tracking progress and facilitate performance review against strategic set targets. The monitoring and evaluation will be done at Individual, Departmental and Institutional levels. Progress reports prepared on implementation of the Plan will be coordinated by the Director-Planning.

Monitoring and evaluation, contribute to enhanced performance management. The Ministry will mentor its Staff and monitor their progress towards implementation. Monitoring and evaluation reports will be compiled on a quarterly basis and the final report issued annually.

A mid-term review of this Plan will be undertaken. During the mid-term review, the Agency may realign the programmes and strategies to ensure attainment of overall desired results contained in this Plan. A terminal review of the Plan will be undertaken in 2026 to establish the full extent of its implementation. The terminal review will inform the preparation of the next Strategic Plan.

APPENDIX 1: ZAMBIA AGENCY FOR PERSONS WITH DISABILITIES 2023 to 2026 BALANCED SCORE CARD

Vision	A VIBRANT AGENCY THAT COORDINATES AND REGULATES DISABILITY INCLUSIVE SERVICES		
Values	Morality and Ethics, Human Dignity, Confidentiality, Partnership, Equity and Equality, Teamwork		
Strategic Theme	Coordinated Service Delivery	Operational Excellence	Financial Sustainability
Strategic Results	Reduced poverty, vulnerability, and inequality	Effective and efficient service delivery	Enhanced visibility, transparency, and accountability
Mission	To Promote the well- being and rights of persons with disabilities through, the regulation and coordination of inclusive disability services coordination of inclusive disability services		



Measures	Targets	Strategies
<ul style="list-style-type: none"> % of awareness levels attained % of persons with disabilities participating in decision making processes Increased coverage % of persons with disabilities linked to social protection programmes % of persons with disabilities linked to economic empowerment programmes % of persons with disabilities accessing assistive devices % of clients and stakeholders satisfied with services % of inclusive services Stakeholder Mapping conducted Person's with Disabilities Act reviewed No. of government Ministries with focal point persons No. of district disability coordination committees established % of services provided according to the service delivery charter No. of vehicles procured % of planned programmes implemented No. of offices rehabilitated No. of offices built No. of offices provided with ICT equipment % of staff appraised % of staff establishment filled % of unresolved Audit Queries Unqualified Audit Report % Funding received from GRZ % of funding from farms % of funding from ZAPD rented property % of support received from others 	<ul style="list-style-type: none"> 75% awareness levels attained 60% of persons with disabilities participating in decision making processes by 2026 30 new districts with established ZAPD offices by 2026 80% persons with disabilities linked to economic empowerment programmes 80% persons with disabilities accessing assistive devices 70% of clients and stakeholders satisfied with services 80% of services being inclusive Stakeholder Mapping conducted Persons with Disabilities Act amended 26 Government Ministries with focal point persons 116 district disability coordination committees established 100% of services provided according to the service delivery charter 10 vehicles procured by 2026 100% planned programmes implemented annually 34 offices rehabilitated by 2026 6 offices built by 2026 34 offices provided with ICT equipment by 2026 100% of staff appraised annually 85% staff establishment filled annually 100% of audit queries resolved annually 1 unqualified audit report annually 100% funding received annually 50% funding from farms annually 30% funding from rented properties 25% funding received from others annually 	<ul style="list-style-type: none"> Enhance communication Develop and Implement a Communication Strategy Undertake an awareness survey Enhance mechanisms for participation of Persons with Disabilities in decision making processes Lobby Ministry of Community Development and Social Services for establishment of ZAPD offices Enhance implementation the Persons with Disabilities Act Enhance coordination of disability service providers Develop and implement a grievance redress mechanism Undertake a client and stakeholder satisfaction survey Enhance strategies to facilitate the implementation of disability inclusive programmes by service providers Develop mechanisms for stakeholder management Review requisite policies and legislation Develop disability mainstreaming Guidelines Develop a coordination strategy Develop a Service Delivery Charter Develop and implement a procurement plan Implement the Strategic Plan Develop Annual Workplans Develop a monitoring and Evaluation Framework Develop a rehabilitation and infrastructure development plan Enhance provision of equipment Develop and implement a performance management system Revise the organizational structure Enhance capacity building for staff Improve staff commitment Enhance internal controls and governance processes. Enhance resource mobilization Enhance revenue generation mechanisms



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