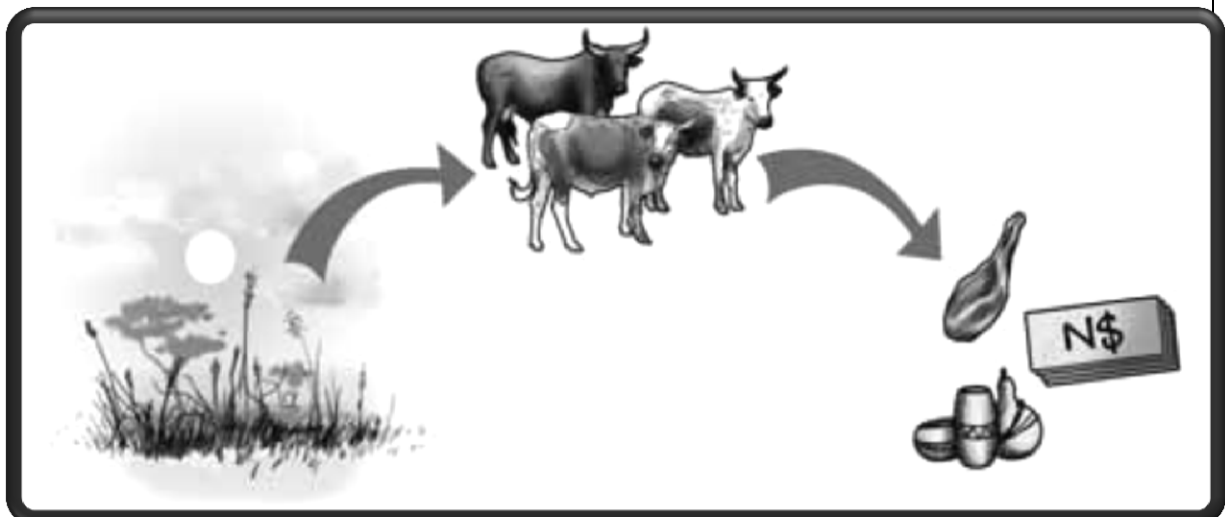




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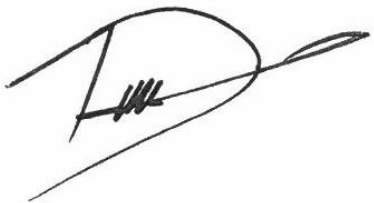
## IMPLEMENTATION AND DESIGN EVALUATION OF THE ANIMAL AND VELD MANAGEMENT PROGRAMME (AVMP)



COMPILED BY: DIRECTORATE  
EVALUATION AND RESEARCH

01 MARCH 2016

**Approval of the Animal and Veld Management Programme (AVMP) Design and Implementation Evaluation Report by the Director General: Rural Development and Land Reform**

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<b>Signature</b>	
<b>Date</b>	28.9.2016

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## LIST OF ACRONYMS

AVMP:	Animal Veld Management Programme
CD: M&E:	Chief Directorate: Monitoring and Evaluation
COGTA	Co-operative Governance & Traditional Affairs)
CRDP:	Comprehensive Rural Development Program
DAFF:	Department of Agriculture, Forestry and Fisheries,
DDG:	Deputy Director General
DPW:	Department of Public Works (DPW),
DoE:	Department of Energy
DTI:	Department of Trade and Industry
DWS:	Department of Water & Sanitation
DEA:	Department of Environmental Affairs
DEP:	Departmental Evaluation Plan
D: E&R:	Directorate: Evaluation and Research
DoT:	Department of Transport
DPME:	Department of Planning, Monitoring and Evaluation
DRDLR:	Department of Rural Development and Land Reform
IDPs:	Integrated Development Plans
M&E:	Monitoring and Evaluation
MOS:	Measure of size
NLARCC:	National Land Allocation and Recapitalisation Control Committee
PLAS:	Proactive Land Acquisition Strategy
PSSC:	Provincial Shared Service Centre
SG:	Surveyor General
SPLUM:	Spatial Planning and Land Use Management
REID:	Rural Enterprises and Industrial Development
RID:	Rural Infrastructure Development

## EVALUATION PROJECT TEAM

The Project Team comprised of key members that were actively involved in conducting the evaluation exercise.

List of the Evaluation Project Team

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## **EXECUTIVE SUMMARY**

### **1. INTRODUCTION**

The Evaluation and Research Directorate (D: E&R) under the Chief Directorate: Monitoring and Evaluation (CD: M&E) conducted a design and implementation evaluation of the Animal and Veld Management Programme (AVMP) during the 2015/16 financial year. The AVMP is one of the programmes of the department in pursuit of the objectives of CRDP. The programme aims to address the unsustainable land use management practices in rural areas that have generally led to poor management of the veld and overstocking causing low livestock production and deterioration of the natural resources (grazing, water, soil) and resulting in land degradation and deforestation.<sup>1</sup> Therefore, in addressing the mentioned problems, the AVMP has the following three projects:

- Soil rehabilitation;
- Re-greening the environment; and,
- Decongesting the space.

The following are the objectives of the AVMP:

- To improve land use in communal areas; thus contributing to improved environmental and land use
- To regenerate the production capacity of communal areas and municipal commonages for present and future generations to benefit from the improved land-based natural resources of the country; and
- To enhance skills development; enterprise development; job creation; income opportunities in the communal areas and commonages.

The intended outcomes of the AVMP are as follows:

- Food security,
- Improved rural livelihoods,
- Improved livestock and veld management,
- Increased production,
- Improved environmental management, and
- Enabling rural communities to use land more sustainable.

### **2. OBJECTIVES AND KEY QUESTIONS OF THE STUDY**

The objectives of the study are as follows:

- To assess the AVMP design and its rationale;
- To assess the performance of AVMP project in relation to soil rehabilitation, re-greening the environment; and decongesting the space;

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<sup>1</sup> Department of Rural Development and Land Reform. 2013. Rural Development Framework. Department of Rural Development and Land Reform, Pretoria.

- To assess performance against AVMP operational framework;
- To assess overall performance against the programme's objectives;
- To document lessons learned in order to improve the design, content and management of existing and future AVMP projects ;
- To determine implementation successes and challenges; and
- To assess community participation as well as other stakeholders on the AVMP.

The following questions will be addressed by the study:

1. To what extent are the set objectives/outcomes of the Animal Veld Management Programme being achieved?
2. Is the AVMP reaching its targeted beneficiaries?
3. Are the results of the AVMP sustainable?
4. What particular problems are being encountered or specific barriers experienced in the programme?
5. What are the solutions to make the AVMP programme more effective and efficient?
6. How is the programme designed to work?
7. What is the degree of participation, involvement, and support of various stakeholders in the implementation of AVMP?

### 3. METHODOLOGY AND SCOPE OF THE STUDY

A variety of methods such as analysis of programme and project administrative records and interviews were used to gather information on the implementation of AVMP projects. The population of the study consisted of the communities and farmers where AVMP projects were implemented in all nine provinces, as well as the RID Directors involved in the implementation of AVMP.

**Target population:** The Directorate: Evaluation and Research (D: E&R) worked with the list of all AVMP projects which was provided by the provincial Rural Infrastructure Development (RID) Branch. From the list received, there were 314 AVMP projects. The Table below shows the distribution of total number of projects per province as provided by RID Branch.

**Table 1: Proposed and actual sample size and response rate**

Provinces	Total number of projects	Proposed Sample size	Actual collected	Response rate (%)	Reasons for deviance
Eastern Cape	38	10	7	70,0	There was no response from one project as the respondents did not answer when we call him. Two projects were represented by one Chief.
Free State	18	10	9	90,0	Two projects were separated in the

Provinces	Total number of projects	Proposed Sample size	Actual collected	Response rate (%)	Reasons for deviance
<b>Gauteng</b>	25	10	7	70,0	list provided but it was one project in one community with one respondents. One project was used for piloting; the respondent for one project got sick therefore we could not interview anyone and one project was in Mpumalanga (Nkangala) but came under Gauteng in the list.
<b>KwaZulu-Natal</b>	186	14	11	78,6	One project was not found in the village provided and the other 3 projects were represented by one community leader.
<b>Limpopo</b>	6	6	5	83,3	Two projects were represented by one leader as it was in the same village.
<b>Mpumalanga</b>	13	10	11	110,0	Two projects were combined as one project in the list provided but it was discovered during field work that the projects were two separate projects.
<b>Northern Cape</b>	3	3	2	66,7	One project was taken out because it was 900 km away from the other two projects.
<b>North West</b>	20	10	7	70,0	3 projects were represented by one community leader who was the chief for three villages where AVMP was implemented.
<b>Western Cape</b>	5	5	4	80,0	There was no one to be interviewed in one project as people staying in that area did not know anything about AVMP.
<b>TOTAL</b>	<b>314</b>	<b>78</b>	<b>63</b>	<b>80,8</b>	

**Sampling selection:** For the purpose of sampling for this evaluation, non-random sampling technique was utilised. Non-random samples are commonly classified into four types: purposeful, snowball, judgemental and convenience. Therefore, purposeful sampling method was used to draw up the sample for this evaluation. This method allowed evaluators to make the selection based on predetermined criteria that in the judgement of the evaluators will provide the data needed. The criteria used for the selection focused on provincial coverage of AVMP projects.

**Questionnaire designing:** The interviews were conducted by using structured questionnaires as tools for collection of information from programme participants and 8 RID Directors excluding the Eastern Cape Director due to unavailability. The questionnaires consisted of nominal and ordinal data type. The questions were designed in a way that would be able to assist evaluators in reaching the objective of measuring and evaluating the status and performance of the AVMP.

**Data processing:** After collection, the data was captured in excel. The captured data was verified and cleaned by the team to ensure consistency and correctness. Data was later cleaned and verified to remove capturing errors and inconsistencies

from data in order to improve data quality. In the case of missing data, the data was confirmed telephonically or imputed by using other questions related to the missing value, elsewhere it was noted as unspecified.

**Data analysis:** Data was analysed utilizing both data analysis strategy that is qualitative and quantitative strategies. Qualitative data analysis involves making sense of non-numeric data collected as part of evaluation. This evaluation used this strategy to analyse open-end questions more especially in the Director's questionnaires. While quantitative data analysis was used to analyse data collected from respondents as the questionnaire included nominal (categorical) data (respondents were able to choose answer from the box) and ordinal data (e.g. respondents were able to rate the AVMP).

#### **4. FINDINGS OF THE EVALUATION**

The results are based on an analysis of programme records, document analysis, and interviews with beneficiaries of AVMP as well as managers. The results from the interviews are presented by province, where necessary, and for all nine provinces combined to provide an overall picture of AVMP status and performance.

The results are based on 63 sampled AVMP projects selected from the target population of 314 AVMP projects within nine provinces of the country.

The results are presented according to the key evaluation questions and key themes. The following are the specific key evaluation questions:

1. To what extent are the set objectives/outcomes of the Animal Veld Management Programme being achieved?
2. Is the AVMP reaching its targeted beneficiaries?
3. Are the results of the AVMP sustainable?
4. What particular problems are being encountered or specific barriers experienced in the programme?
5. What are the solutions to make the AVMP programme more effective and efficient?
6. How is the programme designed to work?
7. What is the degree of participation, involvement, and support of various stakeholders in the implementation of AVMP?

##### **4.1 THE EXTENT TO WHICH OBJECTIVES AND OUTCOMES ARE ACHIEVED**

To ascertain the achievement of the objectives as well as outcomes, the outcomes of the AVMP were linked to objectives; therefore the results regarding the extent to which the objectives/outcomes of the AVMP are being achieved is presented per outcome as follows:

#### 4.1.1 OUTCOME 1: FOOD SECURITY

The results of food security were structured in the way that they show whether the beneficiaries were able to enhance the accessibility of food and able to distribute or sell their products to their community or surrounding areas in order to improve the food accessibility in the communal area.

The evaluators checked the production in the last 12 months ended in August 2015 for all types of farming enterprises for the AVMP farming projects. Therefore in terms of the production level and gross income of type of production; the results shows that 30 respondents that were producing or breeding livestock generated more income (R 816 039, 00) than field crop (R 363 101,19) which was produced by 9 respondents and horticultural products (R 5 030,00) which was produced by 8 respondents in the last 12 months.

In terms of food accessibility the results shows that about 41,3% of the respondents stated that there is sufficient food for families since they benefitted from the projects of AVMP while 42,9% stated that there is no sufficient food for families and 15,9% did not specify. With regard to food accessibility by communities or surrounding areas, almost 42,9% of the respondents stated yes while 36,5% stated no and 20,6% did not specify. Regarding whether they are selling products/livestock to other provinces in order to enhance food accessibility thereby impacting on food security at a national level, only 19,0% of the respondents stated yes while 69,8% of the respondents stated no and 11,1% did not specify.

With regard to the degree at which community is benefitting from the project in terms of food; the rating of the AVMP ranged from very good to very poor. The results showed that 28% and 11% of the respondents rated the AVMP project good and very good respectively in terms of food improvement. This is because some respondents were able to buy food using the stipend provided by the Department while others had to leverage from the agricultural produce harvested and through other sources. About 38% of the respondents rated the AVMP project average in terms of food improvement and 15% rated the AVMP project poor with only 8% rating it very poor.

The evaluation noted the minimum benefits of projects towards achieving food security and farmers' inability to cope with drought might have been a contributing factor. The evaluation proposed that the department should assist farmers to reduce their vulnerability to drought, diseases and other farming related shocks and improve the capacity to adapt and grow in the face of these stresses and erratic weather patterns.

With regard to the project produce it was discovered that the types of farming enterprises that AVMP projects are focusing on vary, almost 60.3% of the AVMP

project are focusing on livestock while 33.3% of the AVMP projects focus on field crops. Only 4, 8% of the AVMP project produce horticultural products and 11,1% focused on other activities such as debushing and restoration of dongas, borehole and cattle handling facility.

With regard to the satisfaction of selling of products from the AVMP project; about 46, 0% of the respondents are dissatisfied with the selling of the products from the AVMP project and only 28, 6% of the respondents are satisfied with the selling of the products from the project while 25, 4% of the respondents did not specify whether they are satisfied or dissatisfied with selling of products from the AVMP projects.

Whilst overall rating of AVMP in terms of improving lives shows that almost 42% of the respondents rated the AVMP project good in terms of improving life and the community having access to food whereas 33% of the respondents rated the AVMP project average with about 19% of the respondents rated the AVMP project very good and only 6% rating the AVMP project very poor in improving lives and the community to have access to food.

#### **4.1.2 OUTCOME 2: IMPROVED RURAL LIVELIHOODS**

For the purpose of assessing the AVMP's contribution towards improvement of rural livelihoods the evaluation adopted the Sustainable Rural Livelihoods Framework which outlines five key indicators, namely: vulnerability context, human capital, natural capital, physical capital, as well as financial capital.

##### **4.1.2.1 Vulnerability context**

With regard to the vulnerability context whether there is any conflicts regarding grazing land in the projects, it has been revealed that almost 57% of respondents indicated that there is no conflict with regards to grazing land whereas 41% indicated that they do have conflict. Some of the following problems have been highlighted by respondents as affecting progress:

- The community is causing conflict because they want to use grazing land for settlement and the fence is also vandalized, including stock theft.
- Absenteeism from project without reasons to their supervisor, particularly on debushing work where respondents had signed a contract and are expected to report to work daily as they are receiving the stipend to participate.
- Demarcation of fencing at boundaries resulting in no control of stock.

It was found out that the majority of the respondents (57%) indicated that there were no conflicts within community projects, those that indicated that there were conflicts were also significant at 41%. The following factors have been highlighted by respondents as the cause of conflicts:

- The community is causing conflict disagreement between the use of land for grazing versus settlement resulting in fence being vandalised.
- Stock and fence theft.
- Absenteeism from project without reasons provided to the supervisor, particularly on debushing work where respondents have signed a contract and are expected to report to work daily as they are receiving a stipend to participate.
- Financial issues when it comes to contribution for project operational costs.
- Conflict with regards to rotational grazing for re-greening purpose.
- Lack of demarcation of fencing at boundaries resulting in no control of livestock.

Taking into account the reasons that were raised it is recommended that the AVMP beneficiaries are capacitated on conflict management and be prepared for future purpose when confronted with challenges. These conflicts encountered might negatively impact on the success of the AVMP.

In terms of experiencing of natural shock such as drought or floods the study revealed that 87,3% of respondents indicated that they have experienced natural shock such as drought, flood and veld fire, while only 11,1% indicated that they have not experienced any natural shock, and 1.6% have not specified whether they have experienced any natural shock or not.

It is quite evident that there were persistent shocks being experienced by AVMP participants. This should indicate to the DRDLR that communities mostly in communal areas do experience various shocks and therefore; the DRDLR will need to proactively plan for such. The evaluation team wishes to commend the Department for addressing some of the livelihood resources in order to eliminate and reduce some of the shocks by providing first aid and firefighting training, however, much is still needed to keep up with the pace of eventualities. For instance, the current drought condition in most parts of the provinces poses a threat to livestock and crop projects. This was also supported by the respondents who were on farms by raising a concern that they were not coping with the heat and limited availability of water as they sometimes relied on water from other areas for their livestock and could not plant crops.

With regard to the access to appropriate financial services to enable saving, it was found that 52,3% respondents don't have access to appropriate financial service that enables them to save, whereas 44.4% have access to appropriate financial service and 3,2% did not indicate whether they have access or not.

The results demonstrates that majority of respondents did not have access to financial services such as cash, credit/debts, savings and other economic assets

including basic infrastructure and production equipment which are considered essential for the pursuit of any livelihood strategy and this has undoubtedly affected the respondents production level which would enable them to save for the future. In addition financial management skill was identified as one of the area for development by respondents.

The evaluation also noted that income earnings were used differently depending on what was accrued through selling the produce and what were the needs of respondents. In terms of the income/profit from agricultural activities the study revealed that 26% and 22% is used for nutrition and child health respectively, followed by school fees with 21%, savings 18% and 13% is used for other purposes such as improving livestock feed scheme and buying feed and medicine for livestock, household purpose and transport, paying for storage and transporting of livestock.

#### **4.1.2.2 Human capital**

This evaluation assessed the human capital in terms of, firstly, the skills audit and discovered that the skills audit was conducted to the targeted respondents or not and what type of training was received after the skills audit. Almost 56% respondents indicated that there was never a skill audit conducted while 41,3% indicated that there was a skills audit conducted, and of the 41,3% respondents, 38% received farm management training, 29% livestock management, and 25% other training (i.e. firefighting, disaster & risks management, tourism, brick laying, plumbing, housekeeping, horticulture, computer studies, project management and debushing etc.). Only 8% received training on business skills after the skills audit.

The findings reflected that skills audit was conducted to fewer respondents and this has raised a concern as to what had informed the training needs requirement for these respondents. The evaluation has acknowledged the fact that most of the respondents had received farm management and livestock management training but it was still critical that they get capacitated on business skills to enhance their financial and overall business management.

Secondly, the relevance of training to existing or potential livelihood strategies was studied and the findings were that 52.4% of respondents highlighted that the knowledge from the training is relevant while only 7.9% indicated that it is not relevant to the existing or potential future livelihood strategies, the same question regarding relevance of training was not applicable to 36.5% of respondents because they have neither receive the training nor skills audit conducted.

Thirdly, it was assessed if respondents lacked certain type of information or not wherein 74,6% respondents think that they do lack certain type of information while 14.3% indicated that they don't lack certain type of information due to the fact that

skills and training provided are sufficient, and 11.1 % did not specify whether they lack certain type of information or not. Those who indicated that that they lacked information stated the following:

- How to produce own fodder, and how to acquire equipment to use in the project,
- How to make own feedlot for cattle and not depend on the department,
- Does not know who to talk to when experiencing problems with the dipping tanks, boreholes and fencing,
- Knowledge of veterinary services e.g. vaccination of livestock, and
- Need for training on debushing, and taking care of livestock.

This evaluation has noted that even though respondents had received relevant skills and certain types of information about the AVMP, respondents felt that there were a number of bottlenecks experienced in relation to the training offered and this included the following:

- Respondents have indicated that they were trained but did not get certificates. In some instances training offered was not accurate and this has resulted in them failing to do basic maintenance of some of the facilities.
- Respondents alleged that there were a number of untraceable companies offering training and this has raised issues of credibility of such institutions.
- Most of the training offered were practical due to the fact that some of the beneficiaries levels of literacy were too low, leaving others being disadvantaged as they needed intensive training.
- Respondents pointed out that after training there is no support provided to implement what they have gained. After erecting a borehole there is no supervision or maintenance.
- The duration of some of the training offered were too short with an informative context. Whilst other stated that some of the training courses only provides basic information and the beneficiaries requested the detailed training as well as mentoring thereafter.
- Youths are not trained and in order to make a meaningful contribution towards improved rural livelihoods they need training in different fields to capacitate them so that they able to participate in animal and veld management initiatives.
- Some of the correct systems on livestock farming that they were trained on are costly for them to replace the indigenous knowledge e.g. breeding.

The evaluation team is of the opinion that human capital directly influences agricultural productivity by affecting the way in which inputs are used and combined by farmers. Consequently, improvements in human capital will affect acquisition, assimilation and implementation of information and technology in projects.

Inadequate investment in human capital will also affect beneficiaries or farmers ability to adapt technology to a particular situation or to changing needs for example, drought and climate change implications.

#### **4.1.2.3 Natural capital**

The evaluation study revealed that with regard to the nature of access to land right; about 70% respondents indicated that they access land through communal land rights which complements the AVMP concept note which highlighted that the interventions would be implemented in the communal areas. It is then followed by 10% rental and 14% other (i.e. state land, restitution etc.), and only 6% on private land right.

Furthermore; it was discovered that 22.2% respondents indicated that there is evidence of significant conflict over the land due to a number of reasons ranging from:

- Some farmers are keeping more livestock which results in overgrazing, currently it is envisaged that the standard is to be set to agree on number of livestock per individual farmer.
- There is lack of information on who owns the land and previously some respondents were given papers which indicated that that arable land belongs to some other respondents.

About 71.4% respondents indicated that there is no evidence of significant conflict over the land and 6.3 % did not specify whether there is evidence of significant conflict over the land or not.

Based on the existing knowledge and the type of farming practice that can increase the productivity of the land it was found that most of the respondents (73%) indicated that there is existing knowledge that can help increase the productivity of the land whereas 19% indicated that they do not have knowledge, and 7,9% did not indicate whether they have existing knowledge to improve productivity or not. Of the 73% respondents, 37% indicated manure/fertilising as the type of farming practices to improve productivity followed by fallowing (18%), 16% other (i.e. debushing, crop rotation, irrigation, rotational planting, soil cultivation, soil sample, catchment etc.), better water management (14%), cut-off drains (8%) and 7% with bench terrace.

With regard to the productivity of the land (soil fertility); the findings revealed that when there was sufficient rain the land and soil was fertile, however due to recent drought the land's productivity level has been reduced. In some instances respondents have reported that the land where farming projects were implemented was productive and producing suitable grass that was nutritious to the livestock.

It was also revealed in the evaluation that some parts of the land were not productive and this has shown that soil testing was not done as reported by respondents. As a result soil decomposition was not taking place in some areas within the farms. This condition has been exacerbated by the over tillage practices in farms, drought which has affected most parts of the provinces as well as overgrazing and growing population of unwanted poisonous plant species. It is worth noting that different approaches to increase soil and land productivity would require specific consideration of soil and climatic conditions, in order to withstand robust climatic fluctuations and respond as well as adapt to any change in the environment.

#### **4.1.2.4 Physical capital**

The study has revealed that it is crucial for the Department to put more effort and invest in physical capital that will be used to increase the production process specifically in the farms where respondent were producing in order to achieve transformation in the agrarian value chain. A robust investment in land, equipment, machinery and storage facilities and livestock provision for smallholder farmers is critical for the pursuit of rural livelihoods improvement. The investment in physical capital should also be linked with social capital because social capital is the stock of personal relationships and knowledge of institutions that an individual or household has.

#### **4.1.1.5 Financial capital**

In terms of access to financial capital/ funding the study revealed that about 58.7% of the respondents stated that they have no access to capital/funding in the project whereas 31,7% of the respondents stated that they do have access to financial capital/funding in the project whereas 9,5% of the respondents did not specify whether they have access to financial capital or not.

Based on the financial capital results it is difficult for most respondents to access funding due to the reason that they don't have assets in the form of property or land to secure loans, secondly because the AVMP has been designed to assist the rural communities in communal land and this land is tribal and owned by the chief and cannot be used as a collateral for accessing loans.

The evaluation team believe that this outcome of improved sustainable livelihoods is too big for the programme because there is no way that the activities currently implemented by the AVMP will result in sustainable livelihoods.

### **4.1.3 OUTCOME 3: IMPROVED LIVESTOCK AND VELD MANAGEMENT**

#### **4.1.3.1 Livestock management**

According to the Departmental AVMP concept document/policy it was stated that the DRDLR through AVMP will assist the communal areas through erecting fences on the grazing areas and divide the grazing areas into grazing camps so that the livestock farmers can rotate their livestock while resting the other grazing camps as a strategy to overcome overgrazing on the camps, providing occupants of the communal areas and state owned farms with infrastructure such as cattle handling facilities, borehole, dipping tanks and drinking troughs.

Therefore in response to the policy prescript on AVMP the Department has played its role and implemented some of the following:

- The Department is engaged in de-bushing projects and installation of wire gabions in some identified areas as part of soil rehabilitation strategy.
- The Department does collaborate with DAFF to ensure that dipping tanks, branding of cattle as well as vaccination and frequently check-up on the livestock was done. In addition respondents were assisted by DAFF with technical advice and extension services.
- The evaluation also learned that DRDLR was also providing advice on how to access funding for projects.
- The department was providing the land to do crop farming and rear livestock. Some respondents have indicated that improved skills on vaccination of animals has assisted them a lot as they now spend less hour 1hr in dipping compared to 3 hours they used to take.

Other critical highlights were that where camps are provided grass cover was regenerating and participants urged the department to ensure that providing camps becomes a priority as the programme was not doing well in this regard limiting the livestock and veld management potential.

The evaluation has noted that DRDLR was making efforts to assist beneficiaries however; this was not enough as respondents indicated that some of the provided facilities were not helping them enough for instance, some of the dams provided were dry and this could be blamed on the drought but a plan by the Department as the custodian of rural development was critical at this stage.

In support of the findings the evaluation team has discovered that in most farms /projects only the outer boundary fence was erected and this does not assist the livestock farmers to do rotational grazing. While in some areas there was no boundary fence leading to overspread of livestock to the neighbouring farms and this has created conflicts amongst farmers as they had to compete for grazing land.

The AVMP requires that in the case of livestock and veld management there should be a project leader and technical leader from the Department. Out of the sampled 63 projects 26 projects had livestock as their main activity. With regard availability of a project leader and technical leader from the DRDLR it was discovered that about 84.6% of the respondents stated that there are no project leaders from the communities whereas 73,1% stated that there are no technical managers from the Department. Only 15,4% of the respondents stated that there are project leaders from their communities whereas 26.9% of the respondents state that there are technical managers from the department.

These results demonstrated that most of the grazing camps didn't have a project leader from the community and technical manager from the DRDLR as mentioned on the AVMP concept document, which is an indication that the AVMP was not coherently implemented as planned across provinces. Noting that livestock farming is a full time exercise and to achieve production farmers will need all support they can access from the department. Furthermore, it is not by default for the department to state that there should be a technical leader from the department to assist farmers in livestock management it was necessary and this should happen as planned to strengthen the implementation and be able to detect some of the early signs of unintended consequences of the AVMP.

Then in respect of decongesting the space through relocating the communal livestock farmers little has been achieved as the majority of livestock farmers are still not relocated from the communal areas to the state owned farms. This status also informs the AVMP implementers that they must also take stock of the reasons behind farmers not relocating into consideration. This will assist the department to identify possible measures that will increase the number of livestock farmers who can relocate to state owned farms in order to maximise the output of decongesting the space of communal areas as one of the strategies in AVMP.

#### **4.1.3.2 Veld management**

The main objective behind veld management is to maintain and create a favourable species composition, the required quantity and quality of plant food and the animal productivity within the constraints of the farm. In order to manage the veld the following factors were employed in the selected AVMP farms:

- Consideration of animal stocking rate,
- Devising grazing program,
- Applying resting program,
- The use of fire and animal type.

With regard to the method used to maintain the production capacity of the veld by those who are in livestock production; it was discovered that open grazing is one of

the methods used to maintain the production capacity is at 26% which is the highest above all the methods used to maintain the production capacity of the veld followed by rotational grazing at 19%. Alternative feeds for cattle kept in stalls and bush and indigenous tree management are at 12% and 10% respectively. About 7% of the respondents do plant fodder, and only 2% of the respondents do cut and carry method of feeding and re-seeding/replanting.

Whilst in terms of the veld fire experienced in the community the study revealed that about 69,9% of the communities had experienced veld fires, while 30,2% of the communities responded that no veld fires were experience. Five respondents, accounting for 7,9% have not specified whether the community experience veld fires or not. This shows that the communities are affected by veld fires that might leave livestock with no food due to the burnt grazing land. In terms of the causes of fire it was discovered that about 51% of the veld fires are caused by carelessness; followed by lightning, burning during land preparation and smoking out bees at 6% respectively. Creating fire breaks accounts for 2% which is the lowest.

Most of the communities visited indicated that they have mitigation plans in place to extinguish fire in case of veld fire. These plans ranged from the traditional way of breaking and extinguishing veld fire as well as the modern ways.

In terms of support from DRDLR and other departments/stakeholders regarding veld management it was found that only 25% of respondents received support from DRDLR in the form of technical information on fire, workshops stipend and training, while 34.9% indicated that they have received support from other departments/stakeholders such as DPW, DAFF, DCOG, DTA, DEA, DOH, Wild life college and municipalities, whereas 68,3% indicated that they didn't get support from DRDLR and 49,2% indicated that they didn't receive support from other departments.

With regard to stakeholders providing support regarding veld management the study revealed that 36% of respondents indicated that they received veld management support and fencing as well as veterinary services from DAFF, 14% DEA which trained the community on tree management and 11% from the Department of Public Works through EPWP as communities were cleaning the area. Only 5% from Department of Cooperative Governance under the community work programme (CWP) and 3% from the Department of Traditional Affairs and 31% of support from the other government institutions.

These demonstrates that there was indeed some level of collaboration by DRDLR with other stakeholders when implementing the AVMP, hence, most of the support was provided by these stakeholders but there is still room for improvement.

#### **4.1.4 OUTCOME 4: INCREASED PRODUCTION**

It is worth noting here that the issues of productivity were discussed at length under outcome 2: sustainable livelihoods under natural capital assets in the full report.

With regard to whether the productivity has increased or likely to increase, it was discovered that about 49.2% indicated that productivity is likely to increase and only 31.7 % indicated that it is not likely to increase. About 15.9% did not indicate and stated that they knew nothing about AVMP until they saw officials coming to erect facilities within the villages and farms.

Therefore to some extent the DRDLR provided measures to ensure that beneficiaries of AVMP achieve maximum production in their projects. The fact that beneficiaries were being provided with farming inputs and implements was seen as a positive spin off towards productivity. Through collaboration, DAFF has provided the technical support in livestock management. However; it was worth noting that more support was required from DAFF as there was lack of extension services to AVMP projects particularly livestock and crops. The evaluation also noted that some progress was made in the provision of land, animal handling facilities, provision of cattle, and debushing activities as well as skills for firefighting to increase the productivity in farms and communal areas as there was an increase on the livestock owned by farmers since their involvement in the AVMP intervention.

#### **4.1.5 OUTCOME 5: IMPROVED ENVIRONMENTAL MANAGEMENT**

One of the AVMP outcomes as outlined in the concept document is to achieve improved land use in communal areas; thus contributing to improve environmental and land use. Therefore the Department has contributed to this outcome through a number of support such as recruiting beneficiaries to do debushing and cut off alien plants so that the environment can be stabilized, conducting environmental assessment to check whether the implementation will not have a negative impact on the land and creating awareness about taking care of the environment etc.

The respondents were asked whether they think it is possible that there might be land degradation after the AVMP has ended and it was discovered that 31,7% of the respondents think that there are possibilities of land degradation after implementing the AVMP while 50,8% of respondents think that there are no possibilities of land degradation after implementing the AVMP initiatives since they will be able to manage their livestock and the veld. About 17,5% of the respondents did not specify whether they agree or disagree with the statement.

In terms of the protection of the environment vs. access to natural resources the study revealed that 41, 3% of the respondents indicated that there is a balance between protection of the environment and the community's access to natural

resources such as agricultural land, water and grazing for livestock and 44,4% of the respondents stated that there was no balance between protection of the environment and the community's access to natural land. Only 14,3% respondents did not specify. Despite the number of workshops and awareness to inform respondents on protection and management of natural resources at their disposal there was still a need to caution beneficiaries that even though it is within their right to use natural resources they must ensure that they strike a balance between utilisation and restoration in order to allow the environment and its resources to meet the needs of the current and that of the future generation.

#### **4.1.6 OUTCOME 6: ENABLING RURAL COMMUNITIES TO USE LAND MORE SUSTAINABLE**

To assess the above outcome the evaluators investigated the following:

The evaluation checked whether AVMP projects are in line with the productive capacity of the land and discovered that 58.7% of respondents think that AVMP is in line with the productive capacity whereas 17.5% indicate that it is not. About 20.6 % did not indicate as they do not know what the AVMP is all about and also alleged that they only saw department officials coming to erect some facilities without their concern and consultation.

Based on these responses the respondents who thought that AVMP was in line with the productive capacity stated some of the following:

- Because access was controlled for trespassing and those who need fire wood.
- AVMP did not affected the ecosystem because it focuses on fencing, boreholes, dipping tanks projects and in some instances took cognizance of the land.
- The programme was addressing the need of the community and generates productivity of unused state farms.
- Some of the projects were in line with productivity because once the cattle are in fenced camps they were manageable.
- The minute alien plants were removed and bush encroachment reduced and re-planting of indigenous plants started, the land became virgin again and good grass germinated.

#### **The AVMP's contribution to sustainable agriculture**

The evaluation noted that one of the pillars in AVMP implementation is sustainable agriculture where communal farmers are involved with either livestock and crop farming or both. Therefore this warranted farmers to ensure that the farming operations in place are sustainable so that there is production taking place. Different measure were put in place in an effort to achieve sustainable agriculture such as

livestock were kept away from danger of disease and vaccinated to improve the quality of the livestock.

However other respondents state that drought and limited support from the department has slightly affected their productivity due to some of the provided facilities not completed. Whilst at the same time the endeavour by DRDLR with intentions to provide these facilities was highly commended.

The programme was also seen as pioneer and bringing stability in the community for future development of agriculture in communal areas. Because it contribute to agriculture since livestock produce food and the land can be used for crop farming.

Therefore; based on the farming practices used to restore degraded land productivity; the results revealed that 23, 8% are currently using manure/fertilizer to restore the productivity of the degraded land in order to contribute to land scape re-greening. Other methods used are fallowing at 14, 3% and bench terraces at 7,9% while both cut-off drains and better water management is at 6,3%. Other (i.e. removal of alien plants, flood irrigation for water management, laying downs gabions, applying lime, panting of indigenous trees in streams and rivers) current farming practices used to restore the production of the degraded land and contributing to re-greening is at 22, 2%. Some of these activities are not listed in the concept document as activities to be undertaken to rehabilitate the soil and improve its productivity and should form part of the activities across provinces as communities are already practising them.

#### **4.1.7 AVMP CONTRIBUTION TO SOIL REHABILITATION**

This section indicates the extent at which AVMP has contributed toward soil rehabilitation. Therefore; in this regard fencing is the main activity that has taken place and has contributed to soil rehabilitation with 69%, followed by resting of the land and planting vegetable and fruit tree with 13% each whereas laying down gabions has contributed only 5%.

It is also critical to appreciate that no rehabilitation plan can be implemented as a once-off action. The physical stabilization of soil will require timeous follow-up maintenance of the soil erosion control structures.

#### **4.1.8 THE CONTRIBUTION OF AVMP TO RE-GREENING THE ENVIRONMENT**

The AVMP concept outlines re greening the environment as one of the projects/interventions to be undertaken during the AVMP implementation, however; no activities to achieve this were outlined.

In the absence of activities outlined in the concept document regarding this project, the evaluation team envisage that the contribution of AVMP towards the re-greening the environment could be as follows:

- Firstly, the green product development such as the use of alternative technology in building, the use of solar energy and grey water harvesting system thus playing a pivotal role in re-greening efforts.
- Secondly, the restoration of forest. This is essential for human livelihoods and well-being, climate stability and biodiversity conservation. In order to counteract land degradation and improve livelihoods efforts for restoration of forest and increasing the productivity of existing agricultural land should be at the forefront. This will also lead the department to participate in a carbon foot print that is diverse, productive and resilient to any future events

With regard to the progress made in implementing the re-greening project in AVMP the evaluation has noted that little was being done in this regard as much focus seems to be on soil rehabilitation activities.

In a nutshell considering that the AVMP is implemented in the rural spaces where there are limited resources available to assist and develop emerging farmers it is therefore important that the DRDLR together with other key stakeholders relevant in AVMP explore other green product development innovations that can be introduced to support the AVMP beneficiaries. This will come a long way in assisting and addressing the declining soil fertility, climate change variability and food insecurities facing rural communities.

#### **4.1.9 THE CONTRIBUTION OF AVMP TO DECONGESTING THE SPACE**

This section indicates the extent to which AVMP has contributed towards decongesting of space. Decongestion of the village space institutes firstly, overall agrarian transformation, which refers to the rapid and fundamental change in the relations of land, livestock, cropping and community. Secondly, the reconfiguration of communal areas through spatial planning and land use determination.<sup>2</sup>

The respondents have highlighted that AVMP has contributed through spatial planning and land use determination with 3% each, while 94% did not indicate how the AVMP contributed to decongesting the space. This was due to the fact that in most projects livestock farmers were not relocated from their own land and only fencing was erected within the areas they reside. While fewer farmers opted to relocate temporarily to look after their livestock without their families and indicated that they were able to visit their families on a monthly basis citing that they lived in a more established communities as compared to where they supposed to be relocated where there was no basic services such as shelter, water and electricity.

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<sup>2</sup> Department of Rural Development and Land Reform. 2013. Rural Development Framework. DRDLR. Pretoria.

It is clear that there is limited implementation progress with regard to decongesting of the space as the strategy is not fully implemented due to non-identification of suitable land by the Department for resettlement purpose and the reluctance by AVMP beneficiaries to be relocated to a new land (state farms) citing the following reasons:

- In most cases houses in AVMP farms (state land) were not in good conditions wherein most of the structures were old and dilapidated.
- No provision of basic services i.e. water, electricity.
- Existing boreholes were non-functioning, transport was limited and expensive and road conditions being bad.

#### **4.1.10 THE EFFECT OF THE AVMP ON PARTICIPANTS**

The programme has brought about both positive and negative effect on beneficiaries and farmers. The positive effects were as follows:

- Respondents indicated that the programme gave them access to grazing land with start-up facilities such as boreholes, animal handling facilities, sheds, dipping tanks; etc.
- Through the programme farmers are able to manage their environment, livestock and veld for grazing and natural resources.
- Respondents were able to plant their crops because of the fenced area and boreholes and dams provided.
- Beneficiaries have accessed support and technical skills on farming and overall knowledge of farming.
- There was some job creation for youth, where installation of cattle kraal and pump house created employment for local community.
- There was a stipend for those involved in soil rehabilitation projects such as debushing and erection of wire gabions for donga prevention.
- Respondents received exposure on training and workshops, and practical work.
- Ability to control animal diseases.

The negative effects were as follows:

- In some projects facilities were not working e.g. boreholes.
- Other respondents alleged that the pace of providing support by DRDLR was slow.
- Most of the farms do not have camps making it impossible to rotate the livestock for resting the land.
- The programme was not being implemented fully and there was no follow up on AVMP to check if there was progress made in implementing the programme.

- Service providers who were not completing their job according to specification.

## **4.2 REACHING THE TARGETED BENEFICIARIES**

The study assessed whether the programme is reaching the targeted / relevant people or not. About 92% of respondents agreed that the programme is targeting the relevant people and only 8% indicated that it is not targeting the relevant people. Those who said yes indicated that the AVMP came to the people who are in need of the assistance from the Department. Whilst those who said no pointed out that there is no proper communication between the Department and the community or farmers on what is needed from the Department.

The evaluation checked type of land ownership in the area where the AVMP projects have been implemented and revealed that 74% is communal land ownership, followed by 20% state land and private land (land reform prior the PLAS) with only 5%, and agricultural land being the least with only 1%.

Therefore, this shows that the programme was being implemented as planned in terms of creating the platform and opportunities for communal economies so that they take advantage to exploit and develop and preserve their natural and land resources. The fact that the majority of projects representing 74% were implemented on communal land this implies that the programme is implemented in targeted areas as the AVMP was envisaged to be implemented in communal areas where the challenges of soil degradation, over-grazing and over-population are rife.

## **4.3 THE SUSTAINABILITY OF THE RESULTS OF THE AVMP**

The study indicates whether AVMP is sustainable or not according to beneficiary perspective. About 44 (70%) respondents indicated that AVMP is sustainable and 15 (24%) indicated that it is not sustainable. Only 4 (6%) indicated that they do not know since they don't understand the policy of AVMP and what is it that is supposed to deliver.

The programme participants were asked to rate the overall performance of AVMP, almost 33,3% of the respondents rated the AVMP project good and 25,4% rated it excellent. About 14,3% of the respondents rated the programme average while 6,3% and 4,8% rated it poor and very poor respectively. Those who rated AVMP as a good program indicated the following factors:

- Improved livestock production and management;
- Respondents are able to harvest when they plant crops since the fence was erected;
- Increased livestock facilities;

- It gives the farmer opportunity to use the indigenous farming knowledge.

25.4% rated it as an excellent program because:

- it meets their demands;
- They received animal handling facilities,
- Respondents have been provided with milking parlor, and they are doing well.

14.3% rated it as average followed by 6.3% poor and only 4,8% as very poor due to the following reasons:

- it is not working because boreholes are incomplete, tanks are not covered on top and the fence and gates have been stolen;
- It's only the dam that was revitalized;
- Since 2013 until today the project is not operational because there are no resources.

In order for the AVMP to be sustainable towards the environment and at the same time afford rural people to meet their needs from the natural resources at their disposal the evaluation propose a focus on the environmental and social sustainability factors. In some instances, mainly in the case of community members trained on removal of alien plants, there were environmental management aspects mentioned and taken into consideration. However, according to the AVMP implementation guideline the environmental sustainability and compliance with relevant environmental legislation were not clearly stipulated and it does not seem to be a major issue during the preparation and implementation of some of the AVMP projects. Whilst with social sustainability there was a huge impact from the social sustainability perspective, where the boreholes erected on the communal areas assisted the community members with drinking water and also used for food garden watering and even the water tanks that have been provided were used mostly during rainy season for water harvesting.

## **4.4 PROGRAMME DESIGN AND IMPLEMENTATION**

### **4.4.1 CONCEPTUALISATION**

AVMP was conceptualised at the National office and communicated at the provinces through briefing sessions, imbizos/meetings, special meetings with farmers and workshops. Respondents were asked whether they heard about AVMP prior the implementation. According to the analysis 79.4% of respondents heard about the programme whereas only 20.6% of respondents have not heard about it prior implementation. This confirms that that AVMP was well publicised. However it was discovered during the interaction with some of the beneficiaries that they lack the understanding of how the programme is supposed to work, hence the suggestion that the Department must ensure that road shows/ awareness campaigns are conducted for beneficiaries to have an understanding of the programme and how their livelihood will be improved by the programme.

Respondents heard about AVMP prior the implementation from various sources, about 50% heard about AVMP from the Department of Rural Development and Land Reform (DRDLR), followed by 24% who heard about it from the media. Whereas about 20% indicated that they heard about the programme from other sources like farmer's conferences, livestock farmers associations, Department of Agriculture, Forestry and Fisheries (DAFF), meetings as well as pamphlets that were distributed.

There seems to be disparities in terms of the application of the concept document meant to be used as a reference when implementing the programme. Various provinces have applied different approaches. In some provinces presentations and draft concept note was used when implementing the programme.

Interventions/ programmes are expected to specify the model which is scientifically sound program theory or theory of action, explicating the mechanisms through which the program will achieve its desired outcomes.<sup>3</sup> During the evaluation of AVMP the evaluators have noted that the AVMP intervention lacked model specification and/or model adherence.

The evaluation team has attempted to develop a programme theory as well as logic frame model for the AVMP. The proposed programme theory and logic frame is based on the following hypothesis and attached as annexures A and B:

*The key development hypothesis of the programme is that bringing back the full productive capacity of the land in communal areas through rehabilitation, re-greening the environment and decongesting the rural space will result in sustainable productive linkages between previously marginalized populations in communal areas and the commercialized urban and farming land. The assumption is that this will lead to improvements in nutrition, household food security and livelihoods of the target population.*

In some provinces, there was a general feeling among AVMP provincial managers that they were not adequately consulted on the design and there is no collaboration of other departmental units on the implementation of AVMP.

#### **4.4.2 EFFECTIVENESS OF THE CURRENT IMPLEMENTATION APPROACH**

The fragmented nature of programme activities, regarding the three strategies of the AVMP tends to dilute focus and make oversight and management difficult. Management is further complicated by the large number of government departments that are expected to play a role in order for the AVMP to be a success and yet these roles are neglected. An assumption is made that the private actors will actively

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<sup>3</sup> Mowbray, C.T. 2003. Fidelity Criteria: Development, Measurement, and Validation. SAGE Publications, *American Journal of Evaluation* 24: 315-340.

participate in the small rural ventures, however; during the evaluation study private sector participation was not detected making the assumption not to hold.

The burden of simply doing business in the current operational modality, with so many actors and in a setting with so many government interests and structures coordinating all the actors would take an inordinate amount of time and effort on the part of implementers. It seems this coordination is not happening as it should, hence some of the AVMP strategies: decongestion and re-greening have not been fully effective.

In addition, the modality of implementation currently being used does not take into consideration the capabilities of the various units within the DRDLR which are expected to play a role in the implementation of the AVMP strategies. The expertise of the RID staff is with regards to rural infrastructure development and yet they are expected to implement the decongestion of the space strategy which requires land reform expertise and could better be implemented by the Land Tenure and Administration (LTA) or Land Reform (LR) Directors in provinces. Furthermore RID Directors are also expected to implement the re-greening the environment strategy which could better be implemented by an environmentalist. This has resulted in the programme focusing much effort on infrastructure delivery and neglecting the other two strategies. This shows lack of collaboration between the different units within the department; and this raises a question of whether implementers will be able to collaborate and integrate the various departments if they are unable to collaborate internally as directorates.

The following are the findings regarding the implementation of the 3 strategies:

Soil rehabilitation is one the strategies that is receiving more attention from the implementers as compared decongesting the space and re-greening the environment. The activities in response to soil rehabilitation are expected to be implement by various units within the DRDLR (e.g. RID and RDMS), however; the level of coordination between the units affects the overall implementation of the programme. For example, the RDMS staff and RID staff are reporting to different Chief Directors at national level and this result in lack of coordination during planning and implementation of the projects; therefore; affecting the overall implementation of this strategy.

At the time of the evaluation, the decongestion strategy had received minimal attention regarding implementation due to the fact that the DRDLR had not identified suitable land where prospective farmers can be relocated to.

The re-greening strategy has received minimal attention regarding implementation.

#### **4.4.3 RELEVANCE OF PROJECT ACTIVITIES**

The relevance of project activities is a function of how well they address national development objectives, their relationship with other on-going projects, and the needs and priorities of target beneficiaries. AVMP was specifically designed to contribute to bringing back the productive capacity of land by reversing the environmental degradation caused by over-grazing, over-population and deforestation to increase the productivity and competitiveness of livestock.

There are significant design and implementation weaknesses which directly impact the relevance of project activities and they are:

- The link between the goals and objectives of the programme as well as activities is not clearly articulated in programme concept documents. This results in non-standardised implementation of the AVMP across provinces.
- Individual project components, strategies and activities are not clearly defined and articulated, especially with regard to the re-greening the environment and decongesting the rural space. This creates confusion among implementing partners and stakeholders, compromising implementation effectiveness. This further result in these two strategies of the programme's insignificant or minimal implementation thereby limiting the programme's chances of achieving the intended objectives and outcomes.

#### **4.4.4 SELECTION CRITERIA FOR PARTICIPATION IN AVMP**

In the AVMP concept document, it is envisaged that AVMP will be implemented in communal areas and state owned land after the needs analysis are conducted. The AVMP concept document emphasizes that strict conditions will apply to those communal areas and state owned farms. However, the document is not specific who qualifies and does not outline what those strict conditions are. This seems to be one of the major weaknesses when the programme was designed and left a room for misinterpretation by both the implementers and receiver of the intervention.

According to the evaluation findings there is no standardized or common criteria in selecting the projects and respondents assumed that various criteria was used for selecting community to participate such as poverty and previous farming experience.

#### **4.4.5 PROGRAMME PERFORMANCE**

The evaluation assessed the status of the 63 projects in terms of activities taking place and no activities taking place. Out of the 37 projects that were started in the financial year 2013/2014 in about 73% there were activities taking place and only in 27% of the projects there were no activities taking place, whilst those projects started in the year 2014/2015 amounting to 21 in total, 81.% there were activities taking place and in 19% of the projects there were no activities taking place. Lastly those projects that started in the 2015/16 financial year amounting to only 5, 80% there

were activities taking place and in 20% of the projects there were no activities taking place. About 71.4% indicated that there was a need assessment done and only 27% indicated that need assessment was not done, followed by 1.59% who did not specify whether need assessment was done or not. Those who said no stated that they only saw the DRDLR coming to implement projects without consulting them on what was required from the department in order to assist them.

Therefore based on the above interpretation, it can be concluded that the Department is on board when it comes to conducting the needs assessment, even though there were fewer respondents still not sure whether needs assessment was conducted. It necessary for the responsible official in DRDLR to improve the communication with beneficiaries whenever AVMP activities are to take place to avoid beneficiaries being caught by surprise when service providers are appointed by the Department to work on their farm/projects without their knowledge.

The evaluation assessed the type of activities taking place in the projects. About 40 which is the majority of projects have indicated that soil rehabilitation has taken place. This is followed by 6 projects where it was indicated that re-greening the village space has taken place and 5 projects where it was indicated that decongesting the space has taken place in the projects respectively. While about 24 projects have indicated other interventions such as boreholes (14), cattle handling facilities (7) and shearing shed (3). Due to the fact that the programme at conception did not specify in detail which activities will be implemented per strategy, then the evaluation team found it difficult to classify the other mentioned activities as per the 3 strategies.

With regard to the project intervention the results shows that the AVMP has given more attention to initiate the soil rehabilitation activities followed by re-greening the village than other activities that should be delivered by the programme.

The AVMP is on track to meet most programme performance targets as outlined in the annual performance plan for the 2014/2015. The performance of the AVMP is measured by the indicator “number of Animal Veld Management Programme projects implemented”. This is an indicator located in the annual performance plan (APP) of the DRDLR and only counts the number of projects implemented. This indicator is inadequate to measure programme impact or contribution of the achievement of the AVMP goals. Therefore; there is a need for specific, measurable, achievable, relevant and time-bound performance indicators in the programme in relation to the outputs, outcomes and impacts of the programme on the intended beneficiaries.

#### **4.4.6 MONITORING AND EVALUATION**

About 94% of respondents indicated that they do monitor their projects while only 6% respondents indicated that they do not monitor the project. Monitoring by project

owners entailed the following: inspection of grazing land; checking whether the dipping tank is clean and it is not vandalized; checking whether fence is not cut off or being stolen by people; checking if there is enough grazing for the cattle and check if the cattle are free from the diseases; ensuring that fire belts are in place, check cattle handling facilities and whether they are not damaged. About 14% indicated that projects are monitored monthly. Only 8% of the respondents indicated that projects are monitored quarterly and 3% indicated that projects are evaluated annually.

Monitoring by project owners entailed the following: inspection of grazing land; checking whether the dipping tank is clean and it is not vandalized; checking whether fence is not cut off or being stolen by people; checking if there is enough grazing for the cattle and check if the cattle are free from the diseases; ensuring that fire belts are in place, check cattle handling facilities and whether they are not damaged.

The evaluation revealed that even though the Department was visiting farms/projects there was however inadequate monitoring of projects activities by programme implementers. This was confirmed by most of erected facilities in the various projects that were found not completed by the appointed service providers. The department officials responsible for the projects were also criticized for not making follow ups on projects so that these gaps are addressed immediately.

The long-time taken by officials to visit the projects was also raised as a cause for concern and this has resulted in some of the AVMP projects not implemented according to the design and some of the projects not fully completed, for example fences and boreholes installation and animal handling facilities were seen incomplete in some projects.

Monitoring and evaluation was mentioned in the AVMP concept document as part of the implementation framework. However, it was noted that the Provincial M&E unit of DRDLR does monitor the performance of the programme on a monthly basis based on the indicator “number of AVMP projects implemented”. Monitoring is further done through the development of farmers’ association committees and the DRDLR meeting with the committees to discuss progress and address challenges faced by the AVMP. These meetings are also forums for identifying AVMP project’s needs. However, what is critical is to note is that despite the efforts, beneficiaries still raised the issue of lack of monitoring of projects as a concern.

#### **4.4.7 COMMUNICATION**

The communication strategy used by Department to communicate with the respondents was assessed. About 52% respondents indicated that communication with the Department is telephonically, followed by 35% of respondents who indicated that they communicate via stakeholders. Only 11% indicated that they do not have communication with the Department at all and only 2% of respondents communicate

with emails. Different communication lines that beneficiaries stated were being used to transfer any information between them and the Department and other stakeholders ranged from, e-mails, telephone, personal visits, ward councillors; council of stakeholders; tribal office, letters, etc.

#### **4.5 THE DEGREE OF COMMUNITY PARTICIPATION AND SUPPORT RECEIVED**

The level of beneficiary participation in decision making varies according to provinces. In some provinces, through engagement with the provincial managers it was discovered that managers make decisions based on the unit budget available and check activities that can be implemented with the budget available without consulting the beneficiaries on their priorities.

This was supported by the beneficiaries' allegation that beneficiaries are not being consulted by DRDLR whenever they are deciding on implementing the project in their areas citing that most of the intervention related to animal and veld management programme are imposed to them. The majority of the beneficiaries are of the opinion that activity planning should be both participative and collaborative.

Respondents received various support from DRDLR. About 45 of the respondents have received fencing and gates, which is the majority of respondents in various projects; this is followed by 28 respondents who have received animal handling facilities, whilst about 21 have received boreholes. About 10 respondents have received other support such as infrastructure development (9) and firefighting facilities (1). From the total number of projects (314) that were received from the branch it was also indicated that fencing, cattle handling facility, dip tanks and stock watering dams were mostly done in most provinces which compliments the findings of the study. Fencing constitutes 34.8%, followed by dipping tanks which amount to 24.8% and handling facilities with 12.7%.

The results show that most of the respondents received different kinds of support from the Department with the provision of fencing and animal handling facilities and boreholes at the top of the list. However it is also critical that the Department should also focus on providing other much needed facilities such as feedlots, installation of completed and functional boreholes, developing grazing camps and the like as these were discovered to be some of the burning issues in the AVMP farms.

Respondents received support from other government departments. About 28 respondents indicated that they have received support from DAFF, 12 respondents from Department of Public Works. Only 10 have received support from DCOG and 2 respondents indicated that have received support from DOT. About 15 respondents mentioned that they receive support from other departments. In addition to the support provided, in some of the provinces such as KwaZulu-Natal, Western Cape and Mpumalanga the DAFF was found to be playing a leading role in terms of implementing the AVMP facilities such as animal handling facilities, installation of

boreholes and others whilst t in other provinces DRDLR was in charge for implementing such facilities.

The programme implementers are trying hard to sustain participation in regular meetings with other sector departments, however; some of the partner departments do not honour the invitation to meetings. The DRDLR consults the Department of Agriculture in provinces to identify livestock owners where interventions can be implemented. In spite of these efforts, there were still complaints regarding commitment and support to implement AVMP projects at local level. Secondly, other stakeholders such a Department of Trade and Industry, Department of Energy and the Department of Water and Environmental Affairs seems not to be playing their part in terms of providing the support as mentioned in the AVMP concept document.

The concept document further outlines that other departments such as Statistics South Africa (StatsSA), Mineral Resources and Social Development should take part in the AVMP despite their roles and responsibilities having not been specified.

It is therefore advisable that the Department should strengthen the collaboration with other stakeholders in a formal relationship that will bind the various stakeholders in providing the much needed support.

#### **4.6 PROBLEMS ENCOUNTERED OR SPECIFIC BARRIERS EXPERIENCED IN THE PROGRAMME**

During the evaluation of the AVMP a number of challenges ranging from operational, management, support , training and capacity building as well as communication related were identified by key stakeholder in implementation i.e. beneficiaries and programme managers (RID directors). Suggestions for improvement are also made for the same categories. The details of challenges and solutions raised by beneficiaries are contained in chapter 4 of this report.

The following are challenges identified by AVMP managers:

- Identification of community conflicts as one of the issues affecting the programme operation negatively, for example, in North West Province the community of Taung had beneficiaries from other programmes who were previously not paid by the service provider appointed by the Department and these beneficiaries do not want to see the DRDLR implementing any programme before resolving the non-payment issue with the service provider. This has affected the AVMP in this municipality as they cannot move on with the implementation.
- A lack of support and buy-in from other relevant stakeholders during the implementation of AVMP programme was highlighted. As a result there is limited support with regard to maintenance of infrastructures.

- Lack of stakeholders' commitment during AVMP implementation i.e. municipalities and other relevant sector departments who are supposed to serve on the AVMP steering committee do not honor the meetings invitation.
- Lack of financial and technical support from other sector departments and government institutions that are supposed to play a role in AVMP implementation as outlined in the concept document was a cause of concern.
- A concern over the feasibility study reports that are always delayed from the DAFF due to limited agriculture extension officers assigned to produce feasibility study reports on behalf of the DRDLR. In addition some of these reports are not of good quality because the content of the feasibility study reports does not add any value or give direction during the implementation of AVMP projects.
- The managers have indicated that there was inadequate funding to meet all needs requirement identified by AVMP beneficiaries.
- The DRDLR has experienced limited commitment and ownership from farmers. It was alleged that some farmers do not honour meeting appointments when required by the Department and some farmers stayed at their homes and were part time farmers and one of the conditions for being on the programme was that aspirant AVMP candidates should be full time in the farm.

#### **4.7 SOLUTIONS TO MAKE THE AVMP MORE EFFECTIVE AND EFFICIENT**

Below are the suggested solutions as identified by programme managers, as well as the evaluation team in relation to the experience of AVMP implementation.

##### **4.7.1 SUGGESTIONS FOR IMPROVEMENT BY MANAGERS**

- In addressing lack of stakeholders' commitment in the steering committee, the managers proposed that there is a need to revisit the formation of AVMP stakeholders' steering committee as well as the expectations including the roles and responsibilities of members. This will enable the committee to oversee the programme implementation with other sector departments. Also suggested was that the frequency of steering committee meetings be increased to get feedback and early detection on slow moving projects/activities.
- With regard to lack of stakeholders' commitment and support, the managers proposed that the Department should strengthen its collaboration strategy to ensure that AVMP stakeholders fulfil their promise by signing the memorandum of understanding or memorandum of agreement on the initiated AVMP projects. It is also critical for the DRDLR to target and engage sector departments that are sharing and contributing to the outcome of vibrant, equitable and sustainable rural communities with food security for all by establishing a forum where all these sectors share projects and experiences.
- The AVMP managers felt that the Department should consider increasing the AVMP budget in order to meet the proposed AVMP needs by the beneficiaries. This will also addresses problems of non-completion of projects such as fences

that were implemented in phases and not according to what beneficiaries wanted.

#### **4.7.2 RECOMMENDATIONS BY THE EVALUATION TEAM**

The specific recommendations of the Evaluation Team for increasing the likelihood of the achievement of the AVMP objectives and goals, and achieving the intended outcomes, are as follows:

Develop and incorporate in the programme documents and reporting a clear articulation of the relationship between the AVMP goals, their linkage with the programme objectives, and exactly how project activities are expected to contribute to the achievement of those goals and the programme objective. At present the programme goal and rationale, and the expected contribution of project activities to the achievement of the goal and outcomes, is not clearly articulated.

Develop custom indicators to measure and record the outcome and impact of the three strategies of the programme and their contribution to the achievement of programme goal and objectives.

The evaluation team has attempted to develop a programme theory as well as logic frame model for the AVMP. Therefore in an effort to take this forward it is proposed that there is a need for the programme to engage further with the evaluation team to finalise the proposed programme theory and logic model.

Since there are no clear selection criteria for AVMP beneficiaries/participants for example, on how to relocate the livestock farmers to the state owned farms as a means of decongesting the space, the programme needs to develop criteria to be used to select participants for all the three AVMP projects or strategies.

The programme implementers should endeavour to implement all the three AVMP projects or strategies instead of focusing on the soil rehabilitation project in order to maximise the achievement of the objectives and outcomes of the AVMP.

An increased focus on the capacity building to ensure that the beneficiaries are being capacitated on livestock management and veld management will be relevant.

The programme needs to expand support for small local enterprises development in the rural areas as envisaged in the concept document.

The AVMP should substantially increase the role and responsibilities of the local implementing partners (other sector departments), especially in designing and implementing activities for re-greening and decongesting the space, and measuring the impact of project activities (for the 3 AVMP strategies by entering into MoUs).

Establishing relations by DRDLR with the private sectors to ensure their participation in the small local enterprises and integration into the value chain operations. The AVMP concept document assumes that the private sector will actively participate in the small rural ventures, not just as off-takers.

The programme implementers should monitor the service providers appointed to ensure that the work that they were appointed for is completed as per specification.

Ward or municipality Livestock Working Groups (LWGs) should be formed. This will be a platform for bringing together government, NGOs, business interests, and producers to discuss practical issues and problems impacting the livestock sector and recommend solutions. This can assist with improving access to markets for the livestock producers.

More collaboration and synergy in the planning and implementation of the AVMP by the RID, LTA, LRD units at provincial level to ensure that all the three strategies of the programme are implemented.

Consider the capabilities of the various units within the department when implementing the programme.

## **4.8 CONCLUSION**

The conclusion has been categorised into specific themes which are based on the evaluation findings:

### **4.8.1 THE ACHIEVEMENT OF AVMP OBJECTIVES AND OUTCOMES**

This section provides an indication of whether AVMP is meeting its various outcomes, namely, food security, improved rural livelihoods, improved livestock management, improved veld management, increased production and enabling rural communities to use land more sustainable.

Prior to concluding whether AVMP is meeting its stated outcomes, it is worth examining the outcomes themselves. The evaluation team is of opinion that most of the outcomes are too ambitious and secondary in nature and involve aspects that normally outside the control of the programme. The following outcomes should have been stated on the programme concept document, improved livestock management, improved veld management and enable rural communities to use land more sustainable. These outcomes should have been pursued in a manner that ensures that the intervention implemented contribute to the livestock and veld management.

The programme has had a positive impact on food security as indicated by the study.

Regarding analyzing the programme's contribution to sustainable livelihoods, the evaluation team employed the sustainable livelihoods framework (SLF) and the

results are mixed. The study has revealed that the farmers have limited conflicts regarding land but they are vulnerable since they are exposed to various shocks. Respondents were also found to lack access to financial services. Regarding human capital, training was offered to the participants; however there is concern regarding the low percentage of beneficiaries who indicated that the training was relevant. More than 70% of participants have indicated that they lack certain type of information. Therefore it can be concluded that participants still face challenges regarding human, financial, physical and social capital.

The study has revealed that it is crucial for the Department to put more effort and invest in physical capital that will be used to increase the production process specifically in the farms where respondent were producing in order to achieve transformation in the agrarian value chain. A robust investment in land, equipment, machinery and storage facilities and livestock provision for smallholder farmers is critical for the pursuit of rural livelihoods improvement. The investment in physical capital should also be linked with social capital because social capital is the stock of personal relationships and knowledge of institutions that an individual or household has. As indicated previously, the evaluation team believe that this outcome of improved sustainable livelihoods is too big for the programme because there is no way that the activities currently implemented by the AVMP will result in sustainable livelihoods.

Regarding whether the AVMP has increased production, 42% of respondents indicated that production has increased after participation in the AVMP. The study revealed that to some extent the DRDLR provided measures to ensure that beneficiaries of AVMP achieve maximum production in their projects. The fact that beneficiaries were being provided with farming inputs and implements was seen as a positive spin off towards productivity. Through collaboration, DAFF has provided the technical support in livestock management. However; it was worth noting that more support was required from DAFF as there was lack of extension services to AVMP projects particularly livestock and crops.

The study revealed that AVMP has contributed to sustainable land use, however; programme participants have raised some critical issues that will affect sustainable land use in a negative way and these would need to be addressed.

The current AVMP interventions that are being implemented such as provision of boreholes, fencing of arable lands, fencing of grazing camps, provision of animal handling facilities, dipping tanks, drinking troughs, removal of alien plants, decongesting the village space by relocating livestock farmers to the state owned farms are commendable. All these have had a positive impact on improved rural livelihoods and livestock management. However; there is ignorance in providing sufficient training to the communal farmers on maintenance of the infrastructure and farming related activities, provision of farming inputs and implements such as

fertilizer, seeds, tractors, etc. that will ensure that there is food production at the farms.

Furthermore; the achievement of the overall outcomes/impact of the programme is undermined by the incomplete infrastructure provided to the beneficiaries by service providers as well as the minimal implementation of the re-greening the environment and the decongesting the rural space projects of the AVMP.

The few farmers that were relocated to state owned farms were independent farmers that used to operate in communal land for subsistence farming and they are not used to operating in a larger scale of farming. The problem is that many of these state owned farms are no longer operated as viable commercial farms producing mainly for the market because the current farmers were used to doing subsistence farming and they were not trained on how to commercialize their farming which actually has a negative impact on food security. The relocated livestock farmers to the state owned farms need to be provided with the necessary financial means, farming/technical and management skills essential to ensure that there is food production.

The programme has brought about both positive and negative effect on beneficiaries and farmers in the sense that it has reduced their vulnerability thereby increasing their accessibility to grazing land. Through the programme; beneficiaries have accessed the most wanted support in the form of start-up facilities such as boreholes, animal handling facilities, sheds, dipping tanks as well as technical skills on farming and overall knowledge of farming operation as provided by the programme.

The programme objective of supporting livestock producers makes practical sense. But in real terms the programme is distant in the value chain and it is not clear how the rural producers will feed into the value chain to impact productivity. Hopefully the new Agri-Parks programme will go a long way in addressing this issue. It can be argued that AVMP can support rural economic growth if value chain productivity and competitiveness are increased to contribute to the achievement of both AVMP and Agri-Parks goals since the AVMP is considered as one of the pillars of the Agri-Parks Programme.

#### **4.8.2 REACHING OF THE TARGET BENEFICIARIES BY AVMP**

Judging by the response provided in the evaluation findings it is clear that the AVMP has targeted the right people as confirmed by the majority's positive responses. One of the criteria that the programme applied was to target communal areas/land and the programme has done well in this regard as the evaluation results demonstrated that most AVMP projects were implemented in communal land. The selection criteria for participants at project level were seen as a grey area subject to misinterpretation. The notion that AVMP will be implemented in communal areas and state owned

farms implied that everyone in these areas qualifies as there were no criteria mentioned in the concept document; therefore; there is still a need for a selection criteria at community level. The fact that majority of respondents were residing where the projects are taking place gives an impression that these are not casual farmers but full time farmers.

#### **4.8.3 THE SUSTAINABILITY OF THE AVMP RESULTS**

The sustainability of the AVMP activities will depend on the department's consideration of environmental and social stability of the communal and state land where AVMP is being implemented. The programme shaped its delivery activities in line with the principles of sustainability. However, the department need to bring in more relevant actors in areas of environmental management to create awareness and improve environmental management in communal areas.

#### **4.8.4 THE DESIGN AND IMPLEMENTATION OF THE AVMP**

In this evaluation the design of the AVMP was scrutinised based on the conceptualisation and implementation. While there is a notion that interventions/programmes should specify a sound logic model or theory of change/ action, explicating the mechanisms through which the program will achieve its desired outcomes; the AVMP lacked model specification and/or model adherence.

The evaluation has noted that there seems to be disparities in terms of the application of the concept document meant to be used as a reference when implementing the programme. This led to application of different approaches in implementing the AVMP by various provinces.

With regard to the effectiveness of the current AVMP implementation approach, the evaluators have learnt that the activities of the programme were fragmented in nature and this has made it impossible to do oversight and manage the programme respectively. Also noted in the approach was the lack of intra-unit collaboration within the DRDLR and this raise a concern over the ability of the department to integrate with various sector departments if they cannot collaborate internally.

The AVMP concept document attempted to enlist project activities that will be implemented for some programme strategies even though these were not clearly spelled out and it was not clear how they will fit in the broader programme goals. There seems to be no link between the goals and objectives of the programme and the listed activities, hence the non-standardisation of the AVMP implementation.

The programme of this magnitude in terms of the goal and objectives and its outcomes will require a distinctive oversight. Therefore the monitoring and evaluation role by the implementers within the department was not effective despite being outlined in the implementation framework as the evaluation discovered areas of

concern that could have been detected earlier and addressed if there was proper monitoring e.g. incomplete fences and boreholes.

With regard to the communication strategy employed by the AVMP stakeholders, the evaluation results has shown that the level of communication between DRDLR and the respondents was acceptable and in most cases alternative ways were employed to further strengthen the interaction so that there is transparency in the AVMP implementation. The results of 11% of respondents who indicated that they totally do not have communication is what the department should seek to address urgently so that all participants are informed of upcoming AVMP events/planned activities and not left wondering as alleged.

To some extent the evaluation also looked at the degree of community participation and support received by the community with the view of checking if beneficiaries/respondents had made meaningful contribution to AVMP decision making. However it has emerged that immediately after the needs are sent to the department respondents did not have a say regarding the facilities to be provided as this was dependent on the available budget. The respondents' impression towards this was that the Department went for quick wins and not ideally considered what their prioritised needs were. Therefore the evaluation proposed that the department should implement and deliver critical facilities that are beneficial to respondents farming needs so that productivity is not compromised.

The study also revealed limited participation by other stakeholders critical for the implementation of the AVMP. Nevertheless it is worth acknowledging the DRDLR for its effort to implement the AVMP when most stakeholders did not come forward in support of the AVMP implementation. Secondly the AVMP aims to revitalise the marginalised communal areas and this cannot be one department's responsibility as it will need integration of developmental initiatives by all, hence the evaluators hereby applaud the DRDLR for driving AVMP and its contribution to the rural space.

## CHAPTER ONE: INTRODUCTION

### 1.1 INTRODUCTION

The Natives Land Act of 1913 (the 1913 Land Act) was signed into law on 16 June 1913 and gazetted in June 1913. This act formed a cornerstone of territorial segregation as the leading principle of post-Union of South Africa land policy.<sup>4</sup> Section 25 (6) of the Constitution (1996) compels government to address insecure land tenure of people and communities caused by apartheid discrimination. The Communal Land Tenure Policy was developed by the Department of Rural Development and Land Reform (DRDLR) in response to the land tenure insecurity of millions of South Africans residing and utilising natural resources on communal land in the former Bantustans.<sup>5</sup>

Communal land has been subjected to over-population and over-grazing to the point that in most instances the land has lost its productive value. This is one of the most devastating consequences of the 1913 Native Land Act, which brought about perennial starvation, hunger, poverty, poverty-related diseases and joblessness to humans, and less-than-full potential development to livestock. The ultimate goal of Animal Veld Management Programme (AVMP) is to reverse environmental degradation caused by over-grazing, over-population and deforestation; and, bring back the production capacity.

The Chief Directorate: Monitoring and Evaluation (CD: M&E) is responsible for ensuring effective and efficient monitoring and evaluation of the Department of Rural Development and Land Reform service delivery programmes. As a result the CD: M&E through the Directorate Evaluation and Research (D: E&R) periodically conduct evaluation of programmes of the Department and visit projects to collect relevant data to be used in evaluating the performance of programmes. For the 2015/16 financial year, the AVMP has been selected; and a design and implementation evaluation of the programme was undertaken.

### 1.2 OVERVIEW OF AVMP

The Department of Rural Development and Land Reform has been mandated to create vibrant, equitable and sustainable rural communities across South Africa through its Comprehensive Rural Development Program (CRDP). The AVMP is one of the programmes of the department in pursuit of the objectives of CRDP and was introduced in 2011. The main problem that the programme aims to address is the unsustainable land use management practices in rural areas that have generally led

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<sup>4</sup> Department of Rural Development and Land Reform 2014. End of Term Report 2009-2014. Department of Rural Development and Land Reform, Pretoria.

<sup>5</sup> Institute for Poverty, Land and Agrarian Studies (PLAAS), 2014. University of Western Cape. [On-line] <http://www.plaas.org.za/blog/communal-land-tenure-policy-state-land-grabbing-and-coercive-use-land-create-voting-blocks>. 10 April 2015.

to poor management of the veld and overstocking causing low livestock production and deterioration of the natural resources (grazing, water, soil) and resulting in land degradation and deforestation.<sup>6</sup> Therefore, in order to address the above mentioned problem, the AVMP has the following three projects:

- Soil rehabilitation;
- Re-greening the environment; and,
- Decongesting the space.

These projects focus on the following strategies:-

- Rehabilitation will take various forms – fencing off and resting the land, planting grass; trees; including fruit trees; vegetable; crops and laying down gabions to control soil erosion.
- Re-greening the village space: Growth in green technology is an integral part of the strategy to reinvest and rebuild economy. In addition to renewable energy development; energy conservation, and green product development, the green economy must support rural jobs that restore forests, rangelands and watersheds.
- Decongesting the village space: Instituting overall agrarian transformation, including the decongesting of the rural areas is a key element that underpins the developmental, therefore there is a need to spatially reconfigure the communal areas through spatial planning, land use determination and associated spatial development.<sup>7</sup>

The AVMP focuses on the priority districts or districts which are not included in the CRDP wards in provinces, and it relates to communal land including municipal commonages generally used for uncontrolled animal grazing, and state farms owned by DRDLR. The programme is targeting to build a class of black commercial farmers, more so small-farmers in both livestock and cropping. The programme also target a single household and co-operatives in cropping, with the maximum land allocated to a single household being five (5ha). For a five-person co-operative or joint-venture on cropping; the maximum extent allocated being fifty (50ha). For a single household on livestock, the maximum extent of land allocated being two-hundred hectares (200ha). The programme will also target farmers who want to farm in both cropping and livestock, the maximum extent of land allocated is two-hundred hectares divided as follows: fifty (50ha) for cropping and one hundred and fifty hectares (150ha) for livestock.<sup>8</sup>

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<sup>6</sup> Department of Rural Development and Land Reform. 2013. Rural Development Framework. Department of Rural Development and Land Reform, Pretoria.

<sup>7</sup> Department of Rural Development and Land Reform.2013. Rural Development Framework. Department of Rural Development and Land Reform, Pretoria.

<sup>8</sup> Department of Rural Development and Land Reform. 2013. Concept note for Animal Veld Management Programme. Department of Rural Development and Land Reform. Pretoria.

The following are the objectives of the AVMP:

- To improve land use in communal areas; thus contributing to improved environmental and land use
- To regenerate the production capacity of communal areas and municipal commonages for present and future generations to benefit from the improved land-based natural resources of the country; and
- To enhance skills development; enterprise development; job creation; income opportunities in the communal areas and commonages.

The outcomes of the AVMP are as follows:

- Food security,
- Improved rural livelihoods,
- Improved livestock and veld management,
- Increased production,
- Improved environmental management, and
- Enabling rural communities to use land more sustainable.

The Department of Rural Development and Land Reform (DRDLR), which is the leading department in this Programme, a range of other departments, such as Agriculture, Forestry and Fisheries (DAFF), Public Works (DPW), Energy (DoE), Trade and Industry (DTI), Water & Sanitation (DWS), Environmental Affairs (DEA), Co-operative Governance & Traditional Affairs (COGTA) and Transport (DoT) have been lined up to participate as collaborators in the AVMP.

### 1.3 IMPLEMENTATION MECHANISMS OF THE PROGRAMME

The Table below is the process flow of the Animal Veld Management Programme on how the programme will achieve its goals from the planning stage to the implementation stage.<sup>9</sup>

**Table 1: AVMP Process Flow**

ACTIVITY	RESPONSIBILITY	FINANCIAL PROCEDURES
<b>Step1: Project Identification</b>		
1. Determine priority areas in local municipality based on: a. Initial environmental scan through analysis of IDPs and other local plans b. Needs assessment that looks at existing agricultural infrastructure and opportunities (SWOT)	PSSC Management team- to include district managers	Salary Cost
<b>STEP 2: Status Quo reports and Mapping</b>		
1. Situation assessment/needs identification • Identification of existing information on land use, current and potential local agricultural enterprises, priority districts information, IDPs, local municipality plans, etc. • Conduct household profiling if necessary • Provide map on land use potential	SPLUM  REID SPLUM	Salary Cost
<b>Step 3: Analysis of reports</b>		
1. Status quo report, household profiling and maps analysed 2. AVMP Concept document prepared	PSSC: REID, RID, Land Reform and SPLUM PSSC: RID	Possibility to bring in outside planning facilitator
<b>Step 4: Community Planning processes</b>		
1. Round table discussions with farmers associations, council of stakeholders and other relevant government and community structures 2. AVMP concept note is revised	PSSC: REID, RID, Land Reform and SPLUM	Possibility to bring in outside planning facilitator
<b>Step 5 Community AVMP Plan</b>		
1. Detailed plan is developed with financial implications 2. Further meetings with community on plan 3. Plan is refined 4. Indicators are determined 5. Community resolution is obtained on final plan 6. AVMP Plan is submitted for approval to National Approvals Committee 7. Cooperatives and other enterprises are identified and formed	PSSC: REID, RID, Land Reform and SPLUM PSSC: REID PSSC: SPLUM Monitoring and Evaluation PSSC: REID  PSSC: RID/DDG RID PSSC: REID	Possibility to bring in outside planning facilitator
<b>6. Land Acquisition (PLAS Process)</b>		

<sup>9</sup> Department of Rural Development and Land Reform, 2013. Concept note for Animal Veld Management Programme. Department of Rural Development and Land Reform. Pretoria.

<ul style="list-style-type: none"> <li>1. PLAS processes initiated as per AVMP plan</li> <li>2. Valuation report and other necessary documentation (including SG diagrams for subdivision) and submit to NLARCC for approval</li> <li>3. Project approval</li> <li>4. Conveyancing procedures completed</li> <li>5. Subdivision procedures completed</li> <li>6. Lease agreements (community plan would have outlined potential lessees)</li> </ul>	<p>PSSC: Land Reform PSSC: Land Reform</p> <p>NLARCC (DDG: Land Reform) PSSC: Land Reform/Deeds Land Reform/SG/Deeds Land Administration</p>	<p>Possibility to bring in outside planning facilitator</p> <p>Possibility of outside valuer.</p> <p>Conveyance outsourced</p>
<b>Step 7: Infrastructure development</b>		
<ul style="list-style-type: none"> <li>1. Infrastructure plan is implemented</li> </ul>	<p>PSSC: RID and Land Reform</p>	<p>Possibility to bring in outside planning facilitator</p>
<b>Step 8: Monitoring and Evaluation</b>		
<ul style="list-style-type: none"> <li>1. Community plan indicators are monitored</li> <li>2. Reports feedback to refinement of community plan</li> </ul>	<p>Monitoring and Evaluation</p>	

## **CHAPTER TWO: BACKGROUND TO THE EVALUATION**

### **2.1 INTRODUCTION**

This chapter gives a brief background to the evaluation that was conducted. The chapter highlights the type, importance, and purpose of the evaluation, the objectives of this study, the evaluation questions and scope of the study.

In the beginning of 2013/14 financial year the Evaluation and Research Directorate developed a three year departmental evaluation plan (DEP). The plan was in line with the National Evaluation Policy Framework of 2012 developed by the Department of Planning, Monitoring and Evaluation (DPME), which was one of the prescripts of the DPME that addresses how evaluations should be planned and conducted within the public service. During the 2015/2016 financial year the DEP was reviewed and it identified programmes to be evaluated from 2015/2016 to 2017/2018. An implementation and design evaluation of AVMP was one of the evaluations to be conducted in the 2015/16 financial year.

### **2.2 TYPE OF EVALUATION**

Design and implementation evaluation have been adopted as the most relevant types of evaluation to be undertaken. This was informed by AVMP being a new programme in the Department and is currently being implemented. The evaluation findings will assist in clarifying the underlying rationale of the program and improving the efficiency of the implementation process of AVMP.

### **2.3 PURPOSE OF THE EVALUATION**

The purpose of the evaluation is to generate a programme description that will be shared with key stakeholders, clarifying programme goals, objectives, activities that will produce outputs and assess the implementation of the programme, highlight challenges, lessons learned and produce recommendations based on the findings. To some extent the evaluation will also assess the impact of the programme on the target group, efficiency and sustainability. The evaluation will provide the Department with information needed to make decisions with regard to programme improvement.

### **2.4 IMPORTANCE OF THE EVALUATION**

AVMP is a new programme in the Department of Rural Development and Land Reform and it is of importance that it be evaluated to understand the programme rationale and clarify the linkage of programme components (i.e. activities, outputs, outcomes and objectives) and identify programme achievements thus far, the implementation processes of the programme and whether the original objectives have been met or likely to be met. Food security and environmental management

are one of the challenges facing South Africa today. Furthermore, the evaluation will identify if the programme is impacting on the rural livelihood and improving livestock of the intended beneficiaries and influence the department's policy, strategy and targets to promote a more accurate response to the needs of the beneficiaries.

## **2.5 OBJECTIVES OF THE STUDY**

The objectives of the study are as follows:

- To assess the AVMP design and its rationale;
- To assess the performance of AVMP project in relation to soil rehabilitation, re-greening the environment; and decongesting the space;
- To assess performance against AVMP operational framework;
- To assess overall performance against the programme's objectives;
- To document lessons learned in order to improve the design, content and management of existing and future AVMP projects ;
- To determine implementation successes and challenges; and
- To assess community participation as well as other stakeholders on the AVMP.

## **2.6 KEY QUESTIONS TO BE ADDRESSED BY THE EVALUATION**

The following questions will be addressed by the study:

1. To what extent are the set objectives/outcomes of the Animal Veld Management Programme being achieved?
2. Is the AVMP reaching its targeted beneficiaries?
3. Are the results of the AVMP sustainable?
4. What particular problems are being encountered or specific barriers experienced in the programme?
5. What are the solutions to make the AVMP programme more effective and efficient?
6. How is the programme designed to work?
7. What is the degree of participation, involvement, and support of various stakeholders in the implementation of AVMP?

## **2.7 SCOPE OF THE STUDY**

The study will focus on AVMP projects and farms within the provinces as listed below, and it will also be categorized according to the following projects: soil rehabilitation, re-greening the environment, and decongesting the space. The Table below shows the number of AVMP projects as provided by RID Directors at Provincial level. An estimated number of 314 projects were identified from the list provided.

**Table 2: Number of AVMP projects**

<b>PROVINCE</b>	<b>AVMP PROJECTS</b>
<b>Western Cape</b>	5
<b>Eastern Cape</b>	38
<b>Free State</b>	18
<b>Gauteng</b>	25
<b>KwaZulu-Natal</b>	186
<b>Limpopo</b>	6
<b>Mpumalanga</b>	13
<b>Northern Cape</b>	3
<b>North West</b>	20
<b>TOTAL</b>	<b>314</b>

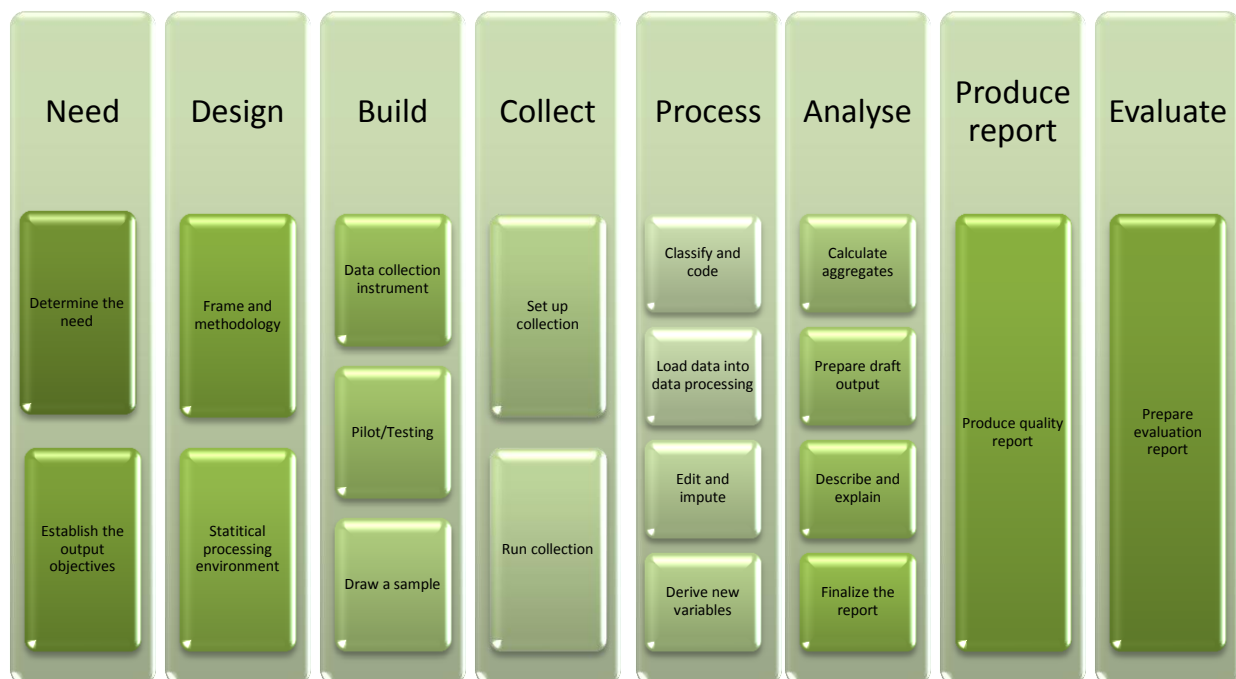
## CHAPTER THREE: METHODOLOGY

### 3.1 INTRODUCTION

This chapter outlines the methods and procedures adopted for the evaluation. This includes a demographics and status of the respondents, description of qualitative and quantitative data collection, data collection instruments, details of sampling and data analysis. The evaluation study was conducted in all nine provinces. Interviews were held with communities and farmers where AVMP is implemented, as well as programme implementers (Rural Infrastructure Development (RID) Directors). The study also involved review of existing AVMP documents.

Given that implementation evaluation aim to understand the key activities, process and events in programme delivery and whether these are being implemented as designed, a variety of methods such as analysis of programme and project administrative records and interviews were used to gather information on the implementation of the AVMP. The following statistical value chain was followed when conducting the evaluation study:

**Figure 1: Statistical value chain**



### 3.2 TARGET POPULATION

The target population of the study consists of the communities and farmers where AVMP project is implemented in all nine provinces, as well as the managers involved in the implementation of AVMP.

The Directorate: Evaluation and Research (D: E&R) worked with the list of all AVMP projects which was provided by the provincial Rural Infrastructure Development (RID) Branch. From that list, there were 314 AVMP projects. The Table below shows the distribution of total number of projects per province as provided by RID Branch.

**Table 3: Number of AVMP projects per province**

PROVINCE	AVMP PROJECTS
Western Cape	5
Eastern Cape	38
Free State	18
Gauteng	25
KwaZulu-Natal	186
Limpopo	6
Mpumalanga	13
Northern Cape	3
North West	20
<b>TOTAL</b>	<b>314</b>

The Table above shows that Kwa-Zulu Natal had highest number of 186 AVMP projects implemented, followed by Eastern Cape with 38 projects. Only few AVMP projects were implemented in Northern Cape with 3 projects, Western Cape with 5 projects and Limpopo with 6 projects. This number of AVMP projects were also confirmed by the provincial M&E officials with RID Branch.

### 3.3 SAMPLING SELECTION

For the purpose of sampling for this evaluation, non-random sampling technique was utilised. Non-random samples are commonly classified into four types: purposeful, snowball, judgemental and convenience.

Purposeful sampling method was used to draw up the sample for this evaluation. This method allowed evaluators to make the selection based on predetermined criteria that in the judgement of the evaluators will provide the data needed. The criteria used for the selection focused on provincial coverage of AVMP projects.

However, due to small number of the projects in 3 provinces (Northern Cape, Western Cape and Limpopo), sampling was not done.

The total number of projects implemented was 314 projects for all provinces as provided by the provincial office. The list of the projects was then aggregated in order to have total representation of projects, hence 78 projects were drawn from 314 AVMP projects in all nine province but the evaluators managed to interview representatives of 63 projects (see Table below). Out of 63 interviewed respondents, 53 respondents were males while 10 were females (see Table below for distribution of gender per province).

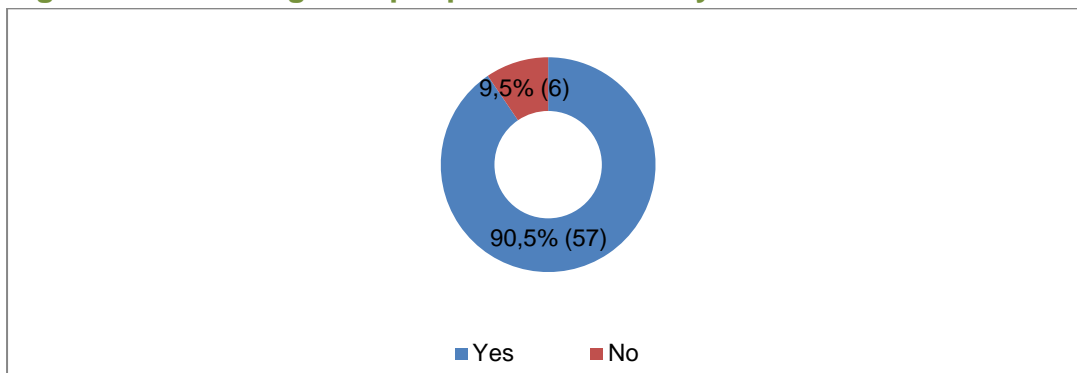
**Table 4: Distribution of gender per province**

Provinces	Sex of respondents		
	Male	Female	Total
Free State	6	3	9
Mpumalanga	11	0	11
Eastern Cape	7	0	7
Western Cape	3	1	4
Gauteng	6	1	7
KwaZulu-Natal	9	2	11
North West	5	2	7
Limpopo	4	1	5
Northern Cape	2	0	2
<b>Total</b>	<b>53</b>	<b>10</b>	<b>63</b>

The Table above shows that the majority of the respondents who participated on the AVMP evaluation study were males; while the minority of respondents were females.

Most of the Government service delivery programme strives to motivate disabled people to be part of the programme. Therefore, disability was also one of the factors considered in the AVMP evaluation study. Out of 63 respondents, 90,5% (57) respondents were not disabled while 9,5% (6 respondents) were disabled as depicted by the Figure below.

**Figure 2: Percentages of people with disability**



Another factor considered in this study was the educational level of the beneficiaries. This factor assist the Departments to understand the level of education for the people involved in Government programmes. In most case, the government try to improve the skills of unskilled/uneducated people. Therefore, the Table below shows the distribution of the highest educational level of respondents involved in the AVMP projects.

**Table 5: Distribution of the highest level of education for beneficiaries**

Provinces	Highest level of Education						
	No Schooling	Grade 1-4	Grade 5-8	Grade 9-11	Grade 12	Tertiary/ Other	Total
Free State	1	0	3	1	1	3	9
Mpumalanga	0	1	2	1	4	3	11
Eastern Cape	2	2	2	1	0	0	7
Western Cape	0	0	1	1	0	2	4
Gauteng	1	1	2	2	1	0	7
KwaZulu-Natal	2	3	2	2	1	1	11
North West	1	0	2	3	1	0	7
Limpopo	0	0	0	0	1	4	5
Northern Cape	0	1	0	0	0	1	2
<b>Total</b>	<b>7</b>	<b>8</b>	<b>14</b>	<b>11</b>	<b>9</b>	<b>14</b>	<b>63</b>

Based on the above Table, it can be seen that 23 respondents had Grade 12 (9) and Tertiary education (14) but still about 40 respondents had less than grade 12 educations with only 7 from 40 without any education.

### 3.3.1 Determining the sample size

The sample size was determined in a manner where evaluators were able to decide the confidence of the sample results to be accurate in order to reflect the entire relevant population.

Criteria used to draw-up the sample were:

- The standardized number of 10 was used as a sample size for 5 provinces (Eastern Cape, Free State, Mpumalanga, Gauteng and North West) This was due to the fact that the total number of projects in those provinces were ranging from 13 (Mpumalanga) to 38 (Eastern Cape). Therefore, sample according to measure of size (MOS) was going to misrepresent other provinces such as Mpumalanga where only 3 projects was going to be selected out of 13 projects.
- Three provinces (Limpopo, Western Cape and Eastern Cape) were not sample due to the small total number of projects in the province, but all projects were targeted for inclusion in the study.
- And more than 10 projects were selected in KwaZulu-Natal because of the huge total number of projects in the province (see Table below).

The Table below shows the proposed sample size and actual sample size and also the actual response rate against the proposed.

**Table 6: Proposed and actual sample size and response rate**

Provinces	Total number of projects	Proposed Sample size	Actual collected	Response rate (%)	Reasons for deviance
Eastern Cape	38	10	7	70,0	There was no response from one project as the respondents did not answer when we call him. Two projects were represented by one Chief.
Free State	18	10	9	90,0	Two projects were separated in the list provided but it was one project in one community with one respondents.
Gauteng	25	10	7	70,0	One project was used for piloting; the respondent for one project got sick therefore we could not interview anyone and one project was in Mpumalanga (Nkangala) but came under Gauteng in the list.
KwaZulu-Natal	186	14	11	78,6	One project was not found in the village provided and the other 3 projects were represented by one community leader.
Limpopo	6	6	5	83,3	Two projects were represented by one leader as it was in the same village.
Mpumalanga	13	10	11	110,0	Two projects were combined as one project in the list provided but it was discovered during field work that the projects were two separate projects.
Northern Cape	3	3	2	66,7	One project was taken out because it was 900 km away from the other two projects.
North West	20	10	7	70,0	3 projects were represented by one community leader who was the chief for three villages where AVMP was implemented.
Western Cape	5	5	4	80,0	There was no one to be interviewed in one project as people staying in that area did not know anything about AVMP.
<b>TOTAL</b>	<b>314</b>	<b>78</b>	<b>63</b>	<b>80,8</b>	

Originally, the sample size was 78 (which is 24,8% of 314) but we manage to collect from 63 projects (which is 20,1% of 314) due to the fact that most projects were represented by one community leader as explained in the Table above. Overall, the evaluators had 80,8% response rate.

Only Mpumalanga had 110,0% response rate due to one extra project that was separated from another project. Otherwise, the response rate for other provinces was ranging from 66,7% for the Northern Cape to 90,0% for the Free State.

In addition, the study also focused on interviewing RID directors in each province. Table below shows the number of RID directors interviewed. Only one provincial director was not interviewed and the reason is specified in the Table below.

**Table 7: Number of provincial RID directors interviewed**

Province	Managers	Reasons for not interviewing director
Eastern Cape	0	The director had to leave but an arrangement was made that the fieldworker email the questionnaire and it will be completed and emailed back but the questionnaire was not received despite numerous follow-up through email and telephone.
Northern Cape	1	
Western Cape	1	
Free State	1	
Kwazulu-Natal	1	
North West	1	
Gauteng	1	
Mpumalanga	1	
Limpopo	1	
<b>TOTAL</b>	<b>8</b>	

### 3.4 QUESTIONNAIRE DESIGNING

The interviews were conducted by using structured questionnaires as tools for collection of information from programme participants and RID Directors. The questionnaires consisted of nominal and ordinal data type. The questions were designed in a way that would be able to assist evaluators in reaching the objective of measuring and evaluating the status and performance of the AVMP.

The questionnaire was piloted with one beneficiary from Gauteng province due to time and budget constraints. The pilot study was done to ensure the quality in terms of:

- Contents of the questions included;
- Relevant layout of the questionnaire;
- Time usage to administer the questionnaire;
- Understanding of the question by the respondents; and
- Attractiveness to ensure that respondents will be able to respond to the questionnaire (see Appendix A and B for questionnaires).

**Table 8: Contents of beneficiary's questionnaire**

<b>Respondents questionnaire</b>		
<b>Section &amp; sub-sections</b>	<b>Number of questions</b>	<b>Detail of each section</b>
<b>Flap</b>	10	Demographic information, respondents information and field staff information
<b>Section 1</b>	3	Respondents status
<b>Section 2</b>	4	AVMP description
<b>Section 3</b>	13	Implementation of AVMP
<b>Section 4</b>	8	Project information
<b>Section 5</b>	24	Improvement of rural livelihoods
<b>Section 6</b>	10	Food Security
<b>Section 7</b>	9	Livestock management
<b>Section 8</b>	9	Veld management
<b>Section 9</b>	3	Environmental management
<b>Section 10</b>	6	Sustainable land use
<b>Section 11</b>	4	Increased production
<b>Section 12</b>	6	Programme sustainability
<b>Section 13</b>	4	Monitoring and evaluation
<b>Section 14</b>	3	Communication
<b>Total</b>	<b>119</b>	

The full questionnaires for beneficiaries and directors are attached as Appendix C and D

**Table 9: Contents of the RID director's questionnaire**

<b>Directors questionnaire</b>		
<b>Section 1</b>	4	Understanding of the programme
<b>Section 2</b>	16	Implementation of the programme
<b>Section 3</b>	12	AVMP process flow
<b>Section 4</b>	8	Improvement of rural livelihoods
<b>Section 5</b>	3	Food security
<b>Section 6</b>	6	Livelihoods management
<b>Section 7</b>	3	Veld management
<b>Section 8</b>	3	Environmental management
<b>Section 9</b>	5	Sustainable land use
<b>Section 10</b>	1	Increased production
<b>Section 11</b>	8	Programme sustainability
<b>Section 12</b>	2	Skills development
<b>Section 13</b>	4	Monitoring and evaluation
<b>Section 14</b>	3	Communication
<b>Total</b>	<b>81</b>	

### **3.5. DATA PROCESSING**

Data was collected across all nine provinces in October and November 2015. After collection, the data was captured in Excel. The captured data was verified and cleaned by the team to ensure consistency and correctness. Data cleaning and verification is the procedure of removing capturing errors and inconsistencies from data in order to improve quality. It is also used to remove the duplicates. In the case of missing data, the data was confirmed telephonically or imputed by using other questions related to the missing value, elsewhere it was noted as unspecified.

### **3.6. DATA ANALYSIS**

Data was analysed utilizing both data analysis strategy that is qualitative and quantitative strategies. Qualitative data analysis involves making sense of non-numeric data collected as part of evaluation. This evaluation used this strategy to analyse open-end questions more especially in the Director's questionnaires. Quantitative data analysis strategy was used to analyse data collected from respondents as the questionnaire included nominal (categorical) data (respondents were able to choose answer from the box) and ordinal data (e.g. respondents were able to rate the AVMP).

Graphs and Tables were determined from the percentages and numbers derived from the sampled results. The two strategies were linked together in order to compile the report.

### **3.7 LIMITATIONS OF THE STUDY**

- Due to the number of projects and the coverage thereof, the team had to ensure that the selected sample is representative of all the population, hence the sampling of 78 projects across all provinces;
- The capacity within the Evaluation and Research Directorate was a limitation as officials involved in data collection had to visit all provinces within a period of two months, where data collection in a province lasted for a 3 to 5 days;
- Unclear projects list in terms of combining projects as one only to find out it is two projects;
- The evaluation team requested documents such as manual for the implementation of AVMP, theory of change, etc. to assist the evaluators to understand the programme better from the RID Branch but such documents were never received.
- Lack of adequate information about AVMP from the Branch making it difficult to compile the questionnaire and also understand how the AVMP functions; and
- Unavailability of the RID Director in Eastern Cape.

## **CHAPTER 4: EVALUATION KEY FINDINGS**

This chapter presents the key findings of the AVMP evaluation study conducted during the 2015/2016 financial year with field work specifically conducted during October and November 2015. The results are presented according to the key evaluation questions and key themes. The following are the specific key evaluation questions:

1. To what extent are the set objectives/outcomes of the Animal Veld Management Programme being achieved?
2. Is the AVMP reaching its targeted beneficiaries?
3. Are the results of the AVMP sustainable?
4. What particular problems are being encountered or specific barriers experienced in the programme?
5. What are the solutions to make the AVMP programme more effective and efficient?
6. How is the programme designed to work?
7. What is the degree of participation, involvement, and support of various stakeholders in the implementation of AVMP?

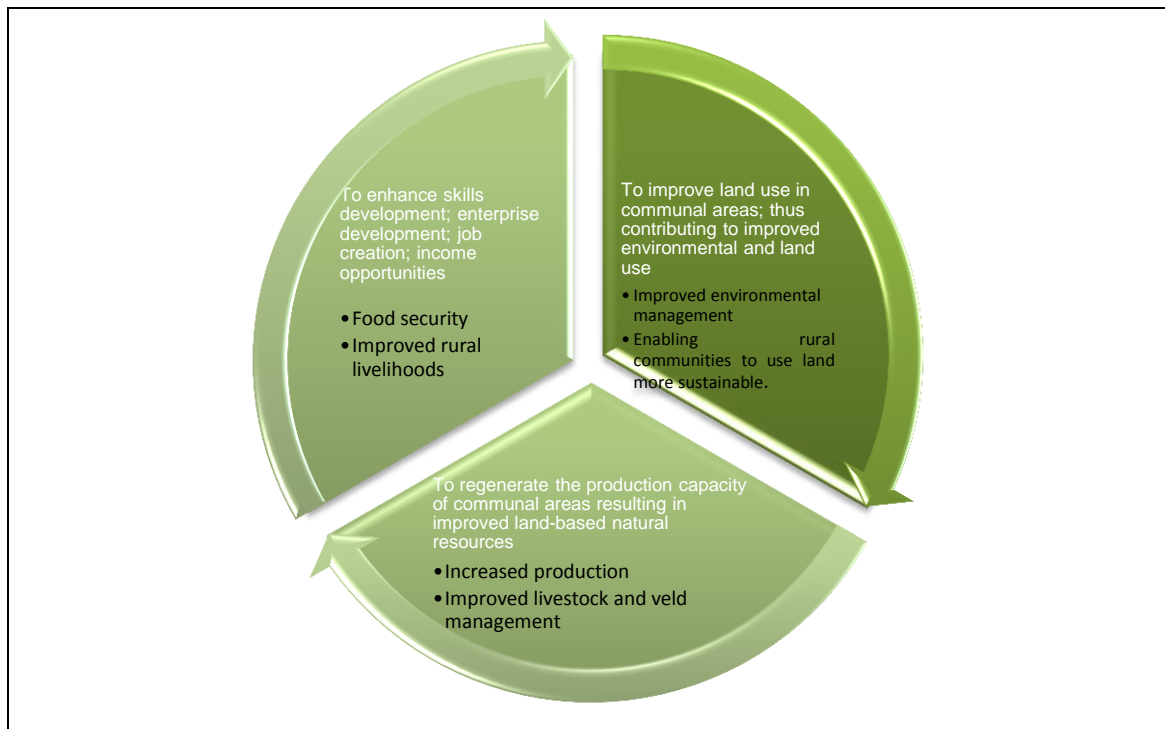
The results are based on an analysis of programme records, document analysis, and interviews with beneficiaries of AVMP as well as managers. The results from the interviews are presented by province, where necessary, and for all nine provinces combined to provide an overall picture of AVMP status and performance.

The results are based on 63 reached AVMP projects selected from the target population of 314 AVMP projects within nine provinces of the country as indicated in the previous Chapter 3: Methodology.

### **4.1 THE EXTENT TO WHICH OBJECTIVES AND OUTCOMES ARE ACHIEVED**

In order to ascertain the achievement of the objectives as well as outcomes, the outcomes of the AVMP were linked to objectives as outlined in the Figure below.

**Figure 3: Objectives and outcomes of the AVMP**



The results regarding the extent to which the objectives/outcomes of the AVMP are being achieved will be presented per outcome in the next sections. The results on the contribution of the towards soil rehabilitation, re-greening the environment as well as decongesting the space, as well as the effect of AVMP on participants will also be presented.

#### **4.1.1 OUTCOME 1: FOOD SECURITY**

The results were structured in the way that they show whether the beneficiaries were able to enhance the accessibility of food since benefitting from AVMP. Again, it looks at whether they were able to distribute or sell their products to their community or surrounding areas in order to improve the food accessibility in the communal area.

##### **Production in the last 12 months ended in August 2015 for all types of enterprises**

This section was aggregated to give the overall picture of the production and gross income using the AVMP facilities in which some of the respondents were not aware of the production at the community level but at the individual level. From this section kilograms and bags were converted into tons to have the unified measurements and all the square metres were taken out as they were not convertible into tons.

**Table 10: Production level and gross income in the last 12 months ended August 2015**

Production type	Number of respondents produced in the last 12 months	Area planted (Hectares)/number of livestock	Quantity harvested (tons)	Quantity sold (tons) / number sold	Gross income (R'000)
Field Crop	9	627,5	347,7	127	R 363 101,19
Horticultural products	8	25	1 155,6	1 156,6	R 5 030,00
Livestock	30	1 870	-	681	R 816 039,00

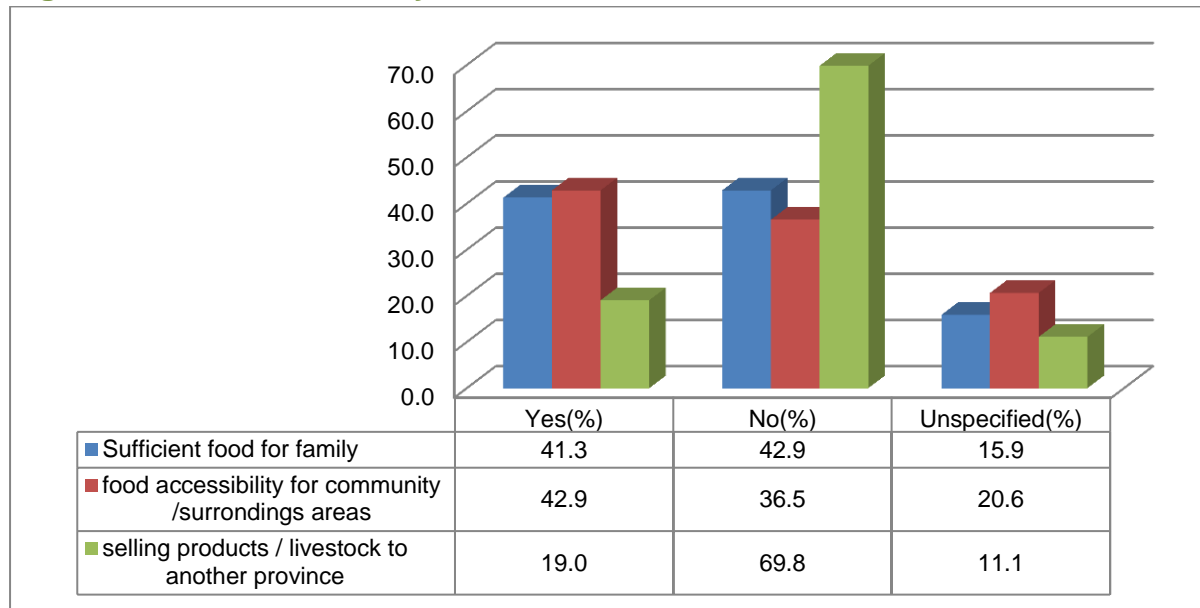
The Table above shows the production level and gross income of type of production. The results indicate that 30 respondents were producing or breeding livestock which generated more income (R 816 039,00) than field crop (R 363 101,19) which was produced by 9 respondents and horticultural products (R 5 030,00) which was produced by 8 respondents in the last 12 months.

Out of 22 respondents dealing with field crop about 9 respondents used 627,5 hectares for field crop plantation in which 347,7 tons were harvested and 127 tons was sold generating about R 363 101,19 income in the last 12 months. Again, 8 respondents used 25 hectares for horticultural products plantation and 347,7 tons were harvested whereas 127 tons were sold generating gross income of R 5 030,00. It was highlighted by the respondents that most of the field crop and horticultural products were sold in their communities. About 1 870 livestock were owned by 30 respondents and 681 livestock was sold mostly to auctions and abattoirs which generated the gross income of R816 039,00.

This suggests that the implementation of AVMP to the communities and the farms has positive effect to the beneficiaries since they can manage their plantation and livestock using the AVMP facilities in their communities.

From the above analysis, it was wise to check if the producers and owners were satisfied with food for their families since benefitting from the AVMP projects and also their community and surrounding areas were benefitting from their projects in terms of access to food. Some did not produce in the last 12 months but managed to indicate whether they are satisfied or not. The Figure below shows the percentage of respondents to the satisfaction question.

**Figure 4: Food accessibility**



The Figure above indicates food accessibility for families as a result of benefitting from the AVMP projects. About 41,3% of the respondents stated that there is sufficient food for families since they benefitted from the projects of AVMP while 42,9% stated no sufficient food for families and 15,9% did not specify. On food accessibility by communities or surrounding areas, almost 42,9% of the respondents stated yes while 36,5% stated no and 20,6% did not specify. Regarding whether they are selling products/livestock to other provinces in order to enhance food accessibility, only 19,0% of the respondents stated yes while 69,8% of the respondents stated no and 11,1% did not specify.

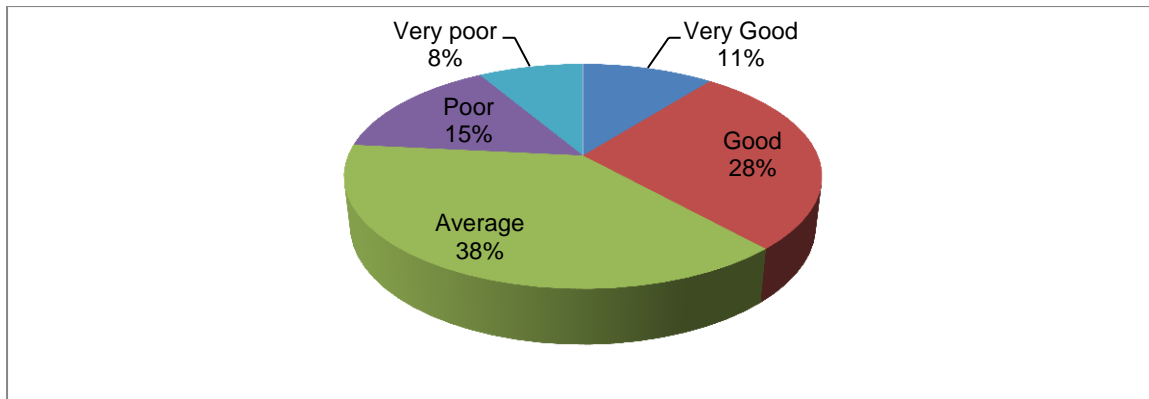
Based on the above interpretation it is clear that the respondents together with their surrounding communities were accessing food since their involvement in AVMP, however this happened at a minimal scale as confirmed by the 41.3 % which indicated that there was sufficient food for the family and 43% which indicate that there was no sufficient food for the family. It should be noted that this Figure is inclusive of those respondents who were involved in soil rehabilitation activities such as debushing and erection of gabions as they were receiving stipend and could use it for buying food for their families. This raises a concern on the contribution of the AVMP projects, specifically agriculture towards improving community's access to food as many of whom rely on agriculture for their livelihoods.

Agricultural production is subject to many uncertainties. Any farm production decision plan is typically associated with multiple potential outcomes with different probabilities such as changing weather patterns, market developments and other events cannot be controlled by the farmer but have a direct incidence on the returns

from farming. In this context, the farmer has to manage risk in farming as part of the general management of the farming business.<sup>10</sup>

The department should invest in efforts that aims to develop economically and environmentally sound and sustainable value chains that will deliver safe, affordable, and nutritious food and contribute to access to food by all.

**Figure 5: The degree to which community is benefitting from the project in terms of food**

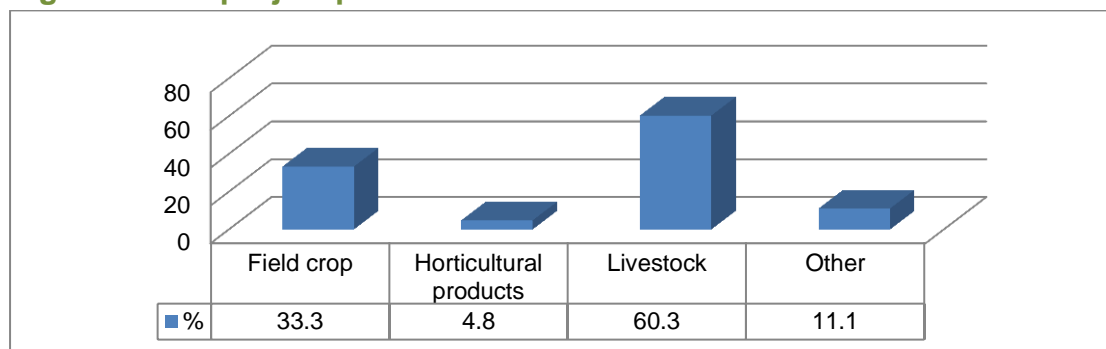


The Figure above illustrates the degree to which the community benefit from the AVMP project in terms of food improvement. About 38% of the respondents rated the AVMP project average in terms of food improvement whereas 28% of the respondents rated the AVMP project good in terms of food improvement. This is because some respondents were able to buy food using the stipend provided by the Department while others had to leverage from the agricultural produce harvested and through other sources. Whereas 15% rated the AVMP project poor and 11% of the respondents rated the AVMP project very good in terms of food improvement with 8% rated it very poor.

Based on the above analysis, the evaluation noted the minimum benefits of projects towards achieving food security might have worsened due to farmers' inability to cope with drought. The evaluation proposed that the department should assist farmers to reduce their vulnerability to drought, diseases and other farming related shocks and improve the capacity to adapt and grow in the face of these stresses and erratic weather patterns.

<sup>10</sup> Managing Risk in Agriculture: A Holistic Approach. <http://www.oecd.org/agriculture/agricultural-ggpolicies/45558582.pdf>

**Figure 6: The project produce**



The Figure above indicate the types of farming enterprises that AVMP projects are focusing on, almost 60.3% of the AVMP project are focusing on livestock while 33.3% of the AVMP projects focus on field crops. Only 4,8% of the AVMP project produce horticultural products and 11,1% focused on other activities such as debushing and restoration of dongas, borehole and cattle handling facility.

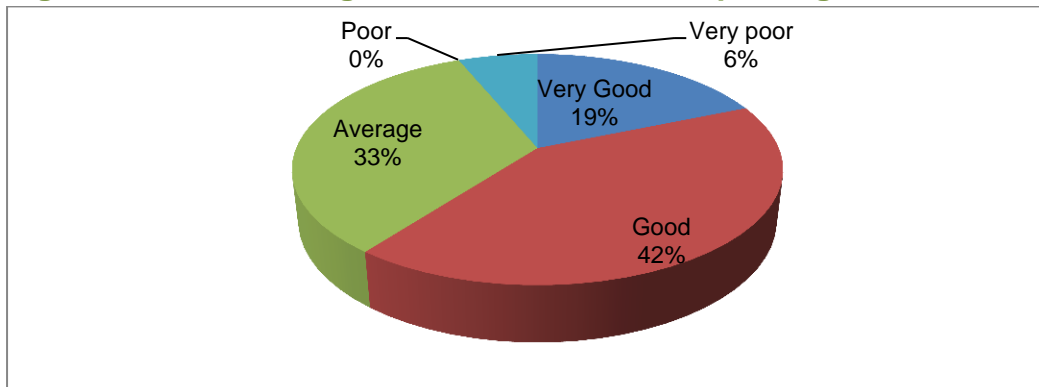
**Table 11: Satisfaction with selling of products from the projects**

Satisfied with the selling of products	Number of respondents	%
Yes	18	28.6
No	29	46.0
Unspecified	16	25.4
<b>Total</b>	<b>63</b>	<b>100.0</b>

The Table above shows the satisfaction with the selling of products from the AVMP project. About 46,0% of the respondents are dissatisfied with the selling of the products from the AVMP project and only 28,6% of the respondents are satisfied with the selling of the products from the project while 25,4% of the respondents did not specify whether they are satisfied or dissatisfied with selling of products from the AVMP projects.

The main reason for most of the respondents not being satisfied with the selling of products is the lack of the formal market where the respondents can sell their products. Therefore it is recommended that the AVMP should assist the respondents with the management and channels of marketing of products.

**Figure 7: Overall rating of AVMP in terms of improving lives**



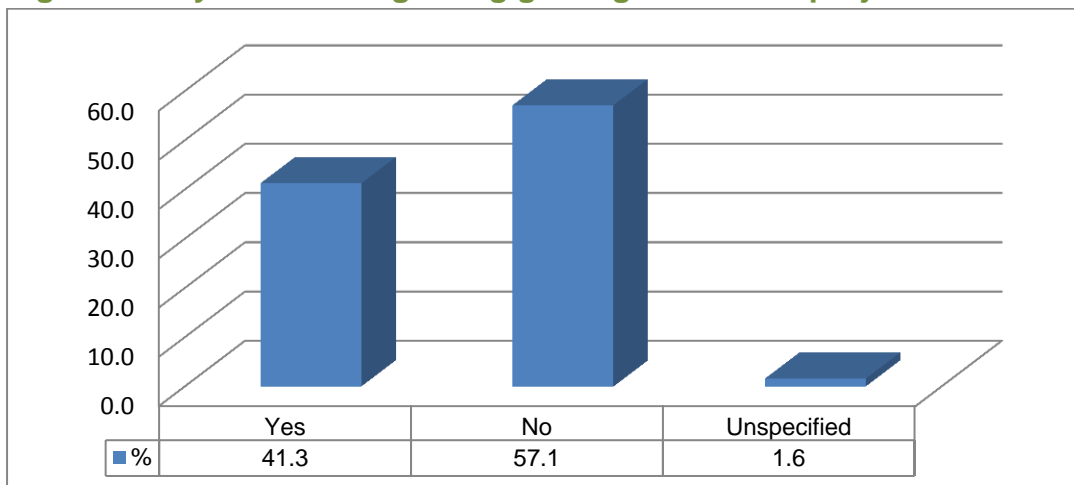
The Figure above illustrate the overall rating of the projects under AVMP in terms of improving lives of participants and the community to have access to food. Almost 42% of the respondents rated the AVMP project good in terms of improving life and the community’s access to food whereas 33% of the respondents rated the AVMP project average in terms of improving life and the community having access to food. About 19% of the respondents rated the AVMP project very good in terms of improving lives and the community’s access to food and only 6% of the respondents rated the AVMP project very poor in terms of improving lives and the community ’s access to food.

**4.1.2 OUTCOME 2: IMPROVED RURAL LIVELIHOODS**

For the purpose of assessing the AVMP’s contribution towards improvement of rural livelihoods the evaluation adopted the Sustainable Rural Livelihoods Framework which outlines five key indicators, namely: vulnerability context, human capital, natural capital, physical capital, as well as financial capital.

**4.1.2.1 Vulnerability context**

**Figure 8: Any conflicts regarding grazing land in the projects**



The Figure above illustrate whether there is any conflict regarding the grazing land in the project or not. It shows that almost 57% of respondents indicated that there is no conflict with regards to grazing land whereas 41% indicated that they do have conflict. The following factors have been highlighted by respondents as the cause of conflicts:

- The community is causing conflict disagreement between the use of land for grazing versus settlement resulting in fence being vandalised.
- Stock and fence theft.
- Absenteeism from project without reasons provided to the supervisor, particularly on debushing work where respondents have signed a contract and are expected to report to work daily as they are receiving a stipend to participate.
- Financial issues when it comes to contribution for project operational costs.
- Conflict with regards to rotational grazing for re-greening purpose.
- Lack of demarcation of fencing at boundaries resulting in no control of livestock.

Even though the majority of the respondents (57%) indicated that there we no conflicts within community projects, those that indicated that there were conflicts were also significant at 41%. Taking into account the reasons that were raised it is recommended that the AVMP beneficiaries are capacitated on conflict management and be prepared for future purpose when confronted with challenges. These conflicts encountered might negatively impact on the success of the AVMP.

**Table 12: Experience of natural shock such as drought or floods**

Experienced any natural shock such as drought or floods	Number of respondents	%
Yes	55	87.3
No	7	11.1
Unspecified	1	1.6
<b>Total</b>	<b>63</b>	<b>100.0</b>

The Table above indicates whether the area has experienced any natural shock such as drought or floods or not. The Table shows that 87,3% of respondents indicated that they have experienced natural shock such as drought, flood and veld fire, while only 11,1% indicated that they have not experienced any natural shock, and 1.6% have not specified whether they have experienced any natural shock or not.

Based on the above analysis it is quite evident that there were persistent shocks being experienced by AVMP participants. This should indicate to the DRDLR that communities mostly in communal areas do experience various shocks and therefore; the DRDLR will need proactively to plan for such. The evaluation team wishes to

commend the Department for addressing some of the livelihood resources in order to eliminate and reduce some of the shocks by providing first aid and firefighting training, however, much was still needed to keep up with the pace of eventualities. For instance, the current drought condition in most parts of the provinces poses a threat to livestock and crop projects. This was also supported by the respondents who were on farms by raising a concern that they were not coping with the heat and limited availability of water as they sometimes relied on water from other areas for their livestock and could not plant crops. The evaluation concluded that the respondents had limited alternative mechanisms to deal with various shocks.

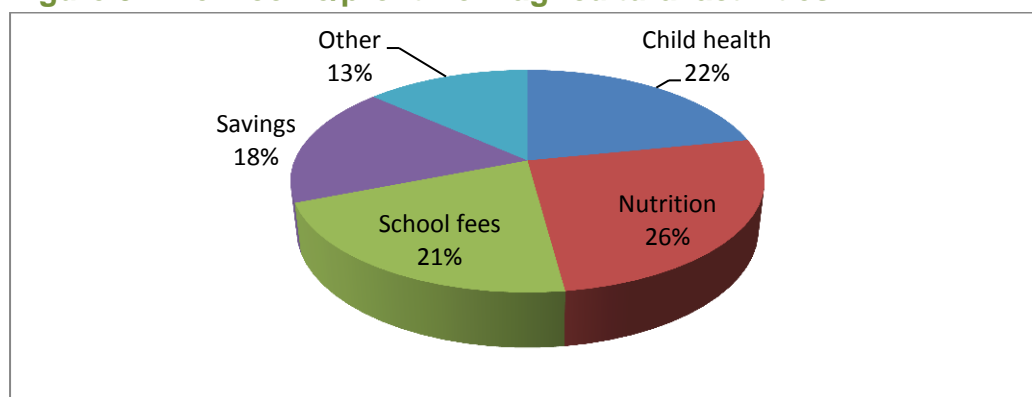
**Table 13: Access to appropriate financial services to enable saving**

Access to appropriate financial services to enable saving for the future	Number of respondents	%
Yes	28	44.4
No	33	52.3
Unspecified	2	3.2
<b>Total</b>	<b>63</b>	<b>100.0</b>

The Table above illustrate whether respondents have access to appropriate financial services to enable them to save for the future or not. It also shows that 52,3% respondents don't have access to appropriate financial service that enables them to save , whereas 44.4% have access to appropriate financial service and 3,2% did not indicate whether they have access or not.

The fact that majority of respondents did not have access to financial services such as cash, credit/debts, savings and other economic assets including basic infrastructure and production equipment which are considered essential for the pursuit of any livelihood strategy this has undoubtedly affected the respondents production level which would enable them to save for the future. In addition financial management skill was identified as one of the area for development by respondents.

**Figure 9: The income/profit from agricultural activities**



The Figure above shows what the income/profit generated from agricultural activities is used for. It indicates that 26% and 22% is used for nutrition and child health respectively, followed by school fees with 21%, savings 18% and 13% is used for other purposes such as improving livestock feed scheme and buying feed and medicine for livestock, household purpose and transport, paying for storage and transporting of livestock.

The evaluation also noted that income earnings were used differently depending on what was accrued through selling the produce and what were the needs of respondents.

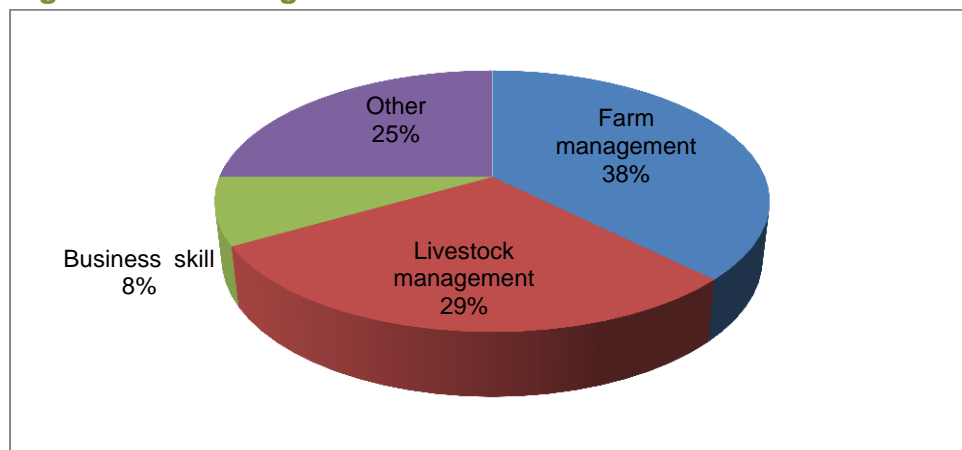
Furthermore the evaluation discovered that income earning of AVMP projects varies throughout the year. These variations considered the ploughing season, the time for harvest as well as the selling period of the produce. For instance during peak season such as Easter holidays and festive season the demand is high due to stockvels, weddings and party celebrations. In this regard respondents stated that they were generating more income on their produce than off- peak because the demand is low and only relied on selling their produce to local communities. The evaluators have also learned that there were other respondents who were not generating any income as they opted not to sell their produce, specifically livestock and only wanted to grow the production until it reaches its peak and then sell.

#### 4.1.2.2 Human capital

**Table 14: Skills audit conducted**

Skills audit conducted	Number of respondents	%
Yes	26	41.3
No	35	55.5
Unspecified	2	3.1
<b>Total</b>	<b>63</b>	<b>100.0</b>

**Figure 10: Training received after the skills audit**



The Table and Figure above shows whether the skills audit was conducted to the targeted respondents or not and what type of training was received after the skills audit. Almost 56% respondents indicated that there was never a skill audit conducted while 41,3% indicated that there was a skills audit conducted, and of the 41,3% respondents, 38% received farm management training, 29% livestock management, and 25% other training (i.e. firefighting, disaster & risks management, tourism, brick laying, plumbing, housekeeping, horticulture, computer studies, project management and debushing etc.). Only 8% received training on business skills after the skills audit.

The analysis above reflects that skills audit was conducted to fewer respondents and this has raised a concern as to what had informed the training needs requirement for these respondents. The evaluation has acknowledged the fact that most of the respondents had received farm management and livestock management training but it was still critical that they get capacitated on business skills to enhance their financial and overall business management.

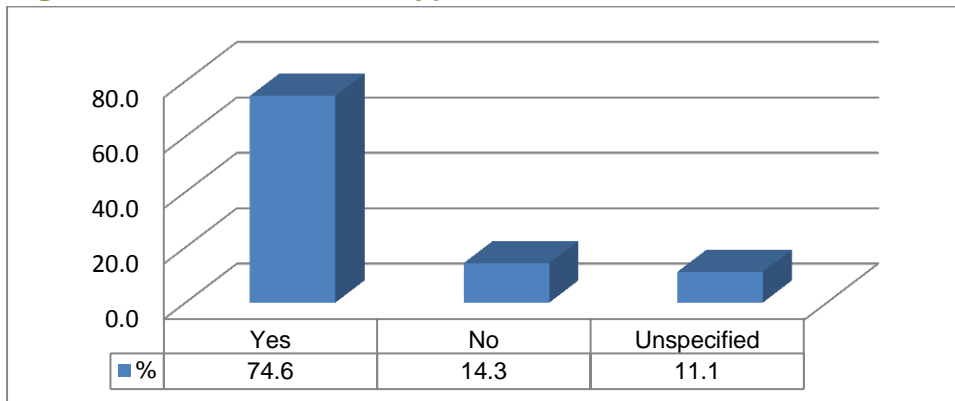
**Table 15: Relevance of training to existing or potential livelihood strategies**

The knowledge from training is relevant to the existing or potential	Number of respondents	%
Yes	33	52.4
No	5	7.9
Not applicable	23	36.5
Unspecified	2	3.2
Total	63	100

The Table above indicate whether the knowledge from training is relevant to the existing or potential future livelihood strategies. It also shows that 52.4% of respondents highlighted that the knowledge from the training is relevant while only 7.9% indicated that it is not relevant to the existing or potential future livelihood strategies, the same question regarding relevance of training was not applicable to 36.5% of respondents because they have neither receive the training nor skills audit conducted.

The above response shows that there was a possibility that the training received was relevant and useful towards most of respondent's potential livelihood strategies. It is therefore concluded that investing on the relevant skills will broaden the respondent's knowledge and increase their ability to manage livestock, veld and crops and eventually contribute towards the sustainable rural environment.

**Figure 11: Lack of certain type of information**



The Figure above indicates whether respondents think that they lack certain type of information or not. 74,6% respondents think that they do lack certain type of information while 14.3% indicated that they don't lack certain type of information due to the fact that skills and training provided are sufficient, and 11.1 % did not specify whether they lack certain type of information or not. Those of indicated that that they lack information stated the following:

- How to produce our own fodder, and get equipment's to use in the project,
- How to make own feedlot for cattle and not depend on the department,
- Does not know who to talk to when experiencing problems with the dipping tanks, boreholes and fencing,
- Knowledge of veterinary services e.g. vaccination of livestock, and
- The community need training on debushing, cleaning of the camps and taking care of livestock.

This evaluation has noted that even though respondents had received relevant skills and certain types of information about the AVMP, respondents felt that there were a number of bottlenecks experienced in relation to the training offered and this included the following:

- Respondents have indicated that they were trained but did not get certificates. In some instances training offered was not accurate and this has resulted in them failing to do basic maintenance of some of the facilities.
- Respondents alleged that there were a number of untraceable companies offering training and this has raised issues of credibility of such institutions.
- Most of the training offered were practical due to the fact that some of the beneficiaries levels of literacy were too low, leaving others being disadvantaged as they needed intensive training.
- Respondents pointed out that after training there is no support provided to implement what they have gained. After erecting a borehole there is no supervision or maintenance. Whilst others highlighted that as prospective

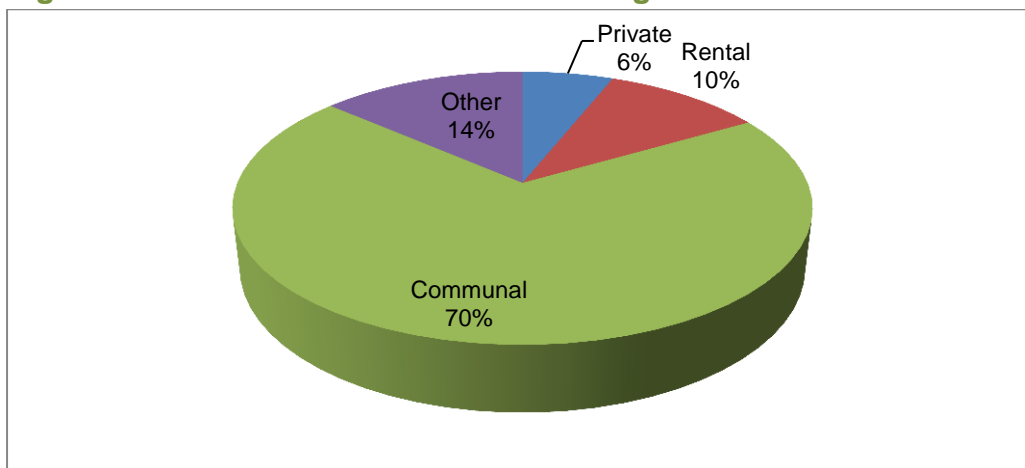
farmers they do not take training seriously and forget what they have been taught.

- The duration of some of the training offered were too short with an informative context. Whilst other stated that some of the training courses only provides basic information and the beneficiaries requested the detailed training as well as mentoring thereafter.
- Youths are not trained and in order to make a meaningful contribution towards improved rural livelihoods they need training in different fields to capacitate them so that they able to participate in animal and veld management initiatives.
- Training: Some of the correct systems on livestock farming are costly for them to replace the indigenous knowledge e.g. in breeding.

In a nutshell human capital directly influences agricultural productivity by affecting the way in which inputs are used and combined by farmers. Consequently, improvements in human capital will affect acquisition, assimilation and implementation of information and technology in projects. Inadequate investment in human capital will also affect beneficiaries or farmers ability to adapt technology to a particular situation or to changing needs for example, drought and climate change implications.

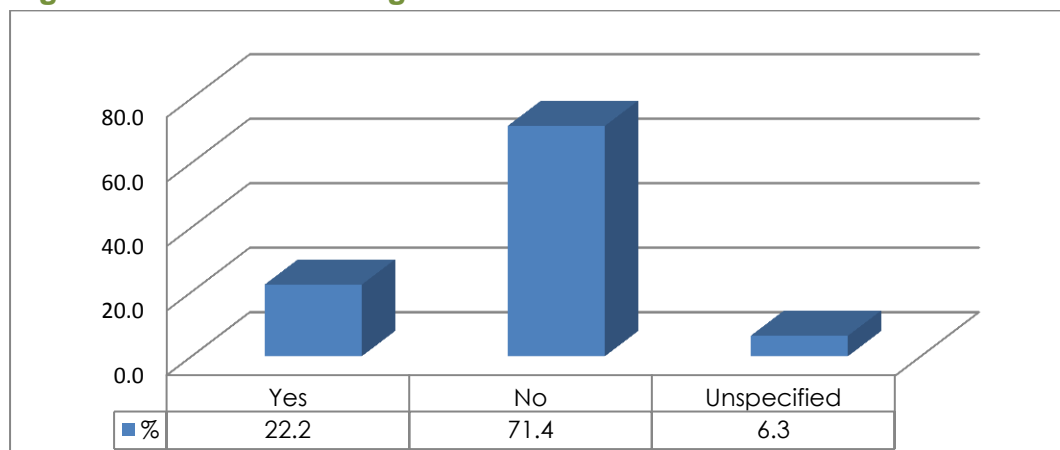
#### 4 1.2.3 Natural capital

**Figure 12: The nature of access to land right**



The Figure above shows the nature of access to land right by the respondents. About 70% respondents indicated that they access land through communal land rights which complements the AVMP concept note which highlighted that the interventions would be implemented in the communal areas. It is then followed by 10% rental and 14% other (i.e. state land, restitution etc.), and only 6% on private land right.

**Figure 13: Evidence of significant conflict over the land**



The Figure above shows whether there is evidence of significant conflict over the land. It shows that 22.2% respondents indicated that there is evidence of significant conflict over the land due to the following reasons:

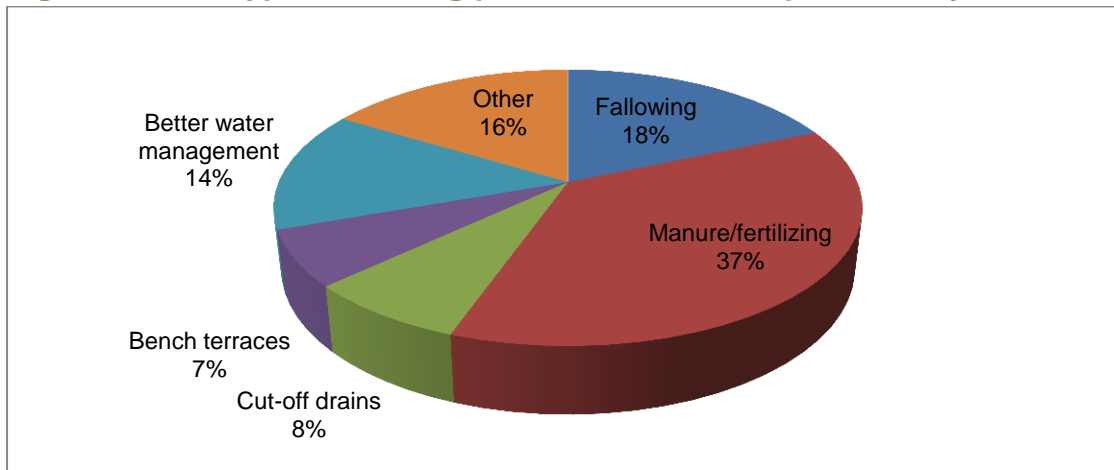
- DRDLR has the problem of handing over the state land. They do not have the title deeds and still struggling to get the land ownership.
- Municipalities are still dragging with the lease agreement. Political interference.
- Some farmers are keeping more livestock which results in overgrazing, currently it is envisaged that the standard is to be set to agree on number of livestock per individual farmer.
- There is lack of information on who owns the land and previously some respondents were given papers which indicated that that arable land belongs to some other respondents.

About 71.4% respondents indicated that there is no evidence of significant conflict over the land and 6.3 % did not specify whether there is evidence of significant conflict over the land or not.

**Table 16: Existing knowledge that can help increase the productivity of the land**

Existing knowledge that can help increase the productivity of the land	Number of beneficiary	%
Yes	46	73.0
No	12	19.0
Unspecified	5	7.9
Total	63	100.0

**Figure 14: The type of farming practice to increase productivity**



The Table and Figure above shows whether there is existing knowledge that can help increase the productivity of the land or not, and the type of farming practices implemented to improve productivity of the land. Most of the respondents (73%) indicated that there is existing knowledge that can help increase the productivity of the land whereas 19% indicated that they do not have knowledge, and 7,9% did not indicate whether they have existing knowledge to improve productivity or not. Of the 73% respondents, 37% indicated manure/fertilising as the type of farming practices followed by following (18%), 16% other (i.e. debushing, crop rotation, irrigation, rotational planting, soil cultivation, soil sample, catchment etc.), better water management (14%), cut-off drains (8%) and 7% with bench terrace.

#### **Productivity of the land (soil fertility)**

The evaluation team further asked questions relating to the productivity level of the land which respondents were implementing their projects. The findings revealed that when there was sufficient rain the land and soil was fertile, however due to recent drought the land's productivity level has been reduced. In some instances respondents have reported that the land where farming projects were implemented was productive and producing suitable grass that was nutritious to the livestock.

Also revealed in the evaluation was respondents' indication that some parts of the land were not productive and this has shown that soil testing was not done. It was reported that soil decomposition was no taking place in some areas within the farms. This condition has been exacerbated by the over tillage practices in farms, drought which has affected most parts of the provinces as well as overgrazing and growing population of unwanted poisonous plant species.

It is worth noting that different approaches to increase soil and land productivity would require specific consideration of soil and climatic conditions, in order to withstand robust climatic fluctuations and respond as well as adapt to any change in the environment.

However, the evaluation also found it difficult to establish land productivity where there were no farming activities because there was no evidence to substantiate this fact. In this case respondents felt that making a judgement would be out of context.

Some parts of the provinces are under dry land and could only produce under irrigation and the current water shortage crisis in most parts of the country has a detrimental effect on farming because of the demand for water which has surpassed the supply.

Other respondents have indicated that to improve the soil condition in their farms they introduced the use of fertilizers and pesticides to enhance crop development and production.

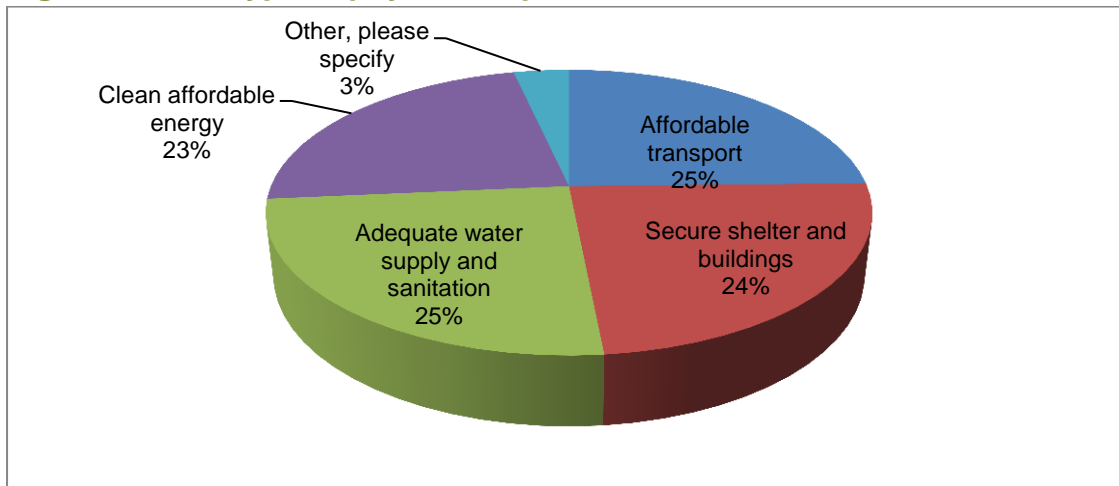
### **How has the land productivity changed over time?**

With regard to changing of land productivity over time the evaluation discovered that indeed the productivity of the land was not static, it has evolved considering the fact that there was no adequate rainfall. This has resulted in certain parts being drier and consequently cattle started grazing sweet grass before the sour one. Seasonal variations were also noted for contributing to these changes as the land was drier and unproductive in winter and fertile in summer due to the presence of moisture. This gave an indication that there were shortages of grazing for livestock during the dry seasons and beneficiaries has also raised this as a course of concern as they could not afford to buy alternative fodder for their stock.

Even though some farmers stated that the production has not deteriorated but they however mentioned that there are challenges with soil erosion, overgrazing and drought which need urgent intervention from DRDLR and its key stakeholders in AVMP to assist them. In addition, well maintained soils, watersheds are critical to the productivity and profitability of agricultural production and that of rural communities leading to community that is able to produce food and get returns in profit, conserve and enhance the natural resources at their disposal.

#### 4.1.2.4 Physical capital

Figure 15: The type of physical capital



The Figure above illustrate the access to the physical capital resources, 25% of the respondents have affordable transport such as taxis and buses which are in a good condition and accessible, while very few respondents indicated that the transport is expensive and not in a good condition, and 25% indicated that they have access to adequate water supply (i.e. municipal and borehole water) and sanitation (i.e. VIP toilets and Pit toilet). Almost 24% of the respondents have secured shelter and buildings (i.e. RDP houses etc.). While 23% have clean affordable energy (pre-paid electricity) and 3% of the respondents have indicated that they have access to other physical capital such as the following:

- Good schools and clinics.
- Good quality RDP houses
- Shelters are available; community members build their own houses.
- Most people stay in secured brick houses and less in informal settlement.
- VIP toilets but it is not sufficient.
- Tarred road, post office and crèches.

Those who mentioned that they have physical capital they however; stated the following:

- There are houses but in an average condition, due to cracks and dilapidation.
- We do not have farm houses.
- Generally accommodation in state farms is very poor.
- Silos need to be renovated at the arable site.
- We live in shacks, no proper building.
- Some old building from the previous government were being used for shelter and schooling.

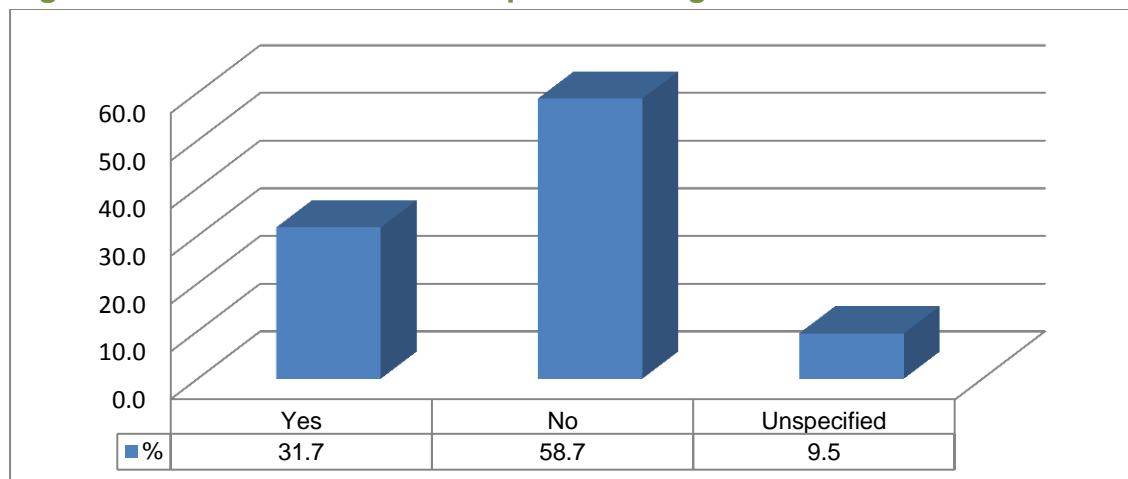
It is crucial for the Department to put more efforts and invest in the fixed inputs that will be used to increase the production process specifically in the farms where respondent were producing in order to achieve transformation in the agrarian value chain. A robust investment in land, equipment, machinery and storage facilities and livestock provision for smallholder farmers is critical for the pursuit of rural livelihoods improvement.

The investment in physical capital should also be linked with social capital because social capital is the stock of personal relationships and knowledge of institutions that an individual or household has.

In adequate access to this capital might affect the individual's access to risk minimizing inputs like credit, insurance and land title. Therefore social capital measures beneficiary's ability to utilize available social networks and institutions to benefit their projects. In AVMP implementation issues such as education level, availability of basic services such water, sanitation and affordable transportation mode, as well as other range of social institutions available to beneficiaries influenced the status of social capital. Hence it is critical to not isolate physical and social capital when implementing projects under the AVMP as the two are cross-cutting concepts.

#### 4.1.1.5 Financial capital

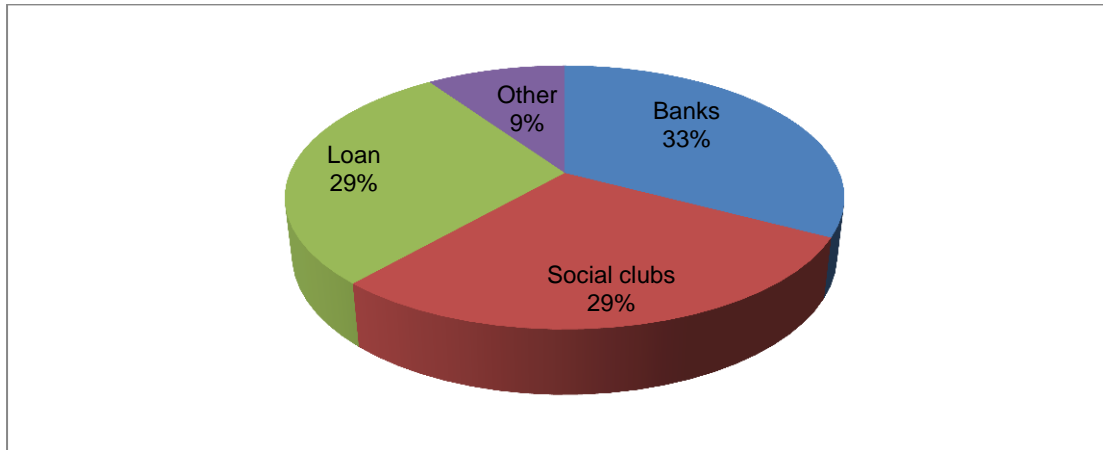
**Figure 16: Access to financial capital/ funding**



The Figure above indicate the access to financial capital/funding on the project, about 58.7% of the respondents stated that they have no access to capital/funding in the project whereas 31,7% of the respondents stated that they do have access to financial capital/funding in the project whereas 9,5% of the respondents did not specify whether they have access to financial capital or not.

Based on the results above it is difficult for most respondents to access funding due to the reason that they don't have assets in the form of property or land to secure loans, secondly because the AVMP has been designed to assist the rural communities who resides in communal land and this land is tribal and owned by the chief and cannot be used as a collateral for accessing loans.

**Figure 17: Type of financial services**



The Figure above illustrates the types of financial service organisations that exist (both formal and informal). Almost 33% of the financial services organisations that exist are banks and 29% of them are loans sharks and social clubs respectively. The other financial services institutions accounted for 9% and these included community organisation, etc.

**Table 17: institutions provide financial capital / services to the project**

Institution	Number of respondents
Absa	1
Nedbank	1
Land Bank	3
Loan shark	2
Government department	1
<b>TOTAL</b>	<b>8</b>

The Table above indicate the number of respondents who indicated the type of financial institutions which provided financial services. Out of 63 visited projects, only 8 respondents highlighted that they have received financial services, and 3 respondents indicated that they have received financial service from land bank, followed by 2 loan shark and only 1 respondent respectively indicated that they have received financial service from the following institutions ABSA, Nedbank and government department.

Below mentioned are the institutions found to be providing financial capital/services to AVMP beneficiaries and conditions for granting such services:

- Absa offered the support through respondent's savings.
- Loan shark provided the financial lending to interested parties and worked on interest rate basis.
- Land bank through providing loan to buy livestock.
- Social clubs.
- DRDLR assisted with funding of projects such as animal handling facilities, boreholes and drinking troughs as well as fencing.

Furthermore the following group of respondents had access to financial services:

- Cooperatives Everyone and every farmer
- Community members and farmers around community
- Joint ventures
- Women who have small business development initiatives

It was also noted during the evaluation after sales of produce were made income earnings were kept in the following:

- Taken to bank as cash deposits even though in some instances it was too far.
- In other instances, respondents kept earning in cash in their homes.
- Others lived hand to mouth , because it was not enough for bank saving
- Agricultural account with FNB and made cash deposit into the account.

### **4.1.3 OUTCOME 3: IMPROVED LIVESTOCK AND VELD MANAGEMENT**

#### **4.1.3.1 Livestock management**

According to the Departmental AVMP concept document/policy it was stated that the DRDLR through AVMP will assist the communal areas through erecting fences on the grazing areas and divide the grazing areas into grazing camps so that the livestock farmers can rotate their livestock while resting the other grazing camps as a strategy to overcome overgrazing on the camps, providing occupants of the communal areas and state owned farms with infrastructure such as cattle handling facilities, borehole, dipping tanks and drinking troughs.

Therefore in response to the above policy prescript on AVMP the Department has played its role and implemented some of the following:

- The Department has erected fences in farms and constructed boreholes as well as animal handling facilities, pump house and bridges for cows to pass.
- The Department is engaged in debushing projects and installation of wire gabions in some identified areas as part of soil rehabilitation strategy.
- The Department does collaborate with DAFF to ensure that dipping tanks, branding of cattle as well as vaccination and frequently check-up on the livestock was done. In addition respondents were assisted by DAFF with technical advice and extension services.

- The evaluation also learned that DRDLR was also providing advice on how to access funding for projects.
- The department has assisted in providing the land to do crop farming and rear livestock. Some respondents have indicated that improved skills on vaccination of animals has assisted them a lot as they now spend less hour 1hr in dipping compared to 3 hours they used to take.

During the evaluation the respondents indicated that they are able to manage their livestock well than previous years since their involvement in AVMP. This was due to the fact that they were able to improve production, reduce livestock theft, and sand mining was being controlled. Accident during movement of livestock on the road has since been minimised too as the land was fenced off.

Other critical highlights were that where camps are provided grass cover was regenerating and participants urged the department to ensure that providing camps becomes a priority as the programme was not doing well in this regard limiting the livestock and veld potential.

Even though DRDLR was making efforts to assist beneficiaries this was not enough as respondents felt that some of the provided facilities were not helping them enough for instance the dams provided were dry and this could be blamed on the drought but a plan by the Department as the custodian of rural development was critical at this stage.

With regard to beneficiaries response to livestock management most beneficiaries stated that the AVMP intervention was valuable as it has assisted them in managing their livestock and cited the following reasons:

- “We were very happy as a community because we can control our livestock, and we use water from the borehole for animals”.
- “We were happy because previously we were unable to manage the cattle and now that there is a proper cattle handling facility we are able to do our work”.
- “Cattle handling facilities is assisting us in managing the livestock diseases, cutting of cattle horns and to put a branding mark on cattle”.
- “Managing diseases through using the cattle handling facilities, even when I am alone I can be able to spray the livestock without any assistance or any additional labourer”.
- “We were impressed by the intervention because the old cattle handling facility was no longer functional”.

With regard to awareness, the AVMP gave respondents the opportunity to know how to manage livestock and care for the veld simultaneously. Due to the exposure farmers are able to take their livestock for vaccination to control animal diseases and

use dipping tanks on their own which is a life time gain. Lastly respondents are in a position to know when is the right time to rotate livestock in order to have enough grazing.

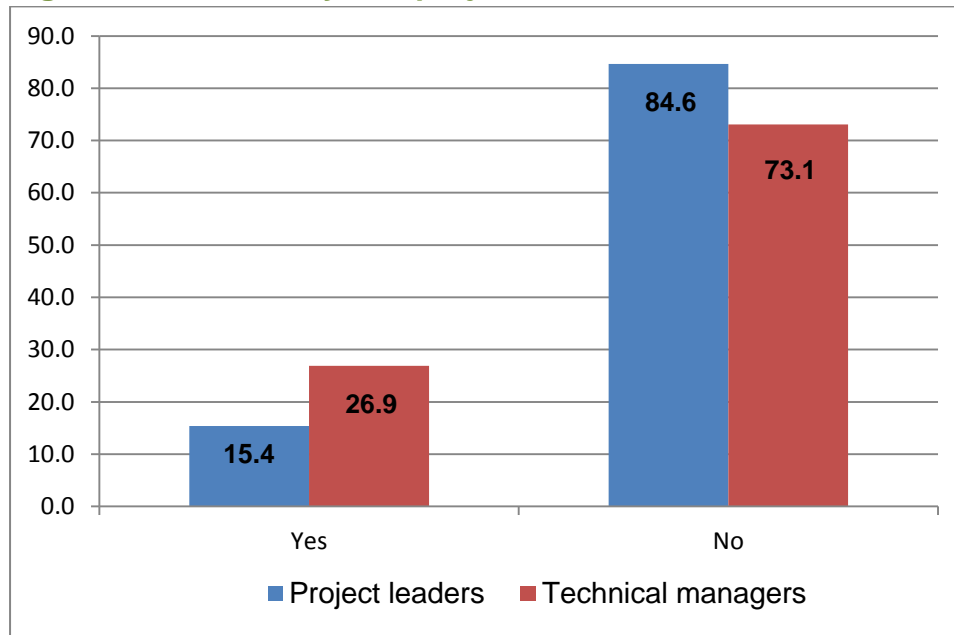
**Table 18: Livestock camps that the community have per province**

Province	Number of Camps
Free State	39
Mpumalanga	0
Eastern Cape	2
Western Cape	0
Gauteng	8
KwaZulu-Natal	0
North West	0
Limpopo	0
Northern Cape	0
Total	49

The Table above indicate number of livestock camps provincially. Out of 63 visited projects in all the nine provinces, only three provinces indicated that they do have livestock camps, namely, Free State, Gauteng and Eastern Cape. Out of 49 livestock camps, Free State has 39, followed by Gauteng with 8 and the least being Eastern Cape with 2 livestock camps.

In support of the above analysis the evaluation team has discovered that in most farms /projects only the outer boundary fence was erected and this does not assist the livestock farmers to do rotational grazing. While in some areas there was no boundary fence leading to overspread of livestock to the neighbouring farms and this has created conflicts amongst farmers as they had to compete for grazing land.

**Figure 18: Availability of a project leader and technical leader from the DRDLR**



The AVMP requires that in the case of livestock and veld management there should be a project leader and technical leader from the Department. The Figure above illustrates camps that had project leaders from their communities and technical manager from the Department of Rural Development and Land Reform. Out of the sampled 63 projects 26 projects had livestock as their main activity. With regard availability of a project leader and technical leader from the DRDLR it was discovered that about 84.6% of the respondents stated that there are no project leaders from the communities whereas 73,1% stated that there are no technical managers from the Department. Only 15,4% of the respondents stated that there are project leaders from their communities whereas 26.9% of the respondents state that there are technical managers from the department.

The implication of these results is that most of the grazing camps didn't have a project leader from the community and technical manager from the DRDLR as mentioned on the AVMP concept document, which is an indication that the AVMP was not coherently implemented as planned across provinces. It should be noted that livestock farming is a full time exercise and to achieve production farmers will need all support they can access from the department. Furthermore, it is not by default for the department to state that there should be a technical leader from the department to assist farmers in livestock management it was necessary and this should happen as planned to strengthen the implementation and be able to detect some of the early signs of unintended consequences of the AVMP. Hence it is critical that AVMP implementers must take into consideration the establishment of project leaders from the community and that of the technical managers from the DRDLR as stipulated on the AVMP implementation guideline; this should also assist with managing the conflict experienced.

**Table 19: Livestock owners that have been relocated to the adjacent state farm**

Any livestock owners that have been relocated to the adjacent state farm	Number of respondents	%
Yes	8	12.7
No	43	68.3
Unspecified	12	19.0
<b>Total</b>	<b>63</b>	<b>100.0</b>

The Table above indicate any livestock owners that have been relocated to the adjacent state farm. About 12, 7% (8 respondents) stated that there are livestock owners who relocated to the adjacent state farms and 68, 3% (43 respondents) stated that there is no livestock owners that have been relocated to the adjacent state farm. About 19,0% (12 respondents) did not specify whether they are aware of any livestock owners that have been relocated to the adjacent state farm.

**Table 20: Number of livestock that have been relocated per province**

Province	Number of Livestock relocated
Free State	413
Mpumalanga	80
Eastern Cape	0
Western Cape	0
Gauteng	0
KwaZulu-Natal	0
North West	270
Limpopo	0
Northern Cape	0
<b>Total</b>	<b>763</b>

The Table above indicate livestock that has been relocated so far within the visited projects, and among all the nine provinces only three provinces have relocated their livestock. The province of Free State has 413 livestock that has been relocated followed by North West province with 270 livestock that has been relocated. Mpumalanga province only has 80 livestock that have been relocated and the other six provinces have not relocated their livestock. The two Tables above indicate that in respect of decongesting the space through relocating the communal livestock farmers little has been achieved as the majority of livestock farmers are still not relocated from the communal areas to the state owned farms. This status also informs the AVMP implementers that the implementers must also take stock of the reasons behind farmers not relocating into consideration. This will assist the department to identify possible measures that will increase the number of livestock farmers who must relocate to state owned farms in order to maximise the output of decongesting the space of communal areas as one of the strategies in AVMP.

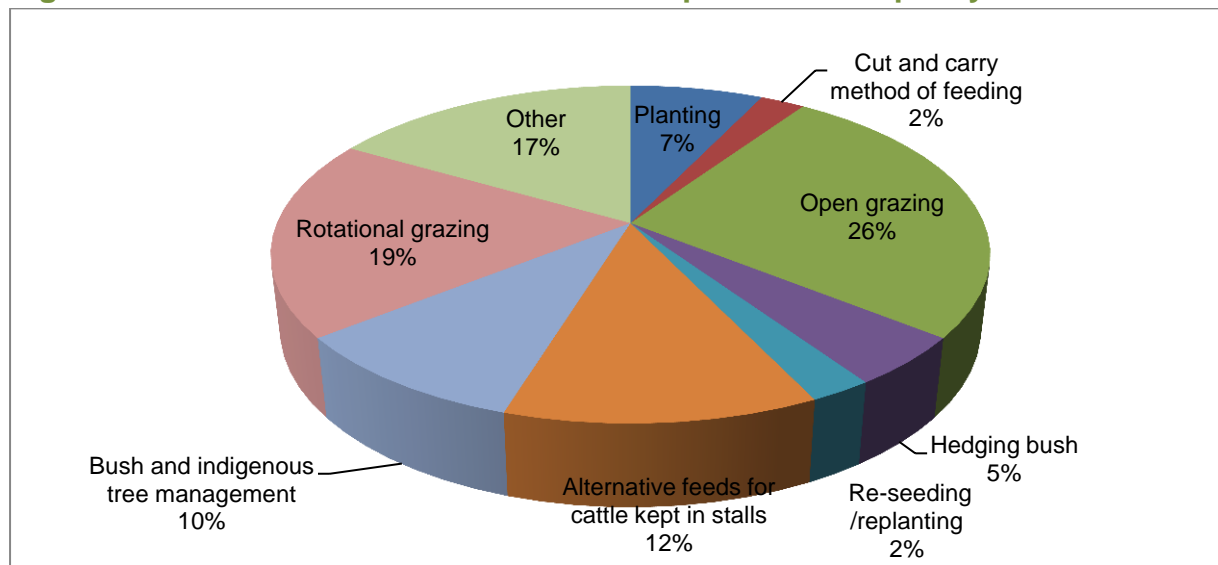
### 4.1.3.2 Veld management

The main objective behind veld management is to maintain and create a favourable species composition, the required quantity and quality of plant food and the animal productivity within the constraints of the farm. In order to manage the veld the following factors were employed in the selected AVMP farms:

- Consideration of animal stocking rate,
- Devising grazing program,
- Applying resting program,
- The use of fire and animal type.

Grazing capacity is regarded an important factor in veld management. It is the area of land required to maintain a grazing animal unit over an extended period without degradation to the vegetation or soil. Should the grazing capacity of the veld be exceeded, then degradation will begin.<sup>11</sup> As result this will lead to land with unsuitable soil cover which produces unpalatable grass for livestock and there will be decreased production with long-term effect on farming returns.

**Figure 19: The method used to maintain the production capacity of the veld**



The Figure above shows the methods that were used to maintain the production capacity of the veld by the respondents. It indicates open grazing is at 26% which is the highest above all the methods used to maintain the production capacity of the veld followed by rotational grazing at 19%. Alternative feeds for cattle kept in stalls and bush and indigenous tree management are at 12% and 10% respectively About 7% of the respondents do plant fodder, and only 2% of the respondents do cut and carry method of feeding and re-seeding/replanting.

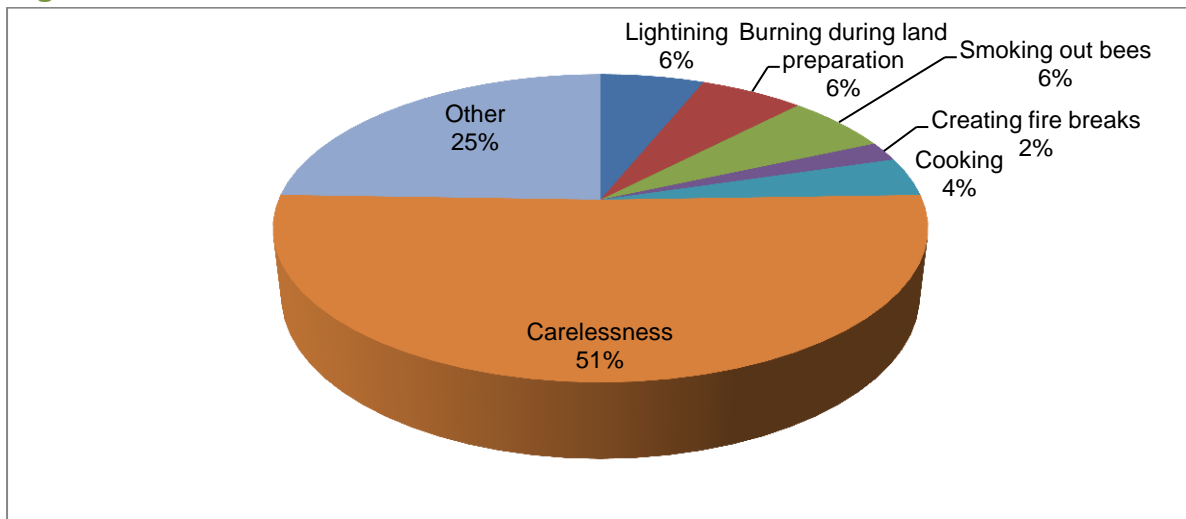
<sup>11</sup> Househam S, D. Not dated. A review of the principles of veld management and the consequences of poor veld management. [Online]: Available <http://www.kzndard.gov.za>. 16 February 2016.

**Table 21: Any veld fire experienced in the community**

Veld fire experienced	Number of respondents	%
Yes	39	61.9
No	19	30.2
Unspecified	5	7.9
<b>Total</b>	<b>63</b>	<b>100.0</b>

The Table above indicate whether veld fires experienced in the communities, about 61.9% of the communities had experienced veld fires, while 30.2% of the communities responded that no veld fires were experience. Five respondents, accounting for 7.9% have not specified whether the community experience veld fires or not. This shows that the communities are affected by veld fires that might leave livestock with no food due to the burnt grazing land.

**Figure 20: The causes of fire**



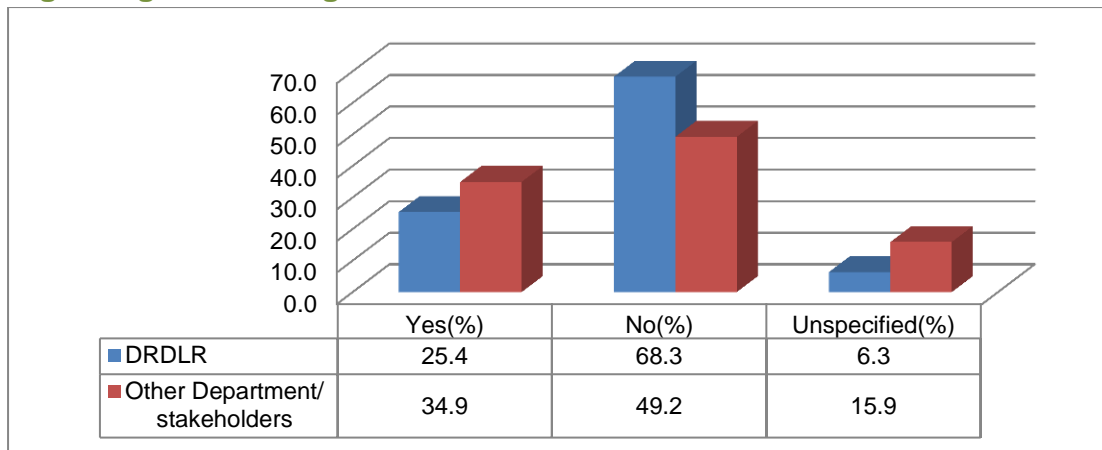
The Figure above indicates why veld fires occur. About 51% of the veld fires are caused by carelessness; followed by lightening, burning during land preparation and smoking out bees at 6% respectively. Creating fire breaks accounts for 2% which is the lowest.

Most of the communities visited indicated that they have mitigation plans in place to extinguish fire in case of veld fire. These plans ranged from traditional way of breaking and extinguishing veld fire as well as the modern ways.

With regard to mitigation plan during fire outbreaks in the visited projects respondents stated that they have adopted the following approaches:

***“As soon as we have realised that there is fire we call the whole community to go and attend the fire and cut off tree branches so that we can put the fire off”***  
***“We create foot paths and fire break belts”***  
***“When there is fire we draw water from the dam or use bushes to mitigate”***  
***“Mitigate fire by using old cloths and buckets of water.***  
***“We call the community to come and assist in extinguishing fire and at the same time waiting for the fire department to arrive.***  
***“Fire fighters provided guided us about the danger of fire and how to mitigate it.***  
***“We try to prevent the fire from spreading over, if the fire fighters are not among us”***  
***“The municipality provide us with fire fighting equipment and we used them to get rid of the fire along with the community.***  
***“There were several community meetings held to address the issue of fire.***

**Figure 21: Support from DRDLR and other departments/stakeholders regarding veld management**



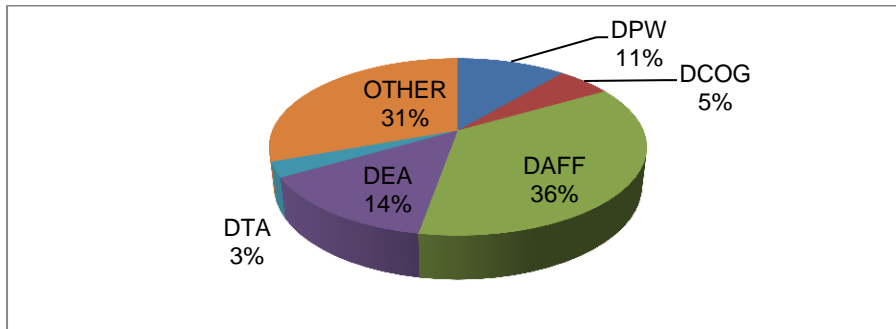
The Figure above shows whether respondents received support from DRDLR and other departments/stakeholder regarding veld management or not. It also indicate that only 25% of respondents received support from DRDLR and 34.9% indicated that they have received support from other departments/stakeholders such as DPW, DAFF, DCOG, DTA, DEA, DOH, Wild life college and municipalities, whereas 68,3% indicated that they didn't get support from DRDLR and 49,2% indicated that they didn't receive support from other departments.

The support provided by DRDLR was in the following forms:

- They provided information on how to manage and protect the veld.
- The community has received firefighters training from the DRDLR and land care, fire management as well as fire belt and protection skills.
- Community was receiving stipend on debushing project aimed at removal of 'slangbos' which is a poisonous plant that kills cattle and also installation of wire gabions to repair dongas.
- Department provided workshops on the management of trees and veld.
- Some livestock farmers received shearing sheds.

- The department has mobilised some key stakeholder e.g. DAFF although additional effort was still needed.

**Figure 22: Stakeholders providing support regarding veld management**

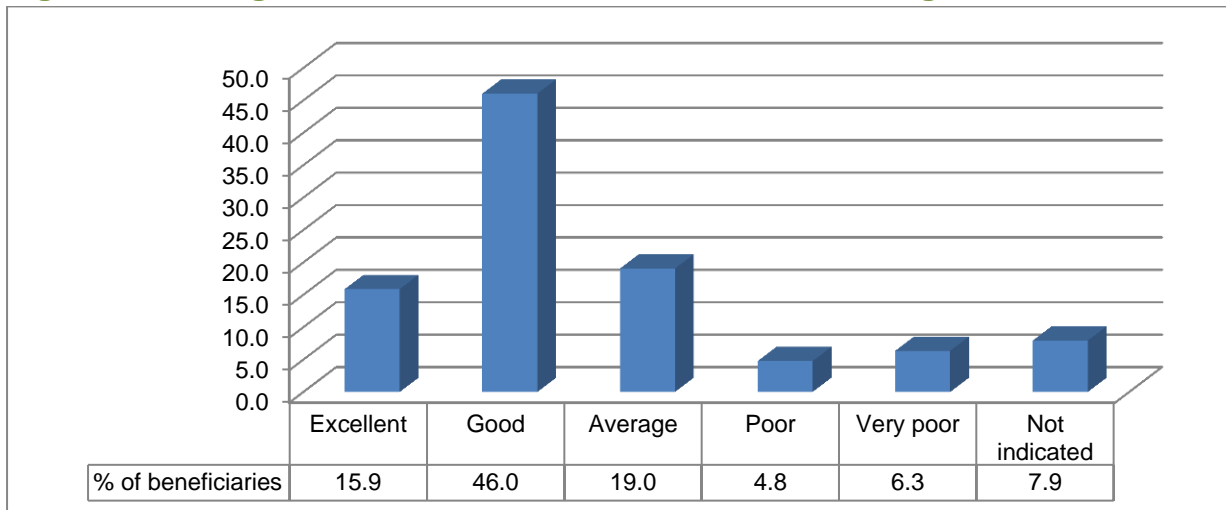


The Figure above demonstrates types of stakeholders who provided the support regarding veld management and their roles and responsibilities. 36% of respondents indicated that they received veld management support and fencing as well as veterinary services from DAFF, 14% DEA which trained the community on tree management and 11% from the Department of Public Works through EPWP as communities were cleaning the area. Only 5% from Department of Cooperative Governance under the community work programme (CWP) and 3% from the Department of Traditional Affairs and 31% of support from the other government institutions.

The above analysis demonstrates that there was indeed some level of collaboration by DRDLR with other stakeholders when implementing the AVMP, hence, most of the support was provided by these stakeholders. As a result communal farmers and those in state owned farms were able to improve the veld and environmental condition by removing the alien plants and laying down gabions to prevent soil erosion and land degradation.

In addition, it was established from interviews with AVMP provincial managers of DRDLR that they do consult the Department of Agriculture in order to assist the livestock farmers to manage their livestock well and ask the Department of Agriculture to provide them with the list of communal livestock farmers and their location where the AVMP can be implemented and thereafter the DRDLR will go and implement the type of intervention that they think is relevant to the community. In some cases, the interventions were implemented without consulting the community and prioritizing on the needs of the community.

**Figure 23: Rating of contribution to livestock and veld management**

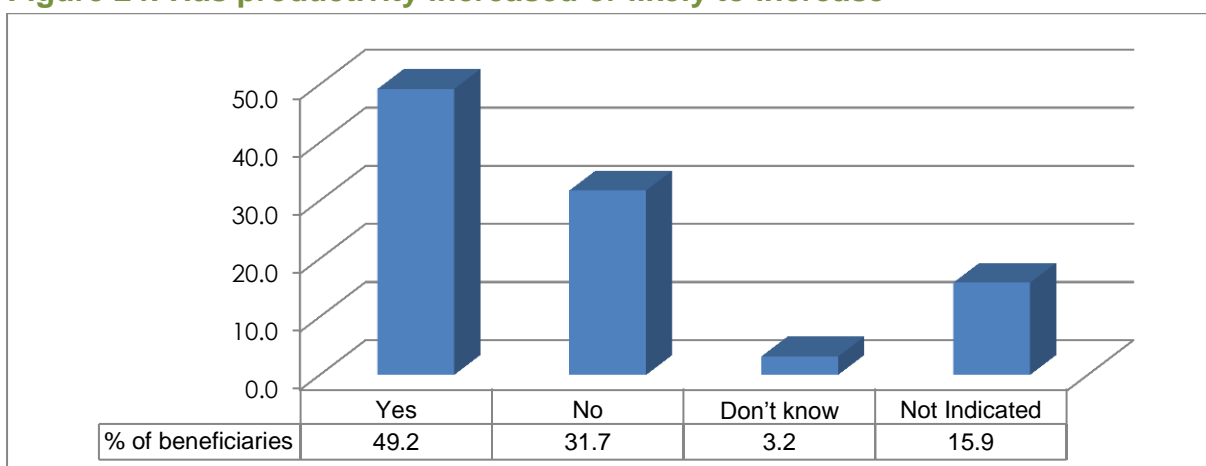


The Figure above indicates the rating of contribution of the AVMP to livestock and veld management. About 46% indicated that it is good, 19% indicated that it is average, 15% indicated that it is an excellent programme. Only 7.9% did not indicate because the programme has recently been implemented and also because most farmers don't understand what AVMP is actually about as the department only come and erect some facilities and leave. There is no proper understanding and communication as what is AVMP supposed to deliver.

#### 4.1.4 OUTCOME 4: INCREASED PRODUCTION

It is worth noting here that the issues of productivity were discussed at length under outcome 2: sustainable livelihoods under natural capital assets.

**Figure 24: Has productivity increased or likely to increase**



The Figure above indicates percentages of respondents who indicated that productivity is likely to increase or not since participating in the AVMP. About 49.2% indicated that productivity is likely to increase and only 31.7 % indicated that it is not

likely to increase. About 15.9% did not indicate and stated that they knew nothing about AVMP until they saw officials coming to erect facilities within the villages and farms.

To some extent the DRDLR provided measures to ensure that beneficiaries of AVMP achieve maximum production in their projects. The fact that beneficiaries were being provided with farming inputs and implements was seen as a positive spin off towards productivity. Through collaboration, DAFF has provided the technical support in livestock management. However; it was worth noting that more support was required from DAFF as there was lack of extension services to AVMP projects particularly livestock and crops. The evaluation also noted that some progress was made in the provision of land, animal handling facilities, provision of cattle, and debushing activities as well as skills for fire fighting to increase the productivity in farms and communal areas as there was an increase on the livestock owned by farmers since their involvement in the AVMP intervention.

#### **4.1.5 OUTCOME 5: IMPROVED ENVIRONMENTAL MANAGEMENT**

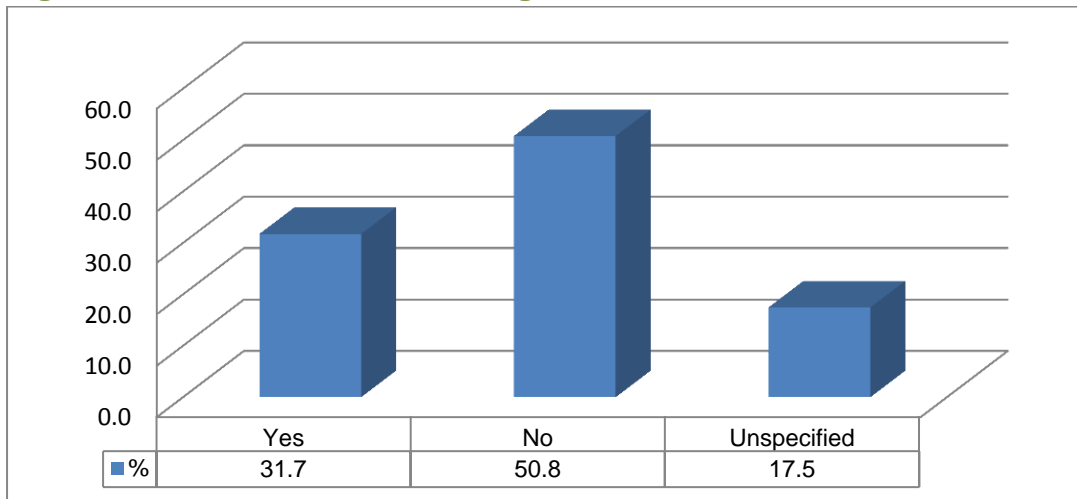
One of the AVMP outcomes as outlined in the concept document is to achieve improved land use in communal areas; thus contributing to improve environmental and land use.

Therefore the Department has contributed to this outcome in the following manner:

- The Department has taught the community that they must not temper with the environment but look after it.
- Some of the contractors appointed by the Department got the environmental certification before implementing any project.
- The Department was able to conduct environmental assessment to check whether the implementation will not disturb the land.
- The DRDLR has put measures to prevent and to protect the environment by ensuring that there is enough grazing after realising that there is need in the community to improve grazing land.
- The DRDLR recruit beneficiaries to do debushing and cut off alien plants so that the environment can be stabilized.
- Forest are regarded as safety net for poor as they derive their livelihoods from it, and as a result DRDLR was involved in fencing off the land for reforestation purpose.
- In some instances environmental assessments were conducted especially on the debushing projects whilst on the other hand farm assessments were also done to check the grazing carrying capacity.
- The environmental management plan was developed.

- DRDLR has adopted the principle of environmental stability because they have implemented the intervention on the right place where for instance boreholes and handling facilities were carefully constructed without tampering with the natural vegetation.
- Respondents were workshopped about taking care of the environment and veld management.

**Figure 25: Possibilities of land degradation**



The Figure above indicate that 31,7% of the respondents think that there are possibilities of land degradation after implementing the AVMP while 50,8% of them think that the are no possibilities of land degradation after implementing the AVMP initiatives since they will be able to manage their livestock and the veld. About 17, 5% of the respondents did not specify whether they agree or disagree with the statement.

**Table 22: Protection of the environment vs. access to natural resources**

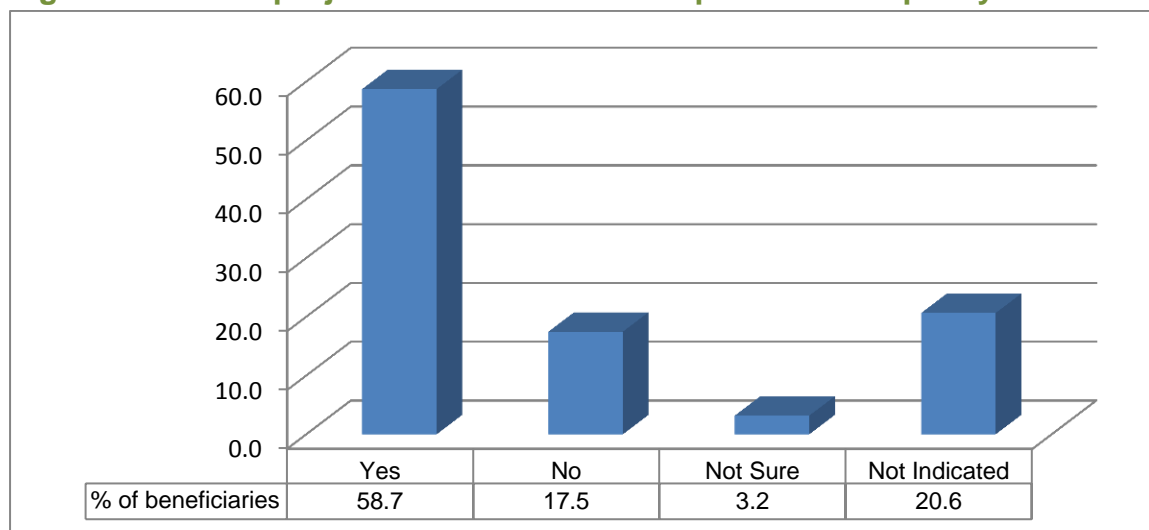
Balance between protection of the environment and the community 's access	Number of respondents	%
Yes	26	41.3
No	28	44.4
Unspecified	9	14.3
<b>Total</b>	<b>63</b>	<b>100.0</b>

The Table above illustrate that 41,3% of the respondents, indicated that there is a balance between protection of the environment and the community's access to natural resources such as agricultural land, water and grazing for livestock and 44,4% of the respondents stated that there was no balance between protection of the environment and the community's access to natural land. Only 14,3% respondents did not specify.

Despite the number of workshops and awareness to inform respondents on protection and management of natural resources at their disposal there was still a need to caution beneficiaries that even though it is within their right to use natural resources they must ensure that they strike a balance between utilisation and restoration in order to allow the environment and its resources to meet the needs of the current and that of the future generation.

#### 4.1.6 OUTCOME 6: ENABLING RURAL COMMUNITIES TO USE LAND MORE SUSTAINABLE

**Figure 26: AVMP projects are in line with the productive capacity of the land**



The Figure above indicates 58.7% of respondents think that AVMP is in line with the productive capacity whereas 17.5% indicate that it is not. About 20.6 % did not indicate as they do not know what the programme is all about and also because they only saw department officials coming to erect some facilities without their concern and consultation.

Based on the above responses the respondents who thought that AVMP was in line with the productive capacity stated some of the following:

- Because access was controlled for trespassing and those who need fire wood.
- AVMP did not affected the ecosystem because it focuses on fencing, boreholes, dipping tanks projects and in some instances took cognizance of the land.
- The programme was addressing the need of the community and generates productivity of unused state farms.
- Because the land was sufficient for livestock farming.
- Some of the projects were in line with productivity because once the cattle are in fenced camps they were manageable.

- The minute alien plants were removed and bush encroachment reduced and re-planting of indigenous plants started, the land became virgin again and good grass germinated.

#### 4.1.6.1 The AVMP's contribution to sustainable agriculture

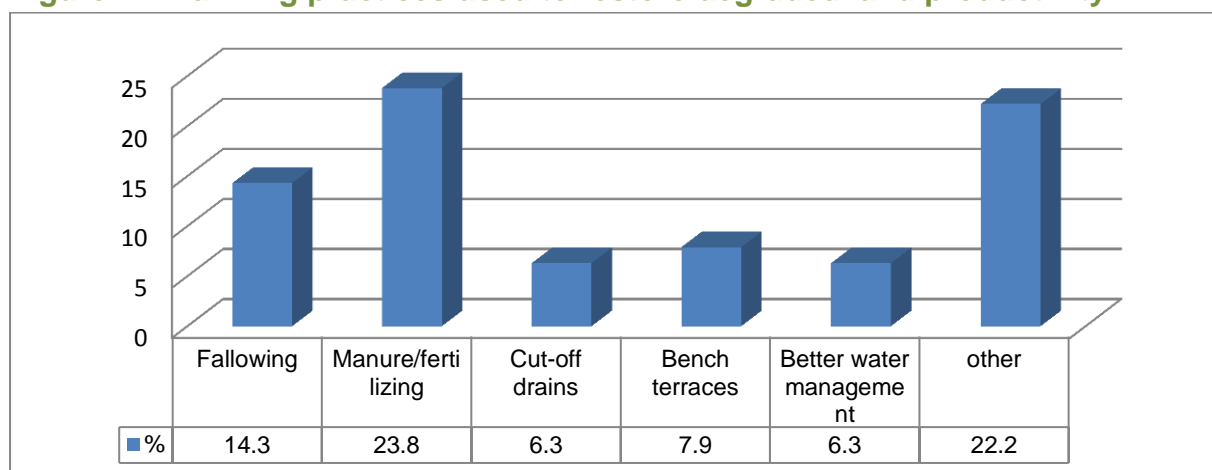
The evaluation noted that one of the pillars in AVMP implementation is sustainable agriculture where communal farmers are involved with either livestock and crop farming or both. Therefore this warranted farmers to ensure that the farming operations in place are sustainable so that there is production taking place. Different measure were put in place in an effort to achieve sustainable agriculture such as livestock were kept away from danger of disease and vaccinated to improve the quality of the livestock.

However other respondents state that drought and limited support from the department has slightly affected their productivity due to some of the provided facilities not completed. Whilst at the same time the endeavour by DRDLR with intentions to provide these facilities is highly commended.

Also discovered by evaluation was that to achieve sustainable agriculture the AVMP was silent on other key agriculture related inputs that will be required in order to contribute to the agrarian value chain of sustainable agriculture.

The programme was also seen as pioneer and bringing stability in the community for future development of agriculture in communal areas. Because it contribute to agriculture since livestock produce food and the land can be used for crop farming.

**Figure 27: Farming practices used to restore degraded land productivity**



The Figure above indicates that 23,8% are currently using manure/fertilizer to restore the productivity of the degraded land in order to contribute to land scape re-greening. Other methods used are following at 14,3% and bench terraces at 7,9% while both

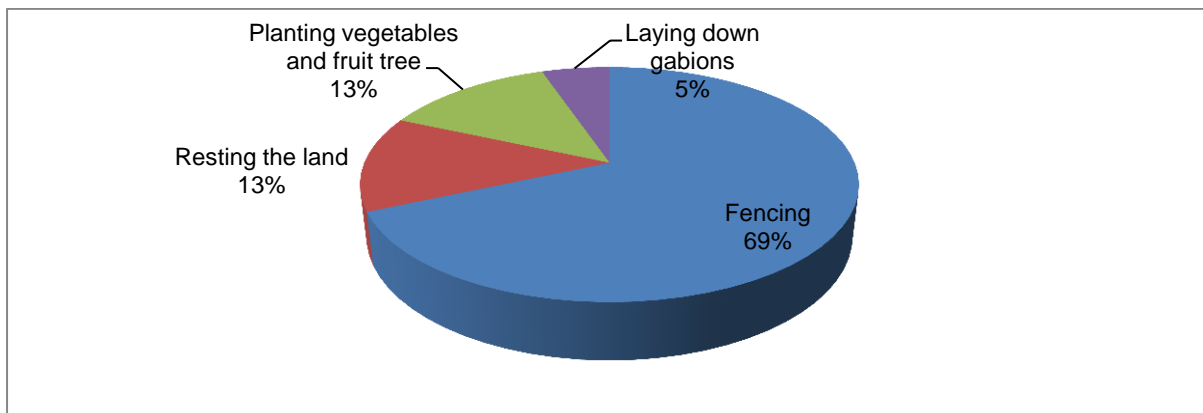
cut-off drains and better water management is at 6,3%. Other (i.e. removal of alien plants, flood irrigation for water management, laying downs gabions, applying lime, panting of indigenous trees in streams and rivers) current farming practices used to restore the production of the degraded land and contributing to re-greening is at 22, 2%. These activities are not listed in the concept document as activities to be undertaken to rehabilitate the soil and improve its productivity. This should form part of the activities across provinces as communities are already practising them.

The evaluators further asked questions relating to challenges towards achieving sustainable land use and respondents identified the following problems that will hinder the programme to achieve sustainability of land use:

- Water scarcity was a problem in most projects.
- Veld fires experienced by some farms.
- There was no electricity in most projects and limited farmers to be productive.
- Some members of the community were digging land for sand mining which affected the grazing land.
- There was occurrence of soil erosion in some of the projects.
- Incomplete fence in some projects defeated the purpose of controlled grazing as livestock end up grazing everywhere and this diminished the grazing.
- There was an excessive bush encroachment and alien trees which kills the grass.
- Overgrazing and community uses the grazing land as dumping site.
- Limited provision of support by other sector departments is a challenge.
- Dysfunctional municipality due to political conflicts has resulted in lack of collective plan, e.g. Dysselsdorp in the Western Cape.
- Drought where in the grass was found dry resulting in cattle not getting enough feed

#### 4.1.7 AVMP CONTRIBUTION TOWARDS SOIL REHABILITATION

Figure 28: The contribution of AVMP towards the soil rehabilitation



The Figure above indicates the extent at which AVMP has contributed toward soil rehabilitation. Therefore; in this regard fencing is the main activity that has taken place and has contributed to soil rehabilitation with 69%, followed by resting of the land and planting vegetable and fruit tree with 13% each whereas laying down gabions has contributed only 5%.

It is also critical to appreciate that no rehabilitation plan can be implemented as a once-off action. The physical stabilization of soil will require timeous follow-up maintenance of the soil erosion control structures.

#### 4.1.8 THE CONTRIBUTION OF AVMP TO RE-GREENING THE ENVIRONMENT

The AVMP concept outlines re greening the environment as one of the projects/interventions to be undertaken during the AVMP implementation. Re-greening concept supports the utilisation of low cost innovations in tree, land and water management for improved food security, poverty reduction and climate resilience.<sup>12</sup>

In the absence of activities outlined in the concept document regarding this project, the evaluation team envisage that the contribution of AVMP towards the re-greening the environment could be as follows:

- Firstly, the green product development such as the use of alternative technology in building, the use of solar energy and grey water harvesting system thus playing a pivotal role in re-greening efforts.
- Secondly, the restoration of forest. This is essential for human livelihoods and well-being, climate stability and biodiversity conservation. In order to counteract land degradation and improve livelihoods efforts for restoration of

<sup>12</sup> World Resources Institute. Re-greening. [online]: Available: <http://www.wri.org/our-work/project/re-greening>. 20 January 2016.

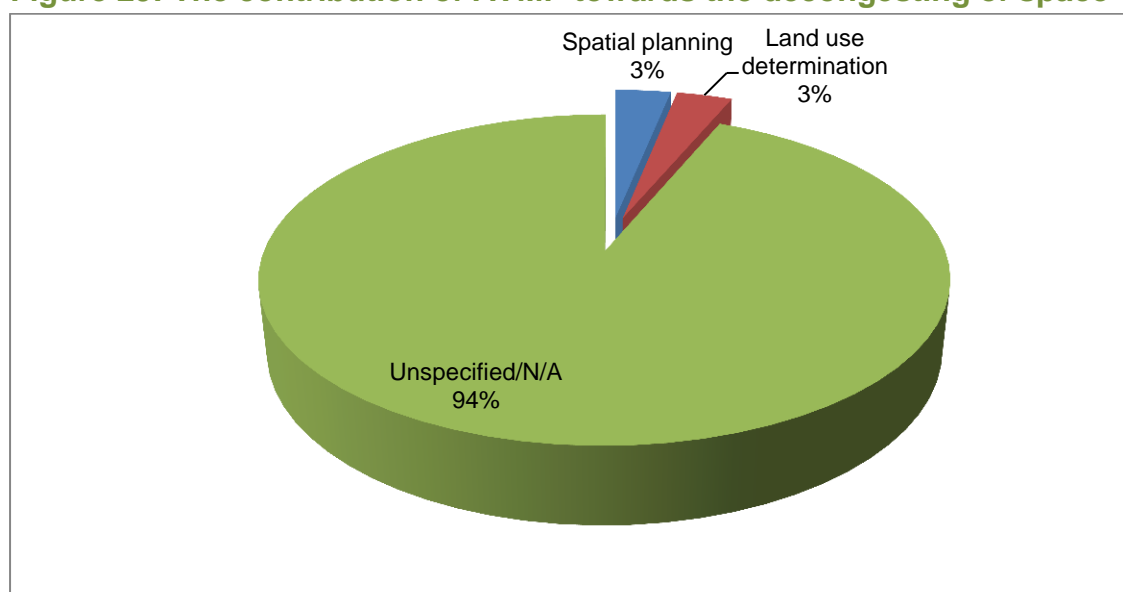
forest and increasing the productivity of existing agricultural land should be at the forefront. This will also lead the department to participate in a carbon footprint that is diverse, productive and resilient to any future events

With regard to the progress made in implementing the re-greening project in AVMP the evaluation has noted that little was being done in this regard as much focus seems to be on soil rehabilitation activities.

In a nutshell considering that the AVMP is implemented in the rural spaces where there are limited resources available to assist and develop emerging farmers it is therefore important that the DRDLR together with other key stakeholders relevant in AVMP explore other green product development innovations that can be introduced to support the AVMP beneficiaries. This will come a long way in firstly; assisting and addressing the declining soil fertility, climate change variability and food insecurities facing rural communities. Secondly, contribute to improved land use in communal areas; thus contributing to improved environmental and land use.

#### 4.1.9 THE CONTRIBUTION OF AVMP TOWARDS DECONGESTING THE SPACE

**Figure 29: The contribution of AVMP towards the decongesting of space**



The Figure above indicates the extent to which AVMP has contributed towards decongesting of space. Decongestion of the village space institutes firstly, overall agrarian transformation, which refers to the rapid and fundamental change in the relations of land, livestock, cropping and community. Secondly, the reconfiguration of communal areas through spatial planning and land use determination.<sup>13</sup>

<sup>13</sup> Department of Rural Development and Land Reform. 2013. Rural Development Framework. DRDLR. Pretoria.

The respondents have highlighted that AVMP has contributed through spatial planning and land use determination with 3% each, while 94% did not indicate how the AVMP contributed to decongesting the space. This was due to the fact that in most projects livestock farmers were not relocated from their own land and only fencing was erected within the areas they reside. While fewer farmers opted to relocate temporarily to look after their livestock without their families and indicated that they were able to visit their families on a monthly basis citing that they lived in a more established communities as compared to where they supposed to be relocated where there was no basic services such as shelter, water and electricity .

It is clear from the above that there is limited implementation progress with regard to decongesting of the space as the strategy is not fully implemented due to non-identification of suitable land by the Department for resettlement purpose and the reluctance by AVMP beneficiaries to be relocated to a new land (state farms) citing the following reasons:

- In most cases houses in AVMP farms (state land) were not in good conditions wherein most of the structures were old and dilapidated.
- No provision of basic services i.e. water, electricity.
- Existing boreholes were non-functioning.
- Transport was limited and expensive.
- Road conditions were bad.

In order to spatially reconfigure the communal areas the Department has developed a spatial planning law called Spatial Planning and Land Use Management ACT 16 of 2013 (SPLUMA) which was enacted in a bid to provide a framework for spatial planning and land use management in the Republic. The Act further specify the relationship between the spatial planning and the land use management system and other kinds of planning as well as to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government.

Furthermore, chapter 6 of the NDP, which focuses on developing an integrated and inclusive rural economy, suggests that improved land use in the former homelands could enhance livelihoods for a significant number of people as well as contribute to further development in these areas.<sup>14</sup>

#### **4.1.10 THE EFFECT OF THE AVMP ON PARTICIPANTS**

The programme has brought about both negative and positive effect on beneficiaries and farmers. The positive effects were as follows:

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<sup>14</sup> National Development Plan. Vision 2030. 2011. National Planning Commission. Pretoria

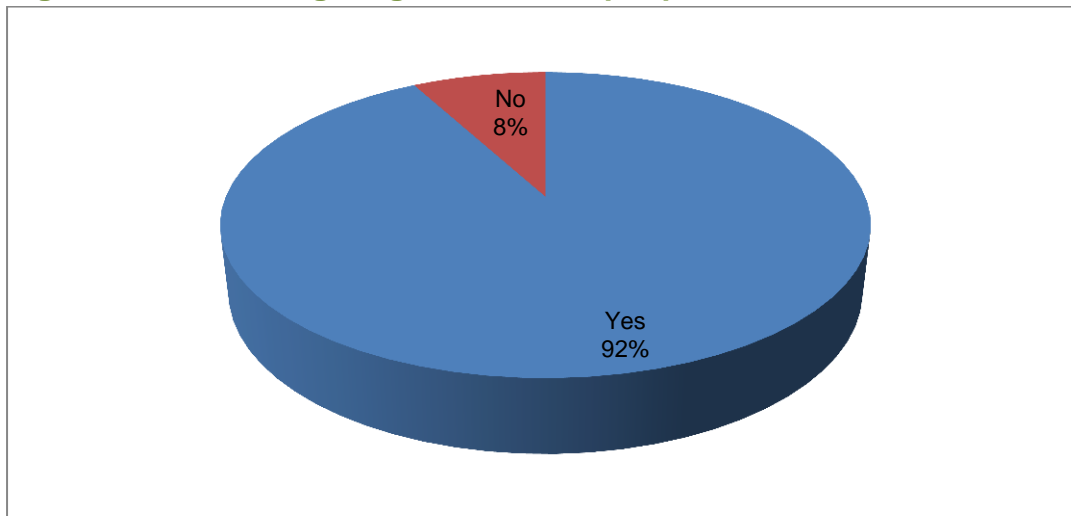
- Respondents indicated that the programme gave them access to grazing land with start-up facilities such as boreholes, animal handling facilities, sheds, dipping tanks; etc.
- Through the programme farmers are able to manage their environment, livestock and veld for grazing and natural resources.
- Respondents were able to plant their crops because of the fenced area and boreholes and dams provided.
- Beneficiaries have accessed support and technical skills on farming and overall knowledge of farming.
- There was some job creation for youth, where installation of cattle kraal and pump house created employment for local community.
- There was a stipend for those involved in soil rehabilitation projects such as debushing and erection of wire gabions for donga prevention.
- Respondents received exposure on training and workshops, and practical work.
- Ability to control animal diseases.

The negative effects were as follows:

- In some projects facilities were not working e.g. .
- Other respondents alleged that the pace of providing support by DRDLR was slow.
- Most of the farms do not have camps making it impossible to rotate the livestock for resting the land.
- The programme was not being implemented fully and there was no follow up on AVMP to check if there was progress made in implementing the programme.
- Service providers who were not completing their job according to specification.

## 4.2 REACHING THE TARGETED BENEFICIARIES

Figure 30: AVMP targeting the relevant people



The Figure above indicates whether the programme is targeting relevant people or not. About 92% indicated or agreed that the programme is targeting the relevant people and only 8% indicated that it is not targeting the relevant people. Those who said yes indicated that the AVMP came to the people who are in need of the assistance from the Department. Whilst those who said no pointed out that there is no proper communication between the Department and the community or farmers on what is needed from the department.

In addition, those who said the AVMP is targeting the relevant people stated the following:

- We had livestock and in need of dipping tanks.
- We are the relevant people because we are now ploughing on the fenced area and our livestock is grazing on the land that is fenced off.
- The community has grazing camps for their livestock, boreholes are also important because they need water to run their projects or for their cattle.
- Because we are from the disadvantaged group and for agriculture to grow you need support.
- We were already farming and have been requesting assistance for a long time; therefore we are the right people.
- It is targeting the right people because the community was encountering the underdevelopment of veld and overgrazing.

Meanwhile those who said no raised the following:

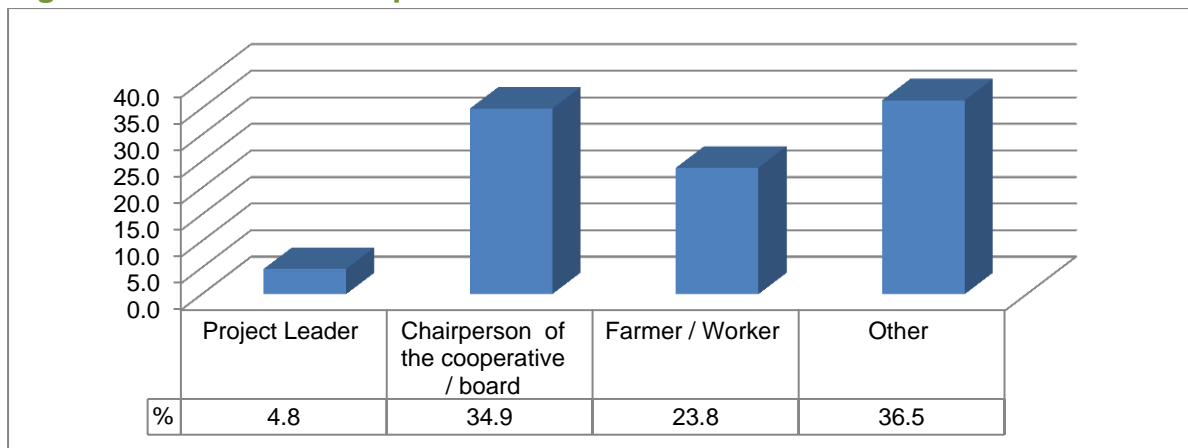
- It does not target the right people because the DRDLR is always imposing the project or programme on us, without being consulted.
- Some respondents said because some of the facilities are placed in Dysseisdorp in the Western Cape but it is use by other communities outside

Dysselsdorp. Therefore it is not targeting the relevant people as Dysselsdorp is the target and it does not use the facilities.

- Because the people, whom the project are meant for are not involved in the projects, because when they hold meeting with Council of stakeholders (CoS), CoS don't involve the other stakeholders like smallholder farmers.

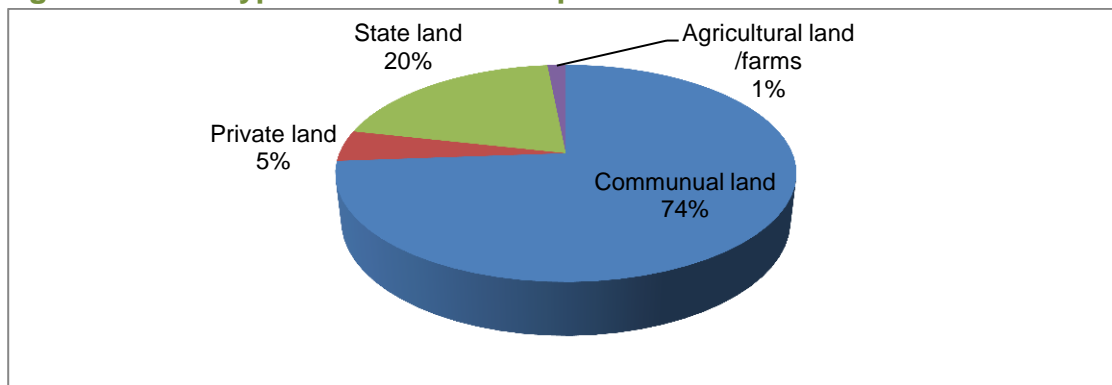
The results above demonstrates further that even though there might be challenges facing the programme the Department seems to have conducted a proper research prior implementation in terms of who should the programme target since most respondents indicated that the programme was targeting relevant people.

**Figure 31: Position of respondents**



The Figure above indicates the position of the respondents in their respective projects. Out of the 63 respondents 36.5% falls within the category of other which includes positions like supervisors, chiefs, community member, and acting council of stakeholders. This is then followed by 34.9% of those who are chairpersons of the cooperative/board and 23.8% who are farmers/workers respectively. Whilst, only 4.8% are project leaders.

**Figure 32: The type of land ownership in the area**

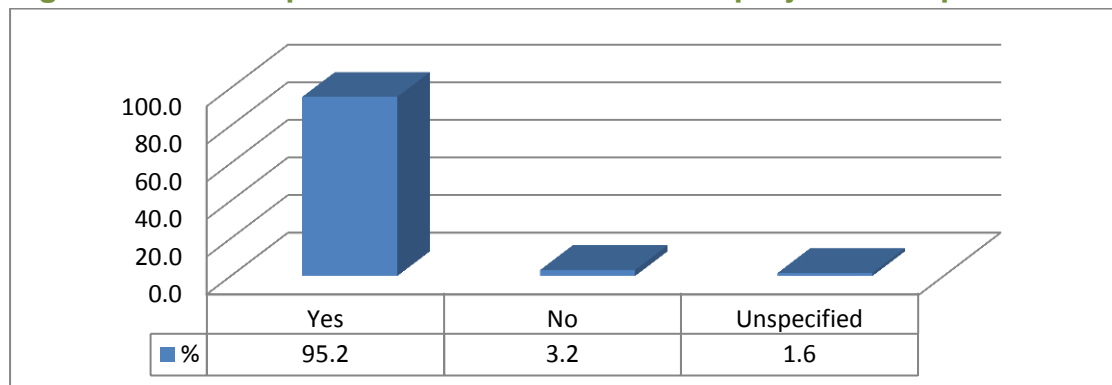


The Figure above indicates the type of land ownership in the area where the AVMP projects have been implemented. It further shows that 74% is communal land

ownership, followed by 20% state land and private land with only 5%, and agricultural land being the least with only 1%.

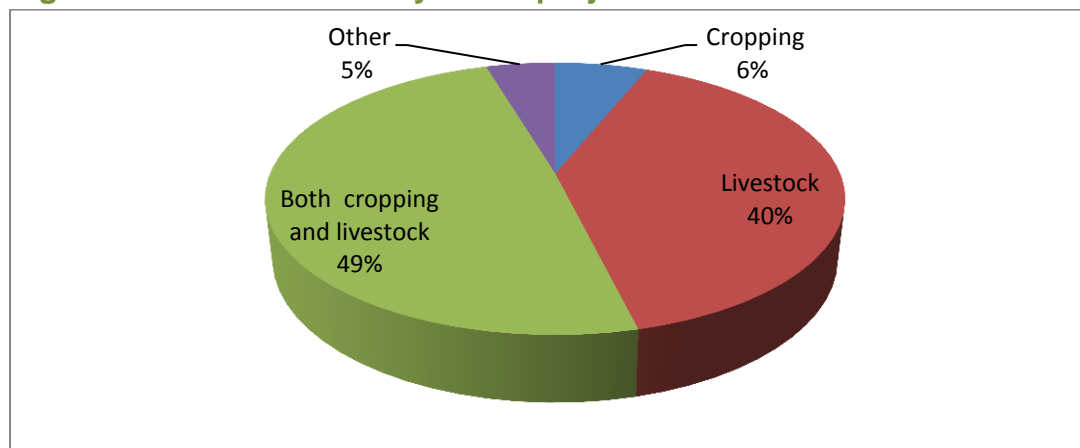
Therefore, this shows that the programme was being implemented as planned in terms of creating the platform and opportunities for communal economies so that they take advantage to exploit and develop and preserve their natural and land resources. The fact that the majority of projects representing 74% were implemented on communal land this implies that the programme is implemented in targeted areas as the AVMP was envisaged to be implemented in communal areas where the challenges of soil degradation, over-grazing and over-population are rife.

**Figure 33: The respondents who resides where projects take place.**



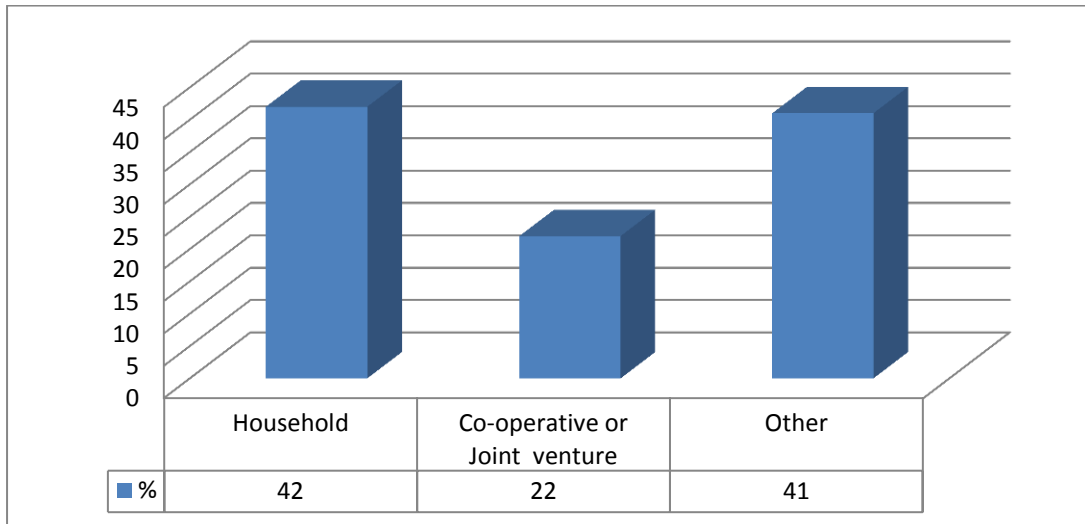
The Figure above indicates whether the respondents are residing at the area where projects are taking place or not. It further shows that almost 95% of the respondents are residing at the selected areas whereas 3.2% are not residing at the selected area, and 1.6% did not indicate whether they are residing at the selected areas or not. Based on the above, one would say the department is achieving its mandate since the majority of AVMP respondents are currently residing in communal areas and state land which is the main target of the programme.

**Figure 34: The main activity of the project**



The Figure above outlined the main activities of the project and it indicates that 49% of projects are both cropping and livestock followed by 40% of livestock projects, while 6% being cropping projects and only 5% are of the other projects such as dongas restoration and debushing and gardening.

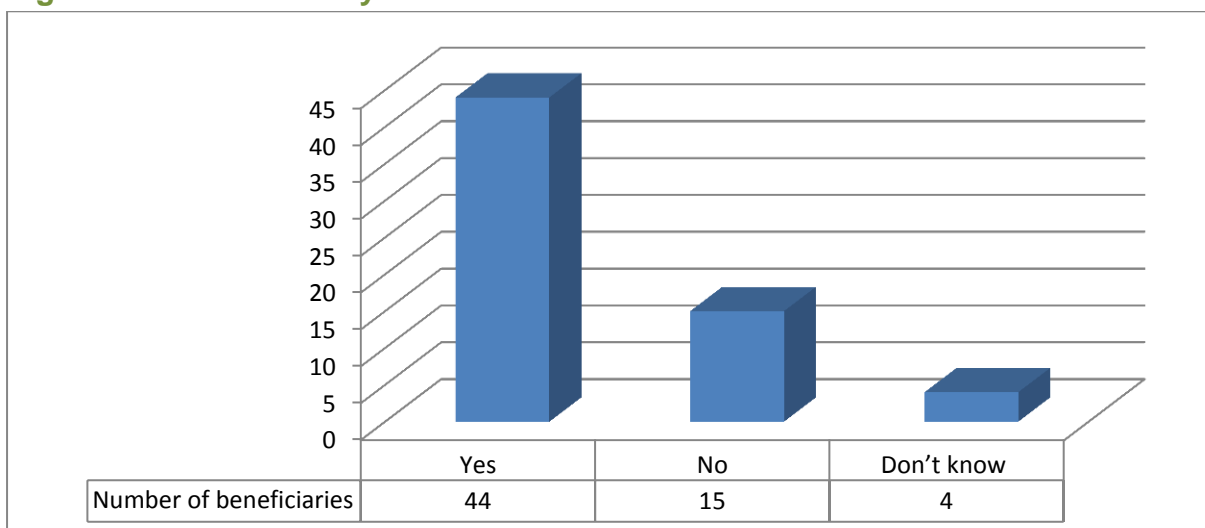
**Figure 35: Classification of the project by respondents**



The Figure above indicates the way in which respondents classified the project. Most of the respondents (42%) classified their projects as household, followed by 41% of other projects such as community project, state land and farming project, and 22% were either co-operatives or joint ventures.

### 4.3 THE SUSTAINABILITY OF THE RESULTS OF THE AVMP

**Figure 36: Sustainability of AVMP**



The Figure above indicates whether AVMP is sustainable or not according to beneficiary perspective. About 44 respondents indicated that AVMP is sustainable and 15 indicated that it is not sustainable. Only 4 indicated that they do not know

since they don't understand the policy of AVMP and what is it that is supposed to deliver.

In order for the AVMP to be sustainable towards the environment and at the same time afford rural people to meet their needs from the natural resources within their disposal the evaluation propose a more focus on the following sustainability concepts:

#### Environmental sustainability

In some instances, mainly in the case of community members trained on removal of alien plants, there were environmental management aspects mentioned and taken into consideration. However, according to the AVMP implementation guideline the environmental sustainability and compliance with relevant environmental legislation were not clearly stipulated and it does not seem to be a major issue during the preparation and implementation of some of the AVMP projects.

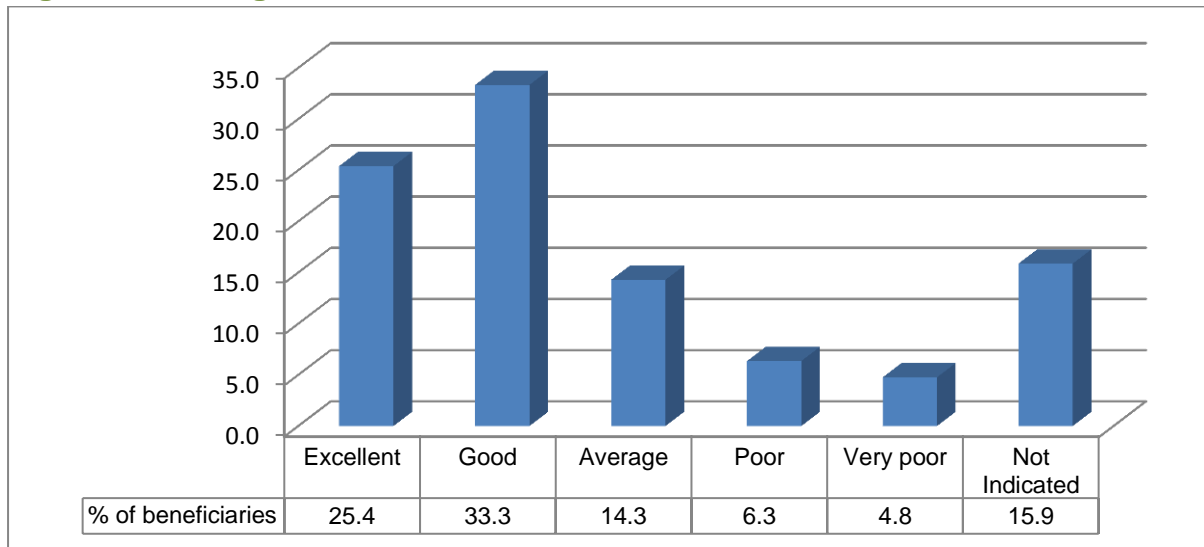
#### Social sustainability

There was a huge impact from the social sustainability perspective, where the boreholes erected on the communal areas assisted the community members with drinking water and also used for food garden watering and even the water tanks that have been provided were used mostly during rainy season for water harvesting.

The respondents mentioned the following reasons regarding social sustainability:

- As community we benefited through accesses to fresh and more affordable products that have been harvested from the arable land that were fenced through AVMP intervention and the surrounding community were employed on seasonal basis during harvesting time on the arable land.
- Most of the produce from projects was sold to the local communities limiting traveling time for rural communities to buy food.

**Figure 37: Rating of AVMP**



The Figure above indicate the overall rating of AVMP, almost 33,3% of the respondents rated the AVMP project good and 25,4% rated it excellent. About 14,3% of the respondents rated the programme average while 6,3% and 4,8% rated it poor and very poor respectively. Those who rated AVMP as a good program indicated the following factors:

- Improved livestock production and management;
- Respondents are able to harvest when they plant crops since the fence was erected;
- Increased livestock facilities;
- It gives the farmer opportunity to use the indigenous farming knowledge.

25.4% rated it as an excellent program because:

- it meets their demands;
- They received animal handling facilities,
- Respondents have been provided with milking parlor, and they are doing well.

14.3% rated it as average followed by 6.3% poor and only 4,8% as very poor due to the following reasons:

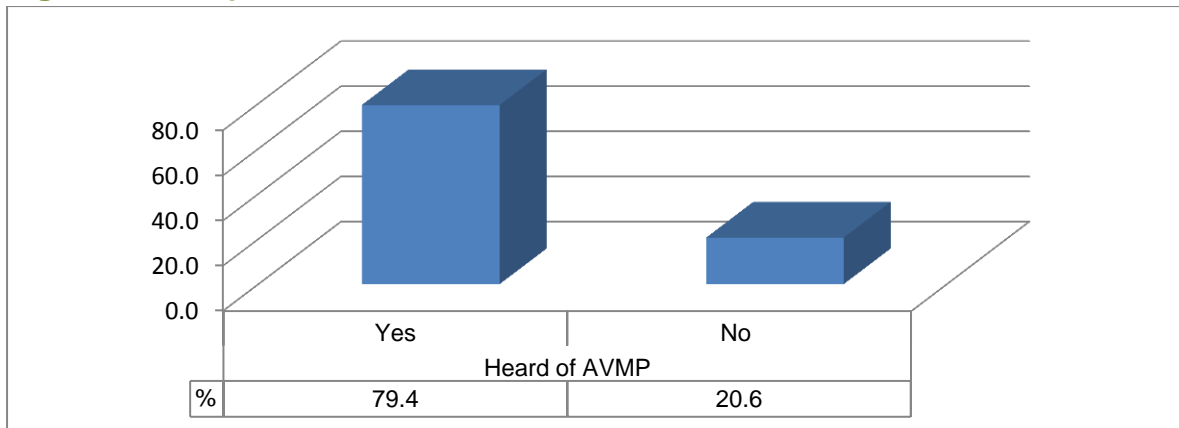
- it is not working because boreholes are incomplete, tanks are not covered on top and the fence and gates have been stolen;
- It's only the dam that was revitalized;
- Since 2013 until today the project is not operational because there are no resources.

## 4.4 PROGRAMME DESIGN AND IMPLEMENTATION

### 4.4.1 CONCEPTUALISATION

AVMP was conceptualised at the National office and communicated at the provinces through briefing sessions, imbizos/meetings, special meetings with farmers and workshops.

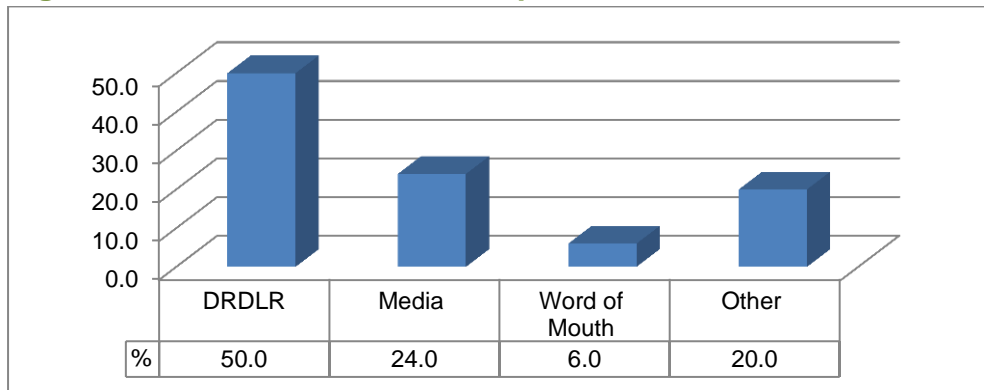
**Figure 38: Respondent's awareness of the AVMP**



The Figure above indicates the percentage of respondents who heard about AVMP prior the implementation. According to the analysis above 79.4% of respondents heard about the programme whereas only 20.6% of respondents have not heard about it.

The above interpretation confirms that that AVMP was well publicised. However it was discovered during the interaction with some of the beneficiaries that they lack the understanding of how the programme is supposed to work, hence the suggestion that the Department must ensure that road shows/ awareness campaigns are conducted for beneficiaries to have an understanding of the programme and how their livelihood will be improved by the programme.

**Figure 39: The sources where respondents heard about AVMP**



The Figure above indicates the various sources where the respondents heard about AVMP prior the implementation. About 50% heard about AVMP from the Department of Rural Development and Land Reform (DRDLR), followed by 24% who heard about AVMP from the media. Whereas about 20% indicated that they heard about the programme from other sources like farmer's conferences, livestock farmers associations, Department of Agriculture, Forestry and Fisheries (DAFF), meetings as well as pamphlets that were distributed.

Those who indicated that they heard about AVMP have highlighted their understanding of the program as follows:

- To take care of veld management, land care, water harvest and livestock.
- Is a developmental program in the community.
- Is a programme for providing development assistance and livestock management.
- Is a project of people who have livestock within community to relocate to one identified place to look after the livestock within a common area.
- It's a program that deals with the improvement of livestock management, and brings assistance to farmers in the form of fencing, water and is improving the farmer's skills.
- Taking care of the land and restore the forestry.
- Revitalisation of the soil and agriculture related activities.

There seems to be disparities in terms of the application of the concept document meant to be used as a reference when implementing the programme. Various provinces have applied different approaches. In some provinces presentations and draft concept note was used when implementing the programme. Interventions/programmes are expected to specify the model which is scientifically sound program theory or theory of action, explicating the mechanisms through which the program will achieve its desired outcomes.<sup>15</sup>

<sup>15</sup> Mowbray, C.T. 2003. Fidelity Criteria: Development, Measurement, and Validation. SAGE Publications, *American Journal of Evaluation* 24: 315-340.

During the evaluation of AVMP the evaluators have noted that the AVMP intervention lack model specification and/or model adherence. There are three steps that could be followed to develop a model specification for a programme. The first is to identify possible indicators or critical components of a given model which has been explicitly described, describing sources of data for each indicator, developing operational definitions for the indicators or critical components so that they are objective and measurable.

The second step is to collect data to measure the indicators that would have been defined in the first step above. However, during the AVMP evaluation there were no indicators which were explicitly described. The third step would be to examine the indicators in terms of their reliability as well as validity was not possible due to the lack of explicitly described indicators for AVMP.

The evaluation team has attempted to develop a programme theory as well as logic frame model for the AVMP. The proposed programme theory and logic frame is based on the following hypothesis and attached as annexures A and B:

*The key development hypothesis of the programme is that bringing back the full productive capacity of the land in communal areas through rehabilitation, re-greening the environment and decongesting the rural space will result in sustainable productive linkages between previously marginalized populations in communal areas and the commercialized urban and farming land. The assumption is that this will lead to improvements in nutrition, household food security and livelihoods of the target population.*

According to Bickman in Chen (2005:4), defined programme theory as a plausible and sensible model of how a programme is supposed to work. Weiss (1995: 66) viewed program theory as the picture of how and why programs work (or don't). Another popular way to understand programme theory is from the context of the logic model. The two concepts (programme theory and logic frame) are critical for one to manage, monitor and evaluate the programme more efficiently and effectively. Furthermore this will enable programme managers to detect and claim any effects made by the programme.

In some provinces, there was a general feeling among AVMP provincial managers that they were not adequately consulted on the design and there is no collaboration of other departmental units on the implementation of AVMP.

#### **4.4.2 EFFECTIVENESS OF THE CURRENT IMPLEMENTATION APPROACH**

The fragmented nature of programme activities, regarding the three strategies of the AVMP tends to dilute focus and make oversight and management difficult.

Management is further complicated by the large number of government departments that are expected to play a role in order for the AVMP to be a success and yet these roles are neglected. An assumption is made that the private actors will actively participate in the small rural ventures, however; during the evaluation study private sector participation was not detected making the assumption not to hold.

The burden of simply doing business in the current operational modality, with so many actors and in a setting with so many government interests and structures coordinating all the actors would take an inordinate amount of time and effort on the part of implementers. It seems this coordination is not happening as it should, hence some of the AVMP strategies: decongestion and re-greening have not been fully effective.

In addition, the modality of implementation currently being used does not take into consideration the capabilities of the various units within the DRDLR which are expected to play a role in the implementation of the AVMP strategies. The expertise of the RID staff is with regards to rural infrastructure development and yet they are expected to implement the decongestion of the space strategy which requires land reform expertise and could better be implemented by the Land Tenure and Administration (LTA) or Land Reform (LR) Directors in provinces. Furthermore RID Directors are also expected to implement the re-greening the environment strategy which could better be implemented by an environmentalist. This has resulted in the programme focusing much effort on infrastructure delivery and neglecting the other two strategies. This shows lack of collaboration between the different units within the department; and raises a question of whether implementers will be able to collaborate and integrate the various departments if they are unable to collaborate internally as directorates.

The Rural Infrastructure Development (RID) Directors in the provinces are expected to implement all the three strategies of the AVMP. The following are the findings regarding the implementation of the 3 strategies:

The soil rehabilitation is one the strategies that is receiving more attention from the implementers as compared to the other two. The activities in response to soil rehabilitation are expected to be implement by various units within the DRDLR (e.g. RID and RDMS), however; the level of coordination between the units affects the overall implementation of the programme. For example, the RDMS staff and RID staff are reporting to different Chief Directors at national level and this result in lack of coordination during planning and implementation of the projects; therefore; affecting the overall implementation of this strategy.

The decongestion strategy has received minimal attention regarding implementation due to the fact that the DRDLR has not identified suitable land where prospective farmers can be relocated to.

The re-greening strategy has received minimal attention regarding implementation.

#### **4.4.3 RELEVANCE OF PROJECT ACTIVITIES**

The relevance of project activities is a function of how well they address national development objectives, their relationship with other on-going projects, and the needs and priorities of target beneficiaries. AVMP was specifically designed to contribute to bringing back the productive capacity of land by reversing the environmental degradation caused by over-grazing, over-population and deforestation to increase the productivity and competitiveness of livestock.

The evaluator's opinion is that there are significant design and implementation weaknesses which directly impact the relevance of project activities. They are:

- The link between the goals and objectives of the programme as well as activities is not clearly articulated in programme concept documents. This results in non-standardised implementation of the AVMP.
- Individual project components, strategies and activities are not clearly defined and articulated, especially with regard to the re-greening the environment and decongesting the rural space. This creates confusion among implementing partners and stakeholders, compromising implementation effectiveness. This further result in these two strategies of the programme's insignificant or minimal implementation thereby limiting the programme's chances of achieving the intended objectives and outcomes.

#### **4.4.4 SELECTION CRITERIA FOR PARTICIPATION IN AVMP**

In the AVMP concept document, it is envisaged that AVMP will be implemented in communal areas and state owned land after the needs analysis are conducted. The AVMP concept document emphasizes that strict conditions will apply to those communal areas and state owned farms. However, the document is not specific who qualifies and does not outline what those strict conditions are. This seems to be one of the major weaknesses when the programme was designed and left a room for misinterpretation by both the implementers and receiver of the intervention.

According to the evaluation findings there are no standardized or common criteria in selecting the projects and respondents assumed that the following was the criteria used for selecting community to participate:

- The farmers formed a committee and requested assistance from Department of Agriculture through the Land Care Programme in order to protect their grazing land and to ensure that cattle are not stolen. They indicated that

Department of Agriculture looked at the number of livestock, maybe that's the reason why we were selected.

- Respondents made the request and the needs assessment was done and after then they were assisted with animal handling facilities.
- The use public participation process where 50 people were randomly selected.
- The respondents have been farming previously and the land is a Restitution claim, so they were identified for support by the Department of Rural Development and Land Reform.
- They were selected because there were lack of activities and community is very poor.
- The council called a meeting with the DRDLR and we registered our names and state what we were farming with.
- We wrote to the Department of Agriculture requesting for fencing.
- Farmers Livestock Association was formed and met to discuss the issues affecting of livestock farmers and after hearing about the AVMP the association submitted an application to the DRDLR based on the needs of the farmers.

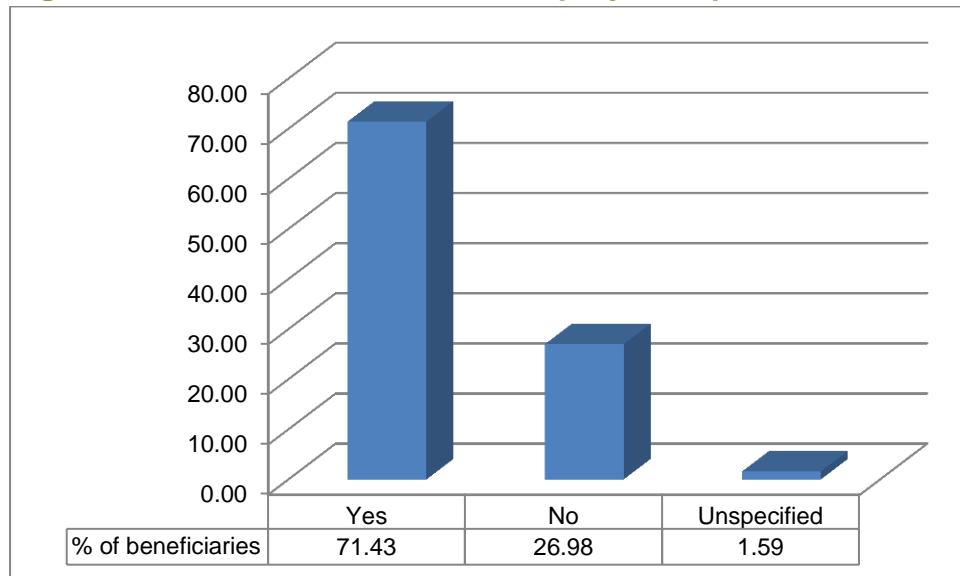
#### 4.4.5 PROGRAMME PERFORMANCE

**Table 23: Number of projects visited and their status**

Financial year	Number of visited projects	% of projects where activities are taking place or not	
		Yes	No
2013/14	37	73.0	27.0
2014/15	21	81.0	19.0
2015/16	5	80	20

The Table above indicates number of projects and their status in terms of activities taking place and no activities taking place. Out of the 37 projects that were started in the financial year 2013/2014 about 73.% were active and only 27.% were not active, whilst those projects started in the year 2014/2015 amounting to 21 in total, 81.% were active and 19% we are not active. Lastly the Table also shows that those projects that started in the current 2015/16 financial year amounting to only 5, 80% were found to be active and 20% were found not to be active.

**Figure 40: Need assessment before project implementation**



The Figure above indicates number of respondents who have indicated whether there was a need assessment done prior the implementation of AVMP or not. About 71.4% indicated that there was a need assessment done and only 27% indicated that need assessment was not done, followed by 1.59% who did not specify whether need assessment was done or not. Those who said no stated that they only saw the DRDLR coming to implement projects without consulting them on what was required from the department in order to assist them.

Therefore based on the above interpretation, it can be concluded that the Department is on board when it comes to conducting the needs assessment, even though there were fewer respondents still not sure whether needs assessment was conducted. However, the evaluators deem it necessary for the responsible official in DRDLR to improve the communication with beneficiaries whenever AVMP activities are to take place to avoid beneficiaries being caught by surprise when service providers are appointed by the Department to work on their farm/projects without their knowledge.

In addition, the AVMP has a process flow which outlined activities to unfold during implementation and needs assessment was identified as number one listed activity which emphasised on the needs of the rural community and that of the local vision so that development at the local level is integrated. The AVMP process flow further outlines that as part of activities towards implementation, priority areas in the local municipality will be determined through Integrated Development Plans (IDP) analysis and other related local plans. All this are done in an effort to achieve decongestion of the rural space.

**Table 24: Project intervention/activities in projects**

<b>Intervention/activity</b>	<b>Number of projects</b>
<b>Soil Rehabilitation</b>	40
<b>Re-greening the village space</b>	6
<b>Decongesting the village</b>	5
<b>Other, Please specify</b>	28
<b>Total</b>	75

NB: The total is above 63 because some projects implemented more than one intervention.

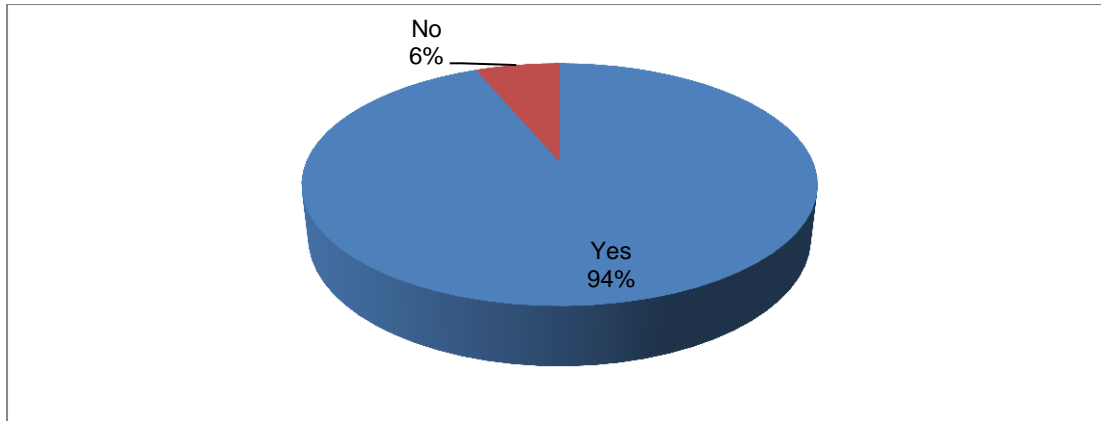
The Table above indicates the number of projects and the intervention / activities taking place in the projects. About 40 which is the majority of projects have indicated that soil rehabilitation has taken place. This is followed by 6 projects where it was indicated that re-greening the village space has taken place and 5 projects where it was indicated that decongesting the space has taken place in the projects respectively. While about 24 projects have indicated other interventions such as boreholes (14), cattle handling facilities (7) and shearing shed (3). Due to the fact that the programme at conception did not specify in detail which activities will be implemented per strategy, then the evaluation team found it difficult to classify the other mentioned activities as per the 3 strategies.

With regard to the project intervention the results shows that the AVMP has given more attention to initiate the soil rehabilitation activities followed by re-greening the village than other activities that should be delivered by the programme.

The AVMP is on track to meet most programme performance targets as outlined in the annual performance plan for the 2014/2015. The performance of the AVMP is measured by the indicator “number of Animal Veld Management Programme projects implemented”. This is an indicator located in the annual performance plan (APP) of the DRDLR and only counts the number of projects implemented. This indicator is inadequate to measure programme impact or contribution of the achievement of the AVMP goals. Therefore; there is a need for specific, measurable, achievable, relevant and time-bound performance indicators in the programme in relation to the outputs, outcomes and impacts of the programme on the intended beneficiaries.

#### 4.4.6 MONITORING AND EVALUATION

Figure 41: Monitoring of the projects by respondents

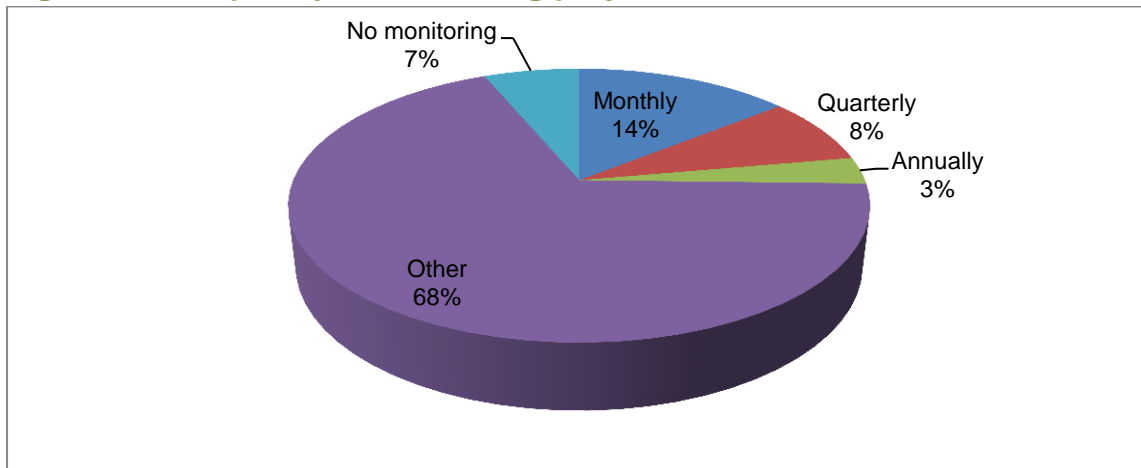


The Figure above illustrate whether the respondents monitor the project or not. It shows that 94% of respondents indicated that they do monitor their project, and their monitoring entailed the following:

- Inspection of grazing land;
- Checking whether the dipping tank is clean and it is not vandalized;
- Checking whether fence is not cut off or being stolen by people;
- Check how the farm /project is, still intact (fence) and whether livestock is well;
- Respondents are using the checklist to monitor whether the project and its resource are running smoothly as a committee;
- Checking if there is enough grazing for the cattle and check if the cattle are free from the diseases;
- Ensuring that fire belts are in place, check cattle handling facilities and whether they are not damaged,
- Debushing of alien plants after rainfall.

While only 6% respondents indicated that they do not monitor the project due to the fact that only livestock owners do monitoring of the fence when they are fetching their cattle and no formal monitoring is taking place.

**Figure 42: Frequency of monitoring projects**



The Figure above illustrates how often the projects are monitored, and about 14% indicated that projects are monitored monthly. Only 8% of the respondents indicated that projects are monitored quarterly and 3% indicated that projects are evaluated annually.

The evaluation revealed that even though the Department was visiting farms/projects there was however inadequate monitoring of projects activities. This was confirmed by most of erected facilities in the various projects that were found not completed by the appointed service providers. The department officials responsible for the projects were also criticized for not making follow ups on projects so that these gaps are addressed immediately.

The long-time taken by officials to visit the projects were also raised as cause for concern and this has raised the capacity issues within the implementers. This has resulted in some of the AVMP projects not implemented according to the design.

During the evaluation some of the respondents were quoted saying the following in respect of the monitoring of the projects by the department:

- Once the department has erected the infrastructure it must continuously monitor their projects and check progress.
- The department doesn't monitor the implemented projects.
- The department came once ever since the construction of animal handling facility was finished.
- No monitoring was done by the department, as they only came during site identification and handover.
- After the project was completed it was handed over to municipality-then is the responsibility of municipality to monitor project.

It can be concluded that there is a mixed reaction towards the way in which the department has managed the monitoring of AVMP projects. As most respondents

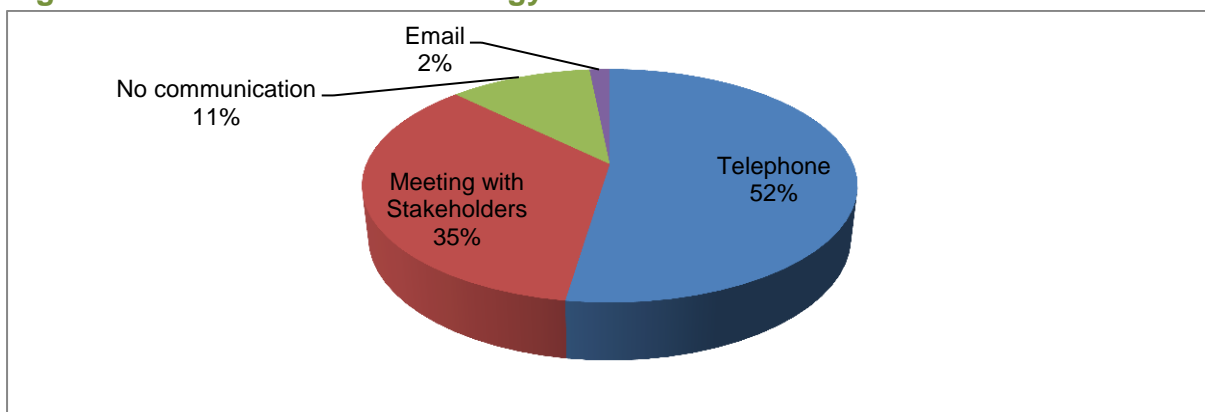
stated that monitoring activities was not enough and resulted in some of the projects not delivered fully, for example fences and boreholes installation and animal handling facilities were seen in most projects incomplete.

There was evidence of irregular and uncoordinated monitoring of the programme in the provinces. In most provinces visited, monitoring and evaluation systems were not in place at the time of implementation.

Monitoring and evaluation was mentioned in the AVMP concept document as part of the implementation framework. However, it was noted that the Provincial M&E unit of DRDLR does monitor the performance of the programme on a monthly basis based on the indicator “number of AVMP projects implemented”. Monitoring is further done through the development of farmers’ association committees and the DRDLR meeting with the committees to discuss progress and address challenges faced by the AVMP. These meetings are also forums for identifying AVMP project’s needs. However, what is critical is to note is that despite the efforts, beneficiaries still raised the issue of lack of monitoring of projects as a concern. The evaluation team could not establish how this monitoring at provincial level feeds into the overall DRDLR system of monitoring and evaluation and whether the information obtained from provincial monitoring and evaluation efforts is used to shape AVMP.

#### 4.4.7 COMMUNICATION

**Figure 43: Communication strategy used**



The Figure above indicates the communication strategy used by Department to communicate with the respondents. About 52% respondents indicated that communication with the Department is telephonically, followed by 35% of respondents who indicated that they communicate via stakeholders. Only 11% indicated that they do not have communication with the Department at all and only 2% of respondents communicate with emails.

The following were different communication lines that beneficiaries stated were being used to transfer any information between them and the Department and other stakeholders:

- Communication was done via Department of Agriculture because they visit the project more often than DRDLR officials.
- Email and telephonic conversation were used.
- Personal visits to the DRDLR or Agriculture by farmers when there are important issues to attend to.
- In some instances, the Department communicated with the ward councilor telephonically and the councilor informs the community.
- Communication was also done through meetings with Council of Stakeholders.
- Communication is done via local municipality and SAPS.
- Committee member talks to the ward committee and ward councilor, municipality and then the department.
- Any project or communication comes through tribal office and then after then the community is contacted. Respondents sometimes hold meetings with the traditional leaders.
- Sometimes we write letters to the department.

The most preferred method of communication was telephone, cell phone and in other cases meeting when need arise as these proved to be effective and faster.

#### **4.5 THE DEGREE OF COMMUNITY PARTICIPATION AND SUPPORT RECEIVED**

The level of beneficiary participation in decision making varies according to provinces. In some provinces, through engagement with the provincial managers it was discovered that managers make decisions based on the unit budget available and check activities that can be implemented with the budget available without consulting the beneficiaries on their priorities.

This was supported by the beneficiaries' allegation that beneficiaries are not being consulted by DRDLR whenever they are deciding on implementing the project in their areas citing that most of the intervention related to animal and veld management programme are imposed to them. The majority of the beneficiaries are of the opinion that activity planning should be both participative and collaborative.

**Table 25: Respondents and type of support received from DRDLR**

Type of support	Number of respondents
Fencing and gates	45
Grazing camps	11
Dipping tanks	12
Stock watering dam	10
Animal/livestock handling facilities	28
Debushing	10
Borehole construction	21
Windmill construction	8
Drilling and testing of soil	6
Renovating pack houses	2
Developing feedlot	0
Tree planting	3
Construction of shearing shed	4
Developing of pump house	6
Provision of fire breakage	3
Other, specify	10

NB: Respondents selected more than one type of support per project received from DRDLR.

The Table above indicates number of respondents and kind of support that the respondents have received from DRDLR. The Table demonstrates that 45 of the respondents have received fencing and gates, which is the majority of respondents in various projects; this is followed by 28 respondents who have received animal handling facilities, whilst about 21 have received boreholes. About 10 respondents have received other support such as infrastructure development (9) and fire fighting facilities (1). From the total number of projects that were sent by AVMP provincial officers( RID Director), it is also indicated that fencing, cattle handling facility, dip tanks and stock watering dams were mostly done in most provinces which compliments the findings of the study. Fencing constitutes 34.8%, followed by dipping tanks which amount to 24.8% and handling facilities with 12.7%.

The results above shows that most of the respondents received different kinds of support from the Department with the provision of fencing and animal handling facilities and boreholes at the top of the list. However it is also critical that the Department should also focus on providing other much needed facilities such as feedlots, installation of completed and functional boreholes, developing grazing camps and the like as these were discovered to be some of the burning issues in the AVMP farms.

**Table 26: Government departments providing support to the project**

Department	Number of respondents
DPW	12
DCOG	10
DAFF	28
DEA	9
DWS	3
DTI	1
DOE	4
DTA	7
DOT	2
OTHER	15

NB: percentage was not done because respondents selected more than one department.

The Table above indicate the number of respondents who have received support from other government departments. About 28 respondents indicated that they have received support from DAFF, 12 respondents from Department of Public Works. Only 10 have received support from DCOG and 2 respondents indicated that have received support from DOT. About 15 respondents mentioned that they receive support from other departments. In addition to the support provided, in some of the provinces such as KwaZulu-Natal, Western Cape and Mpumalanga the DAFF was found to be playing a leading role in terms of implementing the AVMP facilities such as animal handling facilities, installation of boreholes and others whilst t in other provinces DRDLR was in charge for implementing such facilities.

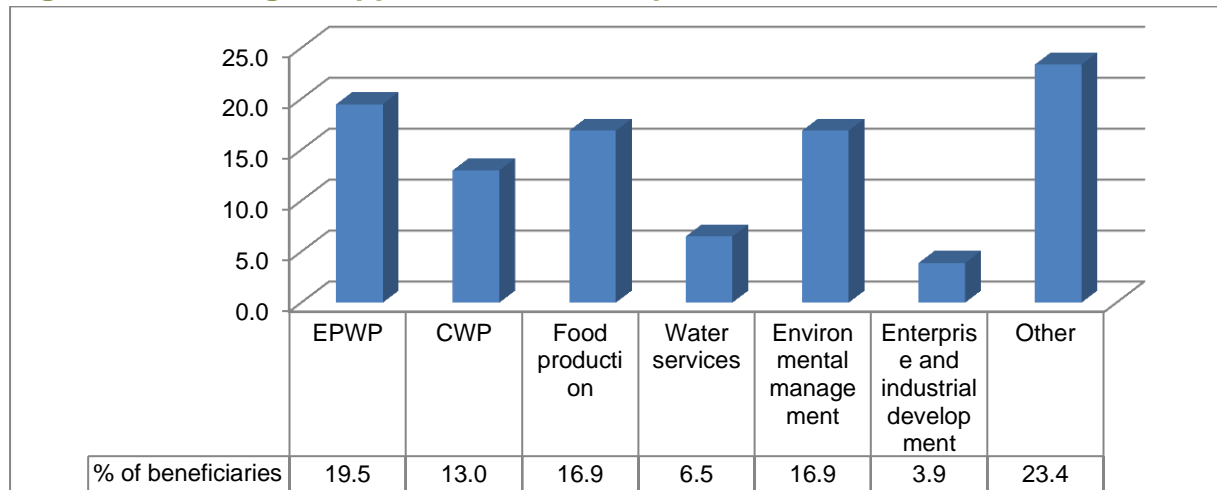
### **Effectiveness of partnerships with other government departments**

The programme implementers are trying hard to sustain participation in regular meetings with other sector departments, however; some of the partner departments do not honour the invitation to meetings. The DRDLR consults the Department of Agriculture in provinces to identify livestock owners where interventions can be implemented. In spite of these efforts, there were still complaints regarding commitment and support to implement AVMP projects at local level. Secondly, other stakeholders such a Department of Trade and Industry, Department of Energy and the Department of Water and Environmental Affairs seems not to be playing their part in terms of providing the support as mentioned in the AVMP concept document.

The concept document further outlines that other departments such as Statistics South Africa (StatsSA), Mineral Resources and Social Development should take part in the AVMP despite their roles and responsibilities having not been specified.

It is therefore advisable that the Department should strengthen the collaboration with other stakeholders in a formal relationship that will bind the various stakeholders in providing the much needed support.

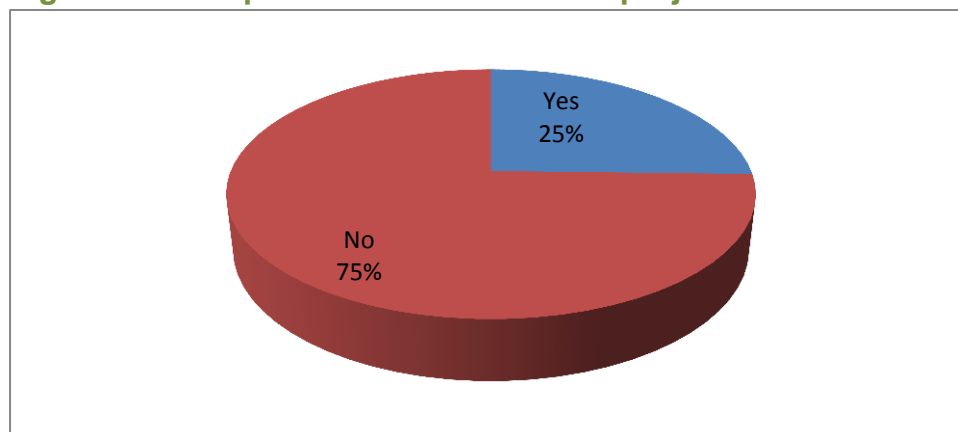
**Figure 44: Strategic support from other departments**



The Figure above indicates the type of strategic support that respondents of AVMP have received from other departments. About 23.4% of respondents have indicated that they do receive other kind of support i.e. provisioning of training, animal health. etc.), followed by strategic support received from the EPWP with 19.5%, whilst 16.9% have received strategic support in the form of food production and environmental management respectively. About 13% has received support from Community Work Programme (CWP). Only 6.5% have received water service support, followed by the least 3.9% supported with enterprise and industrial development.

Based on the above it is deemed necessary for the Department to engage further with other relevant key stakeholders within and outside the Department in order to strengthen the required support to AVMP beneficiaries. For instance the issue of limited water supply in most of the visited AVMP farms should be prioritised by ensuring that all the boreholes are installed, completed and functioning so that beneficiaries can access water and farm productively.

**Figure 45: Adequate facilities to run the projects**



The Figure above indicates the percentage of respondents who have indicated that they do and don't have adequate facilities to run the projects. About 75% indicated that they do not have adequate facilities to run the project and only 25% indicated that they do have facilities to run the project. This meant that respondents do have land but with no adequate facilities to run the project. Those respondents who have indicated that they do not have facilities cited that the DRDLR did not complete what they promised to deliver, for example, in most farms erection of the fence and installation of boreholes was found to be incomplete (fencing parts of the farms or camps and leaving other parts not fenced).

Therefore the fact that majority of respondents do not have facilities to run the project, it was mentioned during the interviews that this has made it impossible for respondents to engage fully (livestock and crops) with farming activities in their farms. While the evaluation has noted that the AVMP targets those who were previously farming in communal areas it was however; still critical that beneficiaries are supported with implements that can be used as start-ups for farming.

In addition, it was identified that majority of the respondents acknowledged the effort made by the Department even though a lot is still to be done in addressing the needs of the respondents.

## **4.6 PROBLEMS ENCOUNTERED OR SPECIFIC BARRIERS EXPERIENCED IN THE PROGRAMME**

This section provides information on the challenges as identified by beneficiaries and programme managers, as well as the evaluation team in relation to the experience of AVMP implementation.

### **4.6.1 CHALLENGES IDENTIFIED BY AVMP BENEFICIARIES**

Beneficiaries have indicated common challenges which are categorised as follows; operational, management, support, communication, and training and capacity building. Suggestions for improvement are also made for the same categories.

#### **4.6.1.1 Operational**

- The evaluation team discovered that there was lack of commitment and buy in from other AVMP beneficiaries during the implementation of AVMP programme as they believe that the Department is not involving them during the planning stage.
- Political interference was cited as a problem in some of the projects as it delays implementation and progress.
- Beneficiaries felt that they should be included as service providers to erect fences and other facilities on the AVMP farms and projects and need the Department to consider using local suppliers when awarding such tenders.

- There was a general plea by most beneficiaries that they do not have dipping tanks for their livestock and sometimes they travel far for this service.
- It is alleged that erection of fence and installation of gates in parts of the grazing fields are not completed and this poses a threat to livestock. In addition stock theft has been identified as one of the major challenges.
- Vandalism to property was also raised as a course for concern due to the fact that the fence provided by the DRDLR that is always stolen.
- Some of the beneficiaries interviewed highlighted that DRDLR officials made empty promises that they could not fulfill.
- Beneficiaries have cited that poor allocation of grazing boundaries per farmer has resulted in conflict amongst AVMP beneficiaries. In some instances beneficiaries cited that there was no cooperation between the AVMP beneficiaries and the neighboring farmers.

#### **4.6.1.2 Management**

- Beneficiaries have alleged that lack of integration between the DRDLR and other departments delayed the progress as there were no memorandums of understanding and agreement signed in place. This has resulted in the minimal support provided by the other departments who are supposed to play a role in implementing AVMP projects. The integration and collaboration would also address other critical issues such as non-graded gravel roads, which need the DRDLR to collaborate with the Department of Public Works and assist beneficiaries by ensuring that access roads to the farms are graded and maintained regularly.
- It was alleged that AVMP projects have fueled tensions between members of the community and their chiefs because only few members of the community were benefiting from the programme and requested the department to relook at other development initiatives that can be shared and benefit the rest of the community.
- Lack of monitoring of AVMP projects by officials was mostly raised as a concern by beneficiaries as some of the provided facilities such boreholes, animal handling facilities were not functioning due to the incompleteness of the work by the appointed service providers.
- Beneficiaries are concerned that the Department always introduces new programmes while the old ones are still incomplete.
- Beneficiaries have pointed that changing of department officials has always hampered the success of the programme as they always leave the projects incomplete.
- It is alleged that the Department's rush to spend the budget before the end of financial year was used as a means of implementing AVMP projects without proper planning and design. Therefore this has resulted in some activities of the AVMP projects not executed.

#### **4.6.1.3 Support**

- Lack of basic services such as electricity, water and sanitation is still a concern to some of the AVMP projects as beneficiaries are expected to spend much of their time in the farms where access to basic services remains a challenge.
- Market identification and how to reach the standards for the market was identified as a stumbling block for the produce as the farmers had limited knowledge in this regard.
- Safety clothing in respect of other AVMP projects such as soil rehabilitation and decongestion wherein participants in these projects are conducting labor intensive activities was in great need.
- The drought in most parts of the provinces has affected AVMP projects success. Most of the AVMP grazing camps and water streams have dried out leaving beneficiaries with limited options for their farming operations.

#### **4.6.1.4 Communication**

- Poor communication between the Department officials and the beneficiaries result in the breakdown of the flow of information about the programme and this create misunderstanding of the programme by beneficiaries.
- Beneficiaries have reported that some of the Department officials do not inform beneficiaries prior when service providers are appointed to implement certain projects in the community as well in the farms.

#### **4.6.1.5 Training and capacity building**

- Beneficiaries have raised a concern that they do not have adequate skills to assist them particularly in maintaining facilities such as boreholes and windmills. This has resulted in them sitting with unused facilities at their disposal and pleaded with the Department to assist in this regard.

### **4.6.2 CHALLENGES IDENTIFIED BY AVMP MANAGERS**

- Community conflicts were identified as one of the issues affecting the programme operation negatively, for example, in North West Province the community of Taung had beneficiaries from other programmes who were previously not paid by the service provider appointed by the Department and these beneficiaries do not want to see the DRDLR implementing any programme before resolving the non-payment issue with the service provider. This has affected the AVMP in this municipality as they cannot move on with the implementation.
- The management has highlighted that there is lack of support and buy in from other relevant stakeholders during the implementation of AVMP programme. As a result there is limited support with regard to maintenance of infrastructures.

- Lack of stakeholders' commitment during AVMP implementation i.e. municipalities and other relevant sector departments who are supposed to serve on the AVMP steering committee do not honor the meetings invitation.
- Lack of financial and technical support from other sector departments and government institutions that are supposed to play a role in AVMP implementation as outlined in the concept document was a cause of concern.
- The management raised a concern over the feasibility study reports that are always delayed from the DAFF due to limited agriculture extension officers assigned to produce feasibility study reports on behalf of the DRDLR. In addition some of these reports are not of good quality because the content of the feasibility study reports does not add any value or give direction during the implementation of AVMP projects.
- The managers have indicated that there was inadequate funding to meet all needs requirement identified by AVMP beneficiaries.
- The DRDLR has experienced limited commitment and ownership from farmers. It was alleged that some farmers do not honour meeting appointments when required by the Department and some farmers stayed at their homes and were part time farmers and one of the conditions for being on the programme was that aspirant AVMP candidates should be full time in the farm.

#### **4.7 SOLUTIONS TO MAKE THE AVMP MORE EFFECTIVE AND EFFICIENT**

This section provides information on the suggested solutions as identified by beneficiaries and programme managers, as well as the evaluation team in relation to the experience of AVMP implementation.

##### **4.7.1 SUGGESTIONS FOR IMPROVEMENT BY BENEFICIARIES**

Below are the suggested solutions as mentioned by beneficiaries:

###### **4.7.1.1 Operational**

- The Department must ensure that road show awareness campaigns are conducted for beneficiaries to have an understanding of the programme and how their livelihood will be improved by the programme.
- With regard to beneficiaries exclusion from participating in providing services, beneficiaries have suggested that preference must also be given to the community members when awarding tenders, and not given to a service provider without checking community member's skills.
- In addressing a plea on dipping tanks, beneficiaries have suggested that the Department must assist with the construction of dipping tanks for vaccination of their livestock as they relied on the services from DAFF which are sometimes not available.

- In addressing overgrazing on the grazing fields, beneficiaries requested the Department to assist them with the division of grazing camps in the community where their fields are not divided. Furthermore beneficiaries have requested that the Department should finalise the fencing and installation of gates in projects where these are not completed for security of their livestock.

#### **4.7.1.2 Support**

- In most of the visited projects there is still lack water due to non-functioning boreholes. In instances where new boreholes were installed these were not complete and needed connection. Therefore, beneficiaries suggested that the Department must assist them with construction of additional boreholes, dams, irrigation systems and windmills so that farmers can have water to provide for their livestock and crops as well as for their consumption.
- Noting that these beneficiaries were communal subsistence farmers they requested that the Department should also consider assisting them with financial support for farming.
- Beneficiaries have requested to be assisted with channels and linkages to access the market.
- Beneficiaries also appealed to the Department that abattoirs must be built so that they can process their meat products.
- Noting the drought conditions in most parts of the country it was proposed that the Department will need to put up a relief programme that will be accessible and assist AVMP farmers. For instance, some beneficiaries have suggested that the Department must assist farmers with feedlots for their livestock.
- Beneficiaries have requested the Department to assist with provision of safety clothing and other farming equipment especially to those who are working in the projects.

#### **4.7.1.3 Management**

- In order for this programme to be sustainable beneficiaries suggested that all stakeholders affected must be involved from the initiation to the implementation stage of the programme.
- To address water shortage in AVMP projects beneficiaries have requested the Department to partner with the Department of Water Affairs, Forestry and Fisheries (DAFF) to prioritise the provision of water, farm houses and storage.
- Beneficiaries have recommended that the Department must have a memorandum of understanding and integration with other departments in order to eliminate confusion and misunderstanding on the projects being offered to the communities, especially when there are different projects taking place in the community, it must be clear who is doing what and for which programme.
- To address the problem of non-graded of roads, the Department in

collaboration with the Department of Public Works must assist beneficiaries by ensuring that access roads to the farms are graded and maintained regularly.

- With regards to lack of monitoring of projects by the Department, it was suggested that the provincial officials should make follow ups and monitor their projects on a monthly basis, and to ensure that service providers appointed were doing their job as per the specifications described in their contracts.

#### **4.7.1.4 Communication**

- In strengthening the communication between the department and beneficiaries, it was suggested that the Department must ensure proper communication channels so that beneficiaries are well informed with the interventions taking place in their communities. Due to lack of feedback on the projects implemented by the Department, beneficiaries have suggested that feedback be given to the community through the chief when the projects are completed.

#### **4.7.1.5 Training and capacity**

- With regard to non-functioning of farm facilities beneficiaries have suggested that they should be capacitated on the basic skills to fix facilities and also advised on possible areas where they should go for assistance if need be.
- In addressing limited farming related skills most beneficiaries suggested that the Department need to conduct skills audit of AVMP beneficiaries in order to identify the gaps that must be addressed by offering beneficiaries with relevant training and expertise to improve on livestock and crop management.

### **4.7.2 SUGGESTIONS FOR IMPROVEMENT BY MANAGERS**

Below are the suggested solutions as mentioned by managers:

- In addressing lack of stakeholders' commitment in the steering committee, the managers proposed that there is a need to revisit the formation of AVMP stakeholders' steering committee as well as the expectations including the roles and responsibilities of members. This will enable the committee to oversee the programme implementation with other sector departments. Also suggested was that the frequency of steering committee meetings be increased to get feedback and early detection on slow moving projects/activities.
- With regard to lack of stakeholders' commitment and support, the managers proposed that the Department should strengthen its collaboration strategy to ensure that AVMP stakeholders fulfil their promise by signing the memorandum of understanding or memorandum of agreement on the initiated AVMP projects.

It is also critical for the DRDRLR to target and engage sector departments that are sharing and contributing to the outcome of vibrant, equitable and sustainable rural communities with food security for all by establishing a forum where all these sectors share projects and experiences.

- The AVMP managers felt that the Department should consider increasing the AVMP budget in order to meet the proposed AVMP needs by the beneficiaries. This will also address problems of non-completion of projects such as fences that were implemented in phases and not according to what beneficiaries wanted.

#### **4.7.3 RECOMMENDATIONS BY THE EVALUATION TEAM**

The specific recommendations of the Evaluation Team for increasing the likelihood of the achievement of the AVMP objectives and goals, and achieving the intended outcomes, are as follows:

Develop and incorporate in the programme documents and reporting a clear articulation of the relationship between the AVMP goals, their linkage with the programme objectives, and exactly how project activities are expected to contribute to the achievement of those goals and the programme objective. At present the programme goal and rationale, and the expected contribution of project activities to the achievement of the goal and outcomes, is not clearly articulated.

Develop custom indicators to measure and record the outcome and impact of the 3 strategies of the programme and their contribution to the achievement of programme goal and objective.

The evaluation team has attempted to develop a programme theory as well as logic frame model for the AVMP. Therefore in an effort to take the above forward it is proposed that there is a need for the programme to engage further with the evaluation team to finalise the proposed programme theory and logic model.

Since there is no clear selection criteria for AVMP beneficiaries participants for example on how to relocate the livestock farmers to the state owned farms as a means of decongesting the space, the programme needs to develop criteria to be used to select participants for all the three AVMP projects or strategies.

The programme implementers should endeavour to implement all the three AVMP projects or strategies instead of focusing on the soil rehabilitation project in order to maximise the achievement of the objectives and outcomes of the AVMP.

Increase focus on the capacity building to ensure that the beneficiaries are being capacitated on livestock management and veld management.

The programme needs to expand support for small local enterprises development in the rural areas as envisaged in the concept document.

The AVMP to substantially increase the role and responsibilities of the local implementing partners (other sector departments), especially in designing and implementing activities for re-greening and decongesting the space, and measuring the impact of project activities (for the 3 AVMP strategies by entering into MoUs).

Establishing relations with the private sector to ensure their participation in the small local enterprises and their integration into the value chain operations. The AVMP concept document assumes that the private sector will actively participate in the small rural ventures, not just as off-takers.

The programme implementers should monitor the service providers appointed to ensure that the work that they were appointed for is completed as per specification.

Ward or municipality Livestock Working Groups (LWGs) should be formed. This will be a platform for bringing together government, NGOs, business interests, and producers to discuss practical issues and problems impacting the livestock sector and recommend solutions. This can assist with improving access to markets for the livestock producers.

More collaboration and synergy in the planning and implementation of the AVMP by the RID, LTA, LRD units at provincial level to ensure that all the three strategies of the programme are implemented.

Consider the capabilities of the various units within the department when implementing the programme.

## **CHAPTER FIVE: CONCLUSION**

The conclusion has been categorised into specific themes which are based on the evaluation findings:

### **5.1 THE ACHIEVEMENT OF AVMP OBJECTIVES AND OUTCOMES**

This section provides an indication of whether AVMP is meeting its various outcomes, namely, food security, improved rural livelihoods, improved livestock management, improved veld management, increased production and enabling rural communities to use land more sustainably.

Prior to concluding whether AVMP is meeting its stated outcomes, it is worth examining the outcomes themselves. The evaluation team is of opinion that most of the outcomes are too ambitious and secondary in nature and involve aspects that normally fall outside the control of the programme. The following outcomes should have been stated on the programme concept document, improved livestock management, improved veld management and enable rural communities to use land more sustainably. These outcomes should have been pursued in a manner that ensures that the intervention implemented contributes to the livestock and veld management.

The programme has had a positive impact on food security as indicated by the study.

Regarding analyzing the programme's contribution to sustainable livelihoods, the evaluation team employed the sustainable livelihoods framework (SLF) and the results are mixed. The study has revealed that the farmers have limited conflicts regarding land but they are vulnerable since they are exposed to various shocks. Respondents were also found to lack access to financial services. Regarding human capital, training was offered to the participants; however there is concern regarding the low percentage of beneficiaries who indicated that the training was relevant. More than 70% of participants have indicated that they lack certain types of information. Therefore it can be concluded that participants still face challenges regarding human, financial, physical and social capital.

The study has revealed that it is crucial for the Department to put more efforts and invest in physical capital that will be used to increase the production process specifically in the farms where respondents were producing in order to achieve transformation in the agrarian value chain. A robust investment in land, equipment, machinery and storage facilities and livestock provision for smallholder farmers is critical for the pursuit of rural livelihoods improvement. The investment in physical capital should also be linked with social capital because social capital is the stock of personal relationships and knowledge of institutions that an individual or household has. As indicated previously, the evaluation team believes that this outcome of improved sustainable livelihoods is too big for the programme because there is no

way that the activities currently implemented by the AVMP will result in sustainable livelihoods.

Regarding whether the AVMP has increased production, 42% of respondents indicated that production has increased after participation in the AVMP. The study revealed that to some extent the DRDLR provided measures to ensure that beneficiaries of AVMP achieve maximum production in their projects. The fact that beneficiaries were being provided with farming inputs and implements was seen as a positive spin off towards productivity. Through collaboration, DAFF has provided the technical support in livestock management. However; it was worth noting that more support was required from DAFF as there was lack of extension services to AVMP projects particularly livestock and crops.

The study revealed that AVMP has contributed to sustainable land use, however; programme participants have raised some critical issues that will affect sustainable land use in a negative way and these would need to be addressed.

The current AVMP interventions that are being implemented such as provision of boreholes, fencing of arable lands, fencing of grazing camps, provision of animal handling facilities, dipping tanks, drinking troughs, removal of alien plants, decongesting the village space by relocating livestock farmers to the state owned farms are commendable. All these have had a positive impact on improved rural livelihoods and livestock management. However; there is ignorance in providing sufficient training to the communal farmers on maintenance of the infrastructure and farming related activities, provision of farming inputs and implements such as fertilizer, seeds, tractors, etc. that will ensure that there is food production at the farms.

Furthermore; the achievement of the overall outcomes/impact of the programme is undermined by the incomplete infrastructure provided to the beneficiaries by service providers as well as the minimal implementation of the re-greening the environment and the decongesting the rural space projects of the AVMP.

The few farmers that were relocated to state owned farms were independent farmers that used to operate in communal land for subsistence farming and they are not used to operating in a larger scale of farming. The problem is that many of these state owned farms are no longer operated as viable commercial farms producing mainly for the market because the current farmers were used to doing subsistence farming and they were not trained on how to commercialize their farming which actually has a negative impact on food security. The relocated livestock farmers to the state owned farms need to be provided with the necessary financial means, farming/technical and management skills essential to ensure that there is food production.

The programme has brought about both negative and positive effect on beneficiaries and farmers in the sense that it has reduced their vulnerability thereby increasing their accessibility to grazing land. Through the programme; beneficiaries have accessed the most wanted support in the form of start-up facilities such as boreholes, animal handling facilities, sheds, dipping tanks as well as technical skills on farming and overall knowledge of farming operation as provided by the programme.

The programme objective of supporting livestock producers makes practical sense. But in real terms the programme is distant in the value chain and it is not clear how the rural producers will feed into the value chain to impact productivity. Hopefully the new Agri-Parks programme will go a long way in addressing this issue. It can be argued that AVMP can support rural economic growth if value chain productivity and competitiveness are increased to contribute to the achievement of both AVMP and Agri-Parks goals since the AVMP is considered as one of the pillars of the Agri-Parks Programme.

## **5.2 REACHING OF THE TARGET BENEFICIARIES BY AVMP**

Judging by the response provided in the evaluation findings it is clear that the AVMP has targeted the right people as confirmed by the majority's positive responses. One of the criteria that the programme applied was to target communal areas/land and the programme has done well in this regard as the evaluation results demonstrated that most AVMP projects were implemented in communal land. The selection criteria for participants at project level were seen as a grey area subject to misinterpretation. The notion that AVMP will be implemented in communal areas and state owned farms implied that everyone in these areas qualifies as there were no criteria mentioned in the concept document; therefore; there is still a need for a selection criteria at community level. The fact that majority of respondents were residing where the projects are taking place gives an impression that these are not casual farmers but full time farmers..

## **5.3 THE SUSTAINABILITY OF THE AVMP RESULTS**

The sustainability of the AVMP activities will depend on the department's consideration of environmental and social stability of the communal and state land where AVMP is being implemented. The programme shaped its delivery activities in line with the principles of sustainability. However, the department need to bring in more relevant actors in areas of environmental management to create awareness and improve environmental management in communal areas.

## 5.4 THE DESIGN AND IMPLEMENTATION OF THE AVMP

In this evaluation the design of the AVMP was scrutinised based on the conceptualisation and implementation. While there is a notion that interventions/programmes should specify a sound logic model or theory of change/action, explicating the mechanisms through which the program will achieve its desired outcomes; the AVMP lacked model specification and/or model adherence.

The evaluation has noted that there seems to be disparities in terms of the application of the concept document meant to be used as a reference when implementing the programme. This led to application of different approaches in implementing the AVMP by various provinces.

With regard to the effectiveness of the current AVMP implementation approach, the evaluators have learnt that the activities of the programme were fragmented in nature and this has made it impossible to do oversight and manage the programme respectively. Also noted in the approach was the lack of intra-unit collaboration within the DRDLR and this raise a concern over the ability of the department to integrate with various sector departments if they cannot collaborate internally.

The AVMP concept document attempted to enlist project activities that will be implemented for some programme strategies even though these were not clearly spelled out and it was not clear how they will fit in the broader programme goals. There seems to be no link between the goals and objectives of the programme and the listed activities, hence the non-standardisation of the AVMP implementation.

The programme of this magnitude in terms of the goal and objectives and its outcomes will require a distinctive oversight. Therefore the monitoring and evaluation role by the implementers within the department was not effective despite being outlined in the implementation framework as the evaluation discovered areas of concern that could have been detected earlier and addressed if there was proper monitoring e.g. incomplete fences and boreholes.

With regard to the communication strategy employed by the AVMP stakeholders, the evaluation results has shown that the level of communication between DRDLR and the respondents was acceptable and in most cases alternative ways were employed to further strengthen the interaction so that there is transparency in the AVMP implementation. The results of 11% of respondents who indicated that they totally do not have communication is what the department should seek to address urgently so that all participants are informed of upcoming AVMP events/planned activities and not left wondering as alleged.

To some extent the evaluation also looked at the degree of community participation and support received by the community with the view of checking if

beneficiaries/respondents had made meaningful contribution to AVMP decision making. However it has emerged that immediately after the needs are sent to the department respondents did not have a say regarding the facilities to be provided as this was dependent on the available budget. The respondents' impression towards this was that the Department went for quick wins and not ideally considered what their prioritised needs were. Therefore the evaluation proposed that the department should implement and deliver critical facilities that are beneficial to respondents farming needs so that productivity is not compromised.

The study also revealed limited participation by other stakeholders critical for the implementation of the AVMP. Nevertheless it is worth acknowledging the DRDLR for its effort to implement the AVMP when most stakeholders did not come forward in support of the AVMP implementation. Secondly the AVMP aims to revitalise the marginalised communal areas and this cannot be one department's responsibility as it will need integration of developmental initiatives by all, hence the evaluators hereby applaud the DRDLR for driving AVMP and its contribution to the rural space.

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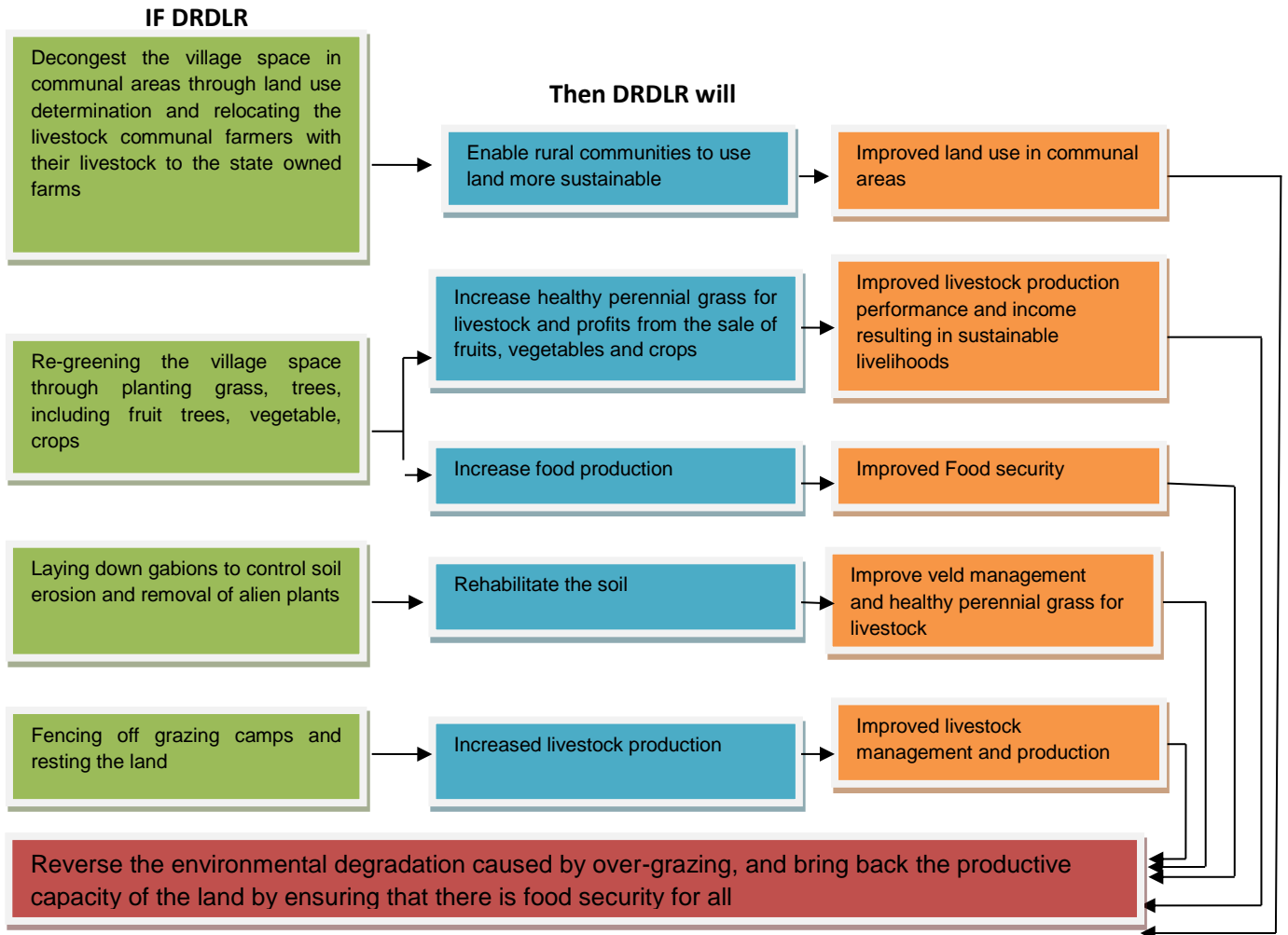
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# APPENDICES

## APPENDIX A: PROPOSED PROGRAMME THEORY FOR AVMP



## APPENDIX B: PROPOSED LOGIC MODEL FOR AVMP

A logic model is a graphical representation of the relationship between a program's day-to-day activities and its outcomes. Logic modeling is a process for ensuring that programme has the highest probability of success and that the appropriate data is collected for programme monitoring and to assess the merit and worth of a programme. (Renger & Hurley, 2006:106). It does resemble program theory in its employment of diagrams to aid the analysis of programs, and yet conceptualization of programs within program theory and within the logic model is utterly distinct. The evaluator built a logic model in consultation with the key stakeholders that represent the intervention's programme theory and on the basis in which the logic model is supposed to lead to the desired effects. The advantage of a graphical representation of a programme logic model is the usefulness part of it, when conducting programme planning and evaluation because it gives the programme managers, evaluators and other relevant stakeholders a strong understanding of the rationale behind these programme elements (Renger & Hurley, 2006:106).

### AVMP LOGIC MODEL

Objective 1: To regenerate the production capacity of land in communal areas and commonages					
Activities	Outputs	Immediate to Medium-term Outcome	Long-term Outcome	Indicators	Source of evidence
<b>1.1. Preparation</b> a) <b>Develop standardized AVMP concept document</b> b) <b>Identify communal areas or commonages for AVMP</b> c) <b>Conduct training and awareness session of staff on the AVMP concept document</b>	1.1 a) Standardized AVMP concept document b) AVMP communal areas or commonages site c) Staff trained on AVMP concept document, training manuals for the AVMP	Staff gained knowledge on AVMP concept	Staff increased common understanding on AVMP concept	1.1 a) Number of AVMP communal areas or commonages site identified b) Number of AVMP projects implemented according to AVMP concept c) Number of staff trained on AVMP concept	List of AVMP communal areas or commonages identified List of AVMP projects implemented Attendance registers

	staffs				
<b>1.2. Conduct community awareness campaign on AVMP</b>	1.2. Community awareness campaign sessions on AVMP	Community gained knowledge on AVMP	Increased common understanding of AVMP	1.2. Number of community awareness sessions conducted on AVMP	Attendance register Assessment report
<b>1.3. Selecting community members to serve on the AVMP steering committee</b>	AVMP community steering committee	AVMP community steering committee contributed to decision making	Increased decision taken by AVMP community steering committee	Number of AVMP projects with functional community steering committees	Attendance register Project Reports Project governance structure documents
1.4. a) <b>Identifying state owned land</b> b) <b>Relocate livestock farmers with their livestock from communal areas to state owned land</b>	1.4. a) State owned land b) Livestock farmers relocated to the state owned land with their livestock	Increased land use in communal areas	Improved livestock production	1.4. a) Number of hectares of state land identified. b) Number of livestock farmers relocate to state owned land c) Number of livestock relocated to state owned land	List of livestock farmers relocated  List of livestock relocated
<b>1.5. Camping of vacated land for rehabilitation</b>	1.5. Camped land	Improved land management		1.5. Number of hectares of camped land	Project records
<b>1.6. Land rehabilitation</b>	1.6. Rehabilitated land			1.6. Number of hectares of land rehabilitated	Project records

<b>Objective 2: To improve land use in communal areas; thus contributing to improved environmental and land use</b>					
<b>Activities</b>	<b>Outputs</b>	<b>Immediate to medium-term Outcome</b>	<b>Long-term Outcome</b>	<b>Indicators</b>	<b>Source of evidence</b>
<b>2.1 Laying down the gabions to prevent soil erosion</b>	Gabions laid	Increased controlled soil erosion	Decreased land degradation	Number of healthy perennial grass harvested Number of tons harvested on crops	List of bags on perennial grass harvested List of harvested crops
<b>2.2 Fencing off community land</b>	Fenced community land	Increased management of land in communal areas	Improved land use in communal areas	Number of hectares of community land fenced	List of fenced community land Budget spent on fencing
<b>2.3 Planting grass and trees on the grazing camps</b>	Trees and grass	Increased trees and grass on grazing camps	Improved production capacity of grazing camps	Number of perennial trees and grass	Project report on trees and grass planted
<b>2.4 Dividing and fencing camps for rotational grazing</b>	Camps fenced	Improved rotational grazing management	Improved land use	Number of camps for rotational grazing	
<b>2.5 Rotational grazing of livestock</b>	Rested land	Increased grass production	Improved livestock production	Number of livestock	List of livestock Rotational grazing schedule

<b>Objective 3: To enhance skills development , enterprise development, job creation, income opportunities in the communal areas and commonages</b>					
<b>Activities</b>	<b>Outputs</b>	<b>Immediate to Medium-term Outcome</b>	<b>Long-term Outcome</b>	<b>Indicators</b>	<b>Source of evidence</b>
<b>3.1 Conduct skills audit of AVMP participants</b>	Skills gap identified	Enhanced skills audit administration system		Skills audit database	• Database
<b>3.2 Conduct skills development sessions</b>	Skills development sessions	Increased knowledge	Enhanced skills development	Number of skills development sessions	• Attendance register
<b>3.3 Creation of small enterprises</b>	Small enterprises	Effective rural enterprise	Improved rural enterprise	Number of small enterprises established	• List of enterprises created
<b>3.4 Provision of strategic support to the enterprises</b>	Strategic support provided	Effective rural enterprise	Improved rural enterprise	Number of small enterprises supported	• List of enterprises supported

## APPENDIX C: DATA COLLECTION INSTRUMENT: BENEFICIARIES



rural development  
& land reform

Department:  
Rural Development and Land Reform  
REPUBLIC OF SOUTH AFRICA

Directorate Evaluation and Research

# ANIMAL AND VELD MANAGEMENT PROGRAMME (AVMP) COLLECTION TOOL

2015

QUESTIONNAIRE NUMBER:

### Strictly Confidential

This information is confidential and the name and address of respondents will not be divulged for any purpose other than for the Monitoring and Evaluation of the AVMP. Names will not be linked to the information that is gathered and are required only for the purposes of evaluation.

<b>Name of Beneficiary</b>												
<b>AVMP Site</b>												
<b>Project Name</b>												
<b>Age:</b>												
<b>Sex</b>	1. Male		2. Female									
<b>Population Group</b>	1. African				2. Coloured			3. Indian/Asian				
<b>Language</b>	1 Afrikaans		2 English		3. IsiNdebele		4. IsiXhosa		5. IsiZulu			
	6. N. Sotho		7 S. Sotho		8 Setswana		9 SiSwati		10 TshiVenda			
	11. Xitsonga											
<b>Are you disabled</b>	1. Yes				2. No							
<b>Highest Qualification Completed</b>	1. No Schooling			2. GR 1-4		3. GR 5-8		4. GR 9-11		5. GR 12		Tertiary / Other
<b>Name of the area</b>	<b>Province:</b>			<b>District:</b>			<b>Municipality:</b>					
<b>Date</b>	<b>Year:</b>		<b>Month:</b>		<b>Day:</b>		<b>Time started:</b>			<b>Time finished:</b>		
<b>First Visit</b>												
<b>Contact details of the respondents:</b>												
<b>Name of data capturer</b>						<b>Name of interviewer</b>						
<b>Signature data capturer</b>						<b>Signature of interviewer</b>						
_____						_____						
_____						_____						

## SECTION 1: RESPONDENT STATUS

<b>Position of the beneficiary</b>	
1. Project leader	
2. Chairperson of the cooperative/board	
3. Farmer/worker	
4. Other, specify: _____	

Are you employed elsewhere except being in the project?

1. Yes	
2. No	

If yes, where are you employed? \_\_\_\_\_

## SECTION 2: AVMP DESCRIPTION

1. Have you heard of AVMP?

1. Yes	
2. No	

If yes, where did you hear about AVMP?

1. DRDLR	
2. Media	
3. Word of mouth	
4. Other, specify: _____	

2. What is your understanding about AVMP?

---

3. Which criteria are used to select communities to participate in the AVMP?

---

**SECTION 3: IMPLEMENTATION OF AVMP**

1. When did you start with your project for AVMP? (mm/yy)\_\_\_\_\_

2. Are there any AVMP activities taking place in this area?

1. Yes	
2. No	

3. Which intervention have been taking place in the project?

Activities	Tick	Elaborate
1. Soil rehabilitation		
2. Re-greening the village space		
3. Decongesting the village space		
4. Other: Please Specify:_____		

4. What support have you received from Department of Rural Development and Land Reform?

1. Fencing and gates		7. Borehole construction		13. Construction of shearing shed	
2. Grazing camps		8. Windmill construction		14. Developing of pump house	

3. Dipping tanks		9. Drilling and testing of soil		15. Provision of fire breakage	
4. Stock watering dam		10. Renovating park houses		16. Other, specify: _____	
5. Animal/livestock handling facilities		11. Developing feedlot			
6. Debushing		12. Tree planting			

5. Which other Government Departments are providing support to the project? (You may choose more than one)

1. DPW	
2. DCOG	
3. DAFF	
4. DEA	
5. DWS	
6. DTI	
7. DOE	
8. DTA	
9. DOT	
10. Other, Please specify: _____ _____	

6. What strategic support have you received from the above-selected Departments? (You may choose more than one)

1. Expanded Public Works Programme (EPWP)		7. Other, Please specify: _____	
2. Community Work Programme (CWP)			
3. Food production			
4. Water services			
5. Environmental management			
6. Enterprise and industrial development			

7. Are there adequate facilities to run the project?

1. Yes	
2. No	

Please elaborate

---

---

8. What has been the contribution of AVMP towards the following intervention?

8.1 Soil rehabilitation:

*(fencing off and resting the land, planting grass; trees; including fruit trees; vegetable; crops and laying down gabions to control soil erosion)*

---

---

8.2 Re-greening the environment:

*(Renewable energy development; energy conservation, and green product development, the green economy must support rural jobs that restore forests, rangelands and watersheds)*

---

---

8.3 Decongesting the space:

*(Spatial planning, land use determination and associated spatial development)*

---

---

9. Was there any need assessment undertaken before the implementation?

1. Yes	
2. No	

Please elaborate:

---

13. Do you think AVMP is targeting the relevant people?

1. Yes	
2. No	

Please elaborate:

---

---

#### SECTION 4: PROJECT INFORMATION

1. What is the type of land ownership in this area?

1. Communal land	
2. Private land	
3. State land	
4. Agricultural land/ farms	

2. Are you residing in the above selected land/area?

1. Yes	
2. No	

3. What is the main activity of the project?

1. Cropping	
2. Livestock	
3. Both cropping and livestock	
4. Other, specify _____	

4. How will you classify the project?

1. Household	
2. Co-operative or Joint venture	
3. Other, specify _____	

5. How many hectares does the project have? \_\_\_\_\_

6. How many beneficiaries are involved in the project? \_\_\_\_\_

7. How many households are benefitting from this project? \_\_\_\_\_

8. How many people are in the project in terms of:

People	Number
1. Male	
2. Female	
3. Disabled people	
4. Youth	
5. Total	

## SECTION 5: IMPROVEMENT OF RURAL LIVELIHOODS

### 5.1 Vulnerability context

1. Are there any conflicts in the project / community?

1. Yes	
2. No	

Please elaborate:

---

---

2. Has the area experienced any natural shocks such as droughts or floods recently/previously?

1. Yes	
2. No	

If yes, please specify

---

3. Do you have access to appropriate financial service to enable you to save for the future?

1. Yes	
2. No	

4. What is the income/profit from agricultural activities used for?

Type of services	Tick
Child health	
Nutrition	
School fees	
Savings	
Other, _____ please specify: _____	

5. How do income earning opportunities vary throughout the year?

---

## **5.2 Human Capital**

1. Is the skills audit conducted to the targeted beneficiaries?

1. Yes	
2. No	

2. Have you received training after the skills audit?

1. Yes	<input type="checkbox"/>
2. No	<input type="checkbox"/>

If yes, which stakeholders have offered the training and the type of training to enhance your skills?

Type of training	Stakeholder who provided training	How has it assisted the beneficiaries

3. Do you think the knowledge generated from the training is relevant to your existing or potential future livelihood strategies?

1. Yes	<input type="checkbox"/>
2. No	<input type="checkbox"/>

Please elaborate:

---

---

4. Do you think you lack certain type of information?

1. Yes	<input type="checkbox"/>
2. No	<input type="checkbox"/>

Please elaborate:

---

---

5. What are the challenges that beneficiaries experienced in relation to the training offered?

---

---

**5.3 Natural Capital**

1. What is the nature of access rights to land (e.g. private ownership, rental, and communal ownership)?

<b>Nature of access rights to land</b>	<b>Tick</b>
1. Private	
2. Rental	
3. Communal	
4. Other specify	

2. Is there evidence of significant conflict over the land?

1. Yes	
2. No	

If yes, please elaborate:

---

---

3. How productive is the land? (soil fertility)

---

---

3.1 How has this been changing over time?

---

---

4. Is there existing knowledge that can help increase the productivity of the land?

1. Yes	
2. No	

If yes, please tick.

<b>Farming practices</b>	<b>Tick</b>
1. Fallowing	
2. Manure/Fertilizing	
3. Cut-off drains	
4. Bench terraces	
5. Better water management	
6. Other, please specify: _____	

#### **5.4 Physical capital**

1. Do you have access to the following physical capital resources

<b>Type of physical capital resource</b>	<b>Please tick</b>	<b>State condition level of the capital</b>
1. Affordable transport		
2. Secure shelter and buildings		
3. Adequate water supply and sanitation		
4. Clean affordable energy		
5. Other, please specify: _____ _____ _____		

## **5.5 Financial Capital**

1. Do you have access to financial capital/funding?

1. Yes	
2. No	

If the answer is No, skip 3,4.5 and go to question 6.

2. Which types of financial service organisations exist (both formal and informal)?

<b>Financial service organisation</b>	<b>Tick</b>
1. Banks	
2. Social clubs	
3. Loan sharks	
4. Other, please specify: _____	

3. Which institutions provide financial capital / services to the project and under what conditions?

<b>Institution</b>	<b>Service</b>	<b>Condition for granting the service/finance</b> (Interest rates, collateral requirements, etc.)

4. Who / which groups or types of people have access to these services?

\_\_\_\_\_

\_\_\_\_\_

5. What prevents others from gaining access to the financial capital services?

\_\_\_\_\_

\_\_\_\_\_

6. In what form do the project income kept (e.g. cash, bank deposits, etc.)?

---

---

## SECTION 6: FOOD SECURITY

### 6.1 Food accessibility

1. Are you able to get enough food for your family since benefitting from the projects of AVMP?

1. Yes	
2. No	

Please elaborate:

---

---

2. Does your community or surrounding areas benefit from the project in terms of access to food?

1. Yes	
2. No	

Please elaborate:

---

---

3. Do you sell some of your products / livestock to other province in order to enhance food accessibility?

1. Yes	
2.No	

Please elaborate:

---

---

4. To what degree does the community benefit from the projects in terms of food improvement?

1. Very Good	
2. Good	
3. Average	
4. Poor	
5. Very poor	

Please elaborate based on the answer:

---

**6.2 Productivity to enhance food security**

1. What does your project produce?

Production type/livestock	Tick
1. Field crop	
2. Horticultural products	
3. Livestock	
4. Other, please specify: _____ _____ _____	

2. Based on your answer in 1, how much did you produce in the last 12 months:

**2.1 Field crop**

Items	Area planted (hectares)	Quantity harvested (tons)	Quantity sold	Gross farming income (R'000)
1. Maize				
2. Sorghum				

3. Wheat				
4. Barley				
5. Sunflower seed				
6. Ground-nuts				
7. Soya beans				
8. Dry beans				
9. Sugar cane				
10. Other (please specify): _____ _____ _____				
<b>Total gross income earned from field crops</b>				

## 2.2 Horticultural products

Items	Area planted (hectares)	Quantity harvested (tons)	Quantity sold	Gross farming income (R'000)
1. Potatoes				
2. Beetroot				
3. Tomatoes				
4. Onions				
5. Pumpkins				
6. Butternuts				
7. Carrots				
8. Cabbage				
9. Mushrooms				
10. Green beans				
11. Oranges				
12. Lemons				
13. Pineapples				
14. Bananas				

15. Apples				
16. pears				
17. peaches				
18. Other (please specify): _____ _____ _____				
<b>Total gross income earned from horticultural products</b>				

### 2.3 Livestock

Items	Number	Number sold	Gross income (R'000)
1. Beef cattle			
2. Dairy cattle			
3. Sheep			
4. Goats			
5. Pigs			
6. Chickens			
7. Other (please specify): _____ _____ _____			
<b>Total gross income earned from horticultural products</b>			

### 6.3 General perspective on food improvement

1. Are you satisfied with the selling of products from the project?

1. Yes	
2. No	

If no, what could be the problem(s)

---

---

2. Overall how do you rate the projects under AVMP in terms of improving your life and the community to have access to food ?

1. Very Good	
2. Good	
3. Average	
4. Poor	
5. Very poor	

## SECTION 7: LIVESTOCK MANAGEMENT

1. What has been the role of the Department in assisting you to manage livestock in the areas?

---

---

2. How have you responded to the livestock management in your projects?

---

---

3. How many livestock camps does the community have?

4. Are you aware of any livestock owners' that have been relocated to the adjacent state farm?

1. Yes	
2. No	

If yes, what happened to the previous occupied land?

---

---

5. Does each camp have a project leader from the community?

1. Yes	
2. No	

6. Does each camp have technical manager from the department?

1. Yes	
2. No	

If yes, what is the current role of project leaders and technical managers?

---

---

6. How many livestock have been relocated so far?

7. How do the community/AVMP participants manage the following?

**Continuous stock rate**

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---

**Overgrazing** (E.g. rotational grazing)

---

---

**SECTION 8: VELD MANAGEMENT**

1. Do you receive support from DRDLR regarding veld management?

1. Yes	<input type="checkbox"/>
2. No	<input type="checkbox"/>

If yes, what kind of support do you receive?

---



---

2. What is the role of the Department in ensuring that there is protection and management of land from facing degradation?

---



---

3. Is there any other support received from other Department / stakeholders regarding veld management?

1. Yes	<input type="checkbox"/>
2. No	<input type="checkbox"/>

If yes, who are those stakeholders and what are their roles?

Type of stakeholders	Tick	Roles and responsibilities
1. DPW	<input type="checkbox"/>	
2. DCOG	<input type="checkbox"/>	
3. DAFF	<input type="checkbox"/>	
4. DEA	<input type="checkbox"/>	
5. DWS	<input type="checkbox"/>	
6. DOE	<input type="checkbox"/>	
7. DTA	<input type="checkbox"/>	
8. DOT	<input type="checkbox"/>	
9. Other, Please specify: _____ _____	<input type="checkbox"/>	

4. What is the current farming practices used to restore the productivity of the degraded lands and contributing to landscape re-greening?

<b>Farming practices</b>	<b>Tick</b>
1. Fallowing	
2. Manure / Fertilizing	
3. Cut-off drains	
4. Bench terraces	
5. Better water management	
6. Other, please specify: _____	

5. Was there any veld fire experienced in this community?

1. Yes	
2. No	

If yes, what has been the cause of the fire?

<b>Causes of fire</b>	<b>Tick</b>
1. Lightening	
2. Burning during land preparation	
3. Smoking out bees	
4. Burning grazing land for regimentation	
5. Creating fire breaks	
6. Cooking	
7. Carelessness	
8. Other, please specify: _____	

5.1. What was the mitigation plan to address the above?

---



---

6. What was the method used to maintain the production capacity of the veld

Method used	Tick	Elaborate
1. Planting fodder		
2. Cut and carry method of feeding		
3. Open grazing		
4. Hedging bush		
5. Re-seeding / replanting		
6. Alternative feeds for cattle kept in stalls		
7. Bush and indigenous tree management		
8. Rotational grazing		
9. Other, please specify: _____ _____		

### SECTION 9: ENVIRONMENTAL MANAGEMENT

1. How has the Department adopted the principle of environmental stability in the implementation of AVMP?

---



---

2. Do you think that there are possibilities of land degradation after implementing the AVMP initiatives?

1. Yes	
2. No	

Please elaborate.

---

---

3. Do you think there is a balance between protection of the environment and the community's access to natural resource such as agricultural land, water and grazing land for livestock?

1. Yes	
2. No	

Please elaborate.

---

---

## SECTION 10: SUSTAINABLE LAND USE

1. How is the AVMP contributing to sustainable agriculture?

---

2. To what extent does the programme contribute to livestock and veld management?

1. Excellent	
2. Good	
3. Average	
4. Poor	
5. Very poor	

Please elaborate.

---

---

3. Do you think AVMP projects are in line with the productive capacity of the land and the ecosystems?

1. Yes	
2. No	

Please elaborate.

---



---

4. What are the challenges towards achieving sustainable land use?

---



---

5. How has the AVMP intervention increased the competitiveness of the community?

---



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**SECTION 11: INCREASED PRODUCTION**

1. Has productivity increased or likely to increase since becoming AVMP beneficiary?

1. Yes	
2. No	

Based on your selection, please elaborate

---



---

2. To what extent has the AVMP contributed to increase productivity of the projects?

<b>Indicators for increased production</b>	<b>Please elaborate</b>
1. Production level	

2. Increase trade (farmers access to market opportunities)	
3. Capacity building (increasing the knowledge and skills needed on the projects)	

3. What measures does the department provide community/participants with to ensure that the AVMP projects achieve maximum production? (i.e.) financial resources, farming inputs, profitable markets to provide incentives to invest in production.

---



---

4. What has been the effect (positive or negative) of AVMP to beneficiaries?

---



---

## SECTION 12: PROGRAMME SUSTAINABILITY

1. Do you think AVMP is sustainable?

1. Yes	
2. No	

Please elaborate:

---



---

2. What are the major factors/issues which will influence the achievement or non-achievement of sustainability of the AVMP?

**Achievements:**

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**Non- Achievements:**

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---

3. What are the challenges that might hinder the success of the programme?

---

---

4. What do you suggest can be done to address the challenges mentioned above?

---

---

5. Overall, how do you rate the program?

1. Very Good	
2. Good	
3. Average	
4. Poor	
5. Very poor	

Please elaborate:

---

---

**SECTION 13: MONITORING AND EVALUATION**

1. Do you monitor your project?

1. Yes	
2. No	

2. What does your monitoring entails?

---

3. How often do you monitor your project?

1. Monthly	
2. Quarterly	
3. Annually	
4. Other specify: _____	

4. How often does the Department monitor the project?

---

#### **SECTION 14: COMMUNICATION**

1. Which communication strategy is being used by the Department to communicate with beneficiaries?

---

3. How effective is the communication strategy used by Department to communicate with beneficiaries?

---

4. How can communication strategy between Department and other stakeholders be improved?

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**Any other comments:**

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**Thank you for your cooperation**

## APPENDIX D: DATA COLLECTION INSTRUMENT: PROGRAMME MANAGERS



rural development  
& land reform

Department:  
Rural Development and Land Reform  
REPUBLIC OF SOUTH AFRICA

### Animal and Veld Management Programme Questionnaire for Managers

#### A. QUESTIONNAIRE FOR PROVINCIAL MANAGERS

Province : District:  
Departmental Unit : Interviewee/s :  
Position : Date:

#### SECTION 1: UNDERSTANDING OF THE PROGRAMME

1. Briefly outline your understanding of the AVMP.

---

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2. From your point of view, what are the programme goals outlined in the original AVMP Policy?

---

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3. Is the AVMP aligned to Departmental strategic plans?

Yes	
No	

Please elaborate.

---

---

4. How was the AVMP publicised?

---

---

## SECTION 2: IMPLEMENTATION OF THE PROGRAMME

1. Is the AVMP being implemented according to its design?

1.Yes	
2.No	

Please elaborate

---

---

2. Please outline the AVMP implementation process at the provincial level.

---

---

3. The AVMP outlines 3 strategies (Re-greening, Decongestion and Soil Rehabilitation), what progress has been made to implement these?

*Re-greening:*

---

---

*Decongestion:*

---

---

*Soil Rehabilitation:*

---

---

4. If no progress has been made in any strategy, what are the challenges and impediments to the implementation of the 3 strategies of AVMP (Re-greening, Decongestion and Soil Rehabilitation)

*Re-greening:*

---

---

*Decongestion:*

---

---

*Soil Rehabilitation:*

---

---

5. What are the solutions to overcome the challenges?

---



---

6. How many AVMP projects are in your region?

District municipality	Number of projects

7. Who are the targeted beneficiaries?

---



---

8. Which criterion was used to select AVMP community/farms?

---



---

9. Which activities or projects have been undertaken in the province?

Activities	Elaborate
Soil rehabilitation	
Re-greening the village space	
Decongesting the village space	

10. Who are the technical leaders of AVMP in the province and what are their roles?

Technical leaders of AVMP	Roles of technical leaders

11. Does DRDLR collaborate with other stakeholders in the implementation of the AVMP?

1. Yes	
2. No	

12. If yes, please give the roles and responsibility of each stakeholder where applicable:

Stakeholder	Type of support	Elaborate on the support provided
DAFF		

DPW		
DCoG		
DTA		
DoT		
DoE		
DTI		
DEA		
DWA		
Other, specify		

13. Do you think the AVMP is receiving management support?

1. Yes	
2. No	

14. If yes, what type of management related support has the programme been given by the Department?

---



---

15. Do you think the programme has received adequate funding and institutional support to meet its goals?

1. Yes	
2. No	

Please elaborate.

---



---

16. What are the challenges experienced during implementation of the programme?

---



---

### SECTION 3: AVMP PROCESS FLOW

1. Is the analysis of Integrated Development Plan (IDP) done before project identification?

1. Yes	
2. No	

**If the answer is yes, provide POE**

2. Was there any needs assessment conducted on the AVMP projects/area?

1. Yes	
2. No	

3. If yes, what kind of assessment was conducted on AVMP projects/farms?

Assessment type	Tick
1. Potential local agricultural enterprises	
2. Current agricultural enterprises	
3. Land Use Assessment	
4. Existing agricultural infrastructure	
5. Other (please specify):	

**If the answer is yes, provide POE.**

4. Does the province conduct household profiling in the AVMP areas?

1. Yes	
2. No	

5. Does the province compile status quo report of AVMP?

1. Yes	
2. No	

6. Does the province have a map that identifies all existing information on land use?

1. Yes	
2. No	

**If the answer is yes, provide POE.**

If No, Please elaborate

---

7. Does the province have AVMP concept document in place?

1. Yes	
2. No	

**If the answer is yes, provide POE.**

If No, Please elaborate.

---

8. Was there any consultation with farmers association, council of stakeholders, community structures and other relevant stakeholders during the development of the concept document?

1. Yes	
2. No	

Please elaborate

---

---

9. Are there any community based plans for AVMP in the province?

1. Yes	
2. No	

Please elaborate

---

---

10. Is each AVMP project guided by a community plan?

1. Yes	
2. No	

Please elaborate

---

---

11. How many community plans have been approved by National Approvals Committee?

Please list the approved plans

---

---

12. Was there any community plan that outlines potential leases?

1. Yes	
2. No	

Please elaborate:

---

---

## **SECTION 4: IMPROVEMENT OF RURAL LIVELIHOODS**

### **4.1 Vulnerability context**

5. Are there any conflicts in the province/AVMP projects?

1. Yes	
2. No	

Please elaborate:

---

---

6. Have the AVMP areas experienced any natural shocks such as droughts or floods recently/previously?

1. Yes	
2. No	

If yes, please specify?

---

---

#### **4.2 Natural Capital**

4. What is the nature of access rights to land (e.g. private ownership, rental, and communal ownership)?

<b>Nature of access rights to land</b>	<b>Tick</b>
5. Private	
6. Rental	
7. Communal	
8. Other specify	

5. Is there evidence of significant conflict over the land?

1. Yes	
2. No	

6. How productive is the land post AVMP intervention?

---

---

#### **4.3 Physical capital**

2. Does the community have access to the following physical capital resources?

<b>Type of physical capital resource</b>	<b>Please tick</b>
Affordable transport	
Secure shelter and buildings	
Clean affordable energy	
Adequate water supply and sanitation	
Other, specify _____	

#### **4.4 Financial Capital**

7. Which types of financial service organisations are mostly used by beneficiaries (both formal and informal)?

E.g. banks, loan sharks, stokvels, social clubs and etc.

---

---

8. What services do financial service organisations provide, under what conditions (interest rates, collateral requirements, etc.)?

---

---

#### **SECTION 5: FOOD SECURITY**

1. To what extent has the AVMP intervention influenced food availability, access to food and improved utilisation of food for AVMP beneficiaries and the surrounding communities?

---

---

2. Overall how do you rate the farming projects under AVMP in terms of improving the lives of the community members and the community to achieve food security?

1.Excellent	
2. Good	
3. Average	
4.Poor	

Based on you selection please elaborate

---

---

#### **SECTION 6: LIVESTOCK MANAGEMENT**

1. What has been the role of the Department in assisting communities to manage livestock in the AVMP areas?

---

---

2. How have the beneficiaries responded to the livestock management in their projects?

---

---

3. Does each camp have a project leader from the community and technical manager from the department?

1. Yes	
--------	--

2. No	
-------	--

4. What is the current role of community leaders and technical managers at the community level?

---

5. How does the province manage the following?

**Continuous stock rate**

---



---

**Overgrazing**

(E.g. rotational grazing)

---



---

**SECTION 7: VELD MANAGEMENT**

1. What is the Department doing in ensuring that there is protection and management of land and its veld to prevent degradation?

---



---

2. Does the Department collaborate with other relevant stakeholders involved in veld management initiatives?

1. Yes	
2. No	

If yes, who are these stakeholders in veld management and what are their roles?

Type of stakeholders	Roles and responsibilities
DRDLR	
DAFF	
Civil society	
Other: specify	

**SECTION 8: ENVIRONMENTAL MANAGEMENT**

1. How has the Department adopted the principle of environmental stability in the implementation of AVMP?

---



---

2. Do you think that there are possibilities of land degradation after implementing the AVMP initiatives?

1. Yes	
2. No	

Please elaborate.

---

---

3. Do you think there is a balance between protection of the environment and the community's access to natural resource such as agricultural land, water and vegetation for livestock?

1. Yes	
2. No	

Please elaborate.

---

---

## SECTION 9: SUSTAINABLE LAND USE

1. How is the AVMP contributing to sustainable agriculture?

---

---

2. To what extent does the programme contribute to livestock and veld management?

---

---

3. Do you think AVMP projects are in line with the productive capacity of the land and the ecosystems? Please elaborate.

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4. Do you think the AVMP will increase the viability of its projects? Please elaborate.

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5. How do you think the AVMP intervention has increased the competitiveness of the community?

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## SECTION 10: INCREASED PRODUCTION

1. How has the AVMP contributed to the following outputs:

*Production levels*

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*Increase trade (farmers access to market opportunities)*

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*Capacity building (increasing the knowledge and skills needed on the projects)*

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**SECTION 11: PROGRAMME SUSTAINABILITY**

1. Do you think AVMP is sustainable?

3. Yes	
4. No	

Please elaborate:

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2. What are the prospects for sustainability of AVMP goals, please elaborate?

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3. How is the AVMP aligned to the achievement of CRDP?

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4. How do you think the AVMP and River Valley Catalytic programme as some of the levers of Agri-parks will contribute to the attainment of agrarian transformation?

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5. What are the major factors/issues which will influence the achievement or non-achievement of sustainability of the strategy?

**Achievements:**

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**Non- Achievements:**

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6. What are the challenges that might hinder the success of the programme?

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7. What do you suggest can be done to address the challenges mentioned above?

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8. Do you think that the planned outcomes of the AVMP will be achieved?

1. Yes	
2. No	

Based on your selection please elaborate?

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## SECTION 12: SKILLS DEVELOPMENT

1. Does the Department conduct skills audit to the targeted beneficiaries?

1. Yes	
2. No	

2. Does the beneficiary receive any training after the skills audit?

1. Yes	
2. No	

If yes, which stakeholders have offered training and the type of training to enhance their skills?

Type of training	Stakeholder who provided training	How has it assisted the beneficiaries

## SECTION 13: MONITORING AND EVALUATION

1. How are AVMP projects monitored?

(Tools, processes, activities, feedback)

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2. How often are AVMP projects monitored?

Monthly	
Quarterly	
Annually	

3. How are AVMP projects evaluated?

(Tools, type of evaluation)

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4. How often are AVMP projects evaluated?

Monthly	
Quarterly	
Annually	

**SECTION 14: COMMUNICATION**

1. Which communication strategy is being used by the department to communicate with relevant stakeholders including targeted beneficiaries?

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2. How effective is the communication strategy used by department to communicate with relevant stakeholders?

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3. How can the communication strategy between the Department and other stakeholders be improved?

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**Any other comments**

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**Thank you for your participation**