

GBL

Generating Better Livelihoods
for Grant Recipients



Evaluation of the Generating Better Livelihoods (GBL) for Grant Recipients Pilot Project

Terms of Reference

Free State · Gauteng · KwaZulu-Natal

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1. Background and Context

The National Department of Social Development (DSD), the South African Social Security Agency (SASSA) and the National Development Agency (NDA), in partnership with FinMark Trust (FMT) and BRAC International are implementing the Generating Better Livelihoods (GBL) for Grant Recipients Project. The GBL is a pilot project implemented across three provinces: Free State, Gauteng and KwaZulu-Natal. Its primary aim is to link social protection beneficiaries to sustainable livelihood opportunities in collaboration with key stakeholders at national, provincial, and local levels.

The current phase of the project has been primarily focused on designing and testing the pilot project model, establishing foundational infrastructure, and validating the core logic of the graduation approach-based livelihoods intervention as a graduation model. As this phase is nearing completion, a comprehensive evaluation is required to generate evidence and lessons that will inform the next phase. The next phase will mark a transition from model validation to systemic expansion and technical optimisation. It will be characterised by the transfer of project coordination, implementation, and leadership responsibilities into the institutional structures of the Department of Social Development (DSD), as well as the scaling up of the intervention to achieve broader reach and impact.

The GBL is not a conventional, bounded pilot. It is a convergence approach that relies on the coordinated contribution of multiple government programmes and actors, and both the delivery model and the institutional arrangements that support it have been tested and refined at the same time. Scale-up has also begun before the formal close of the pilot phase, with provincial departments, notably in KwaZulu-Natal and the Free State, training new frontline workers and supervisors to extend the approach. Scaling therefore involves not only the delivery design, but also different workforces, institutional homes and linkage arrangements. Because the pilot does not have a single, finite endpoint that precedes scale-up, this evaluation has been designed with that reality in mind.

Since the start of the pilot, the University of Johannesburg (UJ), as the GBL learning partner, has generated a substantial body of evidence through its learning agenda, including site-level research with participants, linkage facilitators, linkage champions and community development practitioners and their supervisors. At coordination-level (both national and provincial level) research has also been conducted with senior officials and coordinators of the programme. This evaluation will build on that evidence base rather than duplicate it. The UJ learning reports and associated literature will be made available to the appointed evaluator and will form part of the core document review.

Given South Africa's persistent inequality and unemployment, especially among grant-dependent households, the pilot project aligns with national priorities on inclusive growth and poverty reduction. This alignment is grounded in a clear legal policy framework: Section 27 of the Constitution of the Republic of South Africa (1996) guarantees the right

to social security, including appropriate social assistance for those unable to support themselves and their dependants. This constitutional mandate is given effect through the South African Social Security Agency Act No. 9 of 2004, which established SASSA as the implementing body for social grants, and the Social Assistance Act No. 16 of 2020 (as amended), which provides the substantive framework for eligibility and administration of social grants. Underpinning this legal framework is the White Paper for Social Welfare (1997), which set out South Africa's shift towards a developmental approach to social welfare, one aimed at building human capacity and self-reliance so that people are able to move beyond dependency on the state and participate fully in social and economic life. Together, these instruments along with subsequent amendments underpin the state's obligation to provide social security. The National Evaluation Policy Framework further requires that evaluations strengthen implementation and ensure pilot project respond effectively to contextual realities (Phillips et al., 2016, p. 48).

2. Purpose of the Evaluation

The purpose of this evaluation is to assess the design relevance, implementation fidelity, and early outcomes of the GBL pilot project; identify the barriers and enabling factors that affect participant engagement and pilot project delivery; generate actionable recommendations and prioritised strategic options to strengthen effectiveness and inform scale-up and institutionalisation; and support evidence-based planning and resource allocation. This approach aligns with the NEPF principle of use-oriented evaluation for continuous pilot project improvement (Goldman et al., 2018, p. 101).

3. Objectives of the Evaluation

The evaluation will assess the appropriateness of the pilot project design, including its theory of change and the causal pathway (*see annexe I for detailed TOC and causal pathway*) for livelihood improvement; examine implementation across provinces, including variations in delivery models; evaluate participant targeting and access, particularly equity across gender, youth, disability, and rural-urban contexts; assess the quality and adequacy of support services such as training, mentorship, and funding access; identify operational bottlenecks; examine participant satisfaction and psychosocial wellbeing; and investigate what early changes are observable in participants skills, employability, and income-generating activities, and the extent to which the pilot project has plausibly contributed to these changes along its intended causal pathway.

The evaluation will be a formative, learning-oriented implementation evaluation, consistent with the DPME evaluation typology, which allows such an evaluation to be conducted rapidly during or immediately after a phase of implementation. It will examine how the GBL model has been implemented, whom it is reaching, how participants experience it, where operational bottlenecks lie and which assumptions in the theory of

change are holding, alongside early signs of emerging outcomes. The OECD-DAC criteria will be referenced as organising categories but applied formatively. Long-term outcomes, impact and post-graduation sustainability fall outside the scope of this evaluation.

4. Key Evaluation Questions

The primary objective of this evaluation is to inform a decision on whether, how, and under what conditions the GBL pilot project should be refined and scaled beyond the seven pilot sites.

To this end, the evaluation will:

- i. identify which delivery model features are essential to results and which are context-specific;
- ii. assess early signs of effective enrolment, effective delivery and emerging outcomes, and what these indicate for continued and expanded investment; and
- iii. identify the institutional, capacity and cost requirements, and current gaps, to inform scale-up decisions by the programme's institutional owners.

The key evaluation questions are:

4.1 Relevance and Design:

- To what extent does the pilot project address the livelihood needs of grant recipients in the three provinces?
- To what extent do the pilot project's core components (e.g. skills training, enterprise development, financial inclusion) match the livelihood constraints that participants themselves identify as most binding, and do these constraints differ by province, gender, age, and rural-urban location?
- Which assumptions in the theory of change are holding in practice, and which are not?

4.2 Implementation:

- To what extent is the pilot project being implemented as planned across Gauteng, Free State, and KwaZulu-Natal, and what are key operational challenges such as coordination, capacity, and funding delays?
- What are the material differences in delivery models across the seven sites, and what explains them?
- Which implementation bottlenecks (coordination, staffing, funding delays, partner capacity) most affect the participant experience, and are these fixable within current arrangements or structures?

4.3 Effectiveness (Early Signs of Outcomes):

- What early changes are observable in participants' skills, employability, income-generating activity, and income diversification, and how plausibly do these link to pilot project activities?
- Which participant groups (by province, site, gender, age, disability, grant type, household profile and rural-urban location) are progressing, and which are being left behind, and why?

4.4 Efficiency:

- How efficiently are pilot project resources being used across provinces, and what is the cost per participant reached and per participant showing early livelihood gains?
- What are the costs of the core delivery functions (facilitation, profiling, partnership brokerage, monitoring and reporting), and how do these vary across sites and delivery models?
- What good practices or delivery models have demonstrated efficient and cost-effective resource use, and to what extent could these be replicated or adapted across provinces at scale?
- Are there delivery functions that could be consolidated, standardised, or delivered differently at scale without loss of quality?

Given that design options are still being tested, value-for-money findings are expected to be indicative rather than conclusive.

4.5 Sustainability and Scalability:

- What emerging factors are likely to support or constrain the continuation of participants' livelihood activities, and what lessons can inform scaling the pilot project nationally?
- Are there artefacts of pilot conditions (e.g., intensive support, small cohorts, dedicated staff) unlikely to survive scale-up? And What risk does this pose?
- What gaps in institutional arrangements and partner capacities does the evidence point to for national or provincial scale-up, and where do the largest risks lie?
- What adaptations would be needed for the pilot project to work in provinces or contexts not covered by the pilot project?
- What lessons from existing partnerships and collaboration mechanisms (e.g. with government departments, the private sector and civil society) should inform the partnership model needed to sustain training, employment, financing and enterprise pathways at scale?
- What human resource capacity in terms of skills, staffing levels, and institutional placement is required to support the pilot project transition to scale, and to what extent does the current capacity (within implementing partners and relevant government departments) meet this requirement?

- What policy gaps currently constrain the scalability and sustainability of the GBL; how does the GBL align with related policy processes, including the Department's linkage policy and what mechanisms (legislative, institutional or financial) could address these gaps?

5. Scope of Work

The evaluation will cover the seven pilot sites in Gauteng, Free State, and KwaZulu-Natal and will focus on social grant recipients participating in the GBL pilot project. It will examine core pilot project components, including profiling, coaching and linkage facilitation, skills training, enterprise development, financial inclusion and related support services, as well as the institutional and partnership arrangements that support delivery. It will engage key stakeholders including participants, linkage facilitators and linkage champions, implementing partners, opportunity providers, government departments and funders. The evaluation will build on, and not repeat, the coordination-level and site-level research already undertaken by the UJ learning partner. As no participants have yet graduated, long-term impact and the sustainability of outcomes after support ends fall outside the scope of this evaluation.

6. Evaluation Approach and Methodology

6.1 Evaluation Design

The evaluation will apply a formative, theory-based implementation evaluation design using a mixed-methods approach, consistent with the OECD-DAC criteria: [OECD-DAC Criteria.pdf](#) and the DPME and NEPF: [National Evaluation Policy Framework.pdf](#) guidelines. A theory-based approach allows the evaluation to test the pilot project's theory of change and underlying causal pathway, examining which assumptions are holding in practice and which are not, while the utilisation focus ensures that findings are generated in a form that directly informs decisions on pilot refinement and scale-up. The mixed-methods design enables the triangulation of qualitative and quantitative evidence to capture both emerging outcomes and the contextual factors that shape them across the three provinces.

6.2 Data Collection Methods

Evidence will be gathered through a combination of complementary methods, drawing on both existing pilot project records and primary data collected across the pilot sites:

- **Document review** (pilot project plans, provincial reports, participant records, GBL M&E and MIS data, and the UJ learning partner's reports and literature)
- **Key informant interviews** (pilot project managers, provincial coordinators, policymakers)

- **Focus group discussions** (targeted, only where gaps remain after review of existing learning partner evidence)
- **Case studies** of selected participants or enterprises
- **Validation of existing M&E outcome data**, supplemented by a targeted survey only where existing data are insufficient
- **Site visits and observations**

6.3 Sampling

A stratified sampling approach will be applied to ensure adequate representation across the pilot population and delivery contexts (*see Annexe II for the detailed sample of project sites and targets*). Stratification will span:

- Provinces (KZN, GP & FS)
- Gender, disability and age groups
- Urban and rural participants

6.4 Data Analysis

Data will be analysed using methods appropriate to each evidence stream, with triangulation applied throughout to strengthen the validity of findings:

- Qualitative thematic analysis
- Quantitative descriptive statistics
- Triangulation to validate findings

The NEPF emphasises methodological rigor and mixed methods to capture both outcomes and contextual variations (Goldman et al., 2018, p. 103).

6.5 Governance and Quality Assurance

The evaluation will be overseen by the GBL Evaluation Steering Committee, which provides independent oversight and governance and approves key deliverables. The Evaluation Technical Team will provide technical guidance throughout the assignment, review the inception and draft reports before they are submitted to the Steering Committee, and act as the first line of quality assurance. The evaluator will be expected to respond in writing to comments received from each of these structures.

7. Deliverables

The evaluation team will be responsible for producing a set of deliverables that document the evaluation approach, evidence, and findings at each stage of the assignment. These deliverables provide the basis for quality assurance, stakeholder engagement, and the use of evaluation findings to inform pilot project refinement and scale-up. The evaluation team is expected to deliver the following:

- An inception report covering the evaluation design, methodology, and work plan.
- The data collection instruments to be used across the evaluation.
- A draft evaluation report for review by the Evaluation Technical Team, the Steering Committee, the implementation partners and the programme funder.
- Provincial briefs highlighting key insights from Gauteng, Free State, and KwaZulu-Natal.
- A final evaluation report containing the findings and conclusions, and three to four prioritised strategic options for scale-up and institutionalisation, setting out the requirements and risks of each.
- A policy brief accompanied by a presentation to support dissemination and decision-making.

8. Schedule

The evaluation is expected to be completed over a six-month period, following the sequence of activities and deliverables outlined below. The proposed timeline allows for thorough multi-site data collection across the three provinces, robust analysis, internal quality assurance, and adequate time for stakeholder engagement and feedback in line with the National Evaluation Policy Framework's emphasis on use-oriented, participatory evaluation.

Mobilisation and Inception Phase (Month 1, Weeks 1-4)

- Contracting and initial briefings
- Review of pilot project documentation and refinement of evaluation questions
- Stakeholder mapping across national, provincial, and site levels, including the finalisation of methodological approach and sampling strategy.
- Preparation of a detailed work plan and data collection tools
- Deliverable: Inception report submitted at the end of week 2
- Feedback and revisions: Early in week 3

Data Collection (Months 2-3, Weeks 5-12)

- Key informant interviews with pilot project staff, partners, funders, and stakeholder
- Site-level fieldwork and beneficiary consultations (remote or in-person, where applicable)
- Review of MIS and monitoring data and relevant documents
- Ongoing check-ins with the client and periodic progress updates
- Deliverable: Fieldwork completion notes and preliminary findings summary at the end of week 12.

Analysis and Synthesis (Month 4, Weeks 13–17)

- Coding and analysis of qualitative and quantitative evidence
- Integration of findings across data sources
- Development of evidence-based conclusions and recommendations
- Internal quality assurance processes

Draft Reporting and Review (Month 5, Weeks 18-21)

- Preparation of the draft evaluation report
- Deliverable: Draft evaluation report submitted middle of week 19
- Feedback from the GBL Evaluation Steering Committee, Technical Team, implementation partners and pilot project funders by the end of week 21

Findings Presentation and Validation Workshop (Month 5-6, Week 22)

- Presentation of emerging findings to the GBL Evaluation Steering Committee
- Facilitation of discussion to validate interpretations and explore implications
- Consolidation of feedback for final report revisions
- Deliverable: Findings presentation or validation workshop

Finalisation of the Evaluation Report (Month 6, Weeks 23-26)

- Incorporation of feedback from the workshop and client comments
- Final editing, formatting, and quality assurance
- Deliverable: Final evaluation report submitted at the end of week 26
- Approval of final evaluation report by pilot project funder.

9. Evaluation Team / Qualifications

The evaluation is expected to be undertaken by an independent evaluator or evaluation firm with proven expertise in conducting high-quality evaluations of social protection and livelihood development pilot projects. The team must collectively demonstrate the following qualifications and competencies:

Technical Expertise

- Advanced expertise in social protection, sustainable livelihoods, and economic inclusion, including graduation-model approaches, livelihood promotion, financial inclusion, skills development, and enterprise or self-employment support.
- Strong understanding of social development policy and the social assistance environment, ideally within the South African or comparable developing-economy context, including the interface between social grants and livelihood strengthening.

Evaluation and Research Skills



- Minimum of 7–10 years of experience in designing and conducting external evaluations.
- The team leader must hold, as a minimum, a Master's degree in a relevant social science discipline, such as Development Studies, Sociology, Economics, Public Policy or a related field. A doctoral degree (PhD) in a relevant social science field will be an added advantage.
- Supporting team members must hold, as a minimum, a postgraduate qualification or an accredited certification in monitoring and evaluation or a relevant discipline.
- Strong command of mixed-methods evaluation design, including qualitative and quantitative data collection and analysis.
- Proven experience applying theory of change-based evaluation approaches, including the assessment of causal pathways and underlying assumptions.
- Demonstrated experience in formative, implementation or developmental evaluations of complex, multi-stakeholder government programmes, including participatory approaches with government partners.
- Experience in programme costing and cost-efficiency analysis.
- Demonstrated ability to assess pilot project relevance, implementation fidelity, effectiveness, efficiency, and sustainability.
- Familiarity with the OECD-DAC evaluation criteria and with the South African National Evaluation Policy Framework (NEPF) and DPME evaluation standards and conventions.
- Experience conducting stakeholder consultations across multiple levels, including government departments and agencies, implementing partners, opportunity providers, and pilot project beneficiaries.

Regional and Contextual Knowledge

- Experience working in South Africa, with an understanding of the policy, institutional, and socio-economic environment relevant to social protection and livelihood programming, including the mandates of DSD, SASSA, and the NDA.
- Experience engaging with national, provincial, and local stakeholders, including government counterparts, community-level actors, and civil society, with an appreciation of the realities facing grant-dependent households.

Project and Team Management

- Demonstrated ability to manage multi-phase assignments over several months, including the coordination of multi-site fieldwork across provinces, diverse team members, and the timely delivery of outputs.

- Strong organisational skills and capacity for transparent communication with the client throughout the evaluation process.

Communication and Reporting

- Excellent skills in analysis, synthesis, and report writing, with a track record of producing high-quality evaluation reports that meet recognised quality standards.
- Ability to produce clear, evidence-based, and actionable recommendations aligned with the pilot project's refinement and scale-up needs.
- Strong facilitation skills for conducting validation workshops, presentations, and stakeholder dialogues.
- Fluency in English (written and verbal) is required.

Ethical and Professional Standards

- Demonstrated commitment to independence, impartiality, ethical research practice, and the protection of confidential and personal information, including compliance with applicable data protection requirements.
- No conflict of interest with the pilot project's implementers, partners, or funders.

10. Budget

The assignment is expected to be delivered over the six-month period set out in the schedule, with the level of effort estimated at approximately 100 working days across the evaluation team, reflecting the multi-site fieldwork required across the three provinces. Bidders are required to submit a detailed and transparent financial proposal that clearly outlines all anticipated costs associated with delivering the assignment.

The financial proposal must include:

- **Breakdown of working days:**
 - Number of working days allocated to each team member.
 - Clear description of roles and responsibilities linked to each person's level of effort.
- **Daily rates:**
 - Daily fee rates for all proposed team members, including any support staff.
 - Indication of whether rates are inclusive or exclusive of VAT and other applicable taxes.
- **Travel and logistical costs:**
 - Any anticipated travel required for the evaluation across Free State, Gauteng, and KwaZulu-Natal, including transport, accommodation, per diems, and other logistical expenses.

- Justification for each travel cost.
- **Subcontracting arrangements (if applicable):**
 - Identification of any subcontractors, their roles, number of days, and daily rates.
 - Rationale for subcontracting and value added.

All costs should be presented in South African Rand (ZAR) and must be fully itemised, enabling a clear assessment of value for money. Proposals that do not provide transparent budgeting information may be deemed non-compliant.

11. Evaluation Criteria

1. The Department of Social Development reserves the right not to accept the lowest quotation, as the elements listed in the evaluation matrix will play a major role, when evaluating the quotations. Similarly, the Department is not bound to select any of the organizations or individuals submitting a proposal
2. Bid proposals will be evaluated in accordance with the 80/20-preference point system, as contemplated in the Preferential Procurement Policy Framework Act (Act 5 of 2000)

NO.	ELEMENT/CRITERIA	WEIGHT
1	Technical expertise and sector understanding: the team demonstrates in-depth knowledge and experience in social protection, sustainable livelihoods, and economic inclusion, including graduation-model approaches, financial inclusion, and skills or enterprise development.	25
2	Proposed evaluation methodology and approach: the proposal sets out a sound, formative implementation evaluation mixed-methods design that responds to the evaluation questions and is aligned with the OECD-DAC criteria and the NEPF and DPME standards.	25
3	Qualifications, skills and experience of the evaluation team as specified in the ToR, including a minimum of 7–10 years designing and conducting external evaluations and demonstrated command of theory of change-based evaluation.	20
4	Contextual knowledge and stakeholder engagement: understanding of the South African social protection and livelihoods environment, including the mandates of DSD, SASSA and the NDA, and experience consulting stakeholders across national, provincial, and local levels.	20
5	Track record of managing similar multi-phase evaluation assignments and delivering high-quality evaluation reports on time.	10
TOTAL		100

12. Submissions

12.1 Key Procurement Dates

The procurement process will follow the indicative timeline below. All dates and times are South African Standard Time. Any changes will be communicated to all prospective bidders through the same channel on which this Terms of Reference was published.

No.	Milestone	Date and time	Details
1	Publication of the Terms of Reference	08 October 2026	Invitation to submit proposals published on together with the returnable bid documents.
2	Non-compulsory virtual briefing session	15 October 2026	Held on Microsoft Teams. Prospective bidders should register by emailing tessak@finmark.org.za by 15 October 2026 to receive the link. Attendance is not compulsory and non-attendance will not disqualify a bid.
3	Closing date for proposals	29 October 2026	Technical and financial proposals must be received by this date and time. Late proposals will not be considered.
4	Evaluation and appointment (indicative)	16 November 2026	Evaluation of proposals in line with Section 11, followed by notification of the outcome to all bidders and appointment of the successful service provider.

12.2 Submission Requirements

Respondents are invited to submit proposals to provide the evaluation services set out in this Terms of Reference, in line with the brief. To enable a fair and transparent assessment, each submission should be complete, clearly structured, and responsive to both the brief and the evaluation criteria. Bidders should ensure that their proposals address the following:

- Inclusive pricing for all services listed in this Terms of Reference, with no undisclosed or additional costs.
- Comprehensive curricula vitae for the service provider and all proposed members of the evaluation team, demonstrating the qualifications and experience set out in the Evaluation Team section.
- An indication of similar assignments of this nature undertaken previously, including a brief description of the scope, client, and outcomes of each.

Bidders must submit their proposals in two separate proposals:

- **Technical proposal:** outlining, in detail, a realistic work-breakdown schedule that indicates the different milestones to be achieved, together with a response to the

Terms of Reference and the evaluation criteria. This envelope should also include any other supporting documents, the completed bid forms, a valid tax clearance certificate issued by the South African Revenue Service (SARS), and the legal entity registration certificate(s).

- **Financial proposal:** comprising the pricing schedule with all cost-related items and a full cost breakdown, presented in South African Rand (ZAR).

The closing date for submissions in respect of this quotation is on or before 29 October 2026. Proposals should be submitted to Tessa Klaas, TessaK@finmark.org.za by no later than close of business. Proposals received after the closing date may not be considered.

13. References

Goldman, I., Engela, R., Akhalwaya, I., Gasa, N., Leon, B., Mohamed, H., & Phillips, S. (2018). *The emergence of a National Evaluation System in South Africa*. African Evaluation Journal, 6(1), 1–11. <https://doi.org/10.4102/aej.v6i1.332> (pp. 101–103).

Phillips, S., Goldman, I., Gasa, N., Akhalwaya, I., Leon, B., & Mohamed, H. (2016). *A focus on M&E of results: An example from the government-wide monitoring and evaluation system in South Africa*. Journal of Development Effectiveness, 8(1), 45–60. <https://doi.org/10.1080/19439342.2015.1051571> (pp. 48–50).

Rabie, B., & Cloete, F. (2017). *The contribution of South Africa's evaluation system to public administration reform*. Evaluation and Program Planning, 62, 110–119. <https://doi.org/10.1016/j.evalprogplan.2017.03.008> (pp. 114–116).

University of Johannesburg (2024–2026). Generating Better Livelihoods for Grant Recipients: learning partner reports.

14. Annexe I: Theory of Change and Causal Pathway

Generating Better Livelihoods for Grant Recipients Project: Theory of Change

The objectives of the GBL project are tracked using clearly defined indicators and the project theory of change (TOC). The GBL theory of change describes and illustrates how the desired change in the livelihoods of grant recipients is expected to happen, by looking at strategic project inputs, activities, outputs, outcomes and the ultimate impact.

If the GBL project is successfully completed, this will lead to these intermediate outcomes:

- Grant recipients' income level improved.
- Grant recipients' skills improved.
- Improved resilience and attitude of grant recipients; and
- Integrated government policy on linking grant recipients to livelihoods opportunities.

These intermediate outcomes will then lead to long-term project outcomes outlined below:

- Improved government institutional capacity and system to creates linkages for grant recipients.
- Reduced dependency on social grants as the only source of income, particularly to the youth.
- Enhanced potential of grant recipients to improve their livelihoods.

Ultimately, the project's long-term outcomes will lead to this desired change and impact to the grant recipients:

- Improved livelihoods of grant recipients and their households.

This process of change is illustrated using the table below:

Table 2: Generating Better Livelihoods for Grant Recipients Project: Theory of Change

Impact	Improved livelihoods of grant recipients and their households			
Long-term outcomes	Improved government institutional capacity and system to creates linkages for grant recipients	Reduced dependency on social grants as the only source of income particularly to the youth	Enhanced potential of grant recipients to improve their livelihoods	
Intermediate outcomes	Integrated government policy on linking grant recipients to livelihoods opportunities	Grant recipients' income level improved	Grant recipients' skills improved	Improved resilience and attitude of grant recipients

Output	Generating better livelihoods for grant recipients pilot project report and recommendations
Activities	• Develop project implementation capacity • Socialising the project • Obtain commitments from partners (MOAs, MOUs and SLAs) • Conduct market and livelihoods assessments • Conduct resources mapping exercise • Develop project implementation plan • Approach opportunity providers • Assess the existing DSD, SASSA and NDA policies and capacity • Linking grant recipients to opportunities
Inputs	• Project funding • Office space • Tools of trade

Assumptions:

For the above project outputs, outcomes and impact to be realised, the following assumptions are made:

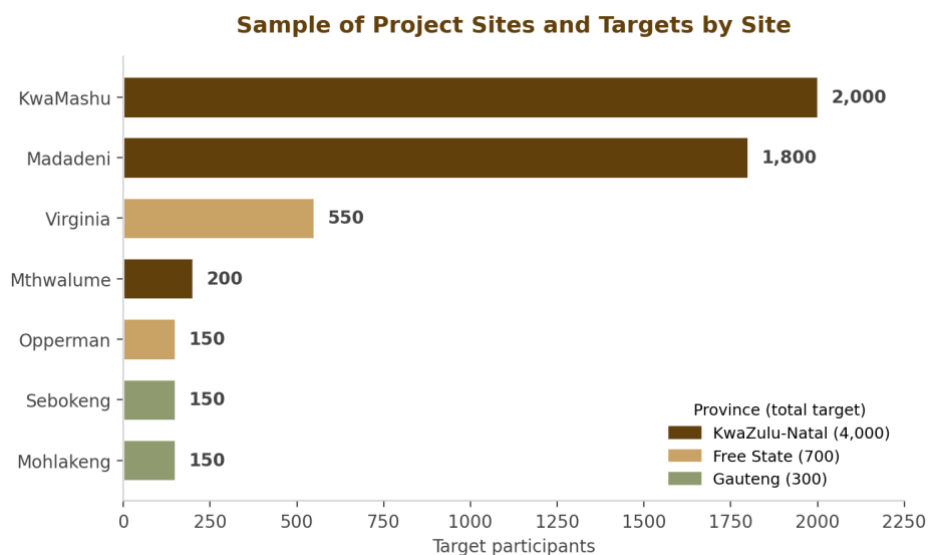
- Grant recipients are willing to participate in the pilot project.
- Commitment from the partners (DSD, SASSA and NDA) to avail resources to support and implement the project.
- Sound political buy-in and support to the project.
- Availability of linking opportunities from the public and the private sector.
- Commitment from opportunity providers to support the project.

15. Annexe II: Sample of Project Sites and Targets

Participant reach and support

By the end of June 2026, a total of 1,823 participants had been profiled across all sites, with KZN leading in terms of the number of participants profiled. Of those profiled 96% are women and 4% are men,

Fig.1 & 2: Onboarded Participants and Demographic Information



Demographic Information: Gender of Profiled Participants

