



NDA

National
Development
Agency



SENYANYATHI PRE SCHOOL

CLOSE OUT EVALUATION REPORT

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EXECUTIVE SUMMARY

i. Introduction

Senyanyathi Pre-School was established in 1992 with the purpose of exposing children to basic elements of education which include numeracy, literacy and life skills at an early age to ensure their school readiness.

This project was initially funded by the NDA to build a crèche which serves as an oasis of hope for the community of Lehlakaneng Section in general and children in Mamone in particular. The project was written back in terms of section **3.1.6** of the write-back policy which says the project may be written-back if 12 months has elapsed since the last payment. This was caused by the inactivity of the erstwhile committee, conflicts which were prevalent at the time and the lack of understanding of the write back policy. A new committee has been established, the need for an ECD centre is even greater due to the expansion of the village.

The project was given a grant of R200 000.00 by the National Development Agency in 2002 to build a crèche. They were paid only the first tranche to the tune of R120 000,00 which was all used in the construction of the pre-school building. The project has almost completed the construction of the pre-school structure except for the finishing touches. The structure further requires doors, glasses, paints, plastering, fence and furniture in order for it to be fully completed.

A total transferable amount of R 1 184 320 was due to the project. The project commenced on the 1 September 2011 and was terminated on the 31 August 2012 (12 month duration).

ii. Objectives

a. Overall Objectives:

To provide quality early childhood education that will prepare children for schooling and subsequent development. A gardening project that will feed the pre-school children and offer its products at a competitive price to meet the demand of the middle to higher income local market area residents and the neighbouring villages.

b. Specific Project Objectives

- To create 20 job opportunities for project participants
- To train the 7 management committee in project and financial management and marketing skills
- To train 2 Pre-School teachers in ECD on NQF level 1-4
- To cater for more than 50 children by providing them quality care, education and love
- To enhance the agricultural skills of project members

c. Evaluation Objective:

- The National Development Agency (NDA) appointed Integrity Environmental Solutions (Pty) Ltd to conduct a close out evaluation on Senyanyathi Pre-Primary. To date, R1 065 888 (90% of the transferable amount of R1 184 320) has been released by the NDA towards project execution.
- To provide a comprehensive performance overview of Senyanyathi Pre-Primary.
- Highlight the lessons learned so that the conclusions and recommendations arrived at can assist the NDA with future projects and ensure sustainability.
- Highlight the project alignment with municipality IDP's.

- Highlight the project alignment with relevant government sector departments programmes.

d. Specific Objectives of the Assignment:

The specific objectives of this study in relation to the funding are:

Relevance: Did the project to address the beneficiary's direct needs?

Effectiveness: Were the right interventions undertaken?

Efficiency: How well were the interventions implemented?

Impact: Did the project have a measurable improvement in the lives of the recipients?

Sustainability: Can the project sustain itself after the NDA funding has stopped?

For the purpose of this study a qualitative approach was utilized, primary data was analyzed using means of Participatory Action Research (PAR). Secondary data was also consulted for this, to further enhance credibility. This includes but is not limited to, internal documents in form of reports, memos, minutes of meetings and reviews.

iii. Successes

There are currently 57 enrolled children who share a loving safe environment conducive for learning.

iv. Challenges

- The bore hole drilled is dry and service provider was paid in full.
- The project has no electricity however wiring is complete

- Lack of commitment for employees on agricultural activities.
- Limited knowledge of employees

v. Corrective action

It was reported that the borehole now has water. Investigations on have to acquire this water needs to be conducted. The stand and tank of the borehole needs to be installed.

Assessments on what crops should be harvested; taking into consideration the environmental conditions of the area should be conducted.

vi. Project recommendations

The NDA should ensure that payments are made on set predetermined dates to prevent extension of project life cycle. The NDA should administer a letter of extension as it was apparent that there was no formal documentation for this. Moreover, any allegations should be investigated promptly as this to causes non-achievement within the pre-determined time frames.

The due diligence made recommendations and while some were realised, such as the submission of a management structure, others were not. It was recommended that an external accountant be used. The IES team reinforces this or suggests more comprehensive training be conducted as documentation of the project is in a poor state.

The chairperson informed the consultant that no partnerships have been established with other departments or projects. The consultant advised the chairperson to link with other government initiatives such as 'One garden, one home'.

It was noted that the structure of the building has many vacant rooms. It is suggested that they rent out these rooms as a form of income to sustain themselves until agricultural activity is established.

The project had one youth worker. The importance of employing more young people were highlighted to the chairperson. Youth input innovation and drive that sometimes lack in older generations. Moreover, it is of national concern to grow youth employment.

The project should investigate prospects of foreign aid as the project objectives is of global concern. The DM should assist in this regard and make appeals to organisations such as USAID.

The project should immediately allocate a new chairperson as he advises he will be leaving at the end of March 2014. It is imperative that the new chairperson has skills in agriculture or a competent project manager be selected as the agricultural unit is responsible for project sustainability.

Lastly it is recommended that funds are held until a sustainability strategy is provided to the NDA. The remaining funds should be used for the investigation of farming activity as this will sustain the project if successful.

vii. Sustainability

Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the project's capacity to maintain, manage and ensure the development results in the future.

The agricultural unit was developed to sustain the ECD aspect of the project. The crops were going to be used for food of the children and the excess sold to the community. The dry borehole has halted all planting activity. This questions the livelihood of the project.

Furthermore, the chairperson has informed the evaluator that he wishes to resign. This was reason for concern as it was evident to the evaluator that he was the functioning element to the project, this was later concurred by the DM. Moreover he has expertise in agriculture and will be a loss to the project.

The tuition fee is not sufficient as not all 56 students can afford to pay it monthly. This revenue solely is incapable to sustain the project.

The project has no other linkages and partnerships with private or public institutions, therefore is unable to acquire resources that may improve Senyanyathi's livelihood.

The evaluator is concerned and suggests a chairperson's replacement is found immediately as currently there is no one competent to fulfil his role.

The borehole is reported to be showing new signs of water. This should be investigated immediately. If this proves to be false hope the project should contact neighbouring owners and request the sharing of their borehole by connecting piping.

This will indefinitely impact positively on the projects livelihood as the agricultural activity will sustain the ECD unit.

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1. BACKGROUND

1.1 Introduction

The National Development Agency's (NDA) primary objective is to grant funds to organisations for the purpose of implementing development projects of poor communities and strengthening the institutional capacity of other civil society organisations that provide services to the community. The NDA was established by the National Development Act (Act 108 of 1998).

The NDA has funded the recipient, Senyanyathi Pre-Primary, the total sum of R1 352 000. Inclusive of R50 000, R12 000 and R105 680 reserved for evaluation, project branding and capacity building respectively. A total transferable amount of R 1 184 320 was due to the project for the purpose of providing quality early childhood education that will prepare children for schooling and subsequent development and a gardening project that will feed the pre-school children and offer its products at a competitive price to meet the demand of the middle to higher income local market area residents and the neighbouring villages. The project commenced on the 1 September 2011 and was terminated on the 31 August 2012 (12 month duration). On the 1 November, the NDA appointed Integrity Environmental Solutions (Pty) Ltd (IES) to conduct a Close out Evaluation of the Project.

Senyanyathi Pre-School was established in 1992 with the purpose of exposing children to basic elements of education which include numeracy, literacy and life skills at an early age to ensure their school readiness.

This project was initially funded by the NDA to build a crèche which serves as an oasis of hope for the community of Lehlakaneng Section in general and children in Mamone in particular. The project was written back in terms of section **3.1.6** of the write-back policy

which says the project may be written-back if 12 months has elapsed since the last payment. This was caused by the inactivity of the erstwhile committee, conflicts which were prevalent at the time and the lack of understanding of the write back policy. A new committee has been established, the need for an ECD centre is even greater due to the expansion of the village.

The project was given a grant of R200 000.00 by the National Development Agency in 2002 to build a crèche. They were paid only the first tranche to the tune of R120 000,00 which was all used in the construction of the pre-school building. The project has almost completed the construction of the pre-school structure except for the finishing touches. The structure further requires doors, glasses, paints, plastering, fence and furniture in order for it to be fully completed.

1.2 Scope of the project

The scope of this assignment is focused on providing a comprehensive performance overview of the entire project; highlighting the lessons learned so that the conclusions and recommendations arrived at assist the NDA in future projects. This is going to be attained by reviewing the success of funding, firstly in terms of its original undertakings and secondly in terms of sustainability of the project interventions. The project is further going to be looked at in alignment with Municipality's IDP and other relevant government sectors departments and programmes. The target audience for the data gathering and evaluation includes (but is not limited to) NDA Development Managers, NDA Provincial Managers, Project Staff and other relevant stakeholders.

Table 1: Previous Funding

Institution	Amount	Objective	Period
The National Development Agency	R120 000.00	Establishing the pre-school	2002

1.3 Project Overall Objective:

Provide quality early childhood education that will prepare children for schooling and subsequent development. To start a gardening project that will feed the pre-school children and offer its products at a competitive price to meet the demand of the middle to higher income local market area residents and the neighbouring villages.

1.4 Specific Objectives:

1. To create 20 job opportunities for project participants.
2. To train the 7 management committee in project and financial management and marketing skills.
3. To train 2 Pre-School teachers in ECD on NQF level 1-4.
4. To cater for more than 50 children by providing them quality care, education and love.
5. To enhance the agricultural skills of project members.

2. EVALUATION AIMS AND OBJECTIVES

The purpose of the investigation was to assess overall success of the program efficacy in terms of the project life cycle under three broad categories which are:

Program Design (What was planned)

Program Implementation (What was executed)

Resource Management (Efficiency of use)

These overarching criteria were undertaken in the context of:

Relevance: Did the project to address the beneficiary's direct needs?

Effectiveness:	Were the right interventions undertaken?
Efficiency:	How well were the interventions implemented?
Impact:	Did the project have a measurable improvement in the lives of the recipients?
Sustainability:	Can the project sustain itself after the NDA funding has stopped?

3. EVALUATION METHODOLOGY

In order for the evaluator to acquire information on the Senyanyathi Pre-school project in the Mamone Village, Lehakaneng Section, direct contact is needed. Therefore, a qualitative research study was conducted. In this way, the evaluator was better able to establish that principles what explain why the project is not sustainable and the benefits of the project. The result of this was in-depth responses that satisfied the objectives of the study. For the purpose of this study, primary data was analyzed using means of Participatory Action Research (PAR), which is a form of qualitative research. (Morse, 1997)

The evaluator was more flexible and able to manipulate the sample size to fulfil the objectives of the study. Coupled with this, qualitative research allows a relationship to be built whereby the evaluator engages more meaningfully with the respondent and knows them personally. The respondents are in their everyday surroundings and their daily struggles were ascertained with real life experiences. In doing so, the activities of the project was interpreted and described in detail by the evaluator. Qualitative research is beneficial as the respondent's behaviour and perspectives are kept intact, whereby a

context of understanding is established by means of rich detailed data. (Denzin and Lincoln, 2003)

3.1 Research Design

A non-random/probability strategy was employed as participants targeted were from a specific area. (Cohen, Manion and Morrison, 2000). The quota sampling method was utilised, as the sample had relevant visible characteristics based on the purpose of the study. In this way, the evaluator was able to determine when enough information was acquired. This method is most suitable as the evaluator had easy access to the research environment and was able to utilise subjects within it. The quota sampling method is convenient, considerably less expensive and entails the inclusion of all contexts.

3.2 Sample

The sample of the study included the Chairperson of the project; employees and the DM. Respondents of the study were selected in such a way to improve and strengthen validity and attain a balanced standpoint on the issue.

3.3 Sampling strategy

In light of the study, Judgmental sampling was used which falls under the premise of non-probability sampling. The evaluator used their discretion in selecting key respondents, namely Committee members, employees and the DM. This form of sampling is necessary when one wish to place bias when selecting and screening participants. (Cooper and Schindler, 2006)

Taking cognizance of the shortcomings of non-probability sampling as far as possible, true cross sections was not represented in the study. Non-probability sampling was still best suited for the furtherance of the study.

Non-probability sampling is appropriate when “looking only for the range of conditions or for examples of dramatic variations.” (Cooper and Schindler 2006: 455). By targeting the three groups, a range of conditions were satisfied which was sought after by the evaluator. Hence, for this particular study non-probability sampling was used.

3.4 Data Collection Methods

Personal interviews allow the evaluator to “probe more deeply” on questions posed, in saying this; the evaluator conducted two interviews, with the chairperson and DM of the project respectively. The primary reason for these interviews was to solicit suggestions for better project implementation, highlight challenges, analysis compliance, and investigate benefits and sustainability.

Secondary data was also consulted for this study, as this will further enhance the credibility on IES evaluation. This includes but is not limited to, internal documents in form of reports, memos, minutes of meetings and reviews.

4. RESULTS

Previous section outlined the methodology that IES followed to answer the key questions of the study. This section summarises the results of planning, reporting and observations.

4.1 Review on planning

The Medium Term Strategic Framework (MTSF, 2009–2014) is a statement of government intent. It identifies the development challenges facing South Africa and outlines the medium-term strategy for improving living conditions of South Africans. The MTSF base document is meant to guide planning and resource allocation across all spheres of government. National and provincial departments in particular need to

develop their five-year strategic plans and budget requirements, taking into account the medium-term imperatives. Similarly, informed by the MTSF and their 2006 mandates, municipalities are expected to adapt their integrated development plans in line with the national medium-term priorities. There are ten identified areas of this education been one of them.

The issue of education has become a global concern in recent years and has reached the agenda setting stage in most Nations. To improve the quality of education is Millennium Development Goal 2 as an educated population remains the fundamental platform for meeting most of the other MDGs. Literate and educated people are in a better position to obtain meaningful and decent formal employment, and to create work opportunities for themselves and others. Education has the potential to iron out income disparities. Conditions for a more educated society are more likely to bring about a reduction in poverty, unemployment and want, and increase the overall standard of living of the population. Furthermore, education provides a firm foundation for life-long learning and skills acquisition, which are increasingly necessary elements of a dynamic, fast-moving knowledge-based society.

Hence a project like Senyanyathi not only aligns itself with IDP's of municipalities but also satisfies the conditions of global concerns.

4.2 Review of Project Documents

These source of data, while factual, lacked context and justifies the use of other data gathering techniques.

4.2.1 Interim Implementation Reports

In accordance with the contract, the Project Manager is obliged to issue the following reports on the following dates:

Table 2: Project Interim Reports

Type of Report	Date	Achieved	Comment
Interim Project Implementation report and Financial reports	31 Jan 2013	No	Non-compliance
Interim Project Implementation report and Financial reports	31 May 2013	No	. Non-compliance
Final Project Implementation report and Financial reports	30 Sept 2013	No	Non-compliance

No interim reports were supplied to the consultant as requested. Moreover, there was no justification for non-compliance.

4.2.2 Mid Term Evaluation Report

There is no evidence to show that a Mid Term Evaluation was conducted.

This is cause for concern as it is stipulated in the contract. The contract document signed by the NDA and the Recipient is critical as it includes the promises by both parties to deliver on set objectives at agreed time frames. If NDA themselves are unable to abide by the contract they are in no position to hold Senyanyathi to account inevitably leading to a culture of non-compliance.

4.2.3 DMD Progress reports

The DM visited the project on the 13 January, 19 and 30 October 2012. Two detailed reports were supplied to the IES consultant.

The consultant notes that the same challenges and recommendations were prevalent in both reports. This could mean one in two things, the reports drawn up are replicas or the initial concerns were not resolved, both resorting to fruitless government resources.

4.2.4 Due Diligence

The due diligences recommended the funding be considered under certain conditions; 1- a letter of land use and 2- marketing and needs analysis be conducted. Due diligences must consider culture as it would be impossible to obtain a letter of land use. Traditional leaders note it in their offices and do not administer letters.

A marketing and needs analysis was not conducted.

4.2.5 Financial Management

Deviations were brought to the consults attention by the chairperson, however it is not complete. A full Audit Report is required and this was not presented to the IES consultant when requested.

Table 2: Suppliers of documents and records

Document Description	Source of Documents and Records			
	NDA Head Office	NDA Limpopo Office	Senyanyathi	Other
Terms of Reference	X			
Due Diligence Report	X			
Grant Application	X			
Financing Agreement	X			
Project Implementation Report			Not available	
Development Manager Progress Report		X		
Project Files	X	X	X	
Training Records			Not available	

Outstanding Documents:

- 3 Interim Project and Financial Implementation reports
- Audit report
- Mid Term Evaluation Report (No Midterm evaluation was conducted).
- Training Records

4.2.6 Access to documents

Most Project documents were not immediately available on request due to them not been loaded on the NDA Share Drive as soon as they were generated by the responsible stakeholders. This includes among others, training records, interim implementation reports, contract amendment requests and approvals.

4.3 Observation During Site Visit

The purpose of the visit was to conduct verification at representative sampling level. The IES consultant visited the site on 13 February 2014 and met with Mr N Mathume, the Chairperson.

The following activities were witnessed on the day:

Figure 1 : Playing Apparatus for children



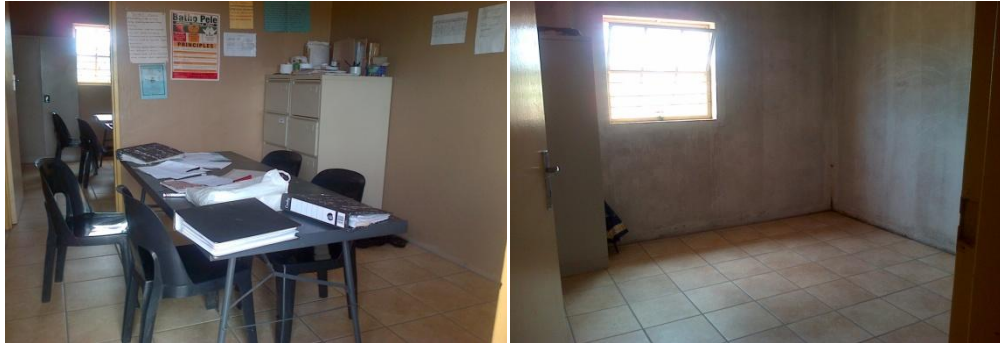
The project was able to establish a play area and apparatus for children through NDA funding. This ensures a well balanced lifestyle of the enrolled children.

Figure 2 : Learning Area



The children demonstrated signs of ECD. Their learning area depicted wall art of the kids.

Figure 3 and 4: Offices



Office and office furniture made reservations for in the budget. It was also noted that there are many vacant rooms in the building.

Figure 3 : Small vegetable garden



There is very little agricultural activity was noted owing to the shortage of water in the area. The garden did harvest a crop at the beginning of the project and the soil is known to be fertile.

Figure 4 : Borehole



A bore hole was drilled and service provider paid in full however there was no water. The dry bore hole questions the sustainability of the project and brings the agricultural unit to a halt leading to unfulfilled objectives.

Figure 5 : Project Beneficiaries



There are currently 56 children the school cares for however only a few can afford to pay fees. (Amount R60 for the month)

5. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT ANALYSIS)

Table 3: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Land donated ➤ ECD projects are a global priority ➤ Dedicated teachers ➤ Support and guidance from the DM and administrator ➤ Fertile soil 	<ul style="list-style-type: none"> ➤ Lack of capacity to achieve objectives ➤ Poor filing of project records by the project ➤ Poor contract compliance ➤ Reporting requirements not adhered to ➤ Lack of financial transparency (no financial statements issued) ➤ Lack of organisational capacity and skill
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Improve the quality of education by adding other educational activities like art and drama, computers, etc. ➤ Buy school furniture like tables, chairs ➤ Fit floor carpets - floor is cold 	<ul style="list-style-type: none"> ➤ Shortage of water. Due to lack of running water, the school is still using the old pit toilets which are unhygienic and unsafe for the children. The school depends on rain water for their daily needs. ➤ Delay in electricity installations by the local municipality will result will impact negatively on the project. ➤ Lack of future funding. ➤ The resignation of the project Chairperson in 2014 will affect the sustainability of the project

5 Discussion

This section of the assignment evaluates the project in terms of, relevance, effectiveness, efficiency, impact and sustainability. These evaluation criteria will be measured against the predetermined objectives of the project in order to ascertain success.

The overall outcome of this project is to provide quality early childhood education that will prepare children for schooling and subsequent development. Furthermore, the gardening project aimed to feed the pre-school children and offer its products at a competitive price to meet the demand of the middle to higher income local market area residents and the neighbouring villages.

Senyanyathi's project design was to create 20 job opportunities for project participants, train the 7 management committee in project and financial management and marketing skills, train 2 Pre-School teachers in ECD on NQF level 1-4, cater for more than 50 children by providing them quality care, education and love and lastly enhance the agricultural skills of project members.

6.1 Relevance

Relevance concerns the extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries.

Currently, there are more than 75 million children around the world who are of primary age who are not in school yet. Moreover, there is still an annual external financing gap between available domestic resources and what is needed to achieve the basic education goal in low income, with current aid level addressing only 15% of this gap. It is known that literate and educated people are in a better position to obtain meaningful and decent formal employment and create work opportunities for others as well. Furthermore it is an undeniable fact that education has the potential to iron out income disparities, while reducing poverty and improving standard of living of the overall population.

In saying that Senyanyathi Pre-Primary project is considered relevant as the initiative was responsive to the NDA's development priorities of eradicating poverty and its

causes as well as MDG 2. The congruency between the perception of what is needed as envisioned by the initiative planners and the reality of what is needed from the perspective of intended beneficiaries, further made the project relevant. The project was further considered to be relevant as it aimed to provide 20 job opportunities whilst a period of aggravated unemployment.

An essential sub-category of relevance is the criteria of appropriateness, which concerns the cultural acceptance as well as feasibility of the activities or method of delivery of a development initiative. This project was relevant in that it addresses a need that intended beneficiaries perceive to be important and appropriate as the strategy implemented used resources efficiently and effectively.

However the secondary outcome failed in planning and implementation as it did not take into account the shortage of water in the area. The design fell short during the implementation stage of the project life cycle despite the institutional capacity in agriculture from the chairperson.

In order to ensure relevant and appropriate projects especially in agriculture, assessments need to be conducted. Relevant to Senyanyathi is climate assessments whereby rainfall patterns of the area are studied; this will also indicate the type of crops to be harvested.

Summary of conclusions:

- The objectives of ECD have been satisfied.
- The objectives are still valid as there is potential owing to fertile soil and expertise in farming.

The activities are as follows:

Activity 1 Completion of the Pre-School structure and fencing

- Procuring building materials
- Hiring a contractor
- Building the structure
- Fencing the area

Activity one has been completed and the output is a secure structure. (Refer to picture 5)

Activity 2 Capacity building

- Training 7 committee members in project and financial management, cooperative governance and marketing
- Training of 20 members on advanced vegetable production
- Training the teachers
- Providing ECD(Refer to picture 10)

The consultant was informed that members received training in financial management and governance.

One member was trained in regard to vegetable production; however the training was invaluable as it was in poultry.

Only one teacher received training.

Activity 3 Vegetable Production

- Procuring gardening equipments and seeds as well as seedlings.
- Drilling a borehole
- Production of vegetables

- Marketing and sales

The procuring of gardening equipment, seedlings and drilling of borehole was conducted. However, the borehole is dry (refer to picture 9) owing to this planting could not be done and this left garden equipment idle. (Refer to picture 11)

Activity 4

- Monitoring and evaluation
- Researching of new products

An audit was conducted on the project and issues on transport became prevalent this led to funding being suspended. The project was without funding for several months.

The Edu-care Center conducted a study on the project and recommendations were made, however none of them were sought after.

Are the activities and outputs of the project consistent with the intended impacts and effects? The project was able to provide ECD however struggled in agriculture. Hence, the output of a little produce did not satisfy the impact of food for the children.

6.1.1 Review on outputs

The expected outcome of a variety of vegetables for the project and selling of the excess was not obtained. The perimeter of the land has been secured by erecting of a fence.

6.2 Effectiveness

Effectiveness is a measure of the extent to which the initiative's intended results (outputs or outcomes) have been achieved or the extent to which progress toward

outputs or outcomes has been achieved. The objective of creating an ECD has been achieved and is of high quality. The evaluator is in the opinion that the environment is conducive for learning in Senyanyathi ECD.

Initiatives have been made with regard to getting an alternative source of water for a food garden, those included contacting the municipality to assist and inquire into connecting pipes from neighboring boreholes. Once water supply is secured the project will effectively provide food to the ECD, as the project has both fertile soil and expertise in agriculture.

Assessing effectiveness involves three basic steps:

1. Measuring change in the observed output or outcome.
2. Attributing observed changes or progress toward changes to the initiative (project evaluation) and determining Senyanyathi’s contributions toward observed changes
3. Judging the value of the change (positive or negative)

Table 5: Summary of the achievement of the overall pre-specified objectives

	Pre-specified objectives	Achievement	Cause & Effect
1	To create 20 job opportunities for project participants	No	Owing to the dry borehole farming activity could not be started
2	To train the 7 management committee in project and financial management and marketing skills	Limited Extent	Members were trained in financial management and governance only
3	To train 2 Pre-School teachers in ECD on NQF level 1-4	Limited Extent	1 teacher received training.No evidence
4	To cater for more than 50 children by providing them quality care, education and love	Yes	Currently there is 56 children enrolled and still growing
5	To enhance the agricultural skills of project members	No	Owing to the dry borehole farming activity could not be started

The impact was positive as a warm and loving environment is created for the children. There is very little farming activity currently causing a negative impact as equipment is idle.

Summary of conclusions:

- Objective 1 and 5 were not achieved to any degree
- Objective 2 and 3 were partially achieved
- Objective 4 was fulfilled
- All ECD objectives were fulfilled while all agricultural objectives were not
- The achievement of ECD was owed to NDA funding and a dedicated workforce
- The non-achievement of gardening activity was due to the dry borehole

6.3 Efficiency

In assessing efficiency, a project evaluation must explore the extent to which resources are being used to produce the intended outputs and how resources could be used more efficiently to achieve the intended results.

Resources used for the objective of ECD were efficiently, effectively and economically utilized as the project has a secure structure and a loving environment. The state of the ECD unit of this project is commendable.

In regard to the objective of agriculture, the inputs, such as funds, expertise and time were not converted into results and therefore not economically utilized. This is reason for concern as the 3 E's (efficiency, effectiveness and economically) of government must always be chartered when using public funds as mandated in the PFMA. This so because the funds used to procure gardening tools are now left idle and human capital of the chairperson in agriculture is dormant. Moreover, time was spent in an attempt to harvest a crop and the project has to be redesigned wasting additional resources.

The idle equipment funds could have been used to investigate other means of farming that do not require water.

6.3.1 Management structure

The IES Consultant met Mr N Mathume at Senyanyathi Pre-school in the Mamone Village, Lehakaneng Section, on the 13 January 2014. The IES Team is in the opinion that this project is adequately run with exceptional mentoring and institutional capacity. The DM is hands on and provides the needed support, coupled with this the project has expertise in agriculture as the chairperson has a background in farming.

It was noted however that the project has a poor filing system that threatens the accountability of the project. The IES consultant advised the chairperson on the importance of documentation and proposed a method to improve governance.

6.3.2 Human Resource Management (HRM)

It was evident from the site visit that the employees have low levels of education but a caring heart. The chairperson conducts most of the administration but is not there all the time. The environment and working relations among the employees and chairperson is one of respect.

Summary of conclusions:

- Activities were cost-efficient to some degree, as the equipment lay idle
- Objectives were not achieved on time, owing to the dry borehole
- Project was not implemented in the most efficient way compared to alternatives as other methods of farming could have been investigated

The IES team believe that resources were used for its intended purpose where possible. The dry borehole led to non-achievement of objectives. The chairperson did

indicate that training was provided for by the NDA, however there is no training records to verify this claim. Furthermore, there are no visible mechanisms provided by the NDA to manage finance and human resource management.

6.4 Impact

Impact measures changes in human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended. Evaluating impact generates useful information for decision making and supports accountability for delivering results.

Impact provides a sign for the extent that you have achieved the objectives you were hoping for and the difference it has made. The IES team conclude that the primary objective of ECD has been attained. The children's future has being impacted by this project as it gives them the love and attention they need.

The area of Mamone is rural and characterized by high rates of unemployment and poverty. The community is reliant on peasant farm, social grants or labourers in farms, mines and firms. Others work as domestic workers in Jan Furse hospital and shopping complex. The people are obligated to leave their children at home without anyone attending to them. Senyanyathi looks after them and provides a safe haven for these children.

Agricultural activity has not began as yet, therefore there has been no real impact to the beneficiaries.

Summary of conclusions:

- As a result parents are rest assured of the safety of their children while at work
- Children's futures are invested in through ECD programs
- 56 Children are currently enrolled however the consultant was informed of late enrollments

6.5 Sustainability

Sustainability measures the extent to which benefits of initiatives continue after external development assistance has come to an end. Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the projects capacity to maintain, manage and ensure the development results in the future.

The agricultural unit of the project was developed to sustain the ECD aspect of the project. The crops were going to be used for food of the children and the excess sold to the community. The dry borehole has halted all planting activity. This questions the livelihood of the project.

Furthermore, the chairperson has informed the consultant that he wishes to resign. This was reason for concern as it was evident to the consultant that he was the functioning element to the project, this was later agreed on by the DM. Moreover in has expertise in agriculture and will be a loss to the project.

The fee tuition is not sufficient as not all 56 students can afforded to pay it monthly. This revenue solely is incapable to sustain the project.

The project has no other linkages and partnerships with private or public institutions.

The consultant is concerned and suggests a replacement is found immediately as currently there is no one competent to fulfil the chairperson's role.

The borehole is reported to be showing new signs of water. This should be investigated immediately. If this proves to be false hope the project should contact neighbouring owners and request the sharing of their borehole by connecting piping.

This will indefinitely impact positively on the projects livelihood as the agricultural activity will sustain the ECD unit.

Summary of conclusions:

- The projects benefits continued however they are struggling and are waiting for NDA's remaining tranche
- The non-achievement was a result of a dry borehole, as agriculture is the core to sustaining the ECD unit

In general, applying the following most commonly applied criteria—relevance, effectiveness, efficiency, sustainability and impact—ensure that the IES team's evaluation covers the most critical areas of the project and improves accountability.

7. CHALLENGES

- Senyanyathi was only able to attain the objectives pertaining to ECD. The agricultural activity objectives were left unfulfilled as the drilled borehole is dry.
- No piped water and no electricity has been installed in the village
- The project had a poor system for the keeping of vital documentation.
- The project failed to consider the recommendations in the due diligences report. This made reservations for a letter of land use as well as a needs analysis and marketing plan.
- There is no evidence of a Mid-Term Evaluation. The IES consultant requested for this report from both parties.
- There was no creation of employment as agriculture activity did not expand as expected.

- Equipment and gardening tools are unutilised as there is no harvesting taking place currently.
- No linkages have been established with other departments, e.g. Dept. of agriculture.
- The project life was not completed in predetermined timeframes, owing to suspension of funds.

8. FUFILMENT OF OBJECTIVES

8.1 To create 20 job opportunities for project participants

During 2011- 2012 the project had 12 employees working in the garden and 5 for ECD. Owing to the suspension of funds while allegations were being investigated the project could not sustain as many workers and retrenched 6.

The later establishment of the dry borehole brought expansion of production to a halt and only ECD employees were retained.

The IES consultant was informed on the following during an interview

- The land was donated by the tribal authority
- There is shortage of water therefore they are not able to meet NDA objectives
- Farming was done at the beginning but had to be discontinued as the employees lacked vision. Later it was discovered that the borehole is dry.

Senyanyathi Pre-primary has failed to deliver on the objective to create 20 job opportunities. A contributing factor to this can be seen as the allegations brought against the chairperson since this led to the suspension of funds and downsizing.

8.2 To train the 7 management committee in project and financial management and marketing skills

The consultant was informed that the management committee received basic training in financial management and governance, however the number of candidates were not specified.

Moreover, training was not received in marketing.

The question of how effective was the training is brought up as the project showed signs of poor documentation keeping.

8.3 To train 2 Pre-School teachers in ECD on NQF level 1-4

Training is conducted 5 days a month and offered to one teacher. The project finds it difficult to pay for transport to this training as the NDA does not compensate for travelling costs.

8.4 To cater for more than 50 children by providing them quality care, education and love

57 children are currently enrolled into the school, records are kept. These children enjoy a safe loving environment that is conducive for ECD.

8.5 To enhance the agricultural skills of project members

One member received training however it was invaluable as training was received in poultry.

9. UNEXPECTED RESULTS

Due to the accusations put forward by the auditors, the Chairperson is questioning the responsibility of the project.

10. RECOMMENDATIONS

The consultant was informed that the NDA made late payment of funds and this aided in the delay of the project. The NDA should ensure that payments are made on set predetermined dates to prevent extension of project life cycle. The NDA should administer a letter of extension as it was apparent that there was no formal documentation for this. Moreover, any allegations should be investigated promptly as this to causes non-achievement within the pre-determined time frames.

The due diligence made recommendations and while some of them were realised, such as the submission of a management structure, others were not. It was recommended that an external accountant be used. The IES team reinforces this or suggests more comprehensive training be conducted as documentation of the project is in a poor state.

The chairperson informed the consultant that no partnerships have been established with other departments or projects. The consultant advised the chairperson to link with other government initiatives such as 'One garden, one home'.

It was noted that the structure of the building has many vacant rooms. It is suggested that they rent out these rooms as a form of income to sustain themselves until agricultural activity is established.

The project had one youth worker. The importance of employing more young people were highlighted to the chairperson. Youth input innovation and drive that sometimes lack in older generations. Moreover, it is of national concern to grow youth employment.

The project should investigate prospects of foreign aid as the project objectives is of global concern. The DM should assist in this regard and make appeals to organisations such as USAID.

The project should immediately allocate a new chairperson as he advises he will be leaving at the end of March 2014. It is imperative that the new chairperson has skills in agriculture or a competent project manager be selected as the agricultural unit is responsible for project sustainability.

Lastly it is recommended that funds are held until a sustainability strategy is provided to the NDA. The remaining funds should be used for the investigation of farming activity as this will sustain the project is successful.

11. LESSONS LEARNED

Project contract needs to take traditions into consideration. It is essential that contracts are not drawn up oblivious to traditional, cultures and norms. Recommendations in this respect should be made alike to ensure that they are meaningful and can be implemented.

It is noted that the NDA are granting funding to projects more than once. It was not be forgotten that the purpose of the NDA is not to provided aid but rather to invest in community development projects and ensure sustainability. The initial purpose of the funding was a once of business development initiative.

Moreover, the DM's are suggesting further funding to the projects form other departments. This should be avoided as it is creating a culture of dependency.

DM's should work together to share challenges and best practices amongst projects. They should hold quarterly meetings where project mangers share expertise as well as trade resources.

DM's should assist projects in funding from overseas organisations. One example is: the USAID

The United States Agency for International Development (USAID) is the United States federal government agency primarily responsible for administering civilian foreign aid. USAID seeks to "extend a helping hand to those people overseas struggling to make a better life, recover from a disaster or striving to live in a free and democratic country." It operates in Africa, Asia, Latin America and Europe.

Their goals are to manage programs in low-income countries for a range of purposes, disaster relief, poverty relief, and technical cooperation on global issues, including the environment, U.S. bilateral interests, socioeconomic development and disaster relief.

12. CONCLUSION

Senyanyathi was mandated to provide quality early childhood education that will prepare children for schooling and subsequent development as well as implement a gardening project that will feed the pre-school children and offer its products at a competitive price to meet the demand of the middle to higher income local market area residents and the neighbouring villages. The objective of ECD was realised.

The Specific Project Objectives to:

- Create 20 job opportunities for project participants and enhance the agricultural skills of project members was unsatisfactory.
- To train the 7 management committee in project and financial management and marketing skills and to train 2 Pre-School teachers in ECD on NQF level 1-4, was partially fulfilled, as not all tended participates received training. Senyanyathi has catered for more than 50 children by providing them quality care, education and love.

- It is in the team's opinion that the project was unsuccessful in its design and implementation as more adequate planning and assessments in the agriculture unit would have ensured successful implementation.

13. REFERENCES

DM Monitoring Report

Due Diligence Report

NDA SLA Agreement

14. ANNEXURE

Annexure A: Evaluation Questionnaire

Table 9: Project evaluation Questionnaire

1. PROJECT DESIGN STAGE

<i>The following 10 questions are intended to assist us to determine the effectiveness of the MATHS CENTRE Project design.</i>	Interview Results (Senyanyathi)
1. Were the key PROJECT BENEFICIARIES clearly identified ?	Exceeded Expectation
2. Was there sufficient CONSULTATION with the key beneficiaries ?	Exceeded Expectation
3. Were the Project OBJECTIVES clearly outlined ?	Exceeded Expectation
4. Was each PROJECT ACTIVITY & SEQUENCE clearly explained and practically achievable ?	Exceeded Expectation
5. Was the initial CAPACITY of the recipient organisation taken into consideration in contributing to the achievement of the stated objectives ?	Exceeded Expectation
6. Was the commitment to the agreed TIME FRAMES clearly explained ?	Exceeded Expectation
7. Were the Financial, Human and Material RESOURCES appropriately allocated to the project ?	Met to some degree
8. Was the recipient made aware of the REPORTING and MONITORING requirements ?	Exceeded Expectation
9. Was the recipient made aware of the SUPPORT available to them ?	Exceeded Expectation
10. Were the project DELIVERABLES clearly defined ?	Exceeded Expectation

2. PROJECT IMPLEMENTATION

<i>The following 10 questions are intended to assist us to determine how effective the MATHS CENTRE PROJECT was implemented.</i>	
11. Did the intended BENEFICIARIES benefit from the Project ?	Met to some degree
12. Did the key beneficiaries demonstrate a better UNDERSTANDING of the Project ?	Met Expectation
13. Were the Project Objectives achieved ?	Met to some degree
14. Were the Project ACTIVITIES achieved in the SEQUENCE intended?	Met to some degree

15. Was the recipient organisational CAPACITY initially identified sufficient to achieve the stated objectives ?	Met Expectation
16. Are the agreed TIME FRAMES milestones being achieved ?	Met to some degree
17. Were there any shortcomings in the FINANCIAL, HUMAN or MATERIAL RESOURCES allocated to the Project ?	Met to some degree
18. Were the Project MONITORING and REPORTING milestones achieved ?	Met to some degree
19. Did the Project Management Staff receive ancillary SUPPORT, DIRECTION and ADVICE from the NDA?	Exceeded Expectation
20. Were the Project deliverables met ?	Met to some degree

3.RESOURCE MANAGEMENT

The following 2 questions are intended to assist us to determine if the necessary RESOURCES were allocated and efficiently applied to the MATHS CENTRE PROJECT. Resources means Financial, Human and Material Resources.

21. Were the allocated resources PRUDENTLY managed ?	Met to some degree
22. Were the resources used according to the AGREED plan ?	Met to some degree

Annexure B: Results from Contract Review

Table 10: Results detailing the degree to which NDA mandate is met (document review)

ITEM	KPI	COMPLIANCE				COMMENTS
		0	1	2	3	
PRIMARY	Improve ECD				X	
	Increase Agricultural activity	X				
FUNDING	R1 184 320(transferable funds)		X			1) The Project funds must still be paid in full.
TIME	Start Date : 01 September 2011		X			.
	Completion Date : 31 August 2012	X				No Compliance. Project still in progress (November 2013)
	Project Period : 12 Months	X				Has been running for over 2 years
	Reports delivered on time	X				No Compliance
LEGEND : 0 = Non – Compliant 1 = Met to some degree 2 = Met Expectations 3 = Exceeded Expectations						

Table 11: Financial Administration by Recipient

ITEM	PARTY	COMPLIANCE				COMMENTS
		0	1	2	3	
Administer the Contribution according to the Generally Accepted Accounting Principles			X			Only 1 report was available.
Annual financial Statement 3 months after contract expiry (30 November 2013)		X				Non- Compliance

Table 12: Results detailing degree to which recipient is meeting additional obligations?

ITEM	PARTY	COMPLIANCE				COMMENTS
		0	1	2	3	
Act without written consent			X			Cannot be confirmed as deviations records could not be located by IES
Purchase Immovable Property				X		
Disposal of movable or immovable property				X		No evidence of such activity (To be confirmed by Financial audit)
Issue of loans				X		No evidence of such activity
Purchase over R 2000 not budgeted for		X				
Postpone or Suspend project		X				
Deviate from approved program and budget		X				Observed deviations not approved by NDA
3 rd Party cession				X		No evidence of non-compliance.
Contribute part of grant to third party			X			No evidence of non-compliance. Financial audit report not available on evaluation
Entertainment, Fines, Penalties			X			Financial audit report not available on evaluation
Expenditure prior to commencement date			X			Financial audit report not available on evaluation
Deviation in spending		X				Financial audit report not available on evaluation
Written notification to NDA		X				Records missing
Business contractual obligations			X			
Project end date		X				31 August 2013 – Non Compliance
Final report at the end of project		X				No Reports have been received to date

ITEM	PARTY	COMPLIANCE				COMMENTS
		0	1	2	3	
Excess funds at end of project paid to NDA			X			No excess funds will be available to be refunded to NDA
Employment of family			X			
LEGEND : 0 = Non – Compliant 1 = Met to some degree 2 = Met Expectations 3 = Exceeded Expectations						

Table 13: Results Detailing Procedure for Payment Issues

ITEM	KPI	PARTY	COMPLIANCE				COMMENTS
			0	1	2	3	
NDA Payment by due date	As per contract Annexure A	NDA	X				
Notification for Non – Payment		NDA		X			
Contractual Obligations		NDA/Seny anyathi	X				
LEGEND : 0 = Non – Compliant 1 = Met to some degree 2 = Met Expectations 3 = Exceeded Expectations							

Table 14: Result Detailing Issues Relating to Remedies for Non-conformance

ITEM	PARTY	COMPLIANCE				COMMENTS
		0	1	2	3	
WITHHOLDING OF FUNDS	NDA	X				
FURTHER ACTION TAKEN FOR NON-COMPLIANCE	NDA	X				
LEGEND : 0 = Non – Compliant 1 = Met to some degree 2 = Met Expectations 3 = Exceeded Expectations						

Table 15: Results Detailing Claims against 3rd Parties

ITEM	PARTY	COMPLIANCE				COMMENTS
		0	1	2	3	
CLAIMS AGAINST 3 RD PARTY	NDA			X		
LEGEND : 0 = Non – Compliant 1 = Met to some degree 2 = Met Expectations 3 = Exceeded Expectations						

Table 16: Results detailing Cession issues

ITEM	PARTY	COMPLIANCE				COMMENTS
		0	1	2	3	
Ceding, Delegation, Assignment of RIGHTS or OBLIGATIONS with other party	NDA/Senyanyat hi			X		
LEGEND : 0 = Non – Compliant 1 = Met to some degree 2 = Met Expectations 3 = Exceeded Expectations						

Table 17: Results Detailing Force Majeure Issues

ITEM	PARTY	COMPLIANCE				COMMENTS
		0	1	2	3	
FORCE MAJEURE EVENT	NDA & MCPT			x		
LEGEND : 0 = Non – Compliant 1 = Met to some degree 2 = Met Expectations 3 = Exceeded Expectations						

ANNEXURE C: SITE PICTURES

Figure 8 : Toilets



Figure 9: Structure of the pre-primary



Structure of the building complete with glasses, paints, plastering and fencing.

Figure 10 : farming Equipment



Comment:

The farming equipment was found idling.

Picture 11- incomplete store house



Picture 12- Vacant rooms





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