

## Resource Kit No.3

### CAMPAIGNS

Copyright: 1993 Disability Awareness in Action All rights reserved Cartoons Copyright: Tony and Jenni Meredith All illustrations are copyright to the artists and may not be reproduced without their permission

#### **CONTENTS**

##### **About This Resource Kit**

##### **STAGE ONE: Coming Together**

###### **1. Forming a Group**

##### **STAGE TWO: Choosing an Issue, Time-Scale and Target Group**

###### **2. Choices**

###### **3. Campaigns with a Time-Focus**

###### **4. Longer-Term Campaigns**

##### **STAGE THREE: Drawing up an Action Plan**

###### **5. Planning**

###### **6. Taking Action**

##### **STAGE FOUR: Looking at Resources**

###### **7. Financial Resources**

###### **8. Low or No Cost Campaigns**

###### **9. People**

###### **10. Motivation and Momentum**

##### **STAGE FIVE: Working with Other Groups and Involving the Whole Community**

###### **11. Partnerships**

###### **12. Involving Everyone**

##### **STAGE SIX: Publicising the Issues**

###### **13. Organising an Event**

###### **14. Accessibility**

###### **15. Public Speaking**

###### **16. Publicity**

###### **17. Media Relations**

## **STAGE SEVEN: Assessing Activities and Making Changes**

### **18. Monitoring and Evaluation**

### **19. Addresses**

### **20. Publications**

### **21. Words**

## **ACTION PLAN**

### **Stage One: Coming Together**

### **Stage Two: Choosing an Issue, Time-Scale, Target Group**

### **Stage Three: Drawing up an Action Plan**

### **Stage Four: Looking at Resources - People and Money**

### **Stage Five: Working with Other Groups and Involving the Community**

### **Stage Six: Publicising the Issues**

### **Stage Seven: Assessing Activities and Making Changes**

## **ABOUT THIS KIT**

This kit focuses on campaigns organised by disabled people which promote our independence, equality of opportunity and full participation. Taking part in campaigns will increase members' confidence and independence and show disabled people as active community members.

The kit gives you some ideas for campaigns, things to be considered if you are to run a successful campaign and some real-life examples. Not all of the material will be useful to everyone. We hope the kit will be a starting-point. You will need to adapt it to the aims of your chosen campaign, the people you hope to reach through the campaign and your organisation's resources.

An organisation needs campaigns and programmes which provide opportunities for members to become active and to develop themselves. The kinds of activities described in this kit provide scope for involving members, developing skills, building solidarity and commitment, publicising disability issues and the objectives and achievements of your organisation.

There are some issues that we can cover only briefly in this kit. Fund-raising and motivating and training organisation members are two of these. Future resource kits will cover these subjects in more detail. Our resource kits on using the media and on consultation and influence can also provide you with valuable material for campaigns.

## **Author's Note**

**This resource kit has been written and produced by Disability Awareness in Action, a United Kingdom-based worldwide awareness initiative. You may find that some of the language used is not too familiar to you or that there is a UK or European focus to the text. Please don't be put off. We have tried to avoid this wherever possible and to ensure that everyone can find at least some part of the kit useful. The last chapter provides explanations of some of the words used.**

## **STAGE ONE: Coming Together**

### **1. Forming a Group**

#### **What is Disability?**

All over the world, disabled people are among the poorest of the poor, living lives of disadvantage and deprivation. Why? There are two common explanations for disability.

#### **The Social Model: Disability as Social Oppression**

The disability movement believes that there are economic and social barriers which prevent people with impairments from participating fully in society and that these barriers are so widespread that we are prevented from ensuring a reasonable quality of life for ourselves.

This explanation is known as the social model of disability because it shifts the focus away from individuals with impairments towards society's disabling environments and barriers of attitude. The social model was developed by members of the international disability movement and is now accepted by an increasing number of non-disabled academics and professionals as well.

#### **The Medical Model: Disability as Personal Tragedy**

Another explanation of disability is that impairment (loss of limb, organ or function) has such traumatic physical and psychological effects on a person that they cannot ensure a reasonable quality of life for themselves by their own efforts. In other words, we are disabled as a result of our individual physical, intellectual or sensory limitations.

This explanation is known as the individual or medical model of disability, because it has mostly been the view of the "experts" - the medical and rehabilitation professionals.

The medical model assumes that it is up to the individual, with the help of rehabilitation, to adapt themselves to society; to learn to fit in and to be as "normal" as possible. This model of disability has been rejected by disabled people and is now generally recognised by academics and professionals as well to be an inadequate basis for understanding disability.

## **Using the Social Model to Define Disability and Discrimination**

When we redefine disability from our own direct experience, three things become clear.

- Each of us has our own individual characteristics (which include our particular physical, sensory or intellectual impairments).
- We are also members of a distinct group (of disabled people).
- Society singles out this group for a special form of discrimination (disability).

In other words, it is society which dis-ables a person with an impairment - prevents us from being able to participate fully in society. Unlike the medical model, this definition is liberating. It gives us a group identity and a common cause - to rid society of its discriminatory barriers.

We can therefore define disability as: the restriction of the ability to participate in the mainstream of social activities which results from the cultural, physical and social barriers of a society which takes little or no account of people who have impairments.

## **Together We Are Strong**

The experience of other organisations - such as women's groups, the environmental movement, local community groups - can be useful and encouraging. We can look to these groups for guidance and support in the building up of our organisations and in our campaigns.

## **Progress of a Movement for Change**

- Concerned individuals come together in organisations to understand their shared problems and to express their concerns.
- They raise awareness on the general nature of the discrimination they experience.
- Attitudes change. Policies and programmes are changed or created to meet needs. Legislation is enacted to outlaw discrimination and promote equal opportunities.

Every organisation, even those that now have many thousands of members, started with just a few people, sometimes bringing in their families and friends. In each case, one or two individuals made a start by bringing a few people together: first to talk and share ideas, experiences and feelings; later to discuss what steps could be

made to improve their situation.

A group's early aims are necessarily simple and short-term but in time it can begin to influence the people who make decisions at local level. Gradually, the organisation can:

- become better informed about ways to help its members
- meet together from time to time
- write a newsletter to keep members in touch as the group becomes bigger
- launch campaigns
- contact local decision-makers to ask for improvements to services
- join with other organisations to run joint campaigns

A theme of DAA's resource kits is that no one can change very much on their own. But by coming together in organisations, we, disabled people, can have a loud, strong voice. We can demand action in our village, our town, our country. We can change things.

**Remember: together, we can really make a change.**

## **STAGE TWO: Choosing an Issue, Time-Scale and Target Group**

### **2. Choices**

#### **Identify the Problem**

Your first major decision is on the central issue of your campaign. This will help to determine the strategies, time-scale, resources and target audience needed to carry it through effectively.

Agreeing on the problem sounds quite easy. There are so many things which prevent the full participation of disabled people and so many examples of changes that could be made to improve our lives. It is important, though, to focus on one issue and to make sure that you act on the basis of consensus. To do this, you need to provide time for your group to discuss everything fully. Make sure that everyone agrees with, or at least accepts, the final decision about the focus of the campaign and the best way forward.

#### **Public Awareness - Campaigns with a Time Focus**

One kind of campaign is that of raising awareness of disability issues among the general public - disabled and non-disabled people - with the aim of changing negative attitudes about disabled people into positive recognition of our skills, needs and rights.

It's important, though, to realise that this sort of change doesn't happen overnight.

Firstly, because it takes a long time for people to begin to recognise that they have the power within themselves to produce change.

Secondly, because once you have convinced yourself, you have to start trying to change the way society is organised and the way other people view impairments.

As disabled people, we are often isolated, even within our own families. We need to talk to each other, celebrate who we are, increase our self-confidence, before we can change others' views.

Our full participation and equality depend to a large extent on the awareness, acceptance and respect of members of the communities in which we live. To achieve this, non-disabled people need to be given information about the abilities of disabled people.

The aims of a public awareness campaign include:

- increasing knowledge about disabled people's lives and about disability issues
- correcting inaccurate ideas about disabled people
- providing positive publicity for your organisation

Public awareness campaigns work particularly well when they have a time focus - a week or a day. It is useful, if possible, to repeat an event on a yearly basis. The United Nations General Assembly declared, in October 1992, that 3 December each year would be the International Day for Disabled People. This could be dominated by fund-raising activities by non-disabled groups, using stereotyped images of us to encourage pity and fear. We must make sure that we place the emphasis firmly on full human rights and not on charity.

Examples of awareness-raising activities include awareness weeks or days; public awards to communities for access to transport, education, employment, housing, leisure, etc.; public signing by the head of state or government of the Reaffirmation of Commitment to the World Programme of Action concerning Disabled Persons; public readings/signings of statements and exhibitions of pictures, cartoons or photographs by disabled people about their lives; celebrations, such as the anniversary of the start of your organisation or of the International Day.

### **Changing Laws, Policies, Services - Long-Term Campaigns**

Campaigns for new or changed policies or legislation, such as anti-discrimination legislation (ADL), need to be long-term. They involve very careful planning of strategies and resources. They need committed and motivated people at the core of

the campaign who are going to follow through with the work over a long period. These people will need plenty of time to spare. You also need people who know how to get other people to do things.

Activities to support campaigns for changes in laws, policies and services include awareness-raising activities, direct action (demonstrations, petitions, marches), influencing parliamentary representatives with a briefing paper (summary of an issue), letters, personal contact, etc.

### **Who Do You Want to Reach?**

After choosing the issue and time-frame, you need to identify very carefully the people you want your campaign to reach. For example, if you are trying to improve public transport services, you need to:

- raise awareness among the general public - both locally and regionally
- promote changes in legislation on accessibility by speaking to political representatives
- ask for increased funding of the system by service-providers

If possible, involve the people who decide on policies and programmes in your campaign: for example, talk to bus manufacturers, operators and transport planners at local and national level.

Keep them up to date with your research as well. Make sure you point out the benefits of change to these groups. For example, if you are running a campaign to make shops accessible, tell the shop-keepers that this will mean more people can use their services and buy their goods.

Your target audience is a very important consideration in the planning of any campaign. Whether it is the local authority, national government, the business community health, social welfare or education professionals, the general public, or a combination of different sectors of society, you need to think about the best strategies for each group.

## **3. Campaigns with a Time-Focus**

### **Example 1: NAAW**

#### **Background**

National Access Awareness Week (NAAW) is now an annual event in Canada. The first NAAW, in 1988, launched by 250 communities across the country, focused on raising awareness of disability-related issues. By 1992, over 850 communities were

taking part.

Over the years, the focus has shifted from raising awareness to concrete action - creating access through practical improvements. NAAW aims to break down the physical and attitudinal barriers that prevent Canada's 3.5 million disabled people from participating fully in society.

## **Principles**

National Access Awareness Week

is a community-based initiative is based on a set of partnerships is not a fund-raising event is cross-disability in focus does not stigmatise disabled people places a priority on tangible accomplishments is based on year-round action

## **The Five Key Areas**

NAAW focuses attention on issues in five areas:

**\* Transport \* Education \* Employment \* Housing \* Recreation \***

Each community is encouraged to assess its level of accessibility, to raise public awareness of barriers to full participation and to take action to remove those barriers.

## **Aims**

To assess the accessibility of services and facilities in the five key areas. To set measurable goals. To make practical improvements. To celebrate achievements.

## **Five Star Community Awards Programme**

The Programme is an initiative co-sponsored by NAAW, the Federation of Canadian Municipalities and the Department of the Secretary of State. It gives Canadians an opportunity to demonstrate their commitment to accessibility and integration. It recognises the achievements of communities in the areas of transport, employment, education, housing and recreation.

The Five Star Challenge sets targets for improvement in all five areas. Some solutions are simple; others need a great deal of effort and cooperation among various groups in the community. The Programme aims to:

- recognise significant achievements in each of the five key areas - highlight models of good practice to inform other communities - inspire more communities to ensure the full participation of disabled Canadians

### **Some Past Activities**

A 'Speaking for Ourselves' conference, during which 60 delegates learned how to influence people and spoke to a panel of government officials about their concerns. Sign language interpretation enabled all delegates to participate. A 'Help Lower my Image' campaign encouraged businesses and community facilities to install accessible mirrors.

Phone-in radio talk shows, which encourage public participation and publicise NAAW and disability issues.

A conference to bring together employers and disabled people to discuss employment issues.

Demonstrations of alternate communications for people with visual or hearing impairments.

A school package Discover Together, with ideas for teachers on teaching about disability.

Surveys on accessibility in businesses and community facilities.

Workshops, conferences, picnics, parades, art shows, sports events, barbecues.

### **Structure**

NAAW has a board of directors, which is the national policy-making body that oversees all aspects of the Week and serves as the point of contact for the corporate sponsors, national voluntary organisations and the Department of the Secretary of State. The board is chaired by a disabled person.

Organising committees are set up in each province and territory to decide regional policy, distribute information and plan and coordinate the Week at provincial level. Each province forms a working group made up of provincial affiliates of the national voluntary organisations, corporate sponsors, provincial governments and others who are interested.

The local organising committee administers NAAW at the community level, encourages active participation by all citizens and develops strategies to address

identified barriers in each of the five areas: transport, education, employment, housing, recreation. The aim of the committee is to make the community a 'Five Star' community, with significant achievements in each area.

The government, in the form of the Department of the Secretary of State, provides coordination, funding and Secretariat support for the delivery of National Access Awareness Week.

National voluntary organisations that represent disabled people and service-providers are invited to take part. Through their memberships and networks they are expected to promote the principles of the Week.

Corporate sponsors support and help to promote NAAW. They publicly recognise and accept their social responsibilities in removing the barriers that prevent equal access for disabled people.

## **Funding**

Funding for NAAW comes from many different sources across Canada. The federal government provides 25 per cent of the total. Other contributors include eight major corporations, most provincial and territorial governments, many municipal governments and support, both financial and in kind, from local businesses and individuals. NAAW operates as a community-based initiative and funding is primarily local in nature.

## **Partnership and Sponsorship**

NAAW is founded on the principle of partnership. An important link in the partnership chain is the active involvement of private sponsors of the Week.

Sponsorship is in money and in kind. MacDonald's, for example, has used tray-liners carrying a NAAW message to promote the Week. The company also sent guidelines to each of its restaurants emphasising NAAW's aims and offering suggestions on how local owners could get involved with local NAAW committees.

Esso informed over half a million credit card holders about the Week and its aims by mailing out the nationally-produced information pamphlet. The corporation has also paid for television advertising in prime time to promote public awareness.

## **Example 2: National Integration Week**

The first National Integration Week (NIW) was 11-17 May 1992.

### **Aims**

The Centre for Studies on Integration in Education (CSIE) in the United Kingdom works to end segregated education and to support the full participation of all children, with appropriate support, in the educational and social life of ordinary schools. National Integration Week provides a time focus to the year-round work of the Centre.

### **Staffing**

Two full-time staff were responsible for most of the work. One part-time project worker and two part-time volunteers also worked on the campaign. Following the formal decision in April 1991 to hold NIW, by the CSIE Council and staff, planning began in September 1991.

### **Planning Schedule**

September 1991

Staff produced a leaflet inviting organisations to take part. A print-run of 70,000 was distributed to schools, colleges, social services, parents' groups, voluntary organisations, Members of Parliament and CSIE contacts. Lists and labels were supplied by mailing companies in addition to CSIE's own mailing lists.

Volunteers and staff prepared half of the envelopes for this mailshot. Mailing companies did the rest. Different groups were targeted with individual letters, written and signed by staff, inviting them to take part in NIW and enclosing the leaflet. If they wanted to take part, they had to fill in a form stating the basic details of their planned event and endorsing the aims of the Week.

December 1991

The design and printing by a commercial firm of the new NIW logo and letterhead was arranged. This was to be used for all NIW correspondence. A filing system for application forms was set up, giving details of local NIW events.

January 1992

Press releases were sent to the national and local media announcing plans for the

Week. An audio-taped promotion of NIW was compiled and distributed to radio stations. A "brain-storming" session for ideas for CSIE events, plus hopes and dreams for the Week, was held. Four months before the Week, an advance press briefing for selected media people was set up. Materials for it were prepared. A follow-up letter was sent to those who did not turn up.

February 1992

Staff started to collect family cases (battles for integration) for use by the media. The CSIE national events were agreed and staff divided responsibility for organising and seeing each of these through to completion. Volunteers were coordinated. Discussions were held with commercial designers, typesetters and printers on the production of NIW magazine and merchandise.

March 1992

Staff finished writing most of the NIW magazine, selected pictures for it and arranged contributions from other people. A list of all local NIW events was compiled for the magazine from forms returned to CSIE. The organisers of each event were contacted by phone to check the proposed entry. All material was sent on computer disks to a design firm. After much checking, rewriting, redesigning and work with the design firm to ensure a high standard, the NIW magazine was finally completed.

April 1992

Staff liaised with the organisers of the concert to close the Week about how to set it in the context of NIW. Posters were sent out to local event organisers. The NIW magazine was sent out to organisers and to a wide range of other people (with appropriate individual letters). A small NIW opening reception was arranged and invitations sent out.

A general press release to promote National Integration Week and the NIW magazine was written and sent out in the hope of getting more advance stories. A more specific press release with a 'hard' news story on segregation statistics was sent out, to be published on the first day of NIW.

A large number of daily phone calls about NIW were dealt with at this time. This had been the case throughout the preparation period but it became extremely busy at the end of April and beginning of May.

CSIE staff worked with art students to design and make an NIW display to be moved around to different national events during the Week.

May 1992

Hospitality was arranged for overseas colleagues arriving for NIW and other UK integration events. Portable phones for the Week for the three main workers were arranged and people's tasks were confirmed. Transport was arranged. Full details were filled in on the wall diary so that everyone knew what was happening.

Requests for media advance interviews were met and arrangements made to take part in live TV and radio interviews during the Week. There were many last minute inquiries from the media and others to be dealt with.

The Week was launched - live on a national television breakfast news programme, at 6 am on 11 May 1992.

After NIW

Thank-you letters and a set of printed and stapled cuttings about NIW, from newspapers, journals and magazines, were sent out to all local organisers and others interested in the Week. An NIW scrapbook was compiled. Details of all the local event organisers were added to the CSIE mailing lists to receive new integration information. Visits were planned to local organisers to see their integration in practice and to have informal discussions.

### **Activities Suggested for NIW**

Writing whole-school policies, with the aim of schools becoming fully inclusive of local children and adults. Pupils from 'special' schools for disabled children were asked to act as consultants in drafting these policies.

Concerts, exhibitions of pictures, plays, recordings, poetry evenings.

Training days that promote integration at parents' group meetings.

Leaflets that inform people of local progress.

Public debates with the local education and social services departments, discussing new policy statements promoting integration.

Conferences for teachers and other education professionals.

Integrated sports events.

Meetings between mainstream school or college governing bodies and the governors

of special schools and colleges to discuss integration and ways of reducing segregation, including the employment of disabled teachers. Foreign speakers coming to talk about their experiences and the situation in their own country.

The "Time Capsule". The capsule, to be opened in the year 2020, contains a description of the current levels of segregation of children. CSIE believes today's picture will contrast starkly with the position in 2020 when it is hoped that all disabled children and young people will be educated in local mainstream schools and colleges with appropriate support. The capsule will also contain the Integration Charter. This event raises publicity about integration in an entertaining and thought-provoking way. It emphasises how the past is often seen as more barbaric than the present and encourages us all to think about how we will be judged in the future.

#### **4. Longer-Term Campaigns**

##### **Successful Long-Term Campaigns**

##### **If a long-term campaign is going to work, you need to recognise that:**

- It's unlikely that anything will be achieved in the short-term. It took several years of campaigning before disabled people in the United States got the Americans with Disabilities Act.

Set an approximate time-span for a particular campaign.

- Nothing will be achieved without substantial support from disabled people, both as individuals and collectively through the disability movement.

Keep members and the general public up-to-date on your activities.

- Support must be nationwide. Political representatives must feel the same political pressure whether they come from urban centres or rural areas.

Organise letter-writing by grassroots members to representatives.

- Substantial coordination is needed. A campaign coordinator should take responsibility for this.

Elect a coordinator and a campaign committee.

- Substantial financial resources may be required for a long-term campaign seeking the enactment of new or revised legislation.

Research sources of revenue and draw up a funding proposal.

### **Example 1: Equalisation of Opportunities Legislation**

#### **SAFOD**

The Southern African Federation of Disabled People (SAFOD) was formally begun in Durban, Republic of South Africa, in September 1986.

At that time, eight out of the ten national states which constitute southern Africa were represented, the exceptions being war-torn Angola and Mozambique. (Mozambique has since joined the Federation.)

The meeting adopted a Constitution (revised in 1987) and elected the first honorary officers of the new organisation. Joshua Malinga, then chair of the National Council of Disabled People of Zimbabwe, was elected as SAFOD's first secretary general for a period of four years.

SAFOD began as a movement of disabled people for self-representation, self-help development and political unification, from the grassroots upwards. SAFOD's basic aim is to create an active, organised movement of disabled people.

Human development takes place through participation in the social, political, economic and cultural activity of the community. The new movement stood for rights and not charity; it stood clearly against discrimination, poverty and privilege and in favour of equalisation of opportunities. It confronted the very relationship of those who give and those who receive, striking a blow against specialised service provision and welfare benevolence.

In 1988, SAFOD produced its first six-year Regional Development Plan. SAFOD's regional bulletin, Disability Frontline, has been produced regularly for a number of years, keeping members and others aware of SAFOD's aims, activities and achievements.

One of SAFOD's aims is to encourage equalisation of opportunities legislation in each of the countries in which it has a member organisation. This is a long-term strategy, requiring both awareness-raising and more direct influence of political figures.

#### **Conscientisation and Public Education Programme (COPE)**

Each of the member federations and national associations that make up SAFOD have on-going programmes to build awareness among disabled and non-disabled people.

These include integrated community clubs and activities, interviews on radio and television and in newspapers. Among the less conventional tactics was a disabled person walk-roll-crawl-a-thon in a central city street in Malawi, where demonstrations are illegal.

The most effective public education is showing the active integration and participation of disabled people in their communities.

In Mozambique, Festival ADEMO provided a week of activities including an official ceremony to honour the heroes of Mozambique; a meeting with the President; public meetings in the barrios (suburbs) throughout the week; a series of interviews in newspapers and on radio and television. The week ended with two fund-raising concerts featuring the famous blind South African musician, Steve Kakana. ADEMO also provided the national fair with a restaurant which was staffed entirely by disabled persons, including the manager, waiters and cooks, whose culinary skills lured several Mozambican dignitaries including the President.

Another important element of public awareness building is networking with non-disabled organisations. In Lesotho, a representative of the Lesotho National Federation of Disabled People sits on the Council of NGOs to promote the inclusion of disabled people in all NGO activities. In South Africa, the Disabled People of South Africa women's representative has broken new ground by being elected to the Steering Committee of a national coalition of women's organisations. Their task is to make sure that women's rights, including those of disabled women, are entrenched in the ANC Constitution for a "new South Africa".

SAFOD has been able to lift the status of disabled people by creating awareness of their issues, aims and potential. SAFOD's impact thus extends far beyond those people directly involved in its activities. SAFOD seminars and opinions are publicised regularly through invitations to the media. Locally, SAFOD supports public awareness building, among disabled people in particular, through Disability Frontline.

## **EQUILEG**

SAFOD has an Equalisation of Opportunities Legislation Programme ("EQUILEG"), which focuses on encouraging equalisation of opportunities legislation in all its member countries. SAFOD believes that the only way disabled people can achieve equal rights is through legislation.

The programme has a five-person committee, headed by two lawyers with visual impairments (one from Lesotho and one from South Africa) and supported by three SAFOD workers, which has travelled to member countries.

SAFOD began its campaign by organising a seminar of disabled people and

government officials.

## **Success**

The governments of Mozambique, Lesotho and Zambia are all working on legislation; in South Africa, both the government and the African National Congress (ANC) are taking part.

Legislation was passed in Zimbabwe in 1992, supported by a commission of disabled people's representatives, which regulates the legislation and reports directly to the minister for disabled persons.

## **Example 2: Anti-Discrimination Legislation Campaign**

A number of voluntary organisations have been campaigning for anti-discrimination legislation (ADL) in the United Kingdom for more than six years.

## **BCODP**

The British Council of Organisations of Disabled People (the DPI national assembly in the United Kingdom) has taken a leading role, putting together an action plan 18 months ago, commissioning research and producing a book, *Disabled People in Britain and Discrimination: A Case for Anti-Discrimination Legislation*. (See Publications.)

## **Civil Rights Bill**

A civil rights bill is currently before Parliament, although at the time of writing (mid-1993) it did not have government backing and was therefore unlikely to be passed.

Last time the bill went through Parliament, in 1983, there were still divisions among the voluntary organisations. An umbrella group, Voluntary Organisations for Anti-Discrimination Legislation (VOADL), was formed in 1985/6 to coordinate lobbying and action.

In 1991, BCODP (a VOADL member) also put together its ADL campaign.

## **The BCODP Campaign Committee**

BCODP set up a National Campaign Committee to oversee the management of the ADL campaign. Its responsibilities include:

- supervising and supporting campaign work - making sure that information reaches member organisations and other disabled people - making sure that all demonstrations are properly coordinated and resourced - making sure all strategies identified in the final plan are carried through

A programme of activities in which member organisations and disabled individuals were to be asked to participate was made available, with the dates of national and regional demonstrations, lobbying and letter-writing campaigns, and fund-raising drives.

## **Research**

Though it is obvious to most disabled people that we face blatant discrimination in almost every area of our lives, it was necessary for BCODP to carry out a research project to show the government that this is the case.

The main document (of 250 pages) was published in book form: *Disabled People in Britain and Discrimination: A Case for Anti-Discrimination Legislation*. The book details discrimination in the major areas of British life: education, employment, health, housing, recreation, transport.

A summary booklet was distributed to every BCODP delegate, to key government ministers and departments and to the Parliament libraries.

Leaflets and information packs were printed, based on the findings of the report, and distributed to member organisations and individuals.

## **Media campaign**

BCODP's priorities for keeping up constant media pressure on the issue of ADL include:

- setting up formal links with national newspapers
- asking them to identify reporters who will take an interest in the campaign
- setting up links with the main news and documentary programmes and the regular disability programmes on radio and television
- identifying the disability press and using it to pass on information to disabled people
- starting a Rights Not Charity newsletter, (published every two months, with

updates on progress, forthcoming action, etc.), free to BCODP member organisations and available to individuals and other organisations who belong to the "supporters of BCODP" scheme

- holding a big launch of the campaign (to attract maximum publicity), consisting of a press conference in the morning and an afternoon meeting of BCODP members, Members of Parliament (MPs), the Confederation of British Industry, the Trades Union Congress, government departments and voluntary organisations

### **BCODP Action Plan**

- Decide on demands.
- Set up meetings with the three main political parties, to find out if they support ADL.
- Publish the results of these discussions and negotiations in Rights Not Charity.
- Set up a meeting with the Minister for Disabled People to discuss research findings.
- Find out what level of support he or she would lend to demands for ADL.
- Write to every MP to establish whether they support ADL in principle.

Publish the results, including MPs' names, in Rights Not Charity. (Disabled people can then be clear on who to write to and who to vote for.)

- Arrange a series of "Rights Not Charity" demonstrations over a two-year time span. (Action to take place somewhere in Britain at least every six weeks, with a minimum of two national demonstrations to be held in 1992.)
- Draw up a schedule of lobbying which will involve people attending MPs' surgeries, organisations speaking up whenever MPs appear in public, a series of small national lobbies.
- Coordinate a letter-writing campaign by individual disabled people to their own MPs.

### **Support**

BCODP has actively and successfully sought support from various organisations.

The Law Society carried out a study on the likely effectiveness of ADL in Britain. This

had nothing to do with the moral justification for legislation. It was concerned only with whether ADL could work in practice. After the study was finished, the Law Society gave complete support to ADL.

## **Funding**

Given the size, scope and probable length of the campaign, it was clear that substantial financial resources were required. Funding is needed to cover both the central costs (such as workers' salaries, offices) and core costs (administration, publicity, etc.), as well as the logistical costs involved in arranging successful demonstrations.

BCODP set up a Campaign Fund to meet these costs, setting a target of raising UK250,000 over two years. The following sources of funding were identified:

Organisations for disabled people (not made up of and run by disabled people), who say they support BCODP, were to be asked to make donations to show their true levels of support. Lists of contributors were to be published in newsletters, as well as those who did not contribute.

Appeals made to other charities and voluntary organisations, such as Shelter, Age Concern, etc.

Appeals made to other organisations, such as the Trades Union Congress, Confederation of British Industry, Association of Local Authorities, Association of District Councils, the Scottish Office, the Welsh Office, Councils on Disability and professional institutes.

Various trust funds

Appeals to members and individuals (through newsletters) to contribute if they could afford to. "Rights Not Charity" rock concert.

Marketing operation to sell T-shirts, books, badges, etc. (publicising and raising money).

## **STAGE THREE: Drawing up an Action Plan and Identifying Strategies**

### **5. Planning**

A sense of shared purpose and common experience form an excellent basis for communal action but, to be really effective, campaigns also need careful organisation and planning. A small organised group will achieve much more if it sets clear goals and gives specific tasks to individuals.

#### **Thinking Ahead and Being Efficient**

The first rule of planning is that you can never start too early. As soon as you have decided on the particular events you will be running, you can begin to plan.

You will need to hold regular planning meetings of a campaign committee at all stages, occasionally bringing in other people. This will help everyone to be clear about their role and will reduce the possibility of mistakes. It will motivate people by reminding them of the issues involved and will make everyone, however small a part they play, feel involved.

The second rule of planning is to write things down. Ask someone to take minutes of any meetings - a written account in note form of the most important decisions taken, comments made and action proposed. Make checklists of things to be done. For a repeated event, you will have a guide for next year, especially useful if different people take on different responsibilities.

The third rule of planning is to budget. Make a list of the things you need to run the campaign. What can you provide yourselves, borrow or have donated? For other items, you need to work out the costs in order to try to raise funds to provide for them.

#### **Setting Targets**

- Break down the final goal into manageable steps. - Set approximate target dates for reaching each step. - Decide on criteria which will clearly show whether each step has been reached. - Choose the precise methods that will be used to reach each step towards the final goal. - Review progress towards your goal. - Modify your goal, if necessary, in the light of experience. - Communicate with colleagues, members, funders and supporters.

#### **The Campaign Coordinator**

It's useful to have a campaign coordinator to be in overall charge of the campaign. It

will be this person's job to oversee the campaign and to make sure everyone else knows their responsibilities and carries them out. It is the coordinator's job to divide up duties between members of the committee, trying to ask people to do the things that they can do best.

Even if you have a commitment to working as a cooperative, it is still important that one or possibly two people should have overall responsibility, passing tasks on to others as necessary.

The campaign coordinator needs to be calm, tactful and able to keep track of everything.

### **The Organising Committee**

It's also useful to appoint a committee to support the coordinator and to look after the campaign. This group of people can share responsibility, come to a consensus about action and bring the skills, experience and time of a number of individuals to the campaign - making it more effective.

It is important that each member of the organising committee should be clear about exactly what they are supposed to be doing and what is expected of them. Responsibilities and tasks should be well defined to stop everybody doing everything at once. These tasks will vary according to the nature of the campaign. There are essentials, which include:

- Campaign coordination. - Administrative support - printing, photocopying, typing, writing information packs, designing posters, etc. - Fund-raising. - Publicity. - Events - taking responsibility for on-the-day volunteers, first aid, permission from authorities, etc. Looking after celebrities and important people. - Coordination with the media.

In choosing your committee, or in sharing out responsibilities, you must match people to jobs. If you want to attract sponsorship for an event, you should give this job to someone who is used to working with the business community, perhaps with sales or marketing knowledge. The publicity person needs to be outgoing and persuasive.

## **6. Taking Action**

### **General Strategies**

Whatever the aims and time-scale of your campaign, you want to: - get people talking about the issues - point out human rights abuses - provide examples of good practice (in your own country or abroad) involve the wider community - gain

support from the media and other professional groups - put pressure on your political representatives - produce good publicity about your organisation - develop commitment, enthusiasm and a sense of solidarity among your members

### **A Note about Direct Action**

This includes strikes and demonstrations - any public display in a public place of your views on an issue. Civil rights movements worldwide have at times taken to the streets to peacefully protest against society's artificial barriers to full integration and participation.

There are many problems associated with direct action. It shouldn't be undertaken lightly and needs careful planning to keep under control. Whenever people come together to protest against discrimination, feelings inevitably run high. If these emotions are to be channelled effectively, and if you are to avoid danger to members or confrontation with the authorities, you must plan every stage, talk to the authorities and the police and to your members.

### **First: is direct action an option in your village, district or country?**

The authorities and the police are unlikely to be pleased to hear that direct action is planned. You should take notice of this but go ahead, unless by merely taking to the streets you will put people in danger. If this is the case, think about other ways to make your feelings known to the wider community and the authorities without antagonising them.

### **Second: who will take responsibility for direct action?**

It's important that a senior figure who is respected within and outside your organisation takes the lead. That way, members are more likely to conduct themselves in an orderly way. The authorities are more likely to be cooperative if they feel the direct action is to be well-run than if they feel that disorder is likely.

### **Third: plan the action.**

Let the authorities know what is happening. Call all the demonstrators together several days in advance. Allow discussion of the aims of the action. Things will go more smoothly if people have a chance to air their frustrations and strong feelings first. Make sure you finish with a firm statement of the peaceful nature of the action and that everyone knows what is planned. Think through all eventualities and discuss what you will do if, for example, people are arrested. Can you arrange for people who know something about the law, perhaps told something about it by a lawyer, to go with those arrested to the police station?

#### **Fourth: on the day.**

Place members of your organisation at various points as contacts for the authorities and for demonstrators. They should be clearly identifiable (by clothing, badge, etc.) and have been told exactly what to do if there are problems of any kind.

### **STAGE FOUR: Looking at Resources - Money and People**

#### **7. Financial Resources**

##### **Fund-Raising**

Fund-raising is always difficult, but it's made easier if clearly associated with a particular project and if you can give some evidence of your organisation's efficiency.

One member of the committee should have responsibility for fund-raising. They don't have to do it all on their own. A small group of people can be involved, but make sure everyone knows exactly who is approaching which funders. Two or more people approaching one funder will get a rejection because they are showing that the group is not a competent organisation with effective means of internal communication.

Many organisations make grants - individual companies, organisations of business people, charities, development agencies, government departments. Remember that most are cautious and busy. The number of applications for funds is so large that many good proposals, even if they fit the priorities of the funder, are refused.

##### **Two Examples of Fund-Raising Sources**

###### **Companies**

Companies don't just give cash; they also give gifts "in kind" - for example, they can provide staff "on secondment" to share their skills with voluntary sector organisations or donate outdated computer equipment that they no longer need.

###### **Grant-Making Trusts**

These organisations have been set up privately to distribute money for charitable purposes. Usually, income from the investment of a capital sum from the founders is distributed in the form of grants. Many trusts have particular areas of interest - such as women's projects, children's welfare, disability organisations. Ask staff at a large reference library how to find out about them.

## **Grant Proposals**

As a grant-seeker, you must make your application fit what you know about the grant-giver. It must also be very easy to understand. Contact the grant-giver, find out who to write to and how to make an approach. Is there an application form? Ask in writing or on the phone.

In drawing up proposals for funding, it helps to try to find someone who has experience in preparing budgets, even if this experience isn't related to disability organisations.

Always apply for a grant in writing, not by telephone or in person.

### **Always include information on:**

- Budget. - Proposed time-scale. - Aims of your organisation. - Last annual report and audited accounts. - Aims of this campaign, programme or event. - Whether you are a registered charity (as this can bring big tax benefits).

Try to include:

- Proof of competence in administration and accounting. - Details of other individuals or organisations involved in or supportive of your work. - Background to the campaign (the current situation and why change is needed). - Strategies for change (if possible, provide an idea of how much this will cost). - Comparisons with other villages, towns, cities, countries. - Benefits to the whole community. - Estimated number of people who will be reached by the campaign. - How you will monitor and evaluate activity.

Your application should be:

- Attractive to look at. - Short, clear and concise. - On time - find out the final dates for this year's applications. - Addressed to the right person, with the correct name and address. - Appropriate to the particular funder, in terms of its declared policies and size of grant.

Words used to describe the best fund-raisers:

Precise, persuasive, persistent, professional and polite.

## **Budgets**

For most campaigns, you need to work out a very clear budget, including salaries for

any paid staff, postage, travel, office accommodation, printing and photocopying costs, etc. You need this for planning the campaign and for fund-raising and sponsorship bids.

### **Follow Up**

Keep a record of all applications, with dates of each one and notes on any phone calls or meetings.

If there are requests for further information, respond quickly.

If you are successful, it's very important to thank the organisation concerned for their help. You may be re-applying to them for something else in the near future.

It's also worth keeping in touch, telling your contact with the funding organisation about the progress and success of the campaign they are funding. This may well be a requirement. A satisfied trustee or administrator is more likely to consider further support favourably.

If you are unsuccessful, it may be worth speaking to an administrator -though this is likely to be a slightly awkward conversation for both of you. You can politely ask for advice on what was wrong with your application. Funding bodies receive an enormous number of requests and are not able to fulfil them all. Advice from someone on the inside might help you in the future.

Our fifth resource kit will be about fund-raising. In it, you'll find more detailed material on how to make a successful application.

### **Remember**

- Be specific in your approach. - Be clear about why you need the money. Be persistent.

### **8. Local Low or No Cost Campaigns**

What if you haven't got a telephone or fax machine, the resources for lots of photocopying, or trained and salaried staff? These things are very useful but they aren't essential. Campaigning can be effective even with very limited funds (or no funds) and just a few people - if it is done in the right way. It doesn't take money but it does take a lot of talking and a lot of time.

Often, a campaign run by a small, motivated local group can be extremely effective. You can get coverage in the media - even if there are only four or five of you - if you

focus on one issue and use innovative methods to get your message across.

### **Basic Campaign Plan**

- Get together. - Focus on one issue. - Publicise your issue. - Work with decision-makers. - Involve the whole community.

**Below is an outline of a local campaign to improve physical access to buildings. You could adapt it to almost any campaign.**

#### **1. Get Together**

- Advertise a meeting for interested disabled people - by word of mouth if necessary.
- Meet at somebody's house. Remember, four or five people is enough.
- If you live in a very small village, you might want to join up with people from surrounding villages.

#### **2. Focus on One Issue**

Identify the issue and the problems it raises. For example, you may want to concentrate on public and private buildings - including the town hall, schools, shops, polling booths, places of worship, houses and factories - that are inaccessible to people with physical impairments.

Know the solutions to local access problems. Public and private buildings are inaccessible not because of people's impairments but because they are built in a way that prevents access. The barriers can all be removed. It won't take a lot of money but it will need commitment and time. Ramps can make schools, polling booths and shops accessible. New houses can be built to be accessible at little or no extra cost. When roads and pavements are improved or repaired, dropped kerbs and smoother surfaces will make life easier for people who aren't walkers.

#### **3. Publicise the Issue**

As individuals, each member of the campaign group can have an influence on everyone they meet. Start with your family and friends, then talk to teachers, employers, bus drivers, community and religious leaders, doctors, nurses, shopkeepers. Build support for your cause informally. Use whatever you've got - your voice, pictures, songs, music - to tell everyone you meet about yourself: what you can already do; what you need to enable you to do things you can't do now.

Make cheap posters announcing that a building is inaccessible. Put them up on the walls. Wait outside a shop or a polling booth and explain to passers-by that ramps could make it accessible.

If improvements are made, by a shopkeeper or the local authority for example, ask whoever has paid for them to organise a launch - good publicity for them. Invite the local newspaper or radio station along. A local community leader could make a short speech. You could present a certificate (make this yourself) to "the most accessible building/bank/shop/school" in your village.

#### **4. Work with Decision-Makers**

Try to influence local programmes and policies by speaking to the people who make decisions. Go to see important people. If they live or work in inaccessible places, you can still go and point out that you can't get in to talk to them. (You may have to shout!)

Ask your village elder to use his influence with other villagers to solve specific local problems. The support of members of your organisation and their family and friends is important to political representatives and public officials. Write a petition to the local authority, with signatures from as many people as possible.

#### **5. Involve the Whole Community**

There are few people who aren't affected directly or indirectly by disability. Improving disabled peoples' lives means improving things for everyone. Make sure you point this out to people.

Work with other groups in society for mutual benefit. Improvements to access and public transport will benefit older people and those carrying small children or large bundles.

#### **Remember**

- Talk about disability to everybody you meet.
- Suggest local solutions to local problems.
- Get local media interested in what you do.
- Show the benefits to the whole community of changing things.
- Show disabled people as valuable, active members of the community.
- Stick to the social model of disability
- Rights not charity!

## **9. People**

### **Members**

Even in an age of technology, with computers, robots and other electronic systems, people are still the central resource for any organisation.

By allowing as many members as possible to play some part in a campaign, you are actively developing the skills, knowledge and confidence of those people: your most basic resource is becoming more valuable - like money making interest in a bank. Involve members in every stage - by asking for opinions, running workshops to generate ideas and debate, seeking their help to carry through the campaign activities, informing them of results.

There are likely to be lots of different skills within your group. Some people will be good at organising and chairing meetings, others may be able to type or draw. Some might be good at meeting people and explaining things, which is useful for talking to officials or funding bodies. You may need people to deliver leaflets or run a stall. In big campaigns, there should be a place for anyone who wants to take part.

### **Volunteers**

Do you need extra people on a particular day - for an event or to run a stall? If so, how many people do you need and how will you recruit them? At a large conference, for example, you might want ten to fifteen non-disabled people (or people with impairments other than physical ones) to help with carrying things, pushing wheelchairs and acting as personal assistants. You might look to friends and family of members who have some indirect experience of disability.

One member of the planning committee should have responsibility for volunteers.

If you are that person, you must find ways to make sure that volunteers who are actively involved for one day only feel as committed as people who have a long-term role. If they are shown the importance of their role, they are less likely to let you down on the day.

Give everyone a clear list of specific duties and a timetable, including rest times for an event that lasts all day. That way, you won't find everyone doing the same thing at the same time.

### **Managing People**

It is the campaign coordinator's job to keep an overview of the campaign, to

encourage everyone to carry out their duties responsibly and on time and to sort out any problems or disagreements. The coordinator needs to be tactful, assertive and friendly.

If anyone is experiencing difficulties fulfilling the tasks set them, don't wait for them to come to you. They are quite likely to be aware of this and not too happy about it. Approach them on their own to discuss the situation. Try to make helpful suggestions. If you must criticise, put the emphasis on the work not the person. Don't say, "You can't do that, can you?" Try "Perhaps this job needs to be shared between two people?" or "Is there something else that you would rather do?" Try to provide an alternative job which they can do well. Give encouragement.

## **Time**

Be realistic about how much time you and other members of the team can provide. If people have full or part-time jobs, the time they can give to the campaign may be limited. Some people get tired easily because of their impairment. They still have much to give, though. It's probably best to let people decide on their own level of commitment: they will know best how much they can take on and at what rate they can work.

Our fourth resource kit will be about developing organisations. In it, you'll find more detailed material on training and motivating members.

## **10. Motivation and Momentum**

### **Group Spirit**

Everyone must feel they are involved and that their contribution is valuable.

Everyone likes to be told when they have done something well. People are more likely to continue with a task if they believe it is something they are able to do and are good at. There may be times when you need to criticise. There should be many opportunities for praise.

Commitment has to be nurtured. It's useful to develop and encourage an understanding of the philosophy of the disability movement and the particular aims of your organisation and of the campaign. Organising workshops and training days to explore these issues can be very helpful.

### **Communication**

It can't be emphasised enough that it is important to keep people interested in the

progress of the campaign, and to keep as many people as possible involved in the work that has to be done. First, because there can be quite a lot of different things to do over a period of time and this workload can be overwhelming if only a few people are involved.

Second, the more people in your organisation and in the wider community feel involved, the more relevant the issues you are highlighting will seem to them.

The way to keep people interested and involved is to let them know what is happening at all stages of a campaign - to communicate with all of the organisation's members regularly.

Hold regular meetings to remind people of the aims of the campaign. Everyone should be aware of and working for these aims - not to please any individual leader of the group or organisation. Keep people up-to-date in other ways - such as through a special campaign newsletters.

### **Motivation**

It is very important to maintain the momentum created by the launch of a campaign. If the early impetus is lost for any reason, it will be hard to regain it.

Even if the planning committee is active, the public and the organisation's members and supporters need to be kept aware of what's happening and plans for the future. It's the task of the chair of the organisation and the committee as a whole to maintain a sense of purpose, monitor the progress of the campaign and to watch for signs of apathy or lack of direction.

The tasks to be carried out after the first planning meeting should be carefully worked out by the committee, taking account of the views of members expressed at the time and later.

### **Building on Success**

Don't try to do too much too quickly. In the early stages of a campaign, it's tempting to make the best use of all the new enthusiasm and energy of members. This can easily fade and lead to disappointment, even to loss of members: people get tired. A relatively modest success at an early stage, such as a successful public meeting or a mention on the radio, achieved by all the members acting together and made known to everyone, can boost morale and provide renewed confidence and energy for tackling more difficult tasks.

## **Delegation and Consensus**

Every member of the committee should have one or more clearly defined task. It isn't enough to just attend meetings and give advice. If members don't or can't carry out the tasks and responsibilities, they should be politely asked to make way for those who can.

Once the committee has agreed a course of action, even if there has been disagreement early on, then all members of the committee should be prepared to forget their differences and work for the agreed aims of the group. It is the chair's role to point this out and to make the reasons clear: without consensus, confusion and chaos will characterise the campaign and it will fail.

## **STAGE FIVE: Working with Other Groups and Involving the Whole Community**

### **11. Partnerships**

Right at the start of a campaign, try to bring community representatives (business, local government, volunteer and consumer organisations) together, to develop solidarity and support and to identify people who might be able to make a substantial contribution.

### **Outside Help**

Your organisation's representatives must have a controlling vote in any decisions, but it might also be very useful to bring in skilled outsiders with an understanding of the social model of disability who can make a significant contribution to a particular campaign - a lawyer, for example, a transport expert or a research consultant. Ideally, these should be disabled people. We do have non-disabled allies, however, and their skills can be useful.

The campaign for anti-discrimination legislation (ADL) in the United Kingdom, for example, received a huge boost from a report by the solicitors' organisation, the Law Society, which fully supports ADL and shows how it could work in law.

External consultants can be very useful, either in a formal capacity (hired by you) or in an informal capacity (giving their advice and expertise for free). They must, of course, remain just consultants. They must not take over an activity or campaign. You can choose to take as much or as little of their advice as you want.

Remember, as disabled people, we are the real experts when it comes to disability.

## **Joint Action**

The larger and more ambitious your campaign, the more planning, activity and regular reviewing it needs. You could join with other disability organisations to run a joint campaign. That way, you split the work, the responsibilities and the gains for each organisation.

In Russia, laws have been passed to exempt businesses with 50 per cent ownership by disabled people from income and pension taxes and social insurance. And, through the joint political and legislative activity of the three national disability associations (the All-Russian Society of Disabled People, the All-Russian Federation of the Deaf and the All-Russian Association of the Blind), a new law for disabled people has been drafted.

In this new law, any business with 20 or more employees must hire 5 per cent disabled employees, or pay a penalty equal to 4 minimum monthly salaries. The government must help in the creation of jobs for disabled people. Disabled people who want to work must be officially registered as unemployed and have access to a support fund.

A new law starts in a working group, goes to a subcommittee and then to the presidium. From the presidium, the law goes back to committee and is then read in the Parliament. After a reading, it is accepted or referred back to committee for changes. Organisations of disabled people take part in the sub-committee on disability and as a result can influence the attitudes of the deputies.

The organisations of disabled people in Russia have identified a national public education campaign, showing disabled people in a positive light, as their main campaigning priority. There has never been an awareness campaign in Russia and it is much needed.

## **Media Professionals**

Be sure to capitalise on any useful contacts with people who work for newspapers, magazines, radio and television stations.

Does anyone in your group know people who work in these professions? Have you met any journalists before, perhaps in connection with something unrelated to the group? Remember: small things can have a tremendous awareness-raising impact. A change in everyday routine can bring an issue to public attention very clearly.

Persuade the TV and radio producers to let some programmes, like the news or a chat show, be presented by a disabled person for a day.

The media is an essential part of any campaign. You must convince media professionals that your cause is important.

(See Chapter 17 for more on this subject.)

## **12. Involving Everyone**

When it comes to negative social attitudes, it takes two people to form a discriminatory relationship and two to break it. Once we have come to respect and accept ourselves, we can help non-disabled people to understand us and to see that diversity enriches society.

From the very start, we need to help each other recognise our own potential and to involve the whole community, show the relevance of the issues and the benefits of change to everyone.

### **General Support**

As soon as you have chosen an issue or a theme for your campaign, it's wise to spend some time getting the support of interested people in the local community for what needs to be done, particularly community leaders such as village elders, town councillors, local political representatives, religious and business leaders. These people shape the views of a great many others.

People are often quite suspicious of change, even when they agree that something needs changing. It can be a mistake to assume that, because a few active people have spotted the need to do something, everyone else will automatically and quickly agree.

### **Make Sure That:**

- The local community is aware of the issues.
- Local people have the chance to discuss the issues and feel fully involved.
- Any decision about what needs to be done takes into account the feelings of the community.

Don't be surprised if at first people outside your organisations seem unenthusiastic or unconvinced. It is human to want to disagree. Only when people feel positively involved and can see the wider benefit will they start to be truly helpful.

## **Encouraging the Right Sort of Participation**

Later in this kit, you will find an example of a leaflet distributed by National Access Awareness Week which encourages community groups such as clubs, business, unions, schools, and local government to create their own projects. NAAW has found this approach very successful.

It's very important that the social model of disability underlines all your work, particularly when you involve non-disabled people. It is a noble impulse to want to help others but it is far better to help others to help themselves - to empower them. Non-disabled people can be allies but they must be shown that it is not just our impairments that make things difficult for us. By helping us to achieve full human rights they are doing something far more noble.

## **Diversity**

Remember to involve people with all kinds of impairments, including hidden ones. Perhaps you belong to a single impairment organisation? Build contacts with other groups through joint campaigns. Is there an even balance of women and men on the campaign committee? What about deaf and blind people and people with intellectual impairments?

Seek out disabled people who are not yet members of your organisation. By encouraging them to join in your campaign, you will give them the confidence to join your group full-time and show them what can be achieved by working together.

## **Shop-Keepers and Service-Providers**

If disabled people can get around more easily, more of us will be able to work; fewer people will be dependent on family, friends or state benefits to pay for their daily needs.

If disabled people can get into shops, restaurants, cinemas and theatres, they can become consumers and take part in the local economy.

What about persuading local businesses to sponsor access improvements? This has been done very successfully in a number of places. For example, dropped kerbs have been paid for by local retailers, who publicise their community participation and advertise their goods and services in this way - allowing more disabled people to get around to buy them.

## **Make it Relevant**

When running a local awareness campaign, use local examples. Show how local barriers to participation discriminate against local disabled people. Most people know someone with an impairment - a relative, friend or colleague. Remember to show that removing these barriers will be of benefit to all.

Disability is an issue that is relevant to everyone and that concerns the whole community.

Solutions must be found in the community which involve the whole community.

## **STAGE SIX: Publicising the Issues**

### **13. Organising an Event**

#### **The Venue**

Places to hold activities - such as public meetings, press conferences, strikes and demonstrations - can vary from concert halls, theatres and hotels to sports centres, student unions and community centres. Sometimes, your venue will be the main road in your village or outside a government building. At other times, it will be inside a public or private building.

Whatever the place, you need to make careful preparations in advance.

Wherever the venue is, it must be accessible. For formal events, try to find several alternatives and go to see them first. Can you get someone to provide a room for free by sponsorship in return for publicity? What about the local community centre? Make sure you book in time. Think about anything extra you may need - lighting or sound facilities, car parking, ramps.

#### **Making an Event Popular**

A meeting, conference or seminar chaired by a well-known local person, such as the mayor or a local dignitary, makes the event more attractive both to the general public and to the media.

Make sure that this person understands the social model of disability and knows the objectives of your organisation and the campaign: give them a written briefing so that their comments are broadly consistent with your aims and so that they can speak positively and in an informed manner about the needs and skills of disabled people.

A guest speaker from another part of the country may be an advantage, particularly if they are well-known and admired, you support their views and ideas and they have demonstrated their commitment to disability issues. Between 20 and 30 minutes is a good length for a speech.

Leave time for informal discussion. If you can, provide refreshments after the event and encourage people to get to know one another.

### **Event Action Ideas**

For a short-term campaign, or for a public meeting to discuss a long-term campaign, draw up a list of people and organisations to be invited - your organisation's members, representatives of other disability groups and voluntary organisations, professionals, civic and religious leaders, local politicians and officials, representatives of the business community, religious and charitable organisations. Tell them what it's about before the meeting - they are more likely to attend.

If it is a public event, try to create a wider interest before the event, through articles in local newspapers and features or interviews on the local radio or television stations.

Put an advertisement in the local paper, announcing the event and giving a brief indication of its aims - the launch of a campaign, a public debate, etc. You may be able to do this for free. If not, you could try writing to the Letters Page. Make sure that personal invitations are sent to local journalists. Keep a note of any who show an interest, whether or not they attend or report the event, for future use.

Plan the event in detail, keeping in mind its aims but leaving some room for flexibility.

On the day, the major organiser should be as free as possible to deal with any problems.

## **14. Accessibility**

### **Alternate Media**

To make sure that all your publications and presentations are available to everyone, including people with visual, hearing or intellectual impairments, you should provide them in alternate media. These include braille, tape and large print, sign language, subtitles and pictures. Although this can be expensive, there are ways of doing it quite cheaply - by borrowing equipment, using volunteers or getting sponsorship just for this.

## **Written Word**

### **Should be available in:**

- Large print At least 16 point, preferably 18 point.
- On tape When recording the tape, speak clearly. Try to make what you are saying sounds interesting. Include titles and headings, describe pictures and make sure any numbers are quite clear, especially statistics.
- In braille Your national organisation of or for blind people will have information on who can do this.

Write things in simple language, without unnecessary long words. It's much easier to understand information that is broken up into short paragraphs with bold headings and not too tightly packed on the page. Try to illustrate ideas - a simple sketch will do. Diagrams and pictures can make material more interesting and more accessible.

If there is anybody who still cannot read or understand the information, try to arrange for it to be read or explained to them.

Don't present written material at meetings or events without reading it aloud.

When making visual presentations, don't forget to describe what you are showing.

## **Spoken Word**

When speaking to someone who has a hearing impairment:

- Face them all the time you are speaking.
- Don't cover your mouth with your hands.
- Speak clearly and not too slowly or too quickly.
- An expressive and mobile facial expression gives more clues than a passive one.
- Eye contact is very important. Don't be put off if you are watched very carefully. The way you speak can take some getting used to.
- There is no need to shout.

If anyone uses sign language, make sure an interpreter is available. If the interpreter is expected to sign for a long time, or for a number of people, there should be more than one interpreter.

Make sure there is enough light, so that speakers and interpreters can be clearly seen.

TV programmes should be subtitled. This may be brought about by a campaign in

the form of letters to the heads of the television companies.

## **Access**

When planning events or meetings, think about physical accessibility as well. Try to make sure that the venue is accessible to everyone and that any individual needs are catered for.

What would you do if you were invited to speak at an inaccessible venue? Would you refuse to speak? Would you speak but make sure to point out publicly that the venue is inaccessible, if not to you then certainly to colleagues?

## **Personal Assistance**

Some disabled people need personal assistants (PAs) to help them with their daily needs. Make sure that there are volunteers available to do this job if disabled people aren't bringing their own helpers. They shouldn't be nurses or first aid people, who are often patronising in their view of disabled people - seeing us as "ill" and in need of "care". Disabled people don't need PAs because they are ill. They need someone to help them with certain daily tasks, as everybody does at times.

The PA doesn't need any special qualifications. They do need to be able to carry out exactly what the disabled person wants done - no more and no less.

Don't charge an entrance fee for PAs - it's like charging someone for bringing their hearing aid!

## **15. Public Speaking**

Sooner or later you may have to make a speech to a large group of people. To some, public speaking comes naturally. But to most of us, speaking in public is terrifying at first. You can overcome these fears through good preparation, rehearsal and experience.

Public speaking is one of the most effective ways to present ideas forcefully, because it allows direct, person-to-person communication. It is the oldest way of passing on information. For thousands of years, before newspapers, magazines, radio and television, it was the only way to inform, motivate and persuade the community.

Research. Read any material you can on the subject. Talk to your colleagues about the issue. Take note of their ideas as well as your own. Visit the public library. Write to other people with experience of what you will be talking about. Gather any relevant statistics. Make notes of any "human interest" stories or first-person anecdotes that relate to your theme.

Prepare. Speeches can be read or spoken spontaneously, referring to notes. You can recite the speech from memory. If you are not an experienced public speaker, it is best to prepare a full written text. Or you can put the main points on to small cards, and refer to them as needed.

Remember when writing a speech that it is meant to be heard, not read. Write short sentences that are easily understood and are closer to your everyday speech than what might be found in a book. Use lots of active verbs - "do something, make a change, build links, discuss issues".

### **Basic Form of a Speech**

- State the subject. - Pose the central question about the subject. - Prove how the subject affects people. - State possible solutions. - Show how the audience can help. - Sum up what improvements will occur.

Write the main body of the speech first, then the introduction, which should be the strongest feature of the speech. This will get the full attention of your listeners. The introduction should be short and striking and should prepare listeners for what is to come.

Choose from your material one outstanding aspect of your subject. You might want to begin with a famous quotation, an anecdote, a startling statement or statistic, a joke, a story that tells of a particularly appalling incidence of discrimination against a disabled person. Like your introduction, your conclusion should be strong. You can sum up and make an appeal for support and action.

Read your speech aloud slowly and time yourself. Make sure your speech is no longer than any agreed time-limit. If you can, practise giving your speech in front of a mirror, Although you will probably read from a prepared text, the trick is to appear as much as possible as though you are looking at and speaking directly to the audience. Glance at your text or gather your thoughts, memorise a few phrases or sentences, then look up and speak directly to your audience. Practise doing this until you can do it easily. A speech that sounds as if it is being read and has no spontaneity at all is a boring speech.

**Change sentences that cause problems when you are reading the speech through. Change words that are hard to pronounce or too complicated.**

**Choose the simplest way of expressing any idea.**

Read your speech to friends or groups members. Ask them for constructive criticism.

Practise giving your speech and imagine you are talking to someone thirty feet away. Try to pitch your voice so that this person can hear you, without shouting. Practise taking deep breaths before beginning each new sentence.

Find out the size of the place you will be speaking in and the size of the audience. If you think you won't be able to project your voice enough, try to arrange for a microphone to be available.

Dress comfortably and appropriately for the occasion. Make sure you have some water handy if you are likely to need it. Talking makes your mouth dry. You can stop and take a sip if you like.

Before beginning your speech, take several deep breaths to steady you. If possible, look at your audience and pick out two or three receptive-looking people at different places in the audience. Look and talk directly to each of them for around ten seconds each. After one or two sentences, ask the audience if they can hear you.

Try not to fold your arms as this gesture can be seen as defensive. Try to avoid coughs, ers and ums. If you need a few seconds to collect your thoughts, remember they won't seem nearly as long to your listeners as they do to you. Take the time, relax, then carry on.

It may encourage you to know that for most people fear and nervousness are greatest before they start to speak; once launched into the subject, calm returns. So, take a deep breath, begin and keep going. Your audience will be willing to show you more consideration than you expect.

Remember, you are not here to draw out pity for your members but to put the emphasis on human rights, on empowerment, on what can be done to ensure full participation and equal opportunities for people with impairments.

Always Try to Show That:

- Disabled people are an integral part of society. - The problem of disability is a problem for the whole of society. - The solutions involve the whole society. - The results will benefit the whole society.

## **16. Publicity**

There are many ways to publicise an event or an issue - posters, leaflets, media advertising, information packs, just talking to people.

## Logo

Do you know anyone who is good at drawing? Many businesses and organisations use a picture in all their communications that announces them to the world. Choose a simple design, with a clear meaning, that is easily reproducible for your campaign logo. You can use the logo on publications, posters, banners and badges.

The National Access Awareness Week logo is five interconnected stars, representing the five issues of the Week: education, employment, housing, recreation and transport. The stars are linked to reflect the fact that these issues are linked.

## Slogans

A slogan should be easy to remember and should state the aims of your campaign clearly:

**"Equal Rights for Disabled People Now." "Rights Not Charity." "Education For All." "Access is a Right"**

You can use a slogan and logo together very effectively.

## Information Packs

National Access Awareness Week in Canada produces an information pack each year. In 1992, the pack was called Access is a Right and began with a slogan: "It's time for community action!" It went on to sum up the aims of the campaign: "All Canadians have the right to full access to everything their community has to offer."

Information packs should be available well in advance of a time-specific event. They should give the dates, venues for events and activities and a contact address and phone

Make sure the information pack describes the aims of the campaign clearly and the principles behind it. Stress the importance of the reader's participation. ("You can make a difference!").

## Leaflets

Leaflets to publicise your organisation or campaign can be delivered directly to people's houses or left in public places, like shops, libraries, dentists' and doctors' surgeries. On pages c,v and b, you will find some examples of campaign leaflets. Study the language they use and the layout.

## Posters

Posters should be very simple. Their impact is best if immediate and memorable. Use them to publicise events or to raise awareness. Include your logo and slogan, if you have them. Give a contact address and phone number if possible.

## Other Materials

Other materials to publicise disability issues, your organisation or a particular campaign include fact sheets, T-shirts, bookmarks and badges. NAAW has produced a series of bookmarks with slogans such as "Good lighting is essential for lip-reading and sign language" and "When talking to disabled people, speak directly to them, not through their friends."

## Language

Whether you are writing the text for a poster, leaflet or information pack, keep it simple. Start with a clear statement: the purpose of the campaign or an example of discrimination.

**"Today, disabled people are demonstrating for equal rights." "Most buses, trains and taxis are inaccessible." "Seventy per cent of disabled people are unemployed."**

## Presentation

Keep the layout simple and clear. Always include the campaign logo and slogan and your organisation's address. Try to develop a "house style" for all your publications. This will give everything a stable, solid look for funders and will mean that your material is easily identifiable.

Printing costs can be kept down by using one colour paper and one colour ink. Remember that producing under 500 copies of any printed material means it is most economical to photocopy it. Over 500 and proper printing is advisable. If printing and photocopying are out of reach financially, you could still put up five or six home-made posters in public places around your village or town to advertise an event or an issue,

## Action Ideas

When distributing leaflets, remember to put them in places where disabled people will see them.

Write to the Letters Page of your local paper. Make announcements on local radio.

A week before any event, send a press release to local papers and radio and TV stations inviting reporters to come along. Ring up news desks two or three days before the date. Invite a local community leader or celebrity to attend the event as guest of honour. It will add credibility to the campaign and generate interest, particularly with the media.

### **Example leaflet No. 1:**

## **2 Good Reasons to do something special in 1992!**

### **National Access Awareness Week June 1 - 7**

The Week calls on us to initiate projects to focus attention on the barriers faced by persons with disabilities over five directed theme areas: Transportation Housing Education Recreation Employment

For information and ideas on what you, your business, school, club, union or municipality can do towards a National Access Awareness Week project, contact: Cynthia Thoroski

Provincial Coordinator ,National Access Awareness Week ,18 Walden Crescent ,Winnipeg ,Manitoba ,Tel. (204) 224 3538 Fax. 224 0310

### **UN Decade of Disabled Persons 1983 - 1992**

The Decade calls on us to focus our attention on three general areas: prevention of disability improved services equality of opportunity

A major principle of the Decade is consultation with disabled persons and their organisations. For information or ideas on what could be done as a Decade project, contact:

Emily Smith ,Decade Committee Coordinator ,200-294 Portage Ave. ,Winnipeg, Manitoba ,Tel: (204) 943 6099

## **Example leaflet 2:**

### **DISABLED PEOPLE DEMAND**

#### **RIGHTS NOT CHARTERS**

"We all know that there is still too much unjustified discrimination against disabled people. We know that that is wrong . . . It is also remarkably stupid, because of the wealth of ability and talent that disabled people have to offer." (See Scott, Hansard, Column 1251, 31 January 1992)

*And yet all the government gives us is a charter*

There is a civil rights bill going through the House of Lords which would set up a Disablement Commission, outlaw discrimination in employment and insist on access to goods, public facilities and services for disabled people.

*And yet all the government gives us is a charter*

There is an Early Day Motion calling for anti-discrimination legislation, which has already been signed by over 100 MPs from all parties.

*And yet all the government gives us is a charter*

Nicholas Scott, Minister for Disabled People, says: "Disabled people do not just want sympathy. They do not want to be patronised or to be looked-after people or people who are told what is good for them."

*And yet all the government gives us is a charter - and it doesn't even mention disabled people!*

UNENFORCEABLE CHARTERS AND "BENEVOLENT NEUTRALITY"\* HAVE CONTINUALLY FAILED TO ADDRESS THE DISCRIMINATION FACED DAILY BY DISABLED PEOPLE IN BRITAIN

\*HM Government's view of anti-discrimination legislation

#### **Here are some of the facts:**

There are 6.5 million disabled people in Britain.

Many disabled people don't have the right to choose what time they get up in the morning or go to bed at night. Parents of disabled children do not have the right to

send their children to a local school.

Only 0.3 per cent of higher education students are disabled people.

Disabled people are 3 times more likely to be out of work and 3 times more likely to be out of work for long periods than non-disabled people. Most public transport is not accessible to disabled people.

Many pubs, restaurants, theatres, cinemas and sports stadia are physically inaccessible to disabled people.

Many disabled people cannot even vote because they cannot get into the polling station.

**Disabled people don't have the legal protection from discrimination that women and black people do.**

Organisations of and for disabled people have formed Voluntary Organisations for Anti-Discrimination Legislation, to campaign for enforceable rights.

If you would like more information on the campaign, contact: VOADL, c/o SIA, 76 St. James's Lane, London N10 3DF. Tel: 081 444 2121. Fax: 081 444 3761.

## **SUPPORT CIVIL RIGHTS LEGISLATION**

### **Example leaflet 3:**

#### **British Council of Organisations of Disabled People (BCODP)**

#### **EUROPEAN DISABLED PEOPLE UNITE IN DEMANDING EQUAL RIGHTS MAY 5 - EUROPE DAY**

Today, all over Europe, disabled people are taking action to demand equal rights and to lobby for legislation to uphold those rights.

We, members of the British Council of Organisations of Disabled People (BCODP), demand that anti-discrimination legislation is introduced in this country.

#### **WE DON'T WANT PROMISES - WE DEMAND ACTION**

#### **Here are just a few facts:**

There are 6.2 million disabled people in the UK (OPCS Survey)

69% of adult disabled people are unemployed. We are also three times more likely to be out of work for long periods than non-disabled people.

78% of disabled people are on benefits; 54% of them are under retirement age.

There are between 4 and 5 million mobility impaired people and only 80,000 accessible homes.

Over half of all disabled children still go to special schools despite the 1981 Education Act which was supposed to promote integration.

Most buses, taxis and trains are inaccessible. Indeed, 20% of disabled people have no access to any form of public transport.

Many pubs, restaurants, theatres, cinemas, sports stadiums, town halls, courts of law and churches are physically inaccessible to disabled people.

**JOIN US IN OUR CAMPAIGN FOR RIGHTS NOT CHARITY!**

**Example leaflet 4:**

**NATIONAL INTEGRATION WEEK**

**WHAT TO DO**

- Tell us that you want to take part.
- There is no need to work out all the details at this stage.
- Make a commitment to an event, publication, meeting, etc.

**LET US KNOW NOW! PLAN IT LATER!**

CSIE will put your event in the NATIONAL INTEGRATION WEEK BROCHURE. Organisation and local promotion of the event will be up to you. Fill in the enclosed Registration Form and send to CSIE.

This must reach us soon (latest deadline 21 February 1992).

Please contact CSIE if you have any queries or if you need more copies of this

leaflet.

## **TELL OTHER PEOPLE ABOUT NATIONAL INTEGRATION WEEK!**

### **17. Media Relations**

#### **Using the Media to Get Your Message Across**

Look at advertising of products and services in your country: mass media campaigns use simple, powerful images and slogans that are memorable and persuasive to reach thousands of people.

Talk to producers of community radio programmes and editors of local newspapers. Ask them to broadcast a programme or print an article about disability issues or print a regular column by a disabled person. Encourage members to write in to comment about these. You might be able to get a regular show on disability issues on the radio, once a month or even once a week. Remind editors and producers that disabled people and their families are readers and listeners.

When talking to the press, stress the human rights angle and the practical steps which can be taken to improve things. Don't let reporters dwell on personal tragedy-type stories. Raising awareness about disability, as defined by the social model, opens the way to finding solutions to problems. Stress that action on disability is everybody's responsibility.

Let media people talk directly to disabled people - for example, schoolchildren can talk about the benefits of living and learning together and the damage of segregation.

#### **MOST EFFECTIVE**

**FACE-TO-FACE PERSONAL CONTACT PERSONAL LETTERS**

**STATEMENTS OF POLICY**

**DIRECTLY DISTRIBUTED PUBLICITY TELEVISION & RADIO  
ADVERTISEMENTS SIGNS AND POSTERS**

#### **LEAST EFFECTIVE**

**Press Releases**

A press release should answer five basic questions: who, what, where, when and why. If you are letting the media know about an event, you must let them know who is organising it, what it is, where and when it is happening and why.

Your press release should be short, clearly written with all the relevant details. Make sure there is a contact name and number for more information.

### **Press Conferences**

You need to plan press conferences at times that will be convenient for press deadlines. The best time of day is usually about 10am on weekdays, the earlier in the week the better.

Send out a press release announcing the press conference a week to ten days before the event. Give an idea of the subject, but don't give everything away. Two or three days before, you can telephone to check whether it has been received and whether anyone will be coming along.

### **Raising Awareness Among Media Professionals**

Why not arrange a simple Media Forum to educate media professionals?

#### **Aim**

To make sure that news and features about disabled people overcome negative attitudes and encourage the creation of positive images and portrayals by educating media professionals.

#### **Activities**

Invite media representatives and disabled people to discuss the words and pictures used to represent us. You could collect good and bad examples from magazines and newspapers. Topics for discussion could include:

- words - "tragic", "stricken", "confined to a wheelchair", "invalid", etc.
- visual treatments (television, advertising, the press) - what "message" is given
- interviewing disabled people
- sensationalism

If disability issues are covered in a non-emotional, factual and integrative manner,

the public will begin to question the prejudices and stereotypes that still exist. Make the barriers clear to media professionals and ask them to help make the general public aware.

### **Environmental Barriers**

- Inaccessible public transport.
- Inaccessible public and private buildings, such as schools, offices, factories, housing - leading to discrimination and segregation in education, employment, leisure, etc. Inaccessible information.
- Inaccessible communication systems.

### **Institutional barriers**

Exclusion or segregation from key social institutions:

- Education - Employment - Religious activities - Political systems - Health services - Legal system

### **Barriers of Attitude**

Disabled people are:

incapable/inadequate marvellous/exceptional bitter, resentful brave and courageous tragic in need of cure aggressive smiling and cheerful in adversity inspirational in need of charity of low intelligence need 'special' services

### **Non-Disabled People Often Feel Fear**

Repulsion Pity Superiority

Non-disabled people need to ask themselves, "Am I the reason this person feels disabled".

## **STAGE SEVEN: Assessing Activities and Making Necessary Changes**

### **18. Monitoring and Evaluation**

#### **Looking Back, Looking Forward**

Regular assessment (monitoring) of a campaign is essential to improve its efficiency and its ability to reach its goals. It is difficult but very important after a campaign or event to look at how effectively its aims were carried out, how it was run and what the results were. This process of evaluation will help you to plan future events. There is always something to learn. In the case of general awareness-raising activities, a survey or questionnaire about the event can provide useful feedback afterwards.

Always set goals that can be precisely defined, so that anyone can objectively determine whether and when the goals have been reached. Remember, recognising past mistakes is not a sign of failure.

Nobody gets it right all the time (and especially not the first time!). Looking back can be very useful.

### **Bigger Campaigns**

For future funding in particular, it is useful to have a full report on the way a campaign was carried out and what its result were.

This is best carried out by an independent expert or consultant. Remember to include funds for this in your budget and fund-raising application.

### **NAAW**

After National Access Awareness Week, a detailed questionnaire aimed at provincial and territorial organising committees is sent out, to evaluate their activities.

There is also an evaluation of media impact and "awareness tracking", through interviews with 1,000 Canadians. Telephone surveys are used to assess the usefulness of promotional and resource materials.

### **Sample Questionnaire**

In order to help future planning, we would like your views and comments on the following. Please be as honest as you can.

What were your expectations of the event? Do you feel they were met? If not, why? Was there too much or too little going on? Which workshops did you attend?

What is your opinion of the practical arrangements (venue, interpretation, etc.)? Any other comments (what you liked; what might have made the day better for you)?

Name of your organisation (you don't have to fill this in but it would be useful)

Please return this form to: [your address]

## **Surveys**

Evaluating projects yourself can involve many different types of activity. First, identify your aims. What do you want to find out and how do you intend to use the information.

## **Guidelines**

### **Make Sure**

- You collect only relevant information. - The information you require can be easily obtained. - You collect all relevant information - you don't want to have to start again. - Your methods are sound.

### **Decide**

- What you need to measure or count. - What questions you are going to ask. - How many people you need to get a statistically good result. - How you are going to analyse the information you obtain. - Who is going to design the questionnaire. - How you will distribute it. - Whether you need professional advice from a statistician or market researcher.

## **Some of the Aims of Evaluation**

To examine the efficiency and impact of your organisation's work.

To look at leadership and membership structures - are they democratic; should they be?

To help development by identifying barriers and contributing to the planning of future work.

To examine the growth of material resources and numbers of members. Which strategies have been most effective in bringing this about?

To feed back to your organisation and its supporters, the views of the grassroots members - what their expectations and criticisms are.

## **Remember**

You cannot evaluate a disability organisation or its programmes in the terms used for a service-provider or a business - its quantity, quality and cost-effectiveness. You

are looking at development of members and of the organisation of a whole; improvements in the lives of disabled people. You can evaluate how effective a campaign has been in these terms, but it is much more difficult that looking at how economically a business is run.

## **19. Addresses**

Directory of Social Change, Radius Works, Back Lane, London NW3 1HL, United Kingdom

Disabled Peoples' International (DPI), 101-7 Evergreen, Winnipeg, R3L 2T3, Canada. Tel: +204 287 8010. Fax: +204 287 8175

International Disability Foundation, 9 avenue de Joli-Mont, 1209 Geneva, Switzerland. Tel: +41 22 788 5988. Fax: +41 22 788 5954

IMPACT, c/o WHO, Room L225, 20 Avenue Appia, CH-1211, Geneva 27, Switzerland. Tel: +41 22 791 3733. Fax: +41 22 791 0746

Inclusion International, 248 Avenue Louise, bte. 17 Brussels, Belgium B-1050. Tel: 32 2 647 6180. Fax: +32 2 647 2969 National Access Awareness Week, Secretary of State, Ottawa, Ontario, K1A 0M5, Canada. Tel. +1 819 953 5005

SAFOD, 130 Herbert Chitepo Street, 12th Avenue, PO Box 2247, Bulawayo, Zimbabwe. Tel: +263 9 69356. Fax: +263 9 74398

TALC (Teaching Aids at Low Cost), PO Box 49, St. Albans, Herts. AL1 4AX, United Kingdom

UN Centre for Human Rights, Legislation and Prevention of Discrimination Branch, Palais des Nations, CH-1211 Geneva 10, Switzerland. Tel: +41 22 734 60 11. Fax: +41 22 733 98 79 United Nations Children's Fund (UNICEF), UN Plaza, New York, NY 10017, USA. Tel: +212 326 7000. Fax: +212 326 7336

United Nations Development Fund for Women, 304 E 45th Street, 6th Floor, New York, NY 10017, USA. Tel: +212 906 6400. Fax: +212 906 6705

UN Development Programme (UNDP), UN Plaza, New York, NY 10017, USA

UN NGO Liaison Service, Palais des Nations, 1211, Geneva, Switzerland

World Blind Union (WBU), 224 Great Portland Street, London W1N 6AA, United Kingdom

World Federation of the Deaf (WFD), Ilkantie 4, PO Box 65, SF-00401 Helsinki, Finland

## **20. Publications**

Communicating with Pictures. UNICEF, PO Box 1187, Kathmandu, Nepal

Consultation and Influence, DAA. free

Designing with Care: A Guide to Adaptation of the Built Environment for Disabled Persons, Disabled Persons Unit, UN Plaza, New York, NY 10017, USA

Disability, Liberation and Development, available from Oxfam Publications, 274 Banbury Road, Oxford OX2 7DZ. Price UK19.95 (hardback) or UK6.95 paperback. (For overseas orders, payments must be made by sterling cheque drawn on a UK account, International Money Order, Eurocheque in sterling, or USD cheque drawn on a US bank account - add USD10 for bank charges)

Disabled People in Britain and Discrimination: A Case for Anti-Discrimination Legislation, by Colin Barnes. From Hurst and Co (Publishers) Ltd., 38 King Street, London WC2E 8JT, UK. UK9.95 Evaluating Social Development Projects, Oxfam Publications

Fund-Raising Leaflets, Directory of Social Change. A set of 12 leaflets covering all aspects of fund-raising for staff and committees of charities and voluntary organisations. UK7.50 per set Handbook on Funding and Training Resources for Disability-Related Services in Asia and the Pacific, ESCAP, UN Building, Rajdamnern Avenue, Bangkok 10200, Thailand

Hip-Pocket Guide to Planning and Evaluation, Non-Formal Education Centre, College of Education, Michigan State University, East Lansing, Michigan 48824, USA

How to Write Better Fund-raising Applications. Practical guide with examples, exercises and guidance notes to help you write more successful applications. Directory of Social Change. UK9.95 Influence Skills: Communication and Community Mobilisation, Commonwealth Secretariat, Marlborough House, Pall Mall, London SW1Y 5HX, United Kingdom

Media Information, DAA. UK2.50

Participatory Rural Appraisal Handbook, PACT, 777 UN Plaza, New York, NY 10017, USA

Raising Money From Industry. Handbook explaining how and why companies give,

suggestions of how to identify and apply to a likely donor. Directory of Social Change. UK5.95.

Reaffirmation of Commitment to the World Programme of Action Concerning Disabled People. Available from Disability Awareness in Action or Disabled Peoples' International

Survey of Monitoring & Evaluation Systems used by Selected Development Assistance Organisations, Appropriate Technology International, 1331 H Street NW, Washington DC 20005, USA

Third World Directory (fund-raising), Directory of Social Change

## **21. Words**

alternate media - alternatives to speech or writing, such as braille, tape, lip-reading  
brain-storm - intensive discussion to solve problems or generate ideas

committee - group of people appointed to perform a specified service or function

consensus - general or widespread agreement

cuttings - articles or photographs on a particular subject cut from newspapers or magazines  
direct action - strikes or demonstrations to obtain demands from an employer or government  
discrimination - unfair treatment of person or group of people; action based on prejudice  
ECOSOC - Economic and Social Council (United Nations body)

enact - to make into an act or statute; to establish by law or decree

endorse - to give approval to something

evaluation - judgement or assessment of the value of something

federal - form of government in which power is divided between one central and several regional governments; the central government of a federation  
'hard' news story - announces a specific piece of news - results of a survey, launch of a campaign

house style - language, layout, logo, etc. regularly used by a company or other organisation

ILO - International Labour Organisation

'in kind' - in goods and produce rather than in money

integration - process of making or being made into a whole; opposite of segregation

layout - plan of a publication, the position of type, typesizes and typefaces

legislation - process of making laws; laws made by this process

letterhead - usual design of address and logo for an organisation's correspondence

logo - trademark or emblem of company or other organisation

mailing list - list of people to receive publications

mailshot - any given sending out of a number of copies of the same item

monitoring - regular observing and recording of progress

MP - Member of Parliament

NAAW - National Access Awareness Week

NIW - National Integration Week

personal assistance - help with an individual's specific needs

petition - document signed by a large number of people demanding action from an authority

presidium - a collective presidency

press briefing - meeting at which information is given to the media

press release - official announcement or account of a news item circulated to the media

print run - the number of copies produced

SAFOD - Southern African Federation of the Disabled

scrapbook - book or album of blank pages in which to stick cuttings, pictures, etc.

secondment - transfer of employee to other post or organisation, while continuing

their salary

segregation - practice or policy of creating separate facilities for a particular group

slogan - distinctive or topical phrase used in politics or advertising

sponsorship - promotion of a person

or group in an activity for profit or charity

stigmatise - to mark out or describe something as bad

tangible - capable of being grasped by the hand or the mind

typesetter - person who sets type for printing

UN - United Nations

UNESCO - United Nations Educational, Scientific and Cultural Organisation

UNICEF - United Nations Children's Fund

UNOV - United Nations Office in Vienna

WHO - World Health Organisation

