

# Disability Awareness in Action

# Fund-Raising

## Resource Kit No. 5

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## **About this Kit**

"Disabled people should move away from charitable behaviour. We should do away with being dependent." Beatrice Ngobo, South Africa.

No Money: No Dignity, No Democracy, No Rights

The greatest problem most disabled people have is poverty. A disabled person with a job or an organisation with money is in a far stronger position.

Organisations of disabled people need funds to:

- run campaigns
- support members
- finance the group's activities.

Many institutions give funds to organisations to help them run projects and activities.

This kit gives ideas about your funding strategy - how to raise and use money effectively.

Organisations of disabled people need to have the skills to:

- know where to go for funds
- manage money well
- budget effectively
- have enough money to keep the organisation running smoothly throughout the financial year
- develop and achieve their goals and objectives.

This kit shows you how to raise and use funds for the work of your organisation - by finding out about funding agencies, sending good funding proposals and managing your money well. You can use it to help you put together a funding proposal. At the end, you should be able to show the answers to all the questions given on page 21.

## **Ways of Fund-Raising**

## Companies

Companies give in different ways. They give cash or "gifts in kind" (resources other than money - anything from paint to paperclips). Large companies may even let members of staff work for you full-time, "on secondment", paying the whole of the employee's costs. They believe this to be the most cost-effective support for a project in which they want to make a real impact.

Businesses may also help to run training sessions for members of a voluntary organisation -for example, in basic bookkeeping, management or public relations skills.

Most companies prefer to support local organisations in the communities in which they operate, leaving national support to public and grant-making bodies. Many companies also prefer appeals that are relevant to their business, perhaps a project of interest to the users of their products or services, and to appeals in which a member of staff is involved.

All companies get more appeals than they can possibly hope to support. Because of the administrative tasks, most have to make almost instant decisions on which appeals to reject without further consideration. Many reject appeals that are obviously sent in the same form to large numbers of companies, poorly presented appeals or appeals which are obviously inappropriate. This is why it is so important to think very carefully about whether a company might be interested. Use any contacts you have to find this out. Write a brief personal appeal letter, highlighting the benefits to the company (good public relations, potential new clients, coverage in local media, etc.).

Imagine someone having to read 60 funding applications a week and only being able to give two or three hours a week to this. The easier you make it for them to read and respond to your appeal, the easier it will be for them to say yes.

### Companies Give

- To create goodwill.
- To be linked with certain causes.
- To be seen as good neighbours in their local communities.
- To create good relations with employees.
- To gain a higher media profile.
- Because it is expected of them.
- Because the chair or managing director has a special interest.
- Because the organisation seeking sponsorship keeps trying.

Companies don't like to keep refusing worthwhile causes, so keep trying. Don't pester but politely try, as often as funding applications are allowed - unless you know the company just won't give to disabled people or you can't afford the postage. One charity recently got a big donation after more than 10 years of trying! Most of us wouldn't want to continue trying for that long. But if you are turned down, think about ways to improve your approach.

## Sponsorship

Sponsorship by a business is, for the business, a form of advertising: they pay money to have their product or company advertised by you in your publication, at your conference, on your envelopes or in other ways. If you want sponsorship, you have to be absolutely certain that the company you are approaching will benefit. For instance:

- if you want them to sponsor your newsletter; you offer them free advertising
- if you want them to sponsor your postal costs, you say that every envelope will carry their name or logo.

Many larger voluntary organisations get paid-for advertising for their annual reports, for brochures for

special events, and in other printed materials which are going to a large readership or to a selected readership. Offer advertising space to particular companies. If, for instance, a special issue of your newsletter is on transport, speak to approved car companies.

Some organisations have gained sponsorship for aids and equipment by agreeing to put the name of the sponsor on the equipment. In Colombia, the cost of making dropped kerbs has been paid for by local businesses who put their names as plaques in the kerbs as a reminder of their sponsorship!

For sponsorship, you approach the marketing or advertising part of the company. Ask for the marketing or advertising manager. Give them information on how many people are likely to see the company's name or how many areas you can cover

For instance, if you are trying to find sponsorship to buy a vehicle, say where you will be taking the vehicle (which can have the sponsor's name on it) and how often it will be out and about. If you want sponsorship for a publication, say how many people will read it.

## **Subscriptions**

You can ask people to become a 'friend' or supporter of your organisation. This can be an easy way of asking for money, though it does not always bring in a lot.

Most disabled people do not have the money for subscription but some do. You can have different subscription rates for different groups of people. For example, disabled members, non-disabled family and friends, non-disabled benefactors ("friends") in the community.

Make sure the subscription rates are reasonable.

You can make titles for people who wish to give different subscriptions and set a price on each of these titles, with different benefits, such as getting the newsletter, coming to meetings, using a particular service that you run. Titles might be:

- Friend
- Associate Member
- Life-member

Consider whether a subscription scheme is going to be worthwhile.

Remember you have to collect the money, send out reminders, keep an up-to-date list. All this takes staff time - which is money. So work out a rough budget - how many possible members against time spent - and see whether it is worth it.

If you have a large readership of a newsletter, and therefore already have a list and can easily contact your members, then a subscription may be worth it. But if you have only a few members and cannot make enough contacts in the community, then a subscription may not be worthwhile.

## **Local Sources of Finance**

Raising money locally should be a big part of your fund-raising strategy. It provides money but it also helps your relationship with supporters in the local community. If people have helped your project, they will feel a part of its success. This is as important as the money you raise.

As long as what you do is legal and upholds the dignity of disabled people, there is no reason why you should not use a variety of methods to raise money.

### **Fund-Raising Events**

Here are some ideas for events and activities that you might organise to raise money:

- Fêtes and carnivals
- Community festivals
- Bread and cheese lunches
- Coffee mornings
- Bingo
- Open days
- Sports events
- Auctions
- Jumble sales
- Sponsored walk and wheel
- Firework displays
- Picnics and outings
- Discos
- Games evenings
- Concerts
- Treasure hunts
- Competitions
- Craft fairs
- Sale of produce

### Arranging Things

- Set a date.
- Choose the type of event
- Choose a venue or a route - safe and accessible, with toilets.
- Consult and get permission from the local authority and police, if necessary.
- Involve other organisations, such as local schools, youth clubs, sports clubs, etc.
- Organise publicity for the event and about your organisation.
- Ask for sponsorship from a local firm to pay for costs in return for publicity.
- Contact local press and radio.
- Invite a local or national disabled celebrity to start the event or take part.
- Arrange all necessary equipment.
- Tidy up afterwards.
- Thank people who took part
- Publicise the total amount of money made among members and the community.

### Making it Successful:

A good idea + good organisation + hard work = SUCCESS

Fund-raising events have one drawback - they take time. Build your activities around people who want to do them and who have the necessary skills to organise a successful event.

### **Donations, Wills and Covenants**

If you build up a list of supporters which includes people who have given you money in the past, your membership and others who may be interested in supporting you, you can ask them to give you a donation.

If you can't make personal contact, then write. If you are writing to lots of supporters then you will have to send out a standard letter. Your chairperson, a celebrity, the mayor or a well-known businessperson might sign it for you. The letter should tell people why it is important to give and what size of donation you are looking for. Give examples of equipment you can buy or services you can provide for, say, a week with an indication of the cost. By showing potential donors that specific results will be achieved, you may persuade them to give more than they might otherwise have done.

You might like to invite potential funders to a meeting or presentation. The more personal you can make

the approach, the more likely they are to give.

- **Direct Mailing**

Direct mailing involves sending an appeal for funds to all of a particular mailing list, say readers of a newsletter, or members of another organisation. You need to look at the effectiveness of direct mailing before starting. It is expensive in staff time and postage and often does not give much profit for two or three years - but then it can be successful, especially if you can target special groups, such as doctors and lawyers.

- **Legacies**

Why not encourage your supporters to remember you in their will? This can become an important source of future income. Get in touch with local lawyers. They sometimes advise people on charitable bequests. Send them a letter outlining the importance of your work (and stressing the local benefit) and ask them to mention your group as a possible beneficiary. You might even consider a memorial board for commemorating people leaving you a legacy. Or, if the legacy is large enough, you could name a room or something else after them.

- **Tax Relief on Donations - Deeds of Covenant**

What are the arrangements for tax relief on donations in your country? In some countries, you can get an extra 40 per cent of the money donated by claiming tax back.

This is arranged through a "deed of covenant". The donor agrees to support you over a period of several years. This agreement has to be made in writing using the correct form of words. The donor pays tax at the basic rate. Your organisation reclaims the tax using the necessary procedure.

## **Funding Agencies**

These are organisations set up privately or by governments to distribute money for charitable purposes. Usually, income from the investment of a capital sum is distributed in the form of grants. Also known as grant-making trusts, many have particular areas of interest - for example, women's projects, children, disability, arts, education, social welfare and aid and development programmes. Many libraries have directories or lists of these agencies.

There are always large numbers of applications to these agencies and limited funds, so many good proposals, even if they meet all the criteria, still have to be refused. Contact them first to ask how they want applications to be made. Some have application forms; some like an introductory letter and some just ask for a proposal.

Further information about funding proposals is given in FUNDING APPLICATIONS.

### **Why A Self-Help Group Appeals to Funders**

- Self-help groups made up of the people experiencing the problems are in a unique position to identify desirable and effective courses of action to counter the effects of disability.
- Self-help groups are attractive to trusts, large companies (including foreign corporations) foreign embassies/governments, churches.
- Self-help employment schemes, due to their typically low overhead costs (as a result of donated capital), can compete for a wide range of sub-contracted work from industry.
- Self-help employment schemes can lessen the poverty of disabled people in a relatively short time and with achievable capital expenditure.
- Self-help factories and workshops differ from the traditional sheltered workshops because they are run by disabled people, with all staff, including any non-disabled people with necessary skills, responsible to an executive committee of disabled people.

## **Self-Financing**

Many organisations of disabled people form income-generation projects that not only support the organisation but give increased training and employment opportunities to disabled people. Over and above this, some organisations are now selling their expertise. They realise that, over the years, disabled people have acquired knowledge and experience that other people want. For some time, we have been giving that knowledge away for nothing, but now some organisations are selling their time and work as professionals. Other professionals charge for their advice - why shouldn't we?

### Some Examples

- Charging for your time when giving advice on access issues.
- Participating in research programmes.
- Giving training in disability equality issues.

## Effective Fund-Raising

### Research - Research - Research

Knowing where to look for funding is your first step. Large international and regional funding agencies may have branches near you. Seek the advice of others who have tried fund-raising and use your local library to find contact numbers and addresses.

Many organisations make grants - businesses, organisations of businesspeople, 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.

International, regional and national funding agencies have different demands for how a funding proposal should be written or arranged. Whatever the specific format, funders generally need certain common basic information. They are usually interested in the following:

1. What is the problem, need or want?
2. What solution are you proposing and why has it been chosen?
3. What are the expected benefits and for whom?
4. Will the project work?
5. Are the costs justified?
6. Are the costs and skills within the means of the donor?
7. Can the agency give the resources you are seeking?

Each agency will look at your proposal in relation to its own priorities and policies. For example, if "self-reliance" and "community participation" have been adopted as major policies, an extra question would be: does your project contribute towards community participation and the achievement of self-reliance? Some funders give for "capital costs" - that is the costs of things that are needed, such as buildings, vehicles, equipment. Others give only for revenue costs - or the costs of the day-to-day running of the project. Make sure you know which area the funder you are applying to covers.

### Target

Choose the funding agencies whose interests most nearly match your project and its needs. Be creative in fitting your proposal into as many funding categories as possible.



Do not send copies of your proposal to agencies you have not researched, those for which your proposal is clearly not appropriate, or those that do not fund your type of organisation.

It is a far better use of your organisation's time and money to target a few carefully researched agencies that may be interested in your proposal than to send letters and proposals to dozens of agencies in the hope that one might be interested.

### Build a Relationship

Get to know your funder Try to talk to the person who is dealing with your application. Encourage them to come to visit you. Always let them know of any problems you may have. Think of their needs too. Don't ask for too much money. Don't forget - they only know what you tell them about yourselves.

Don't ask for too much money!

A \$25,000 request may be reasonable from an organisation whose regular budget for giving is large. It is probably too much for an organisation that is relatively young, does not have a "track record" of administering grants and/or has a regular budget of only \$40,000.

If you are a new organisation, it is better to start asking for smaller grants and gradually increase the amount as your organisation builds a record of successful grant management.

Funders want to know that their money is properly used. If you are a new organisation and have no proof that you can administer well, then ask for a small amount to prove your abilities.

Consider multi-year requests. Most projects related to disability are trying to make major changes in people's lives and in society. They will take several years to become effective. For most projects, it may be wise to consider asking for funding for at least two years. You might ask for more money the first year (when start-up costs are high) and less for the second year.

Funders like to support projects that have the potential to become self-sufficient over time, so their contribution can be smaller each year as a project gains increased local support.

Some agencies will guarantee funding for more than one year. Others will not but if you do well in terms of the first year's aims and provide the funder with a clear, accurate and prompt report of your first year's results, there is a chance that you will get favourable consideration for the second year.

It is good to build a strong and continuing partnership with one or more funders in this way.

## **It All Takes Time**

Many months, sometimes even a year may pass between the time you give your proposal to a potential funder and the time you get a reply. Although the process for proposals varies from agency to agency, it might include these stages:

- A letter of inquiry is received and looked at by an agency officer who decides if the project is within the agency's funding guidelines.
- The applicant organisation (you) is then asked to send a full proposal and may be given a particular outline to follow.
- You send in your full proposal.



- The agency's officer reads the proposal along with many others.
- The officer may ask others to review and comment on the proposal, especially if it comes from another country.
- The officer may contact you to ask for further information or for certain points in the proposal to be made clearer. You may respond on the telephone or may be asked to answer in writing.
- After the officer collects any extra information for all the proposals they are dealing with, they prepare an analysis of each and may rate it in comparison to the others.
- Copies of all proposals are given to members of the agency's board of directors or grants committee along with the staff members' comments.
- At the next meeting of the board or committee (which may not be for several months) a decision is made to fund or not fund the proposal and a notice of the decision is sent to you.

**Because of the length of the proposal-review process, when possible start fund-raising at least a year before the money will be needed.**

You should not submit a proposal until your plans are fairly firm and you should avoid any major changes to your plans in the middle of the review process if at all possible. Circumstances may mean that plans need to change over the course of a year. This should be explained - the change and the reasons behind it. If the aims or main features of an action plan change, it may suggest to the funding agency that you didn't plan very carefully in the first place.

Some funding agencies get more than twelve requests for every one they award. Consider yourself lucky, especially to begin with, if one in every dozen proposals you send out is funded. The odds should improve as you build a track record of doing good work and as funders become more aware of the problems you want to tackle and the work you are doing.

## **Responsibility**

The Board of Management or the Executive Committee has overall responsibility for the financial management of an organisation. They may choose one or more people - not necessarily the treasurer - to have special responsibility for fund-raising and to help any staff who are also fund-raisers.

Your organisation might have one person in charge of project planning and another who writes the proposal, or a single person who does both of these jobs, or a single person who does everything! However, many other people may need to take part in the planning/writing process, such as members of governing and advisory committees, people who will be responsible for carrying out different parts of the project, representatives of other groups you will be working with, evaluation consultants and those who will have responsibility for managing the money and accounting.

**Fund-raising is a creative job, although a lot of time is spent writing letters and applications As a fund-raiser, your job is to sell the work, to put across the interest and the enthusiasm of members, so that the person reading your application - who isn't necessarily an expert in your area - can see what an exciting project it is.**

If you write a fund-raising application giving endless lists of names and small details, no one will read past the beginning of the second page. You need to write in a way that will keep the reader's interest. This isn't easy.

You don't have to be a professional writer or a magician to write an excellent proposal. What you do need is a clear action plan and the ability to explain it in simple language.

Even the best proposal writer cannot produce an outstanding proposal unless the project has been planned with care and in detail and unless the writer has access to all the information.

Start small. Once you have built up a reputation for hard work and reliability, you may be able to persuade funders to give more. The secret of fund-raising is an imaginative but inexpensive presentation of the project and evidence of good administration.

Remember:

- Go to the right funders.
- Be clear about why you need the money.
- Keep trying.

## Spending Wisely

### STEP ONE: Making Plans

Decide what you want to do.

Agree actions to be taken.

Find out how much they will cost.

### STEP TWO: The Budget

Write your budget.

It must be reasonable.

Change it if you don't get the funds.

The golden rule is: don't spend what you haven't got!

Cheaper choices may be available.

If you have lots of projects, budget each one separately as well as making them part of the whole budget/programme.

### STEP THREE: Fund-Raising

Do some research before anything else.

Applying to the right funder is the most important thing to get right.

Build up a relationship with the people who work for the funding organisation.

Put in a clear and reasonable proposal with budget.

### STEP FOUR: Keeping Control

Keep regular records so you know how much money you have and what your cash flow is.

Change your budget if necessary.

### STEP FIVE: Reporting

Make regular reports during the project and a final report to the funder.

## Funding Applications

### General Principles

As a fund-raiser, you must make sure your application fits what you know about the funding agency and make your application very easy to understand.

In drawing up your first few funding proposals, it may help to ask someone who has experience in preparing plans and costing, even if this experience isn't related to disability organisations.

Always apply in writing, not by telephone or in person.

Good Proposals

Your application/funding proposal should be:

- attractive to read, containing all the information needed to persuade
- short, clear and concise
- on time - find out the final dates for this year's applications
- addressed to the right person, with their name and address correctly spelled
- right for the particular funder, in terms of declared policies and size of grant.

#### Follow Up

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

If there are any requests for further information, respond quickly.

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

#### Build Your Relationship With the Funder

It's also worth keeping in touch, telling your contact with the funding agency about the progress and success of the project they are funding or any problems that arise. Keep to any reporting date deadlines. A fully informed funder is more likely to consider further support.

If you are not successful, it may be worth asking to speak to an administrator and asking for advice on what was wrong with your application. Funding agencies get 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.

### **Letter of Inquiry**

Your first letter should be made up of the following pieces of information.

#### Opening Paragraph

How much money is being asked for and why?

#### Your Organisation

State the aims of your organisation. Describe its main activities and accomplishments and its special qualifications to carry out the planned project. Give some supporting evidence on your organisation's achievements and qualifications.

#### The Project

Describe the most important features of the proposed project. Include some specific information about its scope and consequences. Be sure you describe what needs to be done in such a way that it leads logically to your planned solution.

#### Goals and Objectives

Summarise these briefly. Include aims which can be evaluated.

#### Closing

Say that you would appreciate a chance to submit a proposal for this project and explain how the agency can communicate with you most effectively.

#### Example:

Your organisation's name, address and telephone details

Address of funding agency

Date

Dear...

I am writing for information on the possibility of funding assistance for a project that we have identified.

The project is concerned with (give title or brief description of the project idea, including its objectives, expected activities, outcomes and estimated budget needs].

We would be grateful to know if your organisation would consider providing technical or financial assistance for such a project. If so, how should we apply for the necessary assistance? Please provide us with the relevant application forms, if there are any.

Should you not be in a position to help us, we would be grateful if you could recommend other organisations that may be interested in our proposal.

Yours sincerely

Name and position within the organisation

## **What to Put in a Proposal**

Only send a full funding proposal if it is called for in the agency's application guidelines or it is asked for. If an agency asks you to follow a specific format, always do so. If it doesn't specify what should go into the proposal, you can safely follow this outline:

A summary

Information about your organisation, its policy and structure

A description of the project, why it is needed and who will benefit

Goals and objectives of the project

Plan of action

Expected outcomes

The evaluation process

Budget and finances

Support materials - latest audited accounts, evidence of effectiveness (this could be an annual report or a letter of appreciation).

If your organisation is a registered charity, send the registration number. If it has an official tax exemption number or letter, send the reference.

**Tell Enough But Not Everything**

You do not have to tell everything about each subject. Provide just enough information to adequately

minor details and miss the important points. After your proposal is written, read it over very carefully. Identify any unnecessary sentences and paragraphs and get rid of them.

### Be Specific

There are very few places in your proposal where it is appropriate to make elaborate general statements, other than perhaps in describing the long-term goals and philosophy of your organisation. The rest of the proposal should be in specific, plain and simple language. Otherwise, the person who reads your proposal may not know what you are talking about.

## QUESTIONS TO BE ANSWERED BY YOUR FUNDING PROPOSAL

- **WHAT?**  
What is the project you want money to carry out?
- **WHO?**  
Who will be running and managing the project?  
Who will benefit from the project?
- **WHY?**  
Why is the project needed?
- **WHEN?**  
What is the time-scale of the project?
- **WHERE?**  
Where will the work be carried out?
- **HOW?**  
How and by whom will the project be carried out?  
How will you know it has been successful?

## The Summary

The summary should be brief, not more than one and a half pages long. It should only contain statements that are fully supported in the main proposal. The time to write the summary is after you have written the main proposal. Below is an outline of what it might look like.

### **Project title**

Applicant

Name of Organisation:

Address:

Telephone No:

Fax No:

Contact Person: title and name of person with overall responsibility for the application

Applicant Organisation

Write a very short paragraph describing your organisation. Summarise its qualifications for carrying out the proposed project. Be specific!

Geographical Focus and Target Group

Describe the area where the project will operate and who will benefit.

Duration of Project

Give the number of years for which funding is requested and a starting date.

## Budget

Break down expenses by year and by source:

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Total Expenses	_____	_____	_____
Amount requested from funding agency	_____	_____	_____
Amount from all other sources	_____	_____	_____

## The Purpose

Describe the nature and extent of the problem(s) being addressed by your project in one paragraph. Include evidence to support your statement.

## Project Description

Summarise long-term goals and one-year objectives. Describe the overall project strategy and the major steps to be taken in reaching your goals. Point out important features of the plan of action, including those that will help assure success and cost effectiveness of the project. Mention any significance the project will have beyond the years for which it will be funded and effects outside the area where it will be carried out.

## Expected Outcomes

Give a brief idea of what you think the project will achieve for your target group.

## **Writing About Your Organisation**

What you include in this section depends on the activities of your organisation and how long it has been in existence. Make sure that everything you include is correct and could be proved if necessary. Below is an outline of the type of things you might include.

### **Name of Your Organisation**

#### Background

Describe your organisation and one or two of its most important features in no more than two sentences. Who started the organisation? When, how and why was it started? What is its purpose?

What is the organisation's guiding philosophy? Keep this short.

What are the most important events in the history of the organisation? Just mention really important achievements or changes in direction.

#### Members/beneficiaries

Describe the individuals/organisations that belong to and benefit from your organisation.

#### Activities and Accomplishments

Describe the organisation's recent activities. Be specific in explaining the scope of these activities. Do they involve 25, 150 or 2,500 people?

Describe the results or impact of activities. Where possible, support claims of impact with statistics or other evidence. Summarise the results of any previous evaluations of the organisation's work. A very good way to convince a funder that your organisation's projects are well-managed is to give evidence that you have evaluated past projects.

You might want to include a few quotes from beneficiaries, community leaders or experts familiar with the work of the organisation, as well as statistical evidence of achievements. Mention any honours, awards or special recognition received.

### Human and Other Resources

In a few sentences, describe the governing body of the organisation and who or what kinds of people make the main policy decisions, i.e. is the organisation controlled and run by disabled people? Mention any advisory committees and who is involved with them.

Describe the paid and volunteer staff: numbers of people, their job titles and responsibilities if it is a small staff; departments or divisions in a larger organisation; and geographic location of staff if the organisation has several offices.

### Organisational Affiliations

Mention any organisations that work with your group in carrying out projects and what they do.

Show your organisation's involvement with any other local, regional, national or international organisations, including both governmental and non-governmental groups.

### Funding

Describe the financial situation of the organisation in general terms, how big the budget is and major funders. Note any international contributors. Explain sources of earned income, such as membership dues, fees for services, money from sale of goods, etc.

### Problems

If conditions are unsettled or uncertain in your region, mention any characteristics of your organisation that will enable it to continue to carry out the project for which you are seeking funds. For example, if the political situation is unstable, does your organisation get support from several political groups? Does strong community participation and backing enable your organisation to continue operating in spite of lack of support from other sources? Give evidence of that support

**Failure to admit to problems will not promote confidence in your organisation and its proposal.**

## **Describing the Project**

In this section you let the funding agency know why the project is needed. They may not be experts in disability and may have little or no idea of just how hard life is for disabled people.

You need to let them know about the situation you are trying to improve and the project you think will do this. An outline of what this part of the proposal might look like is given below.

### **The Project**

#### Mini-Summary

Summarise the nature and extent of the problem in one or two sentences.

#### Description of the Problem

What is the nature of the problem? What are its main causes and the main barriers to its solution? Give evidence.

How many disabled people in how many regions or provinces are affected? What kinds of disabled people are they - rural or city dwellers, men, women, children, older people? Support what you say with evidence from government reports or statistics, studies by non-governmental agencies, universities, or recognised experts. Name your sources.

What are some of the consequences of the problem? For example, if you are concerned about levels of education, describe economic and social consequences.

You can use the experiences of your members and staff as sources of evidence when describing the problem.



### Other Efforts to Address the Problem

What efforts have been made recently or are currently being made? Why is your project necessary as well as - or instead of - these other efforts?

### Your Organisation's Experience with the Problem

First of all, it is disabled people who have the expertise when it comes to finding solutions to the problems of disability. This is an important point to make. Describe your organisation's experience and strengths in relation to the problem. Peer support and advocacy may be an important element of the programme. Seeing other disabled people in positions of responsibility, gaining and using skills and living independently can be an enormous help to other disabled people.

## Goals and Objectives

### Long-Term Goals

Different people have different definitions of the words "goals" and "objectives". Many use "goals" to talk in a general way about the situation they would like to develop in the long-term. For example: "Full participation and equalisation of opportunities for all disabled people is certainly not a situation that exists now, nor is it likely to exist in the next few weeks, months or even years! It is a goal that we are all working towards.

### Example:

The goal of your organisation might be "to gain full participation and equalisation of opportunities for all disabled people" in your local area. You can then measure any activities undertaken by your organisation in terms of that overall goal.

### Short-Term Objectives

"Objectives" often describe what you hope to happen in the short-term. These are milestones on the way to long-term goals. Objectives need to be specific. An objective should state:

- what will be accomplished
- by or for whom it will be done
- how much will be done or for how many people it will be done
- when it will be done.

Objectives should be stated in terms of a measurable result. An objective might be to reach a certain level of literacy for a particular number of disabled people.

### Example:

Objective: to ensure literacy for ten disabled women within two years.

## Describing Your Plan of Action

Your plan of action is a description of the stages you will go through to reach your objectives. It is important to make clear, both to yourself and to the reader, the reasons why you have chosen these particular stages. In other words, you need to explain the "strategy" (or philosophy) you are following that led you to decide on these stages.

You should show the cost-effectiveness of the project and how it can continue after the grant ends. For instance, you are cost-effective because you use volunteers or other local resources. You can continue because income-generation is part of the project.

You need to make sure that your project meets the standards set by the funder For example, if the funder

wants evidence of development and your project is about self-help, you need to explain the relationship between development and self-help. Funders don't always have experience of what you are trying to achieve. They may not know why your project fits their standards unless you tell them.

**Significance**

It is a good idea to point out what is special or unique about your project and how it could be a model of excellence.

**Explain any significance your plan of action has for the future; for cost benefits and benefits in quality of life resulting from training in independent living.**

**Example**

Project: training in independent living skills.

Long-term benefits: raised quality of life, employability, social participation.

**Timetable of Activities**

Describe very briefly the major activities that will occur during each year of a multiple-year project. This schedule should include times when major capital expenditures will take place.

**People**

Explain who will have overall responsibility for directing the project.

Describe the responsibilities of others involved in the project (use job titles not their actual names) or groups of people (both paid and volunteer). Be brief! This information will explain your budgeted about for salaries.

Be sure to mention if any special community, professional or other advisory committee for the project will be set up and explain what it will do.

**Timetable**

A timetable generally shows what jobs will be carried out during each month of the project year. This is done on a chart with a line for each task to be performed and a column for each month, marking the months during which the task is carried out along the line for that task.

Below is an example of a timetable for an independent living skills training project.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Hire coordinator	X											
Recruit instructors	X											
Brief instructors		X	X									
Plan training course		X										
Buy equipment and materials		X										
Conduct training					X		X			X	X	

Include in the timetable all the planning stages for all activities. This might include:

- meetings with the project's target group or cooperating organisations
- completing training courses

- preparing educational materials or publications for printing
- buying and installing equipment
- looking for suitable office space.

Begin with a timetable that includes all the stages you will go through to complete each activity. In the final version of your proposal, you can cut out some of the less important activities but keep them in your working version so that you have a record if funders ask you any questions.

## **Explaining Evaluation Methods**

Monitoring is keeping a record of something; observing and recording an activity or performance as you go along.

Evaluation is judging the value or effectiveness of something and usually happens at the end of a particular project or process.

Monitoring is useful for evaluation. Funders like the fact that you are looking at your project in a professional way. An evaluation also gives you useful information for any future plans.

When writing about your evaluation and monitoring methods you could follow the outline given below.

### **Evaluation**

#### Responsibility

Say who (what person or position) is responsible for directing the evaluation process? Say how they have fulfilled their role - what their successes are and what the problems have been.

#### Timetable

Say how often the evaluation will be carried out and when the results will be reported. A year-long project would probably only be evaluated once - at the end. A three-year project might be evaluated at 18 months (mid-term) and at the end. You may want to monitor progress more frequently to identify and correct problems as you go along.

#### Evaluation

State what will you examine to measure the success or lack of success of the project. These things should be taken mainly from the project objectives and there should be at least one for each objective.

For example, if one objective calls for reducing illiteracy among older disabled people by 30 per cent after one year, the results will be measured against this standard.

Say what data or facts you will collect for your evaluation.

Decide how you will collect and record the data needed for your evaluation; whether to use questionnaires or interviews. Will the data be collected as part of the ongoing business of the project? Who will collect the data?

#### Monitoring

State what parts of the project will be assessed during monitoring. Consider all the major parts or activities that contribute to reaching the project's objectives - staff performance, training, publications, transport, buying equipment, materials and supplies, community relations, performance of cooperating organisations.

#### Analysis

Say what process will be used to analyse the data collected for the overall project report; and who (what groups or individuals) will study the evaluation data, draw conclusions from them and

make recommendations for improvements. How will these people be chosen?

#### Use of Evaluation

Include a note of the people that the evaluation report is to be sent to. How will it be used to improve the project?

### **Preparing a Budget**

A proper budget is the central part of your funding proposal. It must be based on amounts that you know are correct - don't guess! Funders will want to know how you came up with your figures.

Follow the outline given below, which should ensure that everything is covered.

### **Budget and Finances**

#### Budget

Give a complete budget for the project's first year and a budget summary for each year of a multiple-year project. Check you have included all costs. (What about the costs of collecting and compiling data before the project starts and at the end of the year, and other expenses connected with the evaluation?) Double check that you have added everything up correctly. The funding agency is certain to check proposal budget totals to see if they are correct.

#### Budget Justification

Put notes into the budget to explain any expenses that are high - for instance, if you have to use expensive hotels because they are the only accessible ones or that translation includes sign language interpretation. Double check to be sure every item in the budget clearly relates to your plan of action.

#### In-Kind Contributions

Some experts recommend that you put a money value in the budget for volunteers' time, loaned vehicles or office space and other "in kind" donations. Since it is often difficult to give a realistic value to many of these items, you might prefer to simply list and explain them. For example:

- Volunteer Time: 100 people will each volunteer about 200 hours per year as literacy teachers, for a total of 20,000 hours.
- Office Space: a local authority will donate 1,000 square feet of office space for the exclusive use of the project for one year.

#### Future Funding Needs

Some of your budget costs may be for one-time expenses, such as buying equipment. If there will be major costs to maintain or repair these, explain how this will be covered. If a large part of the budget is for running costs, the funder will want to know how these expenses will be covered after the project funding ends. What sources of self-support, if any, have been built into your project to keep it going? It helps to work out a complete programme budget for one or two years after the requested grant ends, along with estimates of how much money you know will be available.

#### Financial Management

Explain briefly the financial management system that will be used for the project. Where and in what account will funds be deposited? How is spending controlled and by whom? Who does financial reports and how often? Are your accounts audited? If so, by whom?

### **Example Budget Worksheet**

Project Title \_\_\_\_\_

Starting Date \_\_\_\_\_

Ending Date \_\_\_\_\_

**Personnel - wages and salaries**

Title of position	% of full-time	Grant Supported	Other Sources of Support
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____
4. _____	_____	_____	_____
5. Employment taxes and benefits _____	_____	_____	_____
Total personnel wages and taxes		_____	_____

**Space**

1. Office rent \$_____ rate per month x 12	_____	_____
2. Other space (specify uses) _____	_____	_____
3. Telephone	_____	_____
4. Utilities	_____	_____
5. Maintenance and repairs	_____	_____
6. Other (specify) _____	_____	_____
Total space costs		_____

**Materials and supplies**

Items to be purchased	Unit cost x quantity		
1 Postage	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____
4. _____	_____	_____	_____
Total materials and supplies costs		_____	_____

**Equipment, furniture and vehicles**

Description		
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
Total equipment costs		_____

**Major capital expenditures (construction, land purchase, etc.)**

Description

1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
Total capital costs	_____	_____

**Travel**

Purpose		
1. Local mileage _____ miles/month x cost /mile x 12 months	_____	_____
2. Car fuel and maintenance cost month x 12 months	_____	_____
3. Car insurance premiums	_____	_____
4. Food and lodging, out of town trips _____ days @ cost/day	_____	_____
5. Other (specify) _____	_____	_____
Total travel costs	_____	_____

**Other direct costs**

Description		
1. Accountant's services	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
6. _____	_____	_____
Total other costs	_____	_____

**Total direct costs**

_____	_____
-------	-------

**Indirect costs**

@ _____ % of direct costs	_____	_____
---------------------------	-------	-------

**Total budget**

_____	_____
-------	-------

**Support Materials**

You will want to include copies of documents with your proposal that:

1. are needed by the agency to which the proposal is being sent, and/or
2. provide information about your organisation to add to the earlier description.

Only Include One of Two of the Following!

- Most recent annual report and accounts.
- Newsletters, news clippings, or other documents of the organisation's activities.
- Mission statement of the organisation.
- Description of the background, purpose, structure, activities, and/or achievements of the

organisation.

- If the organisation is a coalition, a list of member groups.
- List of officers and members of board of directors and their affiliations.
- Chart showing relationship of various parts of your organisation.
- List of staff (and possibly volunteer) positions with brief description of responsibilities of each position.
- Résumé or CV of the person with primary responsibility for direction of the project for which funding is asked.
- Letter of commitment to take part from the executive officer of any outside organisation that will undertake major responsibilities for the project.
- The organisation's budget for this year and planned revenues with their sources.
- List of major donors for the past two to three years, size and purpose of each grant.
- Equal opportunities statements or human rights commitments that your organisation has made.

**DON'T ADD THEM ALL, THEY WON'T GET READ!**

Include copies of all documents needed by the funding agency that will receive your proposal.

### Auditing of Financial Reports

More and more funders ask for examinations (audits) of financial reports by a certified public accountant or professional accountant. An auditor looks at financial statements of an organisation and, if they consider them to be free of errors and in line with the organisation's objectives, certifies that they are correct.

The accountant also certifies that the organisation follows standard book-keeping procedures in keeping its accounts. If you are a new organisation, evidence of past accounting or financial experience of some board members or staff will be helpful.

## **The Covering Letter**

### Purpose

This letter is included when you send your proposal to the funding agency. It is not a mini-proposal. The letter serves to show that the proposal is being submitted with the official approval of your organisation. It should be sent on the organisation's letterhead, be only one page and be signed by the president, chairperson or other chief officer.

### Content

The covering letter should describe the proposal in one to three sentences, including how much money is being asked for. It should make clear the organisation's commitment to the proposed project and should mention the director's confidence in the ability of the project's director or its professional staff to carry the project to a successful conclusion.

Below is an outline of a covering letter.



Your organisation's name, address and telephone details

Funding agency's address

Date

Dear...

Enclosed is a funding proposal for a project that we have identified.

The project is concerned with [give title or brief description of the project idea, including its objectives, expected activities, outcomes and estimated budget requirements]. The budget for the project is [state amount].

It is my belief that the personnel named in the plan of action can run this project in a way that will significantly improve the lives of local disabled people.

Please let me know if there is any further information that we can provide.

I look forward to hearing from you.

Yours sincerely

Name and position within the organisation

## Reporting to Funders

### Reporting to Funders is Important

It is vital to send clear, complete, accurate progress reports to your funders. The further away you are from the agency that makes a grant to your organisation, the more critical it is that you provide prompt and adequate reports. Your reporting does not just influence a funder's willingness to award a second or third grant to you. It will also determine the kind of information the funder will give to people from other agencies who may ask about the sort of work your organisation does and its reliability.

Agencies that fund the major part of a project have a keen interest in its budget. They may ask that changes in expenses in any budget category of more than a certain percentage receive prior approval from them. This need not be difficult to do. Sometimes it just takes a phone call. (You should confirm changes agreed in this way in writing.)

If you produce any newsletter or printed material, make sure it is sent to your funders. Also send copies of positive newspaper articles, announcements or photographs of special events at the organisation or

Write a short paragraph summarising the goals of the project, what was done, most significant results and important new directions. Express thanks for the support of the agencies that provided a major portion of the financial backing for the project.

### Activities

Provide a description of activities. Mention if and why any of them differed from plans in the original proposal. Describe any unexpected problems or developments. Which kinds of people - volunteers, community participants, advisers, cooperating organisations - have contributed greatly to the programme's progress? From which kinds of people did you need more effort or efficiency? Who or what group has drawn these conclusions?

### Evaluation of Results

State each project objective and show progress made towards it. Give quantitative results, such as numbers of people reached. If you have any tables of data, put them in an appendix. Mention any good results not described in project objectives, whether they were expected or a pleasant surprise.

### Anecdotal Information

Write several very short (three or four sentences) stories about incidents or events that illustrate project operations. You can use quotes. These stories can't go in place of your other reporting but they can give the reader the feeling of "being there". They can show vividly what the project or programme means to the individuals involved - disabled people, their families and the community, even staff or volunteers.

### Recommendations or Next Steps

Explain briefly any project changes suggested or planned for the coming year or reporting period. These might include activities added, got rid of or changed, changes in staffing, methods or anything else. Explain how these recommendations were decided upon.

### Conclusions

This should simply cover the main outcomes of the project so far and your hopes for the future. What are the main conclusions you can draw from the evaluation and monitoring so far? Where has progress been excellent, where has it been less than satisfactory? What were major problem areas?

### Financial Report

This report should be a reproduction of the items in the proposal line budget (see example budget ) and have two columns:

1. budget - the figure in your original budget
2. expenditure - the amount spent to date for each line item.

Explain any major differences between the amounts budgeted and the amounts spent. At the end, show:

1. the total amount of grant money received from the funder
2. the amount of grant money spent to date
3. the unspent balance of the grant.

### Support Materials

These might include evaluation data, newspaper clippings, photographs, interesting brochures or educational materials produced by the project.

Name of Project Director and Date

### **Other Uses of Reports**

The report you have written can be useful in other ways. You may not want to circulate the financial part of the report but there are many things you can do with other parts of it.

Send copies to:

- People in the community who helped the project. Attach personal notes thanking them for their contributions to its success.
- People in organisations you would like to have help from in the future. Attach notes inviting their comments on the report.
- People in organisations who might appreciate learning from your experience and who might copy your project model.
- A newspaper, magazine, radio or television station. Invite them to visit you to learn what you are doing. Good publicity can help to generate local support.
- Any national or regional associations your organisation belongs to and any professional associations that might be interested in the project.

### **Facts and Figures**

#### **About DAA**

Disability Awareness in action (DAA) was set up in 1992, to promote, support and coordinate national action by disabled people's own organisations and their allies to further the equalisation of opportunities and the human rights of all disabled people, in accordance with the United Nations World Programme of Action concerning Disabled Persons and the Standard Rules on the Equalisation of Opportunities for Persons with Disabilities.

With a small staff of four in the United Kingdom, DAA produces and disseminates information to help disabled people and their organisations to use the channels and contacts needed to influence governments and policy-makers and to raise awareness of disability issues.

DAA works to implement the philosophy that disability is a human rights issue.

#### **DAA Staff**

Project Director:	Rachel Hurst
Finance Officer:	Kate Gane
Information Officer:	Agnes Fletcher
Administrative Assistant:	Amina Ariqy

### **Organisations Involved**

**Disabled Peoples' International (DPI)** advocates the rights of disabled people. Its philosophy is that disabled people should achieve full participation and equality in all societies. The DPI network has over 100 national assembly members, over half of which are in developing countries. National affiliates aim to be cross-disability, grassroots organisations. DPI has consultative status with the United Nations.

**IMPACT** is an international initiative against avoidable disablement, launched in 1983 by the UN Development Programme, WHO and UNICEF. The international office in Geneva and the national IMPACT foundations in a number of developing and developed countries join forces with governments, institutions and the mass media to develop and initiate low-cost measures to combat disability.

**Inclusion International** (formerly the International League of Societies for Persons with Mental Handicap) is the only organisation which speaks for the world's 50 million people with mental impairments, their families and those who work for them. It now includes 169 societies from 105 countries. Inclusion International exists to help members fulfil their own objectives in response to local need. It has consultative status with the UN and Council of Europe.

**World Federation of the Deaf (WFD)** is an international organisation of national associations of the deaf. The WFD was established in 1951 and is working towards full participation and equal rights for deaf people. WFD has consultative status with the UN.

### **Addresses**

**Department of Public Information**, United Nations, New York, NY 10017, United States of America, Tel: +1 212 963 0353.

**Disability Awareness in Action**, 11 Belgrave Road, London SW1V 1RB, United Kingdom. Tel: +44 171 834 0477. Fax: +44 171 821 9539 Text Telephone: +44 171 821 9812. e-mail: 100726.141@compuserve.com

**Disabled Peoples' International**, 101-7 Evergreen, Winnipeg, Canada R2L 2T3. Tel: +1 204 287 8010. Fax: +1 204 453 1267. Text Telephone: +1 204 284 2598. e-mail: DPI@DPI.ORG

**Disability Programmes Unit of the United Nations**, 2 United Nations Plaza, New York, NY 100726, USA. Tel: +1 212 963 1966.

**IMPACT** Dr Hikmat Nabulsi, Coordinator c/o WHO, 20 Avenue Appia, CH- 1211, Geneva 27, Switzerland. Tel: +41 22 791 3732/3. Fax: +41 22 791 0746.

**Inclusion International**, Galeries de la Toison d'Or, 29 Chaussée d'Ixelles, # 393/32, B-1050 Brussels, Belgium. Tel: +32 2 502 7734. Fax: +32 2 502 2846.

**Rehabilitation International**, 25 East 21st Street, New York, NY 10010, USA. Tel: +1 212 420 1500. Text Telephone: +1 212 505 0871. Fax: +1 212 505 0871.

**United Nations Development Programme**, One UN Plaza, New York, NY 10017, USA.

**United Nations Disabled Persons Unit**, Department for Policy Coordination and Sustainable Development, United Nations, New York, NY 10017, USA.

**World Blind Union**, c/o La Coruna 18, 28020 Madrid, Spain. Tel: +34 1 571 36 85 /12 36. Fax: +34 1 571 5777.

**World Federation of the Deaf**, Ilkantie 4, P.O. Box 65, SF-00401 Helsinki, Finland. Tel: +358 0 5803 1. Fax: +358 0 5803 770.

### **Publications**

Contact the organisations mentioned for price details.

The Complete Fundraising Handbook. From the Directory for Social Change, 24 Stephenson Way,

London NW 1 2DP, United Kingdom.

DPI Funders List. From Disabled Peoples' International.

Fund-Raising Leaflets. 12 leaflets on all aspects of fundraising (UK focus). From the Directory of Social Change.

A Guide to the Major Trusts, Volumes I and 2. From the Directory of Social Change.

Handbook on Funding and Training Resources for Disability-Related Services in Asia and the Pacific, ESCAP, UN Building, Rajdamnern Avenue, Bangkok 10200, Thailand.

Non-Government Funding and Networking Contact List. National and international funding agencies, their names, addresses, region and target interests. English and French. \$30 (Canadian). From DPI.

Programmer's Tool Kit. How to develop and write a project proposal. 80 pages. From Disabled Peoples' International. English, French, Spanish and English cassette. \$12 (Canadian).

Third World Directory (fund-raising). From the Directory of Social Change.

Tried and Tested Ideas for Raising Money Locally. From the Directory of Social Change.

## Words

**Accomplishment** something successfully completed

**Affiliation** association with something

**Anecdotal** short and personal account of something that happened

**Appendix** additional material at the end of something

**Auditor** person who looks at accounts and says they are correct

**Benefactor** person who supports or helps a person or institution, particularly with money

**Beneficiary** person who gains and benefits from a benefactor

**Bequest** something given to a person or organisation in a will

**Capital** assets and resources

**Coalition** alliance between people or groups for a particular purpose

**Collaborate** work with others on a joint project

**Covenant** agreement in writing to pay a stated annual sum

**Criteria** standards by which something can be judged or decided

**Cuttings** articles or photographs on a particular subject cut from newspapers or magazines

**Data** information; relevant facts

**Donor** person or organisation making a donation

**Elaborate** complex and detailed

**Evaluation** judge or assess the value or worth of something

**Expenditure** the spending of money

**Format** style, plan or arrangement

**'In kind'** as materials rather than in money

**Legacy** a gift by will

**Letterhead** usual design of address and/or logo for an organisation's correspondence

**Methodology** ways of working

**Milestone** significant event

**Monitoring** keeping a continuous record of something; looking at an activity or performance Multi-year happening over several years

**Objective** something to be reached or achieved

**Overheads** business expenses, such as rent, not directly related to a department or product

**Participants** people taking part

**Peer support** support from those like you; support of disabled people by disabled people

**Per diem** allowance for daily expenses

**Quantitative** capable of being measured

**Résumé** short summary of events; another name for curriculum vitae or work history

**Revenue** source of income or gross income from a business enterprise

**Running costs** money needed to keep ordinary activities going

**Schedule** plan of procedure for a project Scope range; area covered

**Secondment** transfer of employee to another post or organisation, while continuing salary

**Specify** refer to; state as a condition

**Target group** group of people at which an activity is directed

**Track record** record of accomplishments or failures

## Order Form

If you would like copies of any of these publications, pull out or photocopy this page.

DAA, 11 Belgrave Road, London SW IV I RB, United Kingdom.

Fax: +44 I 71 821 9539. e-mail:100726.141@compuserve.com

DAA Resource Kit One: Media Information

DAA Resource Kit Two: Consultation and Influence

DAA Resource Kit Three: Campaigns

DAA Resource Kit Four: Organisation-Building

DAA Resource Kit Five: Fund-Raising

Information Kit on the Standard Rules for the Equalisation of Opportunities for Persons with Disabilities

DAA Newsletter (monthly)

These materials are available in a number of formats. Please tick which you would like:

English

French

Spanish

Large print (tick language)

Audio-cassette (tick language)

ASCII on computer disk (tick language)

English braille

Also available:

Information Kit to support the International Day of Disabled Persons

This Kit is available in a number of formats. Please tick which you would like:

Danish

Dutch

English

Finnish

French

German

Greek

Italian

Mandarin

Portuguese

Russian

Spanish

Large print (tick language)

English audio-cassette

French audio-cassette

- Spanish audio-cassette
- ASCII on computer disk (not Mandarin or Russian)
- English braille

Single copies of each of the above are available free to disabled people and their organisations. For others interested, or for further copies of resource kits, we ask for a donation towards printing costs. Developing countries are exempt from this.

Also available but not free:

- Overcoming Obstacles to the Integration of Disabled People, a UNESCO sponsored report. PRICE: £8 (sterling).
- We Have Become People: A Report on the Results of Federal Disability Legislation in the United States of America. PRICE: £8 (sterling).

The above two documents are only available in English. Please tick which you would like:

- Standard print
- Large print
- Braille
- ASCII on computer disk

Please make cheques (only in pounds sterling or US dollars) payable to Disability Awareness in Action.

Your Name:

Your Address:

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**'Half a billion voices raised in unison for emancipation will not be denied' (Justin Dart)**

#### ORGANISATIONS INVOLVED

Disabled Peoples' International  
IMPACT  
Inclusion International  
World Federation of the Deaf

#### EXECUTIVE COMMITTEE

Chair: Joshua Malinga  
Vice Chair: Murray Holmes  
Treasurer: John Chillag  
Jane Campbell  
Mary Holland  
Sir John Wilson

#### PROJECT DIRECTOR

Rachel Hurst

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