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

- Coordination Excellence
- Operational Excellence
- 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:

- To enhance visibility
- To enhance inclusive services
- To improve research and development
- To improve processes and procedures
- To enhance human capital
- To enhance infrastructure
- 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. Facilitate, coordinate and undertake training, rehabilitation and habilitation 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 or 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 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;

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 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.

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

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

ZAPD Strategic Plan 2023 - 2026

Economic Context

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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.
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.

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**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.

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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:

<table>
<thead>
<tr>
<th>No.</th>
<th>Client Cluster</th>
<th>Need</th>
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<tr>
<td>1</td>
<td>Implementing institutions</td>
<td>Allocation of adequate resources to finance programmes</td>
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<tr>
<td>2</td>
<td>Beneficiaries of services</td>
<td>Increased coverage of beneficiaries</td>
</tr>
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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.

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<thead>
<tr>
<th>No.</th>
<th>Cluster</th>
<th>Area of Interest</th>
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<tr>
<td>1</td>
<td>Government Ministries/public institutions</td>
<td>• Collaboration on disability mainstreaming and inclusion</td>
</tr>
<tr>
<td>2</td>
<td>Cooperating Partners (CPs)</td>
<td>• Prudent utilisation of financial resources for service beneficiaries</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provision of technical and financial support towards programming</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Capacity building</td>
</tr>
<tr>
<td>3</td>
<td>Non-Governmental Organisations / Civil Society Organisations</td>
<td>• Complementing Government’s efforts in the provision of social protection services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Advocacy on improved welfare and livelihoods of Persons with Disabilities in communities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Collaboration on protection and welfare services of Persons with Disabilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Monitoring and evaluation of social protection interventions</td>
</tr>
<tr>
<td>4</td>
<td>Media</td>
<td>• Access to information on available services</td>
</tr>
</tbody>
</table>

Overall Performance

Institutional Rating: 32%

This performance was attributed to the following enablers:

i. Government goodwill and support
   ii. Support from stakeholders
   iii. Development of the DMIS

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

i. Outbreak of Covid-19
   ii. Limited presence in provinces
       iii. Inadequate funding

Stakeholders and their interests

The interests/ concerns of stakeholders are shown below:

<table>
<thead>
<tr>
<th>No.</th>
<th>Cluster</th>
<th>Area of Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Government Ministries/public institutions</td>
<td>• Collaboration on disability mainstreaming and inclusion</td>
</tr>
<tr>
<td>2</td>
<td>Cooperating Partners (CPs)</td>
<td>• Prudent utilisation of financial resources for service beneficiaries</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provision of technical and financial support towards programming</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Capacity building</td>
</tr>
<tr>
<td>3</td>
<td>Non-Governmental Organisations / Civil Society Organisations</td>
<td>• Complementing Government’s efforts in the provision of social protection services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Advocacy on improved welfare and livelihoods of Persons with Disabilities in communities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Collaboration on protection and welfare services of Persons with Disabilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Monitoring and evaluation of social protection interventions</td>
</tr>
<tr>
<td>4</td>
<td>Media</td>
<td>• Access to information on available services</td>
</tr>
</tbody>
</table>

Overall Performance

Institutional Rating: 32%
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.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
<th>Weaknesses</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Agency is established by an Act of Parliament.</td>
<td>1. Political will</td>
<td>1. Underutilization of the farms</td>
<td>1. Inadequate and erratic funding</td>
</tr>
<tr>
<td>2. The Agency has properties which it can develop and use to boost its financial resource base.</td>
<td>2. Collaboration with cooperating partners, civil society and the private sector</td>
<td>2. Lack of an endowment fund.</td>
<td>2. Inadequate disability mainstreaming in all sectors</td>
</tr>
<tr>
<td>3. The Agency has representation in all the Provinces of Zambia.</td>
<td>3. Presence of legal framework</td>
<td>3. Inadequate staffing levels</td>
<td>3. Weak implementation of policy and legislative framework.</td>
</tr>
<tr>
<td>4. The Agency has qualified human resource at senior management level.</td>
<td>4. Technological advancements</td>
<td>4. Inadequate ICT equipment, skills and materials</td>
<td>4. Use of charity model in service provision</td>
</tr>
<tr>
<td>5. The agency has a functional board in place.</td>
<td>5. Exchange visits and study tours</td>
<td>5. Underutilization of the farms</td>
<td>5. External influence</td>
</tr>
<tr>
<td>6. ZAPD is recognized brand name in disability sector</td>
<td></td>
<td>6. Weak coordination and collaboration mechanisms.</td>
<td>6. Institutional reporting system</td>
</tr>
</tbody>
</table>

ZAPD Strategic Plan 2023 - 2026
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.

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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.

<table>
<thead>
<tr>
<th>No.</th>
<th>Objectives</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Enhance visibility</td>
<td>This entails implementing programmes or undertaking activities to create awareness of ZAPD.</td>
</tr>
<tr>
<td>2</td>
<td>Enhance inclusive services</td>
<td>Programmes and measures aimed at enhancing inclusive services will be implemented</td>
</tr>
<tr>
<td>3</td>
<td>Improve on research and development</td>
<td>Measures aimed at improving generating evidence-based data, improving data quality and responses will be supported</td>
</tr>
<tr>
<td>4</td>
<td>Improve processes and procedures</td>
<td>ZAPD will focus on increasing efficiency in its provision of services for Persons with Disabilities</td>
</tr>
<tr>
<td>5</td>
<td>Enhance human capital</td>
<td>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.</td>
</tr>
<tr>
<td>6</td>
<td>Enhance infrastructure</td>
<td>The Agency will endeavor to provide a conducive environment for staff. This will be achieved through improved infrastructure and enhanced provision of equipment.</td>
</tr>
<tr>
<td>7</td>
<td>Enhance mobilization and management of financial resources</td>
<td>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</td>
</tr>
</tbody>
</table>
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**

<table>
<thead>
<tr>
<th>Strategic Themes</th>
<th>Inclusive Disability Services</th>
<th>Operational Excellence</th>
<th>Financial Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Results</strong></td>
<td>Increased coordinated and regulated disability services</td>
<td>Effective and efficient service delivery</td>
<td>Dynamic service delivery</td>
</tr>
</tbody>
</table>

### OBJECTIVE ONE: ENHANCE INCLUSIVE DISABILITY SERVICES

<table>
<thead>
<tr>
<th>Intended Results</th>
<th>Measure (KPIs)</th>
<th>Baseline (2021)</th>
<th>Targets</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased awareness of disability services</td>
<td>% of awareness levels attained</td>
<td>Not established</td>
<td>75% awareness levels attained</td>
<td>Enhance communication Develop and Implement a Communication Strategy Undertake an awareness survey</td>
</tr>
<tr>
<td>Increased participation of persons with disabilities in decision making processes</td>
<td>% of persons with disabilities participating in decision making processes</td>
<td>Not established</td>
<td>75% awareness levels attained</td>
<td>Enhance mechanisms for participation of Persons with Disabilities in decision making processes</td>
</tr>
<tr>
<td>Increased coverage</td>
<td>No. of districts with established ZAPD offices</td>
<td>11</td>
<td>30 new districts with established ZAPD offices by 2026</td>
<td>Lobby Ministry of Community Development and Social Services for establishment of ZAPD offices</td>
</tr>
<tr>
<td>Increased wellbeing of persons with disabilities</td>
<td>% of persons with disabilities linked to social protection programmes</td>
<td>Not established</td>
<td>80% persons with disabilities linked to social protection programmes</td>
<td>Enhance strategies on disability services</td>
</tr>
<tr>
<td></td>
<td>% of persons with disabilities linked to economic empowerment programmes</td>
<td>Not established</td>
<td>80% persons with disabilities linked to economic empowerment programmes</td>
<td>Enhance implementation the Persons with Disabilities Act</td>
</tr>
<tr>
<td></td>
<td>% of persons with disabilities accessing assistive devices</td>
<td>Not established</td>
<td>80% persons with disabilities accessing assistive devices</td>
<td>Enhance coordination of disability service providers</td>
</tr>
<tr>
<td>Client and stakeholder satisfaction</td>
<td>% of clients and stakeholders satisfied with services</td>
<td>Not established</td>
<td>70% of clients and stakeholders satisfied with services</td>
<td>Develop and implement a grievance redress mechanism Undertake a client and stakeholder satisfaction survey</td>
</tr>
<tr>
<td>Increased inclusiveness</td>
<td>% of inclusive services</td>
<td>Not established</td>
<td>75% awareness levels attained</td>
<td>Enhance strategies to facilitate the implementation of disability inclusive programmes by service providers</td>
</tr>
</tbody>
</table>

### OBJECTIVE TWO: ENHANCE COLLABORATION WITH STAKE HOLDERS

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

A VIBRANT AGENCY THAT COORDINATES AND REGULATES DISABILITY INCLUSIVE SERVICES

Morality and Ethics, Human Dignity, Confidentiality, Partnership, Equity and Equality, Teamwork

Coordinated Service Delivery
- Reduced poverty, vulnerability, and inequality

Operational Excellence
- Effective and efficient service delivery

Financial Sustainability
- Enhanced visibility, transparency, and accountability

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

STRATEGIC OBJECTIVES AND STRATEGY MAPS

Stakeholder Satisfaction
- Improve on research and development
- Enhance visibility
- Enhance inclusive services

Financial Stewardship
- Improve mobilization and management of financial resources

Internal Process
- Improve service processes and procedures

Organizational Capacity
- Enhance infrastructure development and rehabilitation
- Enhance Human Capital

Measures
- % 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 clients satisfied
- Stakeholder Mapping conducted
- ZAPD’s Disabilities Act reviewed
- No. of government Ministries with focal 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 establishment filled
- % of unsolved Audit Queries
- Unqualified Audit Report
- % Funding received from GRZ
- % Funding received from ZAPD
- % Funding received from others

Targets
- 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
- ZAPD’s Disabilities Act amended
- 26 Government Ministries with focal 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 approved annually
- 85% staff establishment filled annually
- 100% of audit queries resolved annually
- 1 Unqualified Audit Report
- 100% funding received annually
- 50% funding from forms annually
- 80% funding from rented properties
- 25% funding received from others annually

Strategies
- 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 of Person 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 rehabilitation and infrastructure development plans
- 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

ZAPD Strategic Plan 2023 - 2026