

MANUAL

*For the Planning, Organising and Implementation of an
Awareness Building Campaign (ABC) for Disabled
Persons Organisations*

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INTRODUCTION

This manual is based on the experiences with planning, organisation, implementation and evaluation of the Awareness Building Campaign (ABC) in Malawi in the period 1999-2001, which was jointly carried out by:

The Southern Africa Federation of the Disabled (SAFOD)
The Federation of Disability Organisations of Malawi (FEDOMA)
The Federation of Disability Organisations of Norway (FFO).

The three main stakeholders in the campaign (SAFOD, FEDOMA and FFO) had no experience with running a campaign prior to 1999. The organisers of a campaign such as this one would have benefited from a manual or a guide if this were available. This is the reason why SAFOD, FEDOMA and FFO decided to develop this manual in order to help other DPOs to start their own Awareness Building Campaign (ABC) in their own countries.

This manual is therefore entirely based on the Malawi experience. The manual should be used as a guide for DPOs who want to run similar campaigns. A few of the themes mentioned in this manual might not be relevant in other settings. On the other hand there may also be important factors that have not been considered in this manual that could be of great importance in other settings. To succeed in an ABC the organisers should always have the social setting in mind during all the different phases of the campaign.

September 2002

CHAPTER 1

Background Information

Today it is common knowledge that all over the world people with disabilities are excluded from the mainstream society and experience severe difficulties in accessing fundamental rights. In developing countries such as those found on the African continent, there is a strong relationship between disability and poverty. Poverty makes people become more vulnerable to disability, and disability reinforces and deepens poverty.

Disabled persons face particularly oppression and discrimination. According to traditional belief, persons with disabilities are considered bewitched, and reports of disabled children being hidden away from public view when visitors arrive especially in rural areas are common. Tribal and religious groups strongly influence the way disabled people are viewed in the society. Disabled people are sometimes thought of as bad omens and therefore rejected or abandoned. Disabled people are often viewed as unproductive and even useless. Negative attitudes and beliefs lead to many kinds of exclusion, such as:

- o teachers refuse to teach disabled children
- o employers refuse to employ disabled people
- o landlords refuse to rent houses to disabled people
- o bus drivers refuse to transport disabled passengers
- o medical personnel treat disabled people as sick and ill
- o limited access to public buildings by disabled people
- o limited access to information by disabled people
- o disabled people are abandoned.

Lack of information about disability is one of the biggest problems facing disabled people. Without information about rights, services, technical aids and health care, disabled people are excluded from their communities.

THE MALAWI ABC

The aim of the campaign in Malawi was to sensitise the community on various disability issues. FEDOMA identified a need for the society to consider the aspirations and needs of people with disabilities in Malawi (who are close to one million) in all spheres of development and as a step towards achieving a society for all. One of the main objectives has been to ensure that people with disabilities are integrated in various development activities.

The theme of the awareness raising campaign in Malawi was:

"FROM EXCLUSION TO INCLUSION MALAWI TOWARDS A SOCIETY FOR ALL"

The campaign was conducted at national, district and local level and ran each year for about three weeks. A number of activities were conducted, some of which were as follows:

- Advocacy and lobbying targeted at Government and the media
- Advocacy targeted at key influential groups which reach out to the community such as community leaders, chiefs, politicians, churches, teachers, villages and area development committees.
- Awareness campaign on human rights dimension of the Standard Rules, and other human rights instruments through drama, publications and songs.

LESSONS LEARNT

Lessons learnt from the campaign.

The strategy of opening up dialogue with community leaders and people at the grassroots level has proved to be a very effective method at changing attitudes. This dialogue has done a lot to address the plight of disabled people. African statistics has shown that the majority of disabled people live in rural areas. It is at the rural level that superstition and other negative stereo-typic views are most prevalent. The campaign has shown that if the issue of negative attitudes is tackled well at rural level the future of people with disabilities will be a better one. Using people with disabilities themselves to go to the community to talk about their situation has shown to be a very effective tool to increase the community's knowledge about disability in Malawi.

The campaign impact on FEDOMA

The impact of the campaign has been overwhelming. FEDOMA has received many letters seeking information about disability and offering different forms of support to the organisations. This has obviously put a lot of strain on FEDOMA and its leadership. It has therefore been decided to have a FEDOMA Secretariat in order to deal with the many challenges and work-load created by the campaign.

CHAPTER 2

Planning process

In planning of an Awareness Building Campaign it is necessary to first of all decide the period to be taken by the campaign. The implementation of the campaign activities will last for probably two to three years. Such a long period demands a thorough planning process with short term, middle term and long term objectives. The planning process of the campaign must start several months before the first activity takes place. The campaign period, the number of activities and the number of people to be involved will determine the time schedule for the planning process.

The following list represents a minimum of elements that should be considered in the planning process:

1. Establish a core-group.
(The member organisations of the co-ordinating body in this case FEDOMA, should be represented)
2. Situation analysis
3. Agree on objectives and targets
4. Identify stakeholder's roles, responsibilities and levels of decision-making.
5. Make agreements with partners/donors and relevant government structures.
6. Establish a group of resource persons
7. Choose method in terms of:
 - how to present the message
 - theme
 - who to involve implementation/activities
8. Decide on how finances will be administered.
9. Time schedule

The executive board or committee of the federation is the one that decides to run a campaign. And finally the board or executive committee of the umbrella organisation is responsible for coordinating the activities of the campaign.

The board/committee will appoint the ABC core-group to act on its behalf. Planning, organisation and implementation of the ABC is the task of this core-group. Each member organisation of the federation should be equally represented in the core-group. In order to make the core-group as efficient as possible, there should not be more than 7-10 group members.

The core-group must engage in an intensive communication process in which its members must give regularly feed-back to their organisations of the preparations of the campaign. The group must have frequent meetings, where records and minutes must be kept. Keeping records and minutes of the meetings and the activities is helpful in order to keep the board/committee and the member organisations informed about what is going on. The reports and minutes are necessary for the evaluation of the campaign.

The first task for the core-group is to analyse the situation of disabled people in the country; their living conditions, education, employment, attitudes, access to housing, transport, public institutions, access to information and the level of inclusion in the political decision making process. To compile all relevant information for a situation analysis the core-group should consult private and public institutions (research centres, universities, medical profession, media, governmental and non-governmental institutions, international organisations and agencies) and refer to publications about disability issues.

The situation analysis must state indicators which must be analysed at the end of the campaign during in the evaluation process (See Chapter 4 Evaluation)

This analysis will guide the core-group in defining objectives, activities and target groups.

Examples:

Target group	Activity	Objective
Members of Parliament	one-day workshop	Lobby MPs to include disability issues on their political agenda
Teachers	three-day workshop	Sensitise the target group on the ability of disabled children
Journalists	one-day press-meeting	Sensitise target group on a fair coverage about disability issues
Village people	public meeting, drama, music, games e.t.c	Sensitise the public on the situation of disabled people
Medical personnel	leaflets, brochures	Inform target group about the ability of disabled people

It is essential to choose a method to convey the message; this includes theme, implementation/activities and who to involve.

AGREEMENT

At this stage in the planning process the umbrella organisation should make written agreements with the principal stakeholders (donors/funders). The agreement should clearly state the roles and responsibilities of the stakeholders. **(See appendix: Criteria to consider when entering into an agreement or co-operation with donor partners.)**

A campaign will require support and participation from other resource persons. The kind of resource persons involved in the campaign will depend upon the theme, target group, and activities. The core-group will have to make agreements with the different resource persons. The agreements must include responsibilities, and time schedules for the resource person's contributions.

At this stage in the planning process it would be a good idea to approach the authorities responsible for disability affairs in order to establish their support for the campaign, in terms of provision of financial, material and human resources. In Malawi not only the President and the Vice-President but also the Minister for Disability Affairs in the Office of the President through MACOHA (Malawi Council of the Handicapped) supported the campaign by their active participation. This strengthens the campaign in several ways. It signaled the authorities' commitment and concern about disability issues and it encouraged FEDOMA to get on with the campaign.

TIME AND MONEY

Time schedule

Time management is one of the main problems facing implementers of Awareness Building Campaigns. To bring different Stakeholders together for meetings, to find the right time for seminars, workshops, conferences is not easy. Never schedule a workshop for Members of Parliament during the parliamentary sessions. Do not organise a workshop for teachers during holidays. Do not hold a press seminar on Saturday afternoon, this is the journalist's "Sunday". Do not spread the different activities over too long a period. But it is crucial to have a realistic time-schedule and to keep it. This is essential both for the planning process and for the implementation of the activities. Refer to the time schedule during the evaluation process.

(See Appendix: Time Schedule)

Budget

The core-group should be responsible for budgeting and disbursing the funds in terms of the agreed budget of the ABC. All the time they should consult with the treasurer of the federation. Budgeting and financial administration, reporting and auditing must be part of the agreement between the stakeholders.

Based on the available funding for the campaign a detailed budget must be developed, clearly stating the amount available for each action point. Payments must be made according to budget. All payments must be signed by at least two persons entitled to perform such a duty. Account statements must be made on a regular basis. Changes in the budget can only be made if agreed by the core-group.

(See Appendix: Budget)

CHAPTER 3

Activities.

The choice of activities in the campaign will be based on the objectives and target groups. The total budget and the amount of time available will also determine the range of activities. It is important that the core-group has got the knowledge about local culture and language. This is essential for successful implementation of the activities. To be able to implement all the planned activities it is necessary for the core-group to use resource persons. The resource persons should get specific tasks from the core-group. The resource persons must have the ability to correspond with the target group and find a clear way to persuade the target group to understand the message. A public audience will not understand a highly sophisticated lecture. Journalists require a different approach than the medical personnel. Find the right resource person for the right target group.

To run an Awareness Building Campaign is time consuming and requires a lot of co-ordination. One person must be responsible for the co-ordination work. If possible this person should be hired on part-time basis or for a limited period.

ACTIVITIES

Examples of campaign activities:

1. Capacity building
 - Leadership training course
2. Get a patron for the campaign
3. Press briefings (radio, TV, newspapers)
4. Production and distribution of leaflets, booklets, T-shirts and banners, video, radio programmes and production of a newsletter
5. Sensitisation workshops for:
 - policy makers: Members of Parliament; government personnel
 - community leaders: traditional leaders and extension workers
 - teachers
 - medical personnel
 - police and judicial personnel
 - media
6. Launching of campaign
7. Public awareness meetings with drama, music, poetry, traditional dancers
8. Audience with the State President

An Awareness Building Campaign like this will result in several spin-offs like enquiries from people with disabilities, general public and the media. The organisation needs to be strengthened to adequately respond to enquiries. That is why it is useful to start the campaign with a leadership training course. The agenda for the course must be based on the needs of the organisation. If the organisation is young there will be a need for basic knowledge on how to run an organisation and the ideology or philosophy of the disability movement.

(See appendix: Agenda for the leader training course in Malawi).

The message will be strengthened and the interest for the campaign will increase if the organisation manages to get a patron of high rank for the campaign. Preferably this should be the President of the country, and not a leader of a political party. A patron could also be a well-known and respected person in the community, like an actor or a musician or a judge. In Malawi the State President was the patron for the campaign.

Press briefings are necessary to spread information about the campaign and to get disability issues on the agenda. Together with the invitation to the press briefing there should be written information about the campaign sent or given to all journalists. Prepare a press folder with basic information material about the situation of disabled people in the country, with information about the federation and its member organisations, with information material about the ABC, the planned activities, the time schedule, leaflets, portraits of the patron and actors, musicians, theatre groups who will be involved in the campaign. During the press briefing some of the members of the core-group will present the campaign message and the different activities. Those who attend the press briefing ought to be prepared to answer questions from the journalists. It is a good exercise to train a press briefing in a kind of role-play before going into the actual press briefing itself.

The production of the various campaign material (poster, leaflets, booklets, T-shirts, banners, newsletters, video, radio programme and so on) must correspond with the available resources. Leaflets for the general public must be written in the local language. Production of campaign material is time consuming and should start well in advance of the launch. The production process must be within the given time schedule.

To be able to change attitudes towards persons with disabilities it is crucial to identify and get support from important opinion forming groups. These groups help to influence the attitudes of the general public. To get the desired change in attitude among the general public it is necessary to start on sensitising these influential groups. These groups might vary from country to country, and should be selected based on a local situation. Influential groups in every society are politicians (MP), media personnel, health workers, teachers, community leaders and so on.

Negative attitudes are often due to lack of knowledge and ignorance. This is the main reason for arranging workshops for these groups. To show that persons with disabilities are able disabled persons should give presentations at the workshops.
(See appendix: Agenda for the sensitising workshops)

The launch of the campaign will have a great impact on the success of the entire campaign. Therefore it is of great importance to include the launch of the campaign in the planning process. The programme for the launch must be able to draw the media's attention. Publicity around the launching will spread the campaign message to a broader spectrum. This might draw more people to the campaign meetings. To use popular and famous persons in the launch will draw the attention of both the media and the general public.

In Malawi the Vice-President opened the first campaign. Well-known comedians and a popular music band also played an important role in both launches and also in the campaign meetings.

In countries where only a small part of the population is reached through the media (TV, radio and newspapers) public awareness meetings will be the most useful way of presenting the campaign message. At these meetings it is valuable to get media's attention. The programme of these meetings will be nearly the same as at the launching. The programme might consist of: presentation of the disability organisations, speeches on the living conditions of disabled people, the rights of disabled people, testimonies from disabled persons.

The message can also be presented via music, poetry, drama and traditional dance. It is important that when songs or poems are being composed by the artists it is very vital to ensure that lyrics used do not portray the image of disabled people wrongly. It should not portray disabled people as objects of pity, helpless and needing charity and handouts. There is need for the core team members to censor the lyrics which might otherwise, if not checked, even end up having an adverse effect on the campaign.

Persons from the local community (school children, teachers, religious leaders, and people with disabilities and so on) can be invited to contribute at the meetings. In Malawi the campaign message was presented through songs, poetry and drama specially written for the campaign. Great consideration should be taken on local customs, both in planning the programmes for the meetings and the venue of the meetings. The meetings should be announced well in advance. Ways of doing this can be through adverts in newspapers, radio messages, posters, banners and leaflets, but also in this matter one should consider the local conditions.

Getting an audience with the State President can be very useful for the campaign. When this was done in Malawi eight journalist (TV, radio and newspapers) covered the meeting. The meeting was on the news in the same evening on TV and appeared in the main newspapers the following day. This media coverage reaches people with great influence in the society. The fact that the President meets the organisation is a strong indication that the President is supporting the campaign.

NDAKATULO -TISAFOWOKE

Losaiwalika tsiku la lero
Inde mwezi wa maleche-leche a chaka
Chikumbu mtima a Malawi pa ife alumali,
Muli nachodi. Musafowoke musabwerere m'mbuyo.
Tisafowke, titake-take alumali azanga, Tisasiyile
Boma lokha. Katemela wa mkulu ndi kusaganizila za chilema chathu,
Molasa mtima. Kusilila mozichepesa ndiye chizirabacho. Kusimikiza ndi chishango cha olimbikawo.
Sindikwanisa, ndi mdani wachitukuko. Tisafowoke.
Tisafowoke abale, tiwasonyeze a Malawi
Tiwasimikizile godya zathu, chikondi, khama, ondo ndi kudziletsa.
Tizilemekeze alumali, pothyakula
Malankhulidwe athu, undimva siukatswili, ndasala pati sichilimbikitso.
Tisafowoke china mchina, jekete sapisila, lutha tiri nalodi, siawo mabungwe alumali tikuphulisawa.
EE FEDOMA, sumbulele ya alumali, Amai nafe
sitikulola kusalila, fumbi khobo, DIWODE yagwira nsew.
Inde chitukuko cha amai olumala. Tisafowoke
Tisafowoke, mbewa ya manyazi inafera kuwuna,
Tikugogoda kwa inu a Malawi. Ifetu chimphinjo
Chatigwera ndi sukulu za luso la manja ku Magomero.
Ku Lilongwenso, zafika potidetsa nkhawa. Kodi zikatsekedwa nanga lusoli tikalitengela kuti
timapukutilako
misozi ife. Tiganizileni musafowoke.
Tisafowoke, tizilimbikile, lock watsoka ndi kuzimvelela, ati ali kuukokomeza ulumali. Inde mabvuto
alipodi, tisawaseze pamutu, Tisawayalile phasa.
Zina kambu zina leku tiziyamika. Mpata wokhalila limodzi chochi tsiku la lero, maiko ena kulibe.
Ha, ulamulilo uwu ndautayila kamtengo.
Tisafowoke.

(This poem in Chichewa is all about the need for disabled people to work hard and not waste time feeling sorry for themselves. It also applauds the creation of FEDOMA and DIWODE which advocate for the rights of Persons with Disabilities and also for the need of Governments to support disable people. Mussa Chiwaula)

CHAPTER 4

Evaluation

It is not easy to measure the changes in attitudes. In order to evaluate the impact of the campaign it is necessary to identify several success indicators. To register the campaign impact the organisation must, before the launch of the campaign, make a situation analysis based on the indicators. This analysis will be compared with the situation after the campaign. Such indicators might be:

1. Members of the organisation
2. Number of disabled persons that contact the organisations
3. Authorities use of people with disabilities in the planning process regarding disability issues.
4. Frequency of disability issues debated in the parliament
5. Frequency of disability issues appearing in the media.
6. The way disabled persons are presented in the media
7. Initiative from traditional/community leaders to improve the living conditions for disabled people.

In addition to this comparative analysis the organisation should also measure several elements during the campaign such as:

1. Number of people attending the meetings.
2. How the meetings were covered by the media
3. Feedback from the participants at the workshops
4. Support from central and local authorities

EVALUATION

A good tool for the evaluation process is thorough reports and minutes from all meetings and activities both from the planning and the implementation of the campaign.

The evaluation reports will be useful to improve the campaign from year to year and to show the organisation which areas to focus on. To register both short term and long term effects of the campaign an evaluation can be done immediately after the campaign and another one after 6-9 months.

The evaluation team should consist of a member of the board/committee of the umbrella organisation, several members of the core-group (not necessarily all core-group members), representatives of other stakeholders (donor).

In addition to the final evaluation process at the end of the campaign, the core-group should hold evaluation meetings after each activity to analyse and realise the weaknesses and eliminate them in the next activity. It is important to keep records of these evaluation meetings as well.

If the funding allows, it is also possible to allow external experts to do the evaluation. Never the less the financial audit should always be done by external auditors.

APPENDICES

Criteria

Some criteria to consider when entering into an agreement or cooperation with donor partners.

The intention of donors and other development agencies to support NGOs, DPOs and other vulnerable groups is based on the principle of promoting justice, equal rights and a better world for all people. Through the support of donors there have been many successful projects which have and continue to improve people's living conditions in the developing countries. However, cooperation with donors can sometimes cause problems and conflicts if funding agreements are not based on trust, open dialogue and truth. The following criteria have therefore been developed to help both donors and SAFOD member organisations to engage in more meaningful and conflict-free cooperation and agreements:

1. Choose your donors according to your organisation's objectives.
2. Define the long and short term objectives of the co-operation.
3. Specify the time frame of the agreement of co-operation.
4. Identify clearly the different roles of the partners in the agreement.
5. Assign the concrete tasks and responsibilities of the partners of the agreement.

CRITERIA

6. Set up terms of regular communication and mutual exchange of information.
7. Prepare and agree on the contents of the Project or Programme Proposal.
8. Prepare and agree on the realistic budget.
9. Clarify and define the process of funding in terms of: accounting procedures, currency, terms and schedule of transfers or disbursements, financial and audited reports.
10. Ascertain AND AGREE ON the role of the partners in the area of supervision, monitoring and evaluation.
11. Set out conditions and time frame of submitting narrative, financial and audited reports
12. Only accept agreements and contracts that promote the concept of equal Partnership.
13. Avoid any dependency that is spurred by either the politics or ideology or personnel or financial terms of the agreement or cooperation.

APPENDICES

TIME SCHEDULE

One Year Time Schedule

Activity	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1. Leadership Training Workshop	Plan		W/S									
2. Sensitising Workshop			Plan		W/S							
3. Production and Distribution of Campaign Material Audio and Video	Plan	Pro-	duc-	tion	Dis-	tri-	but-	tion				
					Plan	Pro-	duc-	tion	Dis-	tri-	bu-	tion
4. Public Awareness Events	Plan	Plan	Plan	Distr.A								
5. Launching			Plan	Distr.A								
6. Audience with the President					Plan				Audi- ence			
7. Press Conferences	Plan		P/C	Breif- ing	Info		Info		P/C			P/C
Media Work	Plan		Info									
8. Media Workshop					Plan			W/S				
9. Evaluation				W/S		W/S			W/S		1 st	year

APPENDICES

BUDGET

Budget Lines		Year One	Year Two	Year Three
A) Leadership Training Workshop	1) Travel	5,000.00	6,000.00	
	2) Accommodation and Meals	8,000.00	10,000.00	
	3) Others	4,000.00	5,000.00	
B) Sensitising Workshop	1) Travel	5,000.00	6,000.00	
	2) Accommodation and Meals	8,000.00	10,000.00	
	3) Workshops	4,000.00	5,000.00	
	4) Evaluation			
C) Production & Distribution of Info-Material	1) Leaflets, booklets	3,000.00	4,000.00	
	2) T-shirts	4,000.00	1,000.00	
	3) Newsletter	2,000.00	2,000.00	2,000.00
	4) Audio & Video		4,000.00	4,000.00
	5) Distribution	3,000.00	3,000.00	4,000.00
D) Public Awareness Events	1) Organisation	2,000.00	3,000.00	4,000.00
	2) Drama Group	3,000.00	4,000.00	5,000.00
	3) Songs and Poetry	1,000.00	2,000.00	
E) Launching & Opening Ceremony per District		3,000.00	3,500.00	4,000.00
F) Audience with the President		2,000.00		
G) Press conferences & Media Work		2,000.00	2,500.00	3,000.00
H) Media Workshop	1) Travel	3,000.00		
	2) Accommodation and Meals	6,000.00		
	3) Others	3,000.00		
I) Evaluation	1) Workshops	2,000.00	2,000.00	
	2) Info-Material		1,000.00	
	3) Campaign			4,000.00
SUBTOTAL		71,000.00	44,000.00	62,000.00
TOTAL BUDGET				177,000.00

APPENDICES

Programme for the Launching

- 9.00 a.m. Arrival of invited guests
- 9.30 a.m. Arrival of the Minister of State responsible for persons with disabilities to be met by the Principal Secretary and Chairperson of FEDOMA
- Introductory remarks by the Master of Ceremonies
 - Remarks by Norwegian Representative
 - Remarks by FEDOMA's Vice Chairperson
 - Speech by Minister (Official Launch of the Campaign)
 - Activities
 - Poetry recitals
 - Traditional Dances
 - Band Poetry recitals
 - Songs
 - Drama by Corfledians Jacob & Izeck

End of Programme

AGENDAS

Agenda Capacity Building Workshop

Day 1

9.00 - 9.30	Registration of Participants
9.30 - 10.00	Official Opening
10.00-10.30	tea break
10.30 - 12.00	Leadership and Delegation of Responsibilities
12.00-13.30	lunch break
13.30 - 14.45	Relationships of DPOs and Affiliates with OPC Disabilities, MACOHA and CONGOMA in line with provisions of the Draft Disability Policy and Act.
14.45-15.10	tea break
15.10 - 16.30	Function of Executive Committees, Secretariats, General Assemblies, Committee Meetings

Day 2

09.00 - 10.00	Representations of DPOs at Loca, Regional and International Levels
10.00-10.30	tea break
10.30 - 12.00	Accounting: Basic Concepts
12.00-13.30	lunch break
13.30 - 14.45	Sustainability of DPOs: Programmes, Projects and Fund raising
14.45-15.10	tea break
15.10 - 16.00	Procedures and Operational Ethics
16.00 - 16.30	Evaluation and Closing

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