



ZIMBABWE NATIONAL DISABILITY BOARD STRATEGIC PLAN 2020-2022

With the support of



**Spotlight
Initiative**
To eliminate violence
against women and girls

Initiated by the European Union and the United Nations



Foreword

This document spells out the strategic plan for 2020 to 2022 and is informed by the National Vision, the Constitution of Zimbabwe (2013), the Disabled Persons Act [17:01], the Transitional Stabilisation Plan as well as the Ministry of Public Service, Labour and Social Welfare strategic plan.

In line with the National Vision, the National Disability Board intends to make sure persons with disabilities are fully considered and involved in the attainment of an upper middle income society as stipulated by His Excellency, President E. D Mnangagwa. They must also be empowered to live this vision as job opportunities are created and quality of life improves.

The National Disability Board will also embark on a vigorous mission of equipping its members with relevant skills that will enable them to enjoy descent work as envisaged by the Ministry of Public Service, Labour and Social Welfare. Descent work will also resonate quite well with the above-mentioned dream of becoming a middle class society. Furthermore, descent work has the ability of providing a robust social protection platform for Zimbabweans, in this case, particularly persons with disabilities who in most cases are socially exposed.

At the centre of the Disability Board is its mandate to make sure persons with disabilities enjoy their full rights and freedoms. By the year 2022, the Board should have made significant inroads in making sure this is fully achieved. All the relevant stakeholders, be it public and/or private, civic organizations, traditional and church leadership and institutions shall be engaged to make sure persons with disabilities are at par with all other citizens in as far as their rights and freedoms are concerned. To this end, the Board shall work closely with persons with disabilities and their representative organizations. To achieve this, focus shall be on policy formulation, disability rights programming and governance.

It is my hope and belief that when all relevant stakeholders come together for a common cause, the lives of persons with disabilities will significantly be enhanced and personally, I will not rest until this is achieved.

Last but not least, I would like to thank the United Nations Educational and Scientific Organisation (UNESCO) for providing technical support and the EU Funded Spotlight Initiative for providing financial support towards the development of this plan.

Mercy Maunganidze



Disability Board Chairperson



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Glossary of Terms

AMTO	Assisted Medical Treatment Order
AU	African Union
BEAM	Basic Education Assistants Module
CEDAW	Convention on Elimination of all forms of discrimination against women
CSO	Civil Society Organisation
DPO	Disabled Partner Organisations
GoZ	Government of Zimbabwe
HP	Harmful Practices
HSCT	Hematopoietic Stem Cell Transplantation
ILO	International Labour Organisation
IRBM	Integrated Results Based Management
KRA	Key Result Areas
MPSL&SW	Ministry of Public Service Labour and Social Welfare
M & E	Monitoring and Evaluation
MOU	Memorandum of understanding
MP	Member of Parliament
NAP	National Action Plan
NDB	National Disability Board
NGO	Non Governmental Organisation
NSSA	National Social Security Authority
OAU	Organisation of African Union
PVO	Private Voluntary Organisation
PWD	Persons With Disability
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SI	Spotlight Initiative
SRHR	Sexual Reproductive Health and Rights
TBA	To Be Advised (Statistics can only be availed after recommended surveys have been carried out)
TNF	Tripartite Negotiating Forum
UNCRPD	United Nations Convention on the Rights of Persons with Disability
UNGASS	United Nations General Assembly Special Sessions Goals
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
ZDHS	Zimbabwe Demographic and Health Survey

1. Introduction and Background

The United Nations charter recognizes the inherent dignity and worth and the equal and inalienable rights of all members of the human family as the foundation of freedom, justice and peace in the world.

The National Disability Board (NDB) is mandated to support the Ministry of Public Service, Labour and Social Welfare (MPSL&SW) in the coordination of disability affairs in Zimbabwe. In this connection UNESCO in consultation with the Ministry of Public Service, Labour and Social Welfare and in the framework of the EU Funded Spotlight Initiative (SI) to Eliminate Violence Against Women and Girls in Zimbabwe engaged a Consultant to support the development of a three-year Strategic plan for the National Disability Board to implement its mandate and facilitate mainstreaming of disability rights in government institutions and address SGBV, HPs and SRHR among women and girls with disabilities.

In accordance with the 2030 Agenda principle of leaving no one behind, women and girls with disabilities are one of the main target groups for the Zimbabwe SI programme. Although the prevalence of SGBV and HPs among women and girls with disabilities and their SRHR knowledge and needs, is not fully known, interventions proposed in the Spotlight Initiative remain essential in advancing their rights (in accordance to the Convention on the Rights of Persons with Disabilities ratified by Zimbabwe in 2013). The high prevalence rates of GBV in Zimbabwe reflect the urgent need for inclusive responses in addressing SGBV/ SRHR and HPs in communities (e.g According

to the ZDHS 2015, national average of women who experienced any form of SGBV is 45% and Intimate Partner Violence among those 15-49 years accounts for the most prevalent form of violence experienced).

Against this background, the Consultant supported the National Disability Board to articulate and develop a costed three-year Strategic Plan to implement its mandate and facilitate mainstreaming of disability rights in government institutions and the implementation of the Spotlight Initiative through addressing SGBV, HPs and SRHR among women and girls with disabilities. This work contributes to Outcome 2 of the Spotlight Initiative: ***National and sub-national systems and institutions plan, fund and deliver evidence-based programmes that prevent and respond to violence against women and girls and harmful practices, including in other sectors.***

The strategic plan among others is informed by the National vision, Constitution of Zimbabwe, the Disabled Persons Act, the Transitional stabilisation plan and the Ministry of Public Service, Labour and Social Welfare strategic plan

The Planning process followed the Government of Zimbabwe adopted Integrated Results Based Management (IRBM) approach. The approach emphasizes the importance of identifying client needs and stakeholder requirements as the basis for formulating outcomes, strategies, programmes and projects in strategy development. Key stakeholders were consulted in the crafting of this plan.



2. NATIONAL VISION AND PRIORITIES OF THE GOVERNMENT OF ZIMBABWE

i. Vision

Towards a prosperous and empowered Upper Middle Income Society with job opportunities and a high quality life for its citizens by the year 2030.

ii. National Priorities

- a. Inclusive Economic Growth
- b. Social Development
- c. Governance
- d. Cross Cutting enablers
- e. Macro –Economic Stability and Financial Re-Engagement

3. VISION AND MISSION OF THE MINISTRY OF PUBLIC SERVICE, LABOUR & SOCIAL WELFARE

i. Vision

Decent work and sustainable social protection for all by 2030.

ii. Mission

To promote quality public service delivery, efficient labour administration and provide sustainable social protection services for socio-economic transformation.

4. NATIONAL DISABILITY BOARD

i. Vision

Persons with disabilities enjoy their full rights and freedoms.

ii. Mission

To take measures that promote the well-being of persons with disabilities.

iii. Values

Values are critical in guiding behaviours and culture by the NDB. The following are the values for the Board.

- Respect for human dignity
- Inclusiveness
- Integrity
- Accountability
- Teamwork
- Commitment

iv. Terms of Reference

The National Disability Board (NDB) derives its power and authority from the following;

- Constitution of Zimbabwe (Amendment No. 20) of 2013
- Disabled Persons Act [Chapter 17:01]

v. Overall Functions

The overall functions of the Board are as follows:

1. To issue adjustment orders;
2. To formulate and develop measures and policies designed,

The overall functions of the Board are as follows;

- a. to achieve equal opportunities for persons with disabilities by ensuring, so far as 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
- b. to enable disabled persons, so far as possible, to lead independent lives;
- c. to give effect to any international treaty or agreement relating to the welfare or rehabilitation of persons with disabilities to which Zimbabwe is a party;
- d. to prevent discrimination against persons with disabilities resulting from or arising out of their disability;
- e. to encourage and put into operation schemes and projects for the employment of or generation of income by persons with disabilities who are unable to secure employment elsewhere;

- f. to encourage and secure the rehabilitation of persons with disabilities within their own communities and social environment;
 - g. to encourage and secure the establishment of vocational rehabilitation centres, social employment centres and other institutions and services for the welfare and rehabilitation of persons with disabilities;
 - h. to co-ordinate services provided in Zimbabwe for the welfare and rehabilitation of persons with disabilities;
 - i. to register—
 - persons with disabilities; and
 - institutions, associations and organizations, including those controlled and managed by the State and local authorities, that provide services for the rehabilitation of disabled persons;
 - places at which services for the rehabilitation of disabled persons are provided;
 - to provide, so far as possible, orthopaedic appliances and other equipment to disabled persons;
 - to provide, so far as possible, all institutions, associations and organizations concerned with the welfare and rehabilitation of disabled persons, including institutions, associations and organizations controlled and managed by the State and local authorities, with access to available information and technical assistance;
 - to provide, so far as possible, skilled staff for the successful implementation of measures for the welfare and rehabilitation of disabled persons;
 - generally, to improve the social and economic status and condition of disabled persons and to advance their interests;
3. To estimate, and report to the Minister on, the likely cost of proposed measures for the welfare and rehabilitation of disabled persons and to advise the Minister on the relative priorities to be given to the implementation of those measures;
 4. To keep measures for the welfare and rehabilitation of disabled persons under constant review and to reassess and evaluate those measures in the light of experience;
 5. To perform such other functions in relation to the welfare and rehabilitation of disabled persons as may be prescribed;
 6. The Board shall have power to do all things that are necessary or convenient to be done for or in connection with the performance of its functions and, in particular the Board—
 - a. may conduct inquiries, including public inquiries, into any matter relating to the welfare and rehabilitation of disabled persons;
 - b. may appoint committees consisting of such persons, whether or not they are members of the Board, and on such terms and conditions, as the Board may determine;
 - c. may vest in or impose on any committee appointed in terms of paragraph (b) such of the functions of the Board as the Board, with the approval of the Minister, may determine;
 - d. may, on behalf of the State, engage or make other arrangements with any other person to carry out research for, or supply information or make submissions to, the Board on any matter relating to the welfare and rehabilitation of disabled persons.

vi. Composition

The National Disability Board in terms of the Disabled Persons Act [17:01] shall consist of :

- (1)
 - a. the Director, ex officio; and
 - b. ten members appointed by the Minister from a panel of names submitted to him by organizations or associations which he considers represent disabled persons; and
 - c. one member appointed by the Minister in consultation with the Minister responsible for local government; and

- d. one member appointed by the Minister in consultation with the Minister responsible for health; and
 - e. one member appointed by the Minister in consultation with the Minister responsible for education; and
 - f. one member appointed by the Minister from a list of not fewer than three persons submitted by an association or organization which the Minister, in consultation with the Minister responsible for the administration of the Labour Relations Act [Chapter 28:01], considers represents employers in Zimbabwe; and
 - g. one member appointed by the Minister from a list of not fewer than three persons submitted by an association or organization which the Minister, in consultation with the Minister responsible for the administration of the Labour Relations Act [Chapter 28:01], considers represents trade unions in Zimbabwe; and
 - h. one member appointed by the Minister from among the persons employed in his Ministry; and
 - i. a member or members co-opted by the Board after consultation with the Minister:
- Provided that the membership of the Board shall not exceed twenty.
- (2) If any organization or association referred to in paragraph (b), (f) or (g) of subsection (1) fails to submit a list of persons within a reasonable time after being called upon by the Minister to do so, the Minister may appoint as members in terms of the paragraph concerned any person whom he considers will adequately represent the interests of the organization or association which failed to submit the list.
 - (3) The Minister shall appoint as chairperson and deputy chairperson of the Board two of the members referred to in paragraph (b) of subsection (1), and the deputy chairperson shall exercise the functions of chairperson during any period the chairperson is unable to do so.



5. NATIONAL DISABILITY BOARD STRATEGIC PLAN

i. Key Result Areas (KRA)

These are the broad areas in which the NDB is expected to achieve results during the plan period.

KRA No.	KRA	Linkages to Macro Priorities	SDG Reference
1	Policy formulation	2.1.1, 2.1.2	1,2,3,4,5,6,7,8,10,11,16
2	Disability Rights Programming	2.1.1, 2.1.2,2.1.4	1,2,3,4,5,6,7,8,10,11,16
3	Governance	2.1.3	8, 16

ii. Clients and Stakeholder Analysis

The table below identifies the NDB direct clients, their needs, as well key stakeholders and their requirements.

Clients	Needs
1. People with disabilities (PWD)	<ul style="list-style-type: none"> • Financial and material support (Education, Health, medication, and Assistive devices) • Employment • Information • Training (vocational & tertiary) • Non discrimination • Accessibility • Independent living • Accommodation • Friendly transport • Land • Protection by the law and access to justice • Self-representation/ a voice • Formal and non-formal education support • Rehabilitation and peer counselling
2. Disabled Persons Organisations (DPOs)	<ul style="list-style-type: none"> • Favourable policies • Government support (Finance & material – Drugs, Assistive devices, Sunscreen lotions etc) • Information • Representation • Oversight/Supervision • Registration • Board to lobby on their behalf • Facilitation of programmes/project implementation • Development Partners support • Partnerships • Capacity building

3. Ministry of Public Service Labour and Social Welfare (MoPSL & SW) and all other government ministries	<ul style="list-style-type: none"> • Advise on disability issues • Information/ disaggregated data on disability • Strategy • Implementation of Disability programmes
4. Service Providers (Hospitality industry, Commerce, Public Transport, Industry etc)	<ul style="list-style-type: none"> • Awareness on disability • Technical advice on disability, current international standards accessibility issues, inclusiveness and integration issues
5. Traditional and faith healers	<ul style="list-style-type: none"> • Information on disability issues • Awareness
6. Parents/Guardians/Care givers	<ul style="list-style-type: none"> • Information • Awareness/ Sensitisation • Favourable policies • Visibility • Financial and material support • Moral and social support

Stakeholders	Requirements
1. Communities	<ul style="list-style-type: none"> • Information • Awareness/ Sensitisation • Favourable policies • Visibility
2. Development Partners	<ul style="list-style-type: none"> • Information • Accountability • Needs based programmes • Strategic direction • Programmes/project delivery • Reporting • Collaboration/Partnerships • Implementation of conventions
3. Government	<ul style="list-style-type: none"> • Information • Policy advise • Disability Policy, Strategic and Programmes direction • Recommendations on how to deal with issues of disability
4. Civil Society Organisations/NGOs	<ul style="list-style-type: none"> • Information on disability issues • Disability Policy, Strategic and Programmes direction • Accountability • Oversight • Partnerships in programme implementation
5. Political, Traditional and Church Leaders/ Traditional healers	<ul style="list-style-type: none"> • Information • Inclusive policy and strategic direction • Programmes • Collaboration and Cooperation • Disability issues
6. Companies	<ul style="list-style-type: none"> • Information accessibility (large print, Braille) • Inclusive Policy direction and implementation • Rebates for employing PWDs

7. Media	<ul style="list-style-type: none"> • Access to Information on disability issues, clear policies and programmes • Awareness on proper terminology on PWDs
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vii. Legal and Policy Frameworks

Below are the internal and external laws and policies that guide the operations of the Board.

External		KRA Ref.	Internal		KRA Ref.
1	Statutory Instrument 5 of 2018, Procurement Regulations	3	1		
2	Civil Protection Act	1,2	2	Refugees Act (Chapter 4:03)	1
3	Trafficking in Persons Act	1,2	3	Social Welfare Assistance Act (Chapter 17:06)	1
4	Customs and Excise Regulations	1,2	4	State Service Disability Benefits Act	1,2
5	Immigration Act	1,2	5	Older persons Act (Chapter 17;11)	1,2
6	Health Act	1,2	6	Statutory Instrument III of 1997 Private Voluntary Organisations (Board) and (General) Regulations, 1997	1,2
7	Mental Health Act (15;2)	1,2	7	National Policy on Drought Management	1,2
8	Customs and Excise (General) Amendment Regulations, 2000 (No 7)	1,2	8	Public Works Programme Operational Manual	1,2
10	African Charter on the rights and welfare of children	1,2	9	Cash Transfer Operational Manual	1,2
11	UN Convention on the Rights of the Child	1,2	10	Policy on Operations of Non-Governmental Organisations in Humanitarian and Developmental Assistance in Zimbabwe, July 2003	1,2,3
12	Convention on Elimination of all forms of discrimination against women (CEDAW)	1,2	11	Memorandum of Agreement with International NGOs	1,2,3
13	United Nations General Assembly Special Sessions Goals (UNGASS)	1,2	12	Children's Act	1,2
14	Sustainable Development Goals (SDGs)	1,2,3	13	National Orphan Care Policy	1,2
15	Victim Friendly Initiative	1,2	14	BEAM Manual	1,2
16	National Aids Policy	1,2	15	National Action Plan for Orphans and Vulnerable children Phase III	1,2
17	International Conventions and Protocols	1,2	16	National Orphan Care Policy (1999)	1,2

18	Protocol on Multi-Sectorial Management of sexual abuse and violence in Zimbabwe (2012)	1,2	18	National Residential Child Care Standards (2010)	1,2
	United Nations Convention on the Rights of Persons with Disabilities	1,2	19	Case Management Manual	1,2
20	Public Finance Management Act (Chapter 22:19)	3	20	Child Protection Committee Protocol (2012)	1,2
21	Audit circular number 1	3	21	Guardianship of Minors Act (Chapter 5:08)	1,2
22	Public Procurement and Disposal of Public Assets Act (Chapter 22:23)	3	22	Accounting Officer's Instructions	1,2,3
23	Treasury circulars	3	23	Funds Constitutions	1,2,3
24	Cooperating Partners reporting requirements	1,2,3	24	Internal Audit reports	1,2,3
25	Public Service Commission circulars	1,2,3	25	National Social Protection Policy Framework	1,2
26	Transitional Stabilisation Programme	1,2,3	26	Departmental circulars	1,2,3
27	Budget statement	1,2,3	27	Ministry circulars and memorandums	1,2,3
28	Mid-term fiscal policy	1,2,3	28	Labour Act Chapter 28:01	1,2,3
29	Blue book	1,2,3	29	Zimbabwe Decent Work Country Program	1,2
30	External audit reports	3	30	Zimbabwe National Employment Policy Framework	1,2
31	Arbitration Act	2	31	Foreign recruitment guidelines	1,2
32	National Gender Policy	1,2,3	32	Employment Placement Manuals	1,2
33	SADC and AU Protocols, Declarations and Guidelines	1,2,3	33	NSSA Act	1,2
34	ILO Constitution, Conventions, Recommendations and Protocols	1,2	34	National Occupational Safety and Health Policy	1,2,3
35	Environmental Management Act	1,2	35	SI 125/2013 Non- Public Service Probation Officers	1,2,3
36	UN 1951 Convention on Refugees Status Determination	1,2	36	Labour Migration Policy	1,2,3
37	OAU 1969 Convention on Specific Aspects of Refugees in Africa	1,2	37	MOU between GoZ and Development Partners	1,2,3
38	Criminal Law Codification Act	1,2,3	38	TNF Act	1,2
39	Criminal Procedure and Evidence Act	1,2,3	39	Social Transfers Policy Framework	1,2
40	Interpretation Act	1,2	40	Pneumo Act	1,2
41	Guardianship of Minors Act	1,2	41	PVO Act	1,2
42	Maintenance Act	1,2	42	Public Service Act	1,2
43	Infanticide Act	1,2	43	Labour Court Rules	1,2,3
44	National Gender Policy	1,2,3	44	National Case Management System For the Welfare and Protection of Children	1,2
			45	Foster Care	1,2
			46	Factories Act	1,2

		47	M and E Framework for NAP	1,2,3
		48	Social Workers Act	1,2

viii. Preliminary Outcomes

These are positive changes/results that the Board should achieve during the plan period, which will result in it satisfying the needs and requirements of its clients and stakeholders respectively. The level of achievement and the how performance will be measured are captured in section 17 of this plan.

No	Outcome	Deliverable	Cross Linkages	KRA Reference	Macro Priority
1	Increased participation of PWD in socio-economic and political activities	PWD data base, Approved PWD policy, M& E Reports, Awareness campaigns, Accessible infrastructure, Centres rehabilitated	Govt, Devpt Partners, NDB, Service Providers, Business, DPOs	1,2	2.1.1,2.1.2
2	Improved access to social protection services by PWD	Social transfers, Protection services, Rights promotion	Govt, Devpt Partners, NDB, DPOs, CSOs	1,2	2.1.2
3	Ending GBV, HP and promoting SRHR of women and girls with disability	GBV data, Awareness campaigns, Victims rehabilitated	Govt, Devpt Partners, NDB, DPOs, CSOs	1,2	2.1.1,2.1.2,2.1.4
4	Increased disability rights mainstreaming in government institutions	Accessible infrastructure, Disability friendly policies & practices, Awareness campaigns	Govt, Devpt Partners, NDB, CSOs	1,2	2.1.1,2.1.2,2.1.4
5	Improved governance	Board trained, Board website operational, Board Logo and Bank account, Board Car, Smart phones	Govt, Devpt Partners, NDB, Business	3	2.1.3
6	Increased partnership	MOUs	Govt, Devpt Partners, NDB, CSOs	2	2.1.1,2.1.2

7	Increased resources mobilisation	Donor roundtable, Pre-budget process participation, Potential funding sources study report, Project proposals	Govt, Devpt Partners, NDB, MPs, Parliament, Consulting firms	1,2,3	2.1.1,2.1.2, 2.1.3,2.1.4,2.1.5
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ix. Strategies, Assumptions and Risks

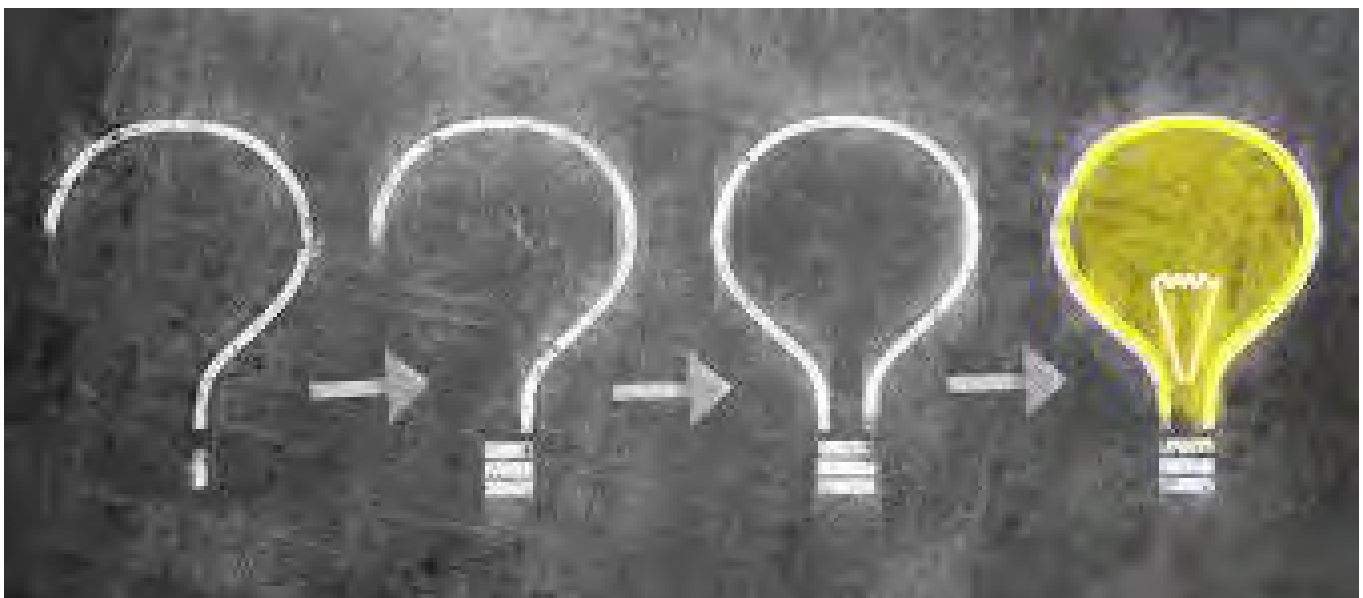
The Board will implement the following strategies in order to deliver the outcomes indicated in section IV above.

Period	Strategies	Assumptions	Risks
Key Result Area: Policy formulation			
Outcome: Increased participation of PWD in socio-economic and political activities			
Year 1	Data collection on PWD	Cooperation by stakeholders	Data manipulation
	Awareness raising on policy formulation to persons with disabilities in grassroots	PWDs will attend	Misunderstanding of what policy formulation is
	National disability policy put in place/approved	Cooperation by stakeholders Participation of Board members	Policy fails to address key issues of PWDs
	Lobby for domestication of UNCRPD	Stakeholder willingness	Non implementation of policy
	Advocacy on mainstreaming disability	Cooperation by stakeholders	Trivialisation of disability issues
	Monitoring and Evaluation of Disability policy implementation	Board is capacitated	
Year 2	Mainstreaming disability	Cooperation by stakeholders	Trivialisation of disability issues
	Monitoring of implementation of Disability policy and other domesticated policies	Board is capacitated	

Year 3	Disability policy review	Availability of funds	PWDs are not consulted
	Review disability mainstreaming	Cooperation by stakeholders	Falsification of information
	Evaluate impact of disability policy implementation	Baseline information is available	Incompetent evaluators

Period	Strategies	Assumptions	Risks
Key Result Area: Disability Rights Enjoyment Programming			
Outcome: Increased participation of PWD in socio-economic and political activities			
Year 1	Awareness campaigns programs (De-mystifying the myths/superstition/cultural beliefs, confidence building, Road shows, Radio shows, Television programmes, Print media, Board website, field visits etc.)	The right people will attend/ be reached	Misinformation
	Relevant skills development	Expertise is available	Lack of commitment
	Career Guidance	Cooperation by stakeholders	
	Provision of start-up kits to students from vocational training centres	Appropriate kits are available	Kits used by other people
	Lobby for PWDs to participate in farming and mining, Promote infrastructure and equipment sensitive to needs of PWDs and lobby for disability funding	Cooperation by stakeholders	Abuse of facility/ equipment
	Sports development	Commitment by stakeholder	
	Rehabilitate rehabilitation centres	Professional job is done	Misuse of resources

Year 2	Awareness campaigns programs (Demystifying the myths/superstition/ cultural beliefs, confidence building, Road shows, Radio shows, Television programmes, Print media, Board website, field visits etc.)	The right people will attend/be reached	Misinformation
	Relevant skills development	Expertise is available	Lack of commitment
	Career guidance	Cooperation by stakeholders	
	Provision of start-up kits to students from vocational training centres	Appropriate kits are available	Kits used by other people
	Lobby for PWDs to participate in farming and mining, Promote infrastructure and equipment sensitive to needs of PWDs an lobby for disability funding	Cooperation by stakeholders	Abuse of facility/ equipment
	Sports development	Commitment by stakeholder	Lack of commitment
	Rehabilitate rehabilitation centres	Professional job is done	Misuse of resources
Year 3	Same as in year 2	Professional job is done	Misuse of resources



Period	Strategies	Assumptions	Risks
Key Result Area: Disability Rights Enjoyment Programming			
Outcome: Increased participation of PWD in socio-economic and political activities			
Year 1	Provision of inclusive social transfers across the lifecycle of vulnerable groups (food deficit mitigation, BEAM, AMTO, HSCT, Travel Warrants, Public Assistants)	Availability of goods and services	Abuse of goods and services
	Promotion of rights of persons with disabilities	Cooperation by stakeholders	Abuse of PWDs
	Provision of protection services for vulnerable groups	Cooperation by stakeholders	Abuse of PWDs
Year 2	Provision of inclusive social transfers across the lifecycle of vulnerable groups (food deficit mitigation, BEAM, AMTO, HSCT, Travel Warrants)	Availability of goods and services	Abuse of goods and services
	Promotion of rights of persons with disabilities	Cooperation by stakeholders	Abuse of PWDs
	Provision of protection services for vulnerable groups	Cooperation by stakeholders	Abuse of PWDs
Year 3	Provision of inclusive social transfers across the lifecycle of vulnerable groups (food deficit mitigation, BEAM, AMTO, HSCT, Travel Warrants)	Availability of goods and services	Abuse of goods and services
	Promotion of rights of persons with disabilities	Cooperation by stakeholders	Abuse of PWDs
	Provision of protection services for vulnerable groups	Cooperation by stakeholders	Abuse of PWDs

Period	Strategies	Assumptions	Risks
Key Result Area: Disability Rights Programming			
Outcome 4: Ending GBV, HP and promoting SRHR of women and girls with disability			
Year 1	Awareness campaigns	Stakeholders will attend	Misunderstanding of messages
	Extend awareness campaigns to other districts	Stakeholder cooperation	Misunderstanding of messages
	Update data on GBV, SGBV, SRHR	Cooperation of stakeholders	Falsification of information
	Enhancing media coverage of GBV, SGBV and HPs among PWD	Information will reach the intended target group	Misunderstanding of messages
	Rehabilitation of victims	Cooperation of stakeholders	Abuse of victims
Year 2	Awareness campaigns	Stakeholders will attend	Misunderstanding of messages
	Extend awareness campaigns to other districts	Stakeholder cooperation	Misunderstanding of messages
	Enhancing media coverage of GBV, SGBV and HPs among PWD	Information will reach the intended target group	Misunderstanding of messages
	Rehabilitation of victims	Cooperation of stakeholders	Abuse of victims
	Economic empowerment of victims	Victims willingness to engage in activities	Misuse of resources
Year 3	Awareness campaigns	Stakeholders will attend	Misunderstanding of messages
	Extend awareness campaigns to other districts	Stakeholder cooperation	Misunderstanding of messages

Period	Strategies	Assumptions	Risks
Key Result Area: Disability Rights Programming			
Outcome 5: Increased disability rights mainstreaming in government institutions			
Year 1	Audit facilities, policies, practices and culture	Cooperation from stakeholders	
	Conduct awareness workshops	The correct target group attends	Resistance to change
	Lobby for budgetary provisions for mainstreaming disability	Cooperation from stakeholders	Budgetary constraints
	Promote development and implementation of disability mainstreaming action plans	Cooperation from stakeholders	Ineffective plans
	Monitor mainstreaming in institutions	Cooperation from stakeholders	Lack of expertise
Year 2	Conduct awareness workshops	The correct target group attends	Resistance to change
	Lobby for budgetary provisions for mainstreaming disability	Cooperation from stakeholders	Budgetary constraints
	Issue adjustment orders a	Cooperation of stakeholders	
	Monitor mainstreaming in institutions	Cooperation from stakeholders	Lack of expertise
	Lobby for budgetary provisions for mainstreaming disability	Cooperation from stakeholders	Budgetary constraints
Year 3	Conduct awareness workshops	The correct target group attends	Resistance to change
	Issue adjustment orders	Cooperation of stakeholders	
	Evaluate mainstreaming in institutions	Cooperation of stakeholders	Misinformation

Period	Strategies	Assumptions	Risks
Key Result Area: Governance			
Outcome 6: Improved governance			
Year 1	Capacity building <ul style="list-style-type: none"> Leadership development Resources mobilisation – Operational budget and material resources Systems development and management 	Participants understand issues Positive response from stakeholders	Members leave the Board Resource abuse
	Image building	Stakeholder mindset shift	
Year 2	Capacity building	Participants understand issues	Members leave the Board
	Image building	Stakeholder mindset shift	
	Resources mobilisation	Positive response from stakeholders	Resource abuse
Year 3	Capacity building	Participants understand issues	Members leave the Board
	Resources mobilisation	Positive response from stakeholders	Resource abuse
	Evaluate the impact	Cooperation by the Board	

Period	Strategies	Assumptions	Risks
Key Result Area: Disability Rights Programming			
Outcome 7: Increased partnerships			
Year 1	Identify current and possible partners <ul style="list-style-type: none"> Maintain partner contact details and business information 	Partner cooperation	Unfavourable operating environment
	Engage partners through different platforms	Partner cooperation	Unfavourable operating environment
	Sign MOUs	Interest from partners	Unfavourable operating environment

Year 1	Participate in Partner activities	Partners willing to continue operating in Zimbabwe	
Year 2	Maintain partner contact details and business information	Partner cooperation	Unfavourable operating environment
	Engage partners through different platforms	Partner cooperation	Unfavourable operating environment
	Sign MOUs	Interest from partners	Unfavourable operating environment
	Participate in Partner activities	Partners willing to continue operating in Zimbabwe	
	Maintain partner contact details and business information	Partner cooperation	Unfavourable operating environment
	Engage partners through different platforms	Partner cooperation	Unfavourable operating environment
Year 3	Sign MOUs	Interest from partners	Unfavourable operating environment
	Participate in Partner activities	Partners willing to continue operating in Zimbabwe	

Period	Strategies	Assumptions	Risks
Key Result Area: Disability Rights Programming			
Outcome 8: Increased resources mobilisation			
Year 1	Lobby government for increased allocations	Government will cooperate	Budgetary constraints
	Conduct study on potential sources of funding	Cooperation from potential funders	
	Approach Development Partners, Private sector and Philanthropists	Cooperation	Donor fatigue
	Charging fees	There is willingness to pay	Abuse of resources
	Donation calls	Favourable response	Abuse of resources

Year 1	Capacity building of staff and Board on resources mobilisation	Stakeholders are trainable	Staff and Board members leave
	Respond to calls for proposals	There is Expertise	
Year 2	Lobby government for increased allocations	Government will cooperate	Budgetary constraints
	Approach Development Partners, Private sector and Philanthropists	Partners willing to cooperate	Donor fatigue
	Charging fees	There is willingness to pay	Abuse of resources
	Donation calls	Favourable response	Abuse of resources
	Respond to calls for proposals	There is Expertise	
Year 3	Lobby government for increased allocations	Government will cooperate	Budgetary constraints
	Approach Development Partners, Private sector and Philanthropists	Cooperation	Donor fatigue
	Charging fees	There is willingness to pay	Abuse of resources
	Donation calls	Favourable response	Abuse of resources
	Respond to calls for proposals	There is Expertise	



STRATEGIC RESULTS CHAIN AND MONITORING AND EVALUATION

Framework

a) Impact Plan

Impact Description	Impact Indicator	Measurement Unit/Criterion(% , no. rate, etc)	Target				Allowable Variance	Cross Linkages	Outcome Reference	KRA Reference
			2020	2021	2022					
1	Higher Quality of Life	Number of years		62	63	64		Govt, Devpt Partners, Private sector	1,2,3,4	1,2
2	Reduced National Poverty	Percentage		25%	22%	20%		UN Agencies, welfare Orgs, Devpt Partners, Gvt Depts	1,2,3,4	1,2

b) Outcomes Plan

Impact Reference	Outcome Description	Outcome Indicator	Measurement Unit/ Criterion(%, no. rate, etc) 2019	Baseline			Target			Allowable Variance	Output Reference	KRA Reference
				2020	2021	2022	2020	2021	2022			
IMP1 & 2	Increased participation of PWD in socio-economic and political activities	PWD in employment	Number	370199	370220	370250	370270			1,2,3,4	1,2	
		PWD in decision making positions	%		1	2	4			1,2,3,4	1	
IMP 1 & 2	Improved access to social protection services by PWD	Infrastructure accessibility	10% (estimate)	10%	15%	20%	25%			2,3,4,20	1,2	
		Persons with disabilities accessing rights based services	Number		6,620	6,630	6,745		+/_ 10%	10,11,12,13,14,15,16,17	1,2	
IMP 1&2	Increased disability rights mainstreaming in government institutions	Children with disabilities receiving protection services disaggregated by sex,age and disability type	Number		3,750	4,000	4,200		+/_ 10%	15,4,18,19	1,2	
		Children with disability accessing educational assistance	Number	6304	6325	6350	6375			11	1,2	
IMP 1&2	Ending GBV, HP and promoting SRHR of women and girls with disability	Woman and girls with disability experiencing GBV	Number	TBA	TBA	TBA	TBA			18,19,7,9	1,2	
IMP1&2	Improved governance	Disability rights mainstreaming	Number	22	22	22	22			2,3,4,5,20	1,2	
		Board attendance	%		100%	100%	100%		-25%	21,22,23,24	3	
IMP1&2	Increased partnerships	Compliance	%		100%	100%	100%		0	21,22,23,24	3	
		Partners recruited	3	3	6	9	12			25,26,27	2	
IMP1&2	Increased resources mobilisation	Amount of money raised	Dollars	nil	nil	TBA	TBA			25,26,27,28,29,30	1,2,3	

Appendix-1: Sustainable Development Goals



1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



Appendix-2: Essential Assistive Devices

1. Alarm signallers with light/sound/vibration	37. Audio-players with DAISY capability
2. Braille displays (note takers)	38. Braille writing equipment/braille
3. Canes/sticks	39. Chairs for shower/ bath/toilet
4. Closed captioning displays	40. Club foot braces
5. Communication boards/books/cards	41. Communication software
6. Crutches, axillary/ elbow	42. Deaf blind communicators
7. Fall detectors	43. Gesture to voice technology
8. Global positioning system (GPS) locators	44. Hand rails/grab bars
9. Hearing aids (digital) and batteries	45. Hearing loops/FM systems
10. Incontinence products, absorbent	46. Keyboard and mouse emulation software
11. Magnifiers, digital hand-held	47. Magnifiers, optical
12. Orthoses, lower limb	48. Orthoses, spinal
13. Orthoses, upper limb	49. Personal digital assistant (PDA)
14. Personal emergency alarm systems	50. Pill organizers
15. Pressure relief cushions	51. Pressure relief mattresses
16. Prostheses, lower limb	52. Ramps, portable
17. Recorders	53. Rollators
18. Screen readers	54. Simplified mobile phones
19. Spectacles; low vision, short distance, long distance, filters and protection	55. Standing frames, adjustable
20. Therapeutic footwear; diabetic, neuropathic, orthopaedic	60. Time management products
21. Travel aids, portable	61. Tricycles
22. Video communication devices	62. Walking frames/ walkers
23. Watches, talking/ touching	63. Wheelchairs, manual for active use
24. Wheelchairs, manual assistant-controlled	64. Wheelchairs, manual with postural support
25. Wheelchairs, electrically powered	65. White canes
26. Sunscreen lotions	66. CCTV(Closed Circuit Television)
27. Urine bags	67. Telescopic lenses
28. Catheters	68. Computers
29. Post-tubes	69. Scooter boards/Rolling boards
30. Gloves(Latex)	70. Rolling walker
31. Linen Savers	71. Guide dogs
32. Adult Pampers	72. Cochlear implants
33. G & I and betadine	73. Sonic Torches
34. Syringes	74. Vibrotactile devices
35. Writing framework/slate & stylus	75. Psychotropic drugs
36. Hand & stand magnifiers	

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