

REPORT ON THE END EVALUATION OF NAD OD PROGRAMMES IN LESOTHO 2003 – 2016

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(FINAL)

Submitted to:

- 1. The Norwegian Association of Disabled (NAD)*
- 2. The Lesotho National Federation of Organisations of the Disabled (LNFOD)*

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1. List of Acronyms

ADA	Austria Development Agency
AIDS	Acquired Immunodeficiency Syndrome
ATT	Advocacy Task Team
AGM	Annual General Meeting
BoD	Board of Directors
CCs	Community Councils
CBR	Community Based Rehabilitation
CWD	Children with Disabilities
DA	Diakonie Austria
DMA	Disaster Management Authority
DPE	Development for Peace Education
DPO	Disabled People's Organisation
EU	European Union
ED	Executive Director
EXCO	Executive Committee
GA	General Assembly
HIV	Human Immunodeficiency Virus
HR	Human Resource
IDAL	Intellectual Disability Association of Lesotho
LAA	Land Administrative Authority
LCN	Lesotho Council of Non-governmental Organisations
LNAPD	Lesotho National Association of Physically Disabled
LNFOD	Lesotho National Federation of Organisations of the Disabled
LNLVIP	Lesotho National League of Visually Impaired Persons
MoSD	Ministry of Social Development
MoET	Ministry of Education and Training
M&E	Monitoring and Evaluation
MPs	Members of Parliament
NADL	National Association of the Deaf in Lesotho
NAD	Norwegian Association of Disabled
NGO	Non-Governmental Organisation

NUL	National University of Lesotho
NULLAC	National University of Lesotho Legal AID Clinic
OSISA	Open Society Initiative for Southern Africa
OA	Organisational Assessment
OD	Organisational Development
ODP	Organisational Development Programme
ODP	Organisational Development Programme
SAFOD	Southern Africa Federation of the Disabled
ToR	Terms of Reference
TRC	Transformation Resource Centre
WLSA	Women in Law in Southern Africa
WVL	World Vision Lesotho

2. Executive Summary

Norwegian Association of Disabled (NAD) entered into a partnership with LNFOD in 2003. The aim of the cooperation was to provide leadership, management and administration development for the federation and its four (4) member DPOs as well as to build a strong advocacy and lobbying organisation that is able to demand disabled persons' rights at all levels of society. LNFOD's member DPOs are: the Lesotho National Association of Physically Disabled (LNAPD), Lesotho National League of Visually Impairment Persons (LNLVIP), Intellectual Disability Association (IDAL), at that time named Lesotho Society of Mentally Handicapped Persons (LSMHP) and National Association of the Deaf in Lesotho (NADL).

Two projects were implemented since inception of this partnership, i.e. 1) the Community Based Rehabilitation (CBR) programme, implemented in partnership with the government of Lesotho and through the DPO branches at ward level; and 2) the Organisational Development (OD) programme. The CBR programme was subsequently phased out in 2012 due to the failure of the government to comply with some of the critical requirements of the agreement. A gradual phase out of NAD's support for the OD programme began in 2015 and came to an end at the end of 2016 culminating into NAD supporting LNFOD with purchasing a new property. The motivation behind this support was twofold, 1) to make sure that LNFOD could maintain full integrity and independence in case the current "landlord", the Government, did not approve or accept LNFOD as an important critical voice in Lesotho and then threatening to throw them out unless they became silent; and 2) to give LNFOD an administration block that can either be rented out to generate income, or alternatively, house the organisation. With both programmes being phased out, an end evaluation was commissioned in 2017.

The objectives of the evaluation were: (1) to determine how well the OD project met its objectives; (2) identify what happened because of NAD's technical support that would otherwise not have happened; and (3) to make recommendations to strengthen LNFOD's capacity to sustain the achievements gained thus up to end 2016.

The report is structured to reflect findings and recommendations on the following aspects of organisational development; (a) governance and democratic processes; (b) organisational structure management, administration and human resources; and (c) the overall added value of the collaboration with NAD. LNFOD's funding base and financial sustainability was also evaluated and has been reported on. The programme had targeted three (3) groups namely: the Human Rights Advocates/Rights Holders at DPO Level (including the federation); Rights Holders/Beneficiaries at end user or grassroots level; and c) Duty Bearers/Government. The report also uses the same target groups in reporting achievements gained.

The evaluation team gathered data from key stakeholders in the three target groups as mentioned above. Respondents ranged from beneficiaries of cross-disability structures of LNFOD programmes at grassroots level, member DPOs, partners, (funding and non-funding) and an official from the government. The report tabulates stated objectives and highlights their relevance by indicating progress made on all the stated objectives and indicators. Noteworthy achievements in the period between 2010 and 2016 are listed in the report including four (4) success stories of individuals whose lives were impacted as a result of the relationship NAD had with LNFOD. It is believed that, had it not been for the NAD/LNFOD cooperation, these would not have happened. A detailed list of achievements, by year, is appended to the report.

Following the assessment of LNFOD's governance, it was found that as per the constitution, the General Assembly (GA) is the highest decision making body that is convened every four years, and the last GA was in August 2017. The governance structure comprises a Council of twenty four members (24) which elects the Executive Committee (EXCO) of twelve (12) members (diagrams enclosed) and two sub-committees (Women's Wing with 8 members and Youth Forum with 5 members). The member DPOs forward an equal number of delegates to the GA using gender balance and disability status as non-negotiable criteria for nominations. The sub-committees are also elected at the same time.

Member DPOs in turn elect executive boards comprising 6 members, to govern the affairs of their organisations. The evaluation found that while all the structures were constitutional and the processes deemed democratic, as the respondents confirmed, the challenge is in the ability to duplicate same capacity in districts and/or community councils (grass roots level). The reasons were found to be numerous, and are addressed in the overall recommendations of the evaluation.

In an attempt to close gaps in and/or omissions of certain critical guiding elements as observed in a previous evaluation (detailed amendments are appended to this report), the constitution was amended in July 2016. One of the significant constitutional amendments stipulates that the four (4) members that are part of the EXCO represent gender, underrepresented groups, youth and women.

Assessment of LNFOD's organisational structure, management and administration is a twofold evaluation of the political (Council and EXCO) and operational management (the Secretariat) structures. The latter structure reports to the former structure through the Executive Director (ED). The future sustainability of the federation depends greatly on the co-operation of the two structures. The achievements gained reflect a good working relationship between the two even though there are gaps that need serious attention. The gaps may have far-reaching consequences now more so than previously, if not

addressed, because of the changing financial and technical support base with which LNFOD is currently dealing. The gaps were observed in the substantial composition of the political governing structures as well as in the shortage of capacity and lack of systematic and consistent compliance with processes in both the DPOs and, to a limited extent, in the Secretariat. Academic strength is an added value in the Secretariat's operational structure, however for continued sustainability, it needs to be augmented with diligent application of professional methods.

The relationship between the member DPOs and the secretariat is also important in realising future objectives of the federation. The evaluation observed and verified that this relationship needs improvement as evidence gathered reflected that there is little cooperation and positive responsiveness to capacity development from the DPOs. There seems to be a lack of independent determination to deliver on the mandated disability cause without material financial assistance or support from LNFOD. This is a crippling phenomenon and it increases the very dependence that people with disabilities are fighting to do away with.

The Secretariat's capacity was reported to be augmented with two implementation structures. That is, (1) the Advocacy Task Team (ATT), that comprises senior staff members of the Secretariat and four members from the DPOs; and (2) the Organisational Development Programme volunteers (ODP) comprising of four (4) members from the DPOs and the Secretariat's Programme Coordinator. The role of the ATT is to implement advocacy and lobbying strategies with the duty bearers while the ODP focuses on creating awareness and sensitising beneficiaries and duty bearers on any gains/wins achieved in disability legislation and the policy framework including the provisions thereof. Reference was also made to existence of a third structure called the Advocacy Group which has a core team and satellites. The core team includes LNFOD Advocacy and Human Rights officer, the ED, ATT members and the Programmes Coordinator while the satellites include representatives of different government Ministries, Disability Rights Ambassadors, and other Civil Society Organizations such as Development Peace for Education (DPE); Women in Law in Southern Africa (WLSA); Transformation Resource Centre (TRC); as well as Development Partners such as the European Union (EU), American Embassy and the United Nations. These organisations are sympathetic to the disability cause and have played a pivotal role in the advocacy and lobbying activities. Terms of reference are documented for the ATT, whereas those of the other two structures have not. It was noted that LNFOD and the DPOs would be best placed to formalise relationships and terms of reference with all structures and utilise the wealth of experience and expertise that the different organisations have.

The existence of the three structures facilitates application of collaborative and targeted strategies to advocacy aimed at the implementation of disability-specific legislation.

Hinderances to the smooth implementation of the strategies are largely external factors (government, etc.) some of which have to do with politics, commitment issues of certain ministries as well as organisational limitations mentioned earlier.

The report offers recommendations, as per the objectives of the evaluation, to directly and indirectly deal with some of the challenges faced by LNFOD in as far as governance is concerned, the member DPOs and by the Secretariat.

Specific recommendations for LNFOD governance incorporate visionary leadership and accountability. The DPOs' recommendations focus on self governance, capacity building, programming, accountability and installation of systems and processes. Lastly, recommendations to the Secretariat focus on human resource, finance, documentation, project implementation (including reporting) and sustainability.

The evaluation noted that LNFOD governance needs to strengthen retention of institutional memory in as far as rationales for decisions are concerned and facilitation of continuity in an identified strategic direction if and/or when a new EXCO is elected. This can be achieved by LNFOD benchmarking its current practise for election of an EXCO against international practices wherein up to 50% of EXCO members are retained for a second term at every GA. Alternatively, retention of three critical office-bearers (ie. the Chairperson, Treasurer and General Secretary) at every election would be another option. The former option, as opposed to the latter, is more likely to enhance the strength of any incoming EXCO.

To stretch LNFOD's achievements since 2003 beyond 2017, the DPOs have a significant role to play starting with application of acquired knowledge and skills for own independent functionality; encouraging persons with disabilities in districts and CCs to organise themselves into groups and take part in livelihood programmes within their communities; and then formalising the groups in the communities by setting up committees thus broadening the pool of active and capacitated persons with disabilities on governance processes up to grassroots level. A model comprising of focal persons and branch committees should be explored wherein focal persons also report to branch structures on their activities working hand-in-hand with the branch executive committees to execute advocacy tasks and responsibilities. This approach would also facilitate a situation where focal persons use periodic branch gatherings as a platform for information sharing and capacity building.

To successfully achieve independence from LNFOD, the DPOs also need to do more groundwork - gathering information on funders and their requirements; getting to understand their own capacity and compliance gaps that hinder attraction of funding support; and then apply the training provided by LNFOD to them on how to write proposals in order to source financial and technical support for their organisations. In

addition, they need to show great appreciation and respect of LNFOD's efforts and contributions to their development by streamlining their administration and implementing the systems, policies and procedures recommended and/or provided by LNFOD as a means to elevate their reputation and status as capable programme implementers to prospective funders. Further constitutional amendments are therefore recommended to effect strengthening of the EXCO and to establish mandatory district and branch structures.

Secretariat operations were found to be fairly compliant with approved financial and human resources policies and procedures in place but more could be done to formalise the HR function in order for more systems, processes and procedures are complied with. Whereas the Secretariat manages the federation's finances it was noted that no clear strategy had been devised regarding the use of the income generated from the recently acquired property, despite it being identified as another contributor to LNFOD's long-term sustainability. Currently the property is let to two (2) tenants. Analysis of LNFOD's finances revealed that there are two short term contracts (1 year each) and only one medium to long term contract (3 years) that LNFOD secured following NAD's exit in 2016. In order for the federation to strengthen its financial sustainability it is recommended that all negotiations with funding partners must consistently ensure coverage of operational costs coupled with strict employment of project staff for project durations only. Ongoing resource mobilisation and relationship-building with existing funders including consistent compliance with and/or strengthening of systems thus enhancing extension of funding agreements to longer terms are fundamental recommendations. These, coupled with retention of institutional memory and knowledge in human resources will further enhance LNFOD's credibility, not only among funding partners but among all key stakeholders, beneficiaries and the government of Lesotho.

LNFOD was also found to be mindful of gender equity as, in most of its structures and programmes; they have consistently ensured a balance in the representation of gender. This needs to extend to the design of gender-specific activities which may be achieved through ongoing collation and analysis of data from participants during the activities implemented.

In conclusion, it has been found that the collaboration of NAD and LNFOD since 2003 has provided value to people with disabilities as they reported that they have benefitted personally and organisationally through more knowledge acquired and advocacy skills developed which include claiming of their rights with a better sense of confidence while armed with previously non-existent national disability-inclusive legislation that is aligned to international provisions. For LNFOD the greatest value has been in strengthened technical capacity to lobby and advocate for the rights of persons with disabilities; enhanced effectiveness in organisational development, networking and the above-

mentioned capacity development (in collaboration with member DPOs) among persons with disabilities at grassroots level; attained credibility as a legitimate representative of persons with disabilities in Lesotho (within government and among its member DPOS); and the development and implementation of tested operational systems, policies and procedures to manage the organisation. Carefully considered implementation of recommendations made in periodic evaluation reports affirmed that LNFOD is a learning organisation that is capable to learn from practice.

These, collectively, are some of the things that would otherwise not have been achieved, if the partnership with NAD had not happened.

3. Introduction and background

The relationship between the Norwegian Association of Disabled (NAD) and the Lesotho National Federation of Organisations of the Disabled (LNFOD) began in 2003. NAD supported the development of LNFOD and its member Disabled People's Organisations (DPOs) namely:

- a. Lesotho National Association of Physically Disabled (LNAPD);
- b. Lesotho National League of Visually Impaired Persons (LNLVIP);
- c. Intellectual Disability Association of Lesotho (IDAL (at that time Lesotho Society for Mentally Handicapped Persons); and
- d. National Association of the Deaf in Lesotho (NADL).

Specific focus of the support has been on leadership, management and administration, and on building a strong advocacy and lobbying organization that is able to demand disabled persons' rights at all levels of society.

Since inception of the cooperation, two projects were implemented. That is, the Community Based Rehabilitation (CBR) programme and the Organisational Development (OD) programme.

The national CBR programme was implemented in partnership with the government of Lesotho from 2003, and partly through the DPO branches at ward level. NAD's support for the CBR programme was phased out in 2012 due to the failure of the government to comply with some of the critical requirements of the agreement.

A gradual phase out of NAD's support for the OD programme began in 2015 and came to an end at the end of 2016, culminating in LNFOD purchasing a new property with support from NAD. The motivation behind this support was twofold, 1) to make sure that LNFOD could maintain full integrity and independence in case the current "landlord", the Government, did not approve or accept LNFOD as an important critical voice in Lesotho and then threatening to throw them out unless they became silent; and 2) to give LNFOD an administration block that can either be rented out to generate income, or alternatively, house the organisation. In 2017, NAD commissioned an end evaluation of the OD programme with specific key objectives and focus areas.

The key objectives of the review were:

- a. To determine how well the project has met its objectives;
- b. To identify what has happened because of NAD technical support and funding that would not have otherwise happened;
- c. To make recommendations to strengthen LNFOD's capacity to sustain the achievements gained so far.

The review mainly focused on the following:

- a. Assessment of LNFOD's stated objectives for the period 2013 to 2016 and their relevance;
- b. Assessment of LNFOD's achievements for the period 2003 to 2016;

- c. Assessment of LNFOD's governance, management and administration in terms of the following:
 - i. LNFOD's effectiveness – what is working and why; and
 - ii. LNFOD's sustainability – organizational and economic.
- d. Documenting how LNFOD is addressing cross-cutting issues with comments on successes and/or hindrances faced in respect of the following areas:
 - i. Gender issues (i.e. how are they responding to the specific needs of women and men among the target group?);
 - ii. The needs of persons within all disability categories (i.e. motor, sensory, intellectual disabilities); and
 - iii. Documentation and reporting.
- e. NAD's added value with respect to its collaboration with LNFOD.

The main objective of the organizational development project has been:

Disabled men and women and their advocates effectively fight for inclusion in government policies, the legal system and civil society.

Expected results include the following:

- a. Disabled men and women take an active role in forming their own future through DPOs and effective coordination, advocacy and lobbying strategies for inclusion;
- b. LNFOD and member DPOs (Human Rights Advocates) have increased their ability to promote disability rights and legislation;
- c. Rights holders (DPO branches and persons with disabilities) in Mafeteng, Leribe, Mohale's Hoek and Berea claim their rights as stated in the Disability Bill/Act;
- d. Duty bearers facilitate implementation of the Disability Equity Bill/Act;

4. Methodology, participants and limitations of the evaluation

Selection of methodology has largely been informed by the kind of data required, relevance of sources, participants as well as desired outcomes of the evaluation. As a result, a direct correlation is found between methodology used, selection of participants and the limitations captured in this section of the report.

4.1. Methodology

Concerted effort was made by LNFOD to provide most of the documents for the review before, during and after the field visits. The documents were primarily used for preparation, cross-referencing and authentication of some inputs made by different participants, and to extract historical data especially on achievements made throughout the overall duration of the cooperation between NAD and LNFOD since 2003. The list of documents reviewed is appended as Annexure 1.

Questionnaires to guide data gathering in line with the scope of the evaluation as set out in the Terms of Reference (ToR), were developed.

These included the following:

- a. Key role players and stakeholder lists with contact details; and
- b. Structured questionnaires for different stakeholders - the Secretariat, Member Organisations, Rights Holders, Duty Bearers and Partners (funding and non-funding partners).

During the field visits, mixed methodology approaches were employed to collect data. These entailed individual face-to-face interviews and focus group discussions conducted by a team of 3 Consultants led by Ms. Nyameka Mqikela (the Project Manager/Lead Consultant). Ms. Nolvuyo Gwili (a Consultant from South Africa – a resource that is part of Nyameka & Associates capacity building strategy) and 1 Local Consultant in Lesotho, Ms. Nthabiseng Chaka provided valuable support throughout the evaluation.

4.2. Participants Sample

LNFOD was consulted in finalising the lists of stakeholders to be interviewed and, where applicable, they provided assistance in securing appointments.

The respondent target group comprised of five (5) stakeholder groups namely:

- a. Eight (8) Human Rights Advocates / member DPO representatives;
- b. Eighteen (18) Rights Holders / Beneficiaries (individuals with disabilities);
- c. One (1) Duty Bearer within government structures impacted by the advocacy work;
- d. Four (4) LNFOD Secretariat representatives; and
- e. Three (3) of LNFOD's Partners (funding and non-funding) which included a representative from NAD.

The sample of Rights Holders/Beneficiaries were persons with diverse disabilities – i.e. physical impairment, persons with hearing impairment, visually impaired people and

people with intellectual disabilities residing in two community councils (CCs) of Tšana-Talana and Makoabating in Mafeteng district.

A comprehensive list of stakeholders interviewed is appended as Annexure 2 to this report.

4.3. Limitations of the evaluation

This evaluation, like any other, had limitations. These included:

- a. Limited time allocated for field visits, i.e. five (5) days which resulted in limited geographic coverage, especially at district level. While the sample of participants seems representative, the geographic area covered is very small (2 CCs in 1 district) compared to the total project implementation area covered since 2003. NAD supported project implementation cut across five (5) of the 10 districts of Lesotho during the cooperation with LNFOD.
- b. Limited or no participation (self-representation) by persons with intellectual disabilities, who although present at the data gathering focus group discussions could not represent themselves due to obvious disability limitations.
- c. Time constraints as a result of work pressure and related commitments cited by Duty Bearers resulting in a very negligible representation and brief interviews.
- d. No access to historical contracts and/or earlier evaluation reports for the period between 2003 and 2009 to be able to extract details of achievements specific to that period.

The influence of these limitations on the findings captured in this report is to be kept top of mind when reading the report.

5. Assessment of LNFOD's stated objectives and their relevance

The main objective of the organizational development project has been:

Disabled men and women and their advocates effectively fight for inclusion in government policies, the legal system and civil society.

Stated objectives for the period 2013 to 2016 are listed in [Table 1](#). In order to assess the relevance of the stated objectives, it is important to understand the context.

In an attempt to make the government of Lesotho accountable to persons with disabilities, eradication of discriminatory laws against persons with disabilities and new disability-specific legislation and policies aimed at protecting their rights were advocated and lobbied for.

Through these, LNFOD pioneered a struggle for the voice of disabled persons to be heard and for their inclusion in all forms of society and government frameworks as do all other citizens. As a result, provisions of said legislation were drafted as LNFOD gained support and cooperation from various government ministries, civil society organisations and the general population of Lesotho.

Since 2012, LNFOD's focus has been on: (1) getting the Disability Equity Bill passed and (2) the adoption of the National Disability Mainstreaming Plan, a tool with which all the government ministries shall include the disability concerns in their annual plans and programmes.

With momentum gained, a few public undertakings were made by government officials in high office resulting in the provision of the final draft of the Bill which was reportedly ready to be ratified and passed into law as early as 2015. However, up to the time of this evaluation, government did not meet promised deadlines due to a volatile and unstable political climate in Lesotho. Meetings were not honoured and parliament closed for an indefinite period while some officials, with whom LNFOD had established relationships, changed office thus making it difficult to forge continuity.

The provisions in the Disability Equity Bill, once passed into law, will hold role actors and decision makers accountable and, without its passing into law, it becomes impossible to take them to task and hold them fully accountable for their actions. It is because of this challenge that LNFOD continued training their members and beneficiaries and other stakeholders on the rights and provisions of the Bill. It is also the same reason LNFOD has prioritised capacity development for the promotion of rights of persons with disabilities in new plans with their new funding partner Diakonie Austria (DA).

Table 1: LNFOD Stated Objectives 2013 - 2016

Stated Objectives	Objective indicators	Progress Made
a. LNFOD and member DPOs have increased their capacity to perform targeted and strategic advocacy that is gender sensitive.	Training of trainers for LNFOD staff on targeted and strategic advocacy.	Three (3) LNFOD staff members trained on advocacy strategies, skills and tactics.
	Development and delivery of training to ATT and member DPO's.	Eleven (11) ATT members and four (4) DPO members trained on development and implementation of Advocacy Strategic Plan.
	Development of a new Advocacy Strategy for LNFOD to guide and plan all advocacy efforts.	Advocacy Strategy Plan Implemented in May 2016.
	Targeted and strategic advocacy and lobbying with and towards key actors/change makers/decision makers.	Meetings with government ministries (MSoD, MoET, DMA); Advocacy and Media lobbying with NGO partners (LCN, DPE, WLSA), for passing of the Bill into law.
b. LNFOD has increased its governance and management capacity / capacity to monitor, evaluate and learn from practice.	Development of regulations to address current gaps in the Constitution of LNFOD.	Regulations developed to augment and support the constitution.
	Conduct extra ordinary meetings of the LNFOD Board to discuss, approve and implement new regulations.	Constitution revised and amended in July 2016 to make provision for specific seats for women and youth.
	Training on project management, financial management (anti-corruption) of LNFOD and DPO staff.	Four (4) DPO staff members and four (4) LNFOD staff trained on customised project management and anti-corruption and whistle blowing measures.
	Testing and making adjustments to new M&E system (tools, frequency, MoV. etc).	Evidence of developed monitoring tools for use at the local service points was reviewed.
	Internal analysis and discussions of M&E data to inform practice / implementation.	At the local level the data is presented to national level for analysis but also assists locally to plan repeat activities.
	Discussion of M&E data with other stakeholders to inform practice / implementation; Developing	Internal analysis was reported to occur as data is collated and made ready for reporting purposes.

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Stated Objectives	Objective indicators	Progress Made
	reports based on M&E data.	
c. LNFOD, NADL and LNAPD have increased their potential to attract and mobilize resources.	Training on resource mobilization including proposal writing.	Four (4) DPO staff members and four (4) LNFOD staff trained on resource mobilisation.
	Development of a resource mobilization strategy for LNFOD.	Resource mobilisation strategy for 2015-2019 developed.
	Development (and marketing) of a business plan for one income generation idea for LNFOD.	Property purchased has been leased to a tenant - business plan not reviewed.
	Development and publishing / distribution of newsletters (LNFOD).	Five (5) Newsletters "Lesotho Disability" and e-newsletters developed and circulated and website used for subscription to e-newsletter.
d. 2500 males and 2500 females with disabilities in the districts of Leribe, Mafeteng, Mohale's Hoek and Berea know their rights/250 males and 250 females with disabilities claim their rights with local CCs.	Conduct seminars/trainings (incl. ToT) for DPOs on the Disability Equity Bill/Act;	Thirty four (34) disability Focal Persons in CCs of the project area trained to train.
	Develop and distribute information about the law/disability rights in accessible formats;	Three hundred and fifty (350) Copies of 'Ntsoe Leng' advocacy newsletter were printed in Sesotho and another (350) in English.
	Organise public gatherings, training and outreach in local communities.	Eight thousand eight hundred and three (8803) persons with disabilities with disabilities in Mafeteng and Leribe were trained about the Disability Equity Bill of 2014; one thousand seven hundred and twelve (1712) were women.
e. A disability council is established with the Ministry of Social Development (MoSD)/A Disability Trust Fund (DTF) is established within the Ministry of Finance.	Lobbying meetings with the Parliamentary Committee for Social Cluster, the MoSD and the Prime Minister's office.	This is the part that has not been achieved due to challenges with the closure of parliament and unstable political situation and said to be implementable post enactment of Disability Bill.
	Lobbying meetings with the Minister of Finance.	
	Lobbying development partners to put pressure on Government.	Lesotho Council of Non-governmental Organisations (LCN) conducted five (5) advocacy activities, Women in Law in

Stated Objectives	Objective indicators	Progress Made
		Southern Africa (WLSA) conducted radio media lobbying and Development for Peace Education (DPE) conducted three (3) community based advocacy activities.
	Use the media to put pressure on the Government.	Written stakeholders submission on the universal periodic review was compiled, radio lobbying conducted and newsletters distributed.
f. 200 village health workers implement the health provision in the Disability Equity Bill/8 police stations implement provision of access to justice.	Develop tool to assess disability inclusion and compliance with Disability Equity Bill.	Claim forms developed to measure number of persons with disabilities who claim their rights.
	DPO branch representatives to assess inclusion using tool at monthly meetings.	No evidence found.
	Distribute information about the health provision in the Disability Equity Bill in accessible formats.	No evidence found – said to be subject to passing of Bill.
	Train staff (police, health) on disability inclusion.	A total of 114 police officers, 24 nurses and 37 health workers sensitised and trained.
g. Targeted CCs (21) can give at least one example of how they have implemented the Disability Equity Bill 11 CCs include representatives of persons with disabilities in their development committees.	Lobbying meetings with CCs and councillors on the implementation of the Disability Equity Bill.	All the CCs forming part of the project area have persons with disabilities as representatives in their committees either as ordinary committee members or Chairpersons of the committees.
h. Lastly, in what ways is the initiative cost efficient - describe how cost efficiency will be ensured?		Finance reported that DPOs are allocated budget per activity and are required to account for expenses. Joint outreach programmes for various disabilities are hosted in clusters of villages/CCs. This allows for cross-disability representation and collaborative coordination among

Stated Objectives	Objective indicators	Progress Made
		DPOs through the Advocacy Task Team (ATT) as well as the ODP team structure. In addition, each DPO gets exposure and visible activism at grassroots level.

5.1. Relevance of stated objectives

The stated objectives reflected in the table above focus on key aspects that feed into the main objective of the OD project, ie. disabled men and women fighting effectively for inclusion in government policies, the legal system and civil society. This main objective cannot be realised without building the capacity of LNFOD as an organisation, that of member DPOs as well as persons with disabilities themselves, including duty-bearers and civil society at large. The objective indicators ensure that appropriate enablers are in place and that progress with regard to their attainment is tracked and monitored effectively using pertinent tools, methods and through involvement of strategic networks and/or stakeholders.

Having scrutinised linkages between the main objective, the stated objectives, objective indicators and the progress made between 2013 and 2016, it is evident that the stated objectives are relevant and crucial to the overall plight of persons with disabilities in Lesotho and in the context of human rights advocacy universally.

Considering that passing of legislation does not solve all challenges faced by persons with disabilities but, as a starting point, it gives human rights advocates a leg to stand on and grounds to demand corrective measures, intervention and/or litigation should certain rights be neglected or infringed upon. That provides a definite recourse, unlike in a situation of depending on the goodness of people's hearts.

As with everything, the success of the legislation is in its implementation. Therefore, LNFOD's awareness-raising and capacity development drives have to continue even after the Bill has been passed to reinforce awareness regarding the existence of the Bill as well as the provisions thereof. Ongoing awareness and capacity development will empower rights holders to claim their rights thus testing application and implementation of the provisions, while duty-bearers will be empowered to meet expectations and needs of rights holders at service points.

6. LNFOD's key achievements 2003 to 2016

This section captures a summary of LNFOD's key achievements during the long standing (14yrs) partnership with NAD, primarily for the period 2010 to 2016. These are presented according to results expected at the three target group levels;- 1) human rights advocates/rights holders at DPO level; 2) rights holders/beneficiaries; 3) duty bearers/government. These summaries are drawn from reports received and reviewed as part of the desktop review and interviews conducted with different stakeholders during field visits. A table of achievements per year is appended as Annexure 3. LNFOD policies, programmes and strategies are appended as Annexure 4.

6.1. LNFOD's Key Achievements targeted at human rights advocates/rights holders at DPO Level

This section is divided into Governance; Strategic Planning and Development; Capacity Building; Programme Training; and Advocacy Group Cooperation and Meetings.

6.1.1. Governance

- a. Constitution revised and amended in July 2016 to make provision for specific seats for women and youth.
- b. DPOs had a total of forty two (42) branches (Mafeteng 27, Leribe 15).
- c. DPOs had ten (10) members participating in local government, nine (9) DPO members were in the national level.
- d. IDAL recruited three hundred and seventy two (372) members; LNAPD increased its membership by four hundred and fifteen (415) and NADL increased its membership by fifty (50) members.

6.1.2. Strategic planning and development

- e. Programming Resource Mobilisation Strategy (2015 -2019) developed.
- f. Finance Management Policy revised and approved in 2015.
- g. Advocacy Strategy Plan implemented in 2016.
- h. Strategic Plan approved in 2015.
- i. Diakonie Austria is LNFOD's new funding partner for a three (3) year (2017 – 2019) programme; - 'Capacity Development for the promotion of rights of people with disabilities in 2015/2016.
- j. A total of thirteen million eighty seven thousand eight hundred and fifty nine maloti (M13 087 859) raised in four years (2013 – 2016) from various funding partners e.g. NAD, OSISA, US Embassy, EU, IEC, ADA and UNICEF.

6.1.3. Capacity development

- k. LNFOD staff and the Executive Board trained on Good Governance.
- l. Three (3) LNFOD staff trained on Resource Mobilization.
- m. ATT and DPO staff trained on Lobbying, Advocacy and Proposal Writing.
- n. New ATT elected and trained with outgoing ATT on Human Rights and Radio Advocacy in May 2014, (24) trained in total.

- o. Three (3) LNFOD staff members trained on Advocacy Strategies, Skills and Tactics.
- p. Eleven (11) ATT members and four (4) DPO members trained on Development and Implementation of Advocacy Strategic Plan.
- q. Four (4) DPO staff and four (4) LNFOD staff trained on Customised Project Management and Anti-Corruption and Whistle Blowing Measures.
- r. Programme staff trained on Administration, Monitoring and Evaluation.
- s. Finance Officers trained on Pastel Accounting.
- t. New ATT elected and trained with outgoing ATT on Human Rights and Radio Advocacy in May 2014, (24 in total).

6.1.4. Programme training

- u. Four (4) (3 female, 1 male) ODP volunteers trained on how to coordinate, compile, research and support beneficiaries and introduced to advocacy techniques and skills.
- v. Six (6) ATT meetings held to monitor implementation of advocacy strategy.

6.1.5. Advocacy group cooperation and meetings

- w. DPO and Councillors advocated for universal access to buildings - 24% of private and public buildings accessible and health centres are accessible after 2011.
- x. LCN conducted five (5) advocacy activities; WLSA conducted radio media lobbying; and DPE conducted three (3) community based advocacy activities.
- y. Joint open letter sent to the Prime Minister together with 6 other civil society organisations demanding the domestication of the UNCRPD in 2012.
- z. Memorandum of Understanding entered into with World Vision Lesotho and as a result wheelchairs were donated by World Vision in 2012.
- aa. Twenty eight (28) participants (11 male, 17 female) participated in a Stakeholders Review Planning meeting to revise Advocacy Strategic Plan.
- bb. Lobbied representatives from Lesotho attending Inclusive Post- 2015 Development Agenda conference.
- cc. Meeting in Maseru US Embassy roundtable with UNICEF, EU.
- dd. Two (2) staff members attended 'Inclusion of Disabilities' conferences in Japan and South Africa, respectively.

6.2. LNFOD's Key Achievements targeted at rights holders/beneficiaries level

This section is divided into 'claiming or rights' and 'education and awareness'.

6.2.1. Claiming of rights

- a. Twenty-two (22) People with disabilities, fourteen (14) of which women, included in decision-making in eleven (11) Community Councils in the districts of Mafeteng and Leribe.
- b. All the Community Councils forming part of the project area have people with disabilities as representatives in their committees either as ordinary committee members or chairpersons of the committees.

- c. The SPUR (restaurant) at Pioneer Shopping Centre in Maseru provides menus also in Braille.
- d. Forty seven (47) people with disabilities took HIV/AIDS Voluntary Testing in the districts of Leribe and Mofokeng's Hoek.

6.2.2. Education and Awareness

- e. Thirty four (34) Disability Focal Persons in Community Councils of the project area trained to train.
- f. Seventy three (73) peer to peer disability groups trained on self-advocacy LNAPD (12), LNLVIP (13), NADL (7), IDAL (41)
- g. Fourteen (14) people in Leribe (7 female, 7 male) and 16 people in Mafeteng (10 female, 6 male) trained in Sign Language.
- h. Newsletter article contributions to LNFOD's newsletter 'Ntsoe Leng' received from high ranking officials (i.e. High Court Judge, MPs, Minister (Social Development) and a Principal Secretary).
- i. Three (3) school sensitisation visits and three (3) church sensitisation visits conducted on right to education, right to develop and family matters.
- j. Twelve (12) peer educators with disabilities trained for two (2) weeks on HIV Testing and Counselling.
- k. Sixteen (16) representatives (11 male, 5 female) trained on Disaster Management by Disaster Management Authority (DMA).
- l. Twenty (20) persons with disabilities trained in Mafeteng and declared AIDS Counsellors / Community Educators.
- m. Sixteen thousand five hundred (16 500) people, eight thousand (8000) of which were people with disabilities and their families in six districts reached in IEC Civic Education project on general elections.
- n. A total of 114 police officers, 24 nurses and 37 health workers sensitised and trained to implement the provision on access to justice and health services.
- o. Fifteen (15) youth (6 female, 9 male) attended workshop by Ministry of Trade & Industry, Cooperatives and Marketing on how to access partial credit guarantee.
- p. Nineteen (19) VIPs from Leribe and thirteen (13) VIPs from Mafeteng trained on Orientation and Mobility Skills.
- q. Women with disabilities trained on Gender-Based Violence by Women in Law.

6.3. LNFOD's Key Achievements targeted at Duty Bearers/Government

This section is divided into Statutory Planning and Development and Implementation of provision of Disability Equity Bill.

6.3.1. Statutory Planning and Development

- a. Ratification of United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) 2006 in 2008.
- b. The National Disability and Rehabilitation Policy (NDRP) 2011.
- c. Children's Protection and Welfare Act 2011

- d. National Policy on HIV and AIDS 2011.
- e. National Strategic Development Plan (NSDP) 2012/13-2016/17.
- f. Adoption of improved provisions of the Final Draft of the Disability Equity Bill 2015.
- g. Lesotho National Disability Mainstreaming Plan 2015.
- h. National Policy of Social Development (NPSD) 2015.
- i. National Social Protection Strategy 2015.
- j. Inclusive Education Policy 2017.

6.3.2. Implementation of Provisions of Disability Equity Bill

- k. Establishment of the Ministry of Social Development (MOSD) 2012.
- l. Memorandum of Understanding was created in partnership with LNFOD and the Ministry of Social Development's Legal Department.
- m. The Ministry of Forestry and Land Reclamation undertook employment of disabled people in community development projects.
- n. The Ministry of Justice and Human Rights abolished legal fees for disabled people.
- o. A new contact unit was established at the High Court to ease processing of disabled people's cases.
- p. Mount Royal High School in Leribe now admits Deaf children.
- q. Two (2) posts for Sign Language Interpreters have been created to interpret during court cases.
- r. MOU was signed between the National University of Lesotho (NUL) through its Legal Aid Clinic (NULLAC) and LNFOD 2015.
- s. Ministry of Education issued grants for four (4) Sign Language Interpreters for the 2012 academic year for the school.
- t. Smart Partnership hub (under the Prime Minister's office) held a fundraising event in support of Deaf children's education.
- u. Advocacy meeting with fifteen (15) MPs and the parliamentary committee.
- v. Nine (9) GoL Ministries out of twenty two (22) approved idea of focal persons in ministries.
- w. Nairobi Declaration: Inclusive Post 2015 Development Agenda for persons with disabilities 2014.

6.4. Lives impacted by NAD and LNFOD's collaboration

The following success stories provide evidence of the impact that LNFOD has had on lives of individuals with disabilities actively involved in DPOs; those who avail themselves to learn and then use acquired knowledge, insights and skills to claim and/or advocate for their rights as well as others in their communities, including the ripple effect of their influence to duty-bearers.

The four individuals interviewed and who gave consent that their stories and photos may be captured in the report are:

- a. **Mr Fusi Sefuthi - on Economic and Political Participation;**

- b. **Mrs. Malerato Sefuthi** - on **Empowerment of Women, Children and Other People with Disabilities;**
- c. **Ms Likopo 'Matsepiso Lesoetsa-Mokhoromeng** - on **Access to Justice for Women with Disabilities; and**
- d. **Ms Bongiwe Buzi** - on **Defying the Odds**

6.4.1. SUCCESS STORY 1: Mr Fusi Sefuthi - on Economic and Political Participation

Ntate Fusi Sefuthi, as he is addressed locally, is a 46 year old man with a physical disability who lives with his wife, 'Me Malerato Sefuthi, in Tšana-Talana, in Mafeteng district of Lesotho. He got to know about LNAPD in 1990. He said that he learned about the needs rights of persons with disabilities through LNPAD. He attested to the that if he was not a member of LNAPD, he would not have known what to do, but because he got to know something he was inspired motivated to meet other persons with disabilities. He said he now knows that he is no different from non-disabled people. His realization, as he continued, was that if he wanted to have access to services or any other resources, he needed to know more information as well as know that he has equal opportunities with a person without disabilities and in whatever challenges he may face, knows where to solicit support.



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Ntate Sefuthi said that he knew about LNFOD in the same year that he joined LNAPD and according to him LNFOD is the umbrella body of organisations with disabilities that advocates for social, economic, political and human rights of the disabled. Sefuthi accessed a series of training opportunities that later saw him nominated as a Community Based Rehabilitation (CBR) member. The role of the CBR members was to help people with disabilities to establish community-based programmes for social integration, equalization of opportunities and physiotherapy rehabilitation programmes within their communities. He was thereafter elected as focal person in his CC. The role of focal persons is to encourage disabled persons to invest in livelihood programmes. Sefuthi himself received training on designing crutches held by LNFOD in Mafeteng in 2011/2012. Through this training, he and a team of nine (9) persons with disabilities (5 males and 4 females) were able, in 2016, to set up a company that makes crutches (including the set he uses, as shown in the photo), which he said was a first of its own kind in Lesotho.

Ntate Sefuthi indicated that both LNAPD and LNFOD played vital roles in educating persons with disabilities on election processes and encouraging their electoral participation such that he focused his effort on political participation and occupied leadership roles as a result of such training. In 1991, Mr. Sefuthi was elected to the LNPAD Executive Committee, re-elected for the 2003 – 2008 term and in 2016, he was elected Chairperson of the Executive Committee. He has had thriving participation in politics as follows:

- Community Counsellor: 2002 to 2017 (two terms);
- Constituency Candidate: 2012 elections;
- Community Counsellor Candidate: 2017; and
- Chairperson of the District Council.

Ntate Sefuthi accredited LNFOD for his ability to drive a motor vehicle. He echoed that ***“I thought I would never be able to drive because of my disability”***. He further attributed his growing confidence and ambition to become a Member of Parliament someday to the efforts of LNAPD and LNFOD. He emphatically stated, ***“I feel powerful and independent, and people place their trust in me”***. This statement was proudly followed by a story about how he was able to successfully resolve a case of a long-standing conflict between a teenager and his family.

His advice to person with disabilities is that they should take care of their physical appearance and image and put a lot of effort in uplifting themselves in all aspects of personal development such that when other people see them, they see human beings not the disabilities; and that they, in turn, should see themselves on an equal basis with all other people.

As an aspiring businessman, producer of crutches and prospective supplier thereof to the Government of Lesotho and beyond, he concluded his advice by saying, “whatever people with disabilities produce must be in large quantities for sustainable livelihood”.

6.4.2. SUCCESS STORY 2: Mrs. Malerato Sefuthi - on Empowerment of Women, Children and Other People with Disabilities



‘Me ‘Malerato Sefuthi, as addressed locally, is a 42-year-old woman with a physical disability who lives with her husband, Ntate Fusi Sefuthi in Tšana-Talana, in the Mafeteng district of Lesotho. She said that she was introduced to LNAPD in 2001 when she was attending Itjareng Rehabilitation Centre. She later got to know LNFOD when attending Disability International Day in the same year. During this time ‘Me ‘Malerato became active in LNAPD activities and was elected a member of Women’s League committee at national level from 2008 - 2010.

When ‘Me ‘Malerato’s term of office as member of the Women’s League ended, she volunteered in her village and became an advocate for the rights and empowerment of persons with disabilities. ‘Me ‘Malerato had access to first-hand information regarding training that LNFOD held for volunteers and other persons with disabilities in the community because her husband Ntate Fusi Sefuthi was already involved in LNFOD activities. She stated, with pride, that she made sure that she attended all training provided at national level adding that if the opportunities came at a time when she had no money, she made a plan.

‘Me ‘Malerato attended training funded by NAD, the European Union (EU) and LNFOD in June 2016 for five (5) days, after which she was elected Focal Person for Tšana-Talana CC. She explained that thirty (30) participants from various Councils were trained and she was one of 5 people chosen in her district. The main objective of the training was to empower persons with disabilities and those who work with them to be able to unlock barriers and unleash potential that persons with disabilities have in transforming their own lives and the society in which they live.

As a Focal Person, she advocates and encourages persons with disabilities to engage in livelihood programmes. In order to do this ‘Me ‘Malerato arranged numerous public gatherings for people with disabilities in villages that fall within Tšana-Talana CC to impart knowledge gained from training that she had attended. With a great sense of pride, ‘Me ‘Malerato Sefuthi substantiated her claims by producing records (evidence) listing names of people trained with dates. NB: participants interviewed in her absence had confirmed that they occasionally attend information sessions and/or training at ‘Me ‘Malerato’s home.

With great humility, 'Me 'Malerato emphasized that this initiative assisted persons with disabilities because prior to it, they did not know anything about disability rights and empowerment and/or how to organize themselves so that they can have a voice. She added that she observed a change in the people because of these public gatherings such that attendance had increased over time. According to her, "even those who reside far away make an effort to attend". She attested that there were some children with disabilities (CWDs) who had never attended school who, after her intervention, were now attending school. In her notebook, she also showed at least 3 names of parents (in the local community) whose disabled children were not enrolled in schools that she had identified for further intervention and support.

'Me 'Malerato expressed that through involvement with LNFOD and the training she received, she gained confidence in public speaking and this was further enhanced by her involvement in public gatherings and the training she offered. She exclaimed that, "the biggest value is that I never thought I would be able to address groups of people independently and do so with confidence".

Apart from this 'Me 'Malerato revealed that she was involved in advocacy work that took her in all areas of Mafeteng districts. As a volunteer, LNFOD gave her an allowance while doing advocacy activities. She shared that she was able to save the allowances and used it to buy furniture (kitchen cupboards, also shown in the photo) for her home.

In conclusion, 'Me 'Malerato encouraged persons with disabilities to volunteer and attend training even if they do not have money so that they can have more information, meet other persons with disabilities, uplift themselves and contribute in other people's lives with their communities.

6.4.3. SUCCESS STORY 3: Ms. Likopo 'Matsepo Lesoetsa-Mokhoromeng - on Access to Justice for Women with Disabilities

'Me Likopo Lesoetsa-Mokhoromeng, as addressed locally, is a 43 year old female who is deaf-blind and communicates through Tactile Sign Language. She told the Consultancy team that she was born deaf but became blind in 2013. She started out at NADL as a volunteer and progressed through the ranks within NADL to the position of Programme Manager.



'Me Likopo's story of success starts with her relating that she and her late husband were allocated a piece of land in Khubetsoana, Maseru by her mother-in-law in 2009. In 2015, she acquired a lease for this site. Towards the end of 2016, she learnt that her mother-in-law wanted to allocate the very same piece of land to her daughter, who in turn would sell it to somebody else. 'Me Likopo articulated that her mother-in-law did not engage with her on the issue. Instead, she informed her of the decision that she had made to take the land away from her. 'Me Likopo said that she told her mother-in-law that this issue did not sit well with her and insisted that she should have been included in negotiations regarding her site, and not only be given a directive to surrender the lease. In her own words she said, "...she gave me a directive rather than asking politely... perhaps I would have considered it if she had asked".

Through empowerment training that she had received from NADL and LNFOD, 'Me Likopo has been an advocate of rights of women with disabilities. She argued that by virtue of their nature, persons with disabilities are vulnerable within the communities they live in as they face challenges such as unemployment, discrimination and abuse. She felt that her case was a worse form of abuse, more so because the perpetrator was her own family member.

In seeking justice, 'Me Likopo sought advice and assistance from her colleagues at NADL and LNFOD and both organisations gave her support and advice on dealing with the issue. The Office of the First Lady of Lesotho also played a pivotal role in intervening between 'Me Likopo and her in-laws to a point where both the Prime Minister of Lesotho and the First Lady visited the family to resolve the issue. The issue received much media publicity to a point where it was aired on national television.

Following the Prime Minister's visit, the office of Land Administration Authority (LAA) facilitated the processing of mapping new coordinates for the site and lease for 'Me Likopo's land. 'Me Likopo finally received her lease in November 2017. She said that she was ecstatic that she now had her own verifiable lease and promised that she would keep it safe. She credited her victory to NADL and LNFOD. According to her these are the organisations that played a major role in shaping the confident woman that she is today. 'Me Likopo argued that persons with disabilities suffer violation of human rights at various spheres of life in society. They suffer in the families, within clans, in communities, in schools, public services, church, organisations, work place and everywhere. This is mainly due to the way society perceives them and their vulnerability such that people find it easy to violate their rights. She said her involvement with LNFOD has helped her in overcoming these barriers, emphasising that persons with disabilities have the same right to live in their community and to exercise their rights in the same way as anyone else.

In recognition of victory in this landmark case, 'Me Likopo was bestowed with an award of the 1st Deaf Blind Woman with Self Confidence by LNLVIP during the celebration of the International Women's day in 2017.

'Me Likopo also shared that she has been challenged to lead the establishment of a Deaf-Blind organisation in Lesotho, a challenge she sees as a victory and an opportunity to champion inclusion of another more marginalised constituency within the disability sector.

6.4.4. SUCCESS STORY 4: Ms. Bongiwe Buzi - on Defying the Odds

'Me Bongiwe Buzi, as locally addressed, is a 38 year old woman with a hearing impairment. She said she lost hearing at the age of 17, and became partially sighted as a result of meningitis. She stayed for two (2) years without seeing or speaking. Doctors had informed her of the possibility that she might either recover her hearing or never do. In 1997, a lady who was advocating for LNFOD ('Me Molise) came to 'Me Bongiwe's place, Quthing, Lesotho where LNFOD was implementing its project. 'Me Molise explained to her about the organisation of persons with hearing impairment and how it works. 'Me Bongiwe indicated that she had not been aware that young people could lose their hearing ability; she thought it was the elderly people only who could have hearing impairment. Through 'Me Molise, she discovered that there were a number of associations that she could subscribe to and that Sign Language could assist her to communicate with other people. This was the time that 'Me Bongiwe had a chance to learn more about her disability.



'Me Bongiwe joined NADL in 1999. She was told there was a membership fee that she was supposed to pay to NADL, and that would entitle her to be given training so that she could come to terms with her speech and hearing impairment. The training helped because she learned to use Sign Language and there was no need to lip read. Although learning was tough at the beginning, later on, as a result of the training, life became easy.

After 'Me Bongiwe passed matric, she aspired to further her studies at the National University of Lesotho (NUL) and actually proceeded to register for post-matric studies. Due to various challenges which included the class size (120 students) and difficulties that the Lecturer had in focusing on her so she could lip-read, she had to drop out.

Determined to obtain a post-matric qualification (degree/diploma), she went back to NUL in 2008 and was still faced with the same challenges. Realising that the situation would not change anytime soon, she approached the Management of the University but was told that they were not able to assist in any way. By this time, she had been attending a series of LNFOD workshops and had seen that Sign Language could assist to turn her life around. With a friend who was a Sign Language Interpreter, 'Me Bongiwe approached her Interpreter friend and suggested that they enrol at NUL for the same qualification so they could study together. The friend agreed mindful that in addition to her studies, she would have to assist 'Me Bongiwe with note-taking while she was following the interpretation of lecturing. They then enrolled and asked the University to assist her with additional Interpreters, which they agreed to provide. This meant that she had two (2) interpreters rotating in order to minimise chances of fatigue and loss of concentration amongst them. The interpreters provided by the University assisted during the day from 08:00 am to 17:00 p.m., while her own interpreter (the friend) was always with her and even shared a room with her. In her own words, 'Me Bongiwe expressed that "this was the most difficult time and the school work was too much for me... it was difficult to participate in group discussions and we had to do most work all by ourselves". Both 'Me Bongiwe and her interpreter friend studied for a 2 year Diploma and passed with distinction with assistance of Sign Language Interpreters.

'Me Bongiwe and her interpreter friend went on to further their studies at the University of KwaZulu-Natal and studied Community-Based Work with Children and Youth Programme through distance learning.

'Me Bongiwe was elected first woman President of LNFOD from 2009 - 2013 and it was during her tenure as President that she had an opportunity to travel to Japan through African Leaders Programme. She was also elected as Chairperson of NADL in 2010. She had to resign from this role and work in Administration since her office did not have funds to recruit an Administrator. She was elected Chairperson again and since NADL has no funds, she still does administrative work. She acknowledges that there might be a conflict of interest but she has been asked to play both roles until such time when funds are available. She currently works as a Volunteer without a specific portfolio. At decision making level she makes decisions on how to progress.

'Me Bongiwe credits LNFOD and NADL, as the organizations that have assisted her to achieve what she would not have been able to achieve, if she had not known them.

7. Assessment of LNFOD's governance and democratic processes

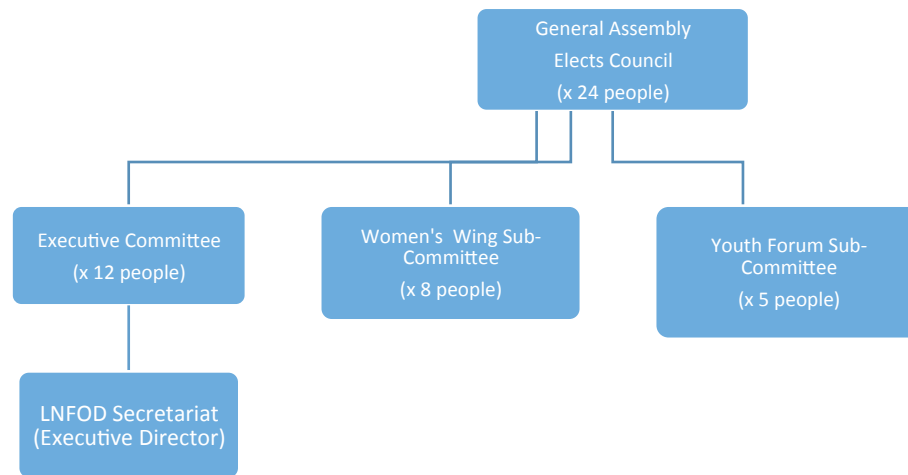
Guided by LNFOD's Constitution, the organisation's governance including the executive committee and local entities (e.g. at district level) as well as democratic processes (e.g. election processes) were evaluated. Findings and observations on each are captured below.

7.1. LNFOD's governance

The highest decision-making body at LNFOD is the General Assembly (GA). General Assemblies attended by between 48 and 60 people are convened once every 4 years to elect the members of the Council comprising 24 people (6 representatives per member organisation). Council members are pre-identified by the member organisations. The Council, via a secret ballot, elects an Executive Committee (EXCO) of 12 board members who avail themselves to contest key portfolios (e.g. Chairperson, Treasurer, Secretary General, etc.) approved by their organisations. During the GA, sub-committee members (for women and youth) are also elected via a secret ballot.

All governance structures serve for a four (4) year office term. A list of General Assembly 2017 delegates and elected structures, as at August 2017, is appended as [Annexure 5](#).

Figure 1 below shows the different organs and how they link to each other.



The Women's sub-committee comprises of eight (8) people while the Youth Sub-Committee has five (5) members - 1 member per DPO but any DPO can have an extra member. It was indicated that youth representatives are nominated and elected according to their own merits among 10 youth representatives per DPO from all districts of Lesotho.

In efforts to clarify the composition, purpose, roles, and activities of the two sub-committees, the following were pointed out:

- that LNFOD does not have a Gender Committee as reflected in the organogram that was initially provided as part of the desktop review. Instead, as provided in the Constitution, there is a Women's Wing sub-committee and a Youth Forum sub-committee – hence the corrected version reflected in diagram 1.

- b. that the two sub-committees do not have specific programmes due to lack of funding nor do they have specific guidelines, apart from those encapsulated in the gender policy that provides guidance on gender mainstreaming in implementation of programmes.
- c. that their primary purpose was said to be representation of each stakeholder group in various activities implemented by LNFOD and its member DPOs. Youth representatives interviewed reported that the newly appointed Youth Forum sub-committee had held its first meeting in which a process of reflection on the functionality of the former committee was reviewed and an action plan to guide functionality and focus of the new sub-committee was developed.

Previous reference to existence of a Gender Committee in LNFOD's organogram was removed as one would expect that a gender committee comprises of both men and women whereas a Women's Wing is self-explanatory. With two sub-committees targeting different constituencies, one would expect that the terms of reference are documented and that each group would conduct periodic engagements aimed at deliberating on key issues (such as governance, succession, challenges, etc.) relevant to each group and even develop and/or implement specific programmes that seek to address any identified priority issues for the duration of the 4 year office term.

LNFOD's member DPOs confirmed that they elect representatives to the national governing structures as per the stipulations of the LNFOD constitution. They, in turn, create similar governing structures in their organisations down to the grassroots level. Some DPO representatives remarked that the structures on the ground have much room for improvement both in terms of (1) structural existence across districts and CCs as well as (2) functionality and skills capacity. Executive Board Committees in the DPOs comprise of 6 people.

7.1.1. Recommendations:

- a. In order to avoid confusion and misinterpretations, it is important that names or terminology used in official documents, correspondence and/or circulars are kept consistent to those used in authentication documents provided for official reference. For example, Gender Committee versus Women's Wing sub-committee.
- b. Development of terms of reference to guide the constitution, governance, activities and reporting of each sub-committee.
- c. DPOs to roll out branches with governance structures in all districts and CCs, partly to develop governance capacity among persons with disabilities at grassroots level.

7.2. The Constitution

Previously, LNFOD's constitution permitted for an election of office-bearers to only one (1) term of office. It appears that this was previously aimed at facilitating rotation and to counter constant representation by the same people for many years.

As per the constitutional amendment of July 2016, which reads thus, "*Any member of the committee shall not be elected for more than two consecutive terms to any single post*", it was noted that office bearers now serve no more than two (2) four-year terms. This constitutional amendment allows for organisational continuity and an opportunity for knowledge management to safeguard institutional memory.

The periodic evaluation of 2013 had highlighted that LNFOD member organisations need to, “Strengthen capacity to lobby for LNFOD’s constitutional review and implementation of programmes directed at women, youth and children, including children with learning difficulties”. LNFOD responded to same by revising and reviewing its constitution to amend a few articles. Nine articles were revised and amended to translate recommendations into practical terms. The LNFOD regulations were also revised to incorporate the constitutional amendments. The key amendments relate to the inclusion of youth and women membership on the executive board which was implemented during the 2017 GA. The powers and functions of the executive committee were also clarified and specified. Timelines regarding the election and voting processes were also specified and coordinated with other timelines of the federation. Redundancies were eliminated and ambiguities removed. The detailed summary of constitutional amendments is appended in this report as Annexure 6.

Previously, DPOs were invited to nominate delegates to attend the GA. The current process was narrated as follows:

- a. LNFOD sends out a notice of GA to member DPOs and requests names of attendees with a cut-off date for acceptance of submissions.
- b. The notice is circulated to relevant DPO structures with a deadline for submission of nominees.
- c. On receipt of nominees, Executive committees of DPOs would discuss and finalise names of delegates to attend the GA, the top six approved to serve in the Council as well as the preferred portfolios to be contested and by which delegates.

The criteria for nominating ranged from gender, disability, communication in English, leadership, activism and various skills to assist LNFOD. Youth representative professed to only know of no other criteria for election of youth candidates to executive positions other than being youth with a disability.

The amended Constitution now gives clear guidelines on how the federation should operate and these changes strengthen organisational and administrative capacity. The delegation of authority, election time lines, number of delegates, eligible candidates in meetings and decision-making have been stated and clarified. Inclusion and representation of vulnerable groups and youth as listed in previous report recommendations has been effected. With the guiding principles amended, success of LNFOD’s governance rests in the implementation of the stipulations and conversion into practical actions and outcomes.

One participant highlighted that while the Constitution had been reviewed and amended in 2016, a risk remained that after a four-year term and during the GA, the entire Executive Committee of LNFOD could be replaced by new members. This risk is posed by the fact that there are no deliberate and/or strategic provisions in the Constitution aimed at facilitating retention of the committee’s decision-making memory and/or preservation thereof thus facilitating cross-pollination of historical processes and rationales for certain decisions and/or strategies among newly appointed EXCO.

The potential 100% change to EXCO threatens to dilute the two organs (EXCO and the Council) of any meaningful continuity and understanding of strategic decisions taken across different office terms.

7.2.1. Recommendations:

- a. In an effort to address the identified risk, it is recommended that LNFOD investigates this observation and then explore appropriate corrective measures to be considered.
- b. Based on findings of the investigation, and if confirmed, LNFOD governance needs to strengthen its fundamental building blocks by implementing a further amendment of the Constitution to stipulate one of two options when electing its EXCO structure, i.e. benchmark themselves against international practice wherein up to 50% of an Executive Committee is retained at every election. Alternatively, consider retaining three critical role actors (Chairperson, Treasurer and General Secretary) at every election – depending on individual performance and understanding of the organisation’s strategic needs, direction and priorities - for a second four-year term. Monitoring and evaluation of performance of the role-actors should be catered for in the LNFOD regulations. In the next GA to be held post constitutional amendment, it would be pertinent to kick-start a correction process aimed at addressing the risk identified.
- c. Nomination criteria applied for election of Youth Forum and Women’s Wing sub-committee representatives must be the same as those used for election of non-EXCO members.

The amendment of the LNFOD constitution displays positive capacity development of leadership. It also confirms that LNFOD is capable of learning from practical lessons by implementing the previous evaluation recommendations regarding constitutional review.

7.3. The Executive Committee and Local Entities

The Executive Committee of LNFOD is elected by the Council at the GA. The election thereof is presided over by an Electoral Officer from the Elections committee. The current Executive Committee comprises, the Chairperson, female; 1st Vice Chairperson, male; 2nd Vice Chairperson, female; a Secretary General, female; a Vice Secretary General, male; the Treasurer, male; a Publicity Secretary, and Vice Publicity Secretary, both male. The 4 members elected from the DPOs, 2 are females and 2 males. The Executive Committee, in total, has 12 members and the gender balance currently is 5 females to 7 males. The EXCO holds meetings 4 times a year and when necessary. The Council and the Executive Committee are supported by the Secretariat appointed by the Executive Committee.

The amended Constitution stipulates, among others, that one of the 4 members of the Executive Committee shall represent youth. While this is complied with in the form of the Youth Forum sub-committee elected at the GA and in representation in LNFOD’s EXCO, it was reported that no formal youth representation exists in the DPOs and/or their executive boards, or at local levels (within districts) from which the youth would be nominated. With no other formalised Youth structures and/or activities, activism of the Youth Forum as a unit has been non-existent.

The evaluation did not assess the Executive Committee’s level of competence to carry out their roles due to the arbitrary nature of criteria reported by various DPOs in nominating said representatives to the GA. While LNFOD’s governing structure at national level seems to be functioning accordingly, governance seems weaker as the structures cascade to the grassroots levels.

It was reported that LNFOD structure at the local level aligned itself with the new Lesotho government local structures after elections in September 2017 and therefore the local structures at LNFOD are designed per electoral division. At CC level there are no committees for persons with disabilities. Committees at the village level are used for communication / information flow purposes only. At the CC level there are branches that consist of designated focal persons who are appointed according to the size of the council or cluster of councils. The composition thereof does not seem to reflect formalised governance structures wherein branch EXCOs (Chairperson, Treasurer and Secretary) are elected with vices. It was reported that in larger areas, there may be a main focal person who is supported by other focal persons within the same area. All this depends on size.

Focal persons are responsible for mobilising persons with disabilities, conducting awareness sessions, facilitating training on advocacy and guidance on how persons with disabilities are to claim their rights. They also encourage persons with disabilities to start and/or participate in livelihood programmes in order to support themselves and their families.

The focal persons report to the Organisational Development Programme (ODP) structure at LNFOD. The reason why LNFOD does not have strong structures at the district and local level was explained as being due to the fact that DPOs have single disability / disability-specific structures in line with their disability focus. This means there are no cross-disability structures similar to LNFOD's governance structures at the district or local levels. The role of LNFOD is currently to support existing branches so they are of service to people with disabilities in their local communities.

It was reported that while LNFOD invites nominations to the General Assembly, transportation of people from areas remote from Maseru (where it is hosted) is not provided by the DPOs or LNFOD. As a result, GA attendees and nominees tend to be concentrated on people geographically located within or close to Maseru.

While the current focal persons model may seem to be working, the merits and demerits thereof in terms of capacity building relating to understanding of governance processes, strategic peer awareness-raising and support by many, including ensuring existence of a strong and unified voice among persons with disabilities on cross-disability and/or even DPO-specific disability issues at local levels, need to be weighed against formalisation of branch structures with Constitutions and executive committees. At face-value, it would appear that the latter (conventional) model stands to have more significant impact in comparison to the focal persons model in which responsibility seems to primarily focus on information flow/sharing by one individual or a few individuals with little or no debate among persons with disabilities themselves and/or any direct accountability to a constituency at the local level.

While some LNFOD member organisations (DPOs) confirmed having similar governing structures (i.e. elected boards) within their individual organisations, it was reported that due to lack of funds, a politically appointed leader (office-bearer/board member), in some instances also perpetually volunteers in the Secretariat of the organisation (in the cases of NDAL and IDAL). This arrangement tends to strip off objectivity and trigger potential challenges with regard to conflict of interest and centralised possession of all institutional memory in one individual. Consequently, that could lead to political and operational dominance by one

individual in an organisation followed by big losses of institutional memory, with far reaching consequences such as lack of continuity, should an unexpected development occur.

The evaluation team also observed a practice in the two villages visited where, in some instances, people with disabilities who could not attend the focus group data gathering sessions were being represented by very articulate non-disabled people who claimed to be personal assistants. One stated that they were representing a student enrolled at the National University of Lesotho, suggesting that the incumbent represented could not be a person with a severe (intellectual) disability. While such practise could be interpreted as commitment on the part of those represented, it was noted as a concern due to the following reasons:

- a. authenticity and/or verification that the person said to be represented exists cannot be validated; it could very well be that these are ghost-representations;
- b. there is no guarantee that the representatives pass on all or any of the information that they gather to the people they represent – never mind accuracy thereof as it would be second-hand;
- c. the practise defeats the purpose of fighting for self-representation of persons with disabilities and potentially perpetuates a cycle of dependence on being represented and/or spoken for by non-disabled people, an act which represents a step back from what is being advocated and lobbied for; and
- d. assigned representatives have an expectation of being paid an attendance stipend when other disabled attendees are given such; and if that is done, the question whether they qualify for such allocation comes to the fore.

7.3.1. Recommendations:

- a. In future, deliberate effort needs to be put into strengthening and/or expanding any existing Branch committee structure networks into the districts or CCs while expanding the pool from which GA attendees would be nominated. In addition, the voice of persons with disabilities in rural areas will be strengthened including activism and visibility of the DPOs and even LNFOD beyond Maseru.
- b. Concerted effort to encourage rural representation in the GA and in related governance structures elected through provision of transport and accommodation for eligible incumbents is to be made, either by the DPOs, LNFOD or collectively.
- c. A model comprising of focal persons and branch committees should be explored wherein focal persons also report to branch structures on their activities working hand-in-hand with the branch executive committees to execute tasks and responsibilities. This approach would also facilitate a situation where focal persons use periodic branch gatherings as a platform for executing its responsibilities.
- d. Perpetual volunteerism by politically appointed leaders in Secretariat roles within DPOs needs to be reviewed and abolished. Elaborate considerations and recommendations are captured in various sections of this report pertaining to enhancement of relations between LNFOD and DPOs as well as the capacity of DPOs to administrate including their financial sustainability wherein the cons of this practise are also addressed.

- e. LNFOD and the DPOs need to monitor the representation of people with disabilities and stop the practice of personal assistants acting as representatives in the absence of the person whom they claim to represent. No one should be allowed to attend or sign the attendance register if they have left the person with a disability behind.

7.4. Findings relating to democratic processes

The majority of contributors to the evaluation regarded the election processes at LNFOD as democratic. Most reported that they are given an equal and fair chance to nominate and elect people who will represent them at the GA and on the national structures. Also noted was the fact that LNFOD takes members' views into consideration when making decisions affecting them.

Members reported that in as far as the election of the EXCO, the process is highly competitive and that there are strong characters within the structures. Only one of the member organisations, IDAL, reported that they do not find the election processes at LNFOD to be completely democratic. Their view is based on the experience and/or observation that they have not yet enjoyed the benefit of chairing the Executive Committee. It was highlighted that whereas membership in IDAL is extended to parents/guardians of persons with intellectual disabilities, the absence of adequately capable individuals with intellectual disabilities to handle the Chairperson role within the organisation seems to present a constant barrier and is one of the primary causes. Since LNFOD is largely a federation of organisations of persons with disabilities, the principle of self-representation of persons with disabilities seems to be a serious consideration and factor in the acquisition of the Chairperson role which is voted upon at the GA.

Youth representatives interviewed were of the view that the process to elect the youth sub-committee is fair and democratic and done according to the constitution. However, the challenge is in the criteria by which youth candidates get elected to positions in the structure with an observation that there does not seem to be standard criteria to elect candidates to positions other than that they are youth, have a disability and gender.

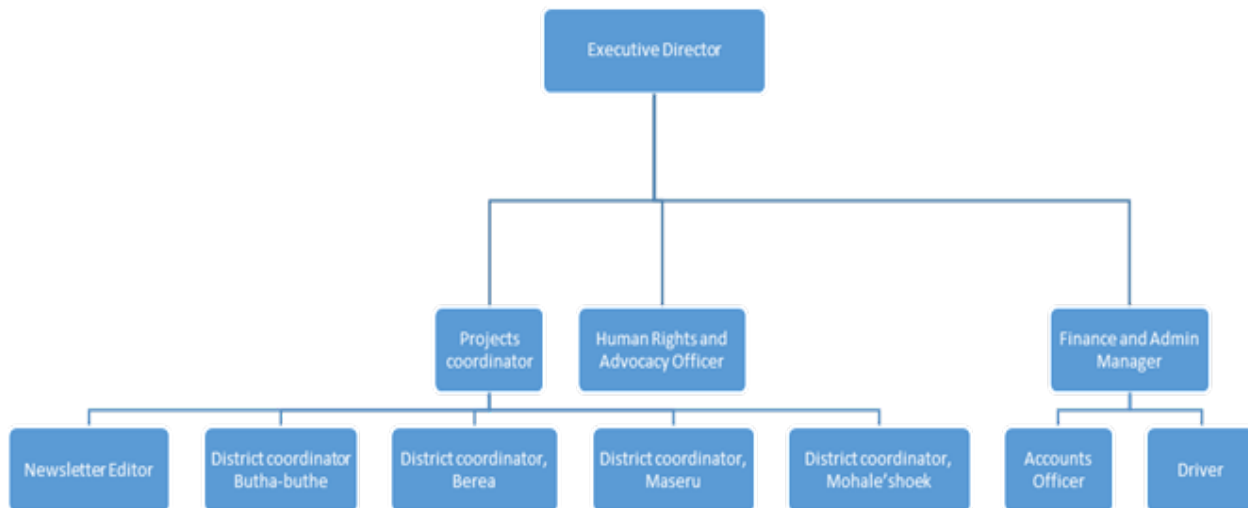
7.4.1. Recommendations:

- a. LNFOD and the DPOs to streamline the nomination of youth candidates by creating brief standard criteria which are the same as those used for nominations to EXCO and Council.
- b. Develop terms of reference that govern the youth and women sub-committees to guide their activities and reporting lines.
- c. Allocate a budget for sub-committee activities, including meetings.
- d. Ensure youth representation in all capacity building and training programmes implemented by LNFOD and member DPOs, gradually developing the next guard of leadership.
- e. IDAL to identify and capacitate eligible persons with intellectual disabilities to participate and represent themselves in own governance structures including LNFOD activities, events and governance structures thus promoting a culture of self-representation within their constituency.

8. Assessment of LNFOD's organisational structure, management and administration

LNFOD's management is two-fold. There is political management as well as operations management, hence the Secretariat that reports to the EXCO through the Executive Director – refer to Figure 1.

Figure 2 that follows reflects functional reporting lines in LNFOD's secretariat.



LNFOD's current management structure consists of the Executive Director, Finance and Administration Manager, Human Rights and Advocacy Officer, Assistant Human Rights and Advocacy Officer (not in organogram), Accounts Officer, Projects Coordinator and the Driver. [There is a discrepancy between the job titles reflected on the diagram, to those specified in the job descriptions and the ones staff use on their curriculum vitae (CVs). This could possibly be because the job descriptions are outdated and the jobs have matured over time and there has not been a job analysis review conducted recently].

As illustrated in the above figure, the staff reports to the Executive Director, except for the Accounts Officer and Driver, who both report to the Finance and Administration Manager. The Executive Director is responsible for the strategic administration of the federation and is accountable to the Chairperson of the LNFOD Executive Committee. Finance and Administration Manager and Accounts Officer are responsible for the federation's finances and the operational administration of the office – financial and personnel administration. The Programme Officers (i.e. the Projects Coordinator, Human Rights and Advocacy Officer and Assistant Human Rights and Advocacy Officer) are responsible for ensuring the implementation of programmes relating to advocacy, training and strengthening capacity of DPOs as well as networking locally and internationally with humanitarian partners. The Driver handles transportation, looks after logistics during events including any other duties as expected by the office.

8.1. LNFOD's human resource situation and its sustainability

The staff positions at LNFOD are relevant to its purpose and work, which is implementation of the current strategy that includes; (1) having lobbying and advocacy meetings with the line ministries on disability law, helping them to issue drafting instructions to improve the content of the law and align it with the Convention on the Rights of Persons with Disabilities; and (2) lobby the parliamentary portfolio committee to bring the law in the parliament and conduct media activities to make the policymakers and the public at large aware of the existence of the bill and the need to enact it so as to promote and protect the rights of people with disabilities. This implementation would even be more effective if adequate funds to finance an additional number of employees for field implementation of LNFOD programmes were sourced.

According to the paper comparison exercise conducted, the senior management team seems adequately qualified to fulfil their respective job descriptions; however a complete and empirical formal assessment would be required in order to make detailed judgements. The reason for the latter statement is that the information contained in some of the job descriptions is not sufficient to ascertain if a job holder is suitable to perform that job. A table with staff qualifications and experience is appended in this report as Annexure 7.

The Executive Director was employed as the Human Rights and Advocacy Officer when he started at LNFOD in 2011. Previously he was in the youth structure of LNLVIP. In 2014 he was appointed to his current position and has six (6) years service with LNFOD. His tenure coupled with his qualification as an Advocate and additional capacity building received during his time in the organisation make him adequately qualified to lead the Secretariat. The senior management team consists of (1) the Projects Coordinator, sometimes called Organisational Development Programme Officer, who has extensive project coordination experience from his long service (9 years) at LNFOD implementing organisational development and advocacy programmes. He has an agricultural science qualification and was previously an educator at two institutions of higher learning in Lesotho. He is the longest serving staff member in the senior management team. The Human Rights and Advocacy Officer and the Assistant Human Rights and Advocacy Officer started at LNFOD in 2015 and 2016, respectively. They are both qualified Advocates with little or no experience in the disability sector prior to being employed at LNFOD. They are both responsible for implementing the advocacy strategic plan objectives and each is allocated a set of objectives. While there is presumably sufficient support and institutional memory from the ED, who somewhat shares their required skills profile, the advocacy team seems light on advocacy experience and may rely heavily on the guidance of the ED who may then be burdened with operational duties. This gap, though, can be mitigated by targeted capacity building and practical application of training received. The diagram above also reflects a role of a Newsletter Editor, who, as was gathered from a copy of the advocacy newsletter 'Ntsoe Leng', is handled by the current Human Rights and Advocacy Officer. The Finance and Administration Manager has qualifications and experience related to their job description which does not require sector-related work experience because it is a support function. There is no inclusion in this job description of the Human Resources function instead it is possible that the HR function may be regarded by the employers as an administration rather than a support function on its own, hence the glaring omission. This fact, if true, raises a concern with regards to the strength and sustainability of the human resource staff complement going into the unknown future due to lack of talent and/or knowledge management (a best practice HR

function) which may lead to the organisation bleeding skills and knowledge and then entering into a vicious revolving cycle.

The HR function, whatever its merits, is currently the responsibility of the Finance and Admin Manager, and this arrangement (same as the Newsletter Editor/Human Rights and Advocacy Officer role) could be deemed multi-skilling or role diversity but the incumbent is not qualified to perform this responsibility. The HR functions are housed in the HR manual, however there was little evidence reviewed on the existence of HR processes, e.g. Performance Appraisal/Evaluation, Career Progression, etc. Payroll and personnel file administration, as opposed to HR best practice, is normally what is referred to as HR in organisations the size of LNFOD and is usually performed by Finance. This though deprives the organisation of developing a formal HR function that will assist in talent management, career development, performance and knowledge management including competitive remuneration strategies that ensure the preservation of institutional memory and strengthen the investment the organisation makes in individuals and its sustainability.

The people management role in the Executive Director's job description is included as follows; *"General administration of the Secretariat office, and management of people employed by the organisation. Facilitate Recruitment and selection of the federation's employees in terms of approved policies."* and it is the only job description referring to people management.

Overall the human resource situation, though not the best in terms of job function design - compared with similar organisations, the staff as a team have academic strength as well as prospects for succession should they stay on in the organisation at LNFOD. Potential negatives of this situation would have to be considered and planned for too, although it seems the organisation would not be in disarray if and when some staff members opt to exit. LNFOD will stand the test of time if focus is given to the implementation and monitoring of recommendations for value-add; continuation of capacity building and improvement from lessons learnt. LNFOD also has the advantage of access to partners with extensive years of experience and know how, and should utilise these opportunities fully.

8.2. LNFOD's documentation and reporting as a cross-cutting issue

Significant growth is noted in the capacity of LNFOD to produce reporting documents that are concise and targeted at reflecting the progress made towards achieving stated goals and objectives. The quality of information has improved following the 2013 evaluation. It has now been possible to report numbers by gender and project area. This was evident in the difference between achievements noted for period 2010 to 2013 and those noted for 2014 to 2016. This progress needs to be maintained.

While the reporting of numbers is by gender and project area, it also needs to constantly indicate the numbers required (outstanding balances or variances) in order to fulfil specific measurement indicators of stated objectives. This will help to progressively track progress made towards the achievement of set targets including confirmation of any return on investment for the purposes of back donors or even LNFOD's own performance and financial management. Research-based data comes from outreach activities and knowledge of the impact certain activities have or do not have in relation to desired outcomes. This information

provides the basis from which decisions to proceed or not in any particular strategic direction is made.

As noted on limitation of this evaluation, earlier NAD project documents for the period 2003 to 2009 could not be provided by LNFOD for this evaluation. This suggests existence of an opportunity for improvement in tracking and archiving of historical records. Also important to track is the evolution of documents development from the conceptual stage all the way to adoption.

The process of documentation, reporting, monitoring and evaluation is on going and has to be repeated continuously. Data needs to be collated and captured electronically, analysed and reported; and ultimately discussions based on observations and findings post analysis are critical, followed by implementation of identified changes, where necessary. Implementation of such process will strengthen LNFOD's capacity and positioning as a continuously learning organisation capable of learning from practise.

8.2.1. Recommendations:

- a. LNFOD to institute a system that track progress and variances towards the attainment of set targets and/or objectives indicators.
- b. A documents evolution tracking system needs to be implemented and maintained to particularly ensure monitoring of version control, document naming, dating - especially dates of final adoption.
- c. Implementation of an electronic and manual filing and archiving system will ensure quick and easy access to historic documents and/or institutional memory irrespective of staff changes.
- d. LNFOD to implement on-going analysis, monitoring and evaluation of own internal processes and reports in as far as targets, progress, needs, variances, challenges; note and discuss observations and findings – flagging any areas of concern and/or intervention. Where necessary, corrective measures are to be brainstormed and implemented. Such processes will strengthen LNFOD's capacity, the ability to respond promptly to situations well ahead of partner-commissioned evaluations and position the federation as a continuously learning organisation capable of learning from practise.

8.3. Assessment of LNFOD's capacity to administrate and manage finances, existence of necessary finance policies, systems and procedures and the degree of adherence thereto

The finance administration and management of LNFOD is guided by the Financial Management Policy and Procedure Manual which includes procurement procedures as well as contracts signed with funding or development partners.

The Financial Management Policy and Procedures seem to be adhered to with the exception of occasional over-expenditure on the budget, often followed by periodic budget reviews and discussions with programme funders. Bank statements and transaction receipts were reviewed and found to be kept up to date in files and in a professional sequence. The Finance incumbent also reported that they adhere to budgeting processes and procedures, in that they do budget revisions at the requisite time and in the event of funds requisitions relating to activities in a past budget, those requisitions are rejected.

Part of NAD's requirements have been that separate accounts be opened, which was complied with; and that NAD was to first approve, in advance, any expenditure more by 10% of the budget.

LNFOD uses payment requisitions and cheques backed by relevant supporting documents to authorise and process payments. The Treasurer signs off the transfer of funds letter for the bank with supporting documents attached and all cheques are signed by any two of the signatories as stipulated in the policy and procedure manual. Bank reconciliations are done regularly by the Accounting Officer and approved by the Finance and Admin Manager on a monthly basis as shown on the monthly bank reconciliations reviewed.

On segregation of duties, financial reports are all signed, dated and verified by the Finance and Admin Manager and the Accounts Officer as stipulated in Financial Management Policy and Procedure Manual.

Budgets are generally adhered to with a few line items where the 10% NAD-approved threshold for over-expenditure was exceeded. Under-expenditure was also noted in some cases. With evidence of budget reviews and periodic reports submitted to NAD, it was concluded that variances were communicated followed by applicable questioning and, where applicable corrective actions taken all of which culminated into final approval by NAD. The reporting dates had seemingly been adhered to as agreed with NAD; exchange rate fluctuations were also monitored and resulting in the local currency budget being adapted accordingly.

Both finance personnel (Finance and Admin Manager and Accounts Officer) of LNFOD have B-Com. Accounting qualifications with relevant finance experience. These adequately equip them to perform applicable finance administration and management duties in line with their job descriptions.

Based on the above summary, it is evident that LNFOD has the requisite operational capacity to manage finances, the necessary policies are in place and these are largely adhered to.

Areas for improvement by LNFOD finance:

- a. Invoices are not stamped by a paid stamp as stipulated in Financial Management Policy and Procedure Manual and this may result in a double payment of the same invoice.
- b. Clear descriptions need to be used when doing cash books for transparency, full disclosure and to make it easy for other users. For example, instead of writing 'DHL' only, a more detailed description like 'DHL - Parcel to NAD' or 'DHL – Finance Manager Certificate' is informative.
- c. For the past two (2) years, LNFOD's Audited Financial Statements reflected a qualified opinion due to misstatements on fixed assets. The Financial Management Policy and Procedure Manual indicates that fixed assets should be stated at cost of purchase or market value and donated assets should be valued and recorded at market value at the date of acquisition.

While the qualified opinion was noted in a prior financial year (2015), corrective measures were not taken in the following year resulting in similar qualified opinion in 2016. This is an area of concern which, if left unattended perpetually, could lead to a negative view (with potentially dire consequences) of LNFOD by existing and

prospective Funders. NB: A single mistake or oversight can lead to irreparable damage in a very short time.

While LNFOD seems to be adequately equipped and largely compliant to administer and manage finances, the same cannot be said for its member DPOs.

8.4. Assessment of LNFOD's member DPOs' operational capacity to administrate and manage finances, existence of necessary finance policies, systems and procedures and the degree of adherence thereto

The following analysis is primarily based on the data obtained from documents reviewed relating to the period between 2014 and 2017.

As reported in the 2015 Organisation Capacity Assessment (OCA) on finance management, "organisational financial plans are designed by DPOs at the beginning of each financial year and the Board approves it". However, further reports reviewed indicated that none of the financial plans were achieved by any DPO. Various other discrepancies were recorded relating to:

- a. budgets monitored by some DPOs while others do not, with half of them reported to be following their budget plan before and during the implementation of the activity, whilst others just spend the available funds on the activity required to be implemented reactively;
- b. some lodge financial requests verbally to LNFOD due to lack of tools;
- c. failure to submit supporting documents and/or to account for the activities planned; and
- d. failure to produce proposals for the financial management capacity assessment as requested by LNFOD, this despite having received training on proposal writing.

It was also reported that attempts by LNFOD to assist in closing gaps in respect of financial systems by appointing a service provider to develop the policies and procedures on behalf of the DPOs were met with no appreciation and/or compliance as the status quo remained.

These collectively do not inspire much confidence nor do they exhibit as sense of sincere dedication and/or commitment on the part of the relevant DPOs to turn their situation around. In addition, the interaction dynamic with regard to engagements between LNFOD and the relevant DPOs changes to what could be perceived as autocracy exhibited by LNFOD while also potentially viewed as a defiant push back to LNFOD on the basis that LNFOD reports to the DPOs through the EXCO and not the other way around. With suggestions by some DPOs that LNFOD ought to raise funds and allocate the funds to the DPOs for programme implementation, the following questions come to mind:

- a. "is it any wonder that these DPOs seem convinced of this view?"; and
- b. with that view, "what is the likelihood of the status quo changing any time soon"?

The seeming lack of commitment to improve on the part of some DPOs causes unwarranted tensions and dampens relations between LNFOD and them.

While this could be perceived as defiance on the part of those representing and/or acting as the Secretariat of the DPOs, on the other hand, it may also be a reflection of genuine

limitations relating to various factors such as lack of understanding of the scope of their work based on the terms of reference captured in the MoU between LNFOD and the DPOs; lack of know-how / lack of competence, lack of confidence; fear and even demoralisation following a few failed attempts at writing and submitting funding applications that yielded no positive outcomes in the past.

It is important for the member DPOs to understand the following:

- a. it is LNFOD's duty and obligation to account for any funds that they raise and to do that, their policies, procedures and systems are to be respected and adhered to for LNFOD's own sustainability.
- b. without policies, procedures and/or systems of their own, the situation of the DPOs is not likely to change anytime soon.
- c. non-compliance with LNFOD's policies, procedures and systems does not build a good track record, reputation and/or credible reference verifiable by LNFOD as the closest referee for the DPO, if and/or when required by prospective funders.
- d. political leaders volunteering as staff in some DPOs also influence the power dynamic negatively as the 'staff hat' can easily be confused with an 'employer hat'. Political leaders should not be allowed to play dual roles. Either a person volunteers as a staff member or retains the political role and divorces themselves from all operations of the DPO. Therefore, appropriate staffing of DPO offices is critical.
- e. In the absence of designated staff at member DPOs, designated volunteers should take up the role of being a volunteer staff member with full understanding, full responsibility and a definite commitment to help the organisation progress to a point of having the necessary financial systems in place; dedication to implement systems and training provided by LNFOD for the benefit of the DPO; dedication to assist the DPO to improve its financial health from one of having zero funding to at least one funding partner, working in collaboration with a Consultant that is keen and willing to work on risk and be paid a pre-agreed percentage upon successful acceptance of a funding application or proposal; and lastly, to cautiously leverage existing networks (their own and LNFOD's) to conduct an environmental scan of funding partners, their targeted programmes and/or organisations, their compliance requirements including an analysis of factors that could potentially hinder the DPO's ability to access funding support from prospective funding partners and/or development partners. Anybody not prepared to do these should not be volunteering in this role.

Feedback and a frank discussion on the findings of this evaluation is to be given to LNFOD's member DPOs and a clear action plan committed to with definite milestones for monitoring and evaluation of progress.

9. Assessment of other cross-cutting issues

9.1. Gender sensitivity/representation

In an effort to understand the gender dynamics and representation within LNFOD, the evaluation evaluated representation at the national governing-structure level, the secretariat and the outreach activities.

The process of nomination to attend GAs is stipulated in the constitution and the entire DPO structures oblige accordingly when the GA convenes every four (4) years. Gender being one of the key criteria used for nomination of attendees of the GA as well as the policy for participation in all LNFOD activities, compliance was evident and trace-able across the board.

According to the minutes of the 2017 LNFOD General Assembly, each DPO forwarded twelve (12) members to the GA, with the exception of IDAL who had eleven (11) nominees. The delegates attendance register reflects that NADL and IDAL had a high female to male split while the other two, LNLVIP and LNA PD (2) had a high male to female split in their nominated twelve.

In the elected Executive Committee there are 5 females and 7 males, however the entire Council has a balance of 12 females and 12 males. This achievement is an important milestone to the empowerment of women with disabilities at LNFOD. Representation is an entry point to strengthening the voice of women towards being heard and respected amid cultural, societal, attitudinal and role barriers. There is also 50/50 gender representation in the Secretariat's operational team – although top management is predominantly male.

Some of the Outreach activities that were reported with gender disaggregation were:

- a. HIV/Aids education and testing;
- b. Disability Rights education and claiming of rights;
- c. Membership mobilisation;
- d. Sign Language, Disaster Management, Trade & Industry workshop;
- e. Representation in community structures; and
- f. Meeting participation in Stakeholder Planning.

In almost all these activities the number of women participating was higher than that of men. This is encouraging considering that women are generally targeted for economic and leadership empowerment.

While these outreach activities address specific needs of people with different disabilities, they do not necessarily target gender-specific issues that disabled women and men deal with on a day to day basis, e.g. teenage pregnancies, incontinence in women, self-defence skills to counter oppression of women by patriarchal society, circumcision, etc. Some respondents reported that there were insufficient funds to cater for 'women-specific and/or men-specific activities in their organisations and in LNFOD.

In line with the main objective of the OD programme, one would expect gender representation and attendance to gender-specific issues affecting men and boys with disabilities specifically, as well as women, girls and children with disabilities specifically to be a responsibility of a gender committee. With no gender committee in place, LNFOD's focus on gender remains on consideration of representation only. Collaborative participation in other civic organisation's

gender-specific activities seems to be the only avenue through which LNFOD and its member DPOs could advance attendance to gender-specific issues. Alternatively, establishment of a gender committee comprising of both men and women with terms of reference targeting gender-specific issues would be an ideal solution.

9.2. Needs of persons within all disability categories

The advocacy strategy and activities, by virtue of lobbying effort directed at the enactment of the Disability Equity Bill and other related legislation and policies, are a means to address the needs of all categories or types of disabilities. A few disability-specific or unique issues that need attention and heightened activism by the DPOs and LNFOD were noted as follows:

- a. a review of discriminatory legislation denying acknowledgement that intellectual disabilities vary in degree of severity and thus omits to include a process to verify eligibility for self-representation of people with intellectual disabilities in the justice system. A pending litigation was cited as an example.
- b. provision of Sign Language training to the general population as a means to address communication with and facilitate access to information by the Deaf community.
- c. identification and grooming of activists and leaders with intellectual disabilities who can take the reins and make self-representation a reality in this disability category.
- d. inclusion of the Deaf-Blind population of Lesotho in advocacy, lobbying and training, considering that one of NADL's leaders is a Deaf-Blind person. It was reported that establishment of an organisation directed at meeting the needs of this group is receiving serious consideration.

Since some LNFOD member organisations (IDAL and NDAL) do not have human resource capacity (Secretariats) and/or financial resources, the over-dependence on programmes implemented by LNFOD implies that disability-specific needs of these disability categories do not receive the required attention. And this could be one of the contributing factors to unawareness of the organisations' existence and/or inability to distinguish between LNFOD and member DPOs by individuals with disabilities, at grassroots level.

9.2.1. Recommendations:

- a. Establish a cross-disability Gender (Sub) Committee comprising of two (2) adults (male and female); two (2) youths (male and female); and perhaps a parent of a child with a disability to focus on gender issues affecting all ages of persons with disabilities.
- b. Position LNFOD's gender sub-committee for identification of gender-specific activities and ensure inclusion thereof in programme planning, resource mobilisation and implementation - working in close collaboration with other civil society organisations specifically focussing on gender issues. This will facilitate mainstreaming of persons with disabilities in related activities.
- c. LNFOD member DPOs to identity disability-specific issues unique to their disability focus, design and develop programmes and funding proposals aimed at meeting the needs of their constituencies. This will give them greater visibility and prominence

among their members and also assist in clarifying the evident lack of awareness of who LNFOD is and what they do and/or how LNFOD differs from the member DPOs.

10. Assessment of the relationships between LNFOD and key stakeholders

This section of the report discusses relationships between LNFOD and its member DPOs including civic society. These lead to clarity with regard to recognition given to LNFOD, their ability to influence policy as well as the extent to which LNFOD is perceived as a legitimate representative and decision-maker for its members and disabled people in Lesotho. Finally, areas perceived as being of concern or worthy of improvement are identified with reasons and/or recommendations, where applicable.

10.1. LNFOD and its Member DPOs

LNFOD advocates for, promotes and defends the rights of persons with disabilities and their families through provision of training, material and emotional support and by representing their needs to government, development partners and in the broader society. In executing its mandate LNFOD collaborates with its four (4) member DPOs.

Article 4 of the LNFOD constitution governs membership of these DPOs with LNFOD¹. A Memorandum of Understanding (MoU) also provides clarity with regard to the terms applicable between LNFOD and its member DPOs. Each DPO however is an independent body that has its own mandate and constitution. The role of LNFOD is to coordinate and capacitate each DPO.

Interviews, that the evaluation team held, revealed that DPOs were satisfied with the type of support and capacity building that LNFOD, as their umbrella body, has provided. Evidence was born out of the fact that:

- a. LNFOD's Constitution allows for representation of the DPOs in the EXCO; and
- b. Each member DPO has representation of three (3) members in the ATT and 4 members in the ODP volunteer structure.

Evidence that LNFOD builds capacity of DPOs was found in various training interventions, the most recent being the following:

- a. OD officers trained on advocacy tactics in 2016 [i.e. *4 volunteers selected from 4 DPOs to assist in implementation of LNFOD programmes at community level*];
- b. Resource mobilization training (August 2016), M&E training (December 2016) and Anti-corruption training also provided in 2016 to DPOs, LNFOD staff, board members and other ODP volunteers responsible for finances and programmes;
- c. Training of ATT on advocacy; and
- d. The induction of newly elected EXCO members after the GA, in 2017.

These collectively empower the target groups to execute assigned deliverables and mandates.

¹ Constitution of Lesotho National Federation of Organisations of Disabled Persons. Maseru Lesotho

Whereas the member DPOs have limited funds or none to execute their mandates, their affiliation to LNFOD enables them to implement activities through LNFOD's technical and financial support. Some examples cited included establishment of branches at district level reportedly resulting in increased membership of the DPOs. The DPOs concurred that when implementing projects, LNFOD always engages them with one participant stating *"...I have never heard of LNFOD implementing any programme in the field without the involvement of DPOs"*. LNFOD was also credited with advocating for the Ministry of Social Development to provide annual subvention to its member DPOs.

Although there was a general consensus that LNFOD supports its member DPOs, there was also some level of dissatisfaction raised by some DPOs. This pertained to a sentiment that LNFOD should refrain from implementation of projects. Instead, LNFOD should focus on sourcing funds to be allocated to all four (4) member organisations to implement the programmes. In their view, LNFOD should coordinate not implement. Claims of programme ideas brainstormed, captured into proposals and/or funding applications resulting in prospective funding partners awarding them to federations (not LNFOD necessarily) were also made. This raised questions with regard to the level of understanding by the DPOs of (1) criteria used by funding partners to disburse funds and (2) considerations made by funding partners in determining appropriate institutions (federations versus DPOs) through which to implement identified programmes and disburse funds.

10.2. The relationship between LNFOD and civil society

LNFOD has forged good working relationships with at least six (6) civil society organisations in Lesotho, namely:

- a. Development for Peace Education (DPE);
- b. Federation of Women Lawyers in Africa (FIDA);
- c. Women in Law in Southern Africa (WLSA) Lesotho;
- d. Lesotho Council of NGOs (LCN);
- e. Catholic Commission for Justice and Peace (CCIP); and
- f. World Vision Lesotho (WVL).

These organizations also form part of LNFOD's Satellite Advocacy Group and act as reference points and/or have occasional involvement with LNFOD as and when there is a specific issue to be addressed or advocated for. Other disability focal points are different government Ministries, particularly the Ministry of Social Development, Ministry of Education, Ministry of Forest and Land Reclamation as well as Ministry of Justice, Human Rights and Correctional Services).

Evidence of these relations was apparent when LNFOD together with its 4 DPOs wrote a joint letter to the Rights Honourable Prime Minister of Lesotho petitioning him to pass the much-awaited Disability Equity Bill in the Parliament as a law. As a result of this, the Prime Minister issued a directive to the Honourable Minister of Social Development and the Attorney General to present the Bill to the Cabinet soon so that it may be passed as an Act, hopefully before the end of 2017.

In recognition of the work and achievements by LNFOD through well-organized and target advocacy campaigns, on several occasions, the organization was invited to capacitate other civil society organizations on “good practises” in lobbying and advocacy by the LCN – where LNFOD is a member. As a result, many civil society organisations in Lesotho have become familiar with LNFOD’s work and indirectly, the situation and the rights of persons with disabilities in Lesotho. This exposure has also strengthened ties between LNFOD and other civil society organizations as well as the voice of civil society in Lesotho.

Through the networks, LNFOD has also implemented training directly targeting civil society organizations on disability inclusive programming which led to inclusion of persons with disabilities in civic education activities such as training on human trafficking and gender equality, to mention a few.

Development Partners such as the European Union, American Embassy and the United Nations were also mentioned as part of LNFOD’s network, however, no evidence of their engagement in advocacy issues was found. Literature reviewed states that these organizations have provided technical support to LNFOD. The Development Partners attested to the fact that they do not deal with LNFOD directly but engage in social protection initiatives in the country, which happen to be in line with LNFOD’s mandate therefore resulting in crossing of paths.

10.3. Concluding comments on LNFOD’s relationships

While LNFOD has been found to have a good relationship with its member DPOs and is also perceived to be a credible representative and organisation advocating for persons with disabilities, there were issues of concern raised by some stakeholders and observations made by the evaluating team. These include:

- a. Member DPOs’ expectations that it is the responsibility of the umbrella body (LNFOD) to solicit funding and that such funding should be allocated to them to implement programmes. This therefore suggests that there is not clear indication of mandate/communication between LNFOD and its DPOs regarding this issue.
- b. Individuals with disabilities at community level were not able to make a clear distinction between LNFOD and the different member DPOs that they are supposedly members of, despite their indications that they had taken up membership. According to them, they had taken membership with LNFOD even though LNFOD does not take any membership subscription from individuals. This suggested that at community level, advocacy by LNFOD’s DPOs needs to be strengthened in order for persons with disabilities to become aware of where their membership is located and the type of services and/or benefits that are associated with it. This can be achieved through greater visibility and direct interface between LNFOD’s member DPOs and their constituencies, i.e. people at grassroots level.
- c. Data gathered indicated that LNFOD provides capacity building through training for its member DPOs. However, when interviews were undertaken some interviewees (members of the DPOs) could not immediately recall the type of training that they had received. This could be attributed to the fact that some member DPOs operate with volunteer staff that are difficult to retain. In fact, one volunteer stated that each time she is in-between job opportunities, s/he returns to work voluntarily in the DPO until another opportunity comes

up. While this may be working and supposedly beneficial to both organisation and individual, it is not sustainable and/or meaningfully valuable to the organisation in the long run. In fact, the individual getting training benefits the most as they acquire knowledge and skills that enhance their marketability in the open job or opportunities market.

- d. LNFOD has forged a good relationship with civil society organizations and other government Ministries. Although LNFOD refer to this group as a Satellite Advocacy Group, there are no terms of reference for this group or a memorandum of understanding governing the relationship. The general consensus among the parties is to provide assistance to LNFOD only when they have time or are available to do so. This became more apparent when the evaluation team struggled to secure appointments with members of this group, as some declined appointments citing tight schedules. With a more formalised relationship, the likelihood of that evident lack of commitment would not have been displayed easily.

10.3.1. Recommendations:

- a. There is a need to enlighten DPOs of differences between Associations or DPOs and Federations, different funding sources and partners as well as their objectives, key funding criteria and importance of doing a proper environmental scan and gap analysis. Understand the role, duties and responsibilities of being a DPO versus the role duties and responsibilities of being a Federation.
- b. DPOs should put in practise the skills provided by LNFOD in respect of proposal writing and solicit their own funding. However, awareness of organisational strengths and weaknesses (in the DPOs) in relation to requirements and criteria used by funding partners to approve proposals and disburse funds will greatly enhance the changes of securing funding thus eliminating the expectation of being funded by LNFOD;
- c. Continuity should be maintained in capacitating DPOs including employment of own staff followed by efforts to retain it to ensure reasonable returns on investment from those trained to the DPOs;
- d. Increase visibility of disability-specific activities provided by member DPOs to their constituencies, especially at grassroots level. This can be achieved more effectively through availability of branches at district and/or CC level. The branches would also require capacity building on governance processes, membership mobilisation or recruitment, advocacy, claiming of rights and deserved services at service points including peer support within communities. With enhanced advocacy at grass roots level an understanding and differentiation between LNFOD and member DPOs will be obvious. DPO members should be educated regarding which association they belong to so that they know the benefits and type of information and assistance that they could be provided with and by whom.

- e. Clear terms of reference or memorandum of understanding should be put in place for members of the Satellite Advocacy Group. The same applies to the ODP volunteers group.

11. Assessment of LNFOD's ability to influence policy, credibility, efficiency and funding base

Lesotho ratified the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) in 2008 and that laid ground for drafting and/or revision of policies and strategies. LNFOD and its member DPOs have been instrumental in advocating and drafting of national policies and programmes already specified in the list of achievements listed in the report.

Apart from these policies and programmes LNFOD has made tremendous strides in advocating for policies that are not in conformity and/or in harmony with the UNCRPD. To achieve this, in 2005, LNFOD engaged a consultant to *review existing laws and policies to determine harmony with UNCRPD*. The conclusion drawn from this review was that there are a number of laws that are not in conformity with international standards, hence the list of up to 13 reformed, ratified and/or developed policies since then up to the time of this evaluation.

11.1. LNFOD's credibility as an organization advocating for persons with disabilities

All key stakeholders contributing to this evaluation concurred on LNFOD's credibility as an organization advocating for persons with disabilities in Lesotho. LNFOD is not just seen as an umbrella body but:

- a. a platform where DPOs and NGOs go through in advocating for the rights of persons with disabilities in Lesotho;
- b. a very vocal advocate for acknowledgement of the needs and rights of persons with disabilities in all spheres, be it economic, political and in public life generally.

It was stated that the Government of Lesotho, through the Ministry of Social Development, recognizes LNFOD as the only umbrella body that advocates for the rights of persons with disabilities, hence the government provides subvention to LNFOD and to its DPOs.

11.2. The efficiency of LNFOD's secretariat, core staff, administration, documentation and reporting

LNFOD has the necessary organisational administration policies and procedures including monitoring tools. There is: (i) a Human Resources Manual (2010); (ii) a Financial Management Policy and Procedures; and (iii) a Code of Conduct. In the absence of a qualified Human Resources Officer/staff member, the Human Resources Manual is consulted as and when necessary. Some aspects of HR administration are fulfilled by Finance and Administration Manager as mentioned earlier. Broader staff HR management functions are the responsibility of senior staff that has junior staff reporting directly to them.

While personnel files were released immediately upon request, they were not kept up to date with the requisite contents as best practice requires. Ultimately, job descriptions and updated curriculum vitae (CVs) were submitted for review. Understandably, with a small staff complement and seeming stability and no designated HR personnel, it is easy to not physically keep updated files and even job descriptions. Therefore, it would take a conscious effort to

maintain personnel files and job-descriptions updated with the progressive maturity of post-holders in alignment with periodic performance appraisals.

LNFOD, through the Executive Director, Programme Coordinator and Human Rights and Advocacy personnel is suited to lead, coordinate and advocate with continued support from well-rounded and experienced partners. It is also evident in the sustained effort of advocating for the passing of the Disability Equity Bill, the training of the communities on the provisions of the Bill, the sensitising of health and justice duty bearers in preparation of the enactment of this legislation that LNFOD demonstrated its competence and abilities. The evident delay and disappointment has not waned their commitment and efforts, this in addition to the untimely exit by NAD, they still stand and have secured another partner to help continue the advocacy work for the enactment of the disability-specific legislation. Whereas it remains an ongoing challenge to secure long term funding partnerships for continuity of LNFOD's advocacy work, the staff is very positive, choosing to view the recent phase out of NAD's support as "an opportunity and a positive challenge" said one senior staff member.

LNFOD has implementation structures that consist of volunteers, i.e. the Organisational Development Programme volunteers (ODP) and Advocacy Task Team (ATT) structures. The ODP structure is concerned with developing capacity of DPOs through the delivery of targeted training to the DPOs and their constituent members at grassroots level. It consists of 4 volunteer members selected by each of the DPOs and the Programme Coordinator. The Programme Coordinator oversees the ODP structure and they are also responsible for the implementation of the outcomes of advocacy work done by the ATT through training of the beneficiaries thereof at grassroots level. The ODP does not have regulations and guidelines but operates on informal means of communication and meetings. The Programme Coordinator briefs the ODP volunteers of any developments and trains them on new material on which the beneficiaries in the community councils will be trained. The ODP uses monitoring and evaluation tools to record attendance at training sessions, public gatherings as well as activities at service points where people with disabilities are expected to claim their rights. The Programme Coordinator coordinates the information from all focal points and reports to the Executive Director.

The Human Rights and Advocacy Officer oversees the ATT structure whose composition is 4 volunteer members selected by each of the DPOs, 2 members from youth subcommittee, 2 members from women subcommittee, one LNFOD board member, Assistant Human Rights Officer, Project Coordinator and Executive Director. The role of the ATT is to implement the advocacy strategy for activities at national level related to the office. Each member works from their copy of the advocacy strategic plan and activity plan. The members only receive an allowance to cover transport, meals and communication dependent on type of activity and location because the work is done on a voluntary basis. The ATT operations are guided by their regulations and guidelines as reviewed.

The major concern observed with this model relates to the relationship between the two programme implementation structures. From the interviews held it would appear that the ATT is perceived to enjoy an elevated status, what with the focus on national agenda issues and high level intellectual topics. It is considered a "think tank" and operates in the vicinity of the city whereas the ODP volunteers are increasingly less visible in the community councils where the bulk of the people with disabilities reside. Granted there are geographical and financial

challenges but LNFOD needs to take heed that their model is not viewed as the cream settling at the top of the cup.

It is also understandable that the bulk of the programme effort rests on the enactment of the Disability Equity Bill which has not come to pass, however more effort should be invested in ironing out organisational weaknesses and challenges.

11.3. Assessment of LNFOD's funding base and financial sustainability

Compared to findings of the 2013 evaluation with regard to LNFOD's funding base and sustainability, the situation has not changed much.

An analysis of audited financial statements for the period 2014 to 2016 was done culminating in the following revelations:

- a. NAD funding in this period constituted an average of 40% of LNFOD's financial resources.
- b. Up to 73.40% (M438 062.14) of LNFOD's total salaries (M596 782.14) in 2016 were funded by NAD.
- c. Other funders making up the remaining 60% (average) were the European Union Grant, Government of Lesotho subvention, UNICEF, OSISA Grant, Catholic Relief Services and Southern Africa Federation of the Disabled (SAFOD).

With NAD having been a major funder for the past 14 years, their final exit in 2016 evidently leaves a significant gap likely to take significant time to be closed considering that building a formidable reputation worthy of long-term contracts with funding partners comes with time.

Be that as it may, LNFOD has already forged a relationship with a new funder, Diakonie Austria whose back donor is the Austrian Development Agency (ADA) for a period of three (3) years starting from 2017 to 2019. According to the DA/LNFOD agreement the funds are directed at the *"Capacity development for the promotion of the rights of persons with disabilities" programme*. Total funding committed for this period is 1 231 950 Euros and approximately 38% of this amount is allocated for personnel costs.

In addition to this, two other contracts have been secured with the Open Society Initiative for Southern Africa (OSISA), and the Bank Information Center (BiC) whose offices are in Washington DC.

OSISA has entered into an agreement to partner with LNFOD for a project named, 'Securing self-representation of persons with disabilities and fostering inclusive education. The project runs from 01 November 2017 to 01 October 2018 (1 year) with funding of \$110,000. The objectives are on representation in the new parliament commission as well as capacity building for same representatives in disability advocacy and human rights together with the development of the Inclusive Education (IE) Policy and that the institutions of higher learning in Lesotho are compliant to the IE policy by 2019. OSISA previously funded a LNFOD project called "Reforming justice and education sector for persons with disabilities" for twelve (12) months (from August 2016 to August 2017) at \$97710. While the current contract is for one year, the fact that it is not the first time relationship, promises continuity for as long as LNFOD continues to deliver on terms and conditions agreed to.

SAFOD, funded by OSISA, has extended an implementation responsibility to LNFOD for a project titled 'Building the Capacity of Disabled People's Organizations to promote Inclusive Early Childhood Development and Education in schools in Lesotho' also running for one year. LNFOD does not have a signed contract for the above SAFOD/OSISA programme but are beneficiaries sub-granted by SAFOD. This project is due to be completed in October 2018.

The one (1) year contract between LNFOD and BiC was signed on 15 June 2017 and it runs through to 30 June 2018. The value of the contract is \$15000 payable in two tranches.

In correlating the list of LNFOD funders between 2014 and 2016 to the current list of active funders in the period leading up to 2019, LNFOD's future in respect of finances and funding access does not look that dim. It was specifically noted that of the three (3) funding contracts in place currently, DA is the longest, largest contributor and seemingly the only one with a clear allocation towards personnel costs, 38%. Relations with two of the prior period's funding partners (OSISA and SAFOD), are continuing into 2018. The fact that LNFOD is a well-established and long-standing organisation with a credible track record of working with various development partners coupled with availability of tested finance management policies, procedures, systems and with a seemingly stable personnel, puts them in a different level in as far as being able to attract funds when compared to its member DPOs.

As part of NAD's exit, LNFOD was assisted with acquisition of a residential property which is currently let to a tenant at a gross rental income of approximately M2100 per month. This translates to M25200 per annum. It was reported that a mobile telecommunications company had offered to assist LNFOD with payment of the costs of transfer for the properties. This gesture was welcomed with sincere gratitude and considered as an indication that the corporate sector in Lesotho may be beginning to open up to the concept of corporate social responsibility, a matter previously reported to be not highly prevalent at the time the 2013 evaluation was done.

A Deed of Transfer for the property was provided and perused, as well as a lease agreement was accessed to ascertain and confirm the actual monthly net income (two thousand hundred maloti) obtained from the property acquired.

This is seemingly the first tangible, income-generating asset owned by LNFOD. Another major investment in 2017 was in the purchase of a new vehicle (listed in the asset register) thus giving comfort that reliable transportation in support of continued task execution beyond the period of partnership with NAD.

Asked what the long-term strategy is with this asset (the property) and the income generated from it, it was stated that the objective is to enable LNFOD to generate revenue that can be used as a gap-filler if and when required.

11.4. Recommendations:

- a. LNFOD should consider engaging the services of a part-time satellite human resources expert on a retainer or on-demand basis so that they can strengthen the human resource capacity through knowledge and skills management. In that way, all the effort of training is not lost when staff exits the Secretariat.

- b. Consider outsourcing payroll and personnel administration function - included in the scope of the satellite resource because personnel files need to house updated CVs, current contracts – in the case of renewals, updated job descriptions and profiles for purposes of replacements and/or promotions in case there is a vacancy.
- c. Staff to submit updated CVs when performance appraisals / contract reviews are conducted. The contracted resource can also assist when jobs are up for review to conduct job reviews and analysis to remove ambiguities around roles and titles of jobs.
- d. Engagement of qualified young graduates on an internship basis - on fixed-term contracts periods of 6 to 12 months. Although interns require guidance and supervision, this may temporarily relieve some pressure and augment LNFOD human resource capacity at least in as far as execution of basic tasks such a systematic records management as a fraction of a cost or no cost at all.
- e. LNFOD to ensure corrective measures as pointed out by auditors are taken.
- f. All provisions in LNFOD's policies and procedures are consistently complied with.
- g. Use of political leaders as voluntary staff in LNFOD's DPOs to be discontinued. The level of dedication and commitment of volunteers availing themselves to lead the DPOs in the absence of financial resources for staffing to be tested against the dire needs of the DPOs thus discouraging those who volunteer primarily for personal gain.
- h. Member DPOs to be supported with conducting an environmental scan of funding partners, their targeted programmes and/or organisations, their compliance requirements including an analysis of factors that could potentially hinder the DPO's ability to access funding support from prospective funding partners and/or development partners.
- i. Individualised member DPO development plans to be developed and agreements entered into with the volunteers or executive directors with definite milestones to take corrective actions.
- j. Member DPOs to be encouraged to work in collaboration with a Consultant/Resource that is keen and willing to work on risk and be paid a pre-agreed percentage upon successful acceptance of a funding application or proposal.
- k. Austerity measures to be considered and taken against DPOs who fail to respond to and implement corrective actions following investments made by LNFOD in an effort to capacitate them to be self-reliant.
- l. LNFOD to unpack their long-term plan and strategy with regard to the use, management and maintenance of the properties as well as the income generated from them. Consideration could be given to reinvesting the income derived into more income-generating assets thus strengthening LNFOD's sustainability while reducing the lifetime dependence on donor funding. The current resource mobilisation strategy (developed in 2016) and the strategic plan are to be revised to incorporate any plans and new strategies relating to this up to 2019.
- m. It would be valuable for LNFOD to ascertain the actual net income derived from the property. That is the agreed total monthly rental payment made by tenants less all

expenses payable by LNFOD towards the up-keep or maintenance, rates and taxes due to the municipality (if any), buildings insurance; levies and/or home owners association costs (if applicable), contracting and administration expenses. Since maintenance costs can be irregular and unpredictable, it is advisable that a monthly provision of approximately 10% of the total monthly rental income would have to be made to ensure constant readiness to accommodate any eventuality.

- n. Since property ownership and management of tenants is new to LNFOD, it is further advisable that LNFOD establishes a healthy strategic or mentoring relationship with someone more conversant with tenancy agreements, property management processes and applicable challenges for internal capacity-building.
- o. LNFOD to negotiate coverage of operational costs, inclusive of capacity building in all contracts agreed to with development partners or sub-grants regardless of the value of each contract.

NAD's exit in 2016 has put LNFOD in a position where the organisation's resilience, its capacity to draw from and leverage on its track record, technical expertise and guidance including contributions from their relationship with NAD are to be put in a true test.

In conclusion, LNFOD's sustainability is not as strong as it could be. Whereas LNFOD's need to actively intensify resource mobilisation is evident, the prospects of their success are very high compared to any organisation that has not had the benefit of accessing technical support from a reputable funding partner like NAD.

12. Effectiveness of LNFOD – what is working and why?

LNFOD developed a 2015 – 2019 strategy prior to their awareness of NAD's exit, seemingly in anticipation of a continued partnership. The scope of the strategy includes the following long term goals:

- a. promulgation and enforcement of Disability Equity Bill;
- b. empowerment of persons with disabilities to ensure their self-reliance;
- c. disability mainstreaming;
- d. internal management capacity development;
- e. improving representation of persons with disabilities in parliament and key political positions;
- f. supporting and strengthening community interventions that foster cohesion and social inclusion; and
- g. removal of barriers that reduce the access, mobility and inclusion of persons with disabilities.

It is inferred from the annual narrative reports reviewed that LNFOD activities are in line with the strategic goals. The duration of the cooperation with NAD (14 years) and the resultant positive ending coupled with the long list of achievements speaks volumes about LNFOD's planning. Presence of 5 year strategic plans (confirmed for at least 10 years) contributed to alignment of thinking between LNFOD's political leadership, the secretariat and funding

partners; assisted in focussed planning; contributed to forging strategic and healthy working relationships with various key stakeholders inclusive of duty bearers.

Most of LNFOD's wins and achievements in the final NAD cooperation period (2013 to 2016) centre around the enactment of the Disability Equity Bill in respect of training of constituent members on the provisions of the Bill in preparation for its passing; development of monitoring tools to evaluate the impact that the training and sensitisation sessions had on the ability of persons with disabilities to be self-reliant and claim their rights at all service points in the Lesotho government. These coupled with responsiveness of various ministries to the advocacy efforts of LNFOD through various interventions mentioned earlier in this report and the mainstreaming of disability issues in programmes of Community Service Organisations, further confirm LNFOD's effectiveness in networking and stakeholder relations development and maintenance.

Visible representation of persons with disabilities in parliament does not seem to have been achieved. However, representation by 22 persons with disabilities (14 of whom are female) in 11 CCs in the districts of Mafeteng and Leribe indicates that LNFOD through its structures is able to influence not only policy, but rights holders too to self-represent in the broader political sphere in the country. Representation at CC level is a good starting point and platform for capacity and confidence building.

Ongoing activism in lobbying, advocacy, disability awareness training leads to constant and consistent visibility of persons with disabilities which are key in LNFOD's effectiveness. These are all evident in conscious awareness of government officials who, as reported, now consult LNFOD when they do the national budget; Deaf education in the government and awareness that Sign Language interpretation services provided at service provision centres comes at a fee, although this is not yet common knowledge across the board; a legislative requirement that newly erected buildings in Lesotho must comply with accessibility standards that accommodate the needs of persons with disabilities - even though the old government buildings are still difficult to access e.g. no ramps and they have high counters; news reading by persons with disabilities; and invitation of LNFOD's participation whenever issues of disability are discussed.

While there is evidence of significant achievements, room for improvement in other areas was also noted, stressing that more work stills needs to be done.

The DPOs reported, with a great sense of pride, that LNFOD is a legitimate representative and decision maker for them as members, elaborating that:

- a. they are well represented with equal numbers in the Executive Committee;
- b. LNFOD is a good representative for individuals with all types of disabilities and in all areas and also because they advocate for disabilities issues in a satisfactory manner;
- c. LNFOD takes the responsibility to assist and inform persons with disabilities, who approach them or radio stations with various challenges, about the existence of DPOs;
- d. LNFOD assists the DPOs with challenges promptly and they also channel projects to the DPOs. One member organisation stressed that if LNFOD sources funds all four organisations benefit. Some stated that even though they do not have funds, they are able to do activities through LNFOD support, e.g. starting branches was LNFOD's

initiative, and training and workshops for independence of persons with disabilities are also facilitated through LNFOD in collaboration with member DPOs.

- e. there are various policies, legislation and changes that came into being as a result of LNFOD's advocacy initiatives, e.g. the Disability Equity Bill, the Rehabilitation Policy (Disability Grant) and the Inclusive Education Policy which aims to strengthen capacity of education providers in supporting learners with special education needs.

Different stakeholder representatives who contributed to this evaluation said that they regard LNFOD as a major influencer of policy and that the Government of Lesotho (GoL) recognizes LNFOD as a good representative and watchdog on disability issues.

Periodic evaluations followed by implementation of key recommendations, as evident in actions taken since the 2013 evaluation report, also add to LNFOD's strength and effectiveness.

13. LNFOD's capacity to learn from practice

A number of changes have been implemented after the 2013 evaluation. These include, appointment of two staff members in 2015 and 2016 respectively, to run with advocacy and human rights programme activities as well as to lobby for the enactment of the disability legislation; A staff member was promoted into the executive director role which helped with retention of institutional memory; Gaps highlighted in the LNFOD constitution were addressed through a revision and amendment of the constitution in 2016; Branches were established at the village level and focal persons were identified and appointed in each CC where programme implementation was targeted. Newsletters and media alerts to notify and lobby stakeholders and partners to put pressure on the government to enact the Disability Equity Bill were undertaken. The advocacy strategy and financial policies were revised and/or updated to take into account current needs and to streamline relevance of activities to desired results. Reporting documents are clearer and link back to stated objectives for ease of reference.

All of these suggest that LNFOD is open to learning and is in actual fact a learning organisation with capacity to continue learning from practice.

14. NAD's added value in the collaboration with LNFOD

In addition to the financial support, NAD has provided LNFOD with technical support, which significantly made it possible to achieve set objectives as stated in various agreements entered into over the years including the annual plans. NAD has assisted LNFOD with a Monitoring and Evaluation Consultant. The consultant has capacitated LNFOD to design monitoring tools such as questionnaires, which LNFOD largely utilized throughout the implementation of the project. For an example this has assisted LNFOD to evaluate if the training done for police officers, nurses, secretaries, disability focal persons and community councilors has helped yield the desired results so that modifications on how to improve would be done when needed. The M&E Consultant has also enhanced the reporting capacity of LNFOD. LNFOD has gained capacity to monitor and evaluate any project it implements and to report well thereon. In addition, the Development Advisors of NAD to Lesotho have regularly met with LNFOD to assist in planning; budget revisions and in monitoring implementation progress of the projects

cooperated on. This has also built the planning and budgeting capacity of LNFOD, not only under this project, but for projects supported by other funders as well.

Throughout the implementation of the CBR and OD projects, LNFOD has had a wide platform interacting with different private and governmental entities including regional federations such as SAFOD as well as other key international stakeholders and funders. The platforms exposed to have added to increased visibility of LNFOD, the understanding of disability issues, advocacy capacity as well as introductions to some new funders. In addition, new relations were created while those with existing partners were deepened.

While LNFOD is the key focus in the cooperation with NAD, due to LNFOD's activities and as a result of the application of the principle of self-representation, the visibility of person with disabilities in Lesotho has been magnified too. Activism of persons with disabilities due to the need to rectify and then domesticate the UN Convention on the Rights of People with Disabilities (UNCRPD) through plans, policies and disability rights legislation started enabling enforcement of the rights of persons with disabilities in Lesotho. This has therefore softened the ground for future advocacy initiatives and interventions beyond the cooperation with NAD.

15. Overall recommendations to strengthen LNFOD's capacity to sustain achievements gained up to 2017

Recommendations are listed by relevant implementing group and focus area and are suggestions and/or advise for action. These groups are, a) LNFOD Governance; b) Member DPOs c) Secretariat.

15.1. LNFOD governance focus areas

This section deals with recommendations on Constitutional Review and Visionary Leadership and Accountability.

15.1.1. Constitutional Review

- a. Investigate the observation that there are no deliberate and/or strategic provisions in the Constitution aimed at facilitating retention of the committee's decision-making memory and/or preservation thereof thus facilitating cross-pollination of historical insights, processes and rationales for certain decisions and/or strategies among newly appointed EXCO.
- b. Explore appropriate corrective measures to be considered after investigation. Based on findings of the investigation, and if confirmed, LNFOD governance needs to strengthen its fundamental building blocks by implementing a further amendment of the Constitution to stipulate one of two options when electing its EXCO structure, i.e. 1) Benchmark themselves with international practice and retain 50% of its Executive Committee at every election or 2) Consider retaining three (3) critical role actors of the EXCO (Chairperson, Treasurer and General Secretary) at every election – depending on individual performance and understanding of the organisation's strategic needs, direction and priorities - for a second four-year term. The performance of same should be catered for in the LNFOD regulations.

- c. In the next GA, post constitutional amendment, to address this risk at least one of the three suggested office-bearers may be retained to kick-start a correction process. Thereafter, another one EXCO member may be retained together with the one first elected for a second term. The same process could be continued into a third GA. The suggested staggered implementation of this constitutional provision will ensure that, at any given time going forward, there are at least two EXCO members retained for meaningful continuity of organisational strategies and their implementation.
- d. Enshrine the creation of cross-disability local branches and/or district structures in the constitution as a mandatory developmental milestone. That way, if not implemented, it becomes a constitutional breach that requires application of austerity measures. Local branches and/or district structures are an ideal platform for capacity-building among broad masses of persons with disabilities at grassroots level. They also trigger passion, ownership and intrinsic motivation among individuals to act in the best interests of changing own circumstances and to influence others to do the same.
- e. A model comprising of focal persons and branch committees should be explored wherein focal persons also report to branch structures on their activities working hand-in-hand with the branch executive committee to executive tasks and responsibilities. This approach would also facilitate a situation where focal persons use periodic branch gatherings as a platform for executing their responsibilities.
- f. Youth Forum representation at EXCO level is to be deliberately provided for through LNFOD's Constitution.

15.1.2. Visionary Leadership and Accountability

- g. The greatest asset of an organization is its reputation, accountability and transparency. This needs to be given attention every day, as one mistake can have serious and long lasting consequences.
- h. Senior leadership to undertake a self introspection challenge (on a personal as well as at an organisational level) in the form of an intervention that will help them reflect on where the Federation is (and where they are individually), and where they are taking it (and themselves) in the future including the legacy that they envision leaving behind – all this in the context of improving the lives of broad masses of persons with disabilities in Lesotho.
- i. Feedback and a frank discussion on the findings of this evaluation is to be given to LNFOD's member DPOs and a clear action plan committed to with definite milestones for monitoring and evaluation of progress.
- j. Inculcate a culture of rights awareness and taking personal responsibility for action among individuals with disabilities including awareness of the inherent responsibility of claiming any personal rights.
- k. Encourage member DPOs to work in collaboration with a Consultant/Resource that is keen and willing to work on risk and be paid a pre-agreed percentage upon successful acceptance of a funding application or proposal.

- l. Support member DPOs with conducting an environmental scan of funding partners, in respect of their targeted programmes and/or organisations' needs, their compliance requirements including an analysis of factors that could potentially hinder the DPOs' ability to access funding support from prospective funding partners and/or development partners.
- m. Develop individualised member DPO development plans and enter into agreements with the volunteers (in the case of DPOs with no staff) or executive directors with definite milestones to take corrective actions.
- n. In the case of IDAL, support them to identify and capacitate eligible persons with intellectual disabilities to participate and represent themselves in own governance structures including LNFOD activities, events and governance structures thus promoting a culture of self-representation within their constituency.
- o. Consider incentivization of member DPOs who demonstrate progressive development, measurable progress and responsiveness to corrective and/or developmental interventions implemented by LNFOD.
- p. Consider taking austerity measures against DPOs who fail to respond to and implement corrective actions following investments made by LNFOD in an effort to capacitate them to be self-reliant.
- q. Streamline the nomination process of candidates to General Assembly by creating standard criteria that can be used as a profile for nominations. Nomination criteria applied for election of Youth Forum, Gender and Women's Wing sub-committee representatives must be the same as those used for election of Council and EXCO members.
- r. Consider establishing a cross-disability Gender (Sub) Committee comprising of two (2) adults (male and female); two (2) youths (male and female); and perhaps a parent of a child with a disability to focus on gender issues affecting persons with disabilities.
- s. Position LNFOD's gender committee for identification of gender-specific issues and ensure heightened activism and inclusion thereof in programme planning, resource mobilisation and implementation working in close collaboration with other civil society organisations specifically focussing on gender issues. This will facilitate mainstreaming of persons with disabilities in related activities.
- t. Capture the role, duties, and responsibilities of the gender, women and youth committees in clear terms of reference for effective monitoring and evaluation of their effectiveness and allocate a budget for sub-committee activities, including meetings.

15.2. Member DPOs focus areas

This section deals with recommendations on governance of DPOs, capacity development, accountability, programming and installation and implementation of systems.

15.2.1. Governance of DPOs

- a. Develop branches at district and/or community council level in alignment with recommended constitutional review for inclusion of branches at district and/or community council level.
- b. Capacitate existing and recommended constitutional branch structures on governance processes, membership mobilisation (differentiation between LNFOD and DPOs) or recruitment, formalisation of structures or branches, advocacy, claiming of rights and deserved services at service points including peer support within communities. [With enhanced advocacy at grass roots level an understanding and differentiation between LNFOD and member DPOs will be obvious.]
- c. Educate DPO members regarding which association they belong to so that they know the purpose and objectives of the DPOs versus those of LNFOD, the benefits of association, services rendered by DPOs versus those offered by LNFOD, the type of information, type of assistance that they could be provided with and by whom. In addition, DPO members are to be enlightened about their roles, responsibilities and potential contribution in the disability movement.

15.2.2. Capacity Development

- d. Apply learned proposal writing skills provided by LNFOD and solicit own funding by developing and submitting funding proposals and a plan to monitor the success rate of this effort to development funders and LNFOD. This will in turn eliminate expectations of being funded by LNFOD;
- e. Communicate challenges to LNFOD and be open to developmental monitoring and feedback given regarding the process of submission of funding proposals.

15.2.3. Accountability

- f. Increase visibility in the remotest of villages in Lesotho even when there are no programme activities or funds to be implemented. This will assist in managing perceptions from the masses where organisation membership strength is derived.

The culture or practice they adopt will eventually be assimilated in their branches. Currently it is the undesired culture that is being assimilated, e.g. it was reported that the DPOs always ask for money for any activities that they do for LNFOD and if there is none they do not conduct activities. The same thing happens with the people at the grassroots level - they will tend to cooperate only if there is something to be gained.

- g. Concerted effort is to be made to encourage rural representation in the GA and in related governance structures elected through provision of transport and accommodation for eligible incumbents, either by the DPOs, LNFOD or collectively.
- h. LNFOD and the DPOs need to monitor the representation of people with disabilities and stop the practice of allowing personal assistants attending gatherings and/or training sessions without the person whom they claim to represent. No one should be allowed to attend or sign the attendance register if they have left the person with a disability behind.

15.2.4. Programming

- i. Identity priority disability-specific issues, relevant and unique to their disability mandate and design and develop programmes aimed at meeting the needs of their constituencies. This will give greater visibility and prominence among their members and also assist in clarifying the lack of awareness of who LNFOD is and what they do and how LNFOD differs from their DPO. With branch structures in place, it would be easy for DPOs to identify, analyse and prioritise the needs through a consultative process with rights-holders and enhance the prospects of ownership, commitment and a sense of pride to ensure successful implementation of programmes irrespective of funding availability – an act likely to attract empathy from funding and/or development partners sharing the cause.

15.2.5. Installation and implementation of systems

- j. Develop mechanisms that are compliant with LNFOD's policies, procedures and systems in order to build a good track record, reputation and/or credible reference verifiable by LNFOD as the closest referee for the DPO, if and/or when required by prospective funders.
- k. Engage qualified young graduates on an internship basis - on fixed-term contracts for periods of 6 to 12 months to temporarily relieve some pressure and augment DPO human resource capacity in executing basic tasks.
- l. Discontinue the use of political leaders as voluntary staff in LNFOD's DPOs. The level of dedication and commitment of volunteers availing themselves to lead the DPOs, in the absence of financial resources for staffing, to be tested against the dire needs of the DPOs, thus discouraging those who volunteer primarily for personal gain.

15.3. Secretariat Focus Areas

This section deals with recommendations on finance and sustainability, documentation and project implementation.

15.3.1. Strategic planning, human resources, finance and sustainability

- a. Unpack the long-term plan and strategy with regard to the use, management and maintenance of the properties as well as the income generated from them. It would be valuable to ascertain the actual net income derived from the property. That is, the agreed total monthly rental payment made by tenants less all expenses payable by LNFOD towards the up-keep or maintenance, rates and taxes due to the municipality (if any), buildings insurance; levies and/or home owners association costs (if applicable), contracting and administration expenses. Since maintenance costs can be irregular and unpredictable, it is advisable that a monthly provision of approximately 10% of the total monthly rental income would have to be made to ensure constant readiness to accommodate any eventuality.
- b. Consider reinvesting the income derived from property into more income-generating assets thus strengthening LNFOD's sustainability while reducing the lifetime dependence on donor funding. The current resource mobilisation strategy (developed in 2016) and

the strategic plan are to be revised to incorporate any plans and new strategies relating to this up to 2019.

- c. Establish a healthy strategic or mentoring relationship with a resource or organisation more conversant with tenancy agreements, property management processes and applicable challenges for internal capacity-building, since property ownership and management of tenants is new to LNFOD.
- d. Consistently negotiate coverage of operational costs, inclusive of personnel costs, administration and capacity building in all contracts entered into with development partners or sub-grants regardless of the value thereof.
- e. Ensure corrective measures, as pointed out by auditors, are implemented and that all provisions in LNFOD's policies and procedures are consistently complied with.
- f. Engage services of a part-time satellite human resources expert on a retainer or on-demand basis for the following services; recruitment and selection, payroll, personnel administration, career development management, training needs analysis, training, gap analysis, talent and knowledge management, job analysis/review, performance management, remuneration benchmarking to strengthen the human resource capacity and manage staff turnover.
- g. Staff to submit updated CVs when performance appraisals / contract reviews are conducted. The contracted resource can also assist when jobs are up for review to conduct job reviews and analysis to remove ambiguities around roles and titles of jobs
- h. Continue capacitating DPOs and retain staff that has undergone training to benefit DPOs.

15.3.2. Documentation, systems and reporting

- i. Develop standard reporting formats that clearly indicate numerical data, i.e. the number of people reached by gender and disability category for analysis and funder reporting needs.
- j. Data needs to be collated and captured electronically, analysed and reported; and ultimately discussions based on observations and findings post analysis are critical, followed by implementation of identified changes, where necessary. [This process will strengthen LNFOD's capacity and positioning as a continuously learning organisation capable of learning from practise.]
- k. Names or terminology used in official documents, correspondence and/or circulars must be kept consistent to those used in authentication documents provided for official reference, e.g. Gender Committee versus Women's Wing sub-committee.
- l. Consistently apply the process of documenting, reporting, monitoring and evaluation as a strategy for continuous improvement.
- m. Implement and maintain a documents evolution tracking system to particularly ensure monitoring of version control, document naming, dating - especially dates of final adoption. [This allows one to observe and appreciate the journey of a particular concept document to fruition and adoption.]

- n. Implementation of an electronic and manual filing and archiving system will ensure quick and easy access to historic documents and/or institutional memory irrespective of staff changes.

15.3.3. Project implementation

- o. Strengthen the implementation structures (ATT and ODP) by developing and implementing twin processes, systems and procedures that allow for mutual communication and information flow.
- p. Focal persons to work in collaboration with local cross-disability branches and/or district structures and report on execution of mandate to ODP and to the local structures.
- q. Develop the next guard of leadership gradually by ensuring full gender-balanced representation in all capacity building and training programmes implemented by LNFOD and member DPOs.
- r. Engage qualified young graduates on an internship basis - on fixed-term contracts periods of 6 to 12 months to temporarily relieve some pressure and augment LNFOD human resource capacity in executing basic tasks.
- s. Put in place clear Terms of Reference (ToR) or Memorandum of Understanding (MoU) for members of the Advocacy Group/satellite AG and any other structures established to augment LNFOD's programme implementation activities.
- t. LNFOD to implement on-going analysis, monitoring and evaluation of own internal processes and reports in as far as targets, progress, needs, variances, challenges; note and discuss observations and findings – flagging any areas of concern and/or intervention. Where necessary, corrective measures are to be brainstormed and implemented. Such process will strengthen LNFOD's capacity, the ability to respond promptly to situations well ahead of partner-commissioned evaluations and position the federation as a continuously learning organisation capable of learning from practise.

16. Conclusion

The relationship between NAD and LNFOD which began in 2003 came to an end in 2016. While it was always known that the relationship would come to an end at some point, the reality of the actual ending still came as somewhat unexpected, especially to LNFOD whose operating expenses were largely funded by NAD throughout. As this end evaluation found, in the period between 2014 and 2016 NAD's funding to LNFOD constituted an average of 40% and in 2016 alone, up to 73% of LNFOD's staff salaries were funded by NAD. That finding highlights the significance of the relationship between the two parties.

On the other hand, a mere reflection on the extent of NAD's financial contribution to LNFOD up to 2016 raises concerns with regard to LNFOD's capacity to sustain itself and its activities in future. In response to these concerns, particular attention needs to be given to the value added by the relationship to LNFOD over the years. That is, what have been the gains to LNFOD other than the finances and how can those be leveraged?

As uncovered in this end evaluation, LNFOD has gained a lot more out of the partnership to be able to enhance its sustainability going forward. This is evident in (1) the firm foundation laid in

respect of established processes, policies, procedures, systems and tools developed, implemented and used; and (2) exposure to long-term strategic and operational planning, followed by continuous periodic monitoring and evaluation of progress and achievements against objectives (narrated in this report), targets and budgets. In addition, invaluable insights and application of tried and tested internationally bench-marked advocacy, lobbying, training, project implementation and networking strategies gained by LNFOD will help to propel the organisation forward. LNFOD has also forged strong relationships with significant stakeholders and strategic partnerships in Lesotho and outside. These can be leveraged on as and when required.

The relationships are inclusive of NAD who is a press of a button away should a need to consult on any technical matter arise.

NAD has demonstrated commitment to the long-term sustainability of LNFOD in many ways, including their contribution to purchasing a property to mitigate any potential negative turn in LNFOD's relationship with the government of Lesotho, their current landlord.

The report also narrates LNFOD's achievements during the 14 years. The impact of these achievements stretches beyond the federation to its member DPOs; to individuals with disabilities; civic society organisations; institutions of learning; and the government at large. Collectively, the achievements, technical expertise and strategies acquired are significant building blocks upon which LNFOD has to continue building beyond their long-term partnership with NAD.

Lastly, while 2016 marked an ending, 2017 marked a new beginning for LNFOD. The new beginning is signified by the 3 year partnership agreement entered into with DA, picking up where NAD had left off. Highly commended is DA's allocation of approximately 37% towards operational expenses – a practise that LNFOD is to negotiate with all funding partners irrespective of the partnership's duration. This agreement is further augmented by two 1 year contracts with OSISA and BiC.

Armed with the findings and elaborate recommendations in this report, LNFOD's prospects for continuity are not bleak. With consistent self-evaluations, committed staff, adherence to existing procedures, systems and policies; and where applicable, execution of corrective actions, there is little or no doubt that LNFOD can only grow from strength to strength.

Various stakeholders consulted during field visits commended NAD for their contribution and expressed sincere gratitude, acknowledging that without NAD most of the achievements would not have materialised. NAD also expressed sadness on having had to part ways, noting that all Development Advisors that worked closely with LNFOD had collaborated well with the LNFOD team. Going forward, LNFOD has the challenge of demonstrating that they are indeed a learning organisation capable of learning from practice, as concluded in this evaluation.

17. Appendices

17.1. Annexure 1: Documents received and reviewed

Name of document	Date of document	Document type	Received
Activity Progress Monitoring Sheet: Overview Outputs and Outcomes (M&E)	no date	Template	✓
Advocacy Manual used by Focal Persons to train people with disabilities (Khomotso...)		Documentation	✓
Advocacy Task Team (ATT) Structure		Organogram	X
Agreement (signed), Plan, Reports: NAD/LNFOD	2016	Documentation	✓
Agreement/Plan, Reports: OSISA/LNFOD		Documentation	✓
Agreement/Plan, Final Narrative Reports: SAFOD/LNFOD	Sep - Dec 2016	Documentation	✓
Agreement, Plan, Reports: EU/LNFOD		Documentation	✓
Annual General Assembly Financial Report	Jul - Sep 2017	One Pager	✓
Attendance Registers of Seminars by DPOs		Lists	X
Bank Reconciliation 2016		Documentation	✓
Bank Statements:- 2013 – 2016	2013 - 2016	Documentation	✓
Board, Management and Administration Structure		Organogram	✓
Budget Revision 1	Mar-16	Documentation	✓
Building DPO's Capacity in Promoting Inclusion in Early Childhood		Proposal	✓
Final Evaluation Report of NAD CBR programmes: 2010 – 2013		Documentation	✓
CBR Evaluation Report: 2005 – 2009		Documentation	X
Completed Data Collection Tools at Service Points		Lists	✓
Constitution (LNFOD)		Documentation	✓
Constitutional Amendment (LNFOD)- Signed by Registrar General of Lesotho	20-Jul-16	Documentation	✓
Constitutional Regulations as Adopted by GA 2016 (LNFOD)	2016	Documentation	✓
Contract and Terms of Reference for Consultant - DPO Proposal Writing		Documentation	X
Deed of Transfer – Ha-Tsosane Property – Signed	19-Jan-17	Documentation	✓
Disability Baseline Study for Berea and Mohale's Hoek (LNFOD)		Documentation	✓
Duties and Responsibilities of Board (LNFOD)	06-Nov-17	Presentation	✓
Feasibility Study on Assistive Technology (LNAPD)	17-Jan-17	Questionnaire	✓
Final Narrative Report on Local Government Electoral Education (Voter Education)	2017	Report	✓
Final Report EU Oct 2013 - Dec 2016 (Deepening Decentralisation...)		Report	✓
Final Strategic Plan 2015 – 2019	2015 - 2019	Documentation	✓
Financial Guidelines Appendix 3		Documentation	X
Financial Management Policy and Procedures – Signed	18-Jul-15	Manual	✓

NAD End Evaluation of OD Programmes: LNFOD 2003 - 2016

Name of document	Date of document	Document type	Received
Fixed Asset Register	Oct-17	List	√
Formal communication with NAD regarding the change in partnership		Documentation	√
Format Activity Report Final (M&E)		Template	√
Foromo ea Lethathamo La Litlhoko Tsa Batho Ba Nang Le Bokooa (M&E)		Template	√
Framework Programme Document ADA		Documentation	√
Gender Equality Policy (LNFOD)	2015	Booklet	√
General Assembly 2017 Participants List (M&E)	2017	List	√
Guide Quarterly Monitoring DPO: Community Councils (M&E)		Template	√
Human Resources and Administration Policy and Procedures (LNFOD)	Sep-10	Manual	√
Inclusive Education Policy: Draft Policy		Documentation	√
Lease agreements of tenants in LNFOD properties		Documentation	√
Lesotho NSDS Final (Statistics)		Documentation	√
Lesotho Submission on the UPR Process (LNFOD)	Jun-14	Documentation	√
List of health workers trained on disability issues (M&E)		Lists	X
List of police officers trained on sign language (M&E)		Lists	X
Long Term Advocacy Strategic Plans:- 2003 – 2016		Documentation	√
Membership Guidelines		Documentation	X
Memorandum of Understanding between LNFOD and the DPOs		Documentation	X
Minutes of General Assembly 2017		Documentation	√
Monitoring and Evaluation Process		Documentation	X
NAD End Evaluation Terms of Reference 2017	2017	Documentation	√
Narrative Annual Report (LNFOD)	2015	Report	√
Narrative Annual Report (LNFOD)	2016	Report	√
National Disability and Rehabilitation Policy	2011	Documentation	√
Ntsoe Leng Newsletter	Jun-16	Documentation	√
ODP Evaluation Report 2003 – 2005		Documentation	X
ODP Evaluation Report 2005 – 2009		Documentation	X
ODP Evaluation Report 2010 – 2013	2013	Documentation	√
Organisational Capacity Assessment on Financial Management for DPO's	2015	Documentation	√
Organisational Development Draft Plan (LNAPD) 2015 – 2019	Oct-15	Documentation	√
Half Year Narrative Report (LNFOD)	2016	Report	√
Half Year Narrative Report (LNFOD)	2014	Report	√
Organisational Report: Financial Statements	31-Dec-14	Documentation	√
Organisational Report: Financial Statements	31-Dec-16	Documentation	√
Organisational Report: Financial Statements	31-Dec-15	Documentation	√
Participation List for LNFOD Activities 2015 (M&E)	2015	Template	√

NAD End Evaluation of OD Programmes: LNFOD 2003 - 2016

Name of document	Date of document	Document type	Received
Public Gathering Attendance Registers (M&E)		List	X
Records of Meeting Requests or Minutes with Ministry of Health (M&E)		Documentation	X
Resource Mobilisation Strategy (LNFOD)		Documentation	√
ATT (Regulations & Guidelines)		Documentation	√
Training Needs Analysis		Documentation	X
Training Schedules and Attendance Registers (M&E)		Lists	X
Updated CVs & Job Descriptions of Salaried Staff		Documentation	√
Variance Analysis		Documentation	√
Revised Budget List		Documentation	√
NAD Fourth Request (Transfer Request Form)		Documentation	√
LNFOD Proposed Activities for Extra Funding		Documentation	√
Lesotho National Development Strategic Plan (LNDSP) 2012-2017		Documentation	√
Half Year Financial Report (LNFOD)	2016	Documentation	√
Audited Financial Report	2017	Documentation	√
Annual Financial Reports	Dec-16	Documentation	√

17.2. Annexure 2: Participants contact details

No.	Name	Name	Disability	Email address	Contact number	Role
1	Nkhasi	Sefuthi	Visual Impairment	nkhasi@lnfod.org.ls	63201783	LNFOD: Executive Director
2	Rabasotho	Moeletsi	Physical	moelitsu@live.com	58700925	Project Coordinator
3	Masekara	Sekoankoetla	Albinism	masekara@lnfod.org.ls	58687539	Human Rights and Advocacy Officer
4	Moholi	Raseabi	None	raseabim@lnfod.org.ls	58499865	LNFOD: Finance and Admin Manager
5	Likopo	Lesoetsa	Visual & Hearing	lesoetsa@yahoo.com	58752547/58752517	NADL: Programmes Manager
6	Bongiwe	Buzi	Hearing		50510355	NADL: Chairperson
7	Mafumane	Makhele	None	mmakhele@idol.org.ls	58959718	IDAL Organisational Development Officer
8	Thabiso	Masenyetse	Visual Impairment	tmasenyethe@gmail.com/ lnvip@tlmail.co.ts	63384201	LNLVIP: Executive Director & Outgoing Youth Committee Representative
9	Kelello		None		63384201	LNLVIP: Programme Manager
10	Malebohang	Malakane	Physical		59773665	LNAPD: Organisational Development Officer
11	Johannes	Khomojoo	Physical		53914006	LNAPD: Board Member
12	Malerato		Physical		59773665	LNAPD: Administration
13	Makhakhe	Lefurele	Physical			Focal Person
14	Malerato	Sefuthi	Physical			Focal Person
15	Fusi	Sefuthi	Physical			Focal Person
16	Mapuseletso	Sakoane		smapuseletso@yahoo.com	22324750/63081064	Special Education Unit: Education Inspector
17	Sofonea	Shale		shalesofonea@yahoo.com	58854920/22326855/0732140690	DPE: Coordinator
18	Mariam	Homayoun				EU: Programme Manager
19	Libakiso	Matlho				WLSA: National Director
20	George	Kayange				SAFOD: Programme Manager
21	Svein	Brodtkorb				NAD: Head of Department for International Development Cooperation
22	Nteboheleng	Lefuma	Physical			LNFOD: Youth Committee Vice Chairperson

17.3. Annexure 3: Achievements 2010 - 2016**17.3.1. Table 1: Achievements 2010 - 2013**

Achievements 2010	Achievements 2011	Achievements 2012	Achievements 2013
<ul style="list-style-type: none"> 7400 campaign postcards signed by members of the general public were submitted to the office of the Prime Minister demanding policy change. 	<ul style="list-style-type: none"> Children's Protection and Welfare Act 2011 and the Education Act 2010 include the promotion and protection of the human rights of persons with disabilities; National Disability Policy adopted by Cabinet in April 2011; National Policy on HIV for persons with disabilities was formed and finalised in June 2011; 	<ul style="list-style-type: none"> Joint open letter sent to the Prime Minister together with 33 other civil society organisations demanding the domestication of the UNCRPD; Cabinet memorandum was approved which instructed the (then) Ministry of Health and Social Welfare to draft disability legislation to internalize the UNCRPD. Memorandum of Understanding entered into with World Vision Lesotho and as a result wheelchairs were donated by World Vision. 	<ul style="list-style-type: none"> LNAPD recognized by the Lesotho Revenue Authority which had a campaign to raise funds for persons with disabilities. Drafting of disability legislation resumed.
<p>Advocacy Coalition meetings.</p> <ul style="list-style-type: none"> Development for Peace Education (DPE): awareness raising; Lesotho Planned Parenthood Association (LPPA): Braille and Sign Language initiatives; Lesotho Council of NGOs (LCN): leadership and management training; Ifo Lapeng: gender-based violence and 	<ul style="list-style-type: none"> Voluntary HIV testing by males and females during a workshop in Leribe – a total of 7 people (5 females) and (2 males). Three (3) new disabled people openly disclosed their HIV status and 7 persons were considered spokespersons. 	<p>MOTIVATION has worked closely with LNAPD, giving them skills in:</p> <ul style="list-style-type: none"> lobbying, advocacy and proposal writing; inclusion of disabilities was attended by 2 staff members in Japan and South Africa respectively; Good Governance training for staff and the executive board. Development of Gender Policy 	<ul style="list-style-type: none"> HELP Lesotho, an organisation based in Leribe, launched an HIV and AIDS project targeting Deaf young persons who mostly stay in Leribe where they attend school. Twenty (20) persons with disabilities were trained in Mafeteng and declared AIDS Counsellors / Community Educators; Women and Law provides training on Gender-Based Violence to women

Achievements 2010	Achievements 2011	Achievements 2012	Achievements 2013
abuse against disabled children.			with disabilities.
<ul style="list-style-type: none"> The Ministry of Forestry and Land Reclamation undertook employment of disabled people in community development projects; The Ministry of Justice and Human Rights abolished legal fees for disabled people; A new contact unit was established at the High Court to ease processing of disabled people's cases; Two posts for sign language interpreters have been created to interpret during court cases. 	<ul style="list-style-type: none"> One hundred disabled people participate in 100 community councils AIDS committees countrywide; 10 disabled people participate in 10 district committees (but NADL does not have any representative in any structures). 	<p>Key positions approved by the Government of Lesotho by the end of 2012:</p> <ul style="list-style-type: none"> 1 National Community Based Rehabilitation Coordinator; and 4 Community Based Rehabilitation Officers. 	<p>Adoption of the Disability Equity Bill:</p> <ul style="list-style-type: none"> Memorandum of Understanding was created in partnership with LNFOD and the Ministry of Social Development's Legal Department; Submitted to and adopted by the Cabinet for Bill process to resume; The Ministry's lawyers working closely with LNFOD have begun drafting the Bill.
Financial Management Policies and Procedures Manual and Employment and Conditions of Service Manual were reported as developed.	<ul style="list-style-type: none"> Mount Royal High School in Leribe now admits Deaf children; Ministry of Education issued grants for 4 Sign Language Interpreters for the 2012 academic year for the school; Contributions in the form of articles into LNFOD's newsletter "Ntsoe Leng" received from high ranking officials (i.e. High Court Judge, 	<p>Individual staff training in administration has capacitated LNFOD officers with skills which will assist them in the daily running of the organisations:</p> <ul style="list-style-type: none"> Governance (all staff), Inclusion of disability (Human Rights and Advocacy Officer), Monitoring and Evaluation (HIV and Aids Coordinator), Pastel Accounting (Finance and Administration Officer); and 	<ul style="list-style-type: none"> The staff of HELP had started Sign Language training and 1 facilitator was using Sign Language to deliver a speech; Sign Language training for NADL membership was conducted both in Mafeteng and Leribe where 14 people trained in Leribe (7 females & 7 males) and 16 people trained in Mafeteng (10 females & 6 males); 19 VIPs from

Achievements 2010	Achievements 2011	Achievements 2012	Achievements 2013
	<p>MPs, Minister (social development) and a Principal Secretary).</p> <ul style="list-style-type: none"> Smart Partnership hub (under the Prime Minister's office) held a fundraising event in support of Deaf children's education. 	<ul style="list-style-type: none"> Leadership and Good Governance training hosted by other organisations (Director and executive committee); Power International has assisted with fundraising through both proposal writing and also in identifying potential donors on behalf of LNFOD; 	<p>Leribe and 13 VIPs from Mafeteng were trained on orientation and mobility skills.</p>
<p>Member DPOs mobilized 194 new members (68 men and 126 women).</p>	<p>DPOs had a total of 42 branches (Mafeteng 27, Leribe 15).</p> <p>DPOs had 10 members participating in local government;</p> <p>Nine (9) DPO members were in the national level.</p>		<p>Community gatherings were conducted in community councils in Mafeteng and Leribe.</p> <p>Thirty two (32) persons with disabilities were identified as representatives - 20 in Mafeteng and 12 in Leribe.</p>
	<p>The SPUR (restaurant) at Pioneer Shopping Centre in Maseru provides menus also in Braille.</p>		<p>Increased membership for the DPOs in the CBR/ODP areas and DPOs are able to do outreach to members in the rural areas.</p>

17.3.2. Table 2: Achievements 2014 - 2016

Achievements 2014	Achievements 2015	Achievements 2016
<ul style="list-style-type: none"> Advocacy meeting with fifteen (15) MPs and the parliamentary committee. Nine (9) GoL Ministries out of twenty two (22) approved idea of focal persons in ministries. Sixteen (16) representatives (11 male, 5 female) trained on disaster management by Disaster Management Authority (DMA). 	<ul style="list-style-type: none"> Improved provisions of the Final Draft of the Disability Equity Bill. Adoption of the National Disability Mainstreaming Plan. Adoption of Washington Group Questions on Census by Bureau of Statistics. 	<ul style="list-style-type: none"> Three (3) LNFOD staff members trained on advocacy strategies, skills and tactics Eleven (11) ATT members and four (4) DPO members trained on development and implementation of Advocacy Strategic Plan

Achievements 2014	Achievements 2015	Achievements 2016
<ul style="list-style-type: none"> Social cluster and radio advocacy meeting with MSoD. First draft of Social Protection Strategy by EU. Half year meetings with MSoD and appointment of four (4) CBR Social Workers. Submission of universal periodic review by LNFOOD ED. 	<ul style="list-style-type: none"> LNFOOD Strategic Plan approved. Revised and approved Finance Management Policy. Resource Mobilisation Strategy (2015 -2019) developed. Three (3) LNFOOD staff trained on resource mobilization. 	<ul style="list-style-type: none"> Advocacy Strategy Plan Implemented Constitution revised and amended in July to make provision for specific seats for women and youth. Four (4) DPO staff members and four (4) LNFOOD staff trained on customised project management and anti-corruption and whistle blowing measures.
<ul style="list-style-type: none"> Twenty eight (28) participants (11 male, 17 female) participated in a Stakeholders Review Planning meeting to revise advocacy strategic plan. Twelve (12) peer educators with disabilities trained for two (2) weeks on HIV testing and counselling. Fifteen (15) youth (6 female, 9 male) attended workshop by Ministry of Trade & Industry, Cooperatives and Marketing on how to access partial credit guarantee. 	<ul style="list-style-type: none"> LCN conducted five (5) advocacy activities; WLSA conducted radio media lobbying; and DPE conducted three (3) community based advocacy activities. A baseline study for the development of the Inclusive Education policy was launched. 	<ul style="list-style-type: none"> Thirty four (34) disability Focal Persons in community councils of the project area trained to train. All the community councils forming part of the project area have people with disabilities as representatives in their committees either as ordinary committee members or chairpersons of the committees A total of thirteen million eighty seven thousand eight hundred and fifty nine maloti raised in four years from various funding partners e.g. NAD, OSISA, US Embassy, EU, IEC, ADA and UNICEF
<ul style="list-style-type: none"> Four (4) (3 female, 1male) ODP volunteers trained on how to coordinate, compile, research, support beneficiaries and introduced to advocacy techniques and skills. Three (3) school sensitisation visits and three (3) church sensitisation visits conducted on right to education, right to develop and family matters. 	<ul style="list-style-type: none"> Twenty-two (22) people with disabilities, fourteen (14) of which women, included in decision-making in eleven (11) community councils in the districts of Mafeteng and Leribe. IDAL recruited three hundred and seventy two (372) members; LNAPD increased its 	<ul style="list-style-type: none"> Literacy assessment tool developed for learners with visual disability in Grades 1 up to 3. A total of 114 police officers, 24 nurses and 37 health workers sensitised and trained to implement the provision on access to justice and health services, respectively by people with disabilities.

Achievements 2014	Achievements 2015	Achievements 2016
	membership by four hundred and fifteen (415) and NADL increased its membership by fifty (50) members.	
<ul style="list-style-type: none"> • Maseru US Embassy roundtable with UNICEF, EU. • Received M130000 grant from US Embassy for promotion of employment of persons with disabilities. • Six (6) ATT meetings held to monitor implementation of advocacy strategy. 	<ul style="list-style-type: none"> • Sixteen thousand five hundred (16 500) people, eight thousand (8000) of which were people with disabilities and their families in six districts reached in IEC Civic Education project on general elections. • Forty (40) people with disabilities in the District of Mphahle's Hoek were tested for HIV/AIDS • Sixty-five (65) parliamentarians of the coalition government supported LNFOD through Disability Equity Bill. 	<ul style="list-style-type: none"> • Two hundred and ninety seven (297) females with disability claimed their rights as recorded in claim forms at service points.
<ul style="list-style-type: none"> • Finance officers trained on pastel. • 5 Newsletters "Lesotho Disability" published; Advocacy newsletter Ntsoe Leng printed 350 copies in Sesotho and 350 in English. • New ATT elected and trained with outgoing ATT on human rights and radio advocacy in May 2014, (24) trained in total. 	<ul style="list-style-type: none"> • LNFOD secured a new funding partner, Diakonie Austria, for a three (3) year programme called, 'Capacity Development for the promotion of rights of people with disabilities. 	
<ul style="list-style-type: none"> • Lobbied Lesotho representatives at Inclusive Post- 2015 Development Agenda conference. • DPO and Councillors advocated for universal access to buildings - 24% of private and public buildings accessible and health centres are 		

Achievements 2014	Achievements 2015	Achievements 2016
<p>accessible after 2011.</p> <ul style="list-style-type: none"> Seventy three (73) peer to peer disability groups trained on self advocacy LNAPD (12), LNLVIP (13), NADL (7), IDAL (41) 		

17.4. Annexure 4: LNFOD policies, programmes and strategies

LNFOD CONTRIBUTION ON POLICIES AND STRATEGIES: 2003 to 2017			
Document	Year	Objective	Role Played by LNFOD and its Member DPOs
1. Ratification of United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) 2006	2008	The Government of Lesotho ratified UN Convention on the Rights of Persons with Disabilities.	LNFOD and its member DPOs has played pivotal role in ensuring that the Lesotho Government domesticates UNCRPD and they have done so by drafting the Disability Equity Bill.
2. The National Disability and Rehabilitation Policy (NDRP)	2011	<p>The Policy is intended to be used as a guiding document for designing, implementing and evaluating generic, as well as disability-specific, public policies and programmes to ensure meaningful inclusion of PWDs into the mainstream society. Its main objectives are:</p> <ul style="list-style-type: none"> • To identify and remove obstacles to full participation and full equality in society; • Prevent and fight discrimination; and • Promote equality between disabled girls and boys, women and men. 	LNFOD and its member DPO were involved in drafting of the policy
3. Children's Protection and Welfare Act	2011	Act provides that "a child with disability has a right to...education and training to help him enjoy a full and decent life and achieve the greatest degree of self-reliance and social integration".	LNFOD and its member DPO involved in drafting the Act
4. National Policy on HIV for PWDs	2011		LNFOD and its member DPO in drafting the policy
5. National Strategic Development Plan (NSDP) 2012/13-2016/17	2012/13	Medium-term implementation strategy. NSDP is committed to preventing disability and facilitating that PWDs lead healthy and productive lives.	LNFOD and its member DPO advocated for inclusion of PWDs in the NSDP and were involved in drafting the Chapter titled "Disability as a Cross Issues".
6. Establishment	2012	MOSD was created by spinning off	LNFOD receives annual subvention

LNFOD CONTRIBUTION ON POLICIES AND STRATEGIES: 2003 to 2017			
Document	Year	Objective	Role Played by LNFOD and its Member DPOs
of the Ministry of Social Development (MOSD)		the Department of Social Welfare from the Ministry of Health. Department of Disability Services was established that provides development programmes and services to PWDs, and offers avenues of vocational skills training and self-employment to PWDs	from MOSD;
7. Nairobi Declaration: Inclusive Post 2015 Development Agenda for persons with disabilities in	2014	Objective was to express the need for member states for member states to adopt post 2015 development agenda that is disability inclusive. This was intended to avoid mistake of leaving behind PWDs in the Sustainable Development Goals (SDG)	LNFOD representing Lesotho and 12 other countries.
8. Disability Equity Bill	2014	The Bill represents milestone for domesticating provisions of UNCRPD. The Bill comprises of an array of legal rights for PWDs including rights of physical access, access to services including health, provision of education and the creation of the Disability Advisory Council.	<ul style="list-style-type: none"> LNFOD and its member DPOs made a banner on which PWDs and concerned members of the public appended their signatures to demonstrate their support for the passing of the bill and the petition was submitted to Minister of Social Development (2015) LNFOD mobilized support of 6 civil society, namely DPE, Federation of Women Lawyers in Africa (FIDA), WLSA, Lesotho Council of NGOs (LCN) and Catholic Commission for Justice and Peace (CCIP) together with its 4 DPOs to write a joint letter to the Rights Honourable the Prime Minister of Lesotho petitioning him to pass the much awaited Disability Equity Bill in the Parliament as a law. As a result of this Prime Minister has issued a directive to the Honourable Minister of Social Development and the Attorney General to present the Bill to the Cabinet soon so that it may be passed as

LNFOD CONTRIBUTION ON POLICIES AND STRATEGIES: 2003 to 2017			
Document	Year	Objective	Role Played by LNFOD and its Member DPOs
			an Act and this is expected before the end of 2017
9. MOU was signed between the National University of Lesotho (NUL) through its Legal Aid Clinic (NULLAC) and LNFOD	2015	The MOU was intended to strengthen partnership between the two organizations in realization and respect of the rights of PWDs in higher education. Jointly with LNFOD, NUL has initiated a project that focuses on enhancing access to NUL library services for PWDs at the audio-visual room.	LNFOD and its DPOs advocated for the MOU and its implementation.
10. Lesotho National Disability Mainstream Plan	2015	Provides the government ministries with the strategic means through which they can mainstream disability in their existing programme and services	LNFOD and its member DPOs have been involved throughout the process of developing the Lesotho National Disability Mainstreaming Plan.
11. National Policy of Social Development (NPSD)	2015	The policy provides a broad framework for development and its implementation of a harmonized and coordinated social protection agenda of Government to ensure the different Government and non-Government agencies are complementary to each for sustainable development of the vulnerable. PWDs	LNFOD and its member DPO were involved in the drafting of the NPSD
12. National Social Protection Strategy	2015		
13. Inclusive Education Policy	2017	Policy is intended to guide all stakeholders in terms of making general education system of Lesotho inclusive for learners with disabilities.	<ul style="list-style-type: none"> LNFOD has provided technical support to the Ministry of Education and Training to develop inclusive education policy; LNFOD and DPO and other stakeholders participated in development of draft Inclusive Education Policy; LNFOD met with the Minister of Education and Training at his

LNFOD CONTRIBUTION ON POLICIES AND STRATEGIES: 2003 to 2017			
Document	Year	Objective	Role Played by LNFOD and its Member DPOs
			<p>Maseru office in August 2017, as part of its efforts to expedite the adoption of the inclusive education policy; and</p> <ul style="list-style-type: none"> The policy is still in its draft and is expected to be passed in parliament early 2018.

17.5. Annexure 5: List of LNFOD Governance Structure Leaders

17.5.1. List of 2017 General Assembly Delegates

***Total number: Females = 25; Males = 22.**

N0	Name	Surname	Gender	Organisation
1.	Fusi	Sefuthi	Male	LNAPD
2.	'mamolemohi	Ramokotjoko	Female	LNAPD
3.	Johannes	Khomoojoo	Male	LNAPD
4.	Makotoko	Matsolo	Male	LNAPD
5.	'malebohang	Malakane	Female	LNAPD
6.	Molepo	Macheli	Male	LNAPD
7.	Lehlohonolo	Molisana	Male	LNAPD
8.	Limpho	Rakoto	Female	LNAPD
9.	Lipolelo	Makhele	Female	LNAPD
10.	Nteboheleng	Lefuma	Female	LNAPD
11.	Motlatsi	Bolofo	Male	LNAPD
12.	Mokheseng	Ncheke	Male	LNAPD
13.	Matieho	Leleka	Female	NADL
14.	Mateboho	Ntai	Female	NADL
15.	Regina	Lephoi	Female	NADL
16.	Moseli	Moseli	Male	NADL
17.	Liteboho	Mahase	Male	NADL
18.	Lets'ekha	Ntlale	Male	NADL

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N0	Name	Surname	Gender	Organisation
19.	Morgan	Matsau	Male	NADL
20.	Mashaile	Khants'i	Male	NADL
21.	Likopo	Lesoetsa mokhoromeng	Female	NADL
22.	Maxaba	Sehloho	Female	NADL
23.	Tlholiso	Malothoane	Female	NADL
24.	Bongiwe	Buzi	Female	NADL
25.	Palesa	Mphohle	Female	IDAL
26.	Motheba	Makara-mpota	Female	IDAL
27.	Masilo	Mohlomi	Male	IDAL
28.	Masello	Mohlomi	Female	IDAL
29.	Masheane	Paneng	Male	IDAL
30.	Mathabiso	Pitso	Female	IDAL
31.	Masenate	Tau	Female	IDAL
32.	Mathapelo	Masao	Female	IDAL
33.	Theko	Mooki	Male	IDAL
34.	Mafumane	Makhele	Female	IDAL
35.	Marelebohile	Paneng	Female	IDAL
36.	Jeremane	Teele	Male	LNLVIP
37.	Ts'eliso	Leisa	Male	LNLVIP
38.	Ts'okolo	Moloi	Male	LNLVIP
39.	'mabataung	Khetsi	Female	LNLVIP
40.	Simphiwe sam	Letima	Male	LNLVIP
41.	Lekhooa	Kholuoe	Male	LNLVIP
42.	Adelina	Maribu	Female	LNLVIP
43.	Muso	Muso	Male	LNLVIP
44.	Ts'ooana	Seutloali	Female	LNLVIP
45.	'mat'sasane	Mabesa	Female	LNLVIP
46.	Mots'elisi	Moreboli	Female	LNLVIP
47.	Semanka	Seko	Male	LNLVIP

17.5.2. List of 2017 Council Members*** Total Number: Female = 12; Male = 12**

N0	Name	Gender	Position	Organisation
1.	Fusi Sefuthi	Male	Member	LNAPD
2.	'Malebohang Malakane	Female	Member	LNAPD
3.	Molepo Macheli	Male	Member	LNAPD
4.	Likopo Lesoetsa Mokhoromeng	Female	Member	NADL
5.	'Mashaile Khantsi	Female	Member	NADL
6.	Tlholiso Malothoane	Male	Member	NADL
7.	'Masello Mohlomi	Female	Member	IDAL
8.	Marelebohile Paneng	Female	Member	IDAL
9.	'Masheane Paneng	Female	Member	IDAL
10.	Muso Muso	Male	Member	LNLVIP
11.	Lekhooa Kholuoe	Male	Member	LNLVIP
12.	Adelina Maribo	Female	Member	LNLVIP
13.	'Mamolemohi Ramokotjoko	Female	Member	LNAPD
14.	Johannes Khomojoo	Male	Member	LNAPD
15.	Makotoko Matsolo	Male	Member	LNAPD
16.	Bongiwe Buzi	Female	Member	NADL
17.	Lets'ekha Ntlale	Male	Member	NADL
18.	Morgan Matsau	Male	Member	NADL
19.	Mathabiso Pitso	Female	Member	IDAL
20.	Motheba Makara-Mpota	Female	Member	IDAL
21.	Masilo Mohlomi	Male	Member	IDAL
22.	Simphiwe Sam Letima	Male	Member	LNLVIP
23.	Jeremane Teele	Male	Member	LNLVIP
24.	'Mabataung Khetsi	Female	Member	LNLVIP

17.5.3. List of 2017 Executive Committee Members

*Total number: Females = 5; Males = 7.

N0	Name	Gender	Position	Organisation
1.	'Mabataung Khetsi	Female	Chairperson	LNLVIP
2.	Makotoko Matsolo	Male	1 st vice chairperson	LNAPD
3.	Masello Mohlomi	Female	2 nd vice chairperson	IDAL
4.	Bongiwe Buzi	Female	Secretary general	NADL
5.	Jeremane Teele	Male	Vice secretary general	LNLVIP
6.	Johannes Khomojoe	Male	Treasurer	LNAPD
7.	Simphiwe Sam Letima	Male	Publicity secretary	LNLVIP
8.	Liteboho Mahase	Male	Vice publicity secretary	NADL
9.	'Mamolemuhi Ramokotjoko	Female	A member for gender	LNAPD
10.	Motheba Makara	Male	A member for underrepresented groups	IDAL
11.	Letsekha Ntlale	Male	A member for youth	NADL
12.	'Mathabiso Pitso	Female	A member for women	IDAL

17.5.4. List of 2017 Women Forum

*Total Number: Female = 8; Male = 0

N0	Name	Gender	Position	Organisation
1.	'Mathabiso Pitso	Female	Chairperson	IDAL
2.	Likopo Lesoetsa	Female	Vice chairperson	NADL
3.	Lipolelo Makhele	Female	Secretary	LNAPD
4.	'Matsasane Mabesa	Female	Vice secretary	LNLVIP
5.	'Marelebohile Paneng	Female	member	IDAL
6.	Ts'ooana Seutloali	Female	Member	LNLVIP
7.	Limpho Rakoto	Female	Member	LNAPD
8.	Maxaba Sehloho	Female	Member	NADL

17.5.5. List of 2017 Youth Committee

***Total number: Female = 2; Male = 3**

No.	Name	Gender	Role	Organisation
1.	Letsekha Ntlaloe	Male	Chairperson	NADL
2.	Nteboheleng Lefuma	Female	Vice Chairperson	LNAPD
3.	Motselisi Moreboli	Female	Secretary	LNLVIP
4.	'Masheane Paneng	Male	Member	IDAL
5.	Mashaile Khantsi	Male	Member	NADL

17.6. Annexure 6: Constitutional Amendments

Following the 2013 Evaluation recommendations, LNFOD amended its constitution as follows:

- a. Article four (4), Membership, the word “any” was replaced by “a” which articulates that member organisations have a national profile and are organisations of people with visual, hearing, developmental, physical disabilities and multiple disabilities.
- b. Article five (5), Executive Committee Functions and Powers, article 1(h) the 4 ordinary members of the executive committee have specific representation in the amended constitution, i.e. a member representing women, a member representing underrepresented groups of people with disabilities, a member representing youth with disabilities and a member representing gender.
- c. Article six (6), Appointment of an Auditor, was amended from ‘a period not exceeding three years’ to a ‘period not exceeding 5 years’.
- d. Article sixteen (16), Vote of No Confidence, the Council has the authority to raise a vote of no confidence motion against the incumbent Executive Committee, as opposed to the Chairperson, as previously worded, and needs a two thirds majority for its approval. Previously the motion of no confidence was the authority of the Annual General Meeting (AGM) with a two thirds majority needed for its approval.
- e. Article five (5) (5), Legal Documents of the Federation, was replaced because Article thirteen (13) deals with the same subject matter in detail.
- f. Article eight (8) amendment stipulates that a month prior to General Assembly each member organisation shall elect the six (6) delegates who will constitute the Council during General Assembly. Each full member shall send twelve (12) delegates to General Assembly. The names of the elected delegates of each full member are to be submitted at least one week after their election. The Executive Committee shall hold office for a period of four years. Any member of the committee shall not be elected for more than two consecutive terms to any single post.
- g. Article ten (10)(1) was amended to read that the Annual General Meeting shall consist of members of the Executive Committee and the Council as opposed to 3 members from each member organisation.
- h. Article eleven (11)(1), the word ‘movement’ was replaced by ‘member organisation’.

17.7. Annexure 7: Secretariat staff qualifications and experience

Name	Surname	Disability	Role	Age	Qualifications	Start date	Service	Previous work experience
Nkhasi	Sefuthi	Blind	Executive Director	35	LLB	2011	6 yrs	Human Rights advocacy at LNFOD and youth structure in LNLVIP
Masekara	Sekoankoetla	Albinism	Human Rights and Advocacy Officer	30	LLM	Nov-15	2 yrs	Legal Practitioner (Advocate)
Malehloho-nolo	Molelengoane		Assistant Human Rights and Advocacy Officer	25	LLB (Hons)	Sep-16	1 yr +	Legal Counsel (Advocate)
Moholi	Raseabi		Finance and Administration Officer	33	B.Com Accounting			Debtors & Creditors & Financial statements at Financial institution
Makhauhelo	Lesoli		Accounts Officer	38	B.Com Accounting	Jan-14	3 yrs +	Accounts & Payroll
Rabasotho	Moeletsi	Physical	Programme Coordinator		BSc Agriculture	Nov-08	9 yrs	Educator & Project Coordination