



NDA

National
Development
Agency



CARRYYOU MINISTRY HOME BASE AND ORPHAN CARE PROJECT

CLOSE OUT EVALUATION REPORT

MAY 2014



**SUBMITTED BY SIYAFUNDA
TRAINING & DEV. TRUST ON BEHALF
OF NDA**

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 Carryou Ministry Home and Orphan Base Care. Carryou Ministry was established in 2000 as a response to the needs of the Randfontein Greater Community. It was founded on the basis of providing care to the elderly, the sick as well as people living and affected with HIV/AIDS. The Ministry assists the volunteers by providing training on how to counsel and help those that are in need of such services. Their services also include the provision of feeding schemes to no less than 850 orphans located in their Drop Centres, namely Toekomsrus, Elandsvlei and Brandvlei. Same services are also extended to informal settlements as a poverty relief intervention. To execute these services the Ministry has a number of funders that are interlinked for the common purpose of alleviating poverty, job creation and income generation. The NDA was approached as an intervention to sustain the objectives of the Ministry by starting a bakery project component. The bakery project has created jobs and equally contributing in breaking the cycle of poverty that is ravaging the targeted community.

(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 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 Baseline Report. Review of Project Files including financial records formed part of secondary data collection.

(d) Results

Clearly not much exercise in terms of knowledge and expertise applied at the most critical stage of the project, i.e. planning stage. The sourcing of the experts that were meant to provide advice and guidance for the bakery as a form of a business was not done properly. The pricing of the materials seem to be done without taking into account any inflationary projections. No proper advice was sort in terms of understanding the municipal by-laws in so far as the business zoning is concerned. The poor advice or lack thereof resulted in serious implementation delays. Simple basic things that should have been dealt with at the very primary stage were left hanging or ignored. One good example was the purchasing of the 4 deck baking oven. The procurement was done without making enquiries about the amount of voltage required for such a machine. Poor decision making had serious consequences in that, the machine is now underutilized. In fact the purchase of the machine was a fruitless exercise as it requires an industrial voltage capacity.

❖ **Relevance**

The Ministry is responsible for not less than 850 orphans, vulnerable children and the numbers are increasing due to the levels of poverty. There is a considerable number of people located in the informal settlements expecting support as well. The NDA intervention plays a major role in advancing the objectives of the Ministry.

These children will now start a day after having nutritious fresh bread made possible by this project. The spaza shops within the community can afford to buy bread within a convenient radius that saves them transport costs. In return they sell the bread to the community members and schools and make more profit for themselves. The intervention is indeed breaking the cycle of poverty, creating jobs and skilling the beneficiaries (workers). The project has a potential to present an opportunity for those who aspire to be entrepreneurs, either in confectionary or bakery.

❖ **Governance**

- The audited financial reports are sent to NDA after a year.
- The submission of the narrative report to the NDA after the disbursement of each trench.
- The convening of the bi-monthly board meetings where the General Manger gives a report to the board on the bakery project.
- Once a month operational meetings convened by the PM, where the bakery project matters are being discussed

❖ **Effectiveness and efficiency**

When the project was conceptualized there were 4 objectives that motivated the granting of the funding. The most critical ones was job creation for 15 beneficiaries. This has not been achieved due a number of inefficiencies that riddled the project starting from its

implementation stage. The project lost 9 trained personnel in bread making. The reasons for such *en masse* resignations is not properly motivated except to say they resigned to pursue other interests.

The second critical objective was to sustainably supply bread to the needy, in this case the orphans and vulnerable children. Any project model that is tasked with such a responsibility will align its resources to meet the objective. In this case the opposite is true considering the current production capacity that is far below the normal rate of 900 loaves per day.

❖ **Impact**

The project has managed to achieve only 33 % of the stated number of jobs. With the current project team there is a plan of action to turn around the project performance. The first priority is the sourcing of the oven that will be suitable for their conditions. Once they source that oven, it will be able to carry the existing voltage capacity. The project will then produce the maximum output that will meet the beneficiaries' needs. The impact will only be realized once the project has made the desired effect according to the stated objectives.

❖ **Sustainability**

There is no conclusive evidence to suggest that the project in its current form is able to continue without any financial assistance. The project is able to continue with the activities purely because it gets assistance from other projects. Much there are plans to grow and diversify, but that can only be realized by getting a sustainability funding. The General Manager indicated potential funding on this regard that may rescue the ship from sinking. Such potential sustainability funders include the NDA, Mandela Children's Fund as well as Pick 'Pay.

❖ **Project Alignment with the Municipality**

The Integrated Development Planning among other things aims to co-ordinate the work of local and other spheres of government in a manner that seeks to improve the quality of life for all the people living in an area. This plan further takes into account how land should be used, what infrastructure and services are needed and how the environment should be protected. Contrary to IDP's intentions, the project team failed to work with the Municipality because the project design and planning did not incorporate the role of the Municipality. The failure or lack of insight from the project point of view resulted in unnecessary delays for a period of about 6 months. Such delays emanated from the rezoning of the premises, health inspections and upgrading of electricity to a 3 phase electric circuit. .

❖ **Conclusions and Recommendations**

Taking into account the objectives of the project which were:

- To establish a sustainable bakery for the supply of bread to the feeding scheme centers.

- To create 15 jobs in the identified communities, Toekomsrus, Brandvlei and Elandsvlei.
- To provide technical, business management training to 15 members.
- To supply fresh bread to the children and surplus for income generation.

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

- Its ability to continue supplying the needy with bread
- Ability of the current project team to rescue the project after en masse resignations of 9 members.
- Its ability to create employment for the community and continue to compound plans for growth and sustainability.
- The work done by Development Manager to facilitate the involvement of the municipality and other departments.
- It was the DM that facilitated the resolution of the undue delays caused by the unscrupulous service provider

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 well be summarised as follows:

- The project manager that was part of the planning and designing phase have since resigned. The current PM has been on the job for at least 6 months. The general manager that has been with the project from its inception was not directly instrumental in the planning and designing. When he rescued the project the business plan and budgeting were already done and funding proposal was with the funders.
- The poor procurement procedures in sourcing the service provider.
- No contingency strategy in place, for project continuity. This would have mitigated the damage caused by the resignations.

Recognising both the successes and the failures of the project, it is recommended that:

- The NDA, needs to put strict controls on the funding agreement as an attempt to hold the project team accountable.
- There need to be a binding understanding that compels the project team to serve a certain period of time before resigning. This will at least ensure that, the project is able to start with less complications.

Table of Contents

1. Executive Summary.....	
.... Error! Bookmark not defined.	
2. Introduction and Background.....	7
3. Evaluation Aim and Objective.....	8
4. Evaluation Methodology.....	8
5. Results.....	8
I. Relevance.....	
II. Effectiveness of the project.....	
III. Efficiency of the project.....	
IV. Impact of the project.....	
IV. Sustainability.....	
6. Discussion.....	13
7. Conclusion.....	15
8. Challenges.....	15
9. Lessons Learned.....	16
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	:	Carryyou Ministry
Legal Status	:	Non-Profit Organisation
Registration Number	:	18/11/13/2496
Project Location	:	Randfontein
General Manager	:	Mr Lawrence Mabaso
Development Manager	:	Mr Solly Setlhodi
Project Budget	:	R1,060 161-00
Funds Disbursed to Date	:	R877,161-00
Project Time Frame	:	1 Sep 2011 – 28 Feb 2013

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 Carryyou Ministry Home and Orphan Base Care. Carryyou Ministry was established in 2000 as a response to the needs of the Randfontein Greater Community. It was founded on the basis of providing care to the elderly, the sick as well as people living and affected with HIV/AIDS. The Ministry assists the volunteers by providing training on how to counsel, help those that are in need of such services. Their services also include the provision of feeding schemes to no less than 850 orphans located in their Drop Centres, namely Toekomrus, Elandsvlei and Brandvlei. Some services are also extended to informal settlements as a poverty relief intervention. To execute these services the Ministry has a number of funders

that are interlinked for the common purpose of alleviating poverty, job creation and income generation. The NDA was approached as an intervention to sustain the objectives of the Ministry by starting a bakery project component. The bakery project has created jobs and equally contributing in breaking the cycle of poverty that is ravaging the targeted community.

The overall aim of the project:

- To provide nutritious meals for orphans and vulnerable children during school terms and school holidays.
- To improve the health status and standard of living of both the adults and children living and affected with HIV-AIDS.
- To provide social development skills, counselling and promote arts and cultural activities.
- To provide care and support by extending food parcels to 72 child headed households.

3. Evaluation Objectives

It is primarily the intended purpose of the evaluation to assess the extent to which the project achieved its desired outcomes. From the project evaluation, the evaluators are able to provide information to project designers on how to improve their design. 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 lesson 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 Baseline 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:** To what extent did orphans, vulnerable children and the community benefit from the project?
- **Efficiency of the project:** Were the allocated resources used for the purposes they were intended for? If not why? How were the skills of the project team? In other words did they possess the requisite skills to perform their tasks? If there were any hindrances during the execution of such tasks, what were they and how were they overcome?
- **Relevance of the project:** Were there any variations from the processes that were initially proposed, and if so, why? 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

Much there are material problems with regards to the implemented activities, but the operations are running, although on less capacity.

❖ Project Design

There are material flaws related to costing and budgeting. Clearly not much exercise in terms of knowledge and expertise applied at the most critical stage of the project, i.e. planning stage and design stage. The sourcing of the experts that were meant to provide advice and guidance for the bakery as a form of a business was not done properly. The pricing of the materials seem to be done without taking into account any inflationary projections. No proper advice was sort in terms of understanding the municipal by-laws in so as the business zoning is concerned. The poor advice or lack thereof resulted in serious implementation delays. Simple basic things that should have been dealt with at the very primary stage were left hanging or ignored. One good example was the purchasing of the 4 deck baking oven without making

enquiries about the amount of voltage required for such a machine. Poor decision making had serious consequences in that, the machine is now underutilized. In fact the purchase of the machine was a fruitless exercise as it is meant for an industrial voltage capacity.

❖ **Project Implementation**

The implementation stage was riddled with delays that were caused by various inefficiencies. To start with, there was no staff to start with the baking. It took the municipality about 6 months to resolve zoning of the premises for the bakery purposes. The matter was finally resolved after the intervention of the NDA through the Development Manager.

Procurement of the bakery equipment took longer than anticipated due to poor handling of the process, both from the project management side and the consultant concerned. The costing was done inappropriately, given the differences between the budgeted prices and the actual expenditure. The huge amount of money spent due to price changes and on incorrect equipment raises a lot of questions about the knowledge and expertise of the project team in implementing the project activities. The implementation delays of the project were further exacerbated by the project team that displayed little knowledge about the basic steps to follow when implementing the activities of the project. After the resignation of the team that design the project, there should have been the sourcing of a person with requisite expertise and knowledge in project management. Such a person would have assisted the new team in implementing the activities without any costly delays.

❖ **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 current PM has been on the job for only six months. He does not have any skills and knowledge in project management except the skills for baking he received from the Snowflake. There is no specific person assigned to manage the finances for this specific project except the finance manager for the entire organization. There is a General Manager who has been with the previous project team, but played no key role in its activities except the overall general management within the organisation. He did receive training on governance as well the financial management with the previous project team. The lack of skilled personal for this project has contributed immensely for its poor performance. Also the fact that there was no proper hand over of the project to the current

team has caused so many delays and wasteful expenditure due to lack of experience in handling the project activities. From the evaluation point of view the project team had absolutely no capacity to carry out the objectives of the project.

❖ **Project Resource Management**

The efficient and effective use of resources can often make or break the project. It is also worthy to note that the resources can be expensive and some hard obtain. This project has demonstrated no resource planning strategy and this says much as to how they decided on the deliverables of the project. The following came as the key areas where the resource management seem to be poor:

The 4 deck baking oven is meant to produce a maximum number of 900 loaves, but it can only produce 16.6% of that. The under production also impacts on the vehicle provided for the project. Instead of being used to cover as many areas, it can only make few deliveries and then parked for the rest of the day. This further impacts on the loss of income that could have been used among other things for the purposes of growing the business, without relying on grants.

❖ **Project relevance**

Relevant in so far as the feeding scheme for the orphans and vulnerable children. These children will now have a nutritious fresh bread every morning.

The spaza shops within the community can afford to buy bread within a convenient radius that saves them transport costs. In return they sell the bread to the community members and schools and make more profit for themselves. This intervention is indeed breaking the cycle of poverty, creating jobs and skilling the beneficiaries (workers). A very good opportunity also for those who aspire to be entrepreneurs, either in confectionary and or bakery.

❖ **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 General Manager have overall responsibility for the governance of the project. The roles, responsibilities and performance criteria for the project governance is now clearly defined under the current project team. Much as the PM does not have an experience in his role, but he developed proper controls with regards to records for purchases and expenses. The audited financial

reports were sent to NDA after a year. The project submits the narrative report to the NDA after the disbursement of each trench. The board meetings are convened bi-monthly and the general manager gives a report to the board on the bakery project. There are also once a month operational meetings, where the bakery project matters are being discussed

❖ **Project Effectiveness and Efficiency**

A project can be described as effective if it has met the stated objectives it was set for. Efficiency on the other hand is the determinant of the outputs in relation to resource inputs. In other words how much was achieved against what was used?

From the 2012/2013 Annual Report of the Carryyou Ministry, the following were noted as some of the challenges that the project encountered:

The current supply of electricity cannot accommodate the baking ovens, as they draw too much electricity. This resulted in a reduction of loaves being baked due to the fact that only a single deck can be used at any given moment. The current supply is unable to match with the demand that is number of orders expected at the centers. Some items were under-budgeted, which resulted in high unplanned expenditure in the early days of the project. The proofer and the mixer are not functional, due to electrical supply problems.

In short the production inputs they are using are not meeting the expected outputs. This project came as the result of contributing to the supply of nutritious food for the three Drop Centers on a daily basis. From the evaluation point of view, substantiated by various sources of evidence, it is a patent fact that the effectiveness and efficiency of the project is a subject for concern.

❖ **Impact of the project**

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:

➤ **Poverty alleviation**

Through this project the community members will afford to buy the nutritious bread at an affordable price within their place of abode. The drop centers where there are orphans and vulnerable children, this project will play a major role in that children will no longer attend school with hungry stomachs. The project will further alleviate a burden on the economically struggling families by extending the feeding to the poor and the needy.

➤ **Employment creation within the Randfontein Community.**

The project has created employment for five community members. They are now able to put food on the table. The baking skills they received through this project will help them to further their career paths.

➤ **Income generation**

Ideally the project will be able to sell the bread to the local spaza shops that in turn benefit by selling the bread to nearby schools and the community. In the process they generate income, i.e. from one loaf one can divide it into four portions that will yield more income over and above the cost price.

For a period of about 15 months, the project could not start, due to the challenges that have been stated. Those delays that, depleted the cash flow affected the impact the project would have if all the activities were handled properly from the very beginning. Once again the impact of the project has still to be realised.

❖ **Sustainability of the project**

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”.

For the project to achieve sustainably status it must have displayed evidential prospects of continuity and that hinges on a number of factors. One of the key factors is the ability of the PM to manage its cash flow. From the point of the evaluation, the project has not done well due to following:

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 reservations of the evaluation in so far as the sustainability is the fact the management team displayed no basic knowledge on bakery as a form of business. The fact that the project could not show any tangible growth plans except to hope for sustainability grants, does not present a sound business case.

For this project to be sustainable, it needs to have a proper resource usage plan.

6. Discussion

General overview: All is not doom and gloom, provided that the project team attend to all the wrongs that were inherited from poor planning and design of the project. Looking at the project, it does not take a rocket scientist to realize that their profit margins were unrealistic. Their projected production levels were baseless considering the bakery equipment that was sourced to carry out those projections.

Also looking at their marketing strategy, suggest lack of understanding on what promotional models would have been suitable for a bakery. The definition of the project competitors was not properly analysed. The fact that they saw themselves competing with the established brands, taking no consideration of the no name brands who are on the same level and are doing well in their target market suggests poor marketing plan.

a) **Financial Management:** Looking at the report of the Development Manager on the Internal Audit done on this project, there are clear areas of financial transgressions that were made. The report tables quite a number of line items where there were “inadequacies of providing appropriate and relevant information with regard to documental proof”. The veracity of inefficient financial decisions led to the interruption of the operations. In one instance the operations had to be halted due to an overdue electricity bill. The bill was eventually settled after an intervention from a philanthropist abroad, who sourced an amount of R6000. The board members were also at some point raised an amount of R13000 towards the official launch of the project on 16 August 2013. For a project that was planned to start on September 2011 and end 18 months later, is a matter of grave concern. As per the 2012/2013 Carryou Ministry’s Annual Report, the amount of R175 432.20 and R263 148.30 were 2nd and 3rd trenches that were received on 2 May 2012 and 21 Nov 2012 respectively. All these monies including the first trench of which the evaluation could not establish the amount and date of receipt, were all disbursed long before the project resumes with its operations.

b) **Procurement of contractors:** For every procurement project, a formal and professional procurement process will save time, save money and reduce risk. A well-executed procurement process will no doubt ensure there is value for money and most importantly enable the project to perform its activities with less complications. The following are some of the advantages the project would have benefited if the right process was followed first time.

- Save the project time, ensure that it gets the right equipment to meet the stated objectives. The oven that was sourced could not operate due to electricity type that was installed. In fact is virtually impossible to use such an oven under the current voltage capacity except industrial one. In other words money was spent on a machine that is not suitable for such environment. It appears that the project team had absolutely no knowledge about the fundamental project requirements. They were only seeking for a solution without knowing the basic project requirements as far as the equipment is concerned.
- Ensure the project pays the right price: The service provider that was contracted with the responsibility of sourcing the bakery equipment committed immeasurable flaws that cost the project dearly. For instance the project budgeted for a 3 deck oven, that could have cost the project about R25 000. The service provider deviated from the budgeted item and sourced a 4 deck oven almost three times more than the projected price. The machine that cost the project so much is currently operating

under capacity and as such it cannot meet the required amount of loaves for the centers.

- Ensure the project avoids overlooking vital steps that may come back to haunt it. Due to serious oversight aggravated by lack of expert advice the service provider acted with impunity considering the escalation of the original quote from R502 306.00 to R540 565.20 for equipment. The project team could not offer the evaluation with cogent procedures that were in place before employing the services of the supplier. From the evaluation point of view , fundal procurement process were missing, and that is
 - Development of the procurement strategy
 - Evaluation and selection procedure of the service provider
 - Negotiation and final contracting agreement that would set the Service Level Agreements.

All these procurement glitches combined led to the wasteful expenditure, unjustified budget variances and costly delays.

c) Project support and other linkages: Despite all the discrepancies identified, the support provided by the DM has managed to save the project. Through his involvement he managed to resolve major areas that would have brought the entire project activities in standstill. From an interview with the General Manager the following were the areas where the DM's intervention was realised:

Compliance facilitation on health inspection by Randfontein Local Municipality Environmental Health. Due to his support the project could be able to operate. He also mitigated further loss escalation by seeking the intervention of the Randfontein Chamber of Business for an alternative supplier. The board members halted further sourcing of the baking equipment by the first supplier after the intervention of Randfontein Chamber of Business. The abroad philanthropist as well as the board played key roles in supporting the project.

To sustain the entire services there are other strategic linkages with the following:

- Department of Health which supports the HIV/AIDS programme.
- Department of Social Development which supports the Drop in Centers
- Lottery which supports with the food parcels.

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 has been riddled with serious financial instabilities but it has been saved by a combination of interventions. The NDA, Municipality, Randfontein Chamber of Business,

overseas philanthropist and the board have contributed in ensuring the project survives. Equally so, the current project team has a potential to turn the project around. The young Project Manager has a vision, and a plan to increase the production levels. One of his plans is to get rid of the current oven and replace it with a cost saving one that will produce more loaves, but using air instead of electricity. Once they source that oven, the project will be able to supply bread to the 45 potential NGO's who are providing similar services. This will lead to income generation. Once that happens the project, will be able to achieve the other stated objectives like:

- The continuous and effective supply of bread to all the centers, including the community located at the informal settlements
- The creation of employment , further training and skilling of the workers

8. Challenges

The challenges that the project went through started long before the implementation of the activities. The very first challenge was with regards to the approval of the grant, which took almost a year after the application. By the time the grant was approved, the cost of the budgeted items was far more than the original prices. The cost of the machinery took a lot of money and the situation was further exacerbated by the poor handling of the procurement process. Incorrect and costly machinery was sourced by a service provider who showed no regard about the intentions of the project, i.e. poverty alleviation.

Another immediate challenge was the inability of the project to negotiate with all the relevant parties that were integral for the implementation of the project. For instance the zoning of the premises was a matter that should have been settled between the Ministry and the municipality given the fundamental intentions that lead to the conceptualization of the project. The Ministry should have been able to persuade the municipality about the significance of the project objectives, i.e. poverty alleviation among others.

Finally there seem to unrealistic marketing plans which fail to appreciate the target market and the corresponding cost effective methods of promoting the product. The marketing strategy suggested by the project fails to identify their competitors but focus on the established brands who have been in the industry for some time.

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 are as follows:

Development Manager: Interview with the project team suggests the frequent monitoring of the project. The positive lesson that can be learned 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.

Local Municipality: Both the Executive Mayors of Westland District Municipality (WRDM) and Randfontein Municipality recognize the role that is played by the Ministry in changing the lives of the community. The project implementation was delayed and the municipality was not coming forth to support this project. For instance the project could not use the new oven purely because the electricity had to be upgraded into a 3 phase electric circuit. Secondly the zoning of the premises for business purposes delayed the implementation of the project for about 6 months. All these challenges could have been resolved without any delays in recognition of the projects intentions. It is the understanding of the evaluation that the municipality fell short of displaying its support in ensuring that indeed the project gets implemented.

Risks Management Plans: If a project does not have contingency plans in place, that could have severe impact and at the most render the project to its total collapse.

Risk Analysis: From the planning stage, the project team should have been able to specify how the budgeting, resource allocation and management would have impacted on the performance of the project, both in duration and cost.

Risk Prioritisation: Flowing from the analysis, the project would have been able identify which risks to eliminate due to the extreme impact they have on the project.

The risk mitigation was all left in the hands of the DM.

10. Recommendations

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

- Part of the problem that resulted in the escalation of the original prices had to do with the approval of funding. It will make some sense if the funders may consider looking at the price differences when approving the grants.
- For any project, it is critical to empower the project team with the procurement processes. The training on this area will provide key skills like Negotiations, Supplier Selection Criteria and most importantly on how to draw the SLA's.
- The funders need to establish reliable methods of ensuring that the Project Managers at the helm of these projects are indeed meeting the requirements.
- The quality of reporting and time frames need to be closely monitored during the early life cycle of the project. This is very critical in ensuring that the NDA, shortens the response time and that has a potential of mitigating the severity of any adverse impact on the project.

- There need to be a binding understanding that compels the project team to serve a certain period of time before resigning. This will at least ensure that, the project is able to start with less complications.

11. References

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

Due Diligence Report, Lead way Consulting (19 Jul 2010)

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

NDA Monitoring and Evaluation Framework Guidelines (Aug 2012)

NDA Monitoring Report (01 Jan 2012)

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

<ul style="list-style-type: none"> • Project Manager • General Manager • Administrator • Development Manager • Workers 	<p>Evaluation method</p> <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 inspection
<p>1. Project Planning and Design</p>	<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?

<p>2. Project Implementation</p> <p>3. Resource 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 implementation of the project? - Did the project receive any support from the NDA? ❖ How were the allocated resources used? ❖ What challenges did the project have with regards to resources? ➤ 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? <ul style="list-style-type: none"> ▪ 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?
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Annexure B : Flow of Evaluation Tasks

(A) Evaluation Design

Drawing up an evaluation project plan



Drafting Questionnaires



Selection of tools to be used



Setting up appointments



Evaluation



Data Collection

(NDA/Carryyou Ministry SLA & Project documents review

Stakeholders Interviews & General Observation)



(B) Evaluation Assessment

Data interrogation, interpretation & analysis



Synthesis of findings



Recommendations



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