

FOREWORD

The fundamental rights of persons with disabilities are continually being violated. This perpetuates their marginalisation and poor quality of life. Recent events in the world today advocate for inclusive societies where most vulnerable groups are given priority. The establishment of the Ministry of Social Development and Persons with Disabilities is a clear testimony of the Malawi Government's commitment to uplifting the standard of living of person's with disabilities.

The Ministry's mandate is to provide direction and coordination of sectoral development programmes and services to ensure that persons with disabilities have equal opportunities and participate effectively in development so that Malawi is an inclusive society. This is consistent with the Malawi Poverty Reduction Strategy Paper (MPRSP) whose main goal is to achieve sustainable poverty reduction through the empowerment of the poor. Globally, this is in line with the Millennium Goals and UN Standard Rules among others.

The formulation of the Draft National Disability Policy in 2002, which is awaiting government's approval, is another concrete proof of Government's commitment towards the improvement of the living standards of person's with disabilities. The disability policy will play a pivotal role in offering the necessary guidelines to the Ministry, as it strives to carry out its mandate and other stakeholders. The legislation that has been drafted will operationalise the Disability Policy to ensure that persons with disabilities are protected from further marginalisation and any other human rights abuses.

To achieve its mandate, the ministry needs a proper tool providing details of its tasks and time frame to ensure timely achievement of its objectives. This has led to the advent of this three - year Strategic Plan (2004 - 2007)

It is worth mentioning that 'disability is not inability.' There is great potential and talent in persons with disabilities. Therefore, all of us have a role to play in enhancing opportunities and participation of persons with disabilities in all facets of life, so that they can maximize their contribution to national development and enjoy a decent life. This Strategic Plan is an important ladder in achieving this goal. It is on this premise that I strongly appeal for maximum support and cooperation of Ministries, Departments, Disabled Persons Organisations and other stakeholders in the implementation of the Strategic Plan.

Honourable C. Chiwaya

Minister of Social Development and Persons with Disabilities.

INTRODUCTION

The Strategic Plan of the Ministry of Social Development and Persons with Disabilities 2004–2007 is a comprehensive framework, which will guide the future direction of the ministry to adapt to change and offer a dynamic and conducive environment in which persons with disabilities can be accommodated to fully participate in national development. It is a statement of disability-related strategic issues, and the ministry's goals, objectives, strategies and desired outcomes or impact of its activities.

The Strategic Plan outlines clearly the logical steps to be followed in the implementation of the ministry's strategic choices and core activities for the next three years. Among other things, it will facilitate the preparation of annual and individual work plans as well as output-based budget estimates in the context of the Medium-Term Expenditure Framework. Besides, it is an effective instrument for monitoring progress, follow-up and staff appraisal.

The plan preparation process involved extensive consultations with disabilities affairs stakeholders particularly Disabled Persons Organisations (DPOs) and other service providers, government, non-governmental and private sector organizations. The consultative process culminated in a stakeholders' workshop held at Superior Hotel in Blantyre, where participants made final contributions most of which were incorporated in the preparation of this Strategic Plan.

Many people contributed to the preparation of the strategic plan in one way or the other, in their official capacity or individually. It is not possible to mention all of them. I am greatly indebted to all of them. Particularly, I am very grateful to the planning team that prepared this Plan for their commitment, dedication and determination. Mrs FL Jana headed the team and other team members were Mr. W.A. Kachingwe, Mrs. M. Mwale, Mr. M.S. Nyirenda, Miss A. Chibwana, Miss Mponda, Miss R. Plackett and Mr. S. Msowoya. Special thanks go to Messrs J. Kalilangwe, A.S. Mwamlima and S.A. Salamu of the Department of Human Resource Management and Development for facilitating the preparation of the Plan and providing professional guidance. Mr S.T. Mgomezulu deserves special mention for typing the document. I would also like to recognize other members of staff for their individual contributions towards this Strategic Plan.

I am committed to ensuring the successful implementation of the Strategic Plan. I have no doubt that all members of staff in the Ministry will sustain the commitment and momentum that characterized the plan preparation process. In implementing this plan, our motto should be 'to excel.'

E.U. Ngongondo

Secretary for Social Development and Persons with Disabilities

ACRONYMS

OPC	Office of the President and Cabinet
UN	United Nations
NGOs	Non-Governmental Organizations
MPRSP	Malawi Poverty Reduction Strategy Paper
HIV/AIDS	Human Immune Deficiency Virus/Acquired Immunodeficiency Syndrome
MACOHA	Malawi Council for the Handicapped
CBR	Community Based Rehabilitation
DPOs	Disabled Persons Organizations
PWDs	Persons with Disabilities
NAD	Norwegian Association of the Disabled
NAC	National Aids Commission
NSO	National Statistical Office
NACCODI	National Coordinating Committee on Disability
VCT	Voluntary Counseling and Testing
PS	Principal Secretary
DS	Deputy Secretary
DDP	Director of Disability Programmes
OS	Office Superintendent
CRO	Chief Rehabilitation Officer
PHRMO	Principal Human Resources Management Officer
PA	Principal Accountant

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PART ONE: THE CONTEXT

CHAPTER 1

BACKGROUND TO THE STRATEGIC PLAN

1.1 THE STRATEGIC PLAN

This Strategic Plan aims at contributing to larger frameworks such as the National Disability Policy, Malawi Poverty Reduction Strategy Paper (MPRSP), vision 2020 and Millennium Development Goals 2000. The principle of partnership between the Ministry and other government ministries and departments, local assemblies, local communities, Disabled Persons Organizations (DPOs), Non Governmental Organizations (NGOs), the private sector and the donor community is central to the Plan. At the same time the diverse nature of disabilities and the responses from stakeholders require an integrated framework of actions and reactions to ensure that Malawi is an inclusive society.

The Strategic Plan is divided into three parts. The first part, The Context, covers two chapters consisting of the Background to Strategic Plan and the Planning and Operating Environment. Part two is the Strategic Analysis and contains two chapters namely, the Environment Scan and the Strategic Challenges. Part three is the Strategic Framework, and covers vision, mission, operating principles, core values, objectives and directions, action plans, critical success factors and the implementation of the plan. Part four is the Strategic Plan implementation. The purpose of this Strategic Plan is, therefore, to assist the Ministry in redefining its key functions, roles and responsibility in light of the National Disability Policy, the Malawi Poverty Reduction Strategy Paper, Vision 2020 as well as the Public Service Reform Programme.

1.2 RATIONALE FOR PLANNING

In an attempt to enhance the planning function of government, the Office of the President and Cabinet (OPC) in September 2000, instructed all government Ministries and Departments to prepare Strategic Plans.

The Ministry Of Social Development and Persons with Disabilities developed this Strategic Plan influenced by the following factors:

(a) **The desire to manage results**

Strategic Planning is a process of diagnosis, objective setting and strategy building that is an essential part of result-oriented management. It involves careful consideration of the Ministry's capabilities and environment thus leading to significant resource allocation decisions.

(b) The need to plan for change

Disability is both a human rights and development issue affecting all aspects of life. Persons with disabilities have diverse needs and expectations, and the Ministry's challenge is to improve quality of life and promote equal opportunities for their participation.

(c) The need to set a direction for the future

In the strategic planning process the Ministry examined at what it does, why and how it does it. This led to a critical analysis of the current situation in order to explore alternatives for shaping the Ministry's future in fulfilling its mandate.

(d) The need to adapt

The Strategic Plan is for three years. To be meaningful, it has to be a living document responsive to changing circumstances and emerging opportunities.

(e) The need to promote communication

The Strategic Plan will enhance communication and participation, accommodate diverse interests and foster orderly decision-making and successful implementation of the Ministry's mission. It will improve communication not only between employees and management but also among the sections in the Ministry and its various stakeholders.

(f) The desire to succeed

The Ministry is constantly challenged to initiate, develop and implement performance improvement initiatives to achieve the desired results. Strategic planning, as a management improvement tool, is a long-term investment with pay-offs that increase over time. The Ministry will ensure full commitment of all its staff to the ideals of the Strategic Plan.

1.3. THE STRATEGIC PLANNING PROCESS

In the development of this Strategic Plan, a model was used that led to a process of asking and answering the following questions:

- **Where are we now?**
- **Where do we want to be?**
- **How do we get there?**
- **How do we track and measure our progress?**

Details of the strategic planning process are contained in a Process Report, which was produced separately. The components of the process are, however, summarized in table 1 below: -

Table 1. Components of the Strategic Planning Process

Question asked	What was done to get the answer (major activities)
<ul style="list-style-type: none"> • Where are we now? 	<ul style="list-style-type: none"> • Performed an internal and external assessment, which consisted of a situation inventory and environment scan. • Reviewed Ministry Of Social Development and Persons with Disabilities' mandate. • Performed a customer and stakeholder identification, which consisted of those who directly or indirectly use Ministry Of Social Development and Persons with Disabilities services. • Identified strategic issues facing the Ministry Of Social Development and Persons with Disabilities.
<ul style="list-style-type: none"> • Where do we want to be? 	<ul style="list-style-type: none"> • Developed a vision statement, which is a compelling conceptual image of the desired future. • Re-examined the existing mission statement to justify the reason for the existence of the ministry. • Developed core values, which constitute the philosophy (operating principles), beliefs and conviction of Ministry Of Social Development and Persons with Disabilities. • Developed strategic objectives and desired outcomes.
<ul style="list-style-type: none"> • How do we get there? 	<ul style="list-style-type: none"> • Developed Action Plans, which embody the steps to implement the strategic plan. • Developed sectional work plans, which will be implemented within one year, and facilitate resource allocation.
<ul style="list-style-type: none"> • How do we track and measure progress? 	<ul style="list-style-type: none"> • Identified the Critical Success Factors. • Developed institutional arrangements at sectional levels to track and review progress.

CHAPTER 2

PLANNING AND OPERATING ENVIRONMENT

2.1. THE ROLE OF THE PUBLIC SERVICE

The Civil Service makes the key policy inputs into, and is the critical implementation arm of the public sector as a whole. It is the Civil Service more than any component, of the Public Service, which carries out a whole range of functions from community development to international trade; and operates as an administrative, development and entrepreneurial arm of the Government.

The civil service will continue to be the focus of Public Service Reforms (PSR). The overall aim of the Civil Service Reforms (CSR) is to improve the efficiency and effectiveness of the Civil Service, in terms of the quality of service delivered to the public and the implementation of core government functions, and to ensure its affordability and sustainability over time. Achievement of this aim is vital promotion of sustainable economic and social development. However, the success of CSR as part of the overall PSR process depends, to a larger extent, on the degree to which political, financial and moral support are provided in order to generate and sustain the impetus it needs. That is likely to be the main challenge for the government in the years ahead.

2.2 THE ROLE OF THE MINISTRY OF SOCIAL DEVELOPMENT AND PERSONS WITH DISABILITIES.

The Ministry Of Social Development and Persons with Disabilities (MRPWD) was created in 1998 with a mandate to oversee the running of disability affairs in the country. The Ministry is under the Office of The President and Cabinet (OPC). Its major responsibilities and functions are:

- a) Formulation, implementation, monitoring and review of disability policies and legislation.
- b) Coordination and monitoring of disability-related activities.
- c) Setting standards and guidelines on disability issues.

It is therefore imperative that stakeholders are aware of the Ministry's mandate, functions and strategic objectives.

The Ministry performs the above functions through the following sections: -

- The Directorate of Disability programmes.
- Administration,
- Finance

- Human Resources

2.3 EMERGING TRENDS AND THEIR IMPLICATIONS FOR MINISTRY OF SOCIAL DEVELOPMENT AND PERSONS WITH DISABILITIES

It is important that the Ministry Of Social Development and Persons with Disabilities should carefully examine the operating environment to be able to discern emerging trends and issues that will have significant impact on its operations as it implements the Strategic Plan. Some of the emerging challenges to impact on the Ministry include: -

a) Decentralization Policy

Malawi Government adopted a decentralization policy since 1998. Its aim is to devolve power from central government to local assemblies and related local structures. The assumption is that coordination and participation is easier to achieve at lower levels than at higher levels.

Regarding decentralization the ministry has two challenges.

- i) To develop a devolution plan
- ii) To ensure that disability issues are mainstreamed at local levels.

b) The Malawi Poverty Reduction Strategy Paper

The MPRSP's overall goal is to achieve sustainable poverty reduction through the empowerment of the poor. The strategy paper centres on four pillars, namely:

Pillar One - Promotion of Sustainable Pro-poor Economic Growth and Structural Transformation.

Pillar Two - Enhancement of Human Capital Development.

Pillar Three - Improvement of the Quality of Life for the Most Vulnerable

Pillar Four - Promotion of Good Governance

All the four Pillars are critical for the strategic plan because of their relevance to disability issues.

c) Technological Development

Technological change is expected to continue at a significant rate in the years ahead and will exert significant impact on the Ministry's delivery of services and also widen opportunities for persons with disabilities. The technological development will enhance the participation and integration of persons with disabilities in all spheres of life.

The challenge of the Ministry is to make a deliberate effort to ensure that technologically advanced or appropriate assistive devices are accessible to persons with disabilities. It should also continue to make prudent and strategic investment in appropriate technologies to improve its operational efficiency.

d) *Millennium Development Goals, 2000*

The Millennium Development Goals were adopted by all 189 United Nations members' states in 2000 Millennium Declaration. These are: -

- I. Eradication of Extreme Poverty and Hunger
- II. Achievement of Universal Primary School
- III. Promotion of Gender Equality and Women Empowerment.
- IV. Reduction of Child Mortality
- V. Improvement of Maternal Health
- VI. Combating HIV/AIDS, Malaria and Other Diseases
- VII. Ensuring Environmental Sustainability
- VIII. Developing Global Partnerships for Development.

The Ministry Of Social Development and Persons with Disabilities relates to all the above goals. The Ministry's challenge is to ensure that service providers develop and implement programmes that will have an impact on all these goals in relation to persons with disabilities.

e) *Public Sector Reform Programmes*

One of the major commitments of Government is the implementation of the Public Sector Reform Programme and the Civil Service Reform forms a component of this programme. This will have a direct impact on the Ministry in terms of capacity building and operations.

PART TWO: STRATEGIC ANALYSIS

CHAPTER THREE

THE ENVIRONMENTAL SCAN

3.1 SWOT ANALYSIS

Internal and external factors will always have an impact on the Ministry's activities in the years ahead. In recognition of this fact and as part of the Strategic Planning process, the Planning Team undertook an environmental scan of the internal and external forces of change. The internal assessment identified the Ministry's existing strengths and weaknesses, and examined its capacity to respond to the issues, problems and challenges. The external assessment identified the existing and future opportunities and threats. The out come of SWOT analysis are given below:

a) Internal Analysis

The Ministry Of Social Development and Persons with Disabilities believes that possessing internal distinctive competencies does not necessarily create competitive advantage. Rather it is the utilization of the wealth of the potential that it has that will create a real and sustainable advantage.

i) *Strengths of MRPWD*

Listed below are the strengths for the Ministry: -

- It has capable and competent staff
- A National Disability Policy is awaiting government approval
- It networks with Non-Governmental Organizations/Stakeholders
- It is strategically located in OPC
- It has well established training institutions for persons with disabilities

ii) *Weaknesses of MRPWD*

The following were identified as the weaknesses of the Ministry: -

- The Ministry is operating without a comprehensive policy framework.
- Lack of a properly organized disability data.
- It is inadequately funded by Treasury
- Too much reliance on outdated vocational skills

b) External Analysis

The Planning Team carefully examined and analyzed the key external environmental factors that are likely to affect the delivery of the ministry's services. It is the intention of MRPWD not only to develop an appropriate mechanism within the office to continuously analyse these factors, but also to come up with an intelligence system that will facilitate the prompt tracking of significant trends.

i) Opportunities

The following were identified as opportunities for the MRPWD: -

- Existence of untapped talent of PWDs
- Existence of Disabled Persons Organizations and clubs
- There is potential donor interest and support for disability programmes
- Presence of established institutions that collaborate with the Ministry such as FEDOMA, MACOHA, MAP etc
- There is political will.
- There are links between the Ministry and other international organizations dealing with issues of disabilities.
- Disability issues feature in MPRSP as a priority area – most vulnerable groups.
- Existence of international instruments for promoting disability issues. E.g. United Nations Standard Rules on the Equalization of Opportunities for Persons with Disabilities, Universal Declaration on Human Rights, etc.

ii) Threats

The following were identified as threats to the Ministry: -

- Change of government may affect the continuity of the Ministry.
- There are other priority areas competing for government resources besides disability issues.
- There is continued stigma by the public on persons with disabilities
- The HIV/AIDS Pandemic

CHAPTER FOUR

STRATEGIC CHALLENGE

4.1. STRATEGIC ISSUES

Several issues were identified during the strategic planning process. These ranged from Ministry-specific issues such as human resource, communication, coordination, data/statistics and management information systems and finance. Others were cross-cutting or sectoral such as policy and planning on disability issues, HIV/AIDS and Gender issues.

Overall, the picture that emerged is a comprehensive and interrelated mix of challenges and opportunities; comprehensive because of the scope and volume of issues; interrelated because of the links between many issues.

In general, the issues that will pose significant challenges to the Ministry Of Social Development and Persons with Disabilities in the years ahead were identified as: -

Table 2. List of Strategic Issues

	AREA OF IMPACT	STRATEGIC ISSUES
1	PLANNING AND POLICY DEVELOPMENT	<ul style="list-style-type: none"> • Draft policy not yet approved and disseminated. • Lack of comprehensive and up-to-date Disability legislation.
2	HUMAN RESOURCES	<ul style="list-style-type: none"> • Inadequate staffing at professional and technical levels. • Poor commitment to work and low staff morale.
3.	COMMUNICATION AND COORDINATION	<ul style="list-style-type: none"> • Inadequate collaboration with stakeholders. • Poor visibility of Ministry Of Social Development and Persons with Disabilities. • Poor communication between Sections as a result they work in isolation.
4.	FINANCIAL AND MATERIAL RESOURCES	<ul style="list-style-type: none"> • Inadequate financial and material resources. • Donor fatigue.
5.	DATA, STATISTICS AND MIS	<ul style="list-style-type: none"> • Inadequate and lack of up-to-date disability data.
6.	CROSS – CUTTING	<ul style="list-style-type: none"> • HIV/AIDS pandemic. • Gender in balance.
7	REHABILITATION SERVICES	<ul style="list-style-type: none"> • Inadequate rehabilitation services.

PART THREE: THE STRATEGIC FRAMEWORK

CHAPTER FIVE

STRATEGIC DIRECTIONS

VISION, MISSION STATEMENT AND CORE VALUES

In addressing the strategic issues identified, the Ministry came up with a framework that provides direction for implementation of the Strategic Plan. The framework provides for a vision, mission statement, the core values and the goals and objectives of the ministry.

5.1 VISION

A nation where persons with disabilities have equal opportunities and participate fully in development

The vision statement is aimed at providing direction, focus and commitment to the long-term aspirations. It provides a clear purpose and sense of shared destiny and empowers employees to act.

5.2 MISSION

Provide policy direction, coordinate and monitor sectoral programmes and services to ensure that persons with disabilities have equal opportunities and participate fully in development so that Malawi is an inclusive society.

5.3 CORE VALUES

The Ministry Of Social Development and Persons with Disabilities will be guided by the following values in carrying out its mandate: -

i. Empathy

We will discharge our duties with interest, understanding and a positive attitude towards our clients.

ii Efficiency and effectiveness

We will discharge our duties efficiently and cost-effectively.

iii Diligence

We will discharge our duties with professionalism

IV Transparency and accountability

We will perform our duties in an open manner and be answerable for our collective decisions.

V Impartiality

We will discharge our duties without fear or favour.

VI Empowerment

We will work hard to enable persons with disabilities to be self-reliant.

CHAPTER SIX

GOALS, OBJECTIVES, STRATEGIES AND DESIRED OUTCOMES

The framework for the implementation of the Strategic Plan provides eleven strategic areas that need addressing by the Ministry Of Social Development and Persons with Disabilities. It sets out goals, objectives, strategic directions and the desired outcome for each strategic issue as detailed below: -

6.1 STRATEGIC ISSUE: Lack of comprehensive and up-to-date disability legislation

GOALS	OBJECTIVE(S)	STRATEGIES	DESIRED OUTCOME
Disability-friendly environment	<ul style="list-style-type: none"> • To promote the mainstreaming of disability issues. • Administer disability legislation 	<ul style="list-style-type: none"> • Review the Handicapped Persons Act. • Enact disability legislation. • Sensitise society, ministries, departments and other stakeholders • Print summary legislation in different languages and in accessible 	<ul style="list-style-type: none"> • Effective participation of persons with disabilities in mainstream activities • Disability-friendly legislation in use. • Improved performance.

		<p>formats</p> <ul style="list-style-type: none"> Disseminate policy and legislation 	<ul style="list-style-type: none"> Positive attitude towards PWDs Acts of discrimination exposed and prosecutions made
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6.2 STRATEGIC ISSUES: Inadequate staffing at professional and technical levels.

GOAL	OBJECTIVES	STRATEGIES	DESIRED OUTCOMES
Full staff complement achieved	<ul style="list-style-type: none"> To ensure that Ministry Of Social Development and Persons with Disabilities and MACOHA have adequate, qualified and competent staff to carry out their duties efficiently. To develop a comprehensive human resource development plan for the Ministry 	<ul style="list-style-type: none"> Prepare job descriptions to carry out ministry's mandate Recruit qualified staff. Intensify training effort. Develop a succession plan 	<ul style="list-style-type: none"> Job descriptions in place Qualified, competent and motivated staff Improved performance Succession plan in place.

6.3. STRATEGIC ISSUE: Poor commitment and low staff morale

GOAL	OBJECTIVES	STRATEGIES	DESIRED OUTCOMES
Highly motivated and competent staff	<ul style="list-style-type: none"> To ensure improved performance by all members of staff. 	<ul style="list-style-type: none"> Disseminate and clarify Ministry's mission and objectives. 	<ul style="list-style-type: none"> Highly motivated and competent staff. Improved performance

	<ul style="list-style-type: none"> To create a conducive working environment 	<ul style="list-style-type: none"> Hold regular staff meetings Develop appraisal systems Develop monitoring system. Improve office facilities. 	<ul style="list-style-type: none"> Appropriate office equipment in place.
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6.4 STRATEGIC ISSUE: Sections working in isolation

GOAL	OBJECTIVES	STRATEGIES	DESIRED OUTCOMES
Team spirit amongst sections and staff.	<ul style="list-style-type: none"> To ensure that there is collaboration amongst sections. 	<ul style="list-style-type: none"> Involve other sections in Ministry's programme activities. Motivate staff. Share information Conduct regular staff meetings and appraisal systems 	<ul style="list-style-type: none"> Increased interest in ministry's core activities. Unity of purpose. Motivated staff. Improved service delivery.

6.5 STRATEGIC ISSUE: Financial and material resources

GOAL	OBJECTIVES	STRATEGIES	DESIRED OUTCOME
Availability of adequate financial and material resources	<ul style="list-style-type: none"> To mobilize adequate resources for programme implementation and 	<ul style="list-style-type: none"> Lobby government for adequate funding Write project proposals and submit to donors 	<ul style="list-style-type: none"> Wider financial base. Timely implementation of activities.

	<p>operations.</p> <ul style="list-style-type: none"> To provide appropriate equipment. 	<ul style="list-style-type: none"> Allocate and utilize available resources appropriately. Procure additional equipment 	<ul style="list-style-type: none"> Wide scope of operations. Improved Quality of services.
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6.6 STRATEGIC ISSUE: Lack of appropriate up-to-date disability data and statistics.

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
Up-to-date integrated disability data.	<ul style="list-style-type: none"> To collect, collate and disseminate disability information. 	<ul style="list-style-type: none"> Facilitate disability surveys and analysis of data Disseminate survey results. Collect and collate data. 	<ul style="list-style-type: none"> Up-to-date integrated disability data readily available. Increased public awareness on disability issues. Disability data bank in place.

6.7 STRATEGIC ISSUE: Donor fatigue

GOAL	OBJECTIVES	STRATEGIES	DESIRED OUTCOME
Retention of current partners and availability of more donors.	<ul style="list-style-type: none"> To strengthen partnership with donors. To identify new partners 	<ul style="list-style-type: none"> Maintain good communication system with partners. Adhere to donor conditions/ agreements. Lobby and sensitize potential donors. Negotiate on favourable terms. 	<ul style="list-style-type: none"> Improved relations with donors/partners Sustained inflow of donor funds. Identification of new donors. Availability of additional funding.

6.8 STRATEGIC ISSUE: Inadequate collaboration with stakeholders

GOAL	OBJECTIVES	STRATEGIES	DESIRED OUTCOMES
<ul style="list-style-type: none"> Improved collaboration with stakeholders. 	<ul style="list-style-type: none"> To enhance collaboration with stakeholders To promote networking amongst stakeholders. 	<ul style="list-style-type: none"> Share information and reports Conduct visits Conduct joint training sessions Follow up meetings Encourage stakeholders' active participation in disability fora Include other sectors in disability programmes and activities 	<ul style="list-style-type: none"> Improved collaboration. Improved service delivery. Reduced duplication of efforts. Coordinated services for PWDS

6.9 STRATEGIC ISSUE: Poor visibility of Ministry of Social Development and Persons with Disabilities.

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
Visible (Recognized) Ministry	To ensure publicity of the mission, objectives and activities of the Ministry Of Social Development and Persons with Disabilities.	<ul style="list-style-type: none"> Conduct wide publicity of the ministry's activities. Conduct awareness workshops Disseminate policy 	<ul style="list-style-type: none"> Increased awareness of the ministry's functions. Quality services delivered. Improved interaction

		<ul style="list-style-type: none"> • Participate in other ministries'/departments' activities • Revive NACCODI 	with other ministries and organizations.
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6.10 STRATEGIC ISSUE: HIV/AIDS pandemic

GOAL	OBJECTIVES	STRATEGIES	DESIRED OUTCOMES
Health workforce and HIV/AIDS information available to persons with disabilities	<ul style="list-style-type: none"> • To facilitate access to and availability of information on HIV/AIDS to staff and persons with disabilities. • To ensure that the Ministry has healthy and productive workforce. 	<ul style="list-style-type: none"> • Establish the position of desk officer. • Encourage staff to go for VCT • Provide ARVs to deserving staff. • Consult with stakeholders on HIV/AIDS • Utilize available data • Create awareness of HIV/AIDS by providing accessible information. 	<ul style="list-style-type: none"> • Increased awareness of HIV/AIDS pandemic. • Reduced incidence of HIV/AIDS. • Behavioural change. • Increased productivity. • Improved collaboration with NAC and other stakeholders

6.11 STRATEGIC ISSUE: Gender imbalance and inequity

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
Gender balance and equity	To ensure gender balance and equity in service delivery	<ul style="list-style-type: none"> • Create awareness • Collaborate and network with stakeholders. • Implement Government policy on Gender. 	<ul style="list-style-type: none"> • Gender balanced performance. • Gender mainstreamed in disability issues.

		<ul style="list-style-type: none"> • Promote equal participation of male and female persons with disabilities in all programmes. • Support capacity building programmes for women with disabilities. • Civic education on gender. 	
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6.12 STRATEGIC ISSUE: Inadequate rehabilitation services

GOAL	OBJECTIVE	STRATEGIES	DESIRED OUTCOMES
Persons with disabilities are living independent lives.	<ul style="list-style-type: none"> • To ensure that rehabilitation services are accessible to persons with disabilities. 	<ul style="list-style-type: none"> • Improve access by persons with disabilities to basic social services. • Introduce new vocational skills for persons with disabilities. • Facilitate production of appropriate equipment and assistive devices. • Strengthen rehabilitation institutions. • Provide financial assistance of rehabilitation programmes. • Facilitate community-based rehabilitation programmes. 	<ul style="list-style-type: none"> • Improved quality of life of persons with disabilities • Improved, efficient, effective and sustainable rehabilitation programmes • Improved access to adaptive equipment and assistive aids for PWDs • Increased participation of PWDs in all spheres of life. • Increased number of PWDs accessing rehabilitation services.

CHAPTER SEVEN

ACTION PLANS

The action plans of the Ministry Of Social Development and Persons with Disabilities are designed to address specified strategic issues as discussed in the preceding chapter.

STRATEGIC ISSUE: 6.1 Lack of comprehensive and up-to-date disability Legislation.

GOAL: Disability-friendly environment

OBJECTIVES:

- a) **To promote mainstreaming of disability issues**
- b) **To administer the disability legislation.**

CHAMPION: Principal Secretary

SPECIFIC ACTIONS	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Review of Handicapped Persons Act Draft disability legislation	DDP	DS CRO Task force	Oct 03	April 04	<ul style="list-style-type: none"> • Finances • Human • Stationery • Transport • Material 	<ul style="list-style-type: none"> • Laws revised • Reports • Draft legislation document in place.
Consultation with stakeholders	PS	DS DDP CRO Task force	May 04	May 04	<ul style="list-style-type: none"> • Finances • Human • Stationery • Transport • Material 	<ul style="list-style-type: none"> • Meeting • Reports
Submit draft legislation to Solicitor General.	PS	DS DDP Task force	June 04	July 04	<ul style="list-style-type: none"> • Finances • Human • Stationery • Transport 	<ul style="list-style-type: none"> • Draft legislation submitted • Consultative meetings

					<ul style="list-style-type: none"> • Material 	
Monitor progress on submission of draft legislation to parliament and assent	PS	DS DDP	Aug. 04	Sept. 05	<ul style="list-style-type: none"> • Stationery • Finances • Transport 	<ul style="list-style-type: none"> • Approval of legislation.
Receipt of legislation from parliament	PS	DS DDP	Oct. 05	Oct. 05	<ul style="list-style-type: none"> • Finances • Transport • Stationery 	<ul style="list-style-type: none"> • Approved legislation.
Publicity of legislation	DDP	DS CRO	Nov. 05	On-going	<ul style="list-style-type: none"> • Finances • Stationery • Transport 	<ul style="list-style-type: none"> • Press reports • Press conferences • Posters • Radio and television programmes or broadcast
Monitor enforcement of disability legislation	DDP	CRO MACOHA	Dec. 05	On-going	<ul style="list-style-type: none"> • Finances • Stationery • Transport • Human • Material 	<ul style="list-style-type: none"> • Press • Reports • Radio • TVM • Number of cases

STRATEGIC ISSUE 6.2: In adequate staffing at professional and Technical levels.

GOAL : Full staff complement

OBJECTIVE: To ensure that Ministry of Social Development and Persons with Disabilities has adequate, qualified and competent staff to carry out its mandate.

CHAMPION: Principal Secretary

SPECIFIC ACTIONS	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Develop a succession plan for Ministry Of Social Development and Persons with Disabilities	PS	DS PHRMO DDP	July 04	Aug. 04	<ul style="list-style-type: none"> • Finances • Stationery • Transport • Material 	<ul style="list-style-type: none"> • Succession plan.
Conduct a training needs assessment of Ministry Of Social Development and Persons with Disabilities	DS	PHRMO DDP CRO Section Heads	Aug. 04	Oct. 04	<ul style="list-style-type: none"> • Finances • Stationery • Transport • Material 	<ul style="list-style-type: none"> • Reports
Develop and implement training plans	DS	PHRMO DDP CRO Section Heads	Oct. 04	On-going	<ul style="list-style-type: none"> • Finances • Stationery • Transport • Material 	<ul style="list-style-type: none"> • Training plan • Number of staff trained

STRATEGIC ISSUE 6.3: **Poor commitment to work and low staff morale**

GOAL: **Highly motivated and competent staff.**

OBJECTIVES: **To ensure improvement of performance by all members of staff.**

CHAMPION: **Principal Secretary**

SPECIFIC ACTIONS	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Improvement of office space	DS	PHRMO PA OS	Jan 04	On-going	<ul style="list-style-type: none"> • Finances • Material • Transport 	<ul style="list-style-type: none"> • Clean and adequate office space.
Provision of adequate materials and equipment	DS	PA OS	May 04	On-going	<ul style="list-style-type: none"> • Finance • Transport • Material 	<ul style="list-style-type: none"> • Improved productivity. • Commitment • Timely provision of assistance to stakeholders.
Effective participation of staff in Ministry's affairs	PS	DS PHRMO Section Heads	May 04	On-going	<ul style="list-style-type: none"> • Finance • Stationery • Material 	<ul style="list-style-type: none"> • Improved productivity. • Regular meetings • Minutes • Reports
Preparation of summary report on mission and objectives of Ministry Of Social Development and Persons with Disabilities	PS	DS PHRMO DDP OS	June 04	On-going	<ul style="list-style-type: none"> • Finance • Stationery • Transport • Equipment 	<ul style="list-style-type: none"> • Summarized Report
Translate summary report into vernacular language(s)e.g. Chewa, Tumbuka, Yao	DDP	DS	May 04	June 04	<ul style="list-style-type: none"> • Finances • Transport • Stationery 	<ul style="list-style-type: none"> • Pamphlets • Leaflets • Knowledgeable number of stakeholders.
Establish	DS	Section	May 04	On-	<ul style="list-style-type: none"> • Finances 	<ul style="list-style-type: none"> • Suggestion

communication feedback mechanism.		Heads Advisor		going	<ul style="list-style-type: none"> • Transport • Stationery 	box <ul style="list-style-type: none"> • News letter • Meetings
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STRATEGIC ISSUE 6.4: **Sections working in isolation**

GOAL : **Team spirit amongst sections and staff members.**

OBJECTIVE: **To ensure that there is collaboration among sections and staff.**

CHAMPION: **Principal Secretary**

SPECIFIC ACTION	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Holding regular Management meetings	PS	DS	Monthly	-	<ul style="list-style-type: none"> • Stationery • Finances 	<ul style="list-style-type: none"> • Reports submitted. • Number of meetings. • Minutes
Hold regular Staff Meetings	PS	DS PHRMO	Bi-Monthly	-	<ul style="list-style-type: none"> • Stationery • Finances 	<ul style="list-style-type: none"> • Reports. • Minutes.
Hold regular sectional meetings	DS	Section Heads	Weekly	-	<ul style="list-style-type: none"> • Stationery • Finances 	<ul style="list-style-type: none"> • Minutes.

STRATEGIC ISSUE 6.5: **Inadequate financial and material resources**

GOAL : **Availability of adequate financial and material resources.**

- OBJECTIVES:
- a) **To mobilize adequate resources for program implementation and operations**
 - b) **To provide appropriate equipment**

CHAMPION: **Principal Secretary**

SPECIFIC ACTIONS	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Conduct material and financial needs assessment	DS	Section Heads	Feb 04	April 04	<ul style="list-style-type: none"> • Finances • Stationery • Transport 	<ul style="list-style-type: none"> • Reports. • Meetings.
Prepare budget for submission	DS	Section Heads	Mar 04	April 04	<ul style="list-style-type: none"> • Finances • Stationery • Transport 	<ul style="list-style-type: none"> • Budgets meetings. • Draft Budget
Present budget to Treasury for discussion	PS	DS Section Heads	May 04	June 04	<ul style="list-style-type: none"> • Transport • Finances • Stationery 	<ul style="list-style-type: none"> • Budget meeting • Reports
Lobby for commodity Aid from Government and Donors	PS	DS Section Heads	Feb 04	On-going	<ul style="list-style-type: none"> • Transport • Finances • Stationery 	<ul style="list-style-type: none"> • Reports • Meetings
Prepare and submit proposals to Donors	DDP	CRO DS PRINCIPAL DPO ADVISOR	Jan 04	On-going	<ul style="list-style-type: none"> • Stationery • Equipment • Transport 	<ul style="list-style-type: none"> • Project proposal submitted • Meetings. • More Donor funding

STRATEGIC ISSUE 6.6: **Lack of appropriate up-to-date disability data**

GOAL: **Up-to-date integrated Disability Data**

OBJECTIVE: **To collect, collate and disseminate Disability Information**

CHAMPION:

Principal Secretary

SPECIFIC ACTION	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Prepare survey plans	DDP	CRO DPO ED ADVISOR	July 04	Sept 04	<ul style="list-style-type: none"> • Finances • Stationery • Transport • Equipment 	<ul style="list-style-type: none"> • survey plans
Identify funding for survey	PS	DS DDP ADVISOR	Oct 04	On-going	<ul style="list-style-type: none"> • Transport • Stationery 	<ul style="list-style-type: none"> • Meetings • Funds available • Funding agreement
Conduct survey	DDP	CRO NSO ED DPO ADVISOR CSR	Nov 04	April 05	<ul style="list-style-type: none"> • Finances • Transport • Stationery • Human 	<ul style="list-style-type: none"> • Survey report
Publicize Survey report	PS	DDP DS ADVISOR	May 5	May 05	<ul style="list-style-type: none"> • Finances • Transport • Stationery • Human 	<ul style="list-style-type: none"> • Increased awareness. • Press conference • Press coverage
Establish a Data Bank	DDP	PS CRO PHRMO Programmer ADVISOR	Dec 05	On-going	<ul style="list-style-type: none"> • Computers • Finance • Human 	<ul style="list-style-type: none"> • Data bank established
Collect and collate data from various stakeholders	DDP	CRO DPO Programmer	April, 04	On-going	<ul style="list-style-type: none"> • Computers • Transport • Stationery • Human • Finance 	<ul style="list-style-type: none"> • Availability of reliable disability data

STRATEGIC ISSUE 6.7: **Donor fatigue**

GOAL: **Retention of current and identification of new Donors/ Partners**

OBJECTIVE: **To strengthen partnership with Donors**

CHAMPION: **Principal Secretary**

SPECIFIC ACTIONS	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Abide by cooperation agreement.	PS	DDP DS CRO ACCT	Jan. 04	On-going	<ul style="list-style-type: none"> • Human • Stationery • Finances 	<ul style="list-style-type: none"> • Reports submitted
Timely submission of narrative and financial reports.	PS	DDP DS CRO ACCT	Jan. 04	On-going	<ul style="list-style-type: none"> • Stationery • Finances • Equipment • Transport 	<ul style="list-style-type: none"> • Reports submitted.
Check internet for potential donors		DDP CRO	On-going	On-going	<ul style="list-style-type: none"> • Stationery • Equipment • Human 	<ul style="list-style-type: none"> • Number of potential Donors identified.
Submission of new proposals	PS	DDP DS CRO ACCT	On-going	On-going	<ul style="list-style-type: none"> • Stationery • Finances • Equipment • Transport 	<ul style="list-style-type: none"> • Numbers of proposals submitted • Number of new donors identified

STRATEGIC ISSUE 6.8: **In adequate collaboration with Stakeholders**

GOAL: **Improved collaboration with stakeholders**

OBJECTIVES: a) **To enhance collaboration with stakeholders.**
b) **To promote networking between the ministry and stakeholders.**

CHAMPION: **Principal Secretary**

SPECIFIC ACTIONS	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Hold quarterly meetings with stakeholders	DDP	CRO PRINCIPAL DPO	Feb 04	On-going	<ul style="list-style-type: none"> • Finances • Transport • Stationery 	<ul style="list-style-type: none"> • Minutes. • Reports.
Networking with stakeholders	DDP	CRO PRINCIPAL DPO	Jan 04	On-going	<ul style="list-style-type: none"> • Finances • Transport • Stationery 	<ul style="list-style-type: none"> • Reports • Minutes • Meetings. • Stakeholders participation in ministry's activities • Newsletter.
Joint planning meetings with stakeholders	DDP	CRO PRINCIPAL DPO	Jan 04	On-going	<ul style="list-style-type: none"> • Finances • Transport • Stationery 	<ul style="list-style-type: none"> • Pooling of resources. • Minutes • Reports
Attend Board meetings of various disability service providers. Regular visits to service	DDP	CRO PRINCIPAL DPO	Jan. 04	On-going	<ul style="list-style-type: none"> • Finances • Human • Transport • Stationery 	<ul style="list-style-type: none"> • Number of quarterly meetings conducted • Number of Board meetings attended • Number of

providers.						regular visits conducted
Share reports.						<ul style="list-style-type: none"> • Number of reports shared • Number of team building workshops conducted
Conduct team building workshops.						

STRATEGIC ISSUE 6.9: Poor visibility of Ministry of Social Development and Persons with Disabilities.

GOAL: Visibility of Ministry of Social Development and Persons With Disabilities.

OBJECTIVES: To ensure publicity of the mission, objectives and activities of the Ministry of Social Development and Persons with Disabilities.

CHAMPION: Principal Secretary

SPECIFIC ACTIONS	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Launch the Strategic Plan (SP)	PS	DS DDP ADVISOR	April 04	April 04	<ul style="list-style-type: none"> • Finances • Stationery • Equipment • Transport 	<ul style="list-style-type: none"> • Press reports • Press conference
Conduct awareness promotion on disability issues	DPP	DS CRO ED(MACOHA) PRINCIPAL DPOs ADVISOR	April 04	On-going	<ul style="list-style-type: none"> • Finances • Stationery • Equipment • Transport 	<ul style="list-style-type: none"> • Meeting • Reports • Workshops held • Posters distributed.
Lobby key ministries, departments and stakeholders	PS	DS DDP CRO ED	May 04	On-going	<ul style="list-style-type: none"> • Finances • Transport • Stationery • Equipment 	<ul style="list-style-type: none"> • Reports
Conduct civic	DDP	Section Heads	July 04	On-	<ul style="list-style-type: none"> • Finances 	<ul style="list-style-type: none"> • Reports

education				going	<ul style="list-style-type: none"> • Stationery • Equipment • Transport 	<ul style="list-style-type: none"> • Meeting • Press reports • Posters • TVM • Radio programmes
Publicize Ministry's and MACOHA activities	DS	DDP PHRMO ED NAD and other Donors	July 04	On-going	<ul style="list-style-type: none"> • Finances • Transport • Human • Stationary • Material 	<ul style="list-style-type: none"> • Reports • Meeting • Press reports • Posters • TVM • Radios • Ministry's Web page (Internet)
Enhance MACOHA capacity in implementing Rehabilitation programmes	PS	DS DDP PHRMO MACOHA, NAD and other Donors	August 04	On-going	<ul style="list-style-type: none"> • Finances • Transport • Human • Stationary • Material 	<ul style="list-style-type: none"> • Number of persons rehabilitated • Positive change in altitude • Coverage of rehabilitation programmes.

STRATEGIC ISSUE 6.10:

HIV/AIDS pandemic

GOAL :

Health workforce and HIV/AIDS information available to PWDs

OBJECTIVE :

- a) **To facilitate access and availability of information on HIV/AIDS to PWDs.**
- b) **To ensure that the Ministry has a healthy and productive workforce.**

CHAMPION :

Principal Secretary

SPECIFIC ACTIONS	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Create HIV/AIDS	PS		Jan 04	Jan 04	<ul style="list-style-type: none"> • Finances 	<ul style="list-style-type: none"> • Focal point

focal point within the ministry		PHRMO			<ul style="list-style-type: none"> • Stationery • Transport • Human 	in place
Develop guidelines for the focal point	DS	PHRMO CRO	June 04	June 04	<ul style="list-style-type: none"> • Finances • Stationery • Transport 	<ul style="list-style-type: none"> • Manual
Acquisition of messages on HIV/AIDS	CRO	DPO PRINCIPAL Welfare Committee	April 04	May 04	<ul style="list-style-type: none"> • Transport • Stationery • Human • Finances 	<ul style="list-style-type: none"> • Reports
Dissemination of HIV/AIDS information and counseling	CRO	DPO PRINCIPAL Welfare Committee	April04	On-going	<ul style="list-style-type: none"> • Transport • Stationery • Finances • Human • Equipment 	<ul style="list-style-type: none"> • Reports. • Minutes. • Number of Workshops • Increased awareness. • Behavioural change
Translation of information in Braille and large print	DDP	CRO PRINCIPAL DPO	Sept 04	Dec. 04	<ul style="list-style-type: none"> • Finances • Stationery • Equipment 	<ul style="list-style-type: none"> • Translated Manual • Large print leaflets
Collaboration and networking with stakeholders on HIV/AIDS	DS	CRO ED	Jan 04	On-going	<ul style="list-style-type: none"> • Transport • Stationery • Human • Equipment 	<ul style="list-style-type: none"> • Reports. • Meetings.
Provision of Antiretroviral drugs (ARVs) and voluntary	DS	PA PHRMO CRO	Oct. 04	On-going	<ul style="list-style-type: none"> • Finances • Transport • Human 	<ul style="list-style-type: none"> • Drugs distributed • Persons

counselling and testing (VCT)						benefiting
						<ul style="list-style-type: none"> • Reduced absenteeism
Organize support groups	DDP	CRO DPO ED	May 04	Dec. 04	<ul style="list-style-type: none"> • Finances • Transport • Human • Stationery 	<ul style="list-style-type: none"> • Formed support groups

STRATEGIC ISSUE 6.11: **Gender imbalance and inequity**

GOAL : **Gender balance and equity**

OBJECTIVE : **To ensure gender balance and equity in service delivery**

CHAMPION : **Principal Secretary**

SPECIFIC ACTIONS	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Acquisition of information on gender issues	DDP	DS CRO	Mar. 04	May 04	<ul style="list-style-type: none"> • Transport • Material • Stationery • Finances 	<ul style="list-style-type: none"> • Information available
Collaboration and networking with stakeholders on gender issues	DDP	DS CRO	May 04	On-going	<ul style="list-style-type: none"> • Transport • Material • Stationery • Finances 	<ul style="list-style-type: none"> • Meetings • Reports.
Dissemination of information on gender in the Ministry	DDP	DS CRO	Mar. 04	On-going	<ul style="list-style-type: none"> • Transport • Material • Stationery • Finances 	<ul style="list-style-type: none"> • Minutes. • Reports. • Workshop

STRATEGIC ISSUE 6.12: **Inadequate rehabilitation services**

GOAL : **Persons with disabilities are living independent lives**

OBJECTIVE : **To ensure that rehabilitation services are accessible to persons with disabilities.**

CHAMPION : **Principal Secretary**

SPECIFIC ACTIONS	ACCOUNTABILITY		SCHEDULE		RESOURCES	PERFORMANCE INDICATORS
	Main	Others	Start	Finish		
Enhance MACOHA'S capacity to implement rehabilitation programmes	PS	DDP DS MACOHA ADVISOR	Aug. 04	On-going	<ul style="list-style-type: none"> • Financial • Transport • Human • Stationery • Material 	<ul style="list-style-type: none"> • Number of persons rehabilitated • Positive change in attitude.
Train PWDs in specific vocational and non-vocational skills	DDP	CRO PRINCIPAL ED	Jan 04	On-going	<ul style="list-style-type: none"> • Financial • Transport • Human • Stationery • Material 	<ul style="list-style-type: none"> • Number of PWDs trained • Number of PWDs living independently
Introduce new skills at rehabilitation institutions	DDP	PRINCIPAL ED	Sept. 04	On-going	<ul style="list-style-type: none"> • Financial • Transport • Human • Stationery • Material 	<ul style="list-style-type: none"> • New skills introduced • Diversified programmes • Wider choices
Assist Rehabilitation School financially, materially and otherwise.	PS	DS DDP ADVISOR ED	July 04	On-going	<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • Number of schools assisted • Improved performance

						<ul style="list-style-type: none"> • Increased funding
Encourage research on adaptive equipment and assistive devices.	DDP	CRO DPO ADVISOR PRINCIPAL ED	Mar. 04	On-going	<ul style="list-style-type: none"> • Financial • Transport • Human • Stationery • Material 	<ul style="list-style-type: none"> • Meetings • Reports
Conduct orientation workshops for extension workers	DDP	CRO DPO ADVISOR ED	Nov. 04	On-going	<ul style="list-style-type: none"> • Financial • Transport • Human • Stationery • Material 	<ul style="list-style-type: none"> • Number of extension workers trained • Number of workshops conducted • Reports • Change of attitude • Improved performance
Participate in DPOs activities	DDP	CRO DPO	Mar. 04	On-going	<ul style="list-style-type: none"> • Financial • Transport • Human • Stationery • Material 	<ul style="list-style-type: none"> • Meetings • Reports

7.2. CRITICAL SUCCESS FACTORS

The Ministry Of Social Development and Persons with Disabilities recognizes that certain critical success factors need to be taken into consideration in order to facilitate effective implementation of this strategic plan. These include leadership, financial and material resources, human resource, operations, equipment, organizational structure, conditions of service, political environment, ownership of the strategic plan and macroeconomic stability. The requirements of the critical success factors are as indicated below:-

Leadership	Equipment
<ul style="list-style-type: none"> • Visionary • Inspiring • Mature • Open and adaptable 	<ul style="list-style-type: none"> • Appropriate • Modern • Reliable • Compatible • Durable • Serviceable • Properly managed
Financial and material resources	Organisational structure
<ul style="list-style-type: none"> • Adequate • Prudently utilised and managed • Properly accounted for 	<ul style="list-style-type: none"> • Responsive to operators • Cost – effective
Human resources	Conditions of services
<ul style="list-style-type: none"> • Committed • Competent • Well qualified • Time conscious • Disciplined 	<ul style="list-style-type: none"> • Conducive • Friendly • Motivating
Operations	Political Environment
<ul style="list-style-type: none"> • Focused services provided • Relevant services • Service provided timely • Cost – effective 	<ul style="list-style-type: none"> • Stable • Proactive • Disability-friendly.

PART FOUR: THE STRATEGIC PLAN IMPLEMENTATION

The Strategic Plan is intended to be a practical tool to facilitate the implementation and realisation of the vision and mission statement of the Ministry Of Social Development and Persons with Disabilities over the next three years (2004 to 2007). It gives a comprehensive breakdown of strategies and activities necessary to carry out its mandate for empowerment of persons with disabilities in Malawi.

It is evident that the implementation of this plan is no mean task and will take a lot of effort and teamwork on the part of the Ministry, MACOHA and other stakeholders. The ministry will keep lines of communication open and will develop further networks to enhance collaboration and coordination.

The Ministry Of Social Development and Persons with Disabilities will ensure that: -

- There is a Strategic Plan Implementation Steering Committee to be chaired by the Deputy Secretary.
- Senior management appoints members of the steering committee to represent all sections and units in the ministry.
- The Steering Committee appoints a person to act as its secretary to assist the committee to produce quarterly progress reports.
- The steering committee's Terms Of Reference are as follows: -
 - i. Publicize the Strategic Plan internally
 - ii. Ensure that the Strategic Plan is circulated as soon as possible to all clients and stakeholders
 - iii. Provide support and guidance on preparation and submission of work plans and reports
 - iv. Ensure that each section or unit has developed work plans
 - v. Receive and examine quarterly sectional progress reports on implementation of the Strategic Plan.
 - vi. Report to the Principal Secretary

Appendix (i)

PLANNING TEAM

J.J. Matope	PRINCIPAL SECRETARY
Ms F.L. Jana	DEPUTY SECRETARY
Mr. W.A. Kachingwe	DIRECTOR OF PROGRAMMES
Ms M. Mwale	CHIEF REHABILITATION OFFICER
Mr S. Msowoya	ACTING EXECUTIVE DIRECTOR (MACOHA)
Mr M.S. Nyirenda	PRINCIPAL, MULANJE SCHOOL FOR THE BLIND
Ms A. Chibwana	PRINCIPAL HUMAN RESOURCE MANAGEMENT OFFICER
Ms R. Plackett	DISABILITY PROGRAMMES OFFICER
Ms A.E. Mponda	SENIOR ASSISTANT ACCOUNTANT

Appendix (ii)

LIST OF STAKEHOLDERS CONSULTED

1. Malawi Council for the Handicapped (MACOHA)
2. Federation of Disability Organizations in Malawi (FEDOMA)
3. Malawi National Association of the Deaf (MANAD)
4. Malawi Against Physical Disabilities (MAP)
5. Malawi Union of the Blind (MUB)
6. Malawi Disability Sports Association (MADISA)
7. Parents of Disabled Children Association in Malawi (PODCAM)
8. The Albino Association of Malawi (TAAM)
9. Feed the Children Malawi (Cheshire Homes)
10. Sue Ryder Foundation
11. Sight Savers International
12. Ministry of Education
13. Ministry of Gender and Community Services
14. Ministry of Local Government
15. Ministry of Labour and Vocational Training
16. Ministry of Health