



**A Needs Assessment for a “Gender and Disability in Practice”
Programme in Lesotho**

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Signed by candidate

Date: 18 August 2021

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Acronyms

CBR - Community-based Rehabilitation

CRPD - Convention of the Rights of Persons with Disabilities

DPI - Disabled Peoples' International

DPO - Disabled People's Organisation

GAD - Gender and Disability

GBV - Gender-based Violence

IDDC - International Disability and Development Consortium

INGO - International Non-Governmental Organisation

LftW - Light for the World

LNFOD - Lesotho National Federation of Organisations of the Disabled

M&E - Monitoring and Evaluation

NGO - Non-Governmental Organisation

PSM - Propensity Score Matching

PwD - Person(s)/People with Disabilities

RAD - Rapid Assessment of Disability

SCM - Success Case Method

UN - United Nations

UNESCO - United Nations Educational, Scientific and Cultural Organization

W-DARE - Women with Disability taking Action on Reproductive and Sexual Health

WHO - World Health Organisation

Abstract

Background: This study focuses on a Gender and Disability programme. It is being implemented in Lesotho by an Austrian NGO, Diakonie ACT Austria, and the Basotho umbrella organisation of Disabled People's Organisations (DPO). All four DPOs in Lesotho are members of the umbrella body Lesotho National Federation of Organisations of the Disabled (LNFOD) and are supported through capacity building interventions by LNFOD and the Austrian NGO.

Objectives: This evaluation explores the capacity building needs of LNFOD and its member DPOs. Moreover, this needs assessments sheds light on the extent to which the Gender and Disability programme is addressing the capacity building needs of LNFOD and the DPOs and the plausibility of the programme theory.

Method: A generic qualitative inquiry approach was used as methodological framework. Different qualitative evaluative approaches influenced the research design such as the success case method and the fishbone root cause analysis to identify the performance needs of beneficiaries. Data collection approaches were a stakeholder workshop conducted with staff of Diakonie and LNFOD, and ten semi-structured interviews with staff of all four DPOs and LNFOD.

Results: A root cause analysis of the performance needs of DPOs revealed the marginalisation of persons with disabilities (PwD) and DPOs in Lesotho. This was found to lead to a lack of tertiary education of staff and weak governance structures of DPOs. The performance needs of DPOs are "responsiveness to needs of PwD" and "to run their DPOs independently".

Conclusion: The low rate of tertiary education among PwD in Lesotho is an obstacle to establishing strong DPOs that can implement effective programmes independently. It is crucial to strengthen the leadership and M&E capacities of DPOs to assist them to grow and implement effective Gender and Disability programmes. I recommend strengthening the capacities of promising leaders at DPOs, employ a M&E Officer at LNFOD and consider a diverse team of PwD and persons without disabilities at the DPOs and at Diakonie.

Chapter One: Introduction

The following research report documents an evaluation conducted on a Gender and Disability (GAD) programme in Lesotho. The programme is implemented by Diakonie ACT Austria, an Austrian non-governmental organisation (NGO), and the Basotho umbrella organisation for Disabled People's Organisations (DPOs), Lesotho National Federation of Organisations of the Disabled (LNFOD). The programme focuses on empowering women with disabilities and capacity building of DPOs in Lesotho.

The evaluator has a strong interest in gender equality and human rights issues. Therefore, she wanted to conduct an evaluation of a programme, which addresses these issues. She got in touch with the programme staff from Diakonie through her professional network and together with Diakonie and LNFOD she identified the scope of the evaluation.

The beginning of this introduction chapter provides a literature review on the concept of Disabled People's Organisations (DPO) and is followed by a description of the evaluand and of the evaluation scope and questions. Moreover, it includes a literature review on the plausibility of the implementing agencies' programme theory around how best to serve the capacity development needs of DPOs.

1.1 Disabled People's Organisations

The political power of self-organisations in reframing disability has been demonstrated in the disability movement as argued by disability scholars (Oliver, 1996; Shakespeare, 1996). The importance of the nature of Disabled People's Organisations (DPOs) as self-organisations is also reflected in the constitution of the international federation of DPOs, Disabled Peoples' International (DPI). It defines as a fundamental characteristic of DPOs as "a majority of the members as well as the governing body of a DPO shall be persons with disabilities" (DPI, 1993, p. 3). However, groups of persons with disabilities who cannot represent themselves, such as children with disabilities and persons with psycho-social disabilities, can be represented by others (DPI, 1993, as cited in Deepak et al., 2013).

Disabled People's Organisations have evolved as part of the disability movement starting in the 1960s, first in Western countries (Deepak et al., 2013; Shakespeare, 1993). In developing countries, the evolution of DPOs was significant in the 1980s and often linked to international

initiatives such as the UN Decade of Disabled Persons. Moreover, the evolution of DPOs was often related to Community-based Rehabilitation (CBR) programmes (Deepak et al., 2013).

CBR was first conceptualised by the World Health Organisation (WHO) in the mid 1980s (M'kumbuzi & Myezwa, 2016). However, the WHO's CBR strategy was inspired by local initiatives by PwD themselves or family and community members of PwD to enhance opportunities and service delivery for PwD (Deepak et al., 2013; M'kumbuzi & Myezwa, 2016). The joint position paper by ILO, UNESCO and WHO (2004) on CBR recognises the role DPOs play as educating PwD about their rights and advocating for the implementation of those rights, also within CBR programmes.

It should be recognised that there are different types of DPOs. One important differentiation is that, on the one hand, there are grass-root DPOs whose activities focus on community work, such as empowerment activities with PwD, advocacy work at the level of local leaders or direct provision of services (Bezzina, 2019; Löve et al., 2018). On the other hand, there are high-level DPOs advocating for the rights of PwD at national or even international level, often they are umbrella DPOs (Bezzina, 2019; Löve et al., 2018). It should be noted that not all DPOs fall strictly into one of these two categories as the case of the DPOs in Lesotho shows. These DPOs work directly with communities. However, they also advocate at national level, often together with their umbrella organisation (LNFOD, personal communication, July 21, 2020).

Lastly, it is outside of the scope of this research to discuss different disability theories. However, it should be briefly mentioned that after consulting representatives of the Basotho disability movement and reviewing different contemporary literature on disability it was decided to use the term persons or people with disabilities (PwD) throughout this dissertation. This term acknowledges both socio-political and intrinsic dimensions of disability and the complexity of the phenomena of disability at society and at individual level (Shakespeare, 2017).

1.2 Programme Description

Lesotho National Federation of Organisations of the Disabled's (LNFOD) mission is a *“Basotho society that is accessible and inclusive for all people ... and enables and empowers people with disabilities to enjoy their ... human rights on equal bases with others.”* (LNFOD, n.d.). Diakonie ACT Austria is supporting LNFOD's efforts to reach this goal, and this evaluation was commissioned by Daikonie ACT Austria with a view to supporting this goal.

Together with their partners LNFOD and National Union of Disabled Persons of Uganda (NUDIP), Diakonie ACT Austria is implementing the programme “Gender and Disability in Practice (in Lesotho and Uganda)”. The programme started in January 2020 and it is anticipated to end in December 2023. Eighty percent of the programme's funds are contributed by the Austrian Development Agency and 20% by Diakonie ACT Austria (Diakonie, 2019).

This evaluation focused on the programme in Lesotho, specifically on the capacity building component of Disabled People's Organisations (DPOs). Hence, the following programme description focuses also on the capacity building component. The programme's overarching goal is the realisation of human rights of women and girls with disabilities in Lesotho. Women and girls with disabilities often face discrimination not only because of their disabilities, but also because of their gender (Shakespeare et al., 2019), which is described as intersectionality of gender and disability (GAD) (Naples et al., 2019). The aim of the programme is to address the intersectionality of discriminations on the grounds of gender and disability. The interventions aim to create this impact through four outcome domains, namely capacity building of DPOs, education, livelihoods and social protection; each with a particular emphasis on girls and women with disabilities. The programme's core is the development of organisational capacities and gender expertise of LNFOD and its member DPOs. As said, this is also the component this evaluation dealt with.

All four components are implemented through LNFOD and its four member DPOs (Diakonie, 2019). The implementing organisation LNFOD is an umbrella organisation of all four DPOs in Lesotho, namely Intellectual Disability Association of Lesotho, National Association of the Deaf Lesotho, Lesotho National Association of the Physically Disabled and the Lesotho National League of the Visually Impaired Persons (Diakonie, 2019). In

addition to its staff, LNFOD works with 14 representatives of the above-mentioned DPOs and 100 community workers, called disabled rights focal persons, who are also members of the DPOs. They are engaged in self-advocacy of persons with disabilities (PwD) and are spread over 14 community councils in Lesotho's districts of Maseru rural, Berea and Leribe where the programme is implemented. Diakonie's role is to support the work of LNFOD through training and knowledge exchange activities (Diakonie, personal communication, July 9, 2020; LNFOD, personal communication, July 21, 2020).

1.3 Programme Theory

Following consultations with Diakonie's Programme Officer and Diakonie's Gender Advisor, LNFOD's Gender Officer and LNFOD's Project Coordinator, and a review of the programme document a programme theory for the GAD programme was conceptualised by the evaluator (see Figure 1 below). The scope of this programme theory was the programme's component dealing with capacity building of DPOs.

Organisational Capacity

The programme's activities are clustered around the different target groups. The primary beneficiary of the programme is LNFOD. Diakonie supports LNFOD by providing trainings and knowledge exchange on GAD and organisational capacity matters.

The secondary beneficiaries are the DPOs which are targeted mainly through LNFOD, and to some extent through direct training by Diakonie and external consultants. Firstly, LNFOD conducts a gender analysis of the four outcome domains, namely capacity building of DPOs, inclusive education, livelihoods and social protection. Secondly, LNFOD reviews its current advocacy manual to be more gender-sensitive. Based on that, LNFOD together with representatives from the DPOs train the DPOs' community focal person in advocacy work. Thirdly, LNFOD hired a gender officer for the programme who trains the staff of LNFOD and the DPOs on gender equality matters. Fourthly, LNFOD assesses the DPOs' capacity building needs with a focus on gender equality matters. Based on the result of the assessment trainings are held by LNFOD. Finally, LNFOD and its member DPOs develop and update their strategies to ensure equal participation of men and women in their organisations and in their interventions.

The role of Diakonie is to provide technical input to LNFOD regarding the capacity building measures for the DPOs. Moreover, Diakonie facilitates knowledge exchange through workshops, joint field visits and secondments between the DPO's staff in Uganda and Lesotho, which has so far been done online due to the COVID-19 pandemic. In addition to that, Diakonie holds two innovation contests where DPOs are invited to submit proposals on building GAD capacities within their organisations.

Finally, the programme is based on the assumption that in a first step LNFOD and the DPOs are aware of the different needs of men and women with disabilities. They are then able to analyse structural differences regarding gender, to design the next set of programmes in a gender-sensitive manner themselves and to conduct advocacy work on GAD effectively.

Change of Attitudes and Beliefs and Support-Base Growth

A further downstream target group of the programme is the general public, which LNFOD and the DPOs address with information on gender and disability issues through radio, television spots and local newspapers. Through these activities, the programme aims to change attitudes on gender and disability matters amongst the general public. In a more distal outcome - which is assumed to follow - people demand accountability from duty bearers regarding gender and disability concerns.

LNFOD and the DPOs hold awareness raising meetings and a training on GAD with local chiefs and councillors. These activities are assumed to lead to a greater awareness of these matters at the level of local duty bearers and that as a following consequence PwD - especially women and girls - are regarded as citizens with rights like anyone else. Through engaging with the general public and PwD in particular it is presumed that PwD are empowered to demand services and are aware of their equal rights, especially women with disabilities.

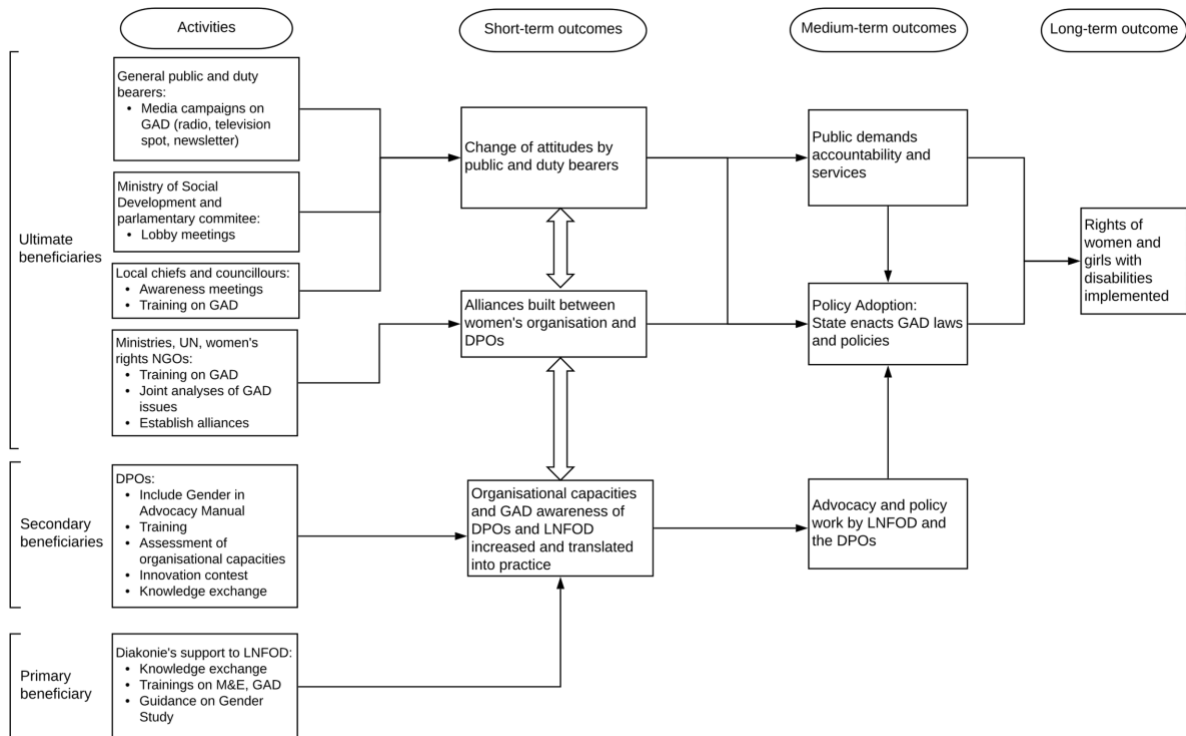
Building Alliances, Policy Work and New Champions

LNFOD and the DPOs engage with relevant ministries, UN agencies and women's rights NGOs through training on disability mainstreaming. Moreover, these actors are invited to bi-annual meetings to jointly analyse gender issues through the "disability lens". It is expected that these activities will lead to alliances and networks on gender and disability matters. As a

consequence of these alliances on GAD it is assumed that services and policies by NGOs, government and the UN will address gender issues through a disability perspective and disability matters through a gender perspective. Moreover, LNFOD together with the DPOs successfully advocated for the enactment of the Disability Equity Bill at the Ministry of Social Development and the parliament in the course of the previous and on-going programme. It is presumed that the joint advocacy with NGOs and the UN can contribute to its actual implementation.

Overall Programme Theory Assumptions

The programme is based on the following assumptions (see Figure 1 below). Firstly, the short-term outcomes are presumed to be interrelated. When LNFOD and DPOs apply their GAD capacities by engaging with duty bearers and women's rights organisations, it is hypothesised that this translates into changes of attitudes of duty bearers and women's rights organisation regarding GAD. Moreover, these interactions are supposed to lead to building alliances. Secondly, at a medium-term outcome level, the programme is presumed to contribute to the enactment of GAD-sensitive laws and policies. The enactment is assumed to be reached through new GAD champions at UN, NGO and state level and through public pressure, accompanied by continuous advocacy by DPOs. Thirdly, at long-term outcome level the programme is supposed to contribute to the implementation of equitable laws for women and girls with disabilities. Finally, there is the basic assumption that through self-advocacy issues of PwD get more attention, that it empowers PwD and that, finally, public services are more likely to be need-based.

Figure 1*Diakonie's programme theory*

Note. Diakonie's programme theory as defined following consultations with Diakonie's Programme Officer and Diakonie's Gender Advisor, LNFOD's Gender Officer and LNFOD's Project Coordinator, and a review of the programme document.

1.4 Programme's Plausibility

This following section is a literature review to explore the programme's plausibility. A literature review is a useful methodology commonly applied by evaluators to assess whether a programme theory and its underlying assumption are congruent with research evidence (Rossi et al., 2019). This methodology is not limited to exploring overall correspondence between a programme and those programmes and interventions represented in the research. Evaluators often break down programme theories into components and individual causal pathways and explore whether there is research evidence for those parts (Rossi et al., 2019). The first question deals with the overall correspondence of the programme with academic literature. The second and third question deal with the plausibility of components of the programme theory according to research.

This literature review was conducted to answer the following questions:

- 1) Is it plausible that DPOs create impact on the lives of PwD?
- 2) Are the change pathways of the programme theory plausible regarding LNFOD?
- 3) Are the change pathways of the programme theory plausible regarding the DPOs?

The majority of the relevant literature found and reviewed was qualitative studies or literature reviews. As there is not sufficient literature from Southern African or African context, literature was searched and reviewed globally. The first part of the literature review deals with the question if and how DPOs influence societies and lives of PwD. The second part deals with the question what mechanisms have been used by other programmes to strengthen the capacities of DPOs and to empower DPOs.

Influence of DPOs

As stated in the previous section the primary assumption underlying this programme is that DPOs can create impact on the lives of PwD, specifically that DPOs can contribute to the implementation of the rights of girls and women with disabilities. The questions this subsection deals with are, “Is it plausible that DPOs create impact on the lives of PwD?” and “How influential are DPOs in the political arena?” In line with the programme’s final goal the review deals both with DPOs’ impact on well-being due to access to services and economic activities and acknowledgment of active citizenship of PwD by society.

Impact at Community Level. The studies found support for the argument that DPOs can have some positive impact on the well-being of PwD. Grills et al. (2020) conducted a cluster randomised trial in North India across 39 rural villages. In the twenty intervention villages PwD were supported to form DPOs by NGOs. Activities included home visits, financial support for public events and exchange visits between the different DPOs. According to the study there is evidence that advocacy and livelihood interventions by DPOs can lead to an increase in a sense of well-being by DPO members and access to services for PwD in communities (Grills et al., 2020). Young et al. (2016a) conducted a realist evaluation in parallel to the cluster randomised trial by Grills et al. (2020), focusing on how capacity building and networking interventions for and by DPOs increased the well-being of PwD. It showed that those that participated in DPOs expanded their social networks which led to

increased confidence of PwD and positive change of societal views on disability (Young et al., 2016a). Grill et al. (2020) refer to other studies (Perkins et al. 2015 & Bergland et al., 2016, as cited in Grills et al., 2020), which agree that social networks have a positive influence on any person's well-being. Bezzina (2019) undertook a study on the DPO landscape and the disability movement in Burkina Faso by conducting more the 300 semi-structured interviews with PwD, representatives from DPOs, state authorities and international non-governmental organisations (INGOs) working in the disability space. In line with the findings of the above cited studies she found that DPOs gave PwD a sense of belonging and therefore increased their well-being (Bezzina, 2019).

DPOs' Political Influence. There is evidence from the literature that DPOs have political influence in some countries. Van Veen et al. (2013) studied a learning community of six East-African disability-specific NGOs and DPOs. The study was conducted by the implementing organisation Light for the World (LftW) through observations, interviews, focus group discussions and review of organisational documents. The aim of the intervention itself was a transformation process of the six East-African NGOs and DPOs from previously implementing programmes specifically for PwD to change their role to experts of disability-mainstreaming in development programmes. This shift in role of these NGOs and DPOs was based on adopting a human rights-based approach regarding the inclusion of PwD in society as the ultimate goal. This shift was also supported by the adoption of the Convention of the Rights of Persons with Disabilities (CRPD) in these East-African states. The adoption of the CRPD created access to government by DPOs and gave the organisations more credibility to form further partnerships and alliances with other stakeholders (van Veen et al., 2013). A literature review on the functions of DPOs on low- and middle-income countries by Young et al. (2016b) came to a similar conclusion, namely that DPOs could effectively influence policies through their advocacy activities. However, Young et al. (2016b) noted that the methodological quality of the studies was often not clear, and their generalisability might be limited. Contrary to Young et al.'s (2016b) finding, Bezzina (2019) found that on a political level the influence of Burkinabe DPOs - especially of grass-root DPOs in rural areas - was quite weak.

Qualitative case studies of the Portuguese, Icelandic and Bulgarian Disabled Peoples Movement found that DPOs and the disability movements had contributed to a shift in mind-set in society from a charity-based approach towards a human rights-based approach

regarding disability (Fontes, 2014; Löve et al., 2018; Mlodenov, 2009). Contrary to what Young et al.'s (2016b) literature review indicates in relation to the role of DPOs in selected cases in low- and middle-income countries, in the above-mentioned European disability movements there seems to be little success in shaping policies and its implementation when working collaboratively with governments through established structures (Fontes, 2014; Löve et al., 2018; Mlodenov, 2009). In a study drawing on qualitative interviews with leaders of the Icelandic disability movement one of the findings was that increasingly emphasis was shifted towards empowering PwD by and through grass-root DPOs with the aim to shape the political dialogue and increase political pressure (Löve et al., 2018). Whether this approach is more effective than the more diplomatic approach by established DPOs in changing the lives of PwD seems to be an unanswered question in the study of the Icelandic disability movement. On a positive note, through the study on the Burkinabe and the Icelandic disability movements it was concluded that public attention and awareness regarding issues of PwD is on the rise due to the work of DPOs, and PwD participating in DPOs activities are feeling increasingly empowered to voice their views (Bezzina, 2019; Löve et al., 2018).

Context Influences DPOs' Strategies. The context DPOs are operating in seems to influence their strategies. Nuth (2018) conducted a case study on the influence of context on DPOs' work in Cambodia. His qualitative study included 33 in-depth interviews, observations and a programme document review. In addition to that he conducted an extensive literature review on disability movements in developing countries and the Global North. Nuth's (2018) literature review revealed an inconsistency whether a more collaborative approach with authorities or a more confrontational approach through influencing the public opinion - which in turn could influence policy-makers - was more effective. In line with the above-cited literature's findings from different developing and European countries, there seemed to be a tendency that in the Global North a more confrontational approach was taken than in developing countries (Nuth, 2018). He argues that it needs to be assessed in each context individually which approach is most promising considering also the available resources. Moreover, he critically analysed the influence of funding from international donors. He concluded that there was a tendency that the Cambodian umbrella DPO had sacrificed addressing PwDs' needs to some extent by adopted strategies influenced by the Australian donor agency and the Australian disability movement (Nuth, 2018).

Role of Local Leaders. Another important political stakeholder in DPOs' advocacy work is local leadership as included in the programme. Young et al. (2016a) conducted a study looking at the effect of DPOs' work on local leaderships support of PwD and DPOs. In this realist impact evaluation in North India preliminary context-mechanism-outcome configurations were developed, which were empirically tested and refined through five case studies. These five cases were purposefully selected according to the location of NGOs working on disability inclusion through facilitation of formation of DPOs. The aim of the study was to understand what factors influenced successful formation of DPOs. Young et al. (2016a) found that local leadership influenced the formation of DPOs and at the same time DPOs influenced the support provided to PwD by local leaders. This is in line with the recommendations of the African Network for Evidence-to-Action on Disability (AfriNEAD) Symposium 2011. The participants of the symposium expressed the need to design specific advocacy programmes addressing local leaders to fight culture-based violence, and service providers to ensure that needs of PwD are met locally and to build alliances with other organisations to facilitate the inclusion of PwD in policy making at local level (Kachaje et al., 2014). The W-DARE (Women with Disability taking Action on Reproductive and Sexual Health) was a participatory research project by universities together with DPOs in the Philippines (Vaughan, 2016). It included surveys, in-depth interviews and focus group discussions with communities and health and disability service providers. One of the findings of the study was that governmental service providers and other relevant stakeholders changed their attitudes towards women with disabilities when they had to engage with them as trainers or researchers. This participatory implementation and research approach empowered women with disabilities and initiated reflections by governmental staff on their behaviours and services in regard to women with disabilities (Vaughan, 2016).

Mechanism of Programmes Focusing on Capacity Building of DPOs

The following sub-section deals with the question, "What mechanisms have programmes adopted to build capacity of DPOs?" It will explore the assumptions that the activities of the programme outlined in the previous section will lead to increased capacities of DPOs.

External Technical and Financial Support. Several studies dealt with the effect of external technical and funding support. In line with the assumption of the current programme, Young et al. (2016a) concluded in their above-mentioned study, *A Realist Evaluation of the*

Formation of Groups of People with Disabilities in North India, that external technical support is a confounding success factor regarding the effectiveness of DPOs work. This finding is also supported by the parallel study by Grills et al. (2020). According to Young et al. (2016a), mechanisms which lead to success, are establishing operating rules and organisational structures and slowly handing over the leadership functions and acting as sources of information for DPOs. Moreover, external funding can contribute to the formation of DPOs and their ability to focus on building alliances with other DPOs. It allows for capacity building of DPOs if good financial practices are modelled (Young et al., 2016a). The role of external support was also studied by Bezzina (2019). She found in her study on DPOs in Burkina Faso that the support of INGO bears the risks that it creates dependences by DPOs on INGOs support and that DPOs tended to have less sense of ownership when funded by an INGO and stopped functioning once the funding terminated. In order to strengthen DPOs' role and their capacities it was recommended that DPOs and PwD should be part of the paid programme staff and in the lead of the programme design. Moreover, she argued that INGOs should increasingly employ PwD when working with DPOs, so that programmes would involve "people with lived experiences at all stages" (Bezzina, 2019).

Knowledge-Exchange. The realist impact evaluation by Young et al. (2016a) explored the effect of knowledge and information exchange among DPOs and building networks among DPOs and DPOs and other organisations. It was concluded that these joint advocacy activities and knowledge exchange among organisations led to an increase in access to government schemes and entitlements for PwD and to a faster development of leadership capacities in DPOs (Young et al., 2016a). A similar approach was taken by LftW, yet on a regional level (van Veen et al., 2013). As outlined above, a learning community of six East-African disability-specific NGOs and DPOs was formed. LftW acted as a facilitator to support the transformation process of DPOs and disability-specific NGOs towards enhancing their expert role for disability mainstreaming in the development community (van Veen et al., 2013). Yet, the paper on the study does not provide insights how the learning community was set up and what the mechanism and the learnings were for LftW regarding their role as facilitator of the learning community.

Participatory Research. The W-DARE participatory research project by universities together with DPOs in the Philippines found that participatory research empowered PwD and

built research capacities of DPOs (Vaughan, 2016). Moreover, a finding was that through conducting interviews by trained interviewers - who were women with disabilities themselves - sensitive stories were more openly shared by women with disabilities. The participatory research project enabled DPOs and support groups to conduct informed advocacy with service providers, especially regarding gender-based violence as the focus of the W-DARE participatory research project (Vaughan, 2016).

Conclusion

There seems to be a lack of quantitative and mixed method studies dealing with the effectiveness of the work of and with DPOs and also only a limited number of qualitative studies dealing with the influence of DPOs on the lives of PwD and the effectiveness of interventions targeting DPOs. Moreover, there are limitations to the generalisability of the results of the studies. They are often conducted in socio-economic and cultural contexts quite different to the one in Lesotho. Nevertheless, the literature provided some insights regarding the programme theory's plausibility.

Further, there is agreement in the literature that DPOs can have positive impact on the lives of PwD regarding improved service delivery and well-being. Social networking appears to be the mechanisms which increases the well-being of PwD. PwD and grass-root DPOs are feeling increasingly empowered to voice their concerns and DPOs contribute to the awareness on disability issues by the general public. The studies came to different conclusions regarding the extent to which the studied DPOs contributed to duty bearers addressing the needs of PwD appropriately. However, the context seemed to play an important role whether a more confrontational approach or a more collaborative approach with politicians were effective. Which approach should be taken is ideally decided by the local DPOs rather than international organisations. Especially in the Global South local leaders appeared to be crucial stakeholders to support the formation of DPOs and to contribute to needs of PwD being met in local communities, as a result of awareness raising by the disability movements.

Finally, modelling and sharing of practices were found to be an effective mechanism to increase capacities and organisational functioning of DPOs. Moreover, external technical support and guidance seemed to be effective measures to increase the quality of DPOs' work.

Yet, it is important to put DPOs in the driving seat. In addition to that, participatory research was found to be an empowering mechanism for DPOs, also regarding the responsiveness of programmes to the needs of PwD.

1.5 Evaluation Scope and Questions

This evaluation was at the level of needs assessment, with specific focus on the needs of the implementing organisation LNFOD and its member DPOs (see Table 1 below). The overall aim of the evaluation was to explore the service needs of the recipients, and to thus review the programme theory in light of the question whether the programme addresses the service needs of its recipients (Rossi et al., 2019). A needs assessment can be conducted before a programme is launched, but also while it is already running (Davidson, 2012). As argued by Watkins et al. (2012) it is an essential endeavour for any performance improvement effort to conduct a needs assessment, as this guides programme design, implementation and evaluation.

In the case of this needs assessment it was decided together with the client LNFOD and Diakonie that findings would allow for adaptive management of the ongoing programme. In addition, LNFOD and the DPOs - that the evaluator consulted - indicated that a needs assessment regarding their needs as organisations would help them design future programmes (personal communication LNFOD and DPOs, 2020 and 2021).

Table 1

Beneficiaries of the capacity building measures of the programme

Primary beneficiary	Umbrella organisation of the DPOs in Lesotho – Lesotho National Federation of Organisations (LNFOD)
Secondary beneficiaries	The four DPOs in Lesotho – all are members of LNFOD: <ul style="list-style-type: none"> • Intellectual Disability Association of Lesotho • National Association of the Deaf Lesotho • Lesotho National Association of the Physically Disabled • Lesotho National League of the Visually Impaired Persons

Note. The evaluator decided to distinguish between primary and secondary beneficiaries of the programme for this evaluation. The programme description in this introductory chapter provides an overview of how the programme was designed to address the different (levels of) beneficiaries.

Primary beneficiary – LNFOD:

- 1) What are the underlying needs of LNFOD to support the work of its member DPOs?
- 2) Is the support model of Diakonie addressing these needs of LNFOD?

Secondary beneficiaries – DPOs:

- 3) What would improved DPO performance look like in the Lesotho context?
- 4) What are the key underlying needs of DPOs in the area of Gender and Disability?
- 5) What are the root causes of DPOs' performance needs?
- 6) Is the programme theory addressing DPOs' needs and the root causes of DPOs' performance needs?

The following chapter will outline the research design, including the approaches and tools used to answer these research questions.

Chapter Two: Method

2.1 Research Design and Evaluation Approach

An exploratory, descriptive research design seemed most appropriate to address the above evaluation questions. An exploratory, descriptive design is commonly used for needs assessments (Rossi et al., 2019). This design is particularly useful when reliable and valid quantitative measures have not been developed or tested (Patton, 2014). Additionally, it is used to understand the mechanisms of interventions (Patton, 2014). This evaluation serves as a needs assessment and tries to enhance our understanding of the extent to which the programme addresses the needs of its beneficiaries. Moreover, no quantitative measures, such as relevant standardised tools, were available for assessing the programme's participants performance and their capacity building needs. Diakonie and LNFOD did not have the capacities to develop valid and reliable quantitative measures.

A generic qualitative inquiry approach was used as methodological framework (Patton, 2014). Following Patton (2014), qualitative methods were applied to answer real world questions without following a strict theoretical framework. According to Watkins et al. (2012) there are no set tools to be applied in a needs assessment, but they argue that existing tools should be used in an adaptive manner to best serve the specific purpose and context of a needs assessment. In line with Patton (2014) and Watkins et al. (2012) notions, different qualitative evaluative approaches and tools influenced the research design and the methods, namely Davidson's (2012) approach to needs assessments, Brinkerhoff's (2003) success case method and the fishbone root cause analysis tool (International Labour Organisation [ILO], n.d.; Young et al., 2004).

Application of Davidson's Approach

Davidson's (2012) approach to conducting needs assessment and her definitions of needs provided general guidance for this needs assessment. It was important for this research to be precise what a need was and on what type of needs it was focused on.

Frist, a need has to be differentiated from a want or a desire (Watkins et al., 2012). Secondly, one has to make a distinction between conscious and unconscious needs and, thirdly, met and unmet needs (Davidson, 2012). The evaluator identified that only limited insight into

unconscious needs was gained during the interviews and the stakeholder workshop, mainly through asking probing question to the informants. This evaluation looked at met and unmet needs and both are outlined in the result chapter. Although often respondents talked about their wants the evaluator explored through probing questions whether it was just a want or also a need. Finally, Davidson (2012) provides a differentiation between performance and instrumental needs. A performance need is “a state of existence or level of performance that is required for satisfactory functioning” whereas an instrumental need is “a product, tool, or intervention that is required to address the performance need” (Davidson, 2012). The focus of this evaluation was on performance needs. However, also instrumental needs were identified as potential solutions to performance needs.

The evaluator applied Davidson’s (2012) two-phased approach. Firstly, the performance needs were identified and secondly, the root causes for the lack of capacities of DPOs were diagnosed. In addition to Davidson’s two-phased approach, the evaluator explored whether the programme addressed the performance needs and the root causes of the capacity building needs of DPOs through the stakeholder workshop and the in-depth interviews. Moreover, LNFOD’s needs and whether the programme addressed them were explored.

Lastly, this programme is delivered to LNFOD by Diakonie and to the DPOs by LNFOD and to some extent directly by Diakonie to the DPOs. Hence, there are different levels of recipients of the programme. The DPOs are “downstream consumers” as defined by Davidson (2012) as they are receiving services from the programme. In case services are delivered to LNFOD, LNFOD can be considered as the “downstream consumer” and the DPOs would be “other downstream impactees” according to Davidson’s (2012) model. The evaluator adapted that model for purpose of clarity. LNFOD is called primary beneficiary throughout this report, DPOs as the secondary beneficiaries and PwD in Lesotho and other beneficiaries, such as women’s rights organisations, as ultimate beneficiaries.

Application of the Success Case Method (SCM)

The SCM is often used as a qualitative framework for impact evaluation, either on its own or together with other methodologies. In addition to that, it is a useful formative inquiry approach regarding innovations or new programmes (Brinkerhoff, 2003). In line with the latter application aspects of the SCM were used for this needs assessment to allow for

adaptive management. More specifically, aspects of the SCM were used formatively to answer the question, “Is the programme meeting the needs of its beneficiaries, and how could the programme design and implementation do better?”.

Firstly, Brinkerhoff’s (2003) success cases method influenced the approach taken for the stakeholder workshop by “creating an impact model that defines what success should look like”. Secondly, the evaluator adapted Brinkerhoff’s (2003) success case method (SCM) for the selection of the informants from the DPOs and defining guiding for question the interviews with informants from the DPOs and LNFOD.

The SCM helps to illustrates through successful cases what factors contributed to success of a programme or an innovation. Moreover, non-success cases can be used to identify what phenomena might have led to a lack of success (Brinkerhoff, 2003). In addition to Brinkerhoff’s SCM, not only success and non-success cases were identified and interviewed, but also cases of medium success to gain more representative insights in what needs were addressed well and what did not work so well.

Application of the Fishbone Diagram

The fishbone root cause analysis tool (see Figure 2) was used as a problem identification tool for the performance needs of DPOs and the underlying root causes of these needs (ILO, n.d.; Young et al., 2004). A root cause analysis is a tool which is often used within needs assessments to visually explore how various underlying causes potentially lead to needs (ILO, n.d.; Watkins et al., 2012).

2.2 Procedure

Stage One: Identifying Areas of Performance Needs, Root Causes and Mechanisms of the Programme

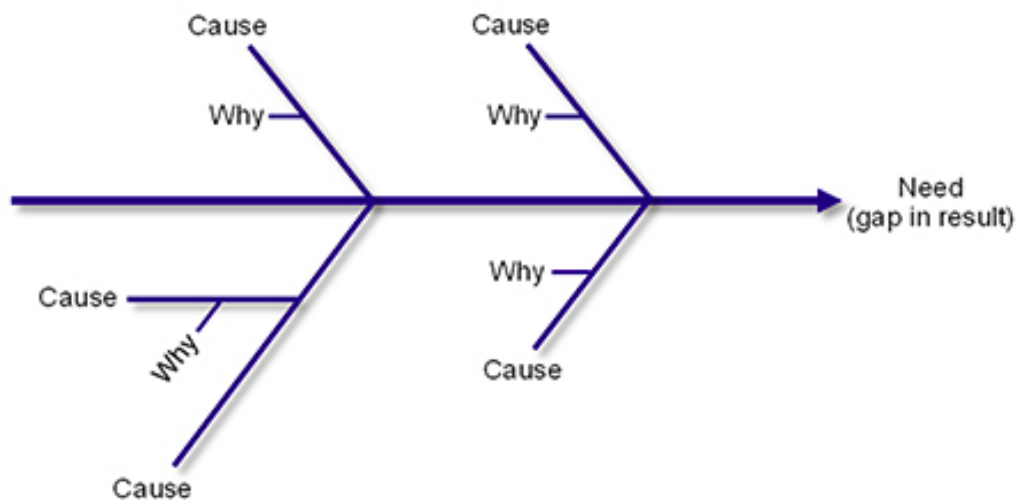
The first stage of the research focused on the problem definition. To identify the performance needs and underlying root causes of these performance needs, the evaluator conducted a stakeholder workshop with staff of Diakonie and LNFOD. In this process the evaluator used the fishbone root cause analysis tool (see Figure 2) to guide the participants in identifying

four areas of DPOs' performance needs (see Table 2) and the root causes for DPOs' lack of capacities given the past and the present programme implemented by LNFOD and Diakonie. This aspect of the workshop corresponded to Davidson's (2012) two-phased approach. Another aspect of the workshop was "defining what success should look like" in these four areas of performance needs (see Table 2), inspired by the SCM (Brinkerhoff, 2003). Furthermore, the mechanisms of the programme were explored during the workshop. The programme theory, which the evaluator developed at the proposal stage of this research, was taken as a starting point for the discussion. The evaluator facilitated discussion and asked probing questions to shed light on the mechanisms by which the programme is perceived to bring about changes in beneficiaries.

Due to the COVID-19 pandemic, this workshop was conducted online via Microsoft Teams. No interpreters were needed as the evaluator and all participants were fluent in English and no one had hearing impairments. The workshop was three hours long and recorded during the whole time. The evaluator used the recording for transcription.

Figure 2

Fishbone root cause analysis tool



Note. This is an example of a fishbone root cause analysis tool (ILO, n.d.). The fishbone diagram by the ILO was used during the stakeholder workshop. The tool was replicated in the online platform Mural and the evaluator's screen was shared with the participants through MS Teams during the workshop. The evaluator guided the participants of the workshop to complete the fishbone diagram with DPOs performance needs and the root causes of these

performance needs. The evaluator and one of the participants took notes digitally in the fishbone diagram. In order to ensure that also participants with visual impairments could follow the note taking the notes were read out.

Table 2

Areas of performance needs and definition of successful performance

Area of performance need	Definition of successful performance in these areas
Organisational skills	Someone who can attract funding on their own and has M&E capacities
Advocacy & research	Someone who undertakes research and conducts informed advocacy; someone who can respond to needs of PwD based on evidence
Gender awareness	Someone who can apply gender-mainstreaming in the interventions and enhance gender equality in organisational structures
Networking	Someone who engages with women's rights organisations

Note. During the stakeholder workshop participants defined what a successful person in each of the four key areas of performance needs would mean.

Stage Two: DPO Informant Identification and Interviews

Purposeful sampling was applied. LNFOD was asked to name for each of the four key areas of performance needs (see Table 2) three DPO members for in-depth interview. Inspired by the SCM (Brinkerhoff, 2003), criteria for the selection of informants from the DPO were informants' levels of success (high – medium – low) regarding one of the four key areas of performance need. In total the interviews covered 12 different categories, namely three levels of success for each of the four key areas of performance need. For example, LNFOD would identify a person that was “not successful” in applying “gender-mainstreaming”. Staff members of LNFOD subjectively rated DPO members' performance as to the level of success. No quantitative tools were available. The rating was based on LNFOD's experiences in working with the DPO members in the past, and the ongoing programme LNFOD and

Diakonie are implementing with the DPOs. Some interview partners were nominated by LNFOD for more than one category, so that in total seven DPO staff were interviewed. For example, an informant might have been selected for the categories “successful performance at networking” and “medium successful at advocacy & research”.

All of the informants were women, which was owed to the fact that the majority of the staff of DPOs are women (LNFOD, 2020). Each of the four DPOs was represented by one or two interviewees and most of them were programme staff and two were part of the management of their DPOs. The evaluator did not request that each DPO was represented, but this was a result of the prior defined categories and the identification by LNFOD according to it. In the interviews, members of DPOs were asked to think of the ongoing or past programme implemented by LNFOD. The aim of the interviews was to better understand what worked well for the informant - the DPO staff - in the current or previous programme and what needs might have not been addressed. Overall, it was observed that the categorisation according to the level of success by LNFOD did not match the perception of the DPO staff of how much they benefited from the interventions. Most of the DPO staff who were categorised as having not benefited or were not reached did not show less satisfaction with the interventions and could also name successes because of the interventions in the respective area of need their interview focused on.

Due to the COVID-19 pandemic it was necessary to conduct the interviews online using the online platform Microsoft Teams. As not all DPO staff members had stable internet connections or devices to connect to Microsoft Teams some informants connected to the Microsoft Teams call at the office of LNFOD or the offices of the DPOs. This was possible after a COVID-19-related lockdown was lifted. These circumstances caused quite some logistical challenges. However, all key informants - with support of LNFOD - could be interviewed. The interviews were conducted by the evaluator herself in English as all participants spoke English. Two of the interviews were conducted with interpreters, one with an interpreter for a deaf informant and one with a guide-interpreter for a deaf-blind informant. The seven interviews took each about 45 minutes and were recorded and then transcribed by the evaluator.

Stage Three: LNFOD Informant Identification and Interviews

The interviews with DPO members were followed-up by three online interviews with staff of LNFOD to capture what their needs were in supporting the DPO staff and what challenges they encountered. Purposeful sampling was applied. Informants from LNFOD were identified based on their previous involvement with the respective capacity building activities for DPOs.

Due to the COVID-19 pandemic it was necessary to conduct the interviews online using Microsoft Teams. Informants had stable internet connections, as they could use the connection at LNFOD's office. The interviews were all conducted in English and no interpreters were necessary. The three interviews took each between 45 and 60 minutes and were recorded and then transcribed by the evaluator.

2.3 Participants and Measures

Stakeholder workshop on problem definition and programme theory (first stage): Programme staff of LNFOD and Diakonie were interviewed in the setting of an online stakeholder workshop (see Appendix B for the structure of the workshop). The participants taking part in the workshop were the Programme Manager and the Gender Advisor of Diakonie, and the Human Rights and Advocacy Officer, the Gender Officer, the Project Coordinator, and the Executive Director of LNFOD.

Interviews with staff of DPOs (second stage): The evaluator conducted semi-structured in-depth interviews with seven members of DPOs on the key performance needs inspired by Brinkerhoff's (2003) SCM. See Appendix D for the structure of the interview.

Interviews with staff of LNFOD (third stage): Three in-depth interviews were conducted with staff of LNFOD, who provided training and support to DPOs. The guidance for these semi-structured interviews was also based on inspiration from Brinkerhoff's (2003) SCM (see Appendix F). The informants being interviewed were three staff members of LNFOD, namely the Human Rights and Advocacy Officer, the Gender Officer, and the Project Coordinator.

To sum up, a stakeholder workshop was conducted with staff of LNFOD and Diakonie. In addition to that, in total ten semi-structured in-depth interviews were conducted with staff of the DPOs and LNFOD.

2.4 Document Review

Diakonie provided programme related documents. These included the “Gender and Disability in Practice” programme document by Diakonie (2019), the evaluation of the previous programme implemented by Diakonie together with LNFOD and the gender analysis (LNFOD, 2020) of the ongoing programme, “Gender and Disability in Practice”. Moreover, academic literature was retrieved from online databases.

2.5 Data Analysis

The Thematic Content Analysis (Braun & Clarke, 2006; Maguire & Delahunt 2017; Mountain, 2019) was applied to all primary data - the transcripts of the stakeholder workshop and the interviews - using the qualitative data analysis software Nvivo. This qualitative analysis method is not tied to a particular theoretical framework (Braun & Clarke, 2006; Maguire & Delahunt 2017). An inductive, data-driven approach was applied to ensure that the richness of the answers of research participants was made use of (Maguire & Delahunt 2017). To ensure credibility of the interpretations the evaluator presented the initial findings to the client Diakonie and LNFOD and their feedback was incorporated into the final report.

2.6 Ethics

Ethical approval for the evaluation was obtained from the University’s Ethics Committee prior to data collection. Informed written consent was sought from participants of the stakeholder workshop and the semi-structured interviews. People interviewed were kept anonymous and had been made aware that their participation was voluntary and that respondents could opt-out at any time and without consequences. The names of their affiliated DPOs and any identifiable information from the interviews were removed to ensure anonymity. Interviews were conducted once a written consent form had been signed by the participant. In some cases no technical means were available to sign and scan the form so oral

consent had been sought prior to the interview. No monetary inducement was offered to participants. Participants were in no way deceived. The consent form gave the participant the power to decline to answer questions or retract answers if they wished to do so. The consent letter informed the participant about the purpose of the interview, that interviews were recorded and then transcribed. The form provided details about who to contact in case of questions. See Appendices for consent letter. Recordings and transcriptions of the interviews were filed in a password access protected cloud.

As this research was on capacity building needs of DPOs most of its staff members were persons with disabilities. Hence, most of the interview partner were persons with disabilities. All informants were able to provide informed consent, as there were no persons with intellectual disabilities who had to be interviewed. Some interview partners had visual impairments. However, they were able to read the letter of informed constant with their reading devices. LNFOD is an organisation which does regular social research with persons with disabilities in Lesotho. LNFOD advised the evaluator that no specific ethics requirements were available regarding research with persons with disabilities in Lesotho. An online search did not reveal any specific laws on social science research in Lesotho. LNFOD had been informed that the evaluator followed ethics requirements by UCT.

A permission letter was signed by Diakonie, agreeing to the evaluation of their programme. Beforehand, Diakonie asked LNFOD for their permission to participate in the evaluation. The evaluator presented the findings to the client Diakonie and LNFOD and asked LNFOD to share the findings with the DPOs. This allows the programme staff of Diakonie, LNFOD and the DPOs to learn from the results of the evaluation and adapt their programme accordingly.

The following chapter provides the results of the stakeholder workshop, the ten interviews and the document review.

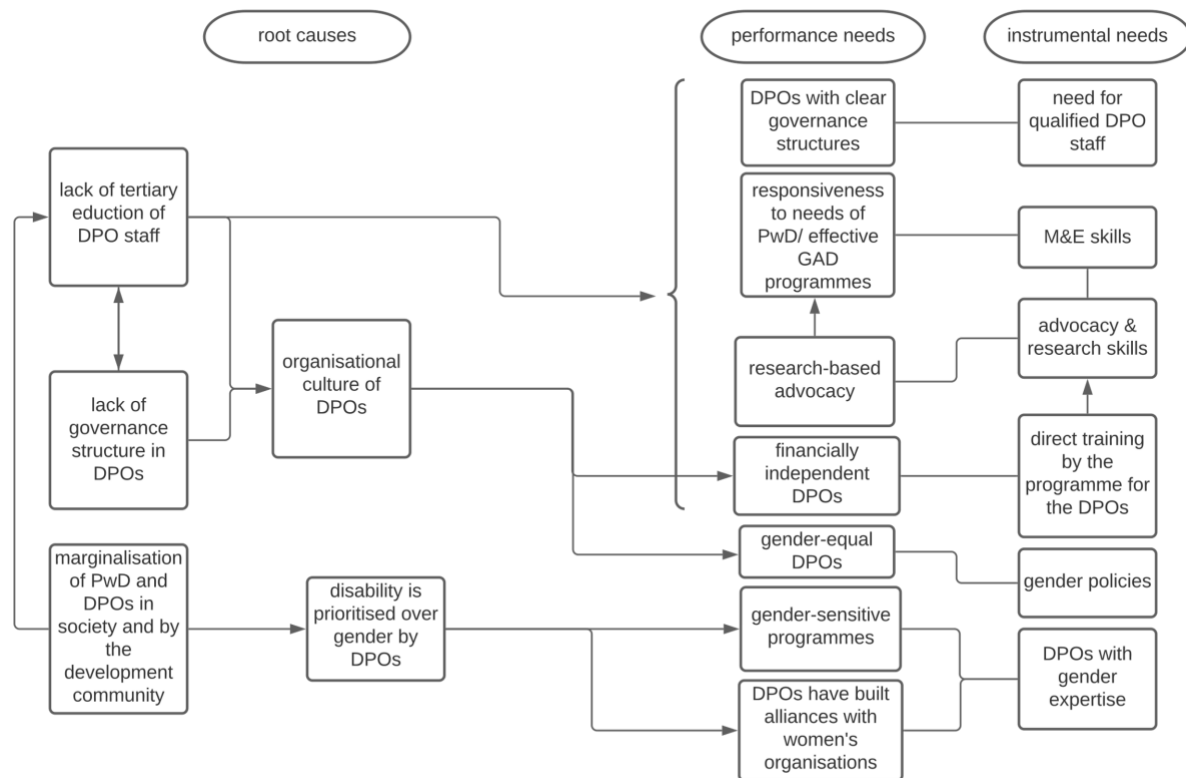
Chapter Three: Results

The result chapter is structured according to Davidson's (2012) two-phased approach on needs assessments, starting with outlining the identified needs of the primary beneficiary LNFOD and the secondary beneficiaries, the DPOs. Then the underlying root causes of the needs of the DPOs are presented. In addition to the two-phased approach the mechanisms of the programme are outlined in respect of the needs and the root causes.

The network analysis (see Figure 3) of the themes in the result chapter focuses on the needs of the DPOs and the root causes of the needs, as this is the core of the programme. The narrative part of the result chapter deals with the needs of the DPOs and also of LNFOD.

Figure 3

Network analysis of root causes and needs of the secondary beneficiaries (DPOs)



Note. Root causes and performance needs were defined as part of a fishbone exercise in the stakeholder workshop. Performance and instrumental needs were also defined as a result of a programme theory engagement during interviews with staff of the DPOs and LNFOD.

3.1 Needs of the Primary Beneficiary LNFOD

Three in-depth interviews were conducted with the staff of LNFOD, with the aim of identifying the underlying needs of LNFOD in supporting its member DPOs. In addition to that, the stakeholder workshop – through the fishbone root cause analysis – shed light on LNFOD’s needs. According to the research design the interviews with staff of LNFOD were also structured around the key areas of performance needs of DPOs which had been identified in the stakeholder workshop. Therefore, needs of LNFOD were identified in respect of the performance needs of the DPOs.

Capacities on Governance Structures - to Be Able to Guide DPOs to Strengthen their Structures

LNFOD considered that one of the key issues which hampered the work of DPOs was a lack of clear governance structures of DPOs. Staff from LNFOD explained that duties of the board and the operational staff were not well defined and there was a lack of policies which guided the operation of DPOs. The analysis of the interviews with staff of LNFOD revealed the need to be able to effectively support DPOs to setup clear governance structures.

Suggestion by LNFOD. From the answers of the staff of LNFOD it seemed that a definite strategy on how to address the issue of weak governance structures of DPOs has yet to be developed. However, staff of LNFOD did have some suggestions related to increasing the number of technical personnel at LNFOD, but also to receive more guidance and technical advice by the programme on how to guide DPOs to strengthen their governance structures.

Judging from what is happening right now...maybe we need additional capacity [to encourage the DPOs to strengthen their structures], maybe we’re not doing...Maybe we are not having enough capacity. Maybe this is why we’re here. So maybe we need additional capacity though *I can’t say in what form.* (Interviewee #3 from LNFOD)

Quality of LNFOD's and DPOs' Programmes

It was mentioned by an interviewee from LNFOD that LNFOD was very advanced when it came to M&E practices compared to other NGOs in Lesotho. However, interviewees from both the DPOs and LNFOD regarded it as important to enhance LNFOD's and DPOs' M&E efforts further to ensure that their programmes were effective. An interviewee from LNFOD mentioned the need to strengthen the M&E capacities of LNFOD had been identified prior to the programme start and therefore, a M&E training was included in the programme activities. The reasons for that gap in M&E capacities at LNFOD were also related to the fact that due to a lack of finances no M&E Officer could be hired. The instrumental need for increased M&E capacities was seen in relation to the need to transfer those skills to the DPOs, but also to be able as LNFOD to monitor and evaluate their own programmes and projects.

The gaps that we have...it's [a] monitoring and evaluation department. Whereby we proposed to get that [M&E] training...after getting that training, we will be able to train the DPOs. So that we are able to develop our M&E tools. We are able to *track the progress*. We are able to record successes with ease. *So that we are able see whether things or not are going well*. If we could get that [M&E training] we will be able to transfer the skills to the DPOs. (Interviewee #2 from LNFOD)

I think there's need for LNFOD to get feedback from the communities, from the clientele that we ... trained. And the programmes will be driven by the feedback we get from the communities. (Interviewee #7 DPOs)

Gender Equality at LNFOD

An interviewee from LNFOD pointed out that there was a need to strengthen their own gender expertise and gender equality to be able to support DPOs to reach gender equality at their organisation. Moreover, increasing gender equality in LNFOD's own organisation is a goal on its own of the evaluand. The priority of that goal was also confirmed by LNFOD's (2020) gender analysis.

Suggestion by LNFOD. It was mentioned that LNFOD planned to develop a gender action plan to bring life to their own gender policy in order to enhance gender equality within LNFOD. LNFOD would then act as a role model for the DPOs.

There is still a need for empowerment that needs to give life to the [gender] policy that is already there. If you look at LNFOD and look at the [gender] policy, you think that things are just perfect, but implementation is another issue. (Interviewee #1 from LNFOD)

If we are able to implement this [gender] policy, then it becomes even better [easier] for us to guide the DPOs to further develop [their gender policies] and [we] do the same as a model. (Interviewee #1 from LNFOD)

Alliances with Women's Rights Organisations

One of the programme's anticipated outcomes is strengthening the alliances with women's rights organisations. In the stakeholder workshop concerns were raised regarding the challenges of establishing cooperation with women's rights organisations. Participants of the workshop argued that these challenges – amongst other reasons – were related to a tendency that human rights organisations work in silos.

In an effort to break those silos the programme design included the establishment of a "Women's Forum" where DPOs and various other stakeholders – namely ministries, UN agencies and NGOs – working on women's rights were supposed to have a platform for building stronger alliances. This forum should have a clear mandate and a chance to be a long-term initiative. This forum was planned to be established and coordinated by LNFOD and the DPOs. Members were supposed to meet twice a year in order to strategise on joined advocacy efforts in the area of GAD (Diakonie Austria, 2019).

Suggestion by LNFOD. An interviewee from LNFOD voiced the need to receive support by Diakonie on how to set up such a forum so that it would have a clear mandate and the chance to be sustainable.

Maybe two or three meetings we can do that. But then, how do we *make it alive, a game changer*...I think there is still some *support needed in relation to learning from best practices*, maybe from the people who have done it in the past...So it will not become a forum that is standing there with no mandate. (Interviewee #1 from LNFOD)

Direct Training and Support for DPOs by the Programme (Suggestions by LNFOD)

It was an overarching finding that emerged from the data analysis that staff of LNFOD would wish that Diakonie's programme would provide more direct capacity building support to the DPOs. At the same time, it should be noted that it was mentioned that there would be trainings organised by Diakonie with technical support by external trainers on M&E, where staff of the DPOs would be invited. However, it was regarded as important that direct training and support to the DPOs would be expanded. Reasons for that need seemed to be related to a lack of technical capacities by LNFOD in some cases, but also due to a lack of time and funding by LNFOD to provide timely trainings to all the DPOs. It was put forward that access to knowledge and trainings would be provided to DPOs earlier and resources could be saved if DPO staff were invited to trainings, currently just provided to LNFOD. Staff of LNFOD were confident that if these workshops were provided online, DPO staff would be able to participate, as those who do not have stable internet connection could join the trainings in LNFOD's office. In addition, staff of LNFOD proposed to establish a platform, so that DPOs could get guidance on their project proposals and contacts of potential funders or partners. Topics which were mentioned in relation to the need for even greater direct support by the programme to the DPOs were resource mobilisation, research, M&E and DPOs' governance structures.

I think maybe sometimes under the chosen topics, for example, when we deal with the data collection and management, as well as documentation, maybe we could *have our DPOs' representative there, participating*. So that they may *get a first-hand knowledge* instead of them waiting for us to organise such trainings whenever we get funding for them. So, I think that would benefit them quicker [*sic*] and *be more efficient*. (Interviewee #3 from LNFOD)

I'm suggesting that Diakonie and our partner NUDIPO ...if we ...have a platform whereby we are sharing ideas on how to resource mobilise [*sic*]. And then from [*sic*] that platform engage DPOs as partners so that they get it [the information] first-hand.

(Interviewee #2 from LNFOD)

3.2 Performance Needs of the Secondary Beneficiaries – the DPOs

The aim of the stakeholder workshop was to identify what improved performance of DPOs would look like in terms of specific attitudes, behaviours, skills or actions. The participants of the stakeholder workshop described their vision of improved performance by DPOs and agreed on key performance needs of DPOs. The following themes were identified as key needs in relation to increased performance of DPOs in Lesotho.

Research-Based Advocacy

As mentioned, during the stakeholder workshop it was identified how success should look like regarding research-based advocacy. Participants agreed that research and advocacy should be regarded as one skillset as the aim of research from the perspective of a self-advocacy organisation was to conduct informed or research-based advocacy. Therefore, the programme is aiming at capacitating DPO staff to successfully undertake research to conduct informed advocacy effectively.

The DPOs need to have [*sic*] an informed advocacy. That aspect that we are trying to build the capacity on, is to undertake research. So that yeah, *advocacy is result-based, it is informed by studies that they undertake*. (Participant stakeholder workshop)

Responsiveness to Needs of PwD and Effective GAD Programmes

Participants of the stakeholder workshop agreed that the aim of research-based advocacy is to contribute to responding to actual needs of PwD by duty bearers and other stakeholders, including DPOs. As the interviews with DPOs revealed, PwDs' needs were assumed to be primary in the areas of social protection, education and economic empowerment. The extent of PwDs' needs – especially regarding girls and women with disabilities – was assessed by LNFOD and the DPOs through their

gender study at the beginning of this programme. The programme theory was built on the assumption that research skills would be necessary to be aware of the type and the extent of needs of PwD. Moreover, DPOs' improved advocacy skills were assumed to enable staff of DPOs to conduct effective research-based advocacy ensuring that the mentioned needs of PwD would be addressed by the responsible stakeholders.

DPOs exist because of the membership and...Because of that, we need to *equip them with skills so that they are responsive to their members...persons with disabilities*. (Participant stakeholder workshop)

Clear Governance Structures and Financial Independence from LNFOD by DPOs

The participants of the stakeholder workshop stated that they wanted to see the DPOs to be able to “write winning proposals”. LNFOD saw a need to achieve a greater financial independence of the DPOs from LNFOD. Lastly, it was regarded as key by staff of LNFOD that DPOs would have clear governance structures to be able to run their organisations successfully and independently.

Now we also want to see them *running their organisations* in line with the principles that we have talked about, like governance, *good governance*, being able to attract funding, being able to *write winning proposals*. (Participant stakeholder workshop)

Gender Equality at DPOs and Gender-Sensitivity of their Programmes

LNFOD and Diakonie envisioned that the staff of DPOs could translate their gender awareness into gender-sensitive interventions, and that DPOs could develop gender policies which would guide the design and implementation of future programmes and projects. In the ongoing programme and in future interventions DPOs are expected to effectively increase awareness of local duty bearers, communities and PwD on gender issues. Moreover, LNFOD and Diakonie hoped to enable DPOs to transform their organisational structures in a way that there would be greater gender equality in their leadership and that their policies would be based on the principle of gender equality.

[We want] to make sure that the *organisations are able to... make their programmes gender-sensitive*, since they are already working with disability. So...we are trying to make sure that they are able to also take into consideration gender needs of a [*sic*] persons with disabilities who are their members. (Participant stakeholder workshop)

[We are] hoping to see a change within the organisational structure or operational *structures of these organisations...that there would be more...gender equality*, especially in the identified areas in which it was lacking. (Participant stakeholder workshop)

DPOs' Alliances with Women's Rights Organisations

The aim of the programme is to build alliances with women's rights organisations, including governmental and international bodies who promote women empowerment. The participants of the stakeholder workshop wanted to see that the DPOs would be able to reach out to those organisations, to engage in the "Women's Forum" – as described above – and other gender forums and advocate for the rights of women with disabilities and to build long-term alliances to join advocacy efforts for rights of women with disabilities.

We...want to see them *being able to build alliances* and being able to sustain those alliances and for a certain period of time so *that it will help support them in their advocacy agenda*. (Participant stakeholder workshop)

3.3 Instrumental Needs of the Secondary Beneficiaries – the DPOs

Qualified and Sufficient staff

It was mentioned across interviews and in the stakeholder workshop that there was a need to provide more funding for hiring qualified staff at the DPOs so that they would be able to grow as organisations and would become more independent from LNFOD. At the same time, it was argued by participants of the stakeholder workshop that due to the lack of skilled staff, DPOs did not receive funds. This seemed to be a vicious circle as due to a lack of skilled staff DPOs did not attract many donors. It was reported during the stakeholder workshop that

“strong leaders” of DPOs, who managed to attract donors, was one way out of that vicious circle.

It was appreciated that this was the first programme that supported staff – who were volunteers from the DPOs – with allowances. Yet, this financial support to DPOs was not considered as sufficient to run the DPOs on a daily basis, to apply for funds and build their capacities sustainably.

For a while we had funds. But now that we don't have a secretariat, *[it] is me who is volunteering just to open [the] office* and see that we are *trying to make proposals* and to be stable. (Interviewee #5 DPOs)

DPOs have to have maybe a management training, how to manage the organisation. And to have *different trainings that will empower our staff and the leadership of our DPOs* as well. (Interviewee #3 DPOs)

Advocacy and Research Skills

Advocacy and research skills were defined as one skillset by the participants of the stakeholder workshop. Especially regarding research, but also regarding advocacy, the interviewees from the DPOs saw a need for continuous support in terms of training and guidance. The interviews revealed that there was a tendency that DPO staff did not feel confident enough to conduct their own research without the support by LNFOD. This was in line with the perception of LNFOD that DPOs regarded research as a technical matter which was rather the responsibility of LNFOD.

Some of them, not all of them, because only some of those people have been trained. But so far, we *can't say* this, they now *have the ability to carry out the research-based capacities [sic]*. (Interviewee #3 from LNFOD)

We need more capacity to be stable enough to do our own research as well. (Interviewee #4 DPOs)

Gender Policies and Gender Expertise by DPOs

It was mentioned by interviewees from the DPOs and LNFOD that DPOs' expertise on gender equality and women empowerment was needed in order to set up gender-sensitive programmes. Interviewees from DPOs and LNFOD reported an increase in gender awareness by DPO staff since the beginning of the programme. Successes were also reported regarding applying their expertise in trainings with PwD and local duty bearers. Yet, interviewees from DPOs mentioned that they would like to see that their gender expertise and confidence in that topic would deepen and that they would be able to develop gender policies. These policies would guide their work and enhance gender equality at their own organisations. Moreover, it was reported that gender policies would also help DPOs to network and cooperate with other organisations on women empowerment issues.

We have just a slight knowledge on gender analysis. Also, we received a training...by LNFOD on understanding gender and gender mainstreaming and as the [*sic*] organisation, we were not actually practising that much of gender inclusion in our projects that we conducted. *Now, after the project, we have some insight...in gender balance and...maybe in our projects, in all that we do, we now consider such issues of gender.* (Interviewee #4 DPOs)

I think *first we should have a gender policy...it will drive our programming such that we will be able to link with other organisations.* (Interviewee #7 DPOs)

M&E Skills

The participants of the stakeholder workshop regarded improved M&E capacities as essential for running DPOs and their programmes successfully. It was suggested by two interviewees from the DPOs that there should be regular monitoring and evaluations whether the interventions by the DPOs and LNFOD actually benefited the recipients and how they could be improved.

We would like to see them [the DPOs], ... running some small projects on their own. And being able to manage those programmes in all components ...having plans for

implementation they are undertaking...*having M&E plans and being able to execute the M&E plans.* (Participant stakeholder workshop)

But we need to go and ensure that after we have given our people the training...Is there any improvement or progress in encourage [*sic*] our people? (Interviewee #6 DPOs)

3.4 Root Causes of the Performance Needs of the DPOs

Marginalisation of PwD and DPOs in Society (Including by the Development Community)

The root causes for the lack of funds were perceived to originate from the fact that PwD and their needs and rights were still not visible enough and did not receive much attention and funds from the development community up to now. The participants of the stakeholder workshop elaborated that most of the staff at the DPOs were working as volunteers. Hence, their time to work for their DPOs was limited as they had to go after other livelihood activities. Moreover, staff from LNFOD reported that often the capacity building activities could not be attended by DPO staff as the programme design anticipated. In addition to that, it was mentioned that capacity building efforts were to some extent in vain as a number of volunteers dropped their engagement with the DPOs after one or two years. Finally, it was argued by interviewees that this lack of funds and staff hampered organisations to operate sustainably.

Other entities and organisations, they don't want to work with the disability movements...maybe they don't think disability is even in their field. They are ignorant to disability issues. *They don't take disability as a developmental issue.* They still take disability in a medical way. (Participant stakeholder workshop)

We are happy that most of...some of the DPOs have improved since the capacity building. But when you look at some. Uh, still, uh. We cannot see that much improvement has been realised. Maybe 'cause you'd find in most cases yeah, some of our DPOs would find that they working [*sic*] with volunteers. *They don't have even the minimal staff that can operate in their office.* That is *very challenging when you're working with volunteer, you train this one and after one or two years they go.* (Interviewee #2 from LNFOD)

Lack of Tertiary Education

It was emphasised by participants of the stakeholder workshop that it was difficult for PwD to achieve higher education in Lesotho until recently. Therefore, most of the staff - even at management level - did not have tertiary education. It was agreed by participants of the workshop that because of the lack of education there was also a lack of skills available. Moreover, both the interviewees and the staff of LNFOD considered the lack of funding for skilled staff as a root cause for a lack of organisational skills in the DPOs. The workshop and the interviews illuminated that DPOs worked with volunteers who often did not have the necessary skills. Moreover, it was pointed out that the lack of financial management skills hampered DPOs' trustworthiness in the perception of potential donors.

It has been a great challenge, especially here in Lesotho for them to obtain tertiary education or even reach high school for some. So, it is *very difficult to find those that are educated*. Which is why we've pointed out even in that [gender] analysis that there is *need for them to start engaging other people*, even those who do not have disabilities, even as volunteers, as long as they have training. (Participant stakeholder workshop)

During the stakeholder workshops it was proposed to hire staff which might not have disabilities, if no one with disability is available with the necessary skills. The need to receive financial management trainings, but also other trainings to run an organisation was voiced by participants of the stakeholder workshop and the interviewees from the DPOs.

Yes, because now you know the problem that our DPOs face is because they don't have money, so they don't... They're not hiring or have qualified staff to perform duties daily. (Interviewee #3 DPOs)

We need to be capacitated on how we can manage our finances because you will find out most DPOs don't have well capacitated staff due to finances and can't hire professionals on those fields, on financial management. (Interviewee #6 DPOs)

Organisational Culture of DPOs

When discussing the reasons for a lack of funding of DPOs participants of the stakeholder workshop argued that there was a lack of empowerment by DPO staff to actually engage in their own resource mobilisation. Participants argued that DPOs relied on LNFOD as their umbrella organisation and that DPOs assumed that they had to be included in any programme LNFOD is running. Additionally, some of the participants of the stakeholder workshop saw a reluctance by DPOs to engage people without disabilities in their organisations – in case that would be the only way to have certain skills available in an organisation – as they feared that the influence of people without disabilities might get too strong.

So, there is a self-interest to keep working with LNFOD. *They know, OK because they are your members you will have to include them anyway. If they perform well or if they don't perform well, if they deliver or they don't deliver they have to be part of it, because they are your members.* (Participant stakeholder workshop)

These perceptions were not shared by the interviewees from the DPOs who rather saw a lack of proposal writing skills on their side and a lack of personnel as the reasons for not being successful in resource mobilisation.

I think what will be better in future is, *LNFOD to assist our DPOs to have their own fundraising or to have their own money as to run their organisation smoothly.*
(Interviewee #3 DPOs)

Lack of Governance Structure in DPOs

The perceptions of the reasons for the lack of governance structures differed between interviewees from DPOs and staff from LNFOD. Interviewees from DPOs saw a lack of skills as the root cause which they proposed to be addressed through support with setting up governance structures, writing policies and receiving leadership and management trainings. On the contrary, staff from LNFOD argued that it was rather the organisational culture of DPOs which led to a lack of segregation of duties and other issues which caused poor governance structures, as regular governance trainings took place for the DPOs. Staff from

LNFOOD hypothesised that the reason for weak governance structures at DPOs might also be related to a lack of tertiary education by DPO management.

And if you try to dig deep into what is actually happening, you will find out that you know sometimes they're having some *issues like the segregation of duties*. (Participant stakeholder workshop)

DPOs have to have maybe a management training, how to manage the organisation. And to have different trainings that will empower our staff and the leadership of our DPOs as well. (Interviewee #3 DPOs)

I still think that it goes to the level of education, in the sense that most of the people that are *board members...they're not that much educated and they may not even see value in...growing their organisations*. (Participant stakeholder workshop)

Disability is Prioritised Over Gender by DPOs

During the stakeholder workshop participants shared their insights into the reason why up to this current programme there was rarely a gender perspective applied by the DPOs. It was explained that members of the disability movement globally, but also in Lesotho, felt already marginalised through society. Their fight for inclusion of PwD was a binding force.

Participants of the workshop argued that DPOs were afraid that an additional topic would divide them as it was already a challenge to unite to one movement of people with different types of disabilities. Moreover, it was argued that up to this stage there was not a deliberate initiative which introduced gender-mainstreaming to DPOs as many gender equality initiatives had not considered DPOs and PwD into their programming. It was also argued that women with disabilities themselves were often not aware that the discrimination they faced was often also due to their gender and not only due to their disability.

The disability movement in itself has fought...a long time to unite. Because there's such a big diversity in this group. So, I think there might be a fear of, OK, *we introduce an additional thing once more that might divide us*. (Participant stakeholder workshop)

They never consider themselves to be discriminated because they are women with disabilities. But the first thing that comes to mind is that they are being discriminated because they have disabilities.” (Participant stakeholder workshop)

3.5 Mechanisms: How the Programme Theory Addresses the Needs and the Root Causes of the Needs

The following section is a presentation of the mechanisms, how and to what extent the programme’s activities and anticipated short-term outcomes are supposed to address the performance needs and the root causes of the performance needs of the DPOs. Some of the programme’s mechanisms have already been touched upon in the sections on needs and are described in more detail in this section.

Gender Expertise Provided by the Programme to Enhance Gender Capacity at LNFOD and the DPOs

This programme is the first programme LNFOD is implementing with a focus on how gender and disability are related. With the start of the programme gender experts were hired at LNFOD and at Diakonie. The gender advisor from Diakonie provided continuous guidance to LNFOD when requested by LNFOD. Moreover, a consultant was planned to be hired to support the gender officer from LNFOD to develop and implement LNFOD’s gender action plan. This should ensure that also “structural issues” (Interviewee #1 from LNFOD) could be discussed as they would be raised by someone external to the organisation. Regarding the support needed to train DPOs to enhance their gender expertise, one interviewee from LNFOD was concerned that they did not have enough personnel to supervise and guide the DPOs to the extent needed to ensure that DPOs’ gender capacity would increase.

I think for a certain extent, we are highly supported to implement in relation to the DPOs, also within LNFOD itself because we have the support of Diakonie with people with gender knowledge ... so they are able to also offer that support over and above the support that the gender officer is already providing within LNFOD. (Interviewee #1 from LNFOD)

Of course, *we are supporting the DPOs with whatever they are doing*. But in relation to the call, they will not have enough support *because they are starting from scratch and you need to engage various personnel* and what not and that may require loads of funding.

(Interviewee #1 from LNFOD)

Gender Training and Application of New Knowledge to Improve the Gender Expertise of DPOs

Through the trainings on GAD provided to the DPOs the programme was supposed to increase the gender capacities of DPOs. DPOs were also trained to train their community focal points and the communities directly, including local duty bearers. The assumption was that through application of the new knowledge the gender expertise of DPO staff would be sustainably strengthened. Moreover, the gender training was assumed to contribute to gender-sensitive programming by DPOs which should lead further down the line to a greater empowerment of women with disabilities through future projects and programmes by DPOs. These gender trainings through the programme were considered as very useful by the DPOs. The DPOs reported that they were already able to apply their newly gained gender expertise when directly working with the communities. However, it was voiced by the interviewees as crucial to receive regular trainings on gender-related topics relevant for their work, so that they could apply state of the art approaches.

We sensitise the community and other local groups like chiefs and police on those [gender] issues. (Interviewee #6 DPOs)

They have carried out several activities including building the capacities of the focal persons in the communities on gender and disability so that they can be able to then from their different communities raise awareness on this issue...so they can be able to know about their rights and including the rights' of women with disabilities. (Interviewee #1 from LNFOD)

Building Alliances for New Champions in Gender and Disability Advocacy and Programmes

The programme theory was based on the assumptions that through networking with women's rights organisations DPOs would build alliances with women's rights organisations and governmental and international bodies promoting women empowerment. The programme staff from Diakonie and LNFOD planned that the networking would be supported through establishing a "Women's Forum" as stated above. Moreover, the programme theory was based on the assumption that through training women's rights organisations on disability issues these organisations would apply disability-mainstreaming in their programmes.

I think we first need to make those women's rights associations...understand disability issues because now the focus was not on disability...LNFOD...is planning to create a forum which includes the members of the DPOs and then the plan is to network with those other women's rights associations. (Interviewee #4 DPOs)

Gender Analysis to Improve Gender Awareness and Research Capacities

It was assumed that through engaging in the gender analysis as data collectors DPO staff would increase their research skills and their gender awareness. DPO staff appreciated the study as they perceived that their level of gender awareness increased considerably due to their engagement in the study. Regarding increasing DPOs' capacity to actually conduct research on their own no activities were reported by the DPO staff or staff of LNFOD and Diakonie. Yet, it was reported as important by the DPOs and LNFOD that DPOs' research capacities should be strengthened in order to conduct research-based advocacy.

That *analysis* was very very much [*sic*] important for me. It has just *opened to me the good [sic] perception*, which I didn't have before, especially *on gender and disability*. (Interviewee #6 DPOs)

When we were dealing with the study, we *trained them on how to do the data collection* ... and, yeah, even on data entry. They have been trained on those aspects. (Participant stakeholder workshop)

Advocacy Training to Improve DPOs' Influence on Stakeholders

The programme is based on the assumption that through yearly trainings on advocacy tactics and on disability rights and through assisting the development of advocacy strategies DPOs would be knowledgeable on relevant matters and would have the tactical competences. As a result, it was assumed that through these competencies DPOs would effectively influence relevant stakeholders.

[We] train them to do [sic] advocacy strategy... as well as the advocacy tactics that they're going to engage in order to influence the identified stakeholders. We also capacitated them on how to develop their advocacy messages that are influential for each and every particular stakeholder identified. (Interviewee #3 from LNFOD)

Innovation contest to change organisational culture and improve gender expertise

The programme's plan was that the four DPOs would have to compete for winning the funding for a project, a sub-grant of the programme "Gender and Disability in Practice". There would be two calls and in each call one DPO from Lesotho is expected to receive funding for a project on GAD. It was assumed that when writing their proposals that DPOs would apply their gender expertise which they gained through the gender trainings. Moreover, it was discussed in the stakeholder workshop that in preparation of the application for the call capacity building measures on proposal writing and financial management would be provided to the DPOs. The programme was based on the assumption to empower DPOs through making them compete for the sub-grants and apply their skills and knowledge on GAD and proposal writing.

This will be a competition, like, so *they're not just given because they are members of LNFOD*, but they have to think. And they also have to write the proposal. So that is in a way *trying to change the longstanding organisational culture*. (Participant stakeholder workshop)

Diakonie has under the new partnership... [an] innovative idea, sub-granting the DPOs. They put in place the innovation contest, whereby DPOs, they write proposals and propose their own projects. (Interviewee #2 from LNFOD)

In this chapter the results from the stakeholder workshop, the ten interviews with staff from LNFOD and the DPOs and the document reviews were described. The following chapter will discuss the results in the light of the literature review presented in the introduction chapter.

Chapter Four: Discussion

DPOs in Lesotho are in critical need for increased capacities. Weak capacities seem to be related to the fact that the majority of DPO staff has no tertiary education. However, the low rate of tertiary education among DPO staff and its effects on organisational capacities of DPOs are not discussed in the literature found. There is a need to identify DPO staff with high leadership potential and to strengthen their capacities for growing successful DPOs in Lesotho.

The following five key findings and the respective recommendations appeared to be the most prominent, namely “need for leadership capacities at DPOs”, “M&E of programmes needed”, “GAD – a priority by DPOs”, “capacities are put into practice” and “need for qualified staff”. These five key findings will be outlined in this chapter. Additionally, the evaluator presents her reflections on the evaluation process.

4.1 Need for Leadership Capacities at DPOs

DPOs with “strong leaders” (Participant stakeholder workshop) manage to attract donors and implement programmes successfully and independently from LNFOD. However, not all DPOs in Lesotho have sufficient leadership capacity to run and grow their DPOs sustainably. This needs assessment suggests that a lack of management staff with tertiary education is a one of the root causes of weak leadership at DPOs.

In Chapter One, the literature review failed to indicate literature regarding tertiary educational deficits and their potential role in affecting DPO leadership. However, Young et al. (2019) found that slowly handing over leadership functions, establishing operating rules and acting as a source of information to DPOs could contribute to the establishing successful DPOs. LNFOD guides DPOs in establishing operating rules and is available as a source of information. However, leaders of DPOs are not slowly introduced to their function. As the organisational set-up of DPOs and LNFOD as an umbrella body might not allow for leadership positions to be slowly handed over, LNFOD could focus on strengthening leadership at DPOs through other means. The “innovation contests” – implemented through the “Gender and Disability in Practice” programme by Diakonie and LNFOD – have the potential for the DPOs to reflect on their strengths and weaknesses as implementing organisations and to gain expertise and confidence in applying for grants. However, the

programme does not have any targeted leadership trainings for DPOs. Moreover, LNFOD needs support to strengthen DPOs' leadership capacities.

Tertiary education is one mechanism which can contribute to leadership capacities of people as indicated by the findings of this needs assessment. However, according to Leskiw and Singh (2007) strengthening leadership is a very complex endeavour which involves different cognitive, behavioural and social skills of a person and also organisations' social systems. Despite the complexity of building leadership capacities, the evaluator recommends assisting LNFOD in identifying and focusing on the most promising leaders by providing these emerging leaders evidence-based and context-specific leadership development programmes (Leskiw & Singh, 2007).

4.2 M&E Capacities for Effective Programmes for PwD

There is a need to increase the research capacities of DPOs to conduct informed advocacy. Moreover, M&E capacities at DPOs and LNFOD are needed to design and implement programmes effectively. Both the DPOs and LNFOD do not feel confident about their M&E capacities at the moment. One of the aims of the gender analysis in the beginning of the programme "Gender and Disability in Practice" was to increase research skills DPO staff. Participatory research projects have the potential to contribute to empowerment and capacities of DPOs and PwD and to the quality of the research (Vaughan, 2016). However, DPO staff were only engaged as data collectors, but not as co-researchers in the gender analysis.

No studies were found which dealt with increasing the M&E capacities of DPOs. LNFOD and Diakonie should explore whether the M&E training provided by the programme is on its own sufficient to increase M&E capacities of the DPOs and LNFOD. The evaluator recommends considering employing a M&E Officer at LNFOD or invest in a thorough training of one staff member at LNFOD. LNFOD would then have increased capacities to train DPO staff on M&E. Finally, it is recommended to consider partnering with research institutes to conduct participatory research projects such as the W-DARE project in the Philippines. A participatory research project has the potential to strengthen the research and M&E skills of DPOs (Vaughan, 2016). Moreover, a participatory research project can

contribute to increase the responsiveness of programmes to the needs of PwD, especially as people are more likely to speak freely with people who are in a similar situation (Vaughan, 2016).

4.3 “Gender and Disability” – a Priority by DPOs

DPOs have taken up gender awareness as meaningful approach to their work and see the need to fight for gender equality in their own organisations and in society. This programme is the first initiative which introduces the topic of GAD to the DPOs. However, it should be questioned if gender equality is a priority for DPOs in Lesotho and to what extent the fight for gender equality addresses the needs of PwD. The risk of a strong influence of donor agencies on DPOs’ strategies is demonstrated by Nuth (2018) in the context of the Cambodian disability movement, as outlined above. This needs assessment revealed on that matter that DPOs in Lesotho appreciated that this programme is the first intervention that built their gender expertise.

To address the needs of PwD in regard of GAD a gender study was conducted by LNFOD and the DPOs at the beginning of this programme. Moreover, DPOs regard the intersectionality of gender and disability as an opportunity to build alliances with women’s rights organisations and increase the awareness and expertise on disability matters of women’s rights organisations.

The shift in role by DPOs to focus on providing their expertise on disability and on building alliances with actors outside of the disability movement was successfully supported by LftW in six East-African countries (van Veen et al., 2013). Unfortunately, the mechanisms were not discussed in the study by van Veen et al. (2013). Yet, the intervention by LftW provides the opportunity for LNFOD and the DPOs to learn from their partner DPO NUDIPO in Uganda - which was part of LftW’s programme - how to successfully provide expertise on disability-mainstreaming to other actors (van Veen et al., 2013).

Finally, LNFOD stressed the need to be supported in setting up sustainable platforms to strengthen alliances with existing women’s rights organisations. LNFOD’s need should not be overlooked, as it is a core component of the programme theory to strengthen alliances for

more effective advocacy work and disability-mainstreaming by actors outside of the disability movement. This recommendation is also in line with Young et al. (2016a), who concluded that joint advocacy activities of different organisations could increase the effectiveness of their advocacy work.

4.4 Capacities are put into Practice

DPOs are already training local duty bearers and communities on gender issues. DPO staff is encouraged and feels confident to continue implementing gender trainings and is eager to network with women's rights organisations. DPOs perceive that they have the capacity to be of help to women who face gender-based violence, or even prevent women with disabilities from falling victim to gender-based violence. DPOs reported increased gender awareness as a result of the trainings provided by the programme as well as due to their involvement as data collectors during the gender analysis. DPOs' success stories regarding their gender awareness and capacities affirm the programme's assumption that skills of DPO staff would increase through practising knowledge acquired during trainings. This is also in line with the conclusion of Vaughan's (2016) participatory research project, that DPO staff could build research capacities through being involved as researches.

The "innovation contests" – which aim at reinforcing the gender expertise gained through the gender trainings – provide an opportunity for DPOs to overcome their lack of confidence, and to engage in designing a project on their own. The study by Young et al. (2016a) suggests that slowly handing over responsibilities to DPO staff and modelling good practices are factors for building capacities of DPOs successfully. The approach of the programme is similar in that DPOs are trained and then guided in implementing gender trainings, advocacy activities and small projects on their own.

The evaluator recommends that Diakonie allocates resources to a realist impact evaluation (Pawson & Tilley, 1994 and Young et al., 2016a) of their current approach of providing training for DPOs, followed by guiding DPOs to put their learning into practice. This would also be an opportunity for other organisations to profit, as there is only very limited literature available on the impact and the mechanisms - including contextual factors - of capacity building programmes for DPOs. The evaluator recommends the following overarching

evaluation questions, “Did the intervention strengthening DPOs’ capacities and if yes, how?”, “Did the intervention positively influencing the lives of PwD and if yes, how?”, and “What is needed that the programme would work in other contexts?”

4.5 Need for Qualified Staff

There is a lack of technical staff at DPOs, in particular management, financial management staff and M&E staff. As discussed above, the lack of qualified staff at DPOs is linked to a low rate of tertiary education among PwD in Lesotho. At the same time, the four DPOs in Lesotho fear that they would lose control over their agenda if people without disabilities are engaged in their DPOs. As outlined in the introductory chapter, it should be noted that it is an important political feature of DPOs that the majority of their members and staff are PwD (DPI, 1993; Oliver, 1996; Shakespeare, 1996). However, it was discussed by LNFOD during the stakeholder workshop whether it might be a strategic solution for DPOs to hire people without disabilities if certain skills are needed in their organisation which cannot be covered by a person with disability currently. Whether this is the right approach can only be decided by the DPOs themselves.

At the time of the stakeholder workshop and interviews, it was considered providing trainings in proposal writing and financial management in the course of this programme. However, answers by research participants suggest that such short trainings might not be very effective for people without prior professional training as experiences have shown in previous programmes implemented by LNFOD.

The evaluator suggests considering hiring staff at and from DPOs for programme implementations – not just as volunteers. Hiring DPO members as programme staff has the potential to strengthen DPOs’ role and their capacities as suggested by Bezzina (2019), as DPOs would also be in the lead regarding the programme design and implementation. Finally, the evaluator recommends that Diakonie considers hiring PwD as programme staff at their own organisation to ensure interventions truly serve the needs of PwD in the Global South by drawing on expertise through lived experiences (Bezzina, 2019).

Table 3*Overview of findings and recommendations*

Findings	Recommendations
Need for leadership capacities at DPOs	Assist LNFOD in focusing on the most promising leaders at DPOs and provide leadership development programmes to them.
M&E of programmes needed	Employ an M&E Officer at LNFOD or invest in a thorough training of a staff member at LNFOD who can then train and guide the DPOs. Engage in participatory research projects.
“Gender and Disability” – a priority by DPOs	Strategy for alliance building needed: Support LNFOD and the DPOs in facilitating the “Women’s Forum”.
Capacities are put into practice	Evaluate the impact of the programme, with a focus on its mechanisms and the contextual factors.
Need for qualified staff	Consider a diverse team of PwD and persons without disabilities at the DPOs and Diakonie.

4.6 Reflections and Limitations

As a result of the COVID-19 pandemic it was not possible for the evaluator to travel to the implementation site of the programme, as originally planned. Instead, the evaluator conducted online interviews and a workshop with key informants. The absence of face-to-face engagement might have affected the level of trust while conducting interviews. Moreover, the evaluator was an international student who did not come from Lesotho and conducted the interviews in English, and in two cases with an interpreter for sign language. The level of English of the interview partners was fluent and questions were understood well by the interview partners except for one case. In this case the level of English might have affected the understanding of questions even though they were reformulated in a simplified manner. Moreover, the evaluator’s role as an outsider to Basotho society could have affected the level of trust of her interview partners. Despite these limitations, overall, interview partners seemed open to share their experiences and opinions with the evaluator.

Due to logistical reasons - in particular limited access to stable internet connection by DPO staff at the time of the workshop due to COVID-19-related movement restrictions - it was not possible to include the DPO staff in the stakeholder workshop when identifying their key areas of performance needs and working on the fishbone root cause analysis. However, the voices of DPOs came through in the seven semi-structured interviews, where DPO staff reflected on one or more performance needs and also expressed their views on possible root causes. However, it is recommended to include in future needs assessments the beneficiaries in the identification phase of performance needs to learn what they regard as key areas of performance needs.

To limit the extent of bias of the interpretation of findings the initial results were presented to LNFOD and Diakonie and the findings were considered as plausible by LNFOD and Diakonie. The result presentation was considered as very useful by the two implementing organisations and they planned to take the recommendations up for further reflection and adaption of the programme GAD.

4.7 Contribution to Needs Assessment Methodology

Davidson's (2012) approach was an important guidance for focusing on the level of performance needs and not primarily on instrumental needs. The fishbone diagram was a useful tool for identifying the performance needs. The probing questions of "why?" - as part of the fishbone root cause analysis tool - led the research participants to the root causes of the capacity building needs of DPOs. Moreover, the fishbone diagram facilitated research participants to refer to each other's statements in a structured manner. The evaluator concludes that the fishbone diagram is a useful tool for Davidson's (2012) two-phased approach on identifying performance needs and underlying root causes of the performance needs.

Upon reflection, the success case method by Brinkerhoff (2003) proved appropriate only to some extent. It was useful as interviewees gave extensive insights into the current and previous programme regarding activities, successes, and instrumental needs. Performance needs and the definitions of successful performance of DPO staff could be identified through

the stakeholder workshop with participants from LNFOD and Diakonie. However, additional probing questions had to be asked to get DPO staff's perspective on the priorly identified performance needs and root causes of their performance needs. As discussed in the previous section, it is recommended to include in future evaluations the beneficiaries in the identification phase of performance needs to learn what they regard as key areas of performance needs.

Chapter Five: Conclusions

This needs assessment shed light on the capacity building needs of DPOs in Lesotho and the root causes for their needs. Moreover, the needs of their umbrella organisation LNFOD and the plausibility of the support model of the “Gender and Disability in Practice” Programme in Lesotho were assessed. The evaluator applied a generic qualitative inquiry framework by drawing from different evaluative tools and methods. This approach proved to be appropriate to answer the research questions.

The study revealed that there is a need for DPOs to be able to design and implement their own programmes and to address the needs of PwD more independently from their umbrella organisation LNFOD. It is essential to strengthen DPOs’ leadership capacities, for enhancing their organisational structures and processes and their resource mobilisation. DPOs’ and LNFOD’s M&E capacities need to be advanced to ensure that the needs of PwD are addressed effectively. DPOs find it relevant and are eager to build alliances with other actors, especially women’s rights organisations, and to provide their expertise on gender-mainstreaming. There is still support needed by Diakonie and LNFOD to the DPOs to build platforms and strong alliances with actors outside of the disability movement.

Finally, there is a need for realist impact evaluations to assess the results and the mechanisms - including the contextual factors - of capacity building programmes for DPOs. This will allow disability movements and development organisations to learn from each other’s interventions and to increase impact on DPOs and the lives of PwD. At the moment, there is research gap on capacity building mechanisms for DPOs and the contextual factors of these interventions.

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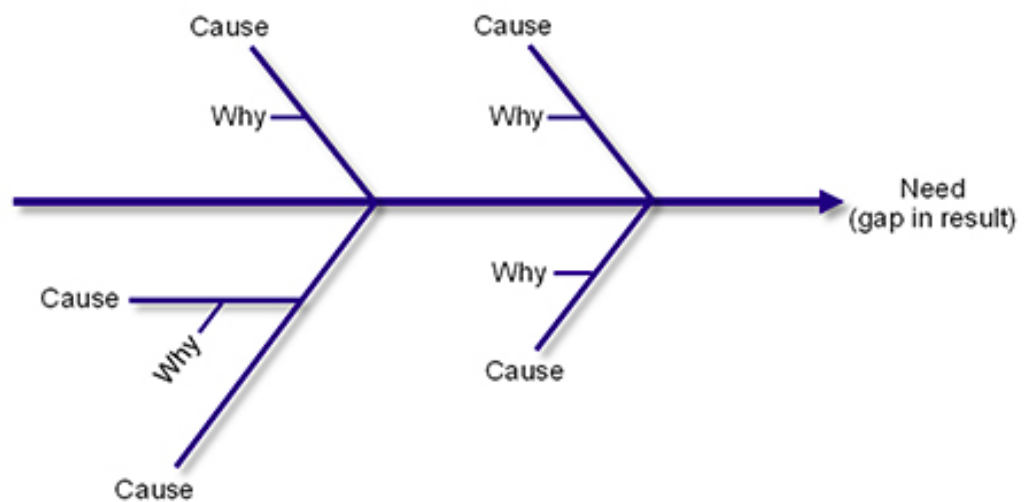
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Appendix B: Guiding Questions Stakeholder Workshop with Key Informants from Diakonie and LNFOD

- What are your roles in the programme?
- In general, what do you aim to achieve when working and engaging with DPOs?
- I would kindly ask you to reflect on and analyse the needs of the DPOs together with me through the fishbone root cause analysis tool.



(ILO, n.d.)

- How does the programme address those needs and the root causes of the needs, if they are addressed?
- What kind of training outcomes do you expect from the trainings? What are success indicators?
- What behavioural changes do you expect from DPO members?
- Thinking of the past and the present programme you implemented, what needs of DPOs have been address well and what has worked not so well?

As a follow-up after initial data analysis:

- Thinking of those areas of needs, can you please name me DPO members I could interview to better understand what has worked well for them and what needs might have been not addressed. Ideally, I could interview members that have benefited from the interventions successfully, members that somewhat benefited and members that have not benefited successfully or were not reached.

Appendix C: Consent Letter for Key Informant Interview – DPOs



Dear Interviewee

My name is Edith Mychalewicz and I am postgraduate student at the University of Cape Town. I am conducting an evaluation for the “Gender and Disability in Practice” programme.

I would like to invite you to participate in the evaluation as you are a key informant of this programme.

I will ask you a series of questions about your needs regarding the programme “Gender and Disability in Practice” and any related previous programme. Participation in this study is voluntary and you may withdraw at any point without negative consequences. I will record during the interview with your consent.

The interview will take approximately 1 hour. There is no compensation for participation in this interview. I can ensure that all the information obtained from this interview will be treated with anonymity and confidentiality. Anonymity will be kept as your name or the organisation’s name or any identifying information will not be published. The recordings and transcripts will be stored at a password saved cloud for archive purposes only.

The information collected will provide valuable insight regarding the assessment of the needs of the DPO members in the “Gender and Disability in Practice” programme and whether they are met. Findings of the research will be communicated to you.

If you consent to participate in the evaluation, please sign in the consent section provided below.

By signing this consent form, I confirm that I am a willing participant for the evaluation and was provided the opportunity to ask any questions

Participant Full name

Date

Signature

If you require additional information, you can contact me on the e-mail address indicated below.

Sincerely,

Edith Mychalewicz

(MYCEDI001@myuct.ac.za)

If for any reason you are not satisfied with how the study is conducted and have any concerns, you may report this to the course convenor, Associate Professor Sarah Chapman (Sarah.Chapman@uct.ac.za)

Appendix D: Interview Questions for Interview with Key Informant – DPOs

Thinking of the trainings and/or support you received from LNFOD regarding “networking”/ “gender awareness”/ “organisational skills”/ “advocacy & research” in the past:

Success and somewhat success cases:

- What was used? What did you do?

leadership roles

- What has been achieved so far?
- What is the value of what has been achieved?
- What help was received? How did you get there?
- How were your needs not met (barriers)? What could have been done better (suggestions)?

Non-success cases/not reached:

- According to the programme staff of LNFOD several people just were not able, for one reason or another, to do anything much with this [name of initiative] training/support. As a person who didn't get much value from this effort, what can you tell me about what went wrong? Why didn't this seem to work for you?
- How were your needs not met (barriers)? What could have been done better (suggestions)?

Appendix E: Consent Letter for Key Informant Interview – LNFOD



Dear Interviewee

My name is Edith Mychalewicz and I am postgraduate student at the University of Cape Town. I am conducting an evaluation for the “Gender and Disability in Practice” programme.

I would like to invite you to participate in the evaluation as you are a key informant of this programme.

I will ask you a series of questions about your needs regarding the programme “Gender and Disability in Practice” and any related previous programme. Participation in this study is voluntary and you may withdraw at any point without negative consequences. I will record during the interview with your consent.

The interview will take approximately 1 hour. There is no compensation for participation in this interview. I can ensure that all the information obtained from this interview will be treated with anonymity and confidentiality. Anonymity will be kept as your name or the organisation’s name or any identifying information will not be published. The recordings and transcripts will be stored at a password saved cloud for archive purposes only.

The information collected will provide valuable insight regarding the assessment of the needs of the DPO members and staff of LNFOD in the “Gender and Disability in Practice” programme and whether they are met. Findings of the research will be communicated to you.

If you consent to participate in the evaluation, please sign in the consent section provided below.

By signing this consent form, I confirm that I am a willing participant for the evaluation and was provided the opportunity to ask any questions

Participant Full name

Date

Signature

If you require additional information, you can contact me on the e-mail address indicated below.

Sincerely,
Edith Mychalewicz

(MYCEDI001@myuct.ac.za)

If for any reason you are not satisfied with how the study is conducted and have any concerns, you may report this to the course convenor, Associate Professor Sarah Chapman (Sarah.Chapman@uct.ac.za)

Appendix F: Interview Questions for Interview with Key Informant – LNFOD

Thinking of the trainings and/or support you provided to these DPO members in the past:

- What was used? What did you do?
- What has been achieved so far?
- What is the value of what has been achieved?
- What help was received? How did you get there?
- How were your needs not met? If applicable, what could have been done better? To what extent are you under-capacitated regarding capacity building of this DPO? (Eg. What prevented you from fulfilling the training needs of this DPO members? What stopped you from following up on this matter with the DPO members?)
- Do you have any suggestions?