

FEDOMA Strategic Plan 2009-2013



August 2008

Foreword

It gives me immense pleasure to introduce to you the new FEDOMA Strategic Plan 2008-2013 which is a culmination of close consultation with staff and representatives of DPOs that constitute FEDOMA.

I believe that you agree with me that a successful organization ought to know where it is coming from and where it is going and as such a Strategic Plan is an important tool. FEDOMA is no exception. The organization just concluded 2002-2007 Strategic Plan and felt the need to go back to the drawing board to formulate a new plan that would act as a compass as it charts its way for the next five years.

The last five years of the organization have witnessed successes and challenges and these have been used as basis to formulate the new Strategic Plan which will guide the organization into the future. It is worth noting that the new plan places emphasis on enabling the DPOs play a central role in the fight for the rights of persons with disabilities while FEDOMA plays the role of coordination.

FEDOMA feels that this focus will strengthen the DPOs' capacity into very effective institutions that should rise to meet the challenges of persons with disabilities in the 21st Century. As you know that a lot of interesting things have taken place in the history of disability both on the local and international scenes such milestones as the passage of the National Policy on the Equalization of Opportunities for Persons with Disabilities and also the coming into force of the UN Convention on the Rights of Persons with Disabilities.

It is in FEDOMA's interest to have effective DPOs that are able to take advantage of these positive developments and harness them for the betterment of the lives of persons with disabilities and this Strategic Plan will be very instrumental in playing this role.

FEDOMA believes that the full involvement of the DPOs in the process of developing the Strategic Plan has assisted in installing a sense of ownership of the plan which will play a pivotal role in propelling FEDOMA to greater heights.

FEDOMA feels greatly indebted to NAD for the support towards the formulation of the Strategic Plan and also to Basil Kandyomunda for the excellent facilitation that was very participatory and has culminated in this compass that will help steer FEDOMA into the future!

Acknowledgment

FEDOMA extends its gratitude to all that participated in the development of the Strategic Plan. These include representatives from member DPOs, MACOHA and other stakeholders.

We would also like to extend our gratitude to our development partner Norwegian Association of the Disabled (NAD) who provided funding for the entire process including the technical support from their regional consultant, Mr. Basil Kandyomunda. We are particularly grateful for his selfless enthusiasm and dedication that drove and inspired the workshop to optimal performance.

We are also grateful to our Chairperson who spared time to join us in the important workshop to chart the next 5 years. Yours was truly leading by example.

Special gratitude is also extended to the FEDOMA staff who worked behind the scenes to ensure the successful completion of this strategic plan.

To all of you, we shall forever remain grateful.

List of Acronyms

AIDS	Acquired Immune Deficiency Syndrome
APDM	Association of the Physically Disabled in Malawi and
CHAM	Christian Health Association of Malawi
COMESA	Common Market for East and Southern Africa
CSO	Civil Society Organisations
DIPAM	Disabled Persons Association in Malawi
DIWODE	Disabled Women in Development Malawi
DPO	Disabled Peoples Organisations
DSI	Danish Council of Organisations of Persons with Disabilities
DWOOM	Disabled Women and Orphans Organization of Malawi
EOP	End of Programme Evaluation
FEDOMA	Federation of Disability Organisations in Malawi
FODIRI	Forum for Disability Rights
GDP	Gross Domestic Product
HIV	Human Immuno Virus
ICT	Information, Communication and Technology
IHA	Integrated Household Survey
ILO	International Labour Organisation
IMF	International Monetary Fund
M&E	Monitoring and Evaluation
MACOHA	Malawi Council for the Handicapped
MADISA	Malawi Disability Sports Association
MANAD	National Association of the Deaf
MUB	Malawi Union of the Blind
NAD	Norwegian Association of the Disabled
NEC	National Executive Committee
NGO	Non-Governmental Organisation
OD	Organisational Development
PODCAM	Parents of Disabled Children Association in Malawi
PR	Public Relations
SADC	Southern Africa Development Community
SWOT	Strengths Weaknesses Opportunities and Threats
TAAM	The Albino Association of Malawi
TNM	Telecom Malawi
TOR	Terms of Reference
TV	Television
UNDP	United Nations Development Program
UNICEF	United Children's Fund
UNCRC	Convention on the Rights of the Child
WHO	World Health Organisation

Table of Contents

Foreword.....	ii
Acknowledgment.....	iii
List of Acronyms	iv
1. BACKGROUND INFORMATION ABOUT FEDOMA	1
1.1. Background.....	1
1.2. Purpose of the Plan	2
1.3. The Strategic Process	3
1.4. Focus of the Plan.....	3
2. SITUATIONAL ANALYSIS	4
2.1. Political, Economic, Social and Technological Context.....	4
2.1.1. Political Context.....	4
2.1.2. Economic Context.....	4
2.1.3. Social Context	5
2.1.4. Technological Context.....	7
2.2. Disability Situation in Malawi.....	7
2.2.1. Magnitude of the Problem of Disability.....	7
2.2.2. The Situation of DPOs in Malawi.....	8
2.3. Policy and Legal framework	8
2.4. SWOT Analysis.....	10
2.4.1. Strengths.....	10
2.4.2. Weaknesses.....	10
2.4.3. Opportunities	11
2.4.4. Threats.....	11
3. FEDOMA STRATEGIC DIRECTION 2009-2013.....	13
3.1. Vision Statement	13
3.2. Mission Statement.....	13
3.3. Values.....	13
3.4. Overall Goal	14
3.5. Strategic Aims	14
3.6. Target Group.....	14
3.7. Road Map.....	14
4. STRATEGIC CHOICES.....	15
4.1. Options and Rationale.....	15
4.1.1. Improving Coordination of DPOs.....	15
4.1.2. Providing a strong and unified voice for DPOs	15
4.1.3. Building Capacity of DPOs	16
4.1.4. Strengthening the institutional capacity of FEDOMA.....	16
4.1.5. Developing and implementing a sustainable Strategy	16
4.2. Strategic Objectives	16
4.3. Main Strategies	17
5. ACTION PLAN.....	18
5.1. The Plan.....	18
5.2. Key Assumptions.....	25
5.3. Implementation Strategies.....	26
5.4. Roles and Functions of Key Stakeholders.....	27
5.5. Organisational Structure	29
5.6. Monitoring and Evaluation	30

1. BACKGROUND INFORMATION ABOUT FEDOMA

1.1. Background

The history of the disability movement in Malawi can be traced to a regional meeting of associations of persons with physical disabilities which was held in Zimbabwe in 1984 to which persons with physical disabilities from Malawi were invited. The meeting subsequently led to the formation of a cross disability association, namely, Disabled Persons Association in Malawi (DIPAM) in 1988.

Although DIPAM was established to act as a mouthpiece for people with all types of disabilities, it became apparent that activities of the organization were monopolized by people with physical disabilities as was the composition of the organization's leadership. Within four years of its establishment, persons with disabilities other than physical having felt that their interests were neglected began to mobilize themselves to form their own representative associations.

As a result, in 1992, the Malawi National Association of the Deaf (MANAD) was formed to advocate and lobby for the rights of people with hearing impairments. This was followed by the formation of the Malawi Union of the Blind (MUB) in 1994. The Association of Albinos in Malawi (TAAM) emerged in 1995. A year later, Disabled Women in Development (DIWODE) was established in 1996. In 1997, two disability activists, namely, late George Claver (who was later appointed to a cabinet portfolio as the first Minister responsible for disability issues) and Mussa Chiwaula, formed the Forum for Disability Rights (FODIRI), an association whose objective was to lobby for increased inclusion of disability issues in the national development agenda. This was followed by the establishment of the Malawi Disability Sports Association (MADISA) in 1998 to lobby for increased participation of people with disability in sporting activities. The formation of MADISA was followed by the establishment of Parents of Disabled Children Association of Malawi (PODCAM) in 1999.

The mushrooming of associations of people with disability in the 1990s led to the erosion of the mandate and authority of DIPAM since it was mainly dominated by people with physical disabilities. DIPAM was 2002 later replaced by the Association of the Physically Disabled in Malawi (APDM) mainly established to lobby and advocate for the interests and rights of people with physical disabilities.

Until March 1999, each of the associations operated as separate entities relying in varying degrees on MACOHA for office space, human, financial and technical capacity. This development resulted in lack of a coherent approach in the fight for inclusive approaches. As a result, in March 1999, the Federation of Disability Organisations in Malawi (FEDOMA) was born with support from the Danish Council of Organisations of Persons with Disabilities (DSI) at a meeting attended by the then existing 7 DPOs thus replacing DIPAM.

FEDOMA's overall responsibility is to provide a unified voice for all persons with disabilities through lobbying and advocacy activities towards an inclusive Malawi.

FEDOMA's founding objectives include:

- To advocate for and monitor the equalisation of opportunities for people with disabilities as stipulated in the United Nation's Standard Rules.
- To advocate and influence disability policy and monitor the situation and programmes to ensure that resources and services reach the target groups of persons with disabilities.
- To coordinate and strengthen the capacity of the affiliated DPOs

Since its inception, FEDOMA has organised and has been involved in various activities towards the realisation of its objectives. These have covered the following areas among others:

- Conducting community awareness building campaigns, rallies and workshops to sensitise the communities on disability issues.
- Organising orientation workshops for members of parliament and journalists to sensitise them on disability issues.
- Lobbying Government on the need for a national disability policy.
- Played a significant role in the development of the national disability policy, which was approved by Parliament and is currently involved in the review of the Handicapped Persons Act.
- Organizing leadership-training workshops for the leaders of all the affiliated organisations to assist the organisation effectively carry out their mandate.
- Organising training workshops on economic empowerment and business management skills for parents of children with disabilities.
- Carried out a study on the living conditions of people with activity limitations
- Trained youths with disabilities in lobbying and advocacy for disability rights
- Carried out a study on the impact of HIV/AIDS and information to reproductive health and services.
- Organised community awareness campaigns on the rights of children with disabilities.
- Trained parents and guardians of children with disabilities in business management and gave them loans to run small scale businesses

1.2. Purpose of the Plan

FEDOMA's last strategic plan ended in 2007, and although it had been planned to develop a new plan in 2007, due to other pressing demands the planning phase was postponed till 2008. This exercise besides generating a

new strategic plan 2008-2011, it was also meant to mobilise the member organisations to reflect on the past achievements of FEDOMA and harness their support and ownership of the their umbrella organisation, FEDOMA.

The strategic plan on the other hand is supposed to aid FEDOMA in her negotiations with her development partners including but not limited to NAD and Atlas Alliance on their future input.

The number of affiliate DPOs to FEDOMA is ever increasing but the majority of them being young still look to FEDOMA for support both financial and technical. For FEDOMA to continue being relevant and fulfilling her mandate it is necessary to have a strategic plan to guide this process.

The increasing demands on the federation also mean that it is necessary to review the current structure and where necessary make appropriate adjustments.

1.3. The Strategic Process

The process of formulating the strategy and putting it in place involved consultations with all the DPO affiliates of FEDOMA over a period of two days as well as the secretariat staff.

The plan has been produced by a process of review which consisted of review of the achievements of FEDOMA so far of the efforts made to coordinate DPOs, build their capacity as well as and a preview during a four-day strategizing workshop held Hippo View Lodge.

The plan synthesizes the strategic choices from a variety of scenarios, options and concerns deemed critical for DPOs' continued impact on disabled people's rights, welfare and development in the years to come.

1.4. Focus of the Plan

The strategic plan is an indicative visionary plan covering the period up till 2013. It calls for transformation, renewal and adaptation to the changing times of contemporary realities in the situation of persons with disabilities and their DPOs. Its focus is on the need for building a strong umbrella organisation that is able to mobilise DPOs in Malawi, build their capacity and continue acting as a collective voice for all persons with disabilities in the country.

To ensure the effective implementation of the strategy FEDOMA will establish the necessary structures within its leadership (drawn from DPOs) and management to ensure that the DPOs are effectively coordinated, their capacities and that of the secretariat built to enable them play their mandate of acting as a strong voice for advocacy on the needs and concerns

of persons with disabilities in the country. Effective implementation of the strategy will be dependent on refocusing FEDOMA to refocus its mandate from the needs of individual persons with disabilities to the DPOs. It was observed during the strategic planning workshop that it is instead DPOs that should be strengthened to directly mobilise and work with their constituencies (persons with disabilities) through their local branches.

Above all however, the strategic plan calls for implementation, which will be achieved through articulate, annual operational plans to which the various development partners (donors and other stakeholders) should subscribe to, and support.

2. SITUATIONAL ANALYSIS

2.1. Political, Economic, Social and Technological Context

2.1.1. Political Context

Malawi is a land locked independent country in the South Eastern part of Africa. It has a total of 119,140 sq.kms, of which 20% is covered by water bodies. The country attained its independence from Britain in 1964, became a republic in 1966 and embraced a multi party system of government in May 1994. Since the mid 2000, the country has registered significant milestones including debt relief of US\$ 3.5 billion and economic growth of up to 8.5% in the 2006/07 financial year. These achievements have resulted from bold steps taken by government towards economic liberalization and structural reform.

Like most of the countries in the region, Malawi is a member of the British Commonwealth, the Southern Africa Development Community (SADC) and the Common Market for East and Southern Africa (COMESA)¹

The Republic of Malawi is divided into 27 administrative districts; Balaka, Blantyre, Chikwawa, Chiradzulu, Chitipa, Dedza, Dowa, Karonga, Kasungu, Likoma, Lilongwe, Machinga (Kasupe), Mangochi, Mchinji, Mulanje, Mwanza, Mzimba, Ntcheu, Nkhata Bay, Nkhotakota, Nsanje, Ntchisi, Phalombe, Rumphu, Salima, Thyolo, Zomba, with the capital located in Lilongwe.

2.1.2. Economic Context

The United Nations Development Program (UNDP) Human Development Index ranks Malawi as one of the ten least developed countries (UNDP:

¹ For detailed information on the country's political system, please refer to: Office of the President and Cabinet. (1987). Republic of Malawi: Statement of development policies, 1987 – 1996. Lilongwe. Author; Wikipedia: The Free Encyclopaedia. <http://en.wikipedia.org/wiki/Malawi>

2004, cited in ILO, 2007 p.4) The country's economy is largely agro-based and significantly dependent on financial inflows in the form of development aid and budgetary support from the International Monetary Fund (IMF), the World Bank and individual bilateral donor countries especially from the north. Apart from budgetary support and related grants, countries from the northern hemisphere support Malawi in the areas of agriculture and food security, education, health, the judiciary and the rule of law and internal security. In 2003, the country's Gross Domestic Product (GDP) per capita income stood at US\$ 195.3 with GDP at US\$ 7.67 billion.

Results of the 1998 Integrated Household Survey (IHS) indicate that 65.3% of the population was poor with 90% of persons who lived in rural areas, surviving below the poverty line (National Statistical Office, 1998 cited in FEDOMA, University of Malawi and SINTEF: 2004, p.32).

The Malawi Poverty Reduction Strategy Paper, launched 2006 revealed that 90% of the population live in rural areas and of these 66.5% live in poverty. The majority of persons with disabilities fall in this category.

For that matter, the Malawi Growth and Development Strategy which is the overarching policy agenda puts emphasis on six priority areas of agriculture and food security; irrigation and water development; transport infrastructure development; energy generation and supply; integrated rural development; and prevention and management of nutritional disorders, and HIV and AIDS.

However, the persons with disabilities as a group are not yet substantially benefiting from the poverty reducing initiatives being implemented as part of this strategy. According to persons with disability leaders:

- Due to poverty persons with disabilities expect hand-outs from DPOs and FEDOMA
- Persons with disabilities have little access to loans and grants
- The majority of the households of persons with disabilities live in extreme poverty
- Persons with disabilities still experience discrimination at service provision level
- Persons with disabilities have little access to most basic necessities
- Services and programmes specific for persons with disabilities are still not yet a priority for government. This is for instance reflected on the minimal budgetary allocation to the Ministry for Persons with disabilities.

2.1.3. Social Context

Recent estimates place the population of Malawi at about 12 million persons. These estimates take into account the effects of excess mortality due to AIDS; this can result in lower life expectancy, higher infant mortality and death rates, lower population and growth rates, and changes in the

distribution of population by age and sex than would otherwise be expected (July 2004 est.)

It was estimated that in 2003 literacy rate in Malawi stood at 51% for males and 64% for females. In 2004, life expectancy at birth was 37.5 years for men and 38.2 years for women. Gross enrolment ratio in education (combined) was 77% among boys and 71% among girls, adult literacy rate had improved to 75.5% for males and to 48.7% for females (UNDP: 2004, cited in ILO, 2007, p 4) while HIV and AIDS prevalence rate was estimated at 14% of the population (UNAIDS-UNICEF-WHO, 2004).

Most persons with disabilities continue to find it had to access basic services such as education, health, training and employment due to environmental, institutional, attitudinal, economic and social barriers (Malawi Government, 2006, pp.1-8). In particular women with disabilities rank significantly lower than their male counterparts as well as their female non disabled counterparts in terms of access to education, employment and earnings (ILO, 2007, pp.3-4). This may partly explain why persons with disabilities are identified alongside orphans, women and children, the elderly and street children as the most marginalized and vulnerable persons in Malawi (Malawi Government: 2002).

The 1998 Integrated Household Survey conducted by the National Statistical Office revealed that 65.3% of the population is poor and this translates to approximately 6.3 million Malawians (National Statistical Office, 1998). According to the Malawi Poverty Reduction Strategy Paper, 90% of the population live in rural areas and of these 66.5% live in poverty. This situation is made worse by the fact that 25% of the households in Malawi, according to the integrated household survey are headed by women.

In terms of health care, services are structured into six levels, namely health posts, health centres, rural hospitals, district hospitals, central hospitals and specialised hospitals (e.g. leprosy and mental hospitals). The Ministry of Health and Population is by far the largest provider of health services, followed by the Christian Health Association of Malawi (CHAM) which runs Christian church-owned health centres and hospitals.

The Ministry of Health and Population recognises the poor health status of Malawians and attributes this, among other factors, to high levels of poverty, illiteracy, drug shortages in health facilities, inadequate budgetary allocation and poor staffing levels in the Ministry of Health and Population (Ministry of Health and Population, 1995, pp.17-19). While Malawi is one of the countries with the worst health indicators in the world, there have, nevertheless, been improvements in some basic health statistics as documented by UNICEF and the Ministry of Health and Population.

Between 1971 and 1994 services and programmes for persons with disabilities were largely based on charity. Not much was done during this period because; there was no policy to guide the implementation of activities

in the disability sector. The 1994 Malawi Constitution however recognised and incorporated disability and the need to implement development and humanitarian programmes based on non-discrimination. The creation of the Ministry for People with Disabilities to look into disability issues can thus be considered as one of the major landmarks in the disability historical timeline of the country.

2.1.4. Technological Context

Although Malawi is one of the poorest countries in the world it is slowly catching up with the information communication technology wave. The worldwide web internet is accessible in many places especially the cities and towns and so is the mobile telephony. This aids communication not only within the country but also with the outside world. In this respect, FEDOMA is taking advantage and in partnership with TNM, all DPOs have been connected to the mobile telephony to ease communication. Likewise, FEDOMA is entering into partnership with Skyband, Malawi to access the Secretariat to the broadband which will ease internet and e-mail access. It is anticipated that with broadband access, DPOs can have their web pages developed and hyperlinked and / or hosted to the FEDOMA website.

Malawi also has access to television and radio as a means not only for entertainment but also for informing and educating its citizens. This provides a big opportunity for the disability movement to educate the public about the disability issues in the country.

FEDOMA has also entered into partnerships with foundations and trusts that are enabling persons with disabilities to access assistive devices and other medical technology to aid their functionality such as mobility aids, hearing aids, Braille equipment and many others. In addition, some organisations such as CURE Children's Hospital have established hi-tech technology that enables to undertake complex corrective surgery on children with disabilities that was hitherto only available outside the country.

Nevertheless, there is still a lot to do in the area of technology. For example, the whole arena of transport is still disability un-friendly, while there is still dire need for software to aid communication on TV, computers, etc.

2.2. Disability Situation in Malawi

2.2.1. Magnitude of the Problem of Disability

In 1983, it was estimated that there were 190,000 persons with disabilities (or 2.9% of the total population) in Malawi. Of these, 93% lived in rural areas, 2.3% were in the 5-14 year age range, 3% were in the 15-29 age bracket and 40% were between 15 to – 45 years of age (National Statistics Office, 1987, pp.6-8). However, a more recent study on Living Conditions among Persons with Activity Limitations revealed that the mean prevalence

rate of persons with disabilities has gone up to 4.2% which is 30% higher than that of the 1983 survey (FEDOMA et al, 2004, p.56). Statistically, the number of persons with disabilities currently stands at 480, 000 and of these 49.5% are female while 50.5% are males. Persons with physical disabilities constitute 43% of the total population of persons with disabilities, followed by persons with visual impairments at 23% and hearing impairments at 11%. Forty three percent of the disabilities are caused by illness, congenital (17%) while accidents accounts for 15%. Furthermore, 59% of persons with disabilities acquire disabilities at birth or by the age of 10, 11% between the age of 11 and 20, 23.5% between 20 and 60 years of age and finally 7% acquire disabilities after 60 years of age (ILO, 2007, p.3). These statistics point to inadequacies in disability prevention, early detection and intervention measures as contributors to the high prevalence rate of disability in the country.

2.2.2. The Situation of DPOs in Malawi

The disability movement is young with the majority of the DPOs formed in the 1990s. The majority these DPOs are still functionally weak. Their capacity is highly compromised by inadequacies in leadership skills, poor representation especially at community and district levels and a piece meal approach towards capacity building for self advocacy (empowerment).

Furthermore, apart from PODCAM² and Malawi Union of the Blind (MUB), the rest of the DPOs are largely concentrated in the southern region of Malawi with poor representation in the north and central regions at grassroots (community) and district assembly levels. In terms of financial and technical support, individual associations are solely dependent on international agencies, namely, Norwegian Association of the Disabled (NAD), Sight Savers International, Norwegian Association of the Blind and partially Sight, Norwegian Association of Persons with Developmental Disabilities and the United States Agency for International Development for their sustenance both in terms of funding for programs and personnel costs. Locally, Government's funding support is limited to funding International Day of persons with Disabilities³.

2.3. Policy and Legal framework

Malawi is a signatory to several international Conventions, agreements and instruments. These include a total of twenty nine (29) International Labour Organization (ILO) conventions including Convention (No.159) on Vocational Rehabilitation and Employment of Persons with Disabilities which Malawi the first country was the first to ratify in Africa in 1986; Convention

² PODCAM has presence (branches) in 19 out of the 27 districts

³ It should be noted that the Malawi NGO Act restricts government from funding NGOs. However, this now considered out of step with the current realities on the ground, since government and NGOs are supposed to be actors as observed by participants at the Strategic Planning Workshop.

number 111 on Discrimination in Employment and the related Equal Remuneration Convention (no.100).

In addition, the country ratified the African Charter on Human and Peoples Rights of 1981 in 1989, the UN Convention on the Rights of the Child (UNCRC) of 1989 in 1991 and the International Covenant on Civil and Political Rights of 1966 in 1994.

Other important conventions of importance to persons with disabilities include:

- The Alma Ata Declaration of 1978, which emphasises inclusion of the rehabilitation approach into the primary health care system;
- The World Programme of Action 1983, which advocates for full participation of persons with Disabilities in the development process;
- The World Declaration on Education for All, 1990; and needs of persons with disabilities which enshrines the right of access to education for all
- The Vienna World Conference on Human Rights 1993 Resolutions, which stipulate promotion of rights of Persons with Disabilities;
- The UN Standard Rules for Equalisation of Opportunities 1993, which guides policy making;
- The UNESCO Salamanca Framework of Action on Special Needs Education 1994, which emphasises promotion of education and education, and inclusion of all Children with Disabilities.

Recently, Malawi has signed the Convention on the Rights of Persons with Disabilities although it is yet to ratify the same convention.

The principles of non-discrimination, equal rights and equalization of opportunities in the cited conventions are reflected to varying degrees in government policies and legislation, an indicator that the government has tried to domesticate international legal provisions into her domestic laws. For that matter, a number of government policies and legislation do address disability issues. Some like the National Policy on Equalisation of Opportunities for Persons with Disabilities (2006) are most comprehensive than others.

The Policy acknowledges disability as a social issue and recognizes constitutional and UN provisions and declarations on disability. Its framework takes a human rights based and development approach to disability. The purpose is to “promote the rights of persons with disabilities to enable them play a full and participatory role in society”. Its aim is “to ensure that concrete steps are taken for persons with disabilities to access the same fundamental rights and responsibilities as any other Malawian citizen. This means that there must be integration of disability issues in all government development strategies, planning and programmes...” (Malawi Government, 2006, pp.1-2).

In terms of disability legislation, the Handicapped Persons Act of 1971 has so far been the only disability specific law in the country. However, in 2004, Malawi drafted two bills one being a review of the Handicapped Persons Act of 1971 while the other on Equalization of Opportunities for Persons with Disabilities. Once passed into law, the latter will serve to enforce implementation of the National Policy on Equalization of Opportunities for Persons with disabilities.

2.4. SWOT Analysis

During the strategic planning workshop, the participant identified the strengths, weaknesses, opportunities and threats for FEDOMA and indeed the disability fraternity. This strategy will build on the observed strengths and take advantage of the opportunities, while responding need to the weaknesses and threats.

2.4.1. Strengths

- FEDOMA has members/affiliates which support it financially and technically.
- FEDOMA has its own premises with office buildings, assets and vehicles and secretariat
- FEDOMA is affiliated to international and local networks
- FEDOMA has the ability to mobilize member organizations
- FEDOMA has been good at mobilising financial and non-financial resources to support her work
- FEDOMA enjoys good partnership with government and has so far participated actively in formulation of, and influenced a number of policies and programmes
- FEDOMA follows good governance policies such as holding timely board election meetings
- FEDOMA is a recognised CSO registered with the Council for Non-Governmental Organizations in Malawi
- FEDOMA has operational and functional policies and systems
- FEDOMA upholds accountability and transparency systems
- FEDOMA has built leadership capacity in DPOs

2.4.2. Weaknesses

- FEDOMA is considered not to have been successful yet in providing an effective coordinating and networking mechanism for DPOs
- FEDOMA is construed to be more in competition with the DPOs rather than collaboration and cooperation
- FEDOMA has promoted its own agenda (self representation) since the member DPOs do not effectively participate in influencing its agenda.
- The capacity building agenda for DPOs has not been based on proper assessment of the needs of the respective DPOs

- The Secretariat has remained thin, with basically only one person (the head) with the professional expertise to lead the federation to fulfil its mandate which is obviously not humanly possible.
- Limited resources both financial and material
- Over-reliance on one donor (NAD)
- FEDOMA does not have branches in some parts of the country – most presence in the south (but the debate is whether FEDOMA should open branches anyway, and if so at what level?)

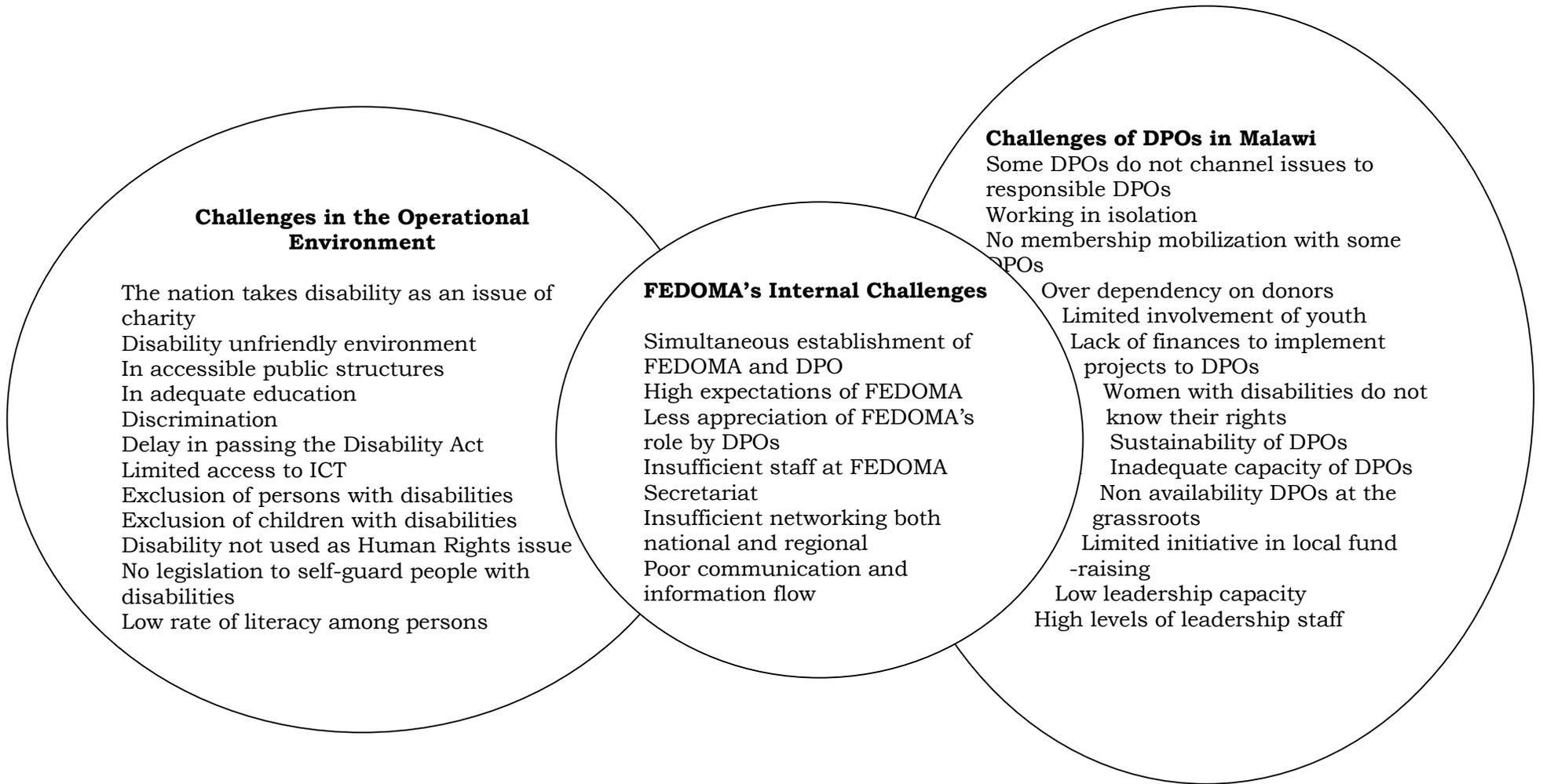
2.4.3. Opportunities

- Existence of the Ministry of Persons with Disabilities and the Elderly
- The development of the National policy on the equalization of opportunities for persons with disability
- The UN convention on the rights of persons with disabilities which the Government of Malawi has signed (although not yet ratified)
- Recognition of disability as a cross-cutting issue
- The affiliation of FEDOMA to both local and international organizations.
- The existing good relationship with the corporate sector
- There are quite a number of enabling laws that support the disability advocacy agenda
- The existence of an advisor on issues of disability in the office of the President
- The forth-coming elections which provide an opportunity for FEDOMA to influence the political parties' manifestos but also an opportunity for persons with disabilities to contest for parliamentary seats
- Emerging number of other organizations of seemingly like vision, interested and empathetic to the disability cause.

2.4.4. Threats

- Donor dependency
- Delays in passing the Persons with Disabilities Act and other relevant policies
- Diversion of focus from disability to elderly
- The current political impasse which holds many Malawians especially the poor in great anxiety
- The NGO law that limits NGOs from accessing government funding
- Inadequate funding for most DPOs
- Reluctance of Government of Malawi to respond to the demands of persons with disabilities
- Politicising demands of disabled people (misinterpretation by government) and yet government politicises any help to persons with disabilities
- Negative attitudes and perceptions among the public towards disability
- Limited cooperation among the DPOs

Fig.1: Diagrammatic Representation of Challenges faced by FEDOMA and the Disability Movement in Malawi



3. FEDOMA STRATEGIC DIRECTION 2009-2013

This section contains the strategy focus for FEDOMA and its stakeholders for the next five years. It spells out the foundations on which the strategy rest, namely the Vision, the Mission, the cherished values and philosophy and the target groups.

It outlines the long journey from the current situation to the desired future scenario contained in the vision.

3.1. Vision Statement

FEDOMA strives for an inclusive barrier free society where every individual is able to maximize their fullest potential

3.2. Mission Statement

FEDOMA is an umbrella of Disability Organisations which works to unify, coordinate efforts and strengthen the advocacy work of its affiliates for the well being of people with disabilities in Malawi.

3.3. Values

- Integrity
- Non-partisan
- Accountability and transparency
- Equality
- Participation
- Respect for human rights
- Tolerance
- Commitment to duty
- Objectivity
- Equal opportunities (Equity)
- Flexibility
- Team work
- Honesty
- Gender sensitivity
- Good governance
- Belief in God

3.4. Overall Goal

The overall objective of FEDOMA is to serve as an effective mechanism for coordinating, building capacity of DPOs to effectively advocate for the wellbeing of persons with disabilities.

3.5. Strategic Aims

1. Well coordinated disability organisations that are effectively promoting the mandate of the disability movement in Malawi
2. Strengthened federation secretariat able to effectively lead the disability movement in Malawi
3. Strengthened DPOs effectively running as democratic organisations of persons with disabilities in Malawi
4. Unified disability movement effectively promoting and advocating for the rights of persons with disabilities
5. A federation with increased and diversified means of income to sustain its programmes

3.6. Target Group

Whilst in general terms the number one concern and the reason for the existence of FEDOMA are the person with disabilities in Malawi, for purposes of serving her mandate as an umbrella body, FEDOMA will focus on DPOs as her direct beneficiaries. This will enable her to have clear roles in terms of coordinating, capacity building and acting as a unifying voice to advance the advocacy agenda of the disability movement in the country. FEDOMA as an umbrella body of DPOs believes that once it supports and builds capacity of DPOs and coordinates their advocacy efforts, then the individual persons with disabilities will be better served by their respective DPOs.

To a large extent, this will reduce the possibilities for duplication of efforts of FEDOMA and the DPOs and between DPOs.

It should also be emphasised that the disability movement in Malawi believes that it is the responsibility of the government to ensure that persons with disabilities do access their basic needs and rights. The mandate of the DPOs then is to advocate for inclusive laws, policies and programmes that can ensure these rights are observed.

3.7. Road Map

The following strategy map illustrates and sets out the task at hand in the coming years. To break away from the current undesirable situation, the federation has to start on a number of short-term activities as summarized in the strategic objectives. They in turn will propel the achievement of the

desired results as listed in the strategic aims, the medium-term effects. The strategic aims are the indicators of the achievement of the vision.

However, for the federation to succeed there are a number of critical success factors that have to be in place to enable it achieve its mission and realize the vision:

- Visionary leadership for each DPO
- A pro-disability legal and policy framework,
- Coordination mechanisms at leadership, management and technical levels
- Competent and well motivated staff within the secretariat and the DPOs
- Adequate resources to enable all DPOs to have functional programmes (“from the current sitting to a running position”)
- Functional policies, systems and procedures both within the federation secretariat but also DPOs (democratic institutions)

4. STRATEGIC CHOICES

4.1. Options and Rationale

4.1.1. Improving Coordination of DPOs

Rationale

- Different levels of DPOs in terms of capacity Resources etc Prevents Proper coordination and working together
- Hiding of information amongst the DPOs for fear of Donors shifting interest from one donor to another
- DPOs within FEDOMA compete with each other for one donor due to lack of coordination
- Lack of information from DPOs to FEDOMA is working coordination work very difficult for FEDOMA
- Working in isolation has made members from DPOs who are representing FEDOMA in meetings o talk about issues for their DPOs and not FEDOMA as a whole.
- There is need for both FEDOMA and DPOs to circulate reports whenever presentations have been made.

4.1.2. Providing a strong and unified voice for DPOs

Rationale

- PWDs do not have a chance of getting loans due to negative attitudes of lending and financing institutes
- PWDs are poor of the poorest and usually they require assistance of friend
- Limited access to education due to poor infrastructure, resources, negative attitude.

- Disability is not yet considered as human rights issue so most of the time it is taken as charity issues eg low participation of women and youth with disabilities in development program and activities
- Limited access to information and modes of information

4.1.3. Building Capacity of DPOs

Rationale

- The DPOs are not spread across the country
- Limited of the DPOs at the grass roots in some districts
- Low literacy rate amongst the leadership and membership of the DPO
- Low level of skills for lobbying advocacy
- Too much dependency on individual's good will
- Follow up of Capacity Building Initiatives
- Internal power dynamics

4.1.4. Strengthening the institutional capacity of FEDOMA

Rationale

- Structure to relate fully to mandate of FEDOMA
- Poor communication between the secretariat and DPOs
- FEDOMA to link DPOs to internal and external donors
- Equipment and systems

4.1.5. Developing and implementing a sustainable Strategy

Rationale

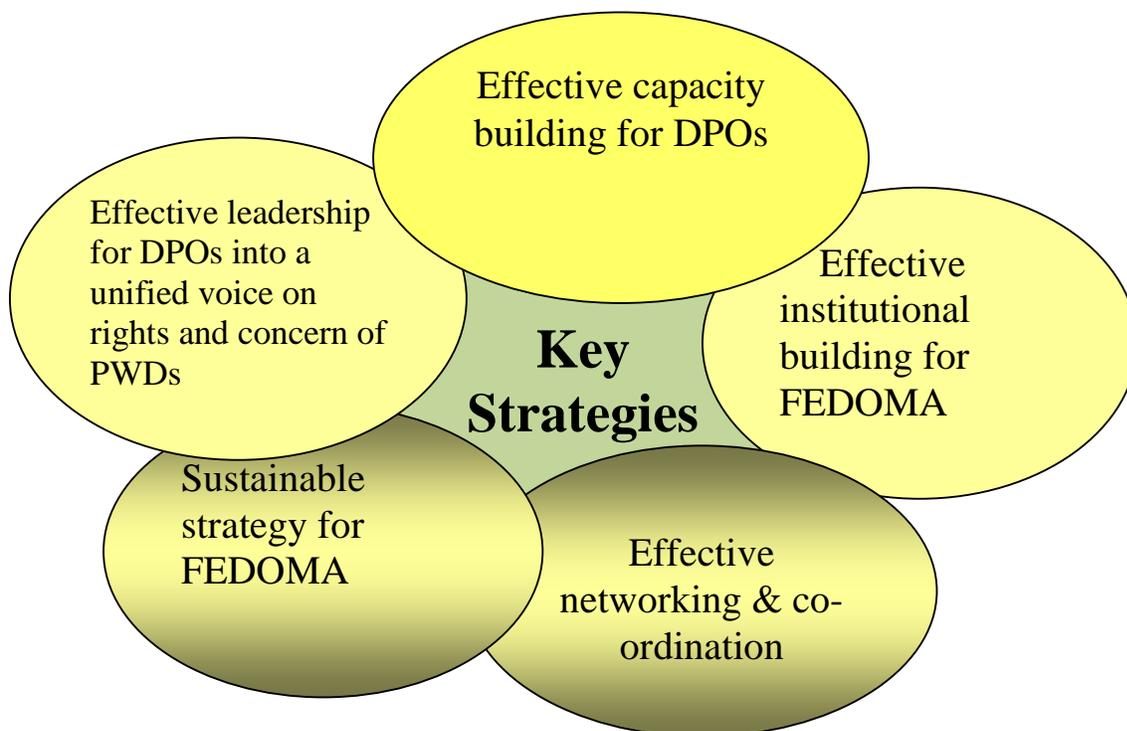
- Over dependency on external donors
- No local fundraising strategies and activities
- No resources for income generating for sustainable development of FEDOMA affiliates
- FEDOMA not adequately marketed locally to different stakeholders to interest local donors.
- Some DPOs have no strong financial base to support FEDOMA
- People coordinating FEDOMA and DPO joint activities not giving it adequate time
- Team work and solidarity still missing among the disability fraternity

4.2. Strategic Objectives

1. To provide an effective mechanism for all DPOs in Malawi to coordinate their efforts while promoting their individual organisational mandates.

2. To provide capacity building support to DPOs to develop into strong and effective institutions for championing the rights of PWDs in Malawi
3. To provide a voice for DPOs and persons to strengthen their advocacy on the promotion of the rights of persons with disabilities.
4. To strengthen the capacity of FEDOMA Secretariat to effectively play their mandate as an umbrella organisation of DPOs
5. To increase FEDOMA funding portfolio through diversification of funding sources and activities.

4.3. Main Strategies



5. ACTION PLAN

5.1. The Plan

STRATEGIC ACTIONS	PERFORMANCE INDICATORS	MEANS OF MEASUREMENT	RESP. CENTRE	Time frame				
				2009	2010	2011	2012	2013
S.O 1: To provide an effective mechanism for all DPOs in Malawi to coordinate their efforts while promoting their individual organisational mandates.								
Develop an information sharing system and develop effective tools btwn Fedoma and DPOs	An information sharing system in place and functional	Copy of the Information Sharing System	Executive Director	x				
Initiate Forums for NEC Chairpersons, Executive Directors of affiliate DPOs	TOR for NEC chairpersons Forum developed and agreed DPOs to develop TORS	Copy of TOR	Executive Director	x				
Conduct biannual meetings for Chairpersons of affiliate DPOs	10 biannual meetings organised successfully for NEC chairpersons	Minutes of meetings	FEDOMA Chairperson	x	x	x	x	x
Conduct quarterly coordination meetings for Executive Directors of DPOs	At least 4 coordination meetings organised successfully per year for Executive Directors - these can be measured by the level of participation and level of attendance by EDs	Minutes of meetings	Executive Director	x	x	x	x	x
Conduct periodic team	5 Team Building Workshops	Workshop reports	Executive					

building workshops for DPO leadership (at least one per year) e.g. conduct CADECO on the issue of training for DPOs, leadership training for youth,	organised	and lists of participants	Director	x	x	x	x	x
Establish a Broadband Internet Server at the Secretariat and host affiliate DPOs' internet and E-mail addresses DPOs need to have their own email addresses	A Broad band internet server in place and functioning	Service Agreement	PR / Information Officer	x				
Develop and maintain a Federation website with web pages for affiliates / or links	A web site and DPO web pages / links operational at FEDOMA secretariat	A functional website Functional web pages for DPOs	PR / Information Officer	x	x	x	x	x
Conduct periodic joint field visits (district and regional) to meet local branch members	Number of joint visits successfully conducted	Reports	Executive Director	x	x	x	x	x
Establish regional coordination offices in Northern and Central regions	Coordination Offices established and functional	Monthly reports Physical visits to coordination regional offices	Executive Director	x	x			
Conduct regular support supervision (coordination) meetings to DPOs	Number of monitoring and support supervision visits undertaken	MSS reports	Executive Director	x	x	x	x	x
Establish a periodic reporting mechanism	A reporting mechanism in place and effectively being used	Copies of periodic reports	Executive Director	x				
Facilitate sharing of	Number and frequency of	Copies of shared	Information					

information between affiliate DPOs	information shared between DPOs through the Secretariat	documents especially monthly briefs	Officer	x	x	x	x	x
Initiate and implement cross-cutting projects e.g in HIV/AIDS, Capacity building etc	Number of joint projects successfully implemented	Joint project reports	Executive Director	x	x	x	x	X
Undertake quarterly and annual consultative, planning and review meetings	Number of quarterly and annual consultative, planning and review meetings successfully organised	Reports / minutes / notes of meetings	Executive Director	x	x	x	x	x
S.O 2: To provide capacity building support to DPOs to develop into strong and effective institutions for championing the rights of PWDs in Malawi.								
Undertake a capacity and competence mapping study for all affiliate DPOs to determine capacity gaps	A comprehensive capacity and competence mapping study undertaken covering all member DPOs	Capacity needs assessment report	OD Support Manager	x				
Develop a DPO Leadership Induction manual for NEC members	A DPO Leadership Induction manual developed and in use	Copy of the manual	OD Support Manager	x				
Organise training for the DPOs political structures in identified leadership / management skills	Number of training sessions successfully organised for DPO NECs in leadership and management skills	Training Reports	Executive Director	x	x	x	x	x
Develop DPO management Handbook to guide Executive Directors of DPOs in Malawi	DPO Directors Handbook developed and in use	Copy of the Director's Handbook	Executive Director	x	x			
Organise training for the DPOs senior management in identified leadership / management skills	Number of training sessions in leadership and management skills successfully organised for DPOs senior managers	Training reports	OD Support Manager	x	x	x	x	x

Develop specific training manuals for technical staff (e.g Advocacy, Policy Analysis, Fundraising and Resource Mobilisation etc)	Training Manuals and handbooks for DPO technical staff developed and in use	Copies of manuals	OD Support Manager	x	x	x	x	x
Organise training for the DPOs technical staff in identified and relevant knowledge and skills	Number of training sessions successfully organised for the DPOs technical staff	Training reports	OD Support Officer	x	x	x	x	x
Undertake a Donor research for DPOs in Malawi	A Donor research for DPOs in Malawi undertaken and results shared between DPOs	Research Report on Donor profiles	Executive Director	x				
Link individual DPOs to resource networks / donors	Number of DPO initiatives successfully linked to potential donors	Partnership agreements	Executive Director	x	x	x	x	x
Initiate partnership projects with specific DPOs	Number of partnership projects (FEDOMA / Specific DPOs) successfully implemented	Project proposals Project reports	Executive Directors	x	x	x	x	x
S.O 3: To provide a voice for DPOs and persons to strengthen their advocacy on the promotion of the rights of persons with disabilities.								
Develop a joint advocacy strategy for the federation	An advocacy strategy developed and in use	Actual advocacy strategy document	Advocacy Officer	x				
An advocacy handbook / guide developed for use by DPOs	Number of handbooks printed and distributed amongst DPOs	Copy of the Advocacy Handbook / Guide / Manuals	Advocacy Officer	x				
Train DPO leaders and technical (advocacy) officers on effective lobbying and advocacy skills	Number of sessions effectively undertaken Number of DPO leaders and advocacy officers participating in training	Training session reports	Advocacy Officer	x	x			

	sessions							
Organise preparatory meetings for DPO leadership and technical personnel	Number of meetings organised	Advocacy preparatory meeting minutes	Advocacy Officer	x	x	x	x	x
Develop and disseminate joint sensitisation / awareness strategy	A joint sensitisation / awareness strategy developed and in use	Copy of the strategy	Advocacy Officer	x				
Undertake joint awareness meetings / workshops at district level for community leaders political leaders, for media.	Number of awareness meetings / workshops successfully organised	Workshop reports.	Advocacy Officer	x	x	x	x	x
Organise public awareness campaigns on key and specific disability issues including the media and other means	Number of campaigns successfully organised	Campaign reports	Advocacy Officer	x	x	x	x	x
Identify role models and allies to participate in disability advocacy at national and local levels	Number of role models identified and participating	List of role models and their addresses	Advocacy Officers for each DPO	x	x	x	x	x
Participate in policy formulation and reviews	Number of policies successfully influenced by DPOs' participation	Copies of policy documents	Advocacy Officer	x	x	x	x	x
Organise quarterly M&E meetings to assess progress of awareness, and advocacy activities	Number of quarterly meetings conducted	Quarterly Reports	Advocacy Officer	x	x	x	x	x
S.O 4:To strengthen the capacity of FEDOMA Secretariat to effectively play their mandate as an umbrella organisation of DPOs								
Undertake a competence mapping study for the FEDOMA secretariat	A comprehensive capacity and competence mapping study for the Secretariat	Competency Mapping Report	OD Support Officer	x				

	undertaken							
Restructure the secretariat – alignment of the structure to the mandate	Restructuring of the Secretariat successfully undertaken	Restructuring report	OD Support Officer	x				
Recruit additional personnel – in accordance with the identified human resource gaps	Number of new staff recruited, inducted and placed	Staff rolls	OD Support Officer	x	x			
Organise in-house staff training sessions	Number of in-house training sessions successfully conducted for staff	Training reports	OD Support Officer	x	x	x	x	x
Review FEDOMA constitution	FEDOMA constitution reviewed	Reviewed Constitution	OD Support Officer	x	x			
Review key FEDOMA policies, manuals and develop the non-existent (financial, human resource etc.)	Internal policies reviewed / developed	Copies of internal policy documents and manuals	OD Support Officer	x	x	x		
Develop and maintain an MIS (Database)	An MIS system developed and functional	Evidence of an MIS system developed	OD Support Officer	x	x	x	x	x
Purchase new equipment and software (computers, printers, copiers, etc)	Number and types of essential equipment purchased and installed	An inventory of equipment	OD Support Officer	x	x	x	x	x
Conduct periodic monitoring and evaluation activities	Number of monthly and quarterly monitoring visits and meetings organised	Monthly and quarterly reports	OD Support Officer					
	Joint Annual review meetings	Annual Review Reports		x	x	x	x	x
	Mid-term external evaluation conducted	Midterm Review Report						
	End of period external	EOP Evaluation						

	evaluation conducted	Report						
S.O 5: To increase FEDOMA funding portfolio through diversification of income sources and activities.								
Undertake a donor research to identify new potential donors and other sources of funding	Number of new donors and other sources of funding identified and approached	Donor Research Report	Fundraising Officer	x	x	x	x	x
Develop a marketing strategy for FEDOMA	A corporate marketing strategy developed and implemented	Copy of marketing Strategy	Fundraising Officer	x	x			
Organise a donor conference	A donor conference successfully organised	Donor Conference Report	Fundraising Officer	x		x		
Write project proposals	New projects successfully initiated and funded	Copies of project proposals and reports	Fundraising Officer	x	x	x	x	x
Market FEDOMA to the corporate world	Number of corporate activities such as dinners, meetings etc	Activity reports	Fundraising Officer	x	x	x	x	x
Construct an additional office block at the Secretariat to accommodate DPOs operations as well as rent for income	An office block constructed and in use	Certified building plans and occupation licences	Fundraising Officer		x	x	x	

5.2. Key Assumptions

DPO Leadership Commitment:

Willingness and commitment of DPO leadership will ensure ownership and participation of DPOs for effective implementation of this strategy.

Target DPOs

This strategy is designed to enable FEDOMA lay the role of coordinating, capacity builder and a unifying platform and voice for DPOs in Malawi. The target group for FEDOMA during the duration of this strategy are DPOs. It is expected that if DPOs are strengthened then they should be able to serve their constituencies (persons with disabilities) better.

United Approach

All DPOs in Malawi should vividly realise unity is of paramount importance if they have to influence development policy but also if they have to effectively fight and enable persons with disabilities to realise their rights.

Political will

This strategy is prepared against the backdrop that the current positive political will remains and even increases. It is anticipated that the coming political contest will not have any negative change but instead be used as an opportunity to influence the manifestos of each political party. This is important for sustaining the gains of the disability movement but also but also ensuring that the policies and development programmes are inclusive and accommodating needs and concerns of persons with disabilities, e.g. footbridges, public school buildings are accessible, schools have qualified and adequate numbers of SNE teachers, health facilities, etc.

Adequate Resources:

With adequate resources, the strategy will optimally achieve the mission and objectives. These resources include financial, human and material resources that are necessary to ensure effective implementation of the planned activities. It is assumed that more new donors will come on board but also the old ones sustain their interest in FEDOMA all DPOs in Malawi.

Core Partner

This strategy is based on the assumption that NAD remains a core partner who will keep assisting FEDOMA especially in terms of institutional building (administrative). It is also expected that NAD will mobilise more Atlas Alliance to come to Malawi to support their sister DPOs. The success stories of Malawi Union of the Blind, and PODCAM should serve as good indicators that there a lot of willingness and commitment of DPOs in Malawi to succeed.

Positive Attitude:

Positive attitude at various levels and in each sector will enable understanding and acknowledgement of the plight of persons with

disabilities in Malawi and hence, consider inclusive programming as a priority.

5.3. Implementation Strategies

- This strategy attempts to place FEDOMA as an umbrella organisation for DPOs and thus the planned activities are those that are aimed at enabling it play its mandate of: a) coordination, b) capacity building, and c) unifying DPOs into one strong voice on the rights of persons with disabilities.
- In some limited instances, FEDOMA will identify and undertake projects / interventions that are of cross-cutting nature, such as HIV/AIDS prevention among persons with disabilities.
- A number of DPOs are still young and without firm and strong management structures upon which donors can allow to fund them. In such instances, the federation will accept to play the role of intermediary in the process of project resource mobilisation for such DPOs.
- In the case of advocacy, FEDOMA will be the rallying platform for all the DPOs to advance the common agenda aimed at influencing policy and enabling persons with disabilities to realise their rights. During the strategic period, an advocacy strategy (clearly identifying the advocacy objectives and targets) will be developed to guide the advocacy agenda for the federation and the DPOs.
- Involvement of DPOs and their membership (persons with disabilities) in planning, implementation monitoring and evaluation of this strategy is will be cardinal to the successful implementation of this strategy.
- The implementation of this plan will rely heavily on collaboration between DPOs, key government departments such as Ministry of Persons with Disabilities, Education, Health and many others, as well as other mainstream CSOs which have disability as one of their focus areas.
- Repositioning FEDOMA as an umbrella organisation to play her mandate, will require a restructuring of the Secretariat. The federation will therefore reposition her human resources to enable it effectively play that mandate as proposed in the next section (5.4).
- The DPOs will maintain their autonomy. FEDOMA will only play a coordination role. FEDOMA will only play the role of mobilising the DPOs to play their roles.
- During this strategic period the target is to mobilise participation not only of the DPO secretariats but also their governance structures. The DPO National Executive Committees and their membership (General

Assemblies) need to get involved in the activities of the federation in one way or the other.

5.4. Roles and Functions of Key Stakeholders

District coordination committees

- Overseeing the implementation of the strategic plan activities at district level
- Participating in quarterly review meetings monitoring and evaluation activities at the district level
- Ensure that disability issues are integrated in district and Area development plans and that resources are voted for disability activities
- Providing a link between the District branches of DPOs and FEDOMA regional office

Regional Coordination Offices

- Coordinating the implementation of the strategic plan activities in the region
- Participating in quarterly review meetings monitoring and evaluation activities at FEDOMA
- Ensuring that key disability issues brought to the attention of district assemblies and district branches of various DPOs
- Mobilising DPO action at district level within the region
- Providing a link between the FEDOMA and the District branches of DPOs

Affiliate DPOs

- Participating in the planning, implementation and review of activities
- Reporting on progress of activities being undertaken by the DPO of interest to disability fraternity
- Participating in coordination forums (Chairpersons, Executive Directors)
- Mobilising resources needed for some specific activities at DPO level
- Participating in capacity building activities

FEDOMA Secretariat

Responsible for:

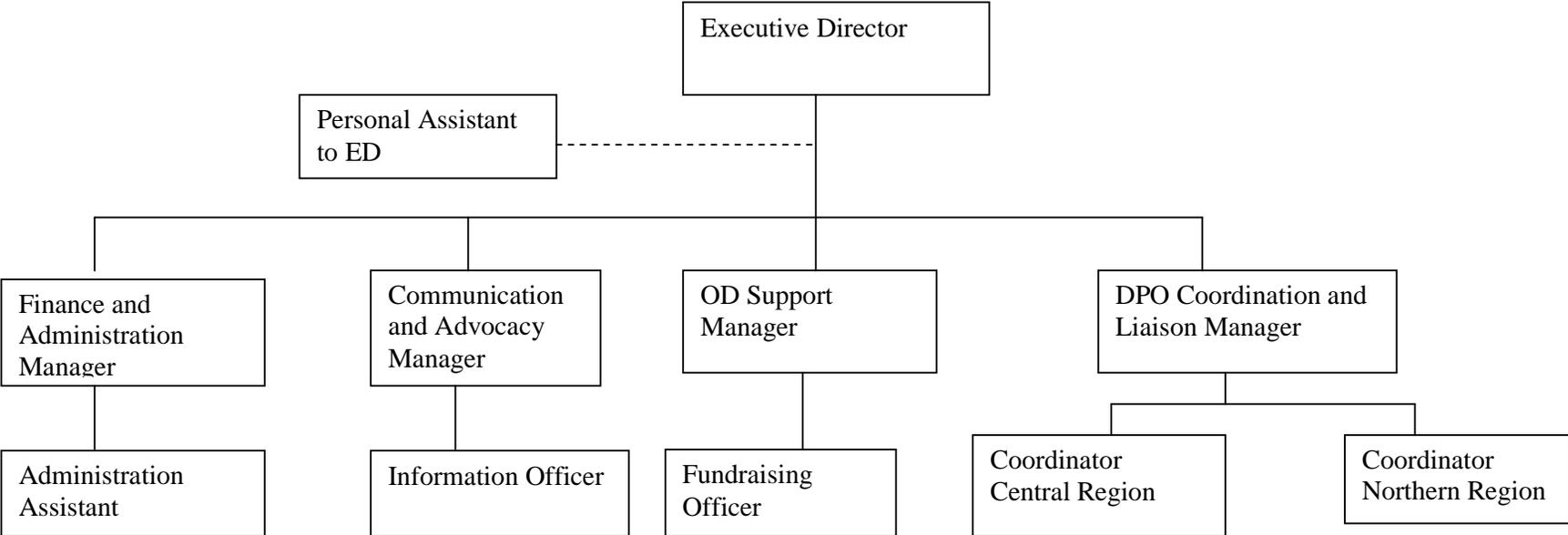
- Developing operational plans based on the strategic plan and implementation of planned activities
- Coordinating DPO participation in the activities
- Organising capacity building initiatives for DPOs
- Linking DPOs to Resource networks
- Preparation of periodic progress reports on activity implementation to the stakeholders including DPOs, the NEC, donors etc.
- Fundraising and resource mobilisation and accounting for funds
- Participating in coordination meetings organized at the national and regional level
- Taking the lead role in advocacy initiatives
- Participating in joint activities aimed at promoting disability visibility such as advocacy events and campaigns.

- Organise for monitoring and evaluation meetings as well as external review missions (mid-term and end of period evaluations)

FEDOMA National Executive Committee

- Providing oversight role over the secretariat to ensure effective implementation of the strategic plan
- Participate in some strategic advocacy and fundraising initiatives
- Participating in M&E meetings and other important meetings
- Participate in targeted capacity building / induction activities
- Ensuring that the funds and assets of the federation are used in accordance with agreed systems and rules
- Participate in resource mobilisation

5.5. Organisational Structure



5.6. Monitoring and Evaluation

Monitoring is the systematic and continuous assessment of the progress of activities against the original objectives. This will serve the purpose of informing the stake holders whether the interventions and activities carried out under the auspices of this strategy are running smoothly and achieving their objectives and heading towards achievement of the ultimate goal.

The actual monitoring will involve development of data collection tools, collecting and analyzing information and utilization of this information to improve on the weak points in implementation.

Evaluation shall involve comparison of the objectives against completed strategic activities, and how the objectives were achieved. This will help provide more information in order to make better decisions for future activities.

Base line information shall be collected for all the monitor-able components of this plan and all the activities that will be carried out under it. This information will fall under, management, administration, finance, programme monitoring. These will apply to all stake holders that will be responsible to implement activities under this strategy. This shall be done at various intervals including; quarterly, half yearly, annual, mid-term and end of term.

The database expected to be developed and maintained by secretariat should partly assist in the operationalisation of this monitoring and evaluation framework through collating various interventions and making relevant comparisons.

List of References

1. FEDOMA (2006), Annual report, 2006, FEDOMA, Blantyre
2. FEDOMA and SINTEF (2004), Living Conditions among People with Activity Limitations in Malawi. A National Representative Study.
3. <http://en.wikipedia.org/wiki/Malawi>
4. ILO (2007), Strategies for skills acquisition and work for persons with disabilities in Southern Africa, Geneva: International Labor Office.
5. ILO and Development Cooperation Ireland, (2005), Employment of persons with disabilities: The impact of legislation (Southern Africa) – Malawi country profile. Geneva
6. Malawi Government (2006), Malawi growth and development strategy, Ministry of Economic Planning and Development. Lilongwe
7. Malawi Government (2001), Policy and investment frame work for the ministry of education: 2000-2015.
8. Malawi Government (2002), Malawi poverty reduction strategy paper: Final draft
9. Malawi Government (2005), Education policy: A policy and investment framework for education in Malawi 1995-2005. Lilongwe
10. Malawi Government (2006), National policy on equalization of opportunities for persons with disabilities in Malawi. Lilongwe.
11. Malawi Government: Official Website of the Government of the Republic of Malawi. <http://www.malawi.gov.mw/>
12. Msowoya S. (2007) Comparative Study Report, Malawi, DPOD, 2007
13. National Statistical Office (1998), Integrated household survey, Zomba
14. National Statistical Office (2000), Malawi housing and population Census 1998: Analytical report, Zomba
15. United Nations (2006), Convention on the rights of persons with disability, New York

Annex 1: List of Participants

Name	Title	Organisation
1. Ezekiel Kumwenda	Executive Director	MUB
2. Augustine Kanyendula	Senior Projects Officer	MUB
3. Stuart Chauluka	Deputy Projects Officer	MUB
4. Charles Mtambo	Vice Chair	MANAD
5. Eric A Chiunda	Member	MANAD
6. Sekerani Kufakwina	Member	MANAD
7. Malonje Phiri	Member	MANAD
8. Linly Mponda	Interpreter	MANAD
9. Charles Khaula	Executive Director	APDM
10. Lyness Manduwa	Vice Chairperson	APDM
11. Davison Liphali	Chairperson	APDM
12. Sigere Kansasi	Director	DIWODE
13. Anittah Hanjahanja	Chairperson	DIWODE
14. Eneless Liganga	Assistant to Chairperson	DIWODE
15. Elizabeth Machinjiri	PRO	DIWODE
16. Horrace K. Mhango	Director	DWOOM
17. Peter A. Muyanga	Secretary	DWOOM
18. Wezzie Mhango	Treasurer	DWOOM
19. Fatika Kalima	Youth Representative	MADISA
20. Chifuniro Bello		MADISA
21. Phillip Rappozo	PRO & Treasurer	MADISA
22. Glyphns Machaka	Executive Director	MADISA
23. Mirriam Namanja	Executive Director	PODCAM
24. Enock Mithi	Projects Officer	PODCAM
25. Hanneck Mdoka	Communications Officer	PODCAM
26. Overstone Kondowe	Board Member	TAAM
27. Timothy Somanje	Secretary	TAAM
28. Brace Massah	Chairperson	TAAM
29. Maynald Zacharia	Vice C/person	TAAM

Annex 2

ASSESSMENT FINDINGS FROM CONSULTATIONS WITH DPOS AND PERSONAL ASSESSMENT OF THE PREVIOUS STRATEGIC PLAN

Compiled by Basil Kandyomunda

Introduction

This is an issues paper arising out of the review and strategic planning process for FEDOMA. Section 1 of the report was presented at the Strategic planning workshop as issues arising from the pre-workshop review meetings with members from the various DPOs. Section 2 contains issues particularly raised as fears concerning the new / proposed Atlas Alliance programming approach. They were raised during my discussions with MACOHA, PODCAM and FEDOMA. These need to inform the discussion in Norway but also be openly debated in Malawi to give the disability partners in Malawi reassurance that it is in their interest. Section 3 contains report on a discussion with Mussa especially arising out of the concerns of the disability movement on the question of founder syndrome. This gave me an opportunity to discuss the issue in confidence with Mussa and I think the issue should also be attended to do. This issues paper should be taken as an internal discussion paper and not official document for quoting

Review Analysis

FEDOMA was founded in 1999 out of the need and realisation that:

- DPOs in Malawi were lacking an effective platform for a strong voice to champion the disability cause
- The DPOs lacked a coordination mechanism
- DPOs lacked capacity in many respects to enable them to effectively mobilise and serve their individual constituency needs
- Generally the public still lacked sufficient information about disability but also about the potentials and concerns of persons with disabilities

Therefore FEDOMA was created with the following mandate:

- To act as a strong coordination mechanism for DPOs in Malawi
- To build capacity of DPOs
- To produce a strong voice for persons with disabilities in Malawi
- To establish an effective secretariat to serve this mandate.

FEDOMA produced her first strategic plan 2002-2007 which has guided the operations of the federation to date. NAD has been the major funding partner.

At the time of her formation, FEDOMA had 6 affiliated member DPOs and one associate member – PODCAM. Over the last 5 years, FEDOMA membership has risen to 8 – largely as a result accepting POCAM as a full affiliate member and the entry of Disabled Widows and Orphans Organisation, Malawi. The following is the current full list of member DPOs:

1. Malawi Union of the Blind (MUB).

2. Disabled Women in Development (DIWODE).
3. Malawi National Association of the Deaf (MANAD).
4. Malawi Disability Sports Association (MADISA).
5. The Albino Association of Malawi (TAAM).
6. Association of the Physically Disabled in Malawi (APDM).
7. The Parents Of Disabled Children Association Of Malawi (PODCAM)
8. Disabled Widows and Orphans Organisation, Malawi (DWOOM)

Major Achievements over the last Strategic Period

From the DPOs' perspective the following were listed as the major achievements of FEDOMA over the last strategic period:

- FEDOMA has scored a huge success in mounting a successful awareness campaign
- FEDOMA has been successful in building capacity of the leaders of DPOs (although this is by no means construed to have resulted into capacitated DPOs). The majority of DPOs still have problems to establish and position themselves to play their mandate.
- FEDOMA has been successful in influencing government policy, through representation on many bodies such as human rights commission, MACOHA, AIDS Commission, etc.
- FEDOMA has been successful in establishing a secretariat and resource centre that currently not only accommodates the secretariat activities but plays host to the secretariats of a number of DPOs.
- FEDOMA has been successful identifying and building relationship with many donors
- FEDOMA has enabled most of the weak DPOs to go further afield and mobilise the grassroots – which they would never had done.
- FEDOMA has been a lifeline for some DPOs for some funding (although not streamlined)
- FEDOMA has put the rights of PWDs on the government agenda
- FEDOMA has been successful in building a strong campaign on HIV/AIDS and disability
- Collaborating with CBR

Weaknesses / Concerns

Equally the DPOs perceived the following as the major weaknesses and their concerns for FEDOMA:

- FEDOMA is considered not to have been successful in providing an effective coordinating and networking mechanism for DPOs
- FEDOMA is construed to be more in competition with the DPOs rather than collaboration and cooperation
- FEDOMA has promoted its own agenda (self representation) since the member DPOs do not effectively participate in influencing its agenda.
- Some disabilities (physical disability particular) are more predominant in the secretariat – yet not clear how they were recruited.
- The capacity building agenda for DPOs has not been based on proper capacity building needs assessment

- The Secretariat has remained thin, with basically only one person (the head) as the only person with the professional expertise to lead the federation to fulfil its mandate which is obviously not humanly possible.
- Overreliance on one donor (NAD)

FEDOMA does not have branches in some parts of the country – most presence in the south (Should FEDOMA open branches anyway? – see discussion on section on National Coverage and Operational Issues below)

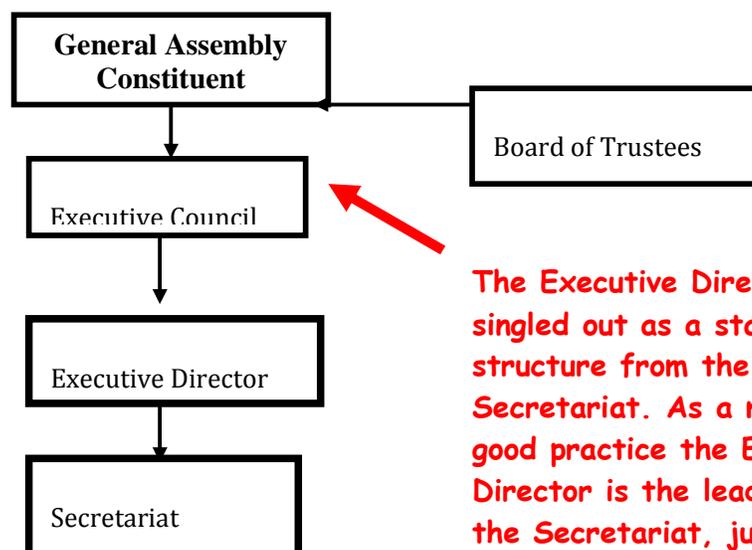
Challenges and threats

- Inadequate funding for most DPOs
- Over reliance on one donor
- Limited staff at the secretariat – to attend to the mandate of FEDOMA
- Government reluctance to respond to the demands of persons with disabilities
- Politicising demands of disabled people (misinterpretation by government)
- Government politicises any help to disabled people
- Negative attitudes and perceptions among the public towards disability
- Lack of cooperation among the DPOs

FEDOMA organisational structure

FEDOMA has an organisational structure which puts the General Assembly as the supreme organ and below it, the Executive Council, Board of Trustees and the Secretariat.

Diagrammatic Representation of the Structure



The Executive Director is singled out as a stand-alone structure from the Secretariat. As a matter of good practice the Executive Director is the leader of the Secretariat, just like the captain is the head of his crew on the ship.

Size of Secretariat Vs the Mandate

Although the organisational secretariat structure is supposed to have 10 (5 technical and 5 support) staff, currently the federation has a just a few of these positions filled. The Secretariat is managed by the Executive Director supported by a Finance Officer (Accountant), Advocacy Officer, and the Personal Assistant /Secretary to the Executive Director plus a few support staff.

Observations

- The current staff structure is not in tandem with the federation mandate (coordination, capacity building, providing a strong voice).
- It puts the role of coordination at a higher priority than the other two roles, which are of equal importance
- It is a vertical structure (which is okay, given that this is a small structure) but it does not encourage team building and promotion of professional expertise within the teams

Recommendations

Recommendation is for FEDOMA to aim at a more flat structure organised around thematic teams, including: Capacity Building Team; Communication and Advocacy Team; Coordination and Membership Liaison Team, and Finance and Administration Team.

- Each of the 4 thematic teams should have a team leader.
- The 4 team leaders together with the Executive Director should constitute the Senior Management Team
- In the absence of the Executive Director, any of the three team leaders except the Finance and Administration team leader can deputise the Executive Director, and for purposes of developing leadership skills, this should rotate.
- However the operationalisation of this structure should be staggered as FEDOMA raises more resources to allow it to fully get the recommended structure operational. In the short term therefore as an interim measure, as FEDOMA works to raise more resources to fund the new strategy (beyond the NORAD / AA funding), the Executive Director besides his over all leadership /representation of FEDOMA as ED, should play some of the roles supposed to be played by some of the team leaders and these include:
 - Fundraising and resource mobilisation
 - Undertaking some of the DPO leadership mentoring
 - DPO Co-ordination and Liaison management
 - Assist the Advocacy Officer on some elements of policy analysis and advocacy at national level
- This implies that FEDOMA should as a matter of priority employ an experienced Advocacy Officer who together with the Finance and Executive Director constitute the Senior management team. The Advocacy Officer should possess knowledge and skills in research, policy analysis, policy formulation, the working of local and central governments, experienced in lobbying and advocacy and networking.

Strategic Activities 2002-2007

The strategic plan identified and has been implementing activities in 5 target areas, namely:

1. Capacity building
2. Advocacy
3. Empowerment of Disabled Women
4. Economic Empowerment
5. Children and Youth

Observations

The target areas are not well aligned to the FEDOMA spelt mandate for the period (coordination, capacity building, providing a strong voice).

Apart from Capacity building and advocacy the other three are and should be cross cutting themes for each member DPO to attend to. In this case, FEDOMA would treat them from capacity building point of view. Build capacity of the relevant DPOs address those issues.

For instance the activities aimed at Empowering Women should be the mandate of DIWODE. FEDOMA should only capacitate and support DIWODE play that role. Engaging directly with disabled women to empower them can be misconstrued as going beyond the mandate of FEDOMA competition with DIWODE.

Recommendation

Therefore it is recommended that, **economic empowerment**⁴ should be the concern of every DPO for its constituency and not FEDOMA's responsibility. FEDOMA's mandate should be limited to:

- Building capacity of DPOs to play the role.
- Identify and link member DPOs to economic empowerment opportunities (such as micro-finance institutions and other organisations interested in funding income generating activities for people with disabilities and / or their households),
- FEDOMA could act as reference to DPOs trying to access economic empowerment resources in situations where such donors want FEDOMA's involvement.

The target areas do not spell out specific activities designed to promote Coordination and Networking which should in essence be a major focus. This is noted by the DPO representatives to have been the most missing element over the last 5 years.

Recommendation

The activities could have been organised thematically and succinctly along the 3 mandates plus one institutional building. For example, the activities

⁴ During the previous Strategic Plan, FEDOMA had Economic Empowerment as a strategic area of activity and the aim was not only limited to capacity building but to identify and support directly persons with disabilities and their families in income generating activities.

lined up to enabling FEDOMA to provide a strong voice (advocacy) could for include activities aimed at:

- Improving communication between DPOs and FEDOMA and the outside e.g creation of website and hosting and maintenance of web pages for DPOs etc.
- Production and dissemination of IEC materials of specific interest to disability
- Undertaking critical research into topic areas of interest and concern to persons with disabilities
- Policy analysis, participation and influencing policy formulation and its implementation
- Lobbying and advocacy
- Media relations
- etc

Grooming Future Leaders for the Disability Movement

The issue of founder syndrome kept creeping up during the whole process of review and planning. The disability fraternity were of course referring to the Executive Director of FEDOMA being the lone star and stuck with FEDOMA. Of course this is not true for only FEDOMA but all the other DPOs be it PODCAM, DIWODE etc. They all have a similar problem of founder syndrome. Perhaps worth mentioning is that this is typical of most indigenous CSOs in Africa. The major reasons for this is dual:

- In the wake of serious unemployment in Africa, NGOs are being formed as alternative means of employment for the founders and therefore unless their (founders) livelihood outside the organisations is assured, they will want to stick around.
- Secondly, the funding partners are rarely addressing the Organisational Development support which should address the internal issues such as organisational learning, evolving an organisational culture, leadership training and mentoring etc. This is important for the internal growth of, and harmony within the organisations. Most DPOs need this to nurture them to become strong and sustainable CSOs.

Recommendations

The disability movement in Malawi should be assisted to grow into democratic institutions. Investment has to be made in activities that promote transparency, meetings, elections, etc.

In connection with the above, it is recommended that investment should be made in grooming and training of the DPO leadership from the grassroots beyond the capital city and elite founders. Uganda can be used as a case study, the best leaders the disability movement has had in Uganda are those that were groomed from the country side with modest education but strong will and vision.

Atlas Alliance

Apparently, in spite of the Atlas Alliance being involved in the disability work in Malawi, the DPOs in Malawi have not yet fully understood the purpose for the Alliance especially in terms of the new Country Programming approach. Each recipient of NORAD funding was happy and comfortable with the way things have been happening.

Recommendation

It is recommended that a short paper explaining in candid terms the pros and cons of the new approach be prepared and used as a basis for discussion with each of the partners in Malawi separately first and then be opened for dialogue.

National Coverage and Operational Issues

Currently, FEDOMA is establishing /opening regional and the interest is to have District branches. Likewise, every other DPO would want to open district and local branches. My observation is that the opening of FEDOMA branches before the DPOs having mobilised and formed their own district level committees is like putting the cart before the horse. Who exactly will then be constituting the FEDOMA district branches? Will it be individuals with disabilities identified by FEDOMA leadership?

In my opinion, district or regional branches should be the next generation transition. Currently, the concern and focus should be for FEDOMA to support the DPOs to mobilise and have presence in every region and district. These will then in turn organise and constitute their own mechanisms for coordinating their efforts at district and possibly regional levels. These I believe would be democratically organised. It is at this point that FEDOMA would come in to support them as FEDOMA structures. The disability movement should organically develop from the grassroots as much as possible. Mobilising of individual disabled persons is the role of the single-disability DPOs. The current approach is likely to place FEDOMA and DPOs into direct competition for membership. In fact some persons with disabilities might start wanting to choose membership either to FEDOMA or their single disability DPOs which should not be the case.

Recommendation:

I recommend that this issue be subjected to a thorough discussion between FEDOMA and the DPOs, but also between FEDOMA and her development partners such as NAD and AA to fully internalise the essence, pros and cons.

But otherwise, my professional advice would be that FEDOMA in current Strategic period, support DPOs to mobilise and constitute district committees (branches) which will then in future be responsible for constituting the FEDOMA Committees (branches) for coordination purposes.