



NDA

National
Development
Agency



EMTHOJENI AWARENESS CENTRE

CLOSE OUT EVALUATION REPORT

MARCH 2014



SUBMITTED BY:
SIYAFUNDA TRAINING & DEV. TRUST

MARCH 2014

1. Executive Summary

(a) Introduction and Background

In January 2014 Siyafunda Training and Development Trust (STDT), was commissioned by the National Development Agency (NDA) to conduct a close-out project evaluation of Emthonjeni Awareness Centre. The Centre was established in 2001 with the aim of providing after care services for the people living with HIV-AIDS as well the orphans and vulnerable children. The Centre is located in Evaton Township under Sedibeng Municipality District in Gauteng Province. Motivated by high levels of poverty prevalent in the community within Evaton and its surrounding areas, the Centre applied to the National Development Agency (NDA), for funding. The purpose of the funding was to implement Mahatammoho Agricultural Project for vegetable production on 3ha of land located at Mooilande, Midvaal Municipality. This project was another intervention linked with other projects like bakery, Early Childhood Development Centre (ECD) and candle making which was later stopped due to input costs. As a labour intensive project it was meant to create employment and generate income. Some of the produce was to be channelled to other projects like ECD Centres and Orphanages to provide the beneficiaries with a balanced nutritious diet. This drive had a potential of boosting the immune system, contributes to the improvement of child mortality rate as well the adults living with HIV-AIDS.

(b) Evaluation Aim and Objective

An evaluation study is an exercise that documents the results of the project, its successes and failures in order to determine its relevance, effectiveness , impact and sustainability in the context of the its stated objectives.

(c) Evaluation Methodology

Data collection method used was selected on the basis of the nature of the data required and sources available.

- Primary data was collected directly at source. Interviews with the Project Manager, Chairperson, Administrator, Project Manager as well as site inspection. Reference to the project narrative also formed part of primary data collection.
- Secondary data was the data collected and recorded by NDA's Development Manager, Grant Application, and Due Diligence Report. Review of Project Files including financial records formed part of secondary data collection.

(d) Results

❖ Relevance of the project

In determining the relevance of the intervention, it is useful to consider the following questions:

- To what extent are the objectives of the project are still valid?
- Are the activities and outputs of the project consistent with the overall stated aims and objectives?
- Are the activities and outputs of the project consistent with intended impacts and effects?

❖ Effectiveness of the project

Effectiveness of the project is a measure of the extent to which the project attains its objectives. In evaluating the effectiveness of the project, it is critical to look at the following:

- To what extent were the objectives achieved?
- What were the major factors influencing the achievement or non-achievement of the objective?

❖ Efficiency of the project

Efficiency measures the outputs (what was achieved), both qualitative and quantitative in relation to the inputs (resources employed)

The efficiency evaluation exercise is mindful of the cost effectiveness of the resource inputs during the life cycle of the project. The applied inputs are meant to achieve the desired results. In a situation where more than 80% of the arable land is left uncultivated talks much about the efficient use of the land as a resource. It is at this stage that the project may require comparing alternative approaches in achieving the same outputs, to determine whether the most efficient process has been adopted.

In this exercise it is important to consider the following:

- Were the activities cost-efficient?
- Were the objective achieved on time?
- Was the project implemented in the most efficient way compared to the alternatives?

❖ **Impact of the project**

The impact of evaluation talks to the positive and negative changes produced by this project, directly or indirectly, intended or unintended. This relates to the effects resulting from the activities of the project on poverty alleviation (social), income generation (economical), as well as other development indicators. In determining the impact of the project it is relevant to consider the following:

- What has happened as a result of the project?
- What real difference has the project made to the beneficiaries?
- How many people have been affected?

❖ **Sustainability of the project**

Sustainability seeks to determine whether the project is likely to continue after the funding has reached its stated period. The evaluation applied its mind on the activities the project was meant to execute during its 24 months life cycle. Are there reasonable prospects to suggest its sustainability? Does it have enough cash flow to pay its human resource? How will the project maintain the depreciating assets, movable ones in particular? The vehicle they are using to transport the workers to the farm has already reached its economical life span. It is beginning to be a liability due its maintenance costs. The key relevant questions that followed are:

- To what extent are the beneficiaries continue to benefit after the funding ceased?
- What are the major factors that influenced the achievement or non-achievement of sustainability of the project?

❖ **Conclusions and Recommendations**

The key underlying outcome of the evaluation is the documentation of the project successes as well as its failures. The success of the project can be summarized as followed:

- The project has created 13 jobs after its relocation from Moilande to Rietfontein, where it occupies 158 ha of land.
- Through the project, the youth are encouraged to be involved in agriculture as a form of business.
- The skills of the workers in plant production were developed and improved through the intervention of other organizations. Food Foundation and Fairdeal offered training on farming methods.

Equally, there are visible failures related to a number of flaws that could be traced as far as the design stage of the project. Such failures can as well be summarised as follows:

- There is small piece of land where the Centre is located. At the time of the evaluation, there was nothing propagated except the visible weed. There is a bore hole in place that could be used for irrigation purposes.
- The Rietfontein farm is underutilized given the amount of land that has not been cultivated.
- The lack of basic farming infrastructure like fencing poses a serious threat on the general safety of the farm and its produce.
- The lack of electricity, insufficient water supply is affecting the optimum utilization of the land.

The project team should have clearly applied their mind on the project framework by sourcing competent experts that would have advised them on the technical aspects of the project. Technical analysis would have assisted the project team in understanding the following:

- The potential of the land for agricultural development
- The availability of water supply and the possibilities for irrigation with its associated drainage works.
- The crop varieties, the production supplies and their availability.
- The pests endemic in the area and the kinds of control that will be needed.

Table of Contents

1. Executive Summary.....	2
2. Introduction and Background.....	7
3. Evaluation Aim and Objective.....	8
4. Evaluation Methodology	8
5. Results	9
I. Relevance.....	
II. Effectiveness of the project.....	
III. Efficiency of the project.....	
IV. Impact of the project.....	
IV. Sustainability.....	
6. Discussion.....	14
7. Conclusion.....	
.....	15
8. Challenges	15
9. Lessons Learned.....	15

10. Recommendations	16
11. References.....	17
Annexure A Close-out project Methodology and Questionnaire.....	19
Annexure B Flow of Evaluation Tasks.....	21

Project Legal Name	Emthonjeni Awareness Centre
Legal Status	Non-Profit Organisation
Registration Number	017-584
Project Location	Rietfontein : Emfuleni Local Municipality
Project Manager	Maria Manoto
Development Manager	Mr P. Manoto

Project Budget	R1,140,033-00
Funds Disbursed to Date	PM , unable to provide a breakdown
Project Time Frame	1 Feb 2010 – 31 Jan 2012

2. Introduction and Background

In January 2014 Siyafunda Training and Development Trust (STDT), was commissioned by the National Development Agency (NDA) to conduct a close-out project evaluation of Emthonjeni Awareness Centre. The Centre was established in 2001 with the aim of providing after care services for the people living with HIV-AIDS as well the orphans and vulnerable children. The Centre is located in Evaton Township under Sedibeng Municipality District in Gauteng Province. Motivated by high levels of poverty prevalent in the community within Evaton and its surrounding areas, the Centre applied to the National Development Agency (NDA), for funding. The purpose of the funding was to implement an Agricultural Project for vegetable production on a 3ha piece of land located in Mooilande, Midvaal Municipality. This project was another intervention linked with other projects like bakery, Early Childhood Development Centre (ECD) and candle making which was later stopped due to input costs. As a labour intensive project it was meant to create employment and generate income. Some of the produce was to be channelled to other projects like ECD Centres and Orphanages to provide the beneficiaries with a balanced nutritious diet. This drive had a potential of boosting the immune system, contributes to the improvement of child mortality rate as well the adults living with HIV-AIDS.

The overall aim of the project:

- To reduce the level of household food shortage and improve nutrition in the household.
- To provide vegetable production training to beneficiaries.
- To create employment opportunities for 9 people and 10 seasonal workers.
- To encourage people to embark in agricultural activities as their means of living.

3. Evaluation Objectives

It is primarily the intended purpose of the evaluation to detail an overview performance of the project. The objectives of the evaluation seeks to determine whether the objective of the project were met. It further seeks to determine the failures and successes of the project in

terms of the achieved outputs against the inputs. In summary the objectives of the evaluation are:

- Overview of the project implementation process, impact it had in changing the lives of the targeted community.
- Identification of challenges and constraints that have been encountered during the project life cycle
- Identification of the lessons learnt and recommendations for the implementation of future projects.

4. Evaluation Methodology

Data collection methods used were selected on the basis of the nature of the data required and sources available.

- Primary data was collected directly at source. Interviews with the General Manager, Project Manager as well as site inspection. Reference to project narrative also formed part of primary data collection.
- Secondary data was the data collected and recorded by NDA's Development Manager, Funding Agreement, Grant Application, and Due Diligence Report. Review of Project Files including financial records formed part of secondary data collection

The following were the questions:

- **Project planning, preparation and design:** What processes were planned and what were actually put in place for the project?
- **Effectiveness of the project:** The extent to which the project had changed the people's lives.
- **Efficiency of the project:** The qualitative use of the resources for the purposes of carrying out the projects activities. The skills levels of the project team in implementing the projects activities.
- **Relevance of the project:** Relevance of the project in meeting the stated objectives. Were all the project activities implemented serve or addressed the stated objectives? If not how might the project be improved?
- **Impact of the project:** To what extent have the intended outcomes been achieved? Were there any unintended outcomes?

- **Sustainability:** What measures, if any have been put in place to promote sustainability of the project's focus and outcomes? Are there any prospects of continuity, growth or even diversification even after the funding has ended? What are the observable long-term outcomes?
- **Lessons Learned:** What lessons have been learned from this project and how might these be of assistance to other future projects?

5. Results

❖ Project Technical Analysis

In terms of infrastructural needs and other farming requirements, the Rietfontein farm was purely uncultivated barren piece of land. There was no water, nor fencing and electricity. To bring the electricity to the farm, it would have cost the project about R250 000, that is according to the quote they received from Eskom. The project was unable to solicit the services of the ground water specialists. Another process was initiated using the local company to excavate the catchment dam to collect runoff water. The project further installed a borehole. But due to the fact that the farm is not fenced the borehole equipment was stolen. The project is currently getting water from a 5000l tank, bought by the NDA. There is a generator that was not functioning at the time of the evaluation. The tractor cannot stay on the farm overnight due theft in the area. This is costing the project because the tractor needs to be kept at another location.

There are some few crops that have been planted, but that only constitute a fraction of the entire 158ha. The propagation is largely primitive in that, the workers are using hoes, to weed out the area. When the project received the land through the Mahatammoho Agricultural Project, there were no studies done to determine the feasibility of the project on Rietfontein land. If the studies were done, the project would have been equipped with an informed knowledge as to what infrastructure is needed when they were relocating to Rietfontein. Part of the studies would have informed the project on what crops are suitable and whether the soil is not infected with pesticides and other soil inborn deceases. The most critical outcome of the technical analysis would be the production levels. If the project is able to produce and supply vegetables to the targeted beneficiaries and still be able to sell the surplus for income generation then the objectives would have been met.

❖ Project Design

Rietfontein Infrastructural Needs: Rietfontein farm is a huge piece of land that has not been cultivated for some time. The land is located in an area where there is no dam nor running water nearby. When the project was initiated, Emthonjeni was leasing 3ha of land and the project was design around that. The project was designed to carry out a number of activities i.e. the creation of employment for 9 people and 10 seasonal workers. When the project was relocated there were real challenges related to:

- **Resource availability:** Emthonjeni Awareness Centre Agricultural Project was faced with real challenges in so far as the availability of resources. When the project was relocated to Rietfontein it had to employ the same resources to develop a huge size of land. The immediate challenges were the availability of water, unfenced land that exposed all the materials to theft and vandalism. All this was not taken into account when the project was designed purely because the relocation was never anticipated.
- **Marketing research:** One of the objectives of this agricultural project was the generation of income for the sustenance of the project even after the funding has ceased. For this to be realized, the project had to produce vegetables to supply the already flooded market. The project design fell short of anticipating the soil condition, its fertility to produce vegetables that will occupy a share in the market that is flooded with established suppliers. The design did not foresee the poor soil quality that yielded poor quality produce.

❖ **Project Implementation**

Emthonjeni agricultural project was implemented without any delays due a number of reasons like the availability of the land that was already used for farming purposes. The biggest part of the allocated funds were disbursed at the Mooilande. When the project was relocated to Rietfontein it had serious challenges to continue with its implementation as the new premises needed a revamp for agricultural development. The original design and its budget were unable to carry out the implementation plans. The implementation plans that were designed for Mooilande were completely different than what was expected at Rietfontein. For instance the agricultural developmental needs for a 158ha needed more resources than a mere 3ha of land. Also the soil type was different which suggested different treatment methods. The land in Rietfontein is also infested with rats, which in itself creates another challenge in finding a permanent solution. To arrest the situation the project may be compelled to solicit professional assistance and that will need some financing. The project team are containing the situation because about 4ha thus far have been cultivated and 4 varieties of crops are growing very well.

❖ **Project Planning**

This is a very common cause of project failure. In the rush to get the substance of the project to get underway, competent planning is neglected. In such cases the crisis management becomes a way of life, difficulties and errors compounded. When the project was implemented there was no land belonging to the Centre. In order to start with the planned activities, they leased the land from another owner. All the resources they had were able to carry out the activities. The land was being used for crop production, fenced with all the necessary infrastructure available. The smooth operation of the intended activities was disturbed by the relocation. The relationship between the project team and the owner deteriorated to a level where it became practically impossible to continue with the production.

❖ **Project Team Skills Capacity**

According to Jack R. Meredith (112: 2010), "The PM must sort out understanding from misunderstanding, sooth ruffled feathers, balance petty rivalries, and cater to the demands of the client. One should, of course, remember that none of these strenuous activities relieves the PM of the responsibility of keeping the project on time, within budget, and up to the specifications". The PM has a vast experience in food gardening. Together with the chairperson they were once part of a team that received a prize for being the Community Builder of the year, senior category nationally. The Chairperson has a project Management qualification. The workers were trained on crop production by reputable companies.

❖ **Project relevance**

Poverty, unemployment and lack of resources are the predominant challenges that face the communities. Due to hunger and poverty many children get displaced at the early age seeking some means to have food. The remnants of this scourge is witnessed every day where children and the elderly are sleeping on the streets, begging on the road. These interventions are very critical in a number ways:

The orphanage centres that are under the care of such centers like Emthonjeni, are at least benefiting. The orphans are getting a healthy diet with vegetables that will improve their health and hence their brain. The community members are getting stipends that will enable them to put some food on the table. The community in return is getting empowered through skills knowledge in crop production. Such knowledge and skills get applied at their own backyards through small gardens. The youth where this project is located are also gaining interest in agriculture as a means of living

❖ Governance

The governance of the project does not only provide a framework for the project of responsibilities and decision making capabilities, it also ensures that the project implementation and execution will go smoothly.

The interview with the PM and the review of relevant files, the evaluation observed the following.

Two key members of the project team that is the Project Manager and the Chairperson have the overall responsibility for the governance of project. The roles, responsibilities and performance criteria for the project governance is clearly defined with the Administrator is responsible for record keeping, bookkeeping and general office management.

The following documents were made available during the evaluation:

- Audited annual financial statements for the year ended 24 March 2012.
- January 2012 to September 2012 narrative report.

❖ Project Effectiveness and Efficiency

From the interviews with the project team and review of relevant documents as well as the site visit, the following was established:

The project activities at the Mooilande farm, were carried out resulting in the creation of jobs for both permanent and seasonal workers. Despite the challenges the project had at the new premises, it continued to employ people. Additional three jobs for the security were created. Looking at the work done on the farm thus far, it attests to the fact that the training the workers received on crop production is yielding results.

❖ Impact

In terms of the NDA Monitoring and Evaluation Framework and Guidelines; Dec 2014, impact is defined as “the totality of effects of the project or programme intervention (positive and negative, intended and unintended) achieved during and after the implementation of the project or programme.”

The project was started to achieve specific objectives which are as follows:

- **To expand vegetable production on 3 ha of land in Mooilande**

The project has since occupied 158ha of land in Rietfontein. At the time of evaluation, there was about 2 ha of maize, potatoes, and green beans. Already the expansion is progressing well given the current preparation of soil to propagate other crops for the coming season. The harvest for green beans has started and that will require additional workers. Once the cultivation of the remaining land starts, more permanent jobs will be created.

➤ **To provide vegetable training to beneficiaries:**

The project has provided training on crop production, pest control through various organizations like Fairdeal. This training is yielding benefits, given the work done on a farm that was purely a barren, uncultivated piece of land. The workers have managed to improve the soil texture through the knowledge they received on crop production. Already there are plans to grow a variety of herbal plants. The PM is leading this initiative, using the experience she possesses. She is growing herbs at her backyard. She then processes them into a finished product, like herbal creams and body lotions.

➤ **To create employment opportunities for 9 people and 10 seasonal workers:**

The job creation is progressing fairly well because the project has 13 permanent workers. The seasonal workers are going to increase given the size of the land.

➤ **To encourage people to embark in agricultural activities as their means of living:**

The PM has set an example as mentioned earlier. The interview with some workers also suggest that, the skills that have been acquired are also applied at their homes. The advantage of promoting the food gardens is that, there are economic benefits as well as health benefits. This also has a greater environmental impact in that, the soil is not left infected by all the unwanted substances. As Geoff Lanton once said “You can fix all the world’s problems in a garden. You can solve them all in a garden. You can solve all your pollution problems, all your supply needs in a garden.”

❖ **Sustainability**

According to the NDA Monitoring and Evaluation Framework Guidelines (8: 2012), sustainability is “the continuation of benefits from development intervention after major development has been completed”.

Sustainability seeks to determine whether the project is likely to continue after the funding has reached its stated period. The evaluation applied its mind on the activities the project was meant to execute during its 24 months life cycle. Are there reasonable prospects to

suggest its sustainability? Does it have enough cash flow to pay its human resource? How will the project maintain the depreciating assets, movable ones in particular? The vehicle they are using to transport the workers to the farm has already reached its economical life span. It is beginning to be a liability due to its maintenance costs. The key relevant questions that followed are:

- To what extent are the beneficiaries continued to benefit after the funding ceased?
- What are the major factors that influenced the achievement or non-achievement of sustainability of the project?

The project did have serious challenges after the relocation to Rietfontein farm. At the time of evaluation the project did display prospects of containing the situation, considering the amount of work that it did to change the farm from the condition it was before the relocation. The beneficiaries are directly benefitting and will continue to benefit indirectly through the knowledge they gathered from this project. Due to such knowledge, they are able to grow crops at their own backyards as well.

Projects Costs and Budgets: “The budget is not just one facet of a plan, nor is it merely an expression of organizational policy; it is also a control mechanism. The budget serves as a standard for comparison, a baseline from which to measure the difference between the actual and planned uses of resources.”(Jack R. Meredith, 293:2010). The usage of resources and any deviation from the original plan needs to take cognisance of the progress of the project. Also what motivates the evaluation in so far as the sustainability is the fact the management team displayed skill and knowledge in crop production. The project is managed by a group of people who have been involved in community building projects for a number of years. The support they are receiving from various organisations and departments attest to the fact that they are capable of running successful projects.

6. Discussion

One of the key objectives of the National Development Plan is to eliminate poverty and reduce inequality by 2030. If according to the NDP, there is a potential for the country to deal with the scourge of poverty, it will mean that the communities have the responsibility to take an active role in facilitating government’s initiatives. Projects of this nature are more relevant in improving the socio-economic conditions of the poor and unemployed.

Given more years, the project is going to grow and continue with its founding objectives. The surrounding communities are going to benefit immensely through skills development in agriculture. The continued support by the organisations like IDT, as well the skills training

development by the Department of Social Services are meant to change the lives of the beneficiaries.

Financial Management: When the project applied for funding from the NDA, its purpose was to implement the Mahatammoho Agricultural Project in the Midvaal Local Municipality. The project was designed for the production of vegetables on 3ha of land. The budgeted amount and the actual funding was to implement the project at Mooilande. The subsequent relocation was not part of the budget, considering the state of the arable land. Despite all this the project has proven to be under a well-controlled financial management system. There is still a favourable cash balance in their account, which can be able to take care of the consumables. The IDT has been assisting the project in terms of taking care of the workers' salaries.

Project support and other linkages: The Gauteng Department of Agriculture and Rural Development (GDARD) have been assisting the project by supplying seeds and fertiliser. The project has also solicited the involvement of the Water Affairs Department. Its role in the project is very critical in that, the farm will be able to continue with the cultivation of the remaining arable area because there will be enough water for irrigation. There is a challenge concerning the finalisation of the application because the project do not have a lease agreement. The documents that were issued by the Mahatammoho Agricultural Project do not specify the occupational duration of the land by the Centre. The Randfontein Agricultural Department office is currently assisting the project on this regard.

The Social Department continues to assist the project management team with skills development training. During the finalisation of the evaluation, the management were attending training on Human Resource Management, Project Management facilitated by an NPO through the Department of Social Services. Such skills talk to the sustainability of the project and most importantly assist the project team with a better insight for future projects. The project has applied for funding from the IDT, to create more jobs in two strategic projects that are integral in ensuring that there is food for the orphanage. This project was also identified for such objectives. The Due Diligence Studies have already been commissioned by the funders. Once again this intervention talks to the sustainability of the project by ensuring that the intended objectives are not just met but continue to be realised for the betterment of the targeted communities.

7. Conclusion

This project is an attempt among various interventions employed by various organizations and government to alleviate poverty. Poverty affects the social fiber in a negative way in that the dignity of the families gets eroded; children are exposed to all sorts of wrong things because the parents are unable to look after them. The girl child is more vulnerable as the poverty may also expose them to other challenging life situations.

The project in Rietfontein did not have a smooth start but it continues to seek alternative ways of developing itself. When the project was started at Mooilande about 9 permanent jobs and 10 seasonal jobs were created. Instead of downsizing on the number of the workers, three additional jobs were created.

8. Challenges

When the Centre conceptualized the agricultural project, there were number of areas that were not taken into account. For instance the project team realized when the implementation was already in motion that, the soil fertility at Mooilande was negatively affected due to its dependence on synthetic fertilizers. That had serious adverse results on the quality of the produce and if thorough soil analysis was done before propagation the risk would be mitigated.

Another challenge the project has been faced with is the development of the land at Rietfontein to carry out the objectives it was intended to. The fencing of the land is a project on its own given the size of the land. Having fenced the land, the farm needs water supply for irrigation. In order to irrigate the entire 158ha, the project will have to install few boreholes and probably use a pivot to cover the entire are. The infestation of the land with rats is a huge challenge when it comes to crops. Unless drastic measures are taken to arrest the situation, the costs of damages will just be too high for sustenance of the project.

9. Lessons Learned

From the evaluation point of view there are few things that contributed to the success of the project. Equally there are areas identified where things could have gone better. The synopsis of the observations is as follows:

Development Manager: Interview with the project team suggests that the late DM was monitoring the project. The current DM also continued to provide guidance where necessary. The positive lesson that can be learnt from the effective project monitoring area:

- The mutual understanding of the objectives of the project is continuously checked and monitored
- Timely awareness of the progress activities and challenges associated with coordination among the activities.
- Early response to potential challenges and delays in the project
- Faster management action in response to unacceptable or inappropriate work.
- Keeping the NDA up to date on project status, particularly regarding deviations, milestones and deliverables.

Project Human Resource Management: The ability of the project to continue with its activities despite the relocation challenges can be attributed to the effectiveness of the workers in carrying out the project activities. Also the fact that, the workers have been developed in skills that enable them to run the project using the limited resources is a positive lesson. The farming methods they are currently using, which are fairly primitive due to a lack of requisite resources, is commendable

Project Risk Management: When the project was operating at Mooilande, the farm had the entire basic infrastructure. At Rietfontein, it was the opposite but due to the response of the project team in mitigating the relocation impact the project was rescued. Without reliable water supply except the water tank, the project has designed tunnels as an attempt to nurture the crops and protect them against direct sunlight. When all these challenges occur, the project team did not plunge their heads in the sand and hope that the situation is going to resolve itself, but took reasonable steps to turn it around.

Project Integration: The integration of inputs from various knowledge areas has been managed properly. The project manager is at the helm of a team of committed individuals who have practical knowledge and experience in various fields.

10. Recommendations

Considering the objectives of the project and the current state of affairs, it is recommended that:

- In order to maximize the optimal use of the 158 ha, the project need to solicit the assistance of the Departments of Rural Development and Land Reform as well the Department of Water affairs. The project has other plans like growing herbs which will be further processed and packaged. To start this exercise there are due process that need to take place. Testing of the soil, feasibility studies are just some of the processes that are key before the project can even starting planning such initiatives.

- Working with Agricultural Research Council, is also another good opportunity for the project. The soil testing may be able to provide the project with different crops varieties and cultivars. The project seems to be using a lot of inorganic methods to improve the soil, but that may change once there is a thorough soil examination.
- Agricultural projects, have a huge impact in alleviating poverty through job creation, therefore the involvement of the local municipality as a direct linkage to other relevant departments is paramount.
- The sooner the project finalizes the lease agreement the better. The construction of water reservoir is a process that is still to be realized. For it to be finalized, the project through the Randfontein office of Rural Development needs to finalize the lease agreement. The sooner the process is done, the better.
- For agricultural projects it will be advisable, both for the project management and the funders, to take cognizance of the technical aspects. This analysis will determine the potential yields in the farm, production inputs, potential cropping patterns and possibilities of multiple cropping. The analysis may further examine the marketing and storage facilities required for the successful operation of the project. All this is in view of the fact that, given the size of the land, there is potential to produce sizeable quantities of different crops.
- Considering the state of the Rietfontein land before the relocation and the current state of affairs, it simply suggests that the project team is committed in taking this project to another level. This may take some few years but in the long run the project will be instrumental in fighting poverty, job creation and income generation. In conclusion, it is recommended that, the NDA considers sustainability funding if the Centre chooses to make such request.

11.References

Burke, R. (2006) Project Management, Planning and Control Techniques

Due Diligence Report, Lead way Consulting (31 Aug 2010)

Jack, R. Meredith & Samuel, J. Mantel (2010) Project Management

NDA Monitoring and Evaluation Framework Guidelines (Aug 2012)

NDA Interim Monitoring Report (06 Dec 2011)

Annexure A: Close-out Project Evaluation Methodology & Questionnaire

Project Closure

Purpose

The closure phase provides acceptance of the project and brings the effort to an orderly end. For closure to occur, all work associated with the project must be completed. All related project documentation is completed and compiled in a central location. All contractual agreements and administration (e.g., financial and time tracking) related to the project are completed during the closure phase. Also, any lessons learned during the course of the project are recorded for future reference.

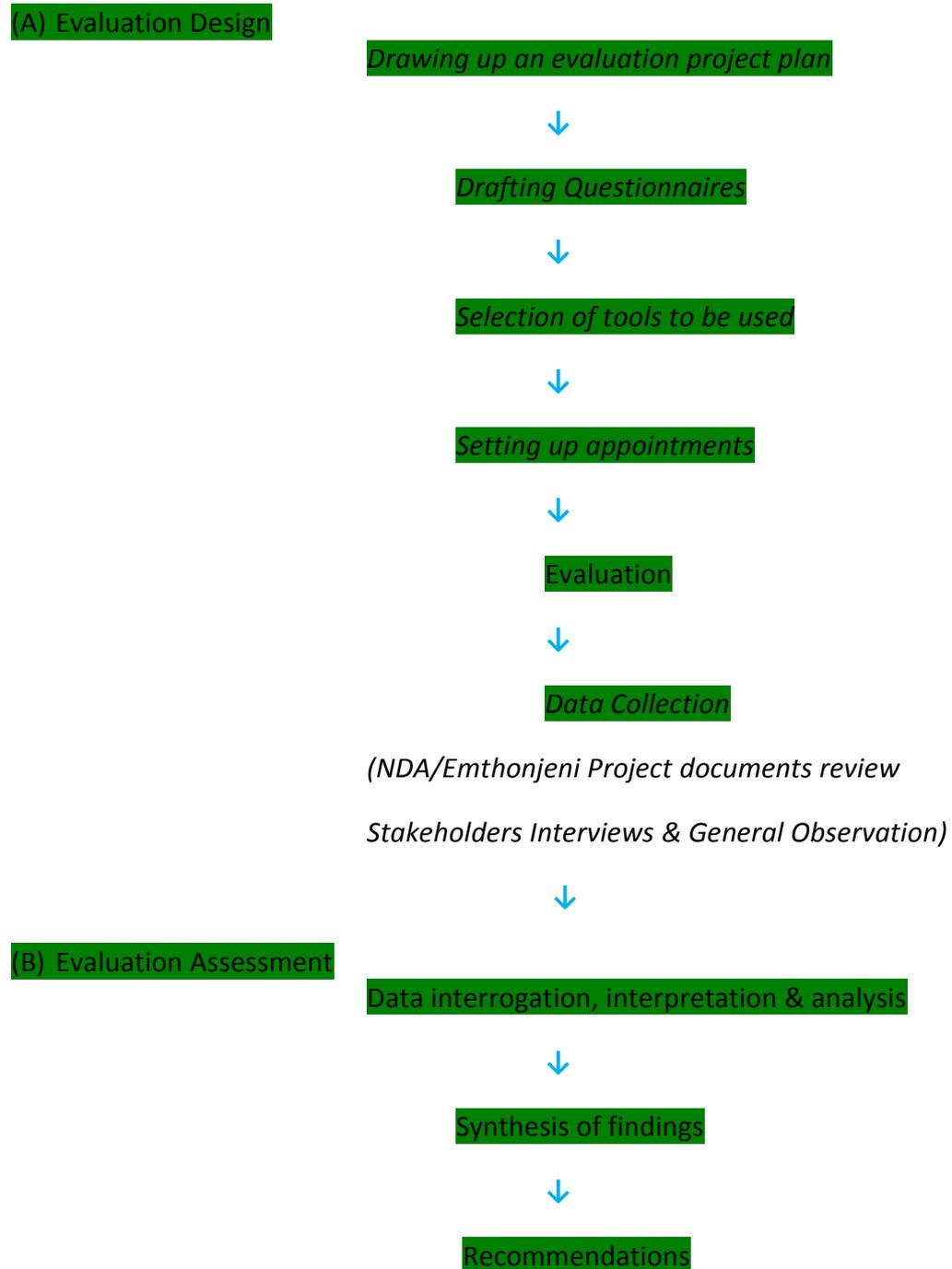
Evaluation Methodology Guidelines & Questionnaire

	Evaluation method
<ul style="list-style-type: none"> • Project Manager • Chairperson • Administrator • Development Manager • Workers 	<ul style="list-style-type: none"> • Interview and review of project documents • Interview and review of documents • Interview and review of documents • Interview at the Provincial Office • Site visit
<ol style="list-style-type: none"> 1. Project Planning and Design 2. Project Implementation 3. Resource 	<ul style="list-style-type: none"> ▪ How was the overall project planning and design? ▪ Challenges during the planning and design stage, if any how were they overcome? - How was the implementation of the project? - How did the relocation affect the implementation of the project? - Did the project have the capacity to implement the activities after relocation? - Did the project receive any support from the NDA, before and after the relocation? ❖ How were the allocated resources used? ❖ What challenges did the project have with regards to resources on the new farm?

<p>Management</p> <p>4. Project Relevance</p> <p>5. Project Effectiveness</p> <p>6. Project Efficiency</p> <p>7. Project Impact</p> <p>8. Project Sustainability</p>	<ul style="list-style-type: none"> ➤ How was the project relevant to the community, beneficiaries? ○ How did the project meet the intended objectives? ✚ Were the activities cost-efficient? ✚ Were the objective achieved on time? ✚ Was the project implemented in the most efficient way compared to the alternatives? ▪ What has happened as a result of the project? ▪ What real difference has the project made to the beneficiaries? ▪ How many people have been affected? • To what extent are the beneficiaries continue to benefit after the funding ceased? • What are the major factors that influenced the achievement or non-achievement of sustainability of the project?
--	--

Annexure B: Flow of Evaluation Tasks

Figure 2:





NDA

National
Development
Agency

LIMPOPO

Albatross Centre - Suite 8
19 Market Street
Polokwane
0700

Tel: 015 291 2492
Reception Ext (2201)
Fax: 015 295 7586
Email: limpopoprovince@nda.org.za

KWAZULU NATAL

Suite 1202
Nedbank Centre
303 Smith Street
Durban Club Place
DURBAN
4001

Tel: 031 305 5542
Fax: 031 305 5140
Email: kznprovince@nda.org.za

GAUTENG

10th Floor, Braamfontein Centre
23 Jorissen Street
Braamfontein

Tel: 011 339 6410
Fax: 011 339 6410
Email: gautengprovince@nda.org.za

EASTERN CAPE

The Ridge Building
Ground Floor,
3 Berea Terrace
Berea
East London
5214

Tel: 043 721 1226/7
Fax: 043 721 2096
Email: ecprovince@nda.org.za

NORTH WEST

Office 0113A
First Floor
West Gallery Megacity
Mmabatho
2735

PO Box 6118
Mmabatho
2735

Tel: 018 392 6892
Fax: 018 392 5432
Email: northwesternprovince@nda.org.za

WESTERN CAPE

The Chambers Building
2nd Floor
50 Keerom Street
Cape Town
8001

Tel: 021 422 5175
Fax: 021 422 5180 EXT: 2002
Email: westerncapeprovince@nda.org.za

FREE STATE

Quantum Building
Office No 209 - 2nd Floor
172 Zastron Street
Bloemfontein
9300

Postnet Suite 131
Private Bag X 01
Brandhof
9324

Tel: 051 430 2024
Fax: 051 430 3376
Email: freestateprovince@nda.org.za

MPUMALANGA

Ground floor
Biwater Building Office 103
16 Branders Street
Nelspruit
1200

Tel: 013 755 1478 / 013 755 3777
Fax: 013 753 2244
Email:
mpumalangaprovince@nda.org.za

NORTHERN CAPE

13 Dalham Road
Kimberley
8301

PO BOX 390
Kimberley
8300

Tel: 053 831 4828/9
053 831 4831
053 832 3365
Fax: 053 831 4824
Email: northerncapeprovince@nda.org.za



NDA

National
Development
Agency

NATIONAL HEAD OFFICE

2nd Floor – Grosvenor Corner
195 Jan Smuts & 7th Avenue
Parktown North
Johannesburg
2193

P.O. Box 31959
Braamfontein
2017

Tel: (011) 018 5500
Web: www.nda.org.za
Email: info@nda.org.za



social development

Department:
Social Development
REPUBLIC OF SOUTH AFRICA



NDA

National
Development
Agency



sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY