



NDA

National
Development
Agency



EMAZININI PRIMARY COOPERATIVE

CLOSE-OUT EVALUATION REPORT

MAY 2014



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REFERENCES

SCHEDULE OF DOCUMENTS REVIEWED

CDD	Community Driven Development
CSO	Civil Society Organisation
CRDP	Comprehensive Rural Development Programme
DAEA	Department of Agriculture and Environmental Affairs
DBSA	Development Bank of Southern Africa
DRDLA	Department of Rural Development and Land affairs
EPWP	Extended Public Works Programme
GAS	Grant Administration System
GDP	Gross Domestic Product
GNU	Government of National Unity
IDP	Integrated Development Plan
IDT	Independent Development Trust
ISRDP	Integrated Sustainable Rural Development Programme
ISRDS	Integrated Sustainable Rural Development Strategy
KPI	Key Performance Indicators
LED	Local Economic Development
MDG	Millennium Development Goals
MTSF	Medium Term Strategic Framework
NDA	National Development Agency
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
PC	Project Consolidate
SIS	Small Holder Irrigation Scheme
RDP	Reconstruction and Development Programme
UNDP	United Nations Development Programme
UNDP SHD	United Nations Sustainable Human Development

1. EXECUTIVE SUMMARY

The National Development Agency Act No 108 of 1998 states that the National Development Agency's (NDA) mandate is to contribute towards the eradication of poverty and its causes by granting funds to civil society organisations for the implementation of integrated and sustainable community driven programmes and contribute towards the eradication of poverty in areas that income generation.

Importantly, the NDA identifies income generation as an important area for intervention and sets out to support the creation of opportunities for communities to productively use locally available resources to develop less state and aid dependent, more self-reliant households and communities able to care for themselves. Emazizini Primary Co-operative (herein referred to as Emazizini) fits neatly within the NDA's focus areas of intervention through grant funding. The current close out evaluation is therefore a part of the elements of the NDA's funding cycle (Project Proposal- Prioritisation- Assessment- Approval-Grant Disbursement- Monitoring- Evaluation).¹

Using participatory research methods, a qualitative approach to information gathering was utilised where a meeting, face to face interviews were held with key members of Zamukuphila including the Chair (Tembinkosi Ntakumba) and Management Committee member (Cynthia Ntakumba).

In addition to the above- mentioned interactions, the following documents were reviewed for the evaluation process:

- Emazizini constitution/ founding documents
- Emazizini interim reports 2012- 2013
- Emazizini grant application form
- Grant Agreement between Emazizini and the NDA

Further a site inspection of the co-operative's 30 hectares of land, tractor and the irrigation system was undertaken.

In terms of the Grant Agreement entered into between the NDA and Emazizini for the rolling out of the Vegetable and Crop Farming Project, the project is 12 month long² and commenced after the signing of the Grant Agreement on 10 December 2012. The Grant Agreement provides that project implementation shall commence on 01 December 2012 and terminate on 30 November 2013. Further, the Grant Agreement spreads out 3

¹ Monitoring and evaluation is also a requirements stipulated in a Grant Agreement of a project funded.

² See section 3 of the Grant Agreement (Annexure A: Funding Provisions) under the heading: Duration of the Project.

reporting phases of activity periods, namely: 1st reporting period (30 April 2013), 2nd reporting period (31 August 2013) and the final reporting period (31 December 2013).³

The total amount transferred to Emazizini is R501 400.00

The Grant Agreement sets out 4 activities to be implemented, namely:

- a) To upscale vegetable production by repairing the irrigation system in 30 hectares of land
- b) To purchase a tractor with implements
- c) To capacitate co-operative members on good governance, marketing, business and financial management and;
- d) To secure long term markets.

At the time of the current evaluation (20.05.2014) Emazizini had implemented all the activities listed above.

1.1 Evaluation Findings

The current evaluation- consistent with the NDA's Strategic Document evaluates the impact of the Vegetable and Farming Project pursuant to funding support granted for the 2012- 2013 period:

- The project failed to meet a key deliverable under the Grant Agreement which is to upscale vegetable production by repairing the irrigation system in 30 hectares of land. The irrigation system was delivered by an East London based irrigation and installation company *Preventix CC* without lateral pipes/ tubes and sprinklers. Further the irrigation system- since its installation has been dogged by mechanical faults ranging from excessive use of diesel and gallons of oil to intermittent service repairs.
- The evaluation also finds that the delivery of an inappropriate irrigation system has had a corrosive effect on maize and vegetable production. The evaluation finds that the irrigation system is ill suited for Emazizini's farming requirements spanning 30 hectares of land. The irrigation system only covers 5 hectares of land. Only 5000kg of maize was produced during harvest for 1 hectare of land farmed. Cabbage yielded 7000 heads (weighing 0.5 to 2 kilograms). Potatoes yielded 120 bags instead of 250 that the co-operative expected. Spinach yielded 1700 of spinach leaves (weighing 250-400 grams each).
- Purchase of tractor and implements: The evaluation finds that this deliverable was successfully met. A Massey Ferguson tractor model 168, 2008 make valued at R249 000 was purchased from Agriport Port Shepstone in Kwa Zulu Natal. The budget was not sufficient to cover the purchase of implements.

³See section 2 (2.1-2.4) of the Grant Agreement (Annexure A: Funding Provisions).

- The evaluation finds that the co-operative succeeded in securing long term markets for its produce. The co-operative during project implementation secured the following markets: 3 school feeding schemes in the Lusikisiki area, namely: Xura View JS, Lingelethu JSS and Lusikisiki Village JSS. In addition to school feeding schemes, the co-operative secured month to month vegetable supplier agreements with Spar and Boxer Supermarket in Lusikisiki. Maize is supplied to Vendors and local traders.
- Owing to hostile labour relations during project implementation between the co-operative's management and the general labourers- the co-operative failed to create decent jobs over the 12 month duration of the project and beyond.
- Finally the evaluation finds that the co-operative has failed to make an impact on its beneficiaries, its members and the broader community if one considers that currently: farming of vegetable and maize is taking place on an adhoc basis; the irrigation system is not working properly; the tractor is mechanically broken- down; the Co-ordinator is not full time on the project; co-operative members are not involved on a full time basis in the running of the project and; labour relations have been tumultuous and hostile for the entire duration of project implementation.

1.2 Challenges and Lessons Learnt

- The evaluation finds that the NDA Eastern Cape provincial office must provide an explanation for its referral of an irrigation and installation company that installed a faulty and incomplete irrigation system. Even more- in the aftermath of problems with the irrigation system, when pursued by the co-operative the company could not be reached/ located.
- The glaring challenges experienced by the project during commencement up to conclusion phase beg the question about the need for heightened levels of monitoring by the NDA Eastern Cape office. It would seem that the challenges gleaned from this evaluation persisted for the entire duration of the project without any intervention.
- Lastly the heavy reliance of the co-operative on the founder in its day to day running and supervision means that when the founder decides to pursue other opportunities outside of farming- the life and continued sustenance of the co-operative is heavily compromised.

2. STRUCTURE OF THE REPORT

The report is divided into three main parts:

- Part I entails a disposition of the Background to the Project followed by the Relevance of Support and the Project; and the Project Methodology.
- Part II consists of seven sections dealing with the main aspects of the evaluation exercise, namely: Results as stated in the Funding Proposal; Challenges Facing the Project; Effectiveness of the Project; Capacity of the Organisation; Centre Development and the Impact of the Project and Sustainability.
- Part III includes a Financial Analysis followed by concluding sections dealing Lessons Learnt and Recommendations.

3. BACKGROUND TO THE PROJECT

Emazizini was formed in 2003 by the current co-ordinator Mr Tembinkosi Ntakumba initially as a close corporation with its principal business being to farm and sell vegetable and maize. In September 2011 Ntakumba converted the close corporation into a co-operative as he was struggling on his own- particularly during the period between 2005-2007 because of unusual heat and drought that plagued the Eastern Cape. Ntakumba states that during this period he would plant maize and vegetable seeds on his plot and only a quarter sprouted in the parched soil. A few months later he would again plant more and doubled his irrigation but nothing came up.”⁴

The move to a co-operative proved favourable as a group of farmers in Tshandatsha Village- Lusikisiki now came together to operate on the basis of mutual benefit. Even more, a group of farmers in the village initially totalling 6 decided to come together to form a co-operative and each contributed R3000.00 towards the initial start- up capital. By 2013 the membership had gone up to 10 members, comprising: Yolisa Dlakavu (the co-operative’s Secretary), Zoleka Matshoba (Chairperson), Noluthando Ndongeni (Treasurer), Tembinkosi (Founder), Nomalungisa Makhaula (Paymaster), Bulelwa Mgaqelo (Admin Clerk), Nozuko Ntondini (Assistant Admin) and additional co-operative members- Cynthia Ntakumba, Vukile Ntondini and Sindiswa Mpengesi. Jointly the co-operative members contributed plots totalling 30 hectares of farming land. The 30 hectares lie on the banks of the well-known Xura River which provides water to bulk reservoirs to the entire region and extends from Lusikisiki and the coast to the Mzimvubu River in the south west to the Msikaba River in the north east. The Xura River has since 1979 during the reign of the Transkei government provided portable water to some areas up to 15 km inland of Lusikisiki and to the Zalu dam in the Pondoland area. Emazizini farming operations have benefitted immensely from being on the banks of Xura system.

Ntakumba states that Emazizini heard about the NDA in 2012 from co-operatives that were previously supported by the NDA in Umtata and Idutywa: Zimbane Piggery Co-operative and Gatyane Co-operative. An application was submitted to the NDA in early 2012 and it was approved in November 2012.⁵ On 10 December 2012 the Grant

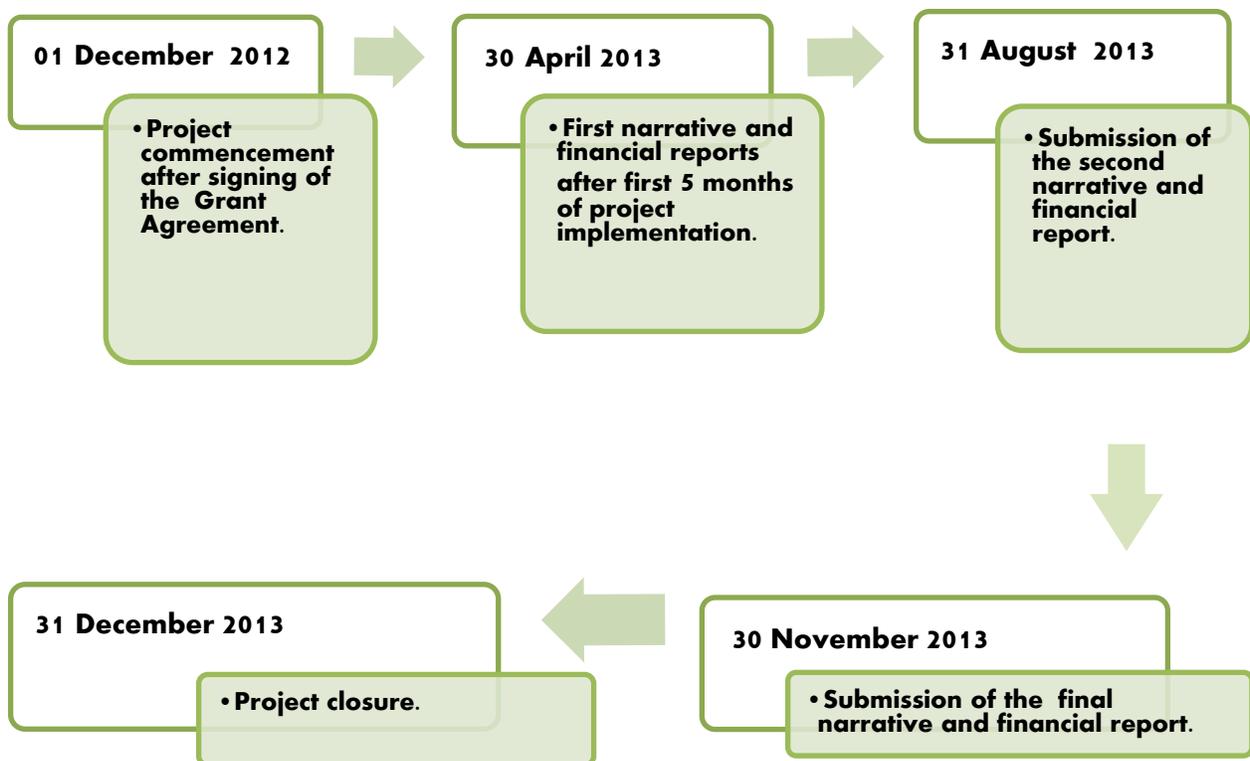
⁴ Interview with Mr Tembinkosi Ntakumba, Co-ordinator of Emazizini on 20.05.2014.

⁵ Ibid.

Agreement was signed between the NDA and Emazizini providing for the implementation of the following activities:⁶

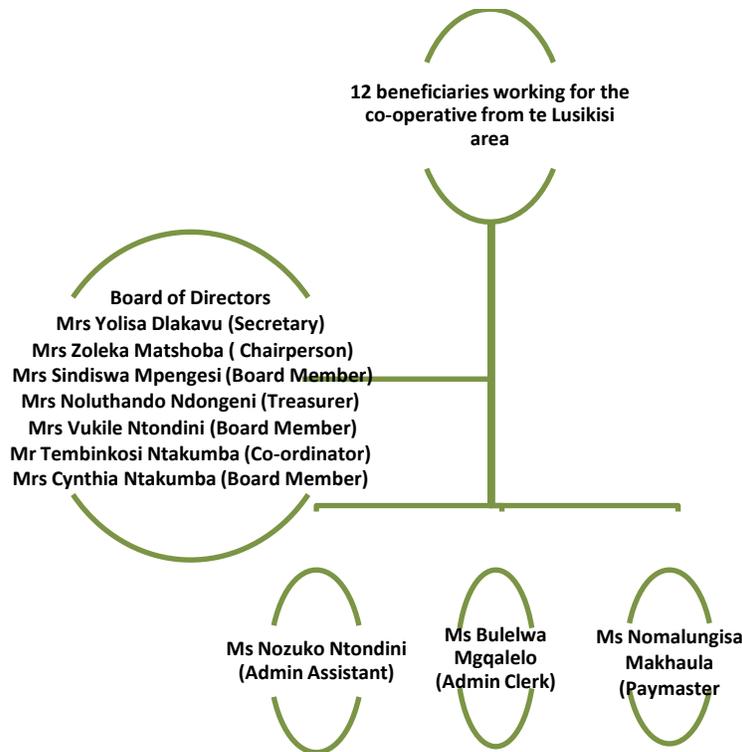
- To upscale vegetable production by repairing the irrigation system in the 30 hectare land
- To purchase a tractor with implements
- To capacitate co-operative members on good governance, marketing, business and financial management and;
- To secure long term markets.

An amount of R576 400 was approved by the NDA- R501 400.00 being for project implementation transferrable in 3 tranches- each within a reasonable time after a narrative and financial report had been received by the NDA (50%, 40% and 10%).



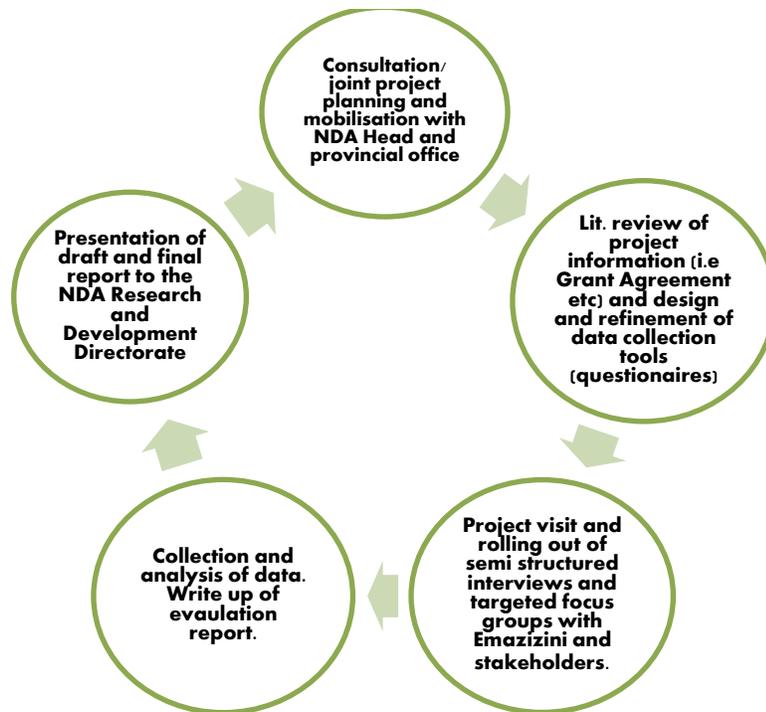
The supervision and the delivery of the current project is undertaken by the co-operative membership and the management committee.

⁶ See: Grant Agreement Section 1.



The current Close-Out Evaluation of Emazizini sought to ascertain how well the above-mentioned project deliverables have been met or not met and the constraints to that effect. The diagram below depicts the conceptual methodological approach underpinning this evaluation.

Accordingly the triangulation of the feedback received from Emazizini using qualitative research tools- a detailed picture of responses and a body of facts emerges on project performance: the generation of income through rearing and selling of pigs and the creation of job opportunities for co-operative members.



4. EMAZIZINI PROJECT IMPLEMENTATION 2013/14 FUNDING PERIOD

The above- mentioned project deliverables as set out in the Grant Agreement between Emazizini and the NDA are quantifiable, measurable and most importantly capable of impact assessment. The Grant Agreement⁷ sets out key activity areas for a 12 month period and a form/ template⁸ is provided for: end of project impact and activity assessment by the organisation itself. Accordingly this evaluation is informed by the activity areas, deliverables and the level of impact spelt out in the Grant Agreement.

5. RELEVANCE OF SUPPORT AND THE PROJECT

5.1 Provincial Context

The Vegetable and Maize Farming Project is implemented in Tshandatsha Village, Lusikisiki which is situated in the Ingquza Hill Local Municipality. Ingquza Hill Municipality is one of five local municipalities which fall within the jurisdiction of the OR Tambo District Municipality. According to the Municipality’s Integrated Development Plan (IDP)- Ingquza Hill Municipality’s Human Development Index (HDI) is 0.41 and this reflects the highest levels of poverty. This trend is also apparent at district level with all municipalities recording figures below 0.56% (which is the provincial index). The poverty gap for the OR Tambo district is 49.6%, which is second in the province to Alfred Nzo’s 52.6%.⁹ The IDP further notes that the Municipality is faced with enormous challenges

⁷ Section 3 of the Grant Agreement.

⁸ See annexure to the Grant Agreement.

⁹ Ingquza Hill Municipality’s Integrated Development Plan (IDP) 2012-2014. See: <http://www.ihlm.gov.za/documents/integrated-development-plan-idp/>

relating to huge backlogs in infrastructure, high levels of poverty and underdevelopment. The area is characterised by poor literacy levels and low educational levels. Only 2, 4% of the population have a matric and only 1, 4% of the population have post matric qualifications. Comparisons of the levels of education across the municipalities point to strong links between low household incomes, high unemployment and a low human development index.¹⁰ On the back of these huge socio- economic challenges the Municipality's Local Economic Development Plan (LED) acknowledges the municipality's potential in the agricultural sector. The 2012- 2014 Ingquza Hill Municipality LED alludes to municipality's huge potential in agricultural farming owing to its fertile soil and rivers which can be used for irrigation purposes. The agriculture potential is also dispersed throughout the municipal area making it possible to diversify intensive crop farming which in turn provides a good basis for investment on poverty alleviation programs and local economic development.¹¹ The LED's assessment is supported by research undertaken by the Agricultural Research Council (ARC) in association with the University of Fort Hare focusing on soil analysis, climate and agricultural potential. The research found that the municipality has land suitable for the farming of the following crops: Maize, Sorghum, Dry beans, Cabbage, Potatoes, Tea & Avocados.¹²

5.2 Government Response

The legacy of apartheid and its present day manifestations has pushed the government to craft a rural development strategy to address special challenges found in the farming and former homeland regions. According to Gwanya (2010:5), the depressing rural conditions of the majority of South Africans require a strategy that will explore and build on the knowledge and strengths of the rural communities and improve on what worked in the past while introducing new approaches to rural development.¹³ Since 1994 the government has introduced various policy and institutional measures to improve the lives of the rural population and regenerate rural economies. These have had limited successes. The Reconstruction and Development Programme (RDP) 1994-1996, the Rural Development Strategy of the Government of National Unity of 1995, The Rural Development Framework of 1997, The Integrated Sustainable Rural Development Strategy (ISRDS) of 2001, Project Consolidate and the Extended Public Works Programme (EPWP) are cases point. South Africa is also a signatory to the United Nations Millennium Development Goals (MDG) to halve poverty and unemployment by 2015. South Africa committed to reaching these goals by 2014. It is worth pointing out that these interventions were not department specific but the implementation was across government departments. Thus the focus was broadly on the rural question in the implementation of rural sanitation, rural transport; rural housing strategy the comprehensive social security programme and social wage, free basic education

¹⁰ Ibid.

¹¹ Ingquza Hill Municipality's Local Economic Development Plan (LED) 2012- 2014: See:

[http://www.ihlm.gov.za/download/planning_&_strategic_development/LED%20Strategy\(2\)\(2\).pdf](http://www.ihlm.gov.za/download/planning_&_strategic_development/LED%20Strategy(2)(2).pdf)

¹² QLM, 2006 Research undertaken by the Agricultural Research Council (ARC) and the University of Fort Hare on the Potential for Agricultural Farming in Lusikisiki See:

<http://www.ihlm.gov.za/download/IDP/Final%20Draft%202014%202015%20IDP%20%2026%2003%202014.pdf>

¹³ See: http://www.rimisp.org/wp-content/uploads/2010/05/Paper_T.T_Gwanya.pdf.

services; no fee paying schools, subsidised housing etc. have made an impact in rural areas. However the limited successes of previous rural development strategies has lead government to develop and implement a comprehensive strategy of rural development that is aimed at improving the quality of life of rural households, enhance food security through a broader base of agricultural production, and exploit the economic potential that each region enjoys. To this end the Comprehensive Rural Development Programme (CRDP) was conceived as a strategic priority within the government's current Medium Term Strategic Framework (MTSF). The vision of the CRDP is to create vibrant equitable and sustainable rural communities. It seeks to address poverty and food insecurity through maximizing the use and management of natural resources. It also seeks to rectify past injustices and improve the standard of living and welfare through rights based interventions that address skewed patterns of distribution and ownership of wealth and assets. The primary objective is to facilitate integrated development and social cohesion through participatory approaches in partnership with all sectors of society.¹⁴ Notably within the broad contours of the objective thrust of the CRDP also lies the NDA' strategic mandate of supporting and strengthening civil society (CSO's) in pursuit of programmes that meet the development needs of the most vulnerable of our society- the rural poor , women, youth and the disabled. According to the CRDP, the ultimate vision of creating vibrant, equitable and sustainable rural communities will be achieved through a three- pronged strategy based on:

- a co-ordinated and integrated broad based agrarian transformation;
- rural development infrastructure and;
- an improved land reform programme.

The intergovernmental and agency based nature of the CRDP also means that government agencies such as the NDA have a role to play in for instance mobilizing resources to support small scale agricultural projects while at the same time assisting civil society organisations and community based organisations to build capacity necessary to roll out poverty alleviation interventions.

5.3 Role of the NDA

The NDA's Strategic Document 2010-2013 sets out in detail exactly how the NDA will fulfil its mandate over a three year period (2009-2012). Consistent with the CRDP's intentions, NDA's Strategic Document 2009-2012 envisages a fit and a role in the agrarian, rural and local economic development (LED) areas identified by the CRDP and other government initiatives aimed at fighting poverty and levels of inequality in South African society. Emazizini Agricultural Farming Co-operative's resolve of generating income through vegetable and maize farming whilst creating jobs for co-operative members has resonance with the NDA's Strategic Document, namely: the granting of funds and mobilisation of resources to support rural development, food security, poverty alleviation and income generation projects. Additionally this evaluation is informed by the KPI's set out in the Strategic Document (p.18), namely: assessing the impact of funding support on beneficiaries.

¹⁴ Ibid.

The NDA Act envisages the granting of funding to civil society organisations to implement integrated and sustainable community driven programmes and contribute towards the eradication of poverty by supporting the creation of opportunities for communities to productively use locally available resources through income generation initiatives.

Emazizini fits neatly within the first area identified by the NDA Act, namely: the granting of funds for income generation projects. Additionally this evaluation is informed by the KPI's set out in the Strategic Document (p.18), namely: assessing the impact of funding support on beneficiaries.

6. METHODOLOGY

The Evaluation utilised five main avenues:

- Document Analysis- Documents reviewed include Emazizini project proposal, the Grant Agreement between the NDA and Emazizini, monthly activity reports, project files (including activity, progress reports etc.), project implementation reports and financial statements.
- Key informant interviews- The management, board and operational staff was interviewed. This proved crucial for a complete understanding of the history of the organisation and current operational involvement and management of the day to day running of the organisation. To this end targeted interviews were held with Emazizini's management: the Co-ordinator (Mr Tembinkosi Ntakumba) and board member Mrs Cynthia Ntakumba.
- A project site inspection of the maize and vegetable farming project was undertaken.

6.1 Unit of Analysis

The current evaluation is based on two main units of analysis. The first of these is the project itself (piggery farm) which is the intervention through which the co-operative is meant to benefit. To some extent there is also some attention to stakeholders (i.e. the district municipality and the broader community) - but mainly for the purpose of establishing the efficacy and impact of the project. The second unit of analysis is the financial analysis- that is an analysis of financial disbursements, protocol and reporting between the NDA and Emazizini.

6.2 Evaluation Criteria

The key evaluation criteria employed in the present analysis are as follows:

- Relevance of objectives- the extent to which the goals and objectives of the project remain valid and relevant
- Impact- the extent to which the project achieves the deliverables enunciated in the grant agreement
- Sustainability- the durability of the project or project results in the absence of further support by the NDA, although it must be underlined that the exact meaning of sustainability in the current evaluation is adapted to the present project type.
- Institutional capacity and development impact- the extent to which institutional systems are successfully adapted to ensure that activities and deliverables are rolled out.
- Scale of engagement- the magnitude of the project relative to the size of the target group or problem that government is attempting to address.
- Targeting- the success with which the intervention is directed at those who most need it or for whom it is meant
- Partnerships- the extent to which project interventions interact positively or negatively with other projects or with other developmental goals/ problems and including considerations of spatial coherence.
- Monitoring and evaluation- whether or not an internal effective monitoring and evaluation mechanism is in place to ensure that the progress of the project is monitored and its effects and impact evaluated.

7. RESULTS AS STATED IN THE FUNDING PROPOSAL

The project outcomes as set out in the Grant Agreement for the first phase reporting phase are:

- To upscale vegetable production by repairing the irrigation system in the 30 hectare land
- To purchase a tractor with implements
- To capacitate co-operative members on good governance, marketing, business and financial management and;
- To secure long term markets.

Below is an evaluation of project deliverables as set out in the Grant Agreement.

a) To upscale vegetable production by repairing the irrigation system in the 30 hectare of land

According to Ntakumba after receipt of the NDA's second tranche of funding (R200 560.00) on 05 July 2013 the co-operative decided to buy an irrigation system to service the 30 hectare piece of land (the first tranche of R250 700.00 received on 12 February 2013 was used to purchase a tractor). The NDA Eastern Cape provincial office recommended an irrigation system installation company based in East London called *Preventix CC*. The co-operative specifically requested that the service provider (*Preventix CC*) installs an irrigation system called Lister Water Pump. The irrigation system was delivered in July 2013. Notably this was 7 months into project implementation as a result of the funding cycles set out in the Grant Agreement. The irrigation system's make is a Ferguson but not a Lister Water Pump system. The irrigation system cost including installation was R135 000.00. Notably the irrigation system had no lateral pipes/ tubes and sprinklers on delivery and the co-operative had to connect its own pipes/ tubes and sprinkles to the irrigation system. The pipes/ tubes are each 100- 300 meters covering 5 hectares of the land.¹⁵ Ntakumba further notes that the irrigation system was not brand new- it was a second hand system.

The effects of an irrigation system ill-suited for a project of Emazizini's magnitude have been very negative. Apart from the fact that the irrigation system was procured 7 months into project implementation and therefore late for ongoing vegetable farming; the system according to Ntakumba is not powerful enough for a 30 hectare stretch of land. Secondly the fact that they had to use their own pipes/ tubes that are 100-300 metre long meant that the irrigation system had to be moved after 4 hours to cover another 5 hectares of land.¹⁶

If one considers that Emazizini's vegetable farming cycle starts in March until September and the irrigation system was delivered in July 2013- 5 months into the vegetable farming cycle, it goes without saying that the farming cycle did not benefit from the newly purchased irrigation system. Only maize production benefitted from the irrigation system as maize farming is undertaken from September of each year. Consequently the co-operative managed to farm half a hectare of spinach and potato; a hectare of cabbage and half a hectare of maize.

The evaluation therefore finds that the deliverable of upscaling vegetable production by repairing the irrigation system in the 30 hectare of lands was not met. The delivery of an inappropriate irrigation system has had a corrosive effect on maize and vegetable production. Maize and vegetable production has not been enhanced during the 12 months project implementation period under review. According to Ntakumba during harvest season (at the end of November 2013) only 5000kg of maize was produced and this is consistent with yield produced from one hectare of maize farmed. Cabbage yielded 7000 heads (weighing 0.5 to 2 kilograms). Potatoes yielded 120 bags instead of 250 that the co-operative expected. Spinach yielded 1700 of spinach bunches/ leaves

¹⁵ Interview with Tembinkosi Ntakumba, Co-ordinator of Emazizini on 20.05.2014.

¹⁶ Ibid.

(weighing 250-400 grams each). At the time of the evaluation (20.05.2014), Ntakumba indicated that the irrigation system has been operational from July 2013 to February 2014. This means that currently the irrigation is not working owing to mechanical snags (i.e diesel leak and blocked sprinkler heads). Even when it was operational the irrigation system from its delivery has been marred by mechanical problems ranging from excessive consumption of diesel and oil gallons and a malfunctioning starter. According to Cynthia Ntakumba: on average the irrigation system was using 10 litres of diesel an abnormal intake for irrigation systems/ water pumps. This set back the co-operative by R190 a day.¹⁷

b) To purchase a tractor with implements

The first tranche of NDA funding (R250 700.00) was received on 12 February 2014. The co-operative after shopping around for a better price in Kokstad, Umtata and Kwa Zulu Natal eventually settled for a tractor worth R249 000.00 from *Agriport* in Port Shepstone, Kwa Zulu Natal. The tractor was bought in March 2014. For a budget of R250 700.00 the co-operative managed to buy a tractor without a trailer and a disc plough. The co-operative paid R234 000.00 and Agriport agreed that the final balance of R15 000.00 and delivery costs of R3 000.00 be paid on monthly instalment basis. The balance was eventually paid over 3 months by the co-operative. The tractor is a Massey Ferguson 168 make, 2008 model.

With a limited budget of R250 700.00 the co-operative only managed to purchase a tractor without a trailer and disc plough. Implements were not purchased. Ntakumba contends that the co-operative prior to receipt of NDA funding had its own assortment of implements (i.e wooden ploughs, levellers, harrows, mellots, iron cutting plates, sikles etc.). The shortage of funds to purchase implements did not have a marked impact in this regard

c) To capacitate co-operative members on good governance, marketing, business and financial management

Training was successfully rolled out on Financial Management and Governance; First Aid Kit Administration; and Vegetable and Crop Farming:

- First Aid Training and; Financial Management and Governance Training workshops were rolled out on 11 February 2013 and 01 October 2013 respectively and were attended by 11 members of the co-operative, namely: Mrs Nontandabuzo Dindi, Mr Mncedisi Ntakumba, Mrs Joselina Dingezweni, Mr Zolile Limaphi, Mr Sibongiseni Mbutho, Mr Nkosiphedilile Mgudu, Mrs Thozamile Malimba, Ms Ntokozo Ntsasa, Ms Phumzile Matiwane and Ms Yolisa Dlakavu.
- Training on Vegetable and Crop Farming was rolled out on 18 June 2013.

¹⁷ Interview with Cynthia Ntakumba, Board Member of the Co-operative on 20.05.2014.

Co-operative members noted that the training programmes have been invaluable and most importantly because some are accredited they provide life- long educational opportunities in the areas of financial management and book- keeping. The co-operative's members singled out the First Aid Training and Training on Vegetable and Crop Farming as having been beneficial for the day to day running of farm. The First Aid Training came handy as members are now able to provide emergency first aid care for workers and administer preventative health care procedures in times of injury on- site.

Members also noted that the Training on Vegetable and Crop Farming has improved their knowledge of crop and vegetable farming and this has resulted in improved use of cultivation methods.

Based on the afore-going the evaluation finds that the co-operative has successfully met the deliverable of training its members in competency skills required for the current farming activities.

- ***To secure long term markets***

The co-operative succeeded in securing long term markets for its produce. Prior to the formation of the co-operative in 2011- Ntakumba, whilst trading as a Close Corporation only had shop-owners, vendors and school feeding schemes as his markets. The co-operative now boasts 3 school feeding schemes in the Lusikisiki area, namely: Xura View JS, Lingelethu JSS and Lusikisiki Village JSS. In addition to school feeding schemes, the co-operative has month to month vegetable supplier agreements with Spar and Boxer Supermarket in Lusikisiki. Maize is supplied to Vendors and local traders. Ntakumba concedes that the co-operatives' bad cycle in 2012-2013 affected the steady supply of its produce to the markets.

8. EFFECTIVENESS OF THE PROJECT

Efficiency is judged on the basis of management processes, timeousness of planned activities and the ultimate delivery of outputs to beneficiaries. It is concerned with the use of resources (inputs) to produce budgeted outputs set out in the Grant Agreement.

The evaluation findings showed that the project was not well executed owing to the procurement of an ill- suited and second hand irrigation system. Further the tractor is currently parked at the Co-ordinator's residence because of mechanical failure. The purchase of these two assets (irrigation system and tractor) is a very critical component of the Grant Agreement deliverables and if during and after project implementation their benefit cannot be fully felt- then the project has not been efficient.

Thus considering the above- mentioned challenges and taking into account the budget line items (tractor and irrigation system)- the evaluation finds that the project has not been effective. Further if one considers that the yield on the vegetable and crop farming has not been favourable i.e only 5000kg of maize was produced from one hectare of maize farmed, cabbage yielded 7000 heads (weighing 0.5 to 2 kilograms), potatoes yielded 120 bags instead of 250 that the co-operative expected, spinach yielded 1700 of

spinach bunches/ leaves (weighing 250-400 grams each): the financial returns were thus very well for the investments ploughed into the project.

9. CAPACITY OF THE ORGANISATION

Capacity with respect to the day to day running of the project is virtually non-existent, despite the fact that the NDA approved budget makes provision for a fulltime Book-Keeper at a monthly fee of R1 500.00. Poor record keeping and filing remains a huge challenge for the co-operative notwithstanding the fact that the NDA Development Manager for the Eastern Cape office Ms Nokuvela Maninjwa during her site visit on 26 March 2013 alluded to the need for proper filing and record system and an asset register to be kept.¹⁸

In addition to glaring challenges in the area of office administration, the evaluation also noted that management during project implementation was exercised exclusively by the Co-ordinator. Further the evaluation also found that after project implementation the Co-ordinator of Emazizini started working full time for Old Mutual in Lusikisiki as a Financial Administrator.

The evaluation also found that the co-operative as an institution at the time of the evaluation has no prospects of undertaking any meaningful commercial farming going forward.

10. CENTRE DEVELOPMENT

Centre Development is concerned with the extent to which the project ensures the community is developed. The co-operative's board and management committee have benefitted immensely from training programmes rolled out during project implementation. However if one has regard to the fact that the co-operative did not apply the life and competency skills gleaned from training programmes- it means that the training programme has been in vain.

Further from a centre development point of view- the co-operative has not fared well. Ntakumba contends that during project implementation 18 general labourers were employed comprising community members from Lusikisiki. The co-operative, since the beginning of 2013 has been plagued by labour disputes as the labourers were paid an amount of R40.00 a day and demanded an increase of R150.00 a day. The demand was not met by the co-operative's management. Labour relations have therefore been tumultuous for the entire duration of project implementation. Ntakumba attributes this to the fact that labourers sought to compare the co-operative's remuneration structure with that of an adjacent dairy farm called Lusikisiki Dairy where employees are paid R150 a day. Consequently the co-operative lost two months of work as operations as ceased and resumed thereafter.

¹⁸ See first project report on site visit undertaken on 26.03.2014 by Ms Nokuvela Maninjwa, Development Manager- NDA Eastern Cape office.

11. IMPACT OF THE PROJECT

The current evaluation- consistent with the NDA's Strategic Document evaluates the impact of Emazizini pursuant to funding support granted for the 2012-2013 period. The Grant Agreement sets out the following as objectives to be achieved during the funding period:

- To upscale vegetable production by repairing the irrigation system in the 30 hectare land
- To purchase a tractor with implements
- To capacitate co-operative members on good governance, marketing, business and financial management and;
- To secure long term markets.

If one considers that the project is currently dysfunctional specifically in that:

- farming of vegetable and maize is taking place on an adhoc basis
- the irrigation system is not working
- the tractor is mechanically broken- down
- the Co-ordinator is not full time on the project
- co-operative members are not involved on a full time basis and;
- labour relations have been tumultuous and hostile for the entire duration of project implementation.

The totality of these factors mean that decent jobs have not been created over the 12 month duration of the project and beyond; invaluable life and competency skills obtained during the tenure of the project have not benefitted the project during project implementation and; the long term income generation prospects of the project have not been realised. The training programmes have on the other hand provided co-operative members with life- long skills that will be used beyond NDA funding support and in areas of life requiring crop and vegetable farming.

12. SUSTAINABILITY

Sustainability is concerned with the capacity of the project to achieve its objectives over a long time and the durability of the project within the broad social, economic and political environment in which it is located. In this particular instance, preconditions for sustainability include; governance; professional capacity; community and buy- in from community structures to roll out project intervention, infrastructure and political support.

The evaluation finds that Emazizini has not met any of the above- mentioned variables. During project implementation the co-operative utilised the services of LIMA but Ntakumba notes that the provincial Department of Agriculture has not been helpful because its personnel are too theoretical in their approach to maize and vegetable farming and production.¹⁹ No other strategic partnerships have been forged during

¹⁹ Ibid.

project implementation. The supplier agreements the co-operative has with local schools; Boxer and Spar Supermarkets are currently not serviced.

The evaluation finds that the project has not flourished beyond NDA support.

13. FINANCIAL ANALYSIS

The evaluation undertook an examination of activity reports provided for the NDA head office and provincial office. The evaluation found that financial disbursements to the Emazizini were timeous and consequently ensured that project implementation is rolled out in line with Grant Agreement targets. For according to records obtained from Emazizini which tally with provincial records tranches of funding were received as follows: immediately after the Grant Agreement as signed on 10 December 2012- the first tranche of funding was received on 03 February 2013 (R250 700.00), the second tranche on 13 May 2013 (R200 700.00) and the final tranche on 18 December 2013 (R50 140.00).

14. CONCLUSIONS

14.1 Evaluation Findings

The current evaluation- consistent with the NDA's Strategic Document evaluates the impact of the vegetable and Farming Project pursuant to funding support granted for the 2012- 2013 period:

- The project failed to meet a key deliverable under the Grant Agreement which is to upscale vegetable production by repairing the irrigation system in 30 hectares of land. The irrigation system was delivered by an East London based irrigation and installation company *Preventix CC* without lateral pipes/ tubes and sprinklers. Further the irrigation system- since its installation has been dogged by mechanical faults ranging from excessive use of diesel and gallons of oil to intermittent service repairs. Most importantly the reach of the irrigation system did not stretch the entire 30 hectares of land
- The evaluation also finds that the deliverable of upscaling vegetable production was not met. The delivery of an inappropriate irrigation system has had a corrosive effect on maize and vegetable production. The evaluation finds that the irrigation system is ill suited for Emazizini's farming requirements spanning 30 hectares of land. The irrigation system only covers 5 hectares of land. Only 5000kg of maize was produced during harvest for 1 hectare of land farmed. Cabbage yielded 7000 heads (weighing 0.5 to 2 kilograms). Potatoes yielded 120 bags instead of 250 that the co-operative expected. Spinach yielded 1700 of spinach leaves (weighing 250-400 grams each).

- The evaluation finds that this deliverable was successfully met. A Massey Ferguson tractor model 168, 2008 make valued at R249 000 was purchased from Agriport Port Shepstone in Kwa Zulu Natal. The budget was not sufficient to cover the purchase of implements.
- The evaluation finds that the co-operative succeeded in securing long term markets for its produce. The co-operative, during project implementation secured the following markets: 3 school feeding schemes in the Lusikisiki area, namely: Xura View JS, Lingelethu JSS and Lusikisiki Village JSS. In addition to school feeding schemes, the co-operative secured month to month vegetable supplier agreements with Spar and Boxer Supermarket in Lusikisiki. Maize is supplied to Vendors and local traders. At the time of the evaluation- the supply agreements were not honoured because of slow production.
- Owing to hostile labour relations during project implementation between the co-operative's management and the general labourers- the co-operative failed to create decent jobs over the 12 month duration of the project and beyond.
- Finally the evaluation finds that the co-operative has failed to make an impact on its beneficiaries, its members and the broader community if one considers that currently: farming of vegetable and maize is taking place on an adhoc basis; the irrigation system is not working; the tractor is mechanically broken- down; the Co-ordinator is not full time on the project; co-operative members are not involved on a full time basis in the day to day running of the project and; labour relations have been tumultuous and hostile for the entire duration of project implementation.

14.2 Challenges

- The evaluation finds that the NDA Eastern Cape provincial office must provide an explanation for its referral of an irrigation and installation company that installed a faulty and incomplete irrigation system. Even more- in the aftermath of problems with the irrigation system, when pursued by the co-operative the company could no longer be reached/ located.
- The glaring challenges experienced by the project during commencement up to conclusion phase necessitate a heightening of monitoring mechanisms from the NDA Eastern Cape office side.

14.3 Lessons Learnt

- Lastly the heavy reliance of the co-operative on the founder in its day to day running and supervision means that when the founder decides to pursue other opportunities outside of farming- the life and continued sustenance of the co-operative is heavily compromised.

14.4 Recommendations

- As indicated in the evaluation findings section above- there is a need to ensure that the NDA Eastern Cape office provides credible service provider referrals to co-operatives. In the current case- the service provider is seconded by the NDA provincial office and installs an incomplete, second hand and faulty irrigation system with no warranty. When pursued for recourse- the service provider cannot be located. This is very concerning as it raises serious questions about the bona fides of the service provider concerned.
- Finally the problems experienced by the co-operative from project commencement to finalisation have all the makings of a project where regular project monitoring should have been undertaken.

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Grant agreement between the NDA and Emazizini
Emazizini Project Budget (2012-2013)
Emazizini Project Proposal
Emazizini Monthly Activity Reports (2012- 2013)



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