



**INCOME GENERATION PROJECTS SUPPORTING
PEOPLE WITH DISABILITY**

EVALUATION REPORT

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NDA

National
Development
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SOUTH AFRICAN SOCIAL SECURITY AGENCY

EVALUATION STUDY

INCOME GENERATION PROJECT SUPPORTING PEOPLE WITH DISABILITIES



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Acronyms

CSO	Civil Society Organisations
DDA	Disability Discrimination Act
IDI	In Depth Interviews
M&E	Monitoring and Evaluation
NDA	National Development Agency
OECD	Organisation for Economic Cooperation and Development
PWD	People with Disabilities
QRS	Quest Research Services
TOR	Terms of Reference
WPRPD	White Paper on the Rights of Persons with Disabilities

Executive Summary

Introduction and Background of the Study

The National Development Agency (NDA) has a legislated mandate to “contribute towards the eradication of poverty and its causes by granting funds to civil society organisations for the purposes of carrying out projects or programmes aimed at meeting the development needs of poor communities”. Through enhancing the capacity of civil society organisations (CSOs) the NDA supports efforts aimed at tackling poverty, unemployment and inequality.

As a public entity mandated to act as a vehicle for poverty alleviation in disadvantaged communities, the NDA have since been supporting and funding CSOs that are focused on income generating projects for People with Disabilities. The NDA’s role towards People with Disabilities is that of ensuring they are supported and included in programmes that have the capacity to empower them to contribute to the economy.

The NDA has since been funding different income generation projects that were managed by people with disabilities from its inception. In 2017 the focus of NDA funding further emphasised the importance of people with disabilities and the target of 7% was set to be part of the total funding budget of the NDA.

Between 2012 and 2018 the NDA disbursed funds to support projects of People with Disabilities and less has been measured to assess if the funding has yielded positive outcomes and whether the funds have made any difference to the lives of the People with Disabilities.

Evaluation Study Objectives

The evaluation aimed to assess the growth and sustainability of the NDA funded income generation projects, for People with Disabilities and the focus was on the following:

- Assessment of the design of income generation projects for People with Disabilities as funded by the NDA between 2012 to 2018
- Assessing project progress in terms of generating income
- Measuring the achievement of the objectives as defined in project agreements
- Assessing the sustainability of the projects, post NDA funding

The evaluation outcome will assist the NDA in improving programme planning and implementation of future projects.

Evaluation Methodology

A qualitative research method in the form of In-depth Interviews (IDIs) was used to collect data. The IDIs were conducted with beneficiaries who were funded by the NDA between the year 2012 - 2018, NDA Provincial managers and Development Managers who supported the income generating projects.

Evaluation findings

The findings from the analysis are here presented as per the key measures namely: the design, progress, achievement and sustainability of the NDA funded projects. The findings are therefore as follows

Design of income generation projects for People with Disabilities

Findings of the study revealed a common understanding amongst NDA officials, with all officials affirming that the projects were established to assist People with Disabilities in empowering themselves through skills development and equipping them with essential skills which would enable them to venture into entrepreneurial activities. By so doing, these undertakings provide People with Disabilities an opportunity to generate their own income through the skills acquired from the projects they were involved in. The contextual factors that encouraged the establishment of these projects were reported to range from the need for soft skills, agricultural skills, arts and crafts to technical skills such as basic computer skills which People with Disabilities were not necessarily privy to in their communities and surrounding areas.

The establishment of these projects serves the purpose of being a protective environment where People with Disabilities could function independently.

Furthermore, the establishment of these projects allow People with Disabilities to address challenges such as unemployment, discrimination, isolation and lack of skills. Therefore, assisting them in generating an income to secure their livelihoods. In response to this challenge, these projects exist to show community members that People with Disabilities are human too, and are able to do what able-bodied people can do. Through proper training and being equipped with adequate skills, they can also occupy formal employment despite their disability.

With regards to the implementation of the project, the study revealed that the dedication and commitment shown by both the stakeholders involved and the beneficiaries in the inception stages of the projects stood out for them the most.

The common major challenge expressed by the NDA officials with regards to the implementation of the project was the need for adequate financial support. Although they acknowledge that each project received funding from the NDA to kick-start and or revive their project, they believe that

for the projects to remain successful and operative, more funds are needed to maintain, extend or continue the various projects. This was also an issue for project managers although they appreciated the funds given by the NDA, they suggested it would be good to receive more funding to expand the projects to accommodate more People with Disabilities

With regards to the key changes that the projects wish to bring about, respondents believed that the establishment and design of each project were to:

- Bring about income relief
- Skills development through empowering People with Disabilities
- Allowing potential funders to sponsor their projects and for current funders to continue funding and organisations to assist in offering People with Disabilities with possible employment.

In terms of the project alignment to the overall objectives, goals, consistency and needs of beneficiaries, the project sought to equip People with Disabilities with skills that will enable them to sustain themselves in the long run and generating an income. Furthermore, sustaining the jobs that they already have in the project.

For those projects that provided basic computer training, the funds were able to assist the project in training more People with Disabilities in the project with the additional computers that were purchased. In that way more People with Disabilities were able to acquire skills that gave them a fair chance of penetrating the labour market.

Project progress in terms of generating income

It is noteworthy to report that projects were on track in terms of the role they play in terms of capacitating beneficiaries with the necessary skills and tools for their livelihoods' sustenance. Project managers were confident that beneficiaries were self-empowered and equipped with the skills to start their ventures. This they said was evident in the fact that beneficiaries are managing and functioning effectively in their respective projects and producing what needs to be produced in the projects

Project managers felt the achievement of the NDA funded project was as a result of the dedication, drive and commitment shown by People with Disabilities in these projects. Project managers saw this as a mechanism that has enabled them to achieve the mandate of the projects. There was a belief that the achievement of these projects could not have been possible without the NDA's fund. The funds assisted in enhancing the projects with additional equipment that was critical for the successful operation of the projects. Through the additional resources, the projects were able to expand their production line, thus producing more products and subsequently, increasing sales.

Achievement of the objectives as defined in project agreements

The funds provided by the NDA were used for different purposes per project and these included; the purchase of materials, tools, equipment, or machinery that would boost programmes undertaken. These are programmes that are already existing in the projects, therefore, the funds provided were used to enhance and expand on these projects.

Project managers were confident that the project achieved its goal as per contract agreement. This they mentioned was evident in the fact that the projects were still up and running and it had not collapsed even after their contracts ended. The majority of project managers mentioned that through the NDA fund, the projects were able to increase their production and sales through the additional equipment purchased. Similarly, all NDA officials were also in agreement that the NDA funded projects achieved exactly what they intended to achieve, that is to generate an income for the People with Disabilities. This on its own is an achievement of the respective projects, although they have mentioned that more could be done to bridge the gap in terms of 'what happens after one has trained/ capacitated the beneficiaries' post the establishment of the project.

Project managers, mentioned that they do not rely on the NDA funding alone, they also pursue other avenues to fund the project this in turn, benefited the beneficiaries as they can generate an income for themselves.

Sustainability of the projects

It is positive to report that the empowerment projects that were sampled were able to sustain themselves even after the project contract ended. This was achieved from the additional resources that were purchased through the NDA fund. Furthermore, through the skills that were acquired by People with Disabilities, Project managers mentioned that they were able to produce more products, and penetrate the different sectors where they can sell their products, as well as training beneficiaries through basic computer courses. Project managers mentioned that the NDA funded projects were still up and running and has not collapsed. This indicates that the funds boosted the projects to continue serving disabled people.

The sustainability of the projects also indicates the zeal and determination that people with disability have towards the project. Project managers mentioned that beneficiaries are taking charge and owning the projects. This is realised when tasks are being carried out by beneficiaries as they are always eager to learn and push sales of the products produced.

Recommendations

- Although the projects were still up and running, the issue of funding might hinder the prospects of long term sustainability of the projects which the NDA wishes to see in the long run. Lack

of funding has a negative consequences to the sustainability of the projects. It is therefore recommended that projects should engage private and different government departments for more funding to share financial and expertise responsibilities. This will aid in running the projects more effectively, which in turn will make the projects more sustainable. Furthermore, this will also ensure that such projects are prioritised as an important job opportunity for People with Disabilities.

- Marketing skills was also a challenge that has a possibility of hindering the progress of the projects as supply is high and demand is low. It is therefore recommended that projects should not only market their product in their respective communities. However, projects need to use platforms such as social media (Twitter, Facebook, Instagram etc.) as well as traditional mediums such as television and radio to market their products.
- For further impact sustainability, it is recommended that the beneficiaries should cascade the skills that they have acquired in the projects to other disabled people in their communities. So as to equip other disabled people with income generation skills which in turn will create more labour market ready and entrepreneur minded people and thus ultimately eradicating poverty. Once the beneficiaries have acquired the skills in the projects, they should be mandated to recruit People with Disabilities in their respective communities which they can pass the skills to. Project managers should monitor the process in order to ensure that skills have been transfer by beneficiaries. This will be to ensure that People with Disabilities who are not part of the project acquire skills that they can use to empower themselves.
- Prior to the commencement of any project, the proper qualified skilled facilitator should be engaged for them to spearhead such projects therefore, due diligence needs to be conducted. Having skilled facilitators for such projects will ensure that the needs of People with Disabilities are catered for.
- In addition to providing income relief, the projects could factor in an educational component where beneficiaries could be provided with opportunities to further their studies. In turn, this would yield long-term solutions for income generation. For example, those involved in computer courses could be accorded with opportunities to venture into IT-related courses.
- To ensure that the projects remain relevant to beneficiaries, monitoring of these projects should be done even after the contract has ended, to ensure that the project is still relevant to the needs of the beneficiaries. Through such monitoring systems, it will be concluded that the projects need to be continued or discontinued. Also to assess whether the project is still relevant to the needs of the community. Furthermore, beneficiaries can learn new skills and establish new and challenging projects if projects are deemed not relevant anymore.

1. Introduction

The National Development Agency (NDA) has a legislated mandate to “contribute towards the eradication of poverty and its causes by granting funds to civil society organisations for the purposes of carrying out projects or programmes aimed at meeting the development needs of poor communities”. Through enhancing the capacity of civil society organisations (CSOs) the NDA supports efforts aimed at tackling poverty, unemployment and inequality.

The role of the NDA is that of supporting and strengthening CSOs in the pursuit of programmes that meet the development needs of the most vulnerable of the society which are the rural poor, women, youth and People with Disabilities through food security, capacity building and income generating projects.

As a public entity mandated to act as a vehicle for poverty alleviation in disadvantaged communities, the NDA have since been supporting and funding CSOs that are focused on income generating projects for People with Disabilities. People with Disability are inseparable from the communities they live in. They are eligible members of the society. The policy on people with disabilities also urges that community development initiatives should foster human solidarity, social equity, self-respect, respect for diversity and continuing activism. The NDA’s role towards People with Disabilities is that of ensuring they are supported and included in programmes that empower them to contribute to the economy.

The income generating projects for People with Disabilities aimed at equipping people With Disabilities with skills that afforded them the opportunities to productively use locally available resources to develop and care for themselves. These are projects that empower people With Disabilities to escape poverty through setting up localised business initiatives and through the acquired skills penetrate the labour market. Furthermore, allowing People with Disabilities to be less government dependent, self-dependent and more self-reliant.

The NDA has been funding different income generation projects that were managed by people with disabilities from its inception. In 2017 the focus of NDA funding further emphasised the importance of people with disabilities and the target of 7% was set to be part of the total funding budget of the NDA.

Between 2012 and 2018 the NDA disbursed funds to support projects of People with Disabilities and less has been measured to assess if the funding has made any difference to the lives of the people with disabilities.

Quest Research Services (QRS), an independent research house was commissioned by the NDA to evaluate the income generation initiatives managed by People with Disabilities during the stipulated period of 2012 – 2018. The evaluation focused on the growth and sustainability of these

projects post the NDA's financial disbursements and support as well as accessing whether the NDA funding has made any difference to the lives of People with Disabilities.

2. Background of the sub programme

The Disability Discrimination Act (DDA) of 2009 defines “a disabled person as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities.” The DDA sets out the circumstances under which a person is 'disabled'. A disability is conceptualized as being a multidimensional experience for the person involved. There may be effects on organs or body parts, and there may be effects on a person's participation in areas of life. Correspondingly, three dimensions of disability are recognized in the International Classification of Functioning, Disability and Health (ICF) which are:

- Body structure and function (and impairment thereof)
- Activity (and activity restrictions)
- Participation (and participation restrictions)

Disabilities can affect people in different ways, even when one person has the same type of disability as another person. Some disabilities may be hidden, known as an invisible disability. There are many types of disabilities, such as those that affect a person's: vision, hearing, thinking, learning, movement, mental health, remembering, communicating and social relationships (<https://www.disabled-world.com/disability/types/>).

According to world health organisation World report on disability (2003), disability is the umbrella term for impairments, activity limitations and participation restrictions, referring to the negative aspects of the interaction between an individual (with a health condition) and that individual's contextual factors (environmental and personal factors). The Preamble to the CRPD acknowledges that disability is “an evolving concept”, but also stresses that “disability results from the interaction between persons with impairments and attitudinal and environmental barriers that hinder their full and effective participation in society on an equal basis with others”. Defining disability as an interaction means that “disability” is not an attribute of the person. Progress on improving social participation can be made by addressing the barriers which hinder persons with disabilities in their day to day lives.

People with Disabilities (PWD) face physical and attitudinal barriers to participation in education, the labour market and development processes in general. The social model of disability views this exclusion as disabling and as caused by how society is organised. Combined with the extra costs related to disability, this makes People with Disabilities more vulnerable to poverty.

2.1 Disability and Poverty

Disability and poverty are strongly co-dependent, being both cause and consequence of each other. (Posarac & Vick, 2013). Persons with disabilities are more likely to be amongst the most vulnerable and the poorest of the poor, having a higher risk of multi-pronged poverty than nondisabled, and they are often worse off in different dimensions of poverty due to lack of or less opportunities. The mechanisms that bring and keep persons with disabilities in poverty are linked to different cultural, political and structural phenomena. Negative attitudes, various forms of discrimination and other exclusion processes reduce persons with disabilities' access to education, employment and healthcare, limit their opportunities to accumulate assets and to participate in social and political life. (Eide & Ingstad, 2011; 2013; Shakespeare, 2006; Trani, Bakhshi, Brown, Lopez & Gall, 2018.)

According to Muyinda & Whyte (2011.), once People with Disabilities are excluded from essential service development, their needs are not considered this results in their needs not being met. Consequently, People with Disabilities being excluded in development processes worsen the situation of the individual, their family and community life. It is important to note that multiple factors, individual differences of People with Disabilities as well as contextual differences, are likely to affect how the relationships of poverty and disability evolve. The mechanisms that are related to persons with disabilities being and remaining in poverty are complex and contextual by nature. Thus, the linkages between disability and poverty are highly likely to include even more complex relations. (Eide & Ingstad, 2013).

To alleviate poverty among People with Disabilities, development projects in the form of income generating projects are established to improve the livelihoods of People with Disabilities and achieve sustainable results in poverty reduction. Through such interventions People with Disabilities are able to find their way out of poverty, they are empowerment to have their voices heard and to participate in the decision-making processes; and security and appropriate coping mechanisms that would reduce vulnerability and increase their resilience (Eide & Ingstad, 2013).

2.2 Income Generation projects for People with Disabilities

According to the National Development Agency (NDA), 2013, the main purpose of income-generating activities is a platform focussed on creating opportunities for communities to productively use locally available resources to develop less government dependent, more self-reliant households and communities that are able to care of themselves.

Income-generating activities provide benefits to those that participate in them such as: contributing to poverty reduction; improving the wellbeing of the communities as well as

empowerment and self-reliance. Furthermore, Income-generating activities largely, assist those communities that are vulnerable to secure income through the efforts they contribute in those respective activities.

With regards to People with Disabilities, income generating activities aim for economic empowerment as well as increasing employment and self-employment. Furthermore enhancing the employability of persons with disabilities through vocational training and improved technical skills. Such activities especially for People with Disabilities diversify their livelihood opportunities and reduce poverty, furthermore bringing income relief and skills development through such empowerment. People with Disabilities require diversified sources of income rather than relying on government grants only to maintain the same standard of living as able-bodied people in their respective communities. Income generation intended People with Disabilities to realise their strengths and aspirations to engage themselves in activities that support their wellbeing (Budeli, 2012). Moreover, providing People with Disabilities with the best chance of being productive and earning an income in the process.

South Africa has 7, 5% of people with a disability. As a result, they experience difficulty in accessing education and employment opportunities. This high level of unemployment consequently results in People with Disabilities working in sheltered employment which are offered by the State or by private welfare organisations and self-help programmes. Such sheltered employment provide People with Disabilities with vocational and skills development opportunities so as they are able to compete on the labour market (Statistics South Africa 2017).

People with Disabilities' unemployment problem have been conquered through the influence of State or by private welfare organisations and self-help programmes that offered income generation activities. Such organisations have either developed or restored skills of People with Disabilities. The income generating activities offered have proven its importance for People with Disabilities as it have given them a platform to be entrepreneurs, being self-employed, and others penetrating the labour market with the skills acquired. Education and skills are vital factors for empowering and promoting the inclusion of People with Disabilities into the society. Therefore, People with Disabilities can be productive and be able to generate diversified income if they are skilled and empowered to exploit ideal economic generating opportunities (Department for International Development (DFID). (2000).

In South Africa, the economic empowerment of People with Disabilities has been addressed through varies programmes of poverty eradication. These include social grant, expanded public works programmes, vocational training, skills development and mainstream employment (Gathrim, 2008). Economic empowerment seeks to ensure that People with Disabilities have access to secure sustainable income and livelihoods. Efforts to sustainable income have been

made through the introduction of income generating projects. These project provide People with Disabilities resources, opportunities as well as knowledge and skills which are necessary to fully participate in the community (Muneno and Tom, 2013).

In light of the background the National Development Agency (NDA) as a public entity has sought to prioritise the projects of people with disability to empower them to be self-sustainable. The NDA has been funding income generation projects to empower various disadvantaged poor people in different communities. The income generation programme forms part of empowering the poor to escape poverty though setting up localised business initiatives. Some of these funded initiatives included projects initiated by People with Disabilities in order to deal with funding imbalances the NDA has funded. The NDA has been funding those different income generation projects that were managed by People with Disabilities from its inception.

2.3 Design of the NDA Income Generation Projects for People with Disabilities

In line with government's War on Poverty, and in the wake of the economic results of the global financial crisis, the role of the National Development Agency (NDA) in South Africa is clear. The NDA's mandate remains to support and to strengthen civil society organisations (CSOs) in the pursuit of programmes that meet the development needs of the most vulnerable of our society – the rural poor, women, youth and the disabled.

The income generation projects funded by the NDA are mandated to equip People with Disabilities with the necessary skills that will enable them to use the skill(s) acquired in the projects to generate an income for themselves. These are effective and sustainable poverty reduction programmes established to improve the livelihoods of persons with disabilities.

The projects engage in activities such as sewing, gardening, arts and crafts, computer skills etc with the sole purpose of ensuring that People with Disabilities are skilled and afforded entrepreneurial opportunities to penetrate the labour market. The criteria used to ensure that the projects achieve the set goals of the NDA fund are that:

- The projects needs to work with People with Disabilities
- The activities are aligned to the needs of People with Disabilities
- People with Disabilities are equipped with the necessary skills
- People with Disabilities generate an income through the activities conducted in the projects
- Projects are sustainable to ensure that income continue to be generated for People with Disabilities.

2.4 Understanding Project Sustainability

Sustainability is defined as the continuation of benefits from a development intervention after major development assistance has been completed and the probability of continued long-term benefits. Okeniyi (2013) Furthermore, sustainability is the ability of an organisation to continue its mission or program even after the involvement of donors or sponsors. The project should continue being impactful to beneficiaries to ensure the sustainability of the project.

For projects to have sustainable impact, continues funding is crucial. Insufficient financing problems lead to high risks of project failure thus affecting potential to continue for the foreseeable future (Auya & Oino, 2013). The sustainability of projects is crucial since it determines the ability of projects to continue providing various benefits to the identified target groups. Projects are started by organizations to provide vast benefits to the individual, family members and the community as a whole. Nonetheless sustainability becomes a key hindrance to the project due to various underlying issues such as funding, lack of project planning, mismanagement of funds etc.

3. Evaluation Methodology

3.1. Qualitative approach

A qualitative research method in the form of In-depth Interviews (IDIs) was used to collect data. The IDIs were conducted with beneficiaries who were funded by the NDA between the year 2012 - 2018, NDA Provincial managers and Development Mangers who supported the income generating projects.

To successfully execute this evaluation, QRS adopted the standard Organisation for Economic Cooperation and Development (OECD) criteria for conducting design and implementation evaluations:

- **Relevance:** Problems and needs
- **Efficiency:** Sound management and value for money
- **Effectiveness:** Achievement and purpose
- **Sustainability:** Likely continuation of achieved results
- **Impact:** Achievement of wider effects

3.2. Aim and objectives of the evaluation

The evaluation aimed to assess the growth and sustainability of the NDA funded income generation projects, for People with Disabilities and the focus was on the following:

- Assessment of the design of income generation projects for People with Disabilities as funded by the NDA between 2012 to 2018
- Assessing project progress in terms of generating income
- Measuring the achievement of the objectives as defined in project agreements
- Assessing the sustainability of the projects, post NDA funding

The evaluation outcome will assist the NDA in improving programme planning and implementation of future projects.

3.3. Key Evaluation Questions

In line with the above objectives, the evaluation aimed to answer the following key questions:

- The extent to which programme objectives are relevant to beneficiaries
- Whether programme activities and outputs are consistent with beneficiary needs
- Whether programme activities and outputs are consistent with the intended effects
- Adequacy of programmes coverage of the affected population
- Whether the programme should be discontinued, maintained or extended
- Major issues influencing the achievement/non-achievement of the objectives
- Evidence of coordination issues influencing the achievement of objectives
- Whether the activities were achieved at minimum cost
- Whether the projects were implemented in the most efficient way
- What has happened as a result of the programme or project?
- What difference has the programme made to the beneficiaries?

3.4. Evaluation process

3.4.1. Inception Workshop and inception report

A kick-off workshop between QRS and the NDA was held to fulfil the following outcomes:

- To get a better understanding of the project requirements.
- To build rapport and clarity between QRS and NDA so that each organisation understands their specific roles and responsibilities demanded by the project

- To finalise the scope of work, methodology and sampling frame.
- To agree on the project time frames and deliverables

Thereafter, an inception report was developed by QRS and submitted to the NDA for input and approval. The report contained a revised evaluation work plan, the overall evaluation design and detailed methodology.

3.4.2. Stakeholder Mapping

Stakeholder mapping was done during the inception workshop and it focused on three key activities illustrated on the figure below;



Stakeholder Mapping Process

Identifying stakeholders also meant specifying which stakeholders will be engaged for various aspects of the entire engagement as well as developing a Stakeholder Management Plan on that basis.

3.4.3 Sampling

After the stakeholder mapping exercise, purposive sampling was used to identify and select the evaluation participants. A total of **16 interviews** were conducted as listed below.

Informant category	Name of project	Planned sample	Achieved sample	Province
Projects	Sheet Metal Project	10	7	Free State
	Tembisa Self Help Association			Gauteng
	Shiyase Disabled Craft			KwaZulu Natal
	Ba'one intellectual disability cooperative			Northern Cape
	Lebelelang Project for The Disabled			North West
	Itireleng Project			

	Real Life Commit			Western Cape
NDA Provincial managers		7	4	Free State
				KwaZulu Natal
				Northern Cape
				Western Cape
NDA Development managers		7	5	Free State
				KwaZulu Natal
				Limpopo
				Northern Cape
				Western Cape
TOTAL		24	16	

3.4.4. Challenges of the study

There were a number of challenges in the implementation of the evaluation, but none that significantly affected the quality of the final data received. Due to the challenges experienced during the data collection phase, the planned sample (24) was not achieved. Only **16** participants were sampled in the study.

The challenges are divided according to segments.

Segments	Challenges
Beneficiaries	<ul style="list-style-type: none"> Contact details of two projects in Gauteng were not made available during data collection, as a result the projects were not evaluated. The project in Limpopo closed down therefore, it was not sampled in the study.
NDA Provincial Managers	<ul style="list-style-type: none"> Respondent in Limpopo was not a provincial manager when the fund was provided to the centre. Therefore, they could not participate in the study. Respondent in the North West was off-sick during the data collection Respondent in Gauteng unable to participate due to other work commitments and could only participate in April 2020
NDA Development Manager / Officer	<ul style="list-style-type: none"> The development manager in the North West resigned beginning of the year. Contact details of the development manager was not made available during the data collection

3.4.5. Desktop document review

QRS reviewed existing programme design documents, programme plans and monitoring and evaluation records considered relevant and appropriate by the NDA such as progress reports and contracts. Furthermore, the project agreement guided the study in terms of evaluating project progress against the findings of the study. The desktop research guided the study in terms of:

- Profiling the funded projects
- Gathering information with regards to the funded projects and if they are in line with the project agreement
- Evaluate the project agreement between NDA and the respective project.
- Familiarising the evaluation team with the project and its context,
- Broadening the evaluators' knowledge base to inform the development of instruments

3.4.6. Design, approval and piloting of data collection instruments

The Quest Research Services project team designed the data collection instruments (discussion guides), with input from the NDA project team. The designed instruments were informed by the inception meeting, the objectives of the study and literature & document review. Two qualitative instruments were developed and approved by the NDA project team.

3.4.7. Primary data collection approach

i. Qualitative Research Method

Qualitative research relates to understanding some aspect of social life, and its methods which (in general) generate words, rather than numbers, as data for analysis (Quinn & Cochran, 2002). In-Depth Interview approach was the qualitative research method selected for the evaluation

In-Depth Interviews method resembles a conversation between the moderator and the respondent, allowing a free flow of ideas and information. Moderators are able to frame questions spontaneously and probe for information and clarification to ensure the participants' views are fully understood. The advantage of this type of interview is that it elicited in-depth insights into the perceptions and views of key informants regarding the NDA funded project.

The In-Depth interviews conducted with **beneficiaries (project managers who received the NDA funding)** sought to answer questions on the:

- Assessment of the design of income generation projects for People with Disabilities as funded by the NDA between 2012 to 2018
- Assessing project progress in terms of generating income
- Measuring the achievement of the objectives as defined in project agreements
- Assessing the sustainability of the projects, post NDA funding

The in-depth interviews conducted with the **NDA Provincial and Development managers** sought to answer questions on the:

- Assessment of the design of income generation projects for People with Disabilities as funded by the NDA between 2012 to 2018
- Assessing project progress in terms of generating income
- Measuring the achievement of the objectives as defined in project agreements

Below are brief descriptions of how qualitative data was collected.

ii. Evaluation Team Training

The research team went through a briefing session where they were taken through the purpose and the objectives of the evaluation as well as the intended outcomes. Soon after the briefing session, the moderators conducted dummy interviews on selected members of QRS management. This was to gauge moderator's understanding of the discussion guide prior to the full project roll out.

iii. Setting up Appointments

Through assistance from the NDA, an introductory letter was circulated to all the targeted stakeholders. This was subsequently followed by setting up appointments with the stakeholders at their convenient dates and times, within the project timeframes.

iv. Data Collection

Data was collected telephonically through the QRS Call Centre. All moderators were given a schedule with stakeholder contact details, date and time of interview. All interviews were recorded and transcribed for reporting purposes.

3.4.8. Qualitative data analysis and reporting

The analysis of data from the semi-structured interviews was conducted using manual analysis. A coding sheet was drawn and the findings were analysed according to the specific themes. Below highlights the process that was followed.

- All transcripts were organized and labelled according to the province.
- Demarcating the focus of the analysis (i.e., the question guiding the analysis). This was conducted systematically for each sub-question. Together, the answers to each sub-question answered the main research question.
- Open coding- This involved selecting relevant segments of the narrative that answer the research question. The relevant segments of text were labelled.
- Axial coding- Once all of the data had been analyzed, the open codes that are similar were grouped and these form the axial codes.
- From the axial codes, the main themes were developed and refined to provide a coherent answer to the research question.

3.4.9. Quality assurance

Quality assurance was essential as it allowed the review of research procedures to identify possible improvements and to provide a mechanism for bringing them about. Given this, the following quality assurance was adhered to:

- Primary data collection was conducted by qualified moderators who are highly experienced. Moderators were carefully screened and chosen based on whether they are well versed on the subject matter, have the requisite skills, qualifications and/or experience as well as being fluent in English
- The moderators underwent training during the pilot phase of the evaluation during which the discussion guide was tested to ensure a good understanding of the purpose, scope and the context of the project
- Pilots' interviews primarily served to ensure that interviewers thoroughly understood the project objectives and enabled us to evaluate respondent comprehension of the questions being asked.
- Lastly, a debriefing session was conducted where faults and inconsistencies were addressed from the pilots and briefing.
- Participants were assured of their anonymity and confidentiality.

4. Evaluation Study Results

4.1 Programme Profile

The study profiled **seven (7) projects** that were funded by the NDA between the years 2012 – 2018. These were projects that catered for People with Disabilities to equip them with the necessary skills to generate an income for themselves. Below is the profile of the projects evaluated:

Name of the project	Province	Programmes funded
Sheet Metal Project	Free State	Artisan work
Tembisa Self Help Association	Gauteng	Waste material recycling
Shiyase Disabled Craft	KwaZulu-Natal	Art and craft project
Ba'One intellectual disability cooperative	Northern Cape	Welding, sewing, wood work, art and paint, life skills
Lebelelang Project for The Disabled		Erecting of a fence
Itireleng Project	North West	Sewing School uniform
Real Life Commit	Western Cape	E – learning basic computer course

4.2 Objective 1: Design of the income generation projects for People with Disabilities

This section presents the findings related to the **design and relevance** of the income generation projects for People with Disabilities. It begins by outlining respondents understanding as to why the projects were established. It then shades lights on the key changes these project wished to bring about as well as the consistency of project activities to the needs of the beneficiaries and the relevance of the project to People with Disabilities.

4.2.1 Rationale for Projects Establishment

People with Disabilities are usually excluded in mainstream society as a result of their disability. Due to their struggles of getting employment and efforts to address the problem of poverty amongst disabled people, the projects were established to enable People with Disabilities to generate an income for themselves and reduce their reliance on the monthly social grant provided by the government .The projects aimed to align existent skills that People with Disabilities

currently possess to their disability, to provide skills transfer to the unskilled and encouraged the identification of opportunities needed within the communities they reside with the aim of fulfilling them through entrepreneurship. The projects also offered People with Disabilities a platform where they could express themselves freely with people who were similar to them. In essence, the projects were created to facilitate self-sustainable economic opportunities for People with Disabilities for them to sustain themselves.

Corresponding with the identified objectives of the projects, findings revealed a common understanding amongst NDA officials, with all of the affirmation that the projects were established to assist People with Disabilities into empowering themselves through skills development and equipping them with essential skills which would enable them to venture into entrepreneurial activities. By so doing, these undertakings provided People with Disabilities with an opportunity to generate their income through the skills acquired from the projects they were involved in. The contextual factors that encouraged the establishment of these projects were reported to range from the need for soft skills, agricultural skills, arts and crafts to technical skills such as basic computer skills which People with Disabilities were not necessarily privy to in their communities and surrounding areas.

Project managers were also in agreement with regards to the reasons behind the establishment of these projects. They cited that the establishment of these projects allowed for People with Disabilities to address challenges such as unemployment, lack of skills and ultimately generating an income to secure their livelihoods. They further mentioned that the projects were established to address the problems faced by People with Disabilities, the problem such as

- Lack of education and inability to learn in mainstream schools
- People with Disabilities are often illiterate
- They are excluded in the mainstream society and not supported
- People with Disabilities are criticized, demoralised, discriminated and called names
- Lack of public transport that accommodates People with Disabilities.

Eighty per cent of the project managers held the notion that the establishment of such projects would serve the purpose of being a protective environment where People with Disabilities could function independently. Some (40%) Project managers mentioned that at times People with Disabilities get discriminated within their communities. In response to this challenge, these projects existed to show community members that People with Disabilities were human too meaning they too can do what abled people can do. Through proper training and being equipped with adequate skills, they can also occupy formal employment despite their disability.

“It is to help disabled people, for them to be able to work for themselves despite the grant money, it helps us to work hand in hand with our community that was the reason for the project to converge. Beneficiary” (Project Manager).

“Each project is aimed to create jobs for the disabled. Aimed to create an income and basically to create social cohesion. Sometimes People with Disabilities tend to isolate themselves from the community or the community isolates itself from them. Basically we are trying to bring all the people together, able-bodied and disabled.”

.”(NDA Provincial manager)

4.2.2 Key changes that the project wished to bring about

The project was established to bring income relief and skills development through empowering People with Disabilities, but also allowing potential funders to sponsor their projects and for current funders to continue funding and organisations to assist in offering People with Disabilities with possible employment. Below is the impact the project had in terms of the individual, family and community level:

At an **individual level**: Beneficiaries were able to fend for themselves and acquire the necessary skills-set needed to penetrate the labour market or starting their businesses. Fundamentally, the projects were able to change the lives of the People with Disabilities by aiding them to be self-dependent and to participate in the mainstream economy.

At a **family level**: Through the income sustainability projects, beneficiaries were able to not only depend on social grants provided by the government but were able to fend for their families. They were able to support their family members financially. Furthermore, putting their families at the ease of not being constantly worried about their integration into mainstream society.

At the **community level**: The income sustainability projects afforded People with Disabilities the confidence to be proactive in their communities and not feel isolated or discriminated against by their community members. They were able to showcase their skills to benefit their communities in providing accessible goods such as furniture as well as fresh produce such as vegetables, fruits and poultry which resulted in communities not having to travel far to purchase these necessities/products. Ultimately, these projects played a significant role in growing the community economy, as community members would have access to locally produced products, thus enhancing their local economic development

4.2.3 Project alignment to the needs of People with Disabilities

The overall aim of the projects was to equip People with Disabilities with skills that would assist them to generate an income. It was, therefore, important to align the activities conducted in the respective projects with the different disabilities that existed among the beneficiaries to ensure that the needs of each beneficiary were catered for.

The findings from the evaluation, therefore, indicated that indeed the activities offered in the projects were consistent with the needs of the beneficiaries as the beneficiaries were able to produce what needed to be produced in the projects despite their disability. Additionally, the projects were in line with the community needs such as the creation of jobs through entrepreneurship, development of access to food through vegetable gardens, welding, sewing etc.

4.2.4 Project relevance for People with Disabilities

The projects were perceived as relevant to beneficiaries as the majority (86%) were equipped with the necessary skills to generate an income for themselves which was the main aim of funding the projects. Some of the beneficiaries have been able to secure permanent employment through the different projects they participated in and the skills they acquired from the projects. Moreover, other beneficiaries were able to develop their own small businesses through the skills they were equipped with during their time working on these projects.

Below is a breakdown of views expressed by project managers relating to the benefits of the projects to the beneficiaries?

- **Itireleng project**

Relevance and benefits of the project to the beneficiaries: The project has benefited beneficiaries in that they acquired sewing skills through sewing school uniform. Through those skills they were able to generate an income for themselves through selling school uniforms to day care centres and primary schools in their area.

- **Sheet metal project**

Relevance and benefits of the project to the beneficiaries: The project enabled People with Disabilities to acquire artisan based skills thus empowering People with Disabilities. The products produced through the fund were sold to the community subsequently generating an income for the disabled in the project.

- **Tembisa self-help association of the disabled**

Relevance and benefits of the project to the beneficiaries: The project intended to sustain the jobs of People with Disabilities through the waste material recycling project. Subsequently, the project has expanded the recycling project and established a “buy” back site. The project was said to have immediately alleviated begging among People with Disabilities as well as earning themselves an income and providing them with skills.

- **Lebellelang project for the disabled**

Relevance and benefits of the project to the beneficiaries: Although the funds have not been used, the project intended to erect a fence to ensure that beneficiaries operate in a safe and secured space. The manager mentioned that through erecting a fence, People with Disabilities will be safe and secure in the project. The funds have not yet been used due to the challenge of securing and registering the site (land) where they can operate and erect the fence. Secondly, the NDA was not fully involved after the funds were given to the project hence the project came to a standstill. Lastly, the inactive and unavailability of a board member when documents needed to be signed off also affected the progress of the fence project to delay.

- **Real life commit project**

Relevance and benefits of the project to the beneficiaries: Through the basic computer training done in the project, People with Disabilities acquired basic computer skills in order for them to penetrate the labour market.

- **Ba’one Intellectual Disability Co – Operative**

Relevance and benefits of the project to the beneficiaries: The project has benefited beneficiaries in that; with the skills they have acquired in the project six of the beneficiaries have found permanent jobs at a local mine in the Northern Cape.

- **Shiyase disabled craft cooperative**

Relevance and benefits of the project to the beneficiaries: Beneficiaries in the project were equipped with arts and craft skills that enabled them to create artwork that can be sold in their respective communities. Thus, generating an income for themselves.

“We have managed to get six of the children employments in the local mine. They are permanently employed, and they get a salary. That is our main objective”. (Project managers)

“Yes, they can start their own business themselves because our main objective we are talking about the skills development, empowering People with Disabilities”. (Project managers)

4.2.5 Implementation stage of the of income generation projects

The study revealed that the dedication and commitment shown by both the stakeholders involved and the beneficiaries in the inception stages of the projects stood out for them the most during the implementation stage of the funding project.

Stakeholders from different directorates, both private and public, seemed to be involved and passionate to be a part of the various projects involving People with Disabilities. These stakeholders range from the local municipalities, departmental bodies (i.e. Department of Social Development, Department of Economic Development, etc.) to the local organisations around communities. Ninety per cent of the NDA officials also mentioned that during the implementation stage of the project, the dedication and commitment by both the stakeholders involved and the beneficiaries from the inception stages and throughout the project stages of the projects stood out for them the most.

Beneficiaries were also involved with having to generate their funds and not only rely on the lump sum given to them to 'kick-start' and or revive the project(s).

In ensuring that the project managers adhere to the project agreement as well as monitoring the smooth commencement of the projects, the NDA officials would assist the project managers to purchase what the project required from the fund. Officials would also check if the required resources (such as material, tools, equipment etc) are stipulated in the agreement. If so, officials sign off their requisition and authorise them to purchase the requested equipment/materials.

“They are working with different government departments like the Department of Social Development, Department Economic Development and also the private sector: They work with KZN society of the blind...” (NDA Development manager)

“...We invested a lot during the pre-funding stage on training and support to enable the project to manage its finances properly. It was the first time that they received a grant from NDA of this value. Therefore we made sure that governance and good financial management of the project was in order. One of the areas that have gone well with this project therefore is how they have managed their finances. What they set out to purchase and acquire using the grant they actually did that. When they needed additional resources to complement what we gave them they did that as well...” (NDA Provincial manager)

4.2.6 Challenges faced during the implementation

The major challenge identified was the need for adequate financial support. Although each project received funding from the NDA to kick-start and or revive the projects, respondents believed that

for the projects to remain successful and operational, more funds was needed to maintain, extend or continue the various projects.

“The fund that we gave them was about R50000. That was not a lot of money. As I have indicated our objective was to unlock their potential. So, we gave them that capability to deliver. Additionally, as I have indicated, they needed machinery to make a more sophisticated product. There were also issues of transportation for the delivery of their product. In terms of the technical expertise that they needed, we referred them to (a SETA that deals with Engineering). That was all we could do in that regard. There were certain things that we could not do and as I have indicated our grant was R50000. If we were to help them wholly, it would be (need) more than that.” (NDA Provincial manager)

The issue of delays in the approval of proposals, as well as skills development (e.g. Skills facilitators who would only work once they are incentivised, mismanagement of finances, linking of the skills to the actual task, etc.), was also identified as another challenge experienced during the implementation stage.

“The main thing from my side while managing the project was the time that elapsed from the approval of the project through to the time when the funds were paid out by the NDA. It took a long time. This delay was due to NDA’s processes but by the time the funds were paid out the needs could have changed, in terms of what was needed.”

(NDA Provincial manager)

“You know the challenge is that the people who are imparting skills wait for the project to make money so that they can also earn an income. As times goes on they end up leaving the project.”
(NDA Provincial manager)

4.2.7 Strengthening the implementation of the projects

To effectively strengthen the implementation of the evaluated projects the following were the key focus areas:

- There was a need for more funds to be injected in the projects
- A thorough assessment of the objectives and needs of the project to be undertaken.
- The need to educate/ empowering managers on how to run a successful non-profit/ community project.
- Increasing both support and capacity building for beneficiaries.

“I think that the government in general and not just NDA needs to review the funding of cooperatives. In our review we need to put in more money, which would of course mean more monitoring as well, and more mentoring and so on.” (NDA Provincial manager)

“I would recommend that before we provide funding, we start by empowering people on how to run a non-profit organisation. People need to be empowered with knowledge on what it entails when one is dealing with financial processes. This should include, Financial Management and Governance in the NPO sector.” (NDA Development manager)

4.3 Objective 2: Project progress in terms of generating an income for People with Disabilities.

This section presents the findings related to the project **progress and effectiveness of the project** People with Disabilities generating an income. This section will highlight the progress made thus far by the seven projects profiled in the study.

4.3.1 Project outcomes

It is the main goal of all the projects funded through the NDA to capacitate People with Disabilities and provide them with skills which they can use to generate an income for themselves. It is noteworthy to report that projects were on track in terms of the role they played in capacitating beneficiaries with the necessary skills and tools for their livelihoods' sustenance. Beneficiaries were perceived to have been self-empowered and equipped with skills to start their business ventures. This was evident in the fact that beneficiaries were managing and functioning effectively in their respective projects and producing what needed to be produced in the projects.

Confidence in the projects' success of capacitating beneficiaries was proven by the following factors:

- Beneficiaries are skilled to produce products whose production the project funded
- Beneficiaries were able to secure employment through the skills they acquired
- Businesses were developed through the projects

“...That capacity has been built and some of them, of course, they left with that skill, they are doing their small thing elsewhere. Whether they left harmoniously you know but they managed to be capacitated out of the project” (project managers).

“Beneficiaries are capacitated in a way that they can generate income for themselves from the products produced in the project” (project managers).

The achievements of the NDA funded projects was perceived to be as a result of the dedication, drive and commitment shown by the People with Disabilities involved. This was therefore seen

as a mechanism that had enabled the achievement of the project mandate. Furthermore, there was a belief that the achievement of these projects could not have been possible without NDA's fund. The funds assisted in enhancing the projects with additional resources that were critical for the successful operation of the projects. Through the additional resources, the projects were able to expand their production line, thus producing more products and subsequently, increasing sales.

4.3.2 Projects success

Project success is very valuable to any project as it conveys key contributions of the successful deployment of a project. They also demonstrate whether the project is going in the right direction and achieving what it is intended to achieve.

The success of the NDA funded projects was realised through the number of people who had acquired skills in the respective projects. Not only had they acquired skills but have managed to secure employment in the formal sector as well as the ones who had managed to open their businesses.

Furthermore, the projects have been capacitated to accommodate more people than before.

“The success is that they managed to attract donors they managed to get skills like technical skill, they managed to create jobs about 13-15 jobs for themselves...[as a result] most of them left as they gained skills from the project there were attracted to other organizations” (NDA Development manager)

Below is the **progress** made by the respective projects as a result of the NDA fund:

Project name	NDA funded Project progress (the impact of the project)
Shiyase disabled craft cooperative	<ul style="list-style-type: none"> ○ Beneficiaries acquired arts and craft skills ○ Income was generated by selling the crafts made ○ Community members supported the project by purchasing the crafts that the disabled produced ○ Penetrating the arts and craft market ○ The project was able to increase their production and sales through the additional equipment, tools and material
Ba'one Intellectual disability cooperative	<ul style="list-style-type: none"> ● Beneficiaries acquired vocational skills ● Through the skills they acquired, they were able to attain employment. For example, six disabled individuals were provided with permanent employment at a local mine through the skills they received in the project

Real life commit	<ul style="list-style-type: none"> • Beneficiaries acquired basic computer skills • Beneficiaries are now able to use the computer to search for employment on the internet. Therefore, being able to check opportunities that can accommodate them.
Lebellelang Project For The Disabled	<ul style="list-style-type: none"> • Through the assistance of the NDA fund, the project was able to register and acquire land space where they could build a project for the People with Disabilities. • The NDA official, community, municipality and the project coming together to ensure that the project is provided with proper space that would accommodate People with Disabilities
Tembisa Self-Help Association Of The Disabled	<ul style="list-style-type: none"> • Sustaining jobs for people working on the waste recycle project • Expanding the project through the buy-back site • Penetrating the market through selling the waste recycling products produced
Sheet metal project	<ul style="list-style-type: none"> • Beneficiaries acquired artisan based skills (welding) • Through the equipment they purchased using the NDA fund, the project was able to establish a new income-generating project (chair making project). • Through the NDA fund, the project was able to increase the production and sales of these projects through the additional equipment, material and tools
Itireleng project	<ul style="list-style-type: none"> • Beneficiaries acquired sewing and knitting skills • The project was able to increase their production and sales through the additional equipment, material and tools • Over and above the primary school uniform they were sewing, the project expanded and started sewing for day care projects' uniforms.

4.4 Objective 3: Achievement of the objectives as defined in project agreements

This section presents the findings related to the achievement of the objectives as defined in the project agreement. This section will outline what the agreement states regarding the respective projects and the progress done by projects in terms of achieving the objects in the agreement. It also looks into the monitoring and evaluation carried out to ensure that the project achieved its

objectives as well as ways to strengthen and improve the social and economic empowerment of People with Disabilities.

4.4.1 Project achievement as stipulated in the project agreement

The projects that were funded by the NDA have been in existence for 5 to 20 years. These are projects that catered for People with Disabilities, equipping them with the necessary skills in order for them to generate sustainable income.

The funds provided by the NDA were used for different purposes per project and these included; the purchase of materials, tools, equipment, or machinery that would boost programmes undertaken. Since these projects were already existing, the funds provided were therefore used to enhance and expand on these projects.

The below table highlights the project agreement made between the project and the NDA regarding the funds it provided them with:

Project name	Activities funded	What was bought with the funds	Intended outcome
Real life commit	E – learning basic computer course	<ul style="list-style-type: none"> • Computers and a printer 	<ul style="list-style-type: none"> • To equip People with Disabilities with skills in order for them to get the basic computer skills. • To assist beneficiaries in finding suitable employment through the skills they would have acquired.
Tembisa self-help association of the disabled	Waste material recycling	<ul style="list-style-type: none"> • Recycling equipment 	<ul style="list-style-type: none"> • Sustaining jobs of disabled people in the project
Ba'one intellectual disability cooperative	Welding, sewing, wood work, art and paint, life skills to learners with intellectual disability between the age of 18 – 35	<ul style="list-style-type: none"> • Sewing machines • Sewing material i.e. crocheting needles, wool, fabric • Art and paint materials • Welding machine and tools • Wood work materials • Soil preparation and fencing for the garden project 	<ul style="list-style-type: none"> • Sewing skills for people with intellectual disabilities
Itireleng Project	Sewing School uniform	<ul style="list-style-type: none"> • Sewing equipment and material 	<ul style="list-style-type: none"> • Generate an income for disabled people through sewing school uniform subsequently acquiring sewing skills • To improve the quality of life for People with Disabilities and alleviating poverty for people in the area.
Sheet metal project	Artisan work such as welding, producing sheet metal products such as gates, burglar doors, window frames, burglar - proof, baking pans and post receiving boxes	<ul style="list-style-type: none"> • Machinery and sheet metal material for production of metal products such gates 	<ul style="list-style-type: none"> • The projects aimed to skill People with Disabilities with welding skills.

Project name	Activities funded	What was bought with the funds	Intended outcome
Lebellelang project for the disabled	Erecting of a fence for the land they have acquired for the project	<ul style="list-style-type: none"> • Funds have not been used as yet however they intend on buying material to erect a fence 	<ul style="list-style-type: none"> • Erect a fence to ensure that People with Disabilities in the project are safe and secure.
Shiyase disabled craft cooperative	Art and craft project	<ul style="list-style-type: none"> • The material used for arts and crafts such as glass cutter, driller, grinder, sewing machines and compressor. 	<ul style="list-style-type: none"> • The project aimed to skill People with Disabilities with arts and crafts skills for them to generate an income for themselves through crafting and selling their products. • The project intends on address unemployment as well as showcasing what People with Disabilities can do with their hands.

The project agreement exists to ensure that the projects achieve and adhere to the intended outcome that the NDA fund needed to achieve. The role of the NDA officials in ensuring that the objectives were achieved was exercised through vigorously assisting the project managers during the implementation stage of the projects, to ascertain that the project commenced smoothly. Furthermore, monitoring the progress of the project towards project achievement as highlighted in the agreement.

Overall, the partnership between the NDA officials and project managers yielded a positive outcome relative to the project agreement, both parties played their role in ensuring that the project achieved its goal as per the contract agreement. This was evident in that there was constant consultation (e.g. with regards to purchasing equipment) and communication (feedback) throughout the project proceedings. The fact that the projects were still up and running post the NDA funding indicated that the project agreement was adhered to. Beneficiaries in the projects were equipped with necessary skills to generate an income for themselves thus empowering them to contribute to their livelihoods

The monitoring and evaluation conducted by the NDA officials was a mechanism that ensured that the project used the funding as stipulated in the contract. It was positive to report that the fund was used and achieved exactly what the agreement had stipulated which was to;

- Equip People with Disabilities with skills for them to generate an income for themselves
- Assist beneficiaries in finding suitable employment through the skills they would have acquired
- Address unemployment among People with Disabilities
- Alleviate poverty among People with Disabilities

Although the projects have been running for years, the NDA fund assisted the projects to increase their production line and sales through the additional equipment purchased

“Certainly. The project did achieve its objectives. The objectives were to empower the beneficiaries so that they could be economically viable...” (NDA Development manager)

Below is the **project agreement** that projects needed to achieve

Project name	Objectives of the NDA funded project as per the agreement.	Outcome
Tembisa Self Help Association of the Disabled	<ul style="list-style-type: none"> ● To purchase equipment and tools for the buyback recycling project ● To sustain 30 jobs by the end of 2016 ● To encourage the community to collect recyclable material to the environment to promote environmental awareness and cleanliness ● To enhance participation of the People with Disabilities in local economics by turning waste material into cash. 	<ul style="list-style-type: none"> ● Resources were purchased for the project ● Through the NDA fund, the People with Disabilities are still working on the recycling project ● Community member have come together to assist the project in collecting waste material for the project ● The project is still up and running
Ba'one Intellectual Disability Co – operative Limited	<ul style="list-style-type: none"> ● To provide machinery, equipment and material for welding, sewing wood work, art and paint in order to enhance the financial sustainability of Ba'one within 12 months. ● To provide life skills to learners with intellectual disability between the age of 18 – 35 ● Within 12 months through provision of relevant technical skills so as to enable them to make a livelihood when they exit the training project. ● To prepare learners with intellectual disability for the job market in and around JTG district within 12 months. 	<ul style="list-style-type: none"> ● Resources were purchased for the project ● Beneficiaries in the project have secured employment through the skills they acquired. Six beneficiaries were employed at a local mine in that community ● The project is still up and running

	<ul style="list-style-type: none"> To establish a food garden to be utilized by the workshop as part of learner training and to enhance the food nutritional needs for the project. 	
Itireleng Project	<ul style="list-style-type: none"> To generate income by sewing school uniforms for 24 months to 400 children in the nearby primary school. 	<ul style="list-style-type: none"> Resources were purchased for the project School uniforms were sold to primary schools in the area The project also expanded to making uniform for day-care projects in the area Income is generated for People with Disabilities The project is still up and running
Sheet metal project	<ul style="list-style-type: none"> The projects aims to benefit the community of Lestemeng and their initiative to skill People with Disabilities. The project aims to eradicate poverty within the community and support local economic activities. The funded work will improve the sustainability of the organisation by maintaining consistent production and sales of the products to meet the community needs .The will improve on the income generated for the organisation to enable it to pursue other functions properly such as institutional growth and diversification of the activities for all members to be productive within the organisation. 	<ul style="list-style-type: none"> Resources were purchased for the project Through the NDA fund, the project is alleviating poverty among the disabled community in the area Through the NDA fund production line for metal products has increased Through the equipment purchased by the NDA fund, the project also managed to establish a chair making project The project is still up and running

<p>Shiyase Disabled Crafts Primary Cooperative</p>	<ul style="list-style-type: none"> • The project aims at addressing the unemployment issue and showcasing the beauty of craftwork. Its main objective is to generate profit from its products. The project will improve the lives of its members by bringing a lasting change, which will strengthen their ability to fend for themselves and improve their lives long after the grant funding has stopped. It will bring a state of independence as they will be getting a stipend on profits made from their products. • That will contribute in buying machinery so that the product improves in terms of pace and quality. The project is implemented by 7 beneficiaries that have a different type of disability. 20 school children from Siyangakhona combined school, Braamville and Hlanganani Primary school in Mooi River will also benefit crafting skills since the project pilot such programme. 	<ul style="list-style-type: none"> • Resources were purchased for the project • Through the NDA funded project production line was improved and the pace of produced was improved • The project has alleviated poverty among the disabled community in the area • Crafts are been sold to the community thus generating an income for People with Disabilities • The project is working toward improving the lives of the disabled. • Project is still up and running
<p>Real life commit</p>	<ul style="list-style-type: none"> • The requested funding will help the Real-life Commit to facilitate E-Learning courses regularly to disadvantaged people within Oudtshoorn as the funding would reduce dependency on Cape Access. Real Life Commit would be able to educate and upskill 	<ul style="list-style-type: none"> • Resources were purchased for the project • Beneficiaries have acquired basic computer skills • The project is still up and running

	more People with Disabilities for the market.	
Lebellelang project for the disabled	<ul style="list-style-type: none"> The objectives of the fund are to erect a fence that will enable the project to operate on its site and protect beneficiaries in the project. 	<ul style="list-style-type: none"> The project has not yet made use of the funds, however, they have secured a site where they will erect the fence.

4.4.2 Usage of grants as stipulated in the project agreement

In adhering to the specifications outlined within the project agreement as a deliberate form of reference, provincial/development managers constantly monitored the projects they were responsible for, thus ensuring that the grants given were merely used for the purposes of the designated project they were intended to fund. Furthermore, once the project reached closure, they followed up with an evaluation to assess whether the project specifications and agreements were abided by. Over and above the quarterly evaluation conducted, once the contract ended officials would conduct a close out meeting visitation to monitor whether the project achieved its intended objectives.

“We monitor quarterly. In fact the funding contract says we should monitor quarterly but when the first grant is transferred, we monitor monthly to ensure that no embezzlement takes place. From there, we then do quarterly monitoring, where we look at the expenditures and assess the items that were meant to be used. When we close the project, we conduct an evaluation.” (NDA Provincial manager)

The project activities stipulated in the contract were achieved with the funding received from the NDA, projects were able to purchase what needed to be purchased and what was agreed upon. Project managers mentioned that they do not rely on the NDA funding alone, they also pursue other avenues to fund the centre this in turn, benefited the beneficiaries as they are able to make an income for themselves.

Furthermore, the monitoring and evaluation that is conducted by NDA officials was an effective mechanism that ensured that projects used the funding in cognisant of the objectives the funding needs to cover and ensuring it achieves the ultimate goal of generating an income for people with disabilities.

4.4.3 Issues influencing the non-achievement of project objectives

The issues identified that had a potential of hindering the achievement of the set project objectives included; the lack of **marketing** for the products produced. As much as there has been an increase in the products produced, without marketing and people buying the products; this means that the supply will be high but the demand will be low. As a result, income will not be generated.

Furthermore, the threat of beneficiaries **not getting employment opportunities** even after acquiring the necessary skills due to the on-going prejudice from most employers and the communities was a hinder to the project success.

The Issue of projects not having fully equipped and trained staff members to cater for People with Disabilities was also highlighted as an issue influencing the non-achievement of the project goals. If there are no skilled facilitators to transfer the skill this means that no skills will be transferred to the disabled. Consequently, the project does not achieve its intended objective of equipping the disabled with the necessary skills.

4.4.4 Improvement of the social and economic empowerment of People with Disabilities

From a disability perspective, the White Paper on the Rights of Persons with Disabilities (WPRPD) (2016), explains that empowerment means empowering or developing the skills and abilities amongst persons with disabilities and/or their caregivers. This is to assist them in effectively communicating their socio-economic needs to others in the society, advocating and lobbying for these needs to be met, representing themselves and actively participating in all decision-making processes on matters that directly impact their lives. Empowerment is, therefore, identified as a core cross-cutting theme for enabling persons with disabilities to avail and access all socio-economic development opportunities and civil rights that exist.

The NDA funding was crucial in strengthening and improving the social and economic empowerment for people with disability. People with Disabilities participating and taking part in such projects gave them a sense of worth, a sense of belonging, self-independence and alleviating begging. Therefore there is a need to inject more funding to support and establish new projects that would equip People with Disabilities with skills, provide them with training and education that they can use to generate an income for themselves

“Perhaps provide more training and education that would help us a lot. Management training and other training is a need as well as quality education”. (Project managers)

4.4.5 Monitoring the Implementation of Projects

Monitoring and Evaluation is a tool used to demonstrate how programme efforts have had a measurable impact on expected outcomes and have been implemented effectively. (Gage and Dunn,2009).

Furthermore, monitoring and evaluation assist in identifying the most valuable and efficient use of resources. It is critical for developing objective conclusions regarding the extent to which programmes can be judged as a “success”. Monitoring and evaluation provide the necessary data to guide strategic planning, design and implement programmes and projects, as well as re-allocating resources in better ways.(Gauteng Department of Social Development, 2017).

Monitoring and evaluation can establish whether the programme or project is efficient and can answer questions, such as whether the programme is on time, in the budget, on schedule and of adequate quality. Here in the research study, the focus is on issues of efficiency, the programme’s short-term effectiveness and project management processes.

There were a monitoring and evaluation system that was put in place to monitor whether the NDA funded projects were on par in terms of achieving the project objectives.

Monitoring and or reporting on the projects was conducted at least once every three months (quarterly). Although, frequent monitoring and reporting were conducted within the initial stages of a project, this then changed from a weekly reporting measuring tool to a monthly report circumstance. The reasons for frequent reporting at the initial stages of a project were to keep track of the monies that were dispensed to each project within their respective provinces. This then moved to every after three months reporting in the form of random visits that either the provincial manager and or development manager would conduct but also reporting on a ‘once a challenge(s) arises bases’.

The sole purpose of the official’s random visits to the projects was to investigate any challenges faced by beneficiaries on the ground but also gather information regarding the progress made in the respective projects.

Furthermore, the incidents and or requests stipulated in the reports have been implemented and are effective in providing accountability of the activities.

“The monitoring is done after every three (3) months then we close the project. I stay in contact with them and even when I am travelling in their area I will go and check on them and see if there is anything that they need.” (NDA Development manager)

“They are supposed to be effective because that is why we have them in place. It is the reason we have mentors particularly at the beginning of a project. We do not just dispense money. We also do capacity building around governance and financial management. We also do training on conflict management because as you know, where there is money there is conflict. So, the frequency of engagement is aimed at mitigating those kinds of problems right at the onset so that later it can be easier to continue with project implementation as per the proposal.” (NDA Provincial manager)

4.5 Objective 4: Sustainability of the projects

According to the Guidelines for Project and Programme Evaluations (2009) Sustainability is defined as the continuation of benefits from a development intervention after major development assistance has been completed and the probability of continued long-term benefits. Okeniyi (2013) Furthermore, sustainability is the ability of an organisation to continue its mission or program even after the involvement of donors or sponsors. The project should continue being impactful to beneficiaries to ensure the sustainability of the project.

The NDA funded economic empowerment projects of People with Disabilities was able to sustain themselves even after the project contract ended. This was achievable as a result of the additional equipment that were purchased through the NDA fund. Furthermore, through the different skills such as sewing, computer, gardening, artisan, crafts etc that were acquired by People with Disabilities, they were able to produce more products, and penetrate the different sectors where they could sell their products, as well as training beneficiaries through basic computer courses. The NDA funded projects are still up and running and have not collapsed. This indicates that the funds boosted the projects to continue serving the disabled people.

The sustainability of the projects also indicates the zeal and determination that the disabled have towards the project as the beneficiaries were taking charge and owning the projects. This was seen when tasks are being carried out as they are always eager to learn and push sales of the products produced.

To ensure sustainability of the NDA funded projects, the notion held was that the project contract should have been extended from the one year agreement they had with NDA. All project managers highlighted that the fund assisted the centre in providing resources that enhanced their existing projects that they have been running. They commended the NDA fund for helping the project grow and sustain itself even after the contract came to an end.

In order for such projects to support the beneficiaries needs as well as be sustainable over time, requires contracts to run for an extended period of time, communication and adoption of

a more sustainable funding approach which will allow for those lifetime type, long-standing projects. They further advised that small-scaled projects are not necessarily beneficial toward people with disabilities as they normally lead to the discontinuous of the project.

“We have recommended in our report that we should continue supporting this project.” (NDA Provincial manager)

“The project is still up and running and continuing with their task” (Project Managers).

4.5.1 Strengthening the sustainability of the NDA funded project

To ensure sustainability of the NDA funded project there is a need for:

- Adequate funding, mentorship programmes, continuous monitoring
- Collaboration with relevant stakeholders to shed light on maintaining sustainable projects but also being educated on how to contend with and or understand people with disabilities – and not sympathise with them. The DPSA was mention as one of the departments that can assist People with disabilities in their income generating projects to ensure they are run effective and sustainable in the long run.
- Through the implementation of a mentorship programme, respondents believe that beneficiaries will be able to fully understand the different sectors that their projects are targeting i.e. manufacturing and agriculture, whereas, adequate funding will allow for the longevity of an essential community project as well as foster the sustainability of a viable project for People with Disabilities in their communities.
- Educating beneficiaries through capacity building prior to funding the projects on how to run successful projects, this could be achieved by pairing the projects with sector specialist that could assist them in sustaining the project and generating more money for People with Disabilities.

The notion held was to maintain the current projects which are running and succeeding in their own stride but also extended the duration period of the projects that have been discontinued or those facing the risk of being discontinued. The reasons being that the establishment of such projects allow for people with disabilities to empower themselves, promote social cohesion within their communities and surrounding areas, and in turn, results in less dependency on government aid which pushes them to live from hand to mouth at times.

“I think we should involve DPSA for the disabled so they can motivate them, you need to have such a stakeholder when you are dealing with people with disabilities. There are things that I cannot understand about them but if I am with someone who understands

their needs better because the person will speak a language that they understand and not take advantage.”(NDA Provincial manager)

“Again, for me what could have been done better is prior intervention in terms of institutional capacity to run a project, as well as the financial aspects of running a project.” (NDA Development manager)

5. Discussion

The establishment of projects that catered for People with Disabilities in communities served as a protective environment where People with Disabilities could function independently. Due to People with Disabilities experiencing discrimination, within their communities coupled by being isolated and being illiterate, these projects, therefore, removed them from such challenges and provide them with an opportunity to learn skills that would advance them to perform tasks that abled people can do. Through proper training and being equipped with adequate skills, they could also occupy formal employment despite their disability.

The National Development Agency (NDA) as a public entity sought to prioritise such projects of people with disability to empower them to be self-sustainable. The NDA is mandated to act as a vehicle for poverty alleviation in the impoverished communities by carrying out projects or programmes aimed at meeting the development needs of such communities irrespective of stature.

The NDA has been funding different income generation projects that were managed by People with Disabilities from its inception.

5.1.1 Design of income generation projects of People with Disabilities as funded by the NDA between the years 2012 to 2018.

The design of the income generation projects was guided by the key objective of the projects which were to create a space for income relief and skills development for people with disabilities. It was positive to note a common understanding of this objective by both NDA officials and Project managers. All parties involved had a clear understanding of the reason behind the establishment of the projects which was to assist people with disabilities by empowering themselves through skills development and equipping them with necessary skills which would enable them to venture into entrepreneurial activities or formal employment. The projects aimed to align either the current skills that People with Disabilities may currently

possess, skills transfer for those who lack certain skills and encourage identified opportunities needed within the communities they reside in.

The establishment of such projects allowed for People with Disabilities to empower themselves, promote social cohesion within their communities and surrounding areas, and in turn, results in less dependency on government aid.

The different activities done within the various projects were aligned with the different disabilities of beneficiaries to accommodate their specific related needs. This was to ensure that activities would assist beneficiaries to generate an income for themselves despite their disabilities.

The involvement of other key stakeholders other than the NDA played a role in the design of the projects. Stakeholders such as those from the local municipalities, departmental bodies (i.e. Department of Social Development, Department of Economic Development, etc.) all the way to the local organisations nearby the beneficiaries' communities played a role in supporting these projects.

5.1.2 Project progress in terms of generating income

The funds provided by the NDA were used for different purposes such as purchasing of materials, tools, equipment, or machinery that would boost the different projects. Considering that the NDA fund was supporting existing projects that have been running for five years and above, they played a critical role in enhancing and expanding these projects, thus reaching a wider number of beneficiaries in those respective communities. Furthermore increasing their production line and sales of products produced.

During the implementation stage of the project, the assistance of the NDA officials with regards to purchasing of relevant equipment required for the daily operations of the centres yielded positive results as project managers were not working in isolation but rather had a support structure that assisted them in making the project progress and achieve intended outcomes.

The projects thus far, have produced positive outcomes not only for the beneficiaries but for their families and communities as well. On an individual level, the projects fostered the culture of financial independence, which was then extended to family members. Considering that training provisions entailed filling in gaps observed within the different respective communities, on a community level, such gaps were filled by the different training offerings

5.1.3 Achievement of the objectives as defined in project agreements

Overall the projects have yielded positive outcomes in the lives of People with Disabilities. Bearing in mind the projects' objective to capacitate People with Disabilities and provide them with skills that they could use to generate an income for themselves, the projects managed to

achieve what they were intended to achieve. This is seen through the different projects, e.g. vegetable gardens, sewing classes, artisan skills, arts and craft skills etc. Through these projects, beneficiaries became entrepreneurs, whilst some were able to secure employment with the acquired skills.

The projects achieved the intended outcomes as per contract agreement. This was evident in the fact that the projects were still up and running and had not collapsed even after their contracts ended. Furthermore, the NDA fund assisted to increase production and sales through the purchasing of additional equipment which enabled the sustainability of the projects post the NDA funding.

The achievement of the objectives is attributed to the NDA's fund and effective communication and consultation amongst NDA officials and Project managers. In addition, credit is also provided to other key stakeholder in addition to the NDA who provided financial support to supplement NDA's fund. Moreover, the consistent dedication, zeal and persistency of the People with Disabilities themselves is also recognised as a key attribute leading to the success of the projects.

Since the projects produce goods that are sold in the communities, this has had an impact on the township economy of the respective communities. Goods are produced locally and are sold locally thus creating employment and entrepreneurship for People with Disabilities.

5.1.4 Sustainability of the project post NDA funding

Sustainability is defined as the continuation of benefits from a development intervention after major development assistance has been completed and the probability of continued long-term benefits. Okeniyi (2013) Furthermore, sustainability is the ability of an organisation to continue its mission or program even after the involvement of donors or sponsors. The project should continue being impactful to beneficiaries to ensure the sustainability of the project.

The NDA funded projects were sustainable in its own stride as a result of the additional equipment that were purchased through the NDA funding.

The projects were still up and running post NDA funding, this indicates that the funds boosted the projects to continue surviving People with Disabilities and ensuing they continue generating an income for themselves.

Although the projects were still up and running, the issue of funding might hinder the prospects of long term sustainability of the projects which the NDA wishes to comprehend in the future.

6. Conclusions

The income generation supported projects had a positive outcome to the operations of the projects due to the additional equipment that was purchased through the NDA funding. The most important objective these projects achieved was the capacitation of People with Disabilities with skills that would allow them to generate an income for themselves thus improving their lives and in turn alleviating poverty in their communities. The NDA fund served as an improvement to the project operations hence the continuation of the project after the NDA funding.

7. Recommendations

Based on the findings of the study, below are the recommendations made

- Although the projects were still up and running, the issue of funding might hinder the prospects of long term sustainability of the projects which the NDA wishes to see in the long run. Lack of funding has a negative consequences to the sustainability of the projects. It is therefore recommended that projects should engage private and different government departments for more funding to share financial and expertise responsibilities. This will aid in running the projects more effectively, which in turn will make the projects more sustainable. Furthermore, this will also ensure that such projects are prioritised as an important job opportunity for People with Disabilities.
- The issue of marketing was also a challenge that has a possibility of hindering the progress of the projects as supply is high and demand is low. It is therefore recommended that projects should not only market/sell their products/goods in their respective communities. However, projects need to use platforms such as social media (Twitter, Facebook, Instagram etc) as well as traditional mediums such as television and radio to market their products. In this way a wider market is aware of the work done in the projects which has the potential of increasing demand for the products.
- For further impact sustainability, it is recommended that the beneficiaries should cascade the skills that they have acquired in the projects to other disabled people in their communities. So as to equip other disabled people with income generation skills which in turn will create more labour market ready and entrepreneur minded people and thus ultimately eradicating poverty. Once the beneficiaries have acquired the skills in the

projects, they should be mandated to recruit People with Disabilities in their respective communities which they can pass the skills to. Project managers should monitor the process in order to ensure that skills have been transfer by beneficiaries. This will be to ensure that People with Disabilities who are not part of the project acquire skills that they can use to empower themselves.

- Prior to the commencement of any project, the proper qualified skilled facilitator should be engaged for them to spearhead such projects therefore, due diligence needs to be conducted. Having skilled facilitators for such projects will ensure that the needs of People with Disabilities are catered for.
- In addition to providing income relief, the projects could factor in an educational component where beneficiaries could be provided with opportunities to further their studies. In turn, this would yield long-term solutions for income generation. For example, those involved in computer courses could be accorded with opportunities to venture into IT-related courses.
- To ensure that the projects remain relevant to beneficiaries, monitoring of these projects should be done even after the contract has ended, to ensure that the project is still relevant to the needs of the beneficiaries. Through such monitoring systems, it will be concluded that the projects need to be continued or discontinued. Also to assess whether the project is still relevant to the needs of the community. Furthermore, beneficiaries can learn new skills and establish new and challenging projects if projects are deemed not relevant anymore.

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9. Appendix

Annexure A: Beneficiary Discussion Guide

EVALUATION PERFORMANCE OF THE NATIONAL DEVELOPMENT AGENCY DISABILITY INCOME GENERATION SUPPORTED PROJECTS

BENEFICIARIES

INTRODUCTION

Moderator/Interviewer to briefly introduce self:

Audio recording of proceedings for transcribing and report writing

There are no wrong or right answers, all their views are important, emphasize on honest opinion

Assurance of anonymity participants' opinions will not be linked to their identities

The aim of the evaluation is to assess the growth and sustainability of the income generation NDA funded projects for People with Disabilities and will focus on the following:

- Assessment of the design of income generation projects of People with Disabilities as funded by the NDA between 2012 to 2018
- Assess project progress in terms generating income
- Measure the achievement of the objectives as defined in project agreements
- Assess sustainability of the project post NDA funding

Introduction

- Please describe your main roles and responsibilities in this Project? Probe role played in the NDA funded project.
- What would you say are the main problems experienced by people with disabilities in this community and more broadly in South Africa?
- What do you think were the reasons behind the establishment of this centre? **probe**
 - What problems was it trying to address?

- In your understanding, what are the key changes this project wishes to bring about?
(Probe for: changes at the level of the individual, family, community)

Relevance of the NDA funded project

- Please tell me about the project that was funded by the NDA. **Probe:**
 - What the project was about
 - What problem was it trying to address with this project
- How relevant was this project to the people / beneficiaries in this centre? How did they benefit from it?
- How does this project align with the overall objectives of the centre? Probe to understand how the project aligns with the goals and needs of the beneficiaries
- Would you say the project activities are consistent with the needs of the beneficiaries?
 - Is the programme designed in such a way that beneficiaries are able to use the project outcomes to generate income?
- Are there aspects of this project that you think could have been done differently? Probe on aspects such as:
 - Release of funds by the NDA i.e. once off payment Vs tranche payment
 - Duration of the project agreement. Do they think the project should have been discontinued earlier or extended

Effectiveness of the project

- Before receiving the grant from the NDA, how were the activities of this project carried out?
- How has the project influenced the beneficiaries, and what capacities has it built? Probe for outcomes such as:
 - Enhanced self-empowerment (skilled and able to make own living)
 - Ability to start their own business with the skills they have been afforded with.
- What would you say are the major issues influencing the achievement/non-achievement of the objectives of the project /programme?

Outcomes of the project

- What would you say have been the successes of the NDA funded project?
 - What has happened to beneficiaries as a result of this programme or project?

- Has there been any unintended positive or negative consequences as a result of the NDA funded project?
- Would you say the programme achieved its intended objectives as stipulated/defined in project agreements? **Probe for reasons**
- How is the project monitored to ensure that it addresses the intended outcomes?
- What more do you think can be done to strengthen and/or improved the social and economic empowerment for people with disabilities?

Sustainability

- Please tell me what happened after the NDA funded project agreement came to an end. Probe to understand if:
 - The project is still continuing even after the project assistance is over
 - Are the beneficiaries taking charge of the intervention themselves to continue accomplishing its objectives? If yes How
- Are there any systems in place for monitoring beneficiaries once they have left / completed the programme?
 - Monitor if they were able to start up their own business that generates an income
- ***If project did not continue after the agreement ended ask:*** What would you say have been the limitation of this project that might have contributed to the project not continuing

Funding

- How are the activities and operations of this centre funded? Probe to understand if there are other funders over and above the NDA and Further probe for the activities funded by each funder
- Would you say that the project activities were achieved at a minimum cost? **Probe reasons**
- Are there adequate allocations of funding for you to carry out your activities in the centre?
- Was the project able to generate more income from the funding it was provided with?
 - What other projects/ programmes where established as a result of the funding
- Was the funding used as per the project agreement?
 - Was the funding aligned to the agreed stipulation of the funding
 - If deviations where made did it generate more money?

Recommendations

- What measures do you think could be put in place to improve on the operations of this centre in order to generate more income for people with disabilities?
- Is there anything that you would have done differently on the NDA funded project? **Probe reasons**

End: Thank you for your time and for sharing our insights with me.

**EVALUATION PERFORMANCE OF THE NATIONAL DEVELOPMENT AGENCY
DISABILITY INCOME GENERATION SUPPORTED PROJECTS**

NDA PROVINCIAL MANAGER/DEVELOPMENT OFFICERS

INTRODUCTION

Moderator/Interviewer to briefly introduce self:

Audio recording of proceedings for transcribing and report writing

There are no wrong or right answers, all their views are important, emphasize on honest opinion

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- Assess project progress in terms generating income
- Measure the achievement of the objectives as defined in project agreements
- Assess sustainability of the project post NDA funding

Introduction

- Please describe your roles and responsibilities in relation to the Disability Income Generation Supported Projects
 - What support do you provide in this programme?
- What are the major challenges experienced by people with disabilities in your community/area

Design

- What do you think were the reasons behind the establishment of the Disability Income Generation Supported Projects? What problem do you think they were trying to address?
Probe for: the contextual factors and concerns at the time which created the need for this project.
- In your understanding, what are the key changes this project wishes to bring about? (Probe for: changes at the level of the individual, family, community)
- What would you say is unique about this project compared to other similar projects that are aimed at people with disabilities?

Implementation of the project

- What has worked well during the implementation of this project? (Probe for: enablers and strengths of/for project implementation.)
- What has not worked well during the implementation of this project? (Probe: for barriers or challenges for project implementation.)
- In your opinion, what have been the primary challenges encountered in the implementation of this project? Probe for the factors that may be barriers for the achievement of the envisaged changes?
- What recommendations would you make to strengthen the implementation of this project?

Effectiveness of the project

- What would you see as the successes regarding this project since its implementation?
- What do you perceive as the major gaps or flaws of the project? Probe for factors that may hinder the achievement of the envisaged changes.
- Would you say that there are enough resources (human and financial) allocated for this project in terms of dealing with disability? **Probe reasons**
- How do you ensure that the grants given under this project are only used for the purpose of the project as specified in the beneficiary agreement?
 - What works – and for whom? And what does not work – and for whom?

Outcome

- What would you say have been the successes of this project?
 - What has happened to beneficiaries as a result of this programme or project?

- Has there been any unintended positive or negative consequences as a result of this project?
 - What would you say are the major issues influencing the achievement/non-achievement of the objectives
- Would you say the programme achieved its intended objectives as stipulated/defined in project agreements? **Probe for reasons**
- How is the project monitored to ensure that it addresses the intended outcomes?
- What more do you think can be done to strengthen and/or improved the social and economic empowerment for people with disability in general?

Questions for Provincial Managers only:

- How do you ensure that the grants given under this project are only used for the purpose of the project as specified in the beneficiary agreement?
 - What works – and for whom? And what does not work – and for whom?
- What could be the enablers to implementing such projects in the province in the future?
- What could be the barriers to implementing such project in the province in the future?

Monitoring of the project

- To what extent is there monitoring or any reporting about this project in the province?
Probe:
 - Have these been implemented?
 - Are these measures effective in providing accountability of the activities?
- What are the main challenges you experience with compiling your provincial reports? E.g. getting reports from the centres, quality of the reports

Recommendations

- In your mind, what have been the primary lessons learnt from this project thus far?
- What recommendations would you make to strengthen this project?
 - What measures do you think could be put in place to improve this project for the benefits of the people with disabilities?
 - Do you think the project should be discontinued, maintained or extended? **Probe reasons**

End: Thank you for your time and for sharing our insights with me.