



National Youth Service

Empowering Rural Youth in Agriculture

Self-Evaluation Report

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Executive Summary

Introduction

The Implementing Agencies (IAs) HPSA, Mdukatshani, in partnership with the NYS, identified youth unemployment as major problem in the country. This is especially acute in the rural areas. With this in mind, the partners collaborated on a project aimed at addressing this problem. This was called the Empowering Rural Youth in Agriculture Project. Its primary beneficiaries were rural small-scale farmers, mainly women and unemployed youth, who generally invest their savings in the local farming systems. The project was implemented in rural areas in 150 project sites across KwaZulu Natal. These areas are primarily only suitable for livestock farming. The project sought to support farmers from women-headed households to improve the productivity and management of their livestock, increasing food security and income generation through the commercialisation of indigenous goats and chickens.

The project employed 3,000 youth (participants) who were trained to support 27,000 farmers in feeding and treating the farmers' livestock to improve herd productivity. This would provide farmers with an opportunity to commercialise their livestock and, in future, reach out to the project alumni and pay the youth for similar interventions when needed.

Project Theory of Change

The project's theory of change assumed that the project would recruit 3,000 youth from rural communities and train them in animal health, nutrition and census taking. The participants would then initiate processes of livestock censuses, animal health and nutrition that would lead to an increase in youth participating in agriculture particularly in productivity and commercialisation. As a result, livestock mortality within the communities would decrease, allowing farmers to increase livestock commercialization while the participants establish businesses in livestock health. At the end of the project, the partners concluded that this assumptions in the theory of change had been realised as the activities did happen and the feedback from the farmers was that they had been able to see youth participating in agriculture and they recorded a change in production. They planned to commercialise going forward.

Purpose and Scope of the Self-Evaluation

As a Contracted Intermediary (CI), we were required to conduct a self-evaluation at the end of the project to ensure that the activities of the project were conducted as planned and within the agreed-upon financial and timing parameters and goals. The self-evaluation, which was qualitative in nature, offered an opportunity to reflect on the project, gain knowledge from this experience, and learn lessons for future initiatives. Furthermore, the evaluation paved way to gather feedback from stakeholders on whether the project benefited them and how we, as implementors, can improve practices internally and externally. Additionally, it gave space to reflect on challenges and failures a further focus on farmer innovations was distilled from the interviews to use these in the future. Taking the time to listen to the youth and farmers allowed them to engage in the project from inception to close out. The primary output of the self-evaluation was to be lessons learned. The self-evaluation also sought to cover three further focus points of the work carried out model efficacy, accountability and learning.

Self-evaluation Methodology

The project management team worked in the field for two weeks, conducting extensive interviews with the stakeholders. This was done through focus groups at project sites, at times clustered for convenience of the community groups. Individual interviews were also

held when time permitted. The respondents at these meetings were clustered by their roles and responsibilities to be able to discuss thematic areas that were relevant. Where they were present, headmen, livestock association members and councillors were interviewed separately as they were the project's initiators. In most cases/interviews, all project areas were represented by client farmers and had team leaders present. All the interviews were overseen by a member of the management team. Stakeholders from 63 project sites, thus, over half of the project sites were interviewed. In all 505 participants and 152 farmers were interviewed. Further information was gathered from extensive project documentation. Annexure 2 attached contains detailed information from the interviews.

Assessment of Project Performance

The project was successful in terms of the goals and criteria set. We looked at the relevance, effectiveness and efficiency to gauge this.

Relevance

The project was deemed to have been relevant as the youth felt it had been useful to them in giving them exposure and relevant training in their project areas. Farmers felt that the interventions were generally useful but also expressed an opinion that they could have been much more specific in combating the specific and unusual health problems they were facing at the time. Some of this was a result of the project planning on a normal season which turned into one of the wettest in memory that brought out many unseen and unexpected problems. Further the very wet season meant that the supplemental feeding, although instructive to farmers and participants, was seen as less important than veterinary interventions. Here also the farmers conceded that the training and intervention demonstrations prepared them better for future years. Overall, the project was relevant to the needs of the farmers it served.

Effectiveness

The project's effectiveness was measured using the targets set out in proposal. All the targets and indicators of the project were met within the agreed-on timeframe. Programme Indicators 1, 2 and 3 were exceeded. The question of long-term success and attribution of job opportunities into the agriculture sector has not been adequately unpacked or studied and maybe a longer-term review that would fall outside of this project's timeframes.

Efficiency

The project was carried out efficiently and within budget. Where possible, costs were saved. There were areas where more budget was needed and in others a need for budget where no budget had been provided for, for example printing and data costs. There was also a budget deficit when it came to staffing as the amount of paperwork needed to be submitted was underestimated and led to more work needed to be done by office staff. Overall, the project was achieved with a high level of efficiency.

Impact

A project of this length will inevitably have a limited long-term effect; also, long-term effects will be difficult to measure in the time frame of the project implementation. That said, the interviews with farmers and participants were positive in their belief of the longer-term benefits that communities believed would exist due to the project. For example, farmers already saw improved herd health and had learned the importance of supplemental nutrition to their goats

productivity. This knowledge was retained by both farmers and participants. Over 1,000 youth used the stipends to transition into opportunities. Many of which started their own businesses in their communities. Additionally, 27,000 farmers benefitted through this project, and the knowledge passed on to them through the youth's activities that included practical training to farmers that they worked with. This knowledge will go a long way in helping them with their livestock in the future.

Sustainability

The uniqueness of the project where agriculture youth employment created a need for rural youth employment programs in homestead herds has had a knock-on impact where this type of intervention is being discussed amongst local municipalities and local leadership in project areas. The project's further sustainability can be seen in the 1,000 plus youth who have used the stipends to fund and find other opportunities. The assumption is that many more will secure opportunities based on the knowledge and skills gained through their training. As the partners were NGOs we are reliant on funding for all activities and would need future funding to scale out or do a second phase of a project of this type.

Lessons Learned

The report focuses on the lessons learned from the project which will give ideas and direction on any future similar interventions. This section covers interviews with participants members of staff and client community. The main lessons that were learnt were around the size of the participant intake, which was set at a minimum of 3,000 this proved cumbersome and needs future understanding whether it could be better managed in the field or whether the minimum number should be reduced in some way. The project design and assumptions around how participants can match farmers livestock tasks with an 8-hour day. The management data collection processes took a lot of unplanned time from staff and participants. This would need to be made more efficient in the future. The recruitment and onboarding process would need fine tuning to get a fairer spread of participants. A more efficient administration and banking process would need to be planned into future projects. A clearer but simpler set of activities and indicators would give a project more visible and measurable impact. These activities would be easier to implement and be less disruptive to participants needing to stop one activity and start another. Lastly partnerships between the implementing and funding parties proved to be good but the lack of clear roles and lines of authority and responsibility did make the work become more repetitive than necessary.

Conclusion

In conclusion, the project went really well. The Implementing Agencies (IAs) considered it a pilot for this approach to job creation and the possible scale that could be achieved. It achieved all its targets and no remedial action was needed. Most importantly, it reflected on the many experiences and interactions with the funders, project managers, participants, farmers and local authorities. It has been able to record and synthesize these in this report and highlighted some key success stories that have since been posted on websites and social media. The IAs have also brought experience from the NGO and livestock fields into this sector at a time when rural youth unemployment is a deep problem and has become a political imperative. This report, the lessons learnt and recommendations come at a time when addressing these issues are crucial. This project is one of the few in the country that has tried to use agriculture to tackle rural youth unemployment. Over 1,000 youth transitioned into other opportunities on conclusion of the project. There were over 27,000 rural farmers who received services and a

benefit from the project. Many of the youth reported that the stipend benefitted particularly poor and vulnerable homesteads in these rural areas.

Recommendations

The broad recommendation coming from this self-evaluation is that a future project of this type, requires a longer project timeframe would make it much more effective. Further, more focused and fewer activities with more training and equipment need to be planned and budgeted for. It is recommended that participants be provided with additional skills that would help them make easier transitions and get further opportunities. These would include how to prepare for an interview and prepare a CV. Finally, we feel the project should have a more specific target for its beneficiaries like women-headed households and not just all rural farmers in the area. This targeting of clients would also create a bigger, more measurable impact.



1 Introduction

1.1 Project Background and Context

Context

Together with National Youth Service (NYS) whose aim was to mobilise youth to become active citizens while earning an income and increasing their employability, HPSA and Mdukatshani sought to address youth unemployment in a project called Empowering Rural Youth in Agriculture. StatsSA records youth unemployment to be over 75% in the country but in the rural areas, where opportunities are lacking, this can be even higher. Aspects this project sought to address were to mobilise youth who would support rural farmers to improve their livestock productivity. 3,000 young people were trained to support rural farmers to increase/improve productivity by looking at basic animal health and nutrition. They also collected livestock data such as censuses, baselines, current mortality rate and sales. The initiative was based in rural communities in four districts in KwaZulu Natal: Zululand, UThukela, UMzinyathi and UMkhanyakude. These areas were prioritized by National Government as part of the Poverty Flagship Reduction Programme.

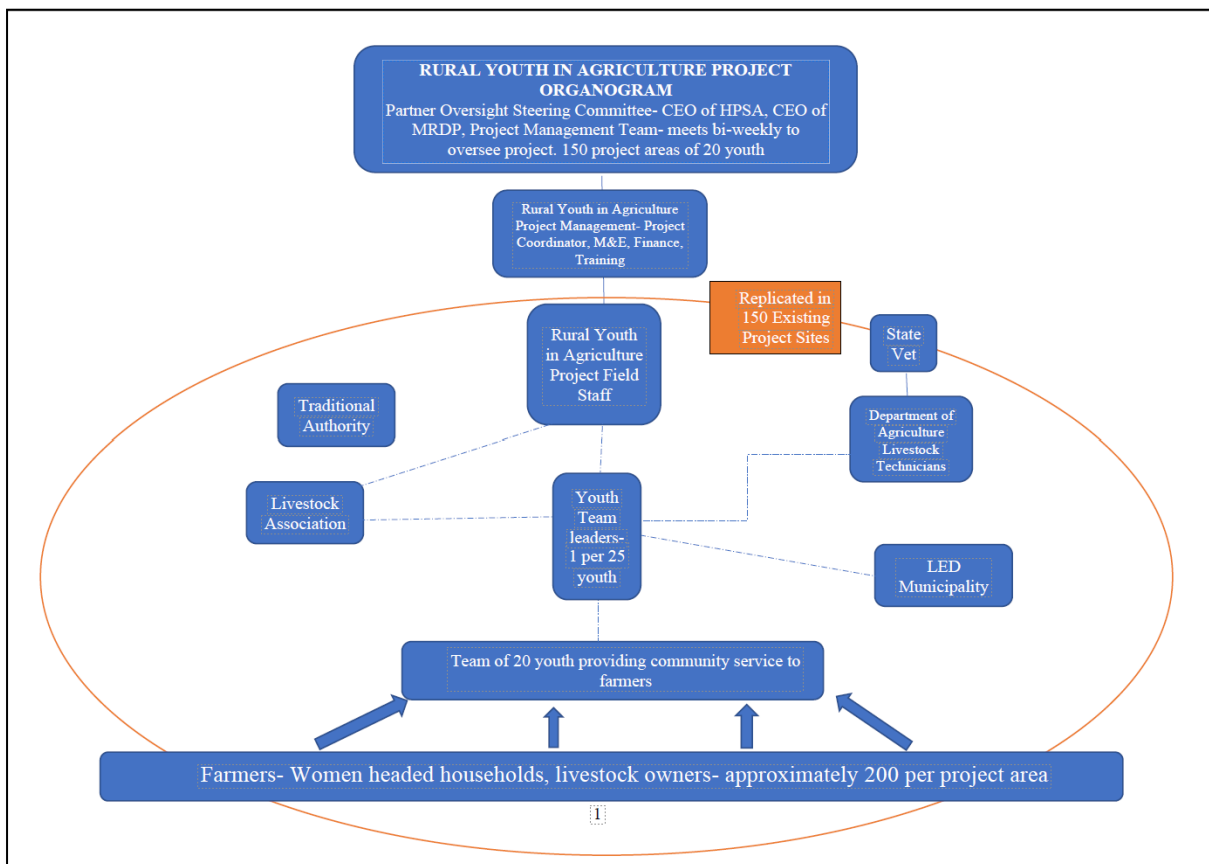
These districts are well known for migrant labour systems leaving most households headed by women and some youth. They are faced with various socioeconomic issues such as high rate of youth unemployment and lack of formal education, only about 30% have completed matric or higher education. The majority of the households rely on several sources of income such as social grants, contribution from those working as migrant laborers and agriculture, mainly livestock. Geographically, they fall under low rainfall and dry areas and this hinders them to rely solely on crop production.

This initiative was a scale up of a five-year pilot Goat Agribusiness Project which was only implemented in seven local municipalities. The programme supported 9,000 rural farmers to improve livestock production and 500 youth were trained and the majority were set up as microbusinesses that are in line with livestock management. The primary beneficiaries of the initiative were rural small-scale farmers, mainly women and youth. Women in rural areas are very vulnerable and disadvantaged as men are the main decision makers. There are cultural rules which do not allow women to exercise different livestock farming activities such as entering the kraal, making decisions on sales, and working with animals when mourning for the deceased. Most young people have acquired some level of education and some of these social barriers do not apply to them so they will be trained and equipped with relevant skills and resources to support small-scale farmers.

The primary beneficiaries of the initiative were rural small-scale farmers, mainly women and unemployed youth. Most rural small-scale farmers are between ages 35 to 70 years with main source of income being social grants and livestock farming. The project was in rural areas where the land is only suitable for livestock farming and this is where rural families invest their savings. Most homesteads have livestock herds of some type and of different varieties according to the geographical area. Livestock can last through the winters and droughts. Research has shown that women are prepared to invest more of their income in getting support for long-term security, the project sought to support women-headed households in improving productivity and management in livestock to increase food security and income generation through indigenous goats and chickens. The majority of homes were women headed and almost all have goats and chickens. This is a result of the increased vulnerability

Project management structure responsible for the implementation

The partners' existing internal structures and organogram consisted of seventeen full-time staff and three part-time staff. However, due to project expansion; the partners required additional staff for project administration and data capturing. Each youth required 6 days of training for veterinary literacy. The organisation had a strong management team that was well equipped to manage a large-scale project.



After receiving training, the youth were able to provide their community service to the beneficiaries. They received veterinary medicines which was included in the budget under service implementation costs. They received user manuals that they took into the field with them that helped them identify problems and diseases when they interacted with farmers. Later in the project, they were able to process plant products to feed livestock which further assisted farmers to reduce mortality and improved production.

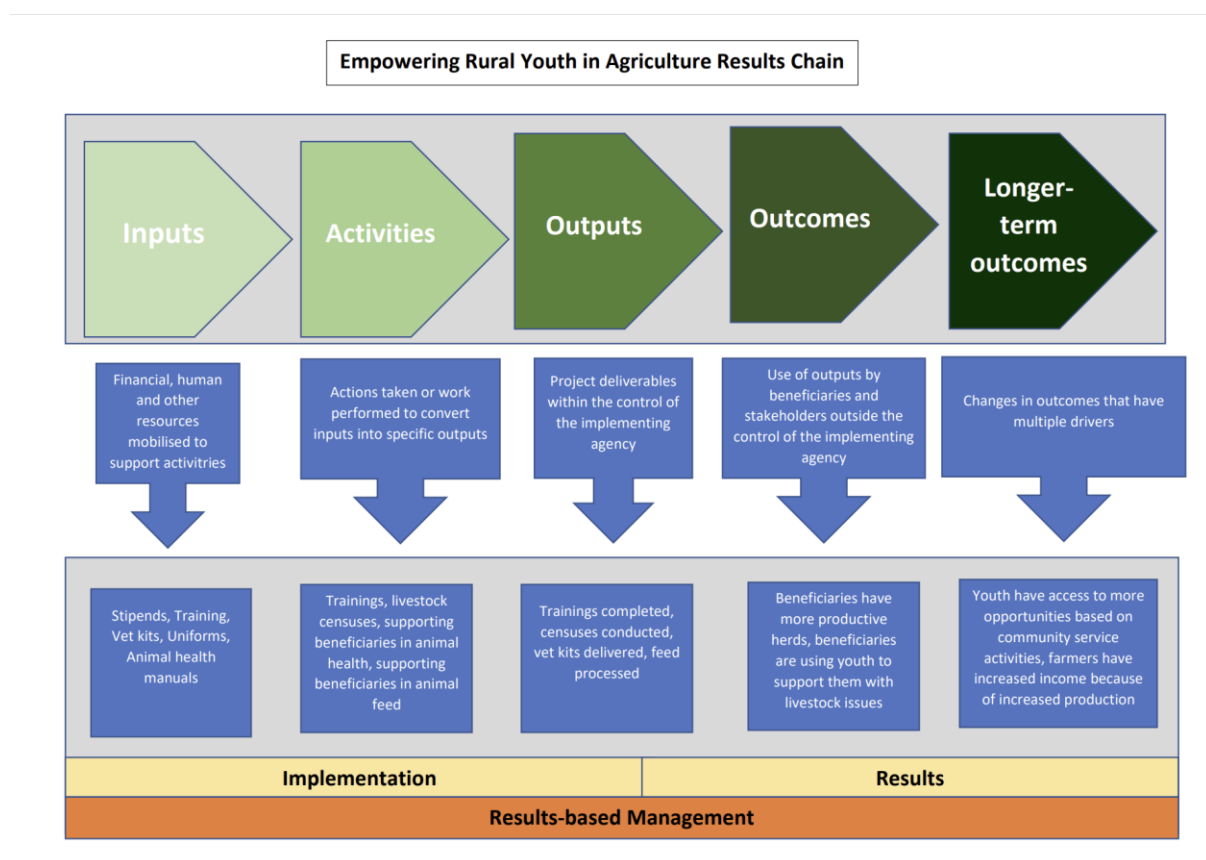
On the issue of project administration which covered telecommunication (airtime, data, smartphones, tablets) and consumables for operations. The team members had access to computers, and they were provided with airtime and data for work purposes. Additional team members, the organisation were provided with airtime, data, and stationery for project activities.

1.2 Project Theory of Change

The Project's theory of change assumed that if the project recruited 3,000 youth in rural communities **and** trained them in animal health and animal census, **then** these young people

would support smallholder farmers in animal health, nutrition and livestock censuses; **there** would be an **increase** in youth participation in agriculture particularly in animal health, and **thereby a** reduced level of livestock losses for farmers within the communities and an **increase** in livestock commercialization and establishment of farming businesses. These theories and related assumptions held true in the main with the youth increasing participation in livestock and livestock farmers benefiting from this work and time and reporting an increase in livestock productivity.

The results chain visually represented the project's theory of change detailing the sequence of the project, which started with recruitment, onboarding, contracts, uniforms, and training. After this, the participants started with the censuses and moved on to animal health and nutrition. The outcome of this was for the farmers to have better-performing livestock that they could commercialise and invest in better ways in the future.



2 Purpose and Scope of the Self-Evaluation

As a Contracted Intermediary (CI), we were required to conduct a self-evaluation at the end of the project to ensure that the activities of the project were conducted as planned and within the agreed upon financial and timing parameters and goals. Additionally, it was a time to reflect on the project and gain knowledge and learn for future initiatives. The evaluation was also a time to get feedback from stakeholders on whether or not the project was beneficial to them and how we, as implementors, could improve our internal systems and interventions. Additionally, it gave space to look at failures and what not to do again and innovations that could be replicated. Taking the time to listen to the youth and farmers allowed them to

engage in the project from inception to close out. The primary result of the self-evaluation was in lessons learned.

The evaluation was done for the National Youth Development Agency and the Jobs Fund to adapt future programs and funding initiatives to be more effective and impactful. The setting of the self-evaluation took place across all the project sites in KwaZulu Natal and also looked at our administration functions at our offices.

The self-evaluation sought to cover three main focus points of the work carried out:

- **Model Efficacy-** Whether or not the youth had gained experience, helped farmers with their livestock and were able to find further employment on the conclusion of the project.
- **Accountability-** Reflected on how much the project had been able to interact with the funder, participants and the farmers in terms of taking responsibility of the project activities and outcomes and reporting on results of the project to the stakeholders, fund managers and National Development Youth Agency.
- **Learning-** Looked at lessons learnt during the project life cycle and how improvements could be made for any future initiatives in similar types of project.

3 Self-evaluation Methodology

In order to carry out this self-evaluation, the CI created evaluation questions based on the project plans and outcomes.

The data was collected from different stakeholders, community members, staff and youth so one set of questions could not be used for all of the interviewees. Additionally, we looked at different types of data collection and methodology given the large number of some of our beneficiaries and targets.

The project management team went into the field for two weeks and carried out extensive interviews with various stakeholders which is presented in the table below (Table 1). Individual interviews were held with respondents. These respondents were clustered by their roles so as to get less crosslinked responses. Where they were present, headmen, livestock associations and councillors were interviewed separately as they had been the initiators of the project in their areas. As much as possible, all project areas were represented by client farmers and had team leaders present. All the interviews were overseen in person by a member of the management team.

With the participants our sample size was 16%, team leaders 31%, authorities 14% and with staff it was all staff at all levels. With farmers, because we had over 27,000 farmers benefitting from the services of the project, it was impossible to have focus group interviews with a sample size of 10%. We further relied on a variety of means to collect data for the evaluation to ensure that farmers views were represented and that they received the benefits intended. Staff had been interacting with farmers throughout the project life and monitoring services delivered so were able to reflect on the majority of the farmer views and suggestions. We had quality checked all means of verification that the participants submitted for their services to the farmers and felt that this, in addition to staff input and the farmer focus groups reflect a fair representation of the situation on the ground.

Stakeholders from over half, 63, of the project sites were interviewed. Farmers were represented at all these sites. **See Annexure 1.**

Table 1: Stakeholder engagement

Stakeholder/Interviewee	Sample Size of interviews	Data Collection Instrument
Youth	505 of 3080	Focus groups, individual interviews, site visits, timesheets, treatment sheets, feeding sheets, censuses
Team leaders	38 of 120	Focus groups, individual interviews, site visits, timesheets, treatment sheets, feeding sheets, censuses
Farmers	152	Focus groups, individual interviews, site visits, timesheets, treatment sheets, feeding sheets, censuses
Local Authorities (councillors, livestock associations, traditional authorities)	21	Focus groups, individual interview
Staff/management	28	Focus groups, individual interview

Questionnaire

The main questions asked in the different focus groups and individual interviews were focused around the following topics:

1. Lessons learnt for each activity- recruitment/onboarding, census, animal health, animal nutrition
2. Innovations
3. Future interventions
4. Objectives linked to needs
5. Stakeholder involvement
6. Project achievement of results and why they were or were not successful
7. Effectiveness of interventions
8. Animal health and nutrition
9. Benefits of project to participants and farmers



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Sample procedures

Each project region had 3 days allocated to it to carry out this exercise. The project staff arranged focus groups in these areas taking into account pension days and availability of farmers and participants. We removed areas where people could not come to meeting for various reasons but also areas that also where the majority of participants had left the project and thus not available to be interviewed. Three meetings with multiple stakeholder groups were planned for each day at community meeting sites, halls or under trees. The final criteria we looked at was which areas were underrepresented and where necessary and went back to these to plan more focus on them.

The questions asked were more qualitative in nature as the quantitative part is covered in our means of verification that staff had gathered and had been quality checking and submitting on a monthly basis to management and to the Jobs Fund.

4 Assessment of Project Performance

4.1 Relevance

The main objective of this project was to provide youth with employment opportunities coming from an increased understanding of livestock health and related opportunities in setting up small businesses and selling these services to rural farmers in KwaZulu Natal. The indirect beneficiaries of this project were the approximately, 27,000 farmers across 150 project sites.

Extensive research and work had already been carried out in these sites prior to starting the project and had identified the interventions as having a high likelihood of increasing farmers' animals' productivity. This work was further strengthened by work with Department of Land Reform and Rural Development (DALRRD) that put these interventions into the National Goat Master Plan.

Of the initial project sites that previous work had taken place on, these 150 sites selected for this project had shown a higher interest in livestock productivity and future interaction with the project around animal health and nutrition.

The project worked with nine Livestock Associations across the project sites. These committees and their membership had been involved in the previous project activities and evaluation as well as various planning processes. The project also interacted with women farmers identifying livestock problems and agreeing on possible interventions that the farmers wanted to try.

This Jobs Fund project was of short duration so not much interaction with the larger communities had happened but there had been public meetings in project areas with both traditional and political leadership launching the project, discussing its progress and discussing the exit strategies with the communities. In the project areas, staff had met regularly with beneficiary communities and their leadership to get progress reports and get feedback from communities around the project.

The project's strategy, objectives and assumptions were appropriate at the time of planning and writing the proposal, however a very wet year challenged some of these intervention points and timing. The project would have done less feeding as the feed that is usually in short supply was particularly abundant so both farmers and participants felt the intervention could have focused on other issues. As a result of the wet year, diseases, particularly those

transmitted by ticks, became a large problem for farmers. It would have been better to have offered more deticking and treating of these diseases. This was born out in the interviews.

Further to this, the sequence feeding and treatment interventions would have done with a revision as it did not fit the farmers' preferred timetables and needs.

With the activities and outputs we should have reduced the number of activities and rather focused on one or two that gave the farmers clearer or better results.

The Jobs Fund focused the funding percentages on a stipend amount linked the 3,000 participants and a percentage of this total stipend amount that everything else had to fit into, called Site Implementation Costs (SIC). This led to a situation where we had to cut down on our management of the project to allow only some training to be carried out. The more we wanted to spend on capacitating the participants, the less we would have had to run the project.

This budgeting process seems to be counter intuitive as the essence of the project was capacitation and an interest and ability to capacitate the participants should not have been used to reduce a management budget. By the end of the negotiations, the project had agreed to carry the training costs as own contribution just so that there was a reasonable chance of the participants' success. The same went with equipping the participants with vet kits and with nutrition kits. Any monies spent on giving the participants these tools to be effective in the community was taken away from the implementing agencies budgets. This lack of sufficient investment in training was supported and amplified in the farmers' feedback. Essentially this budget constraint limited the project's effectiveness and reduced the impact that could have been achieved both for the farmers, in terms of productivity, but also for the participants in terms of long term retained knowledge.

4.2 Effectiveness

In the table below, Table 2, the project achievements are outlined with the disaggregated beneficiary information. We believe that we met all the targets over the life of the project and have performed well in carrying out both the targets and spirit of the project.

In most instances, we overachieved on the targets. There did not seem to be a need at any stage to renegotiate the targets. And generally, we stayed on target and did not have to have any remedial plans to catch up.

An interesting fact was to be found in the disaggregated information, that across all measured indicators, the female component is over 60% of the participants.

The measure of effectiveness was based on indicators which we achieved, however the question of long-term success and attribution of job opportunities in the agriculture sector has not been adequately unpacked and maybe a longer term that would fall outside of this project's timeframes.

The project was a collaborative project between two implementing agencies, Mdukatshani and HPSA. This was raised as a concern initially by the Jobs Fund. But has proven to be unfounded. The two NGOs have worked successfully together for over 10 years and the project was managed well between these two agencies.

The outputs were trainings, vet kits, animal feed and census information. As mentioned above, it was too soon to be able to give empirical answers as to whether the longer term herd health

among beneficiaries has improved and productivity, as a result, has also increased. However, in our interviews with farmers and participants, initial findings show that farmers believe that their herds have improved from the interventions. The participants also believe they are empowered to fix future animal health problems in their communities.

Table 2: Programme and Project Specific Indicators

Indicators								
#	Name of Indicator	Target	Actual	Variance	Disaggregation of Actual			Comments
					% Female	% Youth	% PDI	
NYS Ind 1	Number of young people securing paid service opportunities	3,000	3,080	80	63.73%	100%	100%	For Program Indicator 1, we achieved the target that was agreed on of 3000. Of these almost 64% were female and all were youth. People living with disabilities was never tracked from the beginning. The requirements of the job were such that the participants had to be physically fit and able to walk long distances and chase and catch animals. This likely excluded people with disabilities but these were not tracked. 100% were PDI.
NYS Ind 2	Number of young people who have completed planned service activities	2,400	2,470	70	63.84%	100%	100%	For Program Indicator 2, we achieved this target and ended with 2,470 who completed their planned service activities which means they completed 384 hours of service. There were 2,920 participants who graduated. This number is higher than those who completed their service because the criteria of completing 384 hours came out later and most of our graduates left in November. Of those almost 64% were female. 100% were youth and 100% were PDI.
NYS Ind 3	Number of young people transitioning out of the National Youth Service into other opportunities	945	1,022	77	67.7%	100%	100%	For Program Indicator 3, at the time of writing this draft, we had 1,022 who had transitioned into other opportunities. This number may change slightly by the final report. There have been questions around people specifically moving into agriculture using the training and experience they got. This attribution directly to the project has not been completed at the time of this draft. Almost 68% of transitions were female. All were youth and all were PDI.
Proj Ind 1	Number of youth enrolled in the programme	3,000	3,080	80	63.73%	100%	100%	For project indicator 1, we achieved the target that was agreed on of 3,000. Of these almost 64% were female and all were youth. 100% were PDI.

Indicators								
#	Name of Indicator	Target	Actual	Variance	Disaggregation of Actual			Comments
					% Female	% Youth	% PDI	
Proj Ind 2	Number of youth signed up on SAYouth.mobi	3,000	3,059	59	64.14%	100%	100%	For project indicator 2, we achieved the target that was agreed on, however it must be noted that we don't have access to the database and relied on Youth Mobi to give us these figures.
Proj Ind 3	Number of farmers counted in the census	57600	57860	260	N/A	N/A	100%	For project indicator 3, the target was to capture 19200 censuses every month for three months. This totalled 57600 censuses. This target was achieved. We did not analyse the data but this is planned post project close out. This will include looking at numbers of female farmers interviewed, youth, etc. Although it must be noted that census respondents aren't necessarily the heads of the home.
Proj Ind 4	Number of farmers assisted with basic animal health services	54000	55366	1366	N/A	N/A	100%	For project indicator 4, the target was to assist 54000 farmers with basic animal health services over a period of 2 months. We achieved this target. The means of verification, the treatment sheets, did not capture gender or age so the data cannot be mined for this type of information in its current form.
Proj Ind 5	Number of farmers assisted reached with animal nutrition services	54000	69541	15541	N/A	N/A	100%	For project indicator 5, the target was to assist 54000 farmers with animal nutrition services over two months. We achieved this target. The means of verification, the treatment sheets, did not capture gender or age so the data cannot be mined for this type of information in its current form.
Proj Ind 6	Number of oversight and monitoring meetings held	4 every month	4 every month	None	N/A	N/A	N/A	For project indicator 6, we achieved this target. We had monitoring and oversight meetings at least weekly. This happened at different levels of management and staffing from the top down to field staff to team leaders so the number of oversight meetings probably would exceed this total.
Proj Ind 7	Number of young people receiving stipends on a monthly basis	3000	On average 2888 a month	80	63.73%	100%	100%	For project indicator 7, this was achieved, however, some participants were offered the opportunity and turned it down so a 2 nd and 3 rd round of topping it up was carried out. Additionally, participants were given the opportunity to make up hours to achieve 384 hours so the project effectively ran for 8 months instead of 6. The total of people of employed is taken as 3080 which is the



Indicators								
#	Name of Indicator	Target	Actual	Variance	Disaggregation of Actual			Comments
					% Female	% Youth	% PDI	
								number from our SSE. The number however caused trouble throughout the project because it assumes exactly 3000 at the end of every month which is impossible as impossible because there is a constant flow of people leaving, especially towards the end of the project as participants looked for transition opportunities.
Proj Ind 8	Number of young people delivering services to standard	2,040	2,470	430	63.84%	100%	100%	This indicator was added in final negotiations with Jobs Fund. We achieved this indicator in the sense that 2,470 participants completed their service hours. We understood it to be that the participants were competent in the activities and had completed these activities up to standard. As previously highlighted, the project feels it did not give enough training in the project, this included giving a test that was removed because of budget and time restraints.

4.3 Efficiency

The stipends part of the project was set by National Treasury in terms of what people get paid and what benefits they receive in terms of UIF. The instruction was for participants to work 64 hours per month, for 6 months. This was not always possible with the complexities of timing needed as to make sure that the implementing partner was to pay participants and submit documents to job fund on time. A deadline of the 25th of the month was agreed to run payroll to be submitted to the Jobs Fund. It meant that we had to front load all work in the first two weeks of every month. This then meant that the participants had to work 8 days of the first 10 days every month.

The project had 3,000 participants which was the minimum required for approval of the project. We had put forward 150 team leaders to manage each of the project sites. These team leaders were additional to the 3,000 participants. This was rejected and the number of team leaders was reduced to 120 and subtracted from the pool of 3000 participants. This was neither useful nor efficient. Some team leaders ended up having 3 groups totally over 60 participants, covering areas of over 30 kilometres to travel to manage to oversee participants. Initially, it was planned for participants to submit monthly timesheets at a monthly meeting with their team leader. This requirement was changed when the Jobs Fund said they needed the timesheet submitted, signed and uploaded weekly. The effect of this was that monthly meetings could no longer happen as team leaders had to be in the field every day and often submitting on weekends.

During the drafting of the proposal, which in itself took over 3 months, it was never clarified the reporting expectations of the participants to the Jobs Fund. A reporting system was introduced post contract signing and after work started. The reporting requirements were

changed a number of times during implementation. This added the need for a staff component that had not been planned for where 6 people worked almost full time collecting, collating, renaming and submitting documents to a shared drive and fixing ongoing queries that then needed resubmission.

The realities of working with livestock are such that the farmers and their livestock are only available in their homes in the very early mornings until about 10 am and then back in the afternoons from 2 pm or later. This meant that, although, participants were expected to do an 8 hour day, there was always a space at mid-day of about 4 hours that they had to fill in with other activities. This has been reflected in many of the interviews that the participants should have been given 16 days of 4 hours rather or multiples of this so that they could more realistically serve farmers and livestock.

As is reflected above, participants came into the project and left as they found opportunities outside the project. This was viewed in a positive light. However, it did mean that many participants left the project not having worked 384 hours that had been budgeted for. This was only highlighted in the last two months of the project and a discussion with the Jobs Fund came to a decision that we offer all remaining participants a chance to work their 384 hours within the broader timeframe of the project. This meant that, although the last planned working month was December, an allowance was made for this to be moved to March 2023 to do this catch up. This came at a cost to the NGO as the management costs involved in continuing to provide opportunities to work and run payroll for a further 3 months had not been planned or budgeted for and had to be absorbed by the NGO. Also, many of the team leaders had already left in November and their phones collected so in field clustering of remaining participants under remaining team leaders had to be done but this proved to be very inefficient as the distance between remaining team leaders and participants increased dramatically.

There was no match funding in the project. However, there was in kind funding for the project that covered trainings and vet kits primarily. This was largely put forward because the budget offered by the Jobs Fund would not cover the necessary trainings and vet kits needed for the success of the project. We had initially proposed more trainings and larger vet kits but this had to be reduced because of the percent of SIC linked to stipends. We were able to save money with trainings by training the team leaders to then train the participants. Although a field guide specific to this project had to be developed and printed so as to facilitate this training process. The evaluation concludes that the trainings seemed insufficient and the assumption of training the trainers also proved to be insufficient in terms of expecting the team leaders to be good trainers themselves. A future project should have a component of training methodologies so that information imparted can be transferred in a better and richer way.

There was a budget shortfall in administrative line items that were also linked from weekly to monthly monitoring and assumptions around these. This included data costs of sending weekly timesheets, printing of timesheets and other means of verification and getting these out to individual participants in hard copy.

National Youth Development Agency (NYDA) had a separate budget tab that was part of the proposal and grant agreement as we understood it. It was populated without consultation with us and with percentages that were linked to the stipends. This included provision of uniforms to the participants. It was our understanding that the uniforms would come during onboarding of participants as it was regarded as PPE and necessary to do the work. This did not happen. Uniforms came in August well after participants had started working in planned activities. The

uniform was not in the form of PPE and the sizing and relevance was questioned to the point that a second batch of what the industry called boiler suits was dispatched with no branding. The first batch of uniforms sent were of intermittent quality that was reflected in the evaluation interviews. The participants, upon finally receiving them, were grateful, and wore them throughout the project from then on. The difficulty for the implementing agencies was around distribution both sets of uniforms to each of the 150 project sites at different times with no budget. We incurred significant costs both with time and petrol to deliver two sets of uniforms to all project sites. If they had been given during onboarding, there would have been little to no costs involved with distribution.

The project had to pull in additional staffing to fulfil the administration requirements of the project at various times, especially in times of processing timesheets and payroll. We did not anticipate before the project started how much staff time and management costs would be required to successfully implement the project. Costs (staff time, travel, airtime and data etc) were underestimated before the project started when the ABC PIMP was being finalised. During the course of the project these had to be attributed to in-kind contributions. It balanced out in the end because we had savings on in-kind trainings. If we did not have savings on in-kind trainings we would have majorly overspent on this project.

The project was set up as a part of a larger program and discussions and negotiations are currently underway to carry forward some of the work into the work into DALRRD and the Agriculture and Agro-Processing Master Plan. If the Jobs Fund does have future opportunities in the rural agriculture sector, we will bring these learnings into a future proposal.

Financial Assessment 31 March 2023

PROJECT BUDGET					
INCOME		Budget Approved (R)	Actual Disbursed (R)	Variance (R)	Comments
A	National Youth Service Grant	31,982,041	31,801,391	180,650	Budget approved and Actual Disbursed includes the SIC top-up of R309,176 that was approved in December 2022 and R100,000 received from NYDA in March 2023 for media/success stories. The variance is due to HPSA not receiving the full disbursement for stipends. Some participants did not take advantage of the opportunity to work the full 384hours.
B	Matched Funding (C1 - C3)	0	0		
	C1 Own Funding Contributions	0	23,067	-23,067	HPSA transferred this amount into the project account in early April 2022 before the first disbursement was received to cover some costs that we had started incurring. This was before we were aware that we shouldn't transfer any funds into the project account.
	C2 Contributions from other Sources	0	0		
	C3 Loan financing	0	0		

PROJECT BUDGET

INCOME		Budget Approved (R)	Actual Disbursed (R)	Variance (R)	Comments
C4	In-kind Matched Funding	2,471,124	2,654,008	-182,884	As we had to continue paying participant stipends beyond November 2022 (until March 2023), we continued to incur costs for the project related to staff time, travel etc. This was covered by in-kind contributions so the over expenditure does not affect monies from the Jobs Fund
D	Other Project Income	0	35,495	-35,495	This was unpaid stipends returned into our bank account by the bank because of bank accounts of the participants having issues. It was reported as Other Project Income on GMS.
	TOTAL INCOME (A+B+C4+D)	34,453,165	34,513,961	-60,796	Variance in income due to not receiving full stipend disbursement, unpaid stipends returned into project account and additional in-kind funding due to participants continuing to be paid until March 2023
EXPENDITURE		Budget Approved (R)	Actual Disbursed (R)	Variance (R)	Comments
Fa	Management Costs	363,300	482,000	-118,700	Variance was as a result of the project implementation costing more than the amount covered by in-kind funds. The variance was due to the budgeted amount being a very small management fee linked directly to stipend expenditure. In actuality this was much more.
Fb	Transfers and subsidies	0	0	0	
H	Compensation	29,571,189	30,546,002	-974,813	Includes in-kind contribution to stipends from partners own funding stipends of R34,685. Variance is due to additional staff costs because stipends were continued to be paid until March 2023. Savings from I – Goods and Services were used to cover some of the additional staff costs incurred for the project
I	Goods and Services	4,518,676	3,485,000	1,033,676	Budget approved includes R309,176 SIC top-up approved in December 2022 and R100,000 received from NYDA in March 2023 for media/success stories. Variance due to savings on own contribution towards animal nutrition training for participant groups. We were able to save costs by capacitating the team leaders to conduct the training for their own teams, so we saved costs on trainers. Additionally, we did not incur transport costs or catering costs as the participants walked to the training and brought food. And the theoretical part of the census training was done during on-boarding which also resulted in savings
J	Capital	0	0	0	
	TOTAL EXPENDITURE (Fa+Fb+H+I+J)	34,453,165	34,513,002	-59,837	Variance due to reasons mentioned above relating to management costs and staff time spent on the project

4.4 Impact

Any project of this length will have limits to measurable long-term effect, but also these long-term effects will be difficult to measure in the time allocated. That said, the interviews with farmers and participants showed a surprising trend of positiveness in longer-term benefits that communities believed would exist as a result of the project.

This is both in terms of knowledge retained by farmers and participants but also opportunities that the youth were able to leverage by the stipends received. The uniqueness of the project as agriculture youth employment creation project created an environment where the need for rural youth employment is now being discussed with local municipalities and local leadership.

The innovations that came to the fore were in terms of small agricultural support businesses run informally by youth. These would be located in these rural areas, and preferably from a formal store type business or mobile and able to go to livestock activities so as to present themselves to new clients. Both of these would need some innovation in presentation and packaging of agricultural products in assumptions of both businesspeople and buyers using public transport.

The stipends did allow for the participants to present themselves to farmers and also offer free services that are always welcome but these were only there because of the project and capital provided by the stipends. Transitioning to a situation where farmers need to start paying for these same services will be tricky and needs to be tried out in different ways with community leadership support.

If a project would repeat this model it would need to look at other diseases that are prevalent in production like coccidiosis and internal parasites. This again would mean more training and a better equipped medicine stock.

It is difficult to understand or quantify catalytic results given the post covid government stagnation which meant that very little state presence is in the rural areas at the present time but in future such young people should and must have synergetic relationships with state staff on the ground.

Over 1,000 young people have transitioned into various and wide-ranging alternatives of earning money. This effect of getting the participants out of just 'being at home' and working has meant that these young people are now on a path of employment and self-employment. This getting moving is hard to attribute directly but there is no doubt the young people once moving do move more energetically and more consistently in being active money earners. The interviews supported these ideas with a young person saying at least I'm a father that the in-laws are smiling at, for bringing support to the family for the first time.

4.5 Sustainability

Like in the previous chapter, sustainability is always limited in these sorts of projects in NGO and short-term funded job creation projects, especially with limited skills transfer in efforts to limit budgets. The training sector has exploded into an industry of its own, and this industry, whether through seta grants or other initiatives have meant expensive and often irrelevant skills being transferred.

Nonetheless, the NYS should consider future projects with a baked-in training component of business skills and basic job application skills on preparing a cv. Presenting yourself and other basic future job tools. This capacity building was trimmed from much of the project activity as

has been referenced elsewhere and in interviews was raised as one of the biggest shortcomings. There was mention of third-party or off site training capacities NYS offered, but the scale of 33,000 people doing these courses from where they were was not considered, and to assume that these same participants could pay for transport and urban accommodation costs to attend these courses seemed unlikely.

The youth opportunities are limited most in rural areas where also literacy is the biggest problem even on exiting the school system with a matric. So, a literacy component should be considered off-project for youth of the country as this was raised as the biggest reason prospective participants did not come to interviews.

The general feedback in interviews was positive comments of the government (NYDA, Jobs Fund) really helped by sending us these youth to come help our farming as well as getting them to get out and earn some money. So, regarding support of such a concept, the reactions were all favourable and positive with almost no exceptions.

The Youth Mobi component was supposed to be the main part of measuring youth mobility in employment opportunities and offering future opportunities. This was also baked into the process at a level above the NGOs control, and as such, we cannot comment on it as we lost contact with the organisation and were never privy to their figures and systems except as a third party.

There have been benefits realised for the NGO in terms of working at scale and having the systems staff and infrastructure that was not present before to work with large numbers of people and still get high-quality oversight and management of such a process and scale of participants.

As the partners were NGOs we are reliant on funding for all activities and would need future funding to scale out or do a second phase of a project of this type. The NGOs do not have necessary reserves or do not make a profit so are not able to carry on without the support of donors.

4.6 Lessons Learned

Below is a table on lessons learnt, Table 3, that outlines lessons learned during the project. The Implementing Agencies (IAs) gathered this information during the self evaluation process, namely the interviews with participants, team leaders, farmers, local authorities and staff. There are suggestions that can be applied to similar initiatives in the future.

Table 3: Lessons Learned

Key Project Aspect or Challenge in the following:	Situational Context	Action Taken	Result(s) Achieved	Lessons learnt	Who to action future
<p>Project design</p> <p>150 sites</p> <p>Team leaders taken from 3,000.</p>	<p>During project design 3000 youth were the minimum number a CI could request for a project. A further restriction was that there could only be 120 team leaders which worked out about 25 per team leader. The assumption was that these were urban areas with high population with small density areas. In rural areas, this meant long distances to walk inside a project site.</p>	<p>3,000 was not negotiable.</p> <p>We were not allowed to add team leaders to the 3,000. They were part of the 3,000.</p>	<p>Team leaders battled to manage the big groups of participants and large areas that these groups covered.</p>	<p>We would propose that every site have a team leader and there be a limit of 10 participants to every team leader in rural areas. Team leaders be given space and time to cover the administrative functions.</p> <p>150 sites were too spread out. In future, limit these to a smaller area.</p> <p>A slightly adjusted management fee but also a separate skills development fee would ensure that participants exit with confidence the knowledge and skills they received.</p>	<p>The Jobs Fund for project design and budget considerations.</p> <p>Implementing agencies for the site selection.</p>
<p>Funding percentages</p>	<p>There was a very small management fee directly linked to stipend expenditure.</p>	<p>SIC costs were not negotiable</p>	<p>Skills transferred, knowledge retained and long term sustainability were all suffered.</p>		<p>The Jobs Fund</p>
<p>Project design- too many activities</p>	<p>The activities were spread across a broad spectrum of intervention points-census taking, animal health and animal nutrition. Because of the widespread rain and flooding, animal nutrition was not as important this</p>	<p>Once work had started it was impossible to change this because timing, budget and PIMP was based these assumptions and activities.</p>	<p>The perceived impact of animal nutrition was lower than the result of the animal health intervention.</p> <p>Because of the scope of the project and because there were many activities, farmers</p>	<p>With a narrower focus and a more specific targets, even short term projects like these could get measurable results.</p> <p>We would propose having one main activity like animal health, doing adequate training over a wide range of prevalent diseases and conditions and</p>	<p>Implementing Agencies</p>



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	particular year. For the same reason, diseases became more important		felt participants didn't complete an activity and fully cover an area before moving on to the next activity.	providing participants with necessary medicines. This could be coupled with cleaning kraals to supplement activities and collecting data when needed to round out the hours and days needed. The latter two activities need less training.	
Project design-8-hour days	Further there were assumptions built in around a "working day" being 8 hours and participants working 8 days a month.	For 8 hour days, no action was taken although an allowance was taken for participants to start earlier and take breaks in the middle of the day and go back in the afternoons to catch farmers and their goats.	For 8 hour days, the results were that we found some participants tried to cheat the system and ended up not working their full hours.	One solution would be for participants to work more days and less hours.	Implementing agencies
GMS	GMS is a cloud based proposal and reporting system that is out of our control. It is locked and unlocked at certain times. It has severe limitations on upload types and upload sizes. It auto highlights sections that have not been completed and will not allow submission before this. We assume it can provide data in various formats but we were not given access to this.	We setup a parallel system of a shared One Drive and asked Jobs Fund to pull it into their internal reporting systems. With One Drive we were able to put folders with our contracts references accordingly, IDs, timesheets, bank accounts, and other means of verification and records that we were unable to upload to GMS.	We had to rely on the Jobs Fund team to manage our data on the One Drive plus GMS.	We would change the size limitations for documents uploads. Right now we have to split documents into multiple folders. Will be great to be able to upload just one folder. We also kept on experiencing an issue with the incorrect actual disbursement reflecting on GMS. The Jobs Fund would sort out as soon as we emailed but good to have it correct from the beginning. We would also like to access totals to date from the beginning of the project instead of just quarter to date. And also to be able to print just one report for the entire project period.	The Jobs Fund
Implementation processes Participant referencing Means of verification Storage and websites	The Jobs Fund requested a file naming system where they could type in a single reference and have all the records that were linked to that person show up on a single search. They had initially an ID number,	We set up our own referencing system based on project sites which gave participant their own unique 4-6 digit number. We had to develop means of verification for each activity.	The reference system was a success once we had it working and it was understood by both team leaders and staff.	A numbering system get set up before onboarding. People get their unique numbers at onboarding and this carries through the whole project.	Implementing agencies



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	<p>name, day and month. But the chances of getting it wrong by a digit or two and this not being able to find things was large. It also become such a large file name that you could not view it in a conventional window.</p> <p>All activities needed means of verification. This included timesheets, treatment sheets, censuses, training registers, etc.</p> <p>All information was collected in hard copy and scanned on phones and sent to head office. This then had to be named and verified and stored online on One Drive because of the GMS limitations outlined above.</p>	<p>They had to be changed a couple of times during the project as it became clearer what the most efficient way of recording this.</p> <p>We got all staff to download CamScanner on their phones which automatically converted documents and pictures to pdf.</p> <p>WhatsApp groups were set up for different sets of needs. There were groups for Timesheets, Onboarding Pictures and Team leader groups. We set them up according to areas so that staff could find missing data and non-submission more easily.</p>	<p>Team leaders started renaming at their level which took a big burden off of the staff.</p>	<p>Each piece of paper or Means of Verification must have this reference number on it from the start.</p> <p>With the cloud storage for the information, there are two systems, one for the funder, if GMS does not get fixed. The second is for all documentation. From the beginning, this needs to be set up in a logical library system and one person is in charge of it.</p>	
<p>Implementation processes Bank accounts Quality checking hours claimed Payroll Pastel BOL Phones in office Office hard copies</p>	<p>During onboarding, the main document that needed verification was the bank account. This became difficult because some banks do not offer bank verification letters with IDs on them. There were other problems with bank accounts not being in participants' names or bank accounts being blocked or not receiving deposits for various own reasons.</p> <p>A large amount of time was taken up by a team needed to verify timesheets signatures and hours claimed and to get these onto a spreadsheet that then informed payroll pastel and all other payment processes</p> <p>All documents generated in the field especially replacement recruits were stored at regional offices and theses</p>	<p>The finance director took charge of final versions of bank documents and overseeing the bank details to be loaded on BOL however if the finance officer role had been filled after the initial person left this could have been shared and been more efficiently done as well as the quality checking of time sheets</p> <p>The documents were filed locally and at closure of project activities sent to head office to be sorted and filed by project site</p> <p>Phones were kept at the office as main phones to hold WhatsApp groups but even these filled up – these also</p>	<p>These finally were found and finalised but took staff time off other important work</p> <p>A team was housed at head office once a month to work through the end of month weekend to check these before payroll</p> <p>There are documents that have become misplaced and need to be found electronically and reprinted which also take staff time unnecessarily.</p> <p>A library of all documents and what's app downloads has been done but needs amalgamation</p>	<p>Onboarding processes ensure that bank verification letters are followed through properly</p> <p>Team leaders with smaller teams should be better able to carry out quality checks and verification of the source documents before submission. The whatsapp process meant that documents could not be fixed once submitted</p> <p>All document get filed on receipt digitalised and sent to head office weekly and hard copies monthly</p> <p>Budget for mother phones to hold libraries of all documents and pictures received</p>	<p>Implementing agency</p>



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	<p>were not stored properly or in a indexed system</p> <p>The phones used to harbour the WhatsApp groups (mother phones) and those hold the master copies of documents that then had to be downloaded to computers became slightly randomised as staff left or phone memories filled up</p>	<p>belonged to individuals and were loaned to the project</p>			
<p>Implementation processes</p> <p>Phones WhatsApp groups Airtime Hard copies to field</p>	<p>Phones were provided to team leaders but they arrived late and some were broken and they all needed more than a GB of data each to be turned on and functional with the camscanner program on the device. There was no way of claiming on the warranty of the phones or adding them to insurance as no invoice with IMEI numbers was ever presented.</p> <p>Data to send timesheets and the like as well as communicate management issues on WhatsApp was not budgeted for</p> <p>Hard copies of Means of Verifications or timesheets were delivered late and at some cost to participants which effected the whole chain of stipend payment</p>	<p>Phones were prepared in offices but took staff time to set up 120 phones</p> <p>The insurance and warranty claims were not resolved</p> <p>A budget was requested and finally approved</p> <p>Copies were approved to be done by local offices but at added costs at public libraries and internet cafes</p>	<p>Phones arrived late and records had to be reconstructed or re submitted</p> <p>Some team leaders had to source their own phones or rely on other team members</p> <p>The project used own funding to fill the gap</p> <p>Documents were submitted late or had to be refilled and resubmitted after the fact</p>	<p>Phones need to be available at onboarding be handed out and signed for</p> <p>Request delivery note to contain these or add IMEI numbers to contracts</p> <p>Request data up front</p> <p>Plan hard copy formats ahead of time to be able to deliver them before activities happen</p>	<p>Implementing agency NYDA Jobs Fund Implementing agency</p>



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<p>Onboarding and recruitment</p> <p>Who chooses recruits?</p> <p>Ensure recruits are not from one area</p> <p>Uniforms</p> <p>Close out Envelopes Certificates etc</p> <p>Project close out</p>	<p>Recruits were chosen by various community leadership groups in a very short timeframe. This meant that there was overlap and contestation in who was given the opportunity. This meant that in some areas participants were chosen closer to roads where the participants were accessible for example.</p> <p>Uniforms arrived late and some were not sized correctly as there were no gender specific sizing allowances.</p> <p>On exiting the program participants receive a certificate of service from the NYDA a UIF document and a payslip and salary schedule. These documents need to be delivered together in hard copy to each participant.</p> <p>On exiting the project a community meeting should be held to explain the closure and way forward so the participants are freed from project responsibilities</p>	<p>Where there were replacements there was a process of balancing this out and trying to get more balanced representation</p> <p>We requested more work specific uniforms that were supplied</p> <p>The certificates from NYDA have been problematic in timing and often have misspelling they also have no reference number or ID number so these have to be matched manually to the rest of the documents. They also often get delivered out of synch with other documents. As the participants have exited they are hard to reach.</p> <p>Meetings have been held where other project work is ongoing but this is insufficient.</p>	<p>Recruits were often not representative of the area but of the recruiting person.</p> <p>As they didn't arrive in any agreed on timing schedule they had to be stored at the IA cost and then distributed also at the IA own costs. This also had to take place twice to accommodate the second uniform. Uniforms were gratefully accepted but are a hodge podge of what fits.</p> <p>These certificates were eventually handed out but have had to be done when convenient for the IA and this has meant participants have to wait for the NYDA to claim UIF.</p> <p>Some areas have had complaints over the participants refusing to work although they have been exited.</p>	<p>Introduce the project properly and with a proper timetable. Ensure that participants are from different parts of the area on the interviews.</p> <p>Negotiate with funder to get uniforms before work starts in the field especially as this is PPE.</p> <p>Negotiate with funder around timing and wording of certificate so it carries ID number and specifies work carried out. Negotiate how to word this so it represents experience for future jobs.</p> <p>Budget for close out meetings</p>	<p>Implementing Agency</p> <p>Implementing Agency</p> <p>NYDA</p> <p>Jobs Fund</p>
<p>Activities</p> <p>Animal health</p> <p>Field guide Zulu less text</p> <p>More medicines more diseases</p> <p>More training</p> <p>Animal nutrition</p>	<p>When reviewing the animal health activity of the project, both farmers and participants requested that a future project cover other diseases in the training and treatment activity. This was largely focused around coccidiosis and internal parasites as farmers throughout the implementation area identified these as most restricting their productivity. None however felt that what they had been trained in was unnecessary.</p>	<p>Participants were encouraged to read other parts of the book to give farmer's advice for these problems.</p> <p>As animal nutrition was part of the PIMP there was not much we could do to change the time given to this. Although participants were encouraged to see it as a future learning</p>	<p>Farmers expressed disappointment that their kraals were not treated and diseases identified were not dealt with.</p> <p>Farmers accepted the help but were not convinced with the stover that it made a big difference in productivity. With the blocks, they wanted more but participants had limited supply.</p>	<p>A future project should have a more specific focus. In this case, animal health. Especially given its short time frame. And cover more diseases and conditions that are known to be a problem in the area.</p> <p>The medicines provided need to be sufficient to cover the animals of the group identified to be supported.</p>	<p>All parties. This section involves project design and budgeting.</p>



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	<p>They just thought it should be expanded.</p> <p>With animal nutrition, we initially had mother feeding experiments in the ABC PIMP but this was limited to too few farmers with the budget allocated. As a result we changed to the participants collecting stover and adding nutrient supplements and teaching farmers to feed to their livestock. A second component was to make energy blocks and provide to the farmers to supplement any stressed goats in the kraal.</p> <p>Because of it being a very wet year at the time when goats are most hungry, there was very little nutritional stress, so farmers felt this money would have been better spent on disease control which had increased because of the rain. That said, the nutritional blocks were a success and are still in demand a possible future business for many participants.</p> <p>A field guide was developed from previous publications, and in previous experience, the project had battled to get acceptance of the Zulu version, so these books were published in English.</p> <p>A vet kit was supplied but because of budget restrictions was reduced from the originally planned one. Farmers complained about both the volume and spread of medicines that participants were given.</p> <p>A minimalistic training was provided around these two activities. As a</p>	<p>opportunity in times of droughts.</p> <p>We were not given the opportunity or budget for more training although we did source a short intense training program for team leaders through the vet company Elanco.</p>	<p>For training, participants were frustrated that they had the book but they did not have deeper knowledge so they could be confident answering the farmers' questions.</p>	<p>Smaller homesteads that are women headed would benefit more from any limits of budget.</p> <p>A future project should spend more time and attention on knowledge transfer.</p> <p>The participants should have enough knowledge to answer farmers questions and assist farmers more broadly.</p> <p>The participants should have a reference material that they should be able to access even if they haven't been trained on the specific issue.</p> <p>The training reference material should be of a nature that they should be able to share it with farmers in the field.</p> <p>More budget for training. Team leaders need to be trained in training.</p>	
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	<p>result of a trimmed timetable we were given, we had to ensure participants spent more time on activities and less time on training as training was not seen as community service.</p>				
<p>Partnerships</p> <p>NYDA</p> <p>YouthMobi</p> <p>Jobs fund</p> <p>Mdukatshani</p> <p>Jobs fund team positives</p> <p>Field visits</p>	<p>The main partnerships of this project were with the Jobs Fund, NYDA, and SA Youth Mobi. There was a partnership as well between the two implementing agencies.</p> <p>Overall, the partnerships went well, especially between the implementing agencies and the Jobs Fund. The IAs found the Jobs Fund to be very engaging, positive and helpful. We had bi-monthly meetings initially and two field visits.</p> <p>Communication with NYDA was fragmented at times as it was not always clear if we were asking them or asking them through the Jobs Fund and requests for services seemed to be delayed.</p> <p>Youth Mobi started out quite engaging although the link to the project activities seemed to be an after thought to the project. As the project went on, it became more difficult to call on them for any data or information. At a point it seemed like they were an auditing agency for reporting our progress to the Jobs Fund. Soon after this, they pulled back all together from interactions.</p> <p>The two implementing agencies continue to work well together.</p>	<p>We planned and implemented bi-monthly meetings and field visits with the Jobs Fund which we held. We had ongoing communications as and when needed.</p> <p>With NYDA- We tried both directly and through the Jobs Fund staff to follow up and ensure the problems were not on our side.</p> <p>With Youth Mobi- We tried both directly and through the Jobs Fund staff to follow up and ensure the problems were not on our side.</p>	<p>There was a very positive, transparent experience with the Jobs Fund. We had very open communications despite many changes and issues to get through. Some of these changes were initially we were only supposed to submit monthly timesheets and then were told it was supposed to be weekly. We initially had some discussion around naming conventions. Another example was around Youth Mobi whereby it was only supposed to happen (registration, at onboarding but then then had to be done at recruitment so it slowed things down and made us behind schedule).</p> <p>With NYDA and Youth Mobi, the results were that sometimes we didn't get things on time from them but our relationships remain positive.</p>	<p>Regular meeting and field visits are necessary so that all members of the partnership understand each other's situation and constraints.</p> <p>If there are third parties to be involved in the project, they should be involved in initial discussions and planning and it should be clear where their lines of authorities lie.</p>	<p>All parties</p>



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5 Conclusion

In conclusion, the project went really well. The IAs considered it a pilot for this sort of approach to job creation and the scale involved. It achieved all of its targets and no remedial action was involved. Most importantly, it reflected on the many of the experiences and interactions with the funders, project managers, participants, farmers and local authorities. It has been able to record and synthesize these in this report and also highlight some key success stories that have been posted on websites and social media. The IAs have also been able to bring in experience from the NGO and livestock sector into this sector at a time when rural youth unemployment is an important to solve so this report, these lessons learnt and recommendations come at a time when addressing these issues are pertinent.

This project is one of the few in the country that has tried to use agriculture to tackle rural youth unemployment. Over 1,000 youth transitioned into other opportunities on conclusion of the project. There were over 27,000 rural farmers who received services and a benefit from the project. Many youth reported that the stipend benefitted particularly poor and vulnerable homesteads in these rural areas.

This project experience should be rolled out in partnership with Jobs Fund and IAs to more rural areas as it does provide both scalability and value to farmers and rural youth while supporting the most vulnerable homesteads.

The success stories of this project need to be written up and publicised to focus on what can be achieved by determined individuals with the proper support. These success stories will also provide information on innovations going forward.

6 Recommendations

Based on the information gathered and the work carried out during the project cycle, the implementing agencies would like to make the following recommendations:

- While the IAs understand that the project cycle is determined at various other levels, six months to recruit, onboard, train and carry out activities is extremely difficult to do. Therefore, is that 2-3 months be allocated for the recruitment and onboarding while ensuring that all necessary equipment and PPE is given at the onset and then followed by at least 6-9 months of project activities with a much clearer focus that can bring measurable outcomes.
- One of the expected outcomes is for the youth to use this as experience for employment opportunities or to be self-employed in the future. The training needs to be adequate to impart skills and knowledge to be successful first of all in their period of stipends. Then secondly, to carry away enough knowledge to start a small business or be employed. Finally, they need to be able to demonstrate these pieces of training through exams and certificates to show competence. The NYDA part of the certificates system has to have their ID on it and describe what they did during their service and how this could be taken as previous experience. The IAs would also provide them with a certificate of pieces of training received, competency and work experience.



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- For this to be possible inside the current frame, the project scope needs to be flexible around having smaller groups linked to a team leader for every ten people. This might mean that the total number of participants becomes smaller to fit into budget packages. The arbitrary number of 3,000 locked a lot of unnecessary hindrances into the project.
- A separate component possibly provided by a 3rd party at scale and in the field needed is training on drawing up a CV, presenting oneself for employment, and interviews. At the very least, this should be available as a training module that the IAs have in hand to do themselves.
- Skills Development should not be included in Site Implementation Costs but rather a stand-alone percentage recognising the importance of capacitating the participants if one of the program indicators is that the participants walk away with sufficient skills to set up a small business or be employed.
- The project should focus on the targeted beneficiaries rather than a widespread community where the most powerful will benefit most. For example, rural women's households, this way there would also be a justification for expenditure at uplifting the poor.



7 Annexures

Annexure 1

Self-evaluation target group meetings

Groups per dip

Date	Venue	Diptank	Team leaders	No of participant	No of farmers	Chairperson	Nduna
20 Feb	Mthembu TC	Mzinyathi TL	11				
		Nodada		04			
		Sbumba		04			
		Mhlakothi		03			
		Nkambula		05			
		Dungamanzi		05			
		Matishane		04			
		Mathonjane		06			
		Mkhamo		01			
		Mandleni		03			
Total			11	35			
21 Feb	Ezibambeleni				03	02	01
		Elangeni		05			
		Ophathe & Makhuzeni		08			
		Tshekeni/Bhuyeni		08			
		Nkomba & nkanini		11			
		Oshikisheni		03			
Total				35			
22 Feb	Gcinalishone				10	06	
		Mjindini		03			
		Mzinyonke & postdam		08			
		MankandaneA & B-Mpameni		09			
		Mhlumayo/Ntabeni 1		12			
		Mtebhelu		02			
		Nogejane		08			
Total				42			



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Date	Venue	Diptank	Team leaders	No of participant	No of farmers	Chairperson	Nduna
20 Feb	Weneen town hall	UThukela TL	13				
		Jeke/Mpungu/Mathunz aneni		06			
		Gwede		02			
		Mthaniya		02			
		Gomba/Vumbu/Majola		05			
		Kobho/Sikhaleni		02			
		Mbabane		02			
		Cecilia		04			
		Ngodini		05			
		Manseleni		02			
		Siphethwini		01			
		Bulaweni		01			
		Msobotsheni		05			
		Mkholombe		01			
		Nkaseni		03			
		Mbango		01			
Total			13	41			

	14 February	(Buxedene, Mpongo, Bazini, Odushwini, Msebe and Oqothweni)	2				
	Total			101	61	4	3
	15 February	Skhumbeni, Madaka, Dumaneni	1				
	Total			20			
	21 February 22 February	Umkhanyakhude- Mengu- 21 Genuka- 15 Sphondweni- 28 Hlazane- 18 Hlokohloko- 13 Manyampisi- 15 Munyu- 7 Welcome-14 Madonela- 10	9	207	54	6	5



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	Nompondo- Mzinene- Matshemhlophe- Phindisweni- Nhlwathi- Mpelenyane- Gwedwede- Sitezi-						
	Grand total	38	505	152	21	11	
	63 sites						

Annexure 2

Interview Notes

Topic	Farmer's general feedback	Broad consensus of ideas
Lessons learnt	<ul style="list-style-type: none"> I'd like to give thanks to this project and participants because I now know a lot about protein blocks and they cleaned our cattle dip nicely. They were helpful I even used to go to one of them and ask if she have dip and come and help. We learned a lot about feeding goats. The youth came and fed goats many plants and added molasses and we did not know about that before. My goats were healthy and fat. In my area Munyu, goats are not kept in kraals and because of that reason the youth could not properly help us with treating and dipping them. From this we learnt the importance of kraals and we will start building them going forward. Mr Shongwe- I never realize that we should clean kraals but when I saw the youth cleaning our kraals I learn why it was important. Going forward I will clean out goat dung out of the kraal and make sures it is clean Some of us learn that goat needs to be taken care of so they can be healthy and produce more. They are very happy with the service received even though medicines were not enough. Farmers should be advised that maybe 1 a year must clean their kraals because it is factory of many diseases. Some of us learn that goat needs to be taken care of so they can be healthy and produce more. They are very happy with the service received even though medicines were not enough. Farmers should be advised that maybe 1 a year must clean their kraals because it is factory of many diseases. The project wasn't introduced properly and the farmers said it should have been introduced to them as a group. So they weren't sure if injecting the goats would be harmful to the goats 	<p>Generally, farmers learned from the interventions. They learned that it was important to keep their kraals cleaned. Medicines were not enough overall.</p> <p>The farmers and other stakeholders felt that the introductions were not sufficient and terms of detail of the participants activities. This includes explaining why ID numbers are needed.</p>
Innovations	<ul style="list-style-type: none"> We would like the project to also include permanent goat sales and markets in the plans Also include some personal development trainings so that even when the project has ended they would have learnt something about independence and managing a business. Mr Mjiyakho- Have innovations to feed pregnant ewes during winter seasons Mr Mjiyakho- also include cattle in GAP plans 	<p>To think about:</p> <ul style="list-style-type: none"> Goat sales and marketing Business trainings Pregnant ewe interventions



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<p>Future interventions</p>	<ul style="list-style-type: none"> • Dipping must continue • Include antibiotics for heartwater • Include medicines for coccidiosis • Also support farmers with cattle • Bigger quantities of medicines • Goats had mange and so if the project continued, vet kits should continue having mange injections. • Youth must receive protective equipment such as gloves and masks • Dipping and injecting for mange were the most useful and so if there was a next phase vet kit should have these medicines • Also provide services for cattle farmers and not limit to just goat farmers. • Communities should be present when the youth are selecting the team leaders because we as older people know them better. • That you should make us aware that the participants will want ID numbers because were not aware of it we even think that they will scam us. They must not get angry easily because they are working with different and old peoples. I'd like them if they introduce themselves and what are they doing at that particular time. Also wish if you extend time with activity like dipping for this week and injecting for the next week because it ended up some farmers didn't receive same service with the others. Wish you would give them enough materials like when cleaning kraals they must have shovels, and gloves for dipping and other materials they will need. Wish before they start working they must be introduced to the community first. We need to be advised maybe which activity are they doing this week so they wont lie. • The youth should do one activity for much more time instead of changing activities for them weekly. This will give them time to learn and also have more time to support all of us farmers. • Each dip tank should have their own team leader • Duze Sakhiseni- I have heard about what the youth are doing in my community, and I would request that they also assist us farmers who only have cattle. We have many cattle diseases that are affecting our livestock. • Include chicken medicines in the youth's vet kits. • Mrs Mpanza- The project was very effective, goats were looking very bad because of mange, kids were dying and the youth started working and we saw a very big difference. • Mr Mjiyakho- There is a huge need for the project because most of the farmers have no knowledge of the medicines to use but now we gained knowledge from the project. • The project was relevant to our needs because it helped women a lot and those families who cannot afford to buy their own medicines, so it made a big difference. • Majalidi- We had a big problem of mange and lice before the youth started working. • There was a high need for the youth because some farmers never dipped their goats, others did not know how to inject them and so the youth participation was very useful. They helped older farmers with cleaning kraals. Now that the project has ended. • I think all stake holders should be involved in projects like this because I as Nduna didn't know about this project I only find out now. All stake holders must be addressed about this. In the future Chairmans, Councillor and Nduna must be informed all as well. And the hired children must be introduced to us as farmers so we can know even if they are not working. I think in next phase project hire new participants because the ones that didn't do well will influence new ones to do wrong things. In some dips they did come but it was girls who were even afraid of touching goats. • I sometimes asked them what are you doing particular day and go supervise them myself and give them materials like wheel barrows and a shovel to work for particular activity • Hi-tet or Terremycin or dewormer to be added in their vetkits. Tick grease also must be added. Diarrhoea medicines needed. Tape worm cyst, Deworming of dogs 	<p>Broaden the scope of different types of animals and diseases and conditions (coccidiosis, heartwater and worms). This reflects that there is a huge demand from farmers for these services in rural areas. Participants need more capital items like medicines and tools. They were given the bare minimum. The project was too short and they activities changed too quickly. Not enough team leaders. In future introductions need to be done more broadly with more time, not rushed.</p>
<p>Objectives linked to needs</p>	<ul style="list-style-type: none"> • The project was relevant to our needs because many of us have livestock, but we do not know how to take care of them • We learnt a lot from the project such as importance of cleaning kraal and dipping. 	<p>This project really helped the communities as all households have livestock. And there is</p>



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	<ul style="list-style-type: none"> • Our children were unemployed. Almost in every home there is a young person who is jobless, so this project was a huge need in our communities • We benefit from knowledge. When the project started there was a mange outbreak. Our children were jobless and this project helped them a lot and gave them something to be busy with during the day. The young people respected us and followed the rules we gave them about our kraals. Since the youth have stopped working, goats have started limping due to ticks and so we realize that the project had a major impact. • Nkosingiphile Thusi- I am both a farmer and participant so being in this programme has benefitted me a lot because I will not have a sick goat and not know what to do to treat it. • Yes. But its not enough because maybe they inject half of the goats we have in kraals not all goats we have in our kraals. • I wish if they should spray the unknown flower that kills our goats and cows because our herd is dying so we don't know which goats they will be injecting in the next phase. Maybe active charcoal to make them drink because its helps to poisonous things that they have eaten. I will help if they also help with heart water, worms, tape worm cyst and other diseases. • There was a big impact from what the youth were doing. However, they were not trained for long enough and so we had to be close by to make sure that they are injecting properly. • Majalidi- We had a big problem of mange and lice before the youth started working. 	high unemployment with youth.
Stakeholder involvement	<ul style="list-style-type: none"> • Councillors were not cooperative during recruitment, and they wanted more forms. They also gave more than one application per homestead. • Councillors must not be included in the recruitment if there is another project • The project did not involve us in many things for example we were not told that the youth will get vet kits and we did not know when they started working. 	Different groups felt there was too much power given to different groups but this is inevitable.
Project achievement of results and why	<ul style="list-style-type: none"> • We would love the project to start because they helped us with diseases and injecting them for mange because of ending of contract now our goats are dying because of diseases and ticks. I would love project to continue because there is a lot we learned and I'm now thinking of building goat dip for me and my neighbours and our kids are starting their businesses with their stipends, they have become more dependent. We would love them to be back and the project to last maybe 2 years, 6 months was a short period and they must continue to respect farmers and their supervisors. We would for them to work in summer because our goats suffer from ticks that leads to wounds. • As the community, we are very happy and satisfied with what the project did. Our goats are looking good from what the young people had done. • Goat health improved a lot through the youth's interventions • Our goats were well fed. The youth came to my house in the mornings to give my goats some feed that had molasses. At first they refused to eat but over time they started eating and I could see the difference • There is a big demand for protein blocks some of still want the blocks to feed our goats. • Mrs Mazibuko- Our goats stopped dying when the youth started working and they would just die without us knowing what was wrong. The youth repaired our kraals, we started seeing them injecting goats and feeding them. We have witnessed changes on our goats especially the ones that were injected and dipped. • Some farmers did receive service from participants but not all of them. • Mr Shongwe- I never realize that we should clean kraals but when I saw the youth cleaning our kraals I learn why it was important. Going forward I will clean out goat dung out of the kraal and make sures it is clean. • Mrs Mazibuko- Our goats stopped dying when the youth started working and they would just die without us knowing what was wrong. The project went well and had a good impact. The youth cleaned kraals, dipped and treat goats. • The youth were respectful when they came to work in our homes. • We also learnt from the youth about some diseases we did not know, the youth taught us and gave us knowledge. • Protein blocks were the most effective because goats started looking healthy and were in good condition • There was a demand for the project was but medicines were not enough for the youth to inject all goats in the kraal. 	Farmers felt the project achieved results but was too short. The project made farmers aware of the need for animal health workers like the participants and support from state institutions to support their livestock.



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	<ul style="list-style-type: none"> Dipping and injecting for mange were the most useful for our goats 	
Effectiveness of interventions Animal health and nutrition	<ul style="list-style-type: none"> The youth came to our kraals and helped our goats by dipping, injecting and feeding them. We saw them working very well. There was a high need for the youth because some farmers never dipped their goats, others did not know how to inject them and so the youth participation was very useful. They helped older farmers with cleaning kraals. Now that the project has ended we can see that the goats are started to be affected again. When the youth injected our goats with ivermectin injection and also dipped them, we were very happy because goats started looking clean, healthy and shiny. The youth cleaned my kraal and that was very helpful because I have never cleaned it before, they told me about ticks that were full inside the kraal. My goats had problem with mange so the injection they gave my goats helped a lot. My goats started getting used to eating healthy feed and they were given protein blocks which I had never given them before. Mr Jangaza- Before the youth started working, our goats looked very bad because of ticks and mange. The youth came to inject and dip the goats and started seeing the difference. We would like the programme to continue because the youth helped us a lot. We also learnt from the youth about some diseases we did not know, the youth taught us and gave us knowledge. Mlinden Zwane- I learnt about diseases especially the one called gall bladder and what causes it. There project had a good impact because our goats are looking healthy and we would be grateful if the project was renewed Mrs Mpanza- I found oxytetracycline powder, dipping and cleaning kraals to be the most effective because our goats were all white with mange but after the young people inject them, the hair was restored and silky. People have livestock but have no knowledge of how to take of them so this project was very effective 	<p>The farmers felt the interventions were effective. They differences in their goat herds and gained new knowledge. They requested further interventions around animal health and nutrition.</p>
Selection criteria	<ul style="list-style-type: none"> Even though we have challenges in selection but I'm afraid for councillors to not take part they will blame us as Chairmans that causing conflicts with peoples. I think councillors should not take part in hiring but they must know not take part. In my place they work and I even used to scare them that that I will report them to their supervisors. They didn't come to my place I didn't see them. I saw 1 participant who came and sweep at the kraal and nothing else we see or receive. On my side they didn't come I don't even know who were working there or who hired them. They didn't work at all because even chairman came with filled forms, but I don't like children to miss the opportunity of working in this programme but they didn't work at all. In my place they work and I even used to scare them that that I will report them to their supervisors. They didn't come to my place I didn't see them. I saw 1 participant who came and sweep at the kraal and nothing else we see or receive. On my side they didn't come I don't even know who were working there or who hired them. They didn't work at all because even chairman came with filled forms, but I don't like children to miss the opportunity of working in this programme but they didn't work at all. 	<p>The general consensus of farmers seemed to be that although politics and power played a role with selection, the farmers did not offer alternatives of other ways to select for the future.</p>

Topic	Participants	Broad consensus of ideas
Selection criteria	<ul style="list-style-type: none"> Mzwakhe Donda- There were very few participants hired from my dip tanks. Many people from my dip were not selected. In my side there was no problem it was fair to everyone. On my side we were chosen nicely but we were not aware that the project wanted a certain number of participants we thought those who were lucky to be given application form is hired. On my side everything did go well but after interviews others failed interviews and ended up passing by maybe 2 or 3 peoples in 1 home. In my side goes well but and I pass interview with my brother and sister but community didn't like that and they suspect us of corruption. On my side it goes well but the problem is we had challenge of network when were called for interviews others didn't receive call so other applicants insulted me on social media stating that I'm a councillor and I'm the one who employed people. 	<p>Generally, the participants weren't unhappy with the process although they felt it was rushed and there were spaces for abuse in the system by who was controlling the application forms. In all these discussions, people</p>



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	<ul style="list-style-type: none"> • In my side it went well until we started to work councillor told us that to work at his home and his neighbours even though they are not situated under our dip. • Every thing went well even on interview the interviews gave us enough time and asked understandable questions • I think it was fair, on my side its need to be fixed because we heard on last minute it was not fair there was no meeting with the community and the youth, Nduna didn't give his form the only forms we got was that on the chair man think all youth was supposed to be given forms and tried their luck. • During recruiting didn't went well because we didn't know if forms are in ward communities, Nduna or dip chairman. Others were asking how did we got forms we have corruption. Participants explained that they received applications from Induna who called a meeting, described the criteria and gave out the application forms. • There was a community meeting where everyone had the opportunity to apply. The only issue was that Buxedene is a big area and so not all villages were represented which meant not all farmers benefitted. • The process didn't go well. The forms went to those who they wanted the ones they wanted to be hired • The process was not open and fair to everyone. • Going forward the solution is to have a community meeting. • Before the project, they didn't know that project was dipped now they know • They got to learn a lot about injections. They There was not enough time to recruit the youth from all sides of the community. Going forward there should be meetings to ensure that all sides are represented. • Well In did say every things went well, everyone was happy • I didn't like the way forms were issued • It went well everyone was given a chance and we still like to come back • From were given to certain people which was very bad to others • From my side the process of applications didn't go well as I also did know and people chose their families and friends • From were given late we made peace with it • It went well as my father was the one giving form and people come to took forms those who were in need • The process of interviews went well as we were all selected • From my side the interview process went well • The recruitment process was fair and open but in two villages there is just one participant representing each area so going forward there should be meetings in all areas to recruit. • Recruiting by giving people in the community application forms gives room to leniency and nepotism so it is best that posts are advertised online so that each person can apply for themselves. • GAP explained that we only gave out applications through Induna and dip tank chairs so that we give everyone an opportunity and that we understand that not everyone has access to the internet to be able to see applications and apply. Furthermore, GAP explained that we wanted to make sure that people hired are young people from those specific project sites. • Some people did not come to interviews because they were done in English and so they found that intimidating GAP was fair in their recruitment process but those who were given application forms only gave those people they wanted to give jobs to instead of calling a meeting and open up the opportunity for everyone to apply. Going forward, there should be an open community meeting where people would be given a chance to apply. • Nomthandazo Gumede- We got application forms from dip tanks chairs and others got them from ward committees and Izinduna. This process was fair and open to everyone. However, GAP gave us very little time to meet properly and apply with enough time. • Lucia Gumede- In our dip tank, Welcome, the ward committee who was given the application forms made her own copies and handed out up to 70 application forms. • Lindelani- The process works for us because we got applications locally. Personally, I think GAP should continue with this recruitment process • Zanele Mbanga- The process was fair because we got applications from the dip tanks which gave us all the opportunity to apply. 	<p>expressed a need in a future process to have time to engage communities to ensure fair selection spread. There were no negative comments about the internal processes once they had been selected by the community.</p>
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Agribusiness
Rural Community Animal Health-Wellness Project



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	<ul style="list-style-type: none"> • There was no nepotism or corruption • In my side it didn't go well forms were on clueless people they didn't know who to give, who they mustn't give and it ended up given to people who were not even on meeting. Nduna and chairman they give their loved ones application forms. On my side it went well and its chairman who was handing out forms. • Everything went well, everyone was happy • I didn't like the way forms were issued • It went well everyone was given a chance and we still like to come back • From were given to certain people which was very bad to others • From my side the process of applications didn't go well as I also didn't know and people chose their families and friends • From were given late we made peace with it • It went well as my father was the one giving form and people come to took forms those who were in need • The process of interviews went well as we were all selected • From my side the interview process went well • Very worried and scared when she heard she was going to be a team leader but she did her best • One leader was managing 3 groups. The other 2 that were not from her community were working well for her. • In terms of managing groups although there were some participants who don't work. But when it comes to timesheets they expect you to sign. Usually, it is only one group that is troubling you. • The way they tried to structure their work, if they received a protein block, they wouldn't go back to that farmer unless the other farmers got services. • It was easy to manage a dip from your area. In her community she was not respected. In different community she was respected • Some of the participants didn't want to go to other side of community. They would threaten and say they weren't going 	
<p>Lessons learnt</p>	<ul style="list-style-type: none"> • She learnt how to manage people- management skills • The date and amount they got paid caused a lot of arguments • Farmers were very happy because she used to charge R2 per injection but now they were not charging anything • Protein blocks went very well and farmers well. Learnt a lot coming from CAHW to team leader. Farmers liked getting free injections • Timing was a problem getting plans at 8 pm at night. Not enough time to plan • Took a lot of patience and pulling yourself down when dealing with these people because they would be difficult and problematic and you would have to be the bigger person dealing with them • I was a CAHW and I got a lot of different types. As a team leader I just got dip and protein blocks and ivermectin. When we went to farmers to dip they would ask for antibiotics and other worm medicine. • Farmers liked free injections and they liked the free protein blocks. They weren't aware that dip helped so much but are very grateful now • My participants had button phones. They don't use whats app. Network problems. Farmers were very happy with what we supported them with. • Most were chosen as team leaders from the participants some were CAHWs • People were happy that she was chosen as she works well with people • It went well that the team leaders were chosen by participants • Plans were changed last minute • Ward councillors called and it was put up in the tuck shop as an advertisement. Team leader applied from the tuck shop advert • No one at the meeting was chosen by dip tank 	<p>The intervention was too short and also not enough resources allocated to them.</p> <p>The training did not go in depth enough and did not cover enough topics.</p> <p>Vet kits did not have enough medicines.</p> <p>Interventions did not reach all farmers across the project sites.</p> <p>Management and oversight functions of team leaders was not sufficient given that they were embedded inside the 3000 and some had more than one project site to manage.</p> <p>Project needed to have an exit meeting with all</p>



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	<ul style="list-style-type: none"> • Councillor and induna refused to put names forward as they said the people were too lazy and the names were handed back to the ward committee. They heard from the ward committee. The induna and LA took no part in putting names forward. This is why the community hasn't heard of the project. It's difficult to get the induna and LA to accept after they have rejected. • Sometimes things come to specific people rather than anyone applying • The interviews seemed to be very dramatic and they were strict and people felt pressured because of time • The people outside got frightened when the ones inside came out because of the requirement so they wouldn't even try • They got EA posts through youth mobi. One has applied. They don't really use it and log in. • The registration process was not easy and is not of a huge interest. Some had button phones and it didn't work. • Most don't even remember their password • Timesheets: asking to submitting at a certain time was difficult if it changed from the agreed upon time • Some people had groups of whats app but some had button phones. • Timing for timesheets was a problem and things always in a hurry. Maybe you were not there or had gone to town. • Payments: Stipend too small • The treatment sheets came late. They had to go back to the farmer and get them to sign and this was inconvenient • Uniforms: only got it late after she finished. Jacket far too big and pants too small. Black ones fade quite quickly. There were different types of materials for the black and some got pills and were bad quality. • Training: It didn't go well. We should see who is training and how. • Training books- Good books, it would've helped if it was in Zulu • Ward councillors called and it was put up in the tuck shop as an advertisement. Team leader applied from the tuck shop advert • No one at the meeting was chosen by dip tank • Councillor and induna refused to put names forward as they said the people were too lazy and the names were handed back to the ward committee. They heard from the ward committee. The induna and LA took no part in putting names forward. This is why the community hasn't heard of the project. It's difficult to get the induna and LA to accept after they have rejected. • Interviews went well but the councillors people didn't show up so next time it would be better if there was a better mix • The need for English was a reason why people didn't apply • Animal health seemed much better. • The team is far away so they had to pay a vehicle to take their timesheets. The farmers were reluctant to give phone numbers and IDs because they said the govt would retract their pension • They had to go in person each one to team leader rather than send one person. It was first time we done things for first time and we know about diseases and shouldn't have deaths • English interviews were stopping people applying • Signatures were difficult because they had already left • A lot of people were not happy signing feeding sheets initially (farmers) but once they explained they understood • Putting IDs onto the treatment sheets bothered farmers because farmers felt they would do something with it • Uniforms: the cuts were small and the boots wouldn't fit • Farmers wanted the animal health more than the nutrition. They said goats were able to feed themselves. Farmers said injections helped their livestock. • We asked about chickens and cattle in the census but didn't help farmers and farmers wondered why 	<p>project sites as communities are still requesting services from participants.</p> <p>The admin processes were based on initial discussions with the JF and as these reporting responsibilities increased, they were passed on to the participants as extra tasks. This created problems for participants needing to meet more regularly than was planned. Needing to use their own phone and airtime. This was further exacerbated by many participants only having button phones which were not able to scan or send documents or even have whats app.</p> <p>Uniforms were part of PPE but were delivered late and were of such a fashion that could not be used as PPE. In future they should be delivered before the start of any activities which is almost immediately at inception. Participants weren't clear on youth mobi and it became difficult to use especially those with button phones. It seemed to be an after thought.</p>
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- Notice period needs to be made clearer
- Farmers won't admit they have they have been selling goats. Farmers won't admit they have they have been selling goats
- It was first time we done things for first time and we know about diseases and shouldn't have deaths
- English interviews were stopping people applying
- Signatures were difficult because they had already left
- A lot of people were not happy signing feeding sheets initially (farmers) but once they explained they understood
- Putting IDs onto the treatment sheets bothered farmers because farmers felt they would do something with it
- Uniforms: the cuts were small and the boots wouldn't fit
- Farmers wanted the animal health more than the nutrition. They said goats were able to feed themselves. Farmers said injections helped their livestock.
- We asked about chickens and cattle in the census but didn't help farmers and farmers wondered why
- Notice period needs to be made clearer
- If you are working with people you must be down not arrogant because other farmers hard to work with. Farmers want to get every services we have even if you go and inject they all goats to be injected others were greedy. Others didn't want to be helped by participants because they say they don't know them besides CAWHS.
- I was now able to take care of animal which were sick
- I was now able to feed goats and goats and now I know what causes stress on animals.
- I am now able to check goats age and vaccinate goats.
- Getting recognised by people in the community and getting positive feedback about our work made us feel important
- We learnt about working as a team and we enjoyed it a lot
- We had never seen or made protein blocks before. There are many new things that we learned from the project
- Giving goats protein blocks and helping them improve in their health
- Learning something was one of the best benefits of being part of the team
- We have gained a lot of knowledge about goats especially being able to inject an animal
- We are now able to identify different animal medicines and also teach famers about differences in medicines.
- I learned a lot about taking care of animals. Sometimes when we were collecting data find a person didn't want to give full information of their animals. Learn that in some farmers kraals a girl can't go to kraal if she is on periods. When you are working with farmers we help each other with knowledge we are not teaching them. Learned to know different types of medicines for different diseases.
- In the beginning, farmers treated us very badly and as we started working in the community we learned that it is very difficult to work with people but as they see you making a difference they start respecting you.
- We knew nothing about livestock and now we can even understand that goats get stressed, what stresses them and how to treat them.
- As a team leader I learned a lot about how to work with people, leading and communicating with them. I also learned many things about working with paperwork.
- It is important that GAP invites farmers when we are being given vet kits so that they will see what exactly we were given and in what quantities. This will avoid the thinking that we have stolen some medicines for ourselves.
- In future I think before project started we must be introduced to farmers and explained to them about our activities. Have learned about protein blocks making and the importance of them. Learned about diseases and medicines to cure those diseases. Learned about cleaning kraals, feeding and injecting animals. I have skill to treat animals.
- I have learnt a lot, like taking care of animals and making sure I gave right medicine at which age. I have learnt that if you are working with difference people you must always stay calm because other people are too harsh they speak anything. Before I didn't take notice which colour to sell and how can you tell a healthy goat. I have learnt that animals also can have stress. Learnt that how can I handle my self during interview. Also about youth mobi.



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	<ul style="list-style-type: none"> • I was now able to take care of animal which were sick • I was now able to feed goats and goats and now I know what causes stress on animals. • I am now able to check goats age and vaccinate goats. • How to make protein blocks • Ivermectin, too small. Most farmers couldn't get it • Not enough time focus on animal health. You get a new task before you even reach all the farmers. • Add more needed medicines • Materials for cleaning kraals • Number of employed people should increase and working material too • Cattle and abortions. As females, they can adapt if they get someone to go into the kraal and bring it out. More animal health. Acacia pods make goats abort It would be better if we worked for more days than we used so that we can have enough time to learn and also get more stipends • Also include other livestock such as cattle and chickens in animal health interventions and trainings. • Tick grease was very useful • Maybe focus on one thing, inject only until everything is finished. Some farmers were complaining about getting branches but not get injections • If you broke the block and mixed with phutu • The oxatetracycline powder would be a good next phase • More focus on injections • Did some castration at one of the kraals that helped them learn about castration • We should find out what farmers need before we come to help them • All employed youth must introduced to farmers before they start working with them • Must increase month at least 12 months contract in order we can manage to service more farmers and have more experience that may able to continue help farmers • Must training all of us not just team leaders only • Must add more medicine like dewormers and wound medicines. • Must train us with cattle disease as well because you my fine farmers ask you about it and you don't know about it. • Each dip must have team leader because you find team leader ask you to come and sign documents at her or his home • May include more information base on deferent diseases 	
<p>Future interventions</p>	<ul style="list-style-type: none"> • Team leaders must be given a day for scanning as they spend the day and it would be dark when they got back and the scans aren't acceptable • Masks for the medicines. • Would like to get more types of more medicines • Knapsack sprayers • Phase 2- include Diarrhea • Uniforms if they could get them at the same time, even now there are some who didn't get uniforms • They would report there are uniforms missing and report to staff member and not get feedback • Timing is not about their long term plans but often on the weekend they would only be told on Sunday night what they were doing in the week, the details. • A list of bad participants that give trouble and make sure they don't get selected for phase 2 • If you mix it too much together it gets confusing (the activities) • You are trying to feeding and the farmer is calling you back to do something else 	<p>A longer project cycle with fewer more focused activities (and include more diseases and conditions) with enough resources and training would give farmers a better service.</p>



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- Future help participants buy and sell goats, medicines, etc so they can buy in bulk
- Prefer the activities are separated by weeks
- You do a certain number of hours in the morning and go back in the afternoon
- It is obvious you won't able to do 8 hours whether you like it or not so increase the number of days
- Targets don't correspond with number of hours. Tick grease was very useful
- Not enough time focus on animal health. You get a new task before you even reach all the farmers.
- Materials for cleaning kraals
- Maybe focus on one thing, inject only until everything is finished. Some farmers were complaining about getting branches but not get injections.
- Big demand for protein blocks
- There wasn't way to follow up to get more blocks
- Need to have a way to sell them
- Only being able to work certain days was a problem. Need to be more flexible.
- It was disruptive to do things in phases
- Even though it is an open area you would put in stover but it would dirty the kraal and the farmer's didn't like it
- The injections, animal health should be more. Carry on with blocks but not other feeding. Debate about blocks and stover which is better
- Cleaning kraals helped
- Some farmers don't have goat kraals, they need to be encouraged to have goat kraals
- Small sales and don't have any one who collects goats
- The injections, animal health should be more. Carry on with blocks but not other feeding. Debate about blocks and stover which is better
- Cleaning kraals helped
- Include dewormer in the youth's vet kit kits
- Include long acting antibiotics for heartwater
- Ensure that the number of participants in a project site balances across the village so that all sides of the village are represented
- Include other medicines such as antibiotics in the vet kits
- Increase size of medicines to bigger quantities to service more farmers
- Include other topics/ diseases during trainings
- Include chicken medicines in the youth's vet kits
- Include medicines for diarrhoea
- Team leader maybe should be an older person from the community because when it is just young people, they do not respect each other.
- Farmers should be present when the medicines are handed out and given to the youth so that dip tank chairs will know what is in the vet kits.
- Include a variety of medicines in the vet kits
- There is a high demand for protein blocks so if the programme was approved to continue, protein blocks should be done again
- Working on certain days doing a specific activity was challenging because farmers came at anytime requesting a certain type of assistance and we could not tell them that we were not on duty on that day or that we were done with treating and have moved to feeding.
- The programme should continue with dipping, Injecting for mange, feeding goats and cleaning kraals.
- Have bigger quantities of medicines to support more farmers
- Include antibiotics and dewormers in vet kits
- Increase stipend amount
- Continue injecting for mange and dipping
- Add vaccines, coccidiosis medicines in the vet kits Vet kits should have more medicines so that we can help farmers when their goats have other diseases such as diarrhoea, heartwater and worms.



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	<ul style="list-style-type: none"> • Medicine to increase in size and also include dewormers, antibiotics, wound oils and wound sprays • We suggest that the number of days be increased to a full month • The project should provide PPE especially when youth are cleaning kraals and dipping goats • Vet kits to have working equipment such as sprayers and thermometers • Change colour of T-shirts to darker colours instead of white because of the type of work we do or possibly have more than one T-shirt • I think we must have different types of medicines for different types of diseases and also have worm medicine. • When introducing us to farmers and they must know which days we are working because others they used to call us even on weekends asking for help. • Castrated activity must added as activity to be added as activity we should do for farmers. • Working tools should not be left with farmers due to the fact that they deny giving back when required. Salary should increase. • I wish to know more about animals disease and medicines. The farmers don't want to be given stover they say animals can get enough in the veld. I think team leader must give us instructions to which farmers to be given protein blocks. I wish every participants must have knapsack. I wish uniforms to arrive early. • During feeding I wish protein block to extended maybe six per farmer. During cleaning we must get enough materials like wheel barrows and shovel. Wish we can have training with farmers and be introduced to farmers because we faced challenges while we were working like doing census they suspect we will stole their animals. And in medicine we faced a challenge other farmers did receive help from us but others didn't because Mils are low not enough. • In other farmers kraals girl is not allowed to enter kraals so we ended up working alone in other kraals. • I wish project could also deal with chickens like feeding or making shelters for them so they won't be eaten by eagles. During making of protein blocks I wish every group should make near their dip because we faced challenge that they stole our blocks while we were on lunch. • The number of employed males and females should balance. • The number of working materials should increase. • Increase the number of medicines. • Suggested a salary increasement. • Divide areas and dips accordingly that should be attended. • Increase the number of working days. • Research and find out what farmers need before we come to assist them • If the programme was successful for second application, I would suggest that vet kits have more medicines especially for the diseases that trouble farmers the most such as diarrhoea medicines and heartwater treatment. • If we get phase two we should allocate more time on practicals. Farmers are complaining that participants don't know how to inject • Even when doing follow ups participants were struggling with injections • Books- some participants the books are useful. Some are struggling to read English maybe have a Zulu version • Mainly everyone was struggling to do 8 hours. Even if you start early in the morning, the goats have to be let out • If you do multi tasks, it's possible. If you only have one task per day, 8 hours is not possible • More days and less hours per day going for future interventions • Increase number of days and less hours • Books were good but IsiZulu versions would be good to include. 	
<p>Objectives linked to needs</p>	<ul style="list-style-type: none"> • It was very useful. When she was away, one of her goats had mange, now it was fine. • Overall, the interventions have been useful. • The project was relevant to our needs because it helped women a lot and those families who cannot afford to buy their own medicines so it made a big difference. 	<p>Overall, the participants said that farmers gave good feedback about their services. This is borne out by the farmers also having</p>



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	<ul style="list-style-type: none"> • Many of us who got employed under this programme became breadwinners in our homes. We were able to get some income to support our families so the programme was very relevant to our needs as young people. • Many farmers especially women cannot treat their goats and some cannot afford to buy medicines so through this programme and our services we were able to treat their goats and make a difference. • Farmers learnt a lot from us about taking care of their goats, many did not have medicines when we came to their homes to check their goats. • Even now when the project has ended, farmers still call us and request us to come help them so the project really addressed the needs of the farmers who were struggling. • They were very happy with the help they receive even now they are asking when are we coming back to dip or inject their goats. Others didn't want us to give protein blocks they say it makes goat diarrhoea. • I think we need to be trained with castrated other farmers have asked if we can do it for them. To be given tapeworm medicine to give farmers goats. • They were able to identify diseases and they are able identify diseases as human beings • Farmers have been giving a lot of positive feedback. Dipping and injecting for mange have been the best. Dipping and injecting the most effective 	<p>positive comments in their section.</p>
<p>Project achievement of results and why</p>	<ul style="list-style-type: none"> • I was able to help farmers who were struggling with their goats being sick • The programme allowed us to support our families • Getting an income to support our families has been the best impact of the programme • Farmers benefitted so much that even now they still call to help them with their goats. • Both us participants and farmers gained a lot of knowledge about taking care of goats • We are now trusted in the community since we started working and helping community members • Nkosingiphile Thusi- I am both a farmer and participant so being in this programme has benefitted me a lot because I will not have a sick goat and not know what to do to treat it. • Goat health improved a lot from our interventions and we were proud of that • Farmers were not taking good care of their goats and some never even cleaned their kraals until we arrived to teach them. • Some farmers cannot afford to buy medicines so we helped them a lot. • Zanele- Personally I never cared for goats but the project has created the passion for goats and now I even have a dream of being a goat farmer. • The project has had a great impact because young people like us have gained experience, started supporting our families and gained respect in the community. • Yes, even chairperson come when was working at the dip. • Death of goats decreased, their goats are healthy and does not suffer to mange. • Project is huge need in our community because other households are led by widows and they can't do anything in the kraals. Most farmers didn't know how to take care of their animals like feeding them, dipping and types of disease and medicines • Farmers were very happy when we cleaned their kraals, some kraals were dirty and full of goat manure. We also repaired the kraals and women were very appreciative of that. Dipping and injecting for mange was the most effective because goats change soon after. Farmers started seeing that we were making a difference in the community. 	<p>Participants felt the project did achieve the results that it set out to. This was taken from both how the participants felt themselves about the work but also from feedback from the farmers. Many participants became very interested in starting their own business in either animal health or goat farming and have since transitioned into this.</p>
<p>Effectiveness of interventions</p> <p>Animal health and nutrition</p>	<ul style="list-style-type: none"> • Dipping made a greater impact • Farmers goats looking beautiful • Farmers asked to buy dip because they could see impact they were prepared to buy • Mortalities were very high. Farmers were not paying attention but now, you find farmers calling participants to come and dip because they are prepared to buy. • Most farmers were not aware of the protein block, when we explained, farmers became more interested. 	<p>Although it was a short project and there were several interventions, farmers were very happy with animal health and nutrition. They reported that goats looked better</p>



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- Most farmers have some wild goats that don't want to come home. Now they are thanking them because the goats come back home because they know there will be blocks without traditional healers. And farmers want more blocks.
- Challenge is ingredients comes in big quantities and I don't know where to store the ingredients so if I can find a place that is close by I can try it. I know there is money in selling blocks
- Selling blocks in the community is a challenge because they want credit and they don't pay. It affects your petty cash. You don't have enough stock. It doesn't work in your own community. Dipping- Goats had a lot of ticks and lice and they started looking better after dipping.
- Injecting for mange- Goats do have mange and look very bad
- Cleaning and repairing kraals- This was very useful because kraals were dirty and had ticks but when we started cleaning, we saw a difference. It was very difficult to clean kraals without the masks due to dust so going forward there should be masks.
- Feeding using molasses helped a lot with goats digesting stover and it made goats come back from the forests as they knew there would be at home.
- Terramycin powder- some farmers found it useful for diarrhoea but others said we killed their chickens. Injections went well. Some farmers were even asking for the injections and the name of the injection. Powder helped.
- They things in the book are hard to implement like poisonous plants
- Very few farmers who sell their goats. No demand from buyers. Treating was more effective than animal nutrition
- The branches didn't help
- Us feeding them mealies teaches them to go and eat mealies
- Injections went well. Some farmers were even asking for the injections and the name of the injection. Powder helped.
- Training manual- Very heavy words, they look for them in the dictionary and can't find them. Maybe pictures, medicine, and should be in Zulu
- Farmers can't rid of coccidiosis and asking what they can do about it.
- Animal health was better than animal nutrition. Blocks were good though. Makotis said as a makoti they couldn't go into kraals as a married woman. They had to get people to help them.
- Since the youth have stopped working, goats have started limping due to ticks and so we realize that the project had a major impact.
- People have livestock but have no knowledge of how to take of them so this project was very effective.
- The most effective activities from all these was dipping, injecting with ivomac and giving goats and chickens oxytetracycline powder. They were also very happy when we cleaned and repaired their kraals. Farmers wanted more of this powder because it helped both chickens and goats when they were very sick. Farmers complained a lot when we were doing census and goat sale and they refused to give us information about their livestock. They kept asking us what we wanted to do with the information. Also, not all farmers were able to get our support because medicines were limited and so we had to select what to do in that kraal and because our community is big, some farmers did not get any service at all.
- Farmers said goats had a challenge when it comes Molasses as it was something new to it
- Yes kids are not dying like before
- Most of the farmers wasn't dip their goats but they experience it, and they say it very useful to them
- They learn new feed e.g. protein blocks
- Activities to be extended. Kids must blocked with antibiotics. I think activities for the day must balance. Other participants were rude they anything they like. Other participants were not allowed to enter in other farmers kraals.
- It helped me a lot because I before I didn't know much about animals diseases and cleaning kraals. I now know how to inject, how many mills and number of teeth and age of a goat The most effective activities from all these was dipping, injecting with ivomac and giving goats and chickens oxytetracycline powder. They were also very happy when we cleaned and repaired their kraals. Farmers wanted more of this powder because it helped both chickens and goats when they were very sick.
- Farmers keep calling us again to come back and help them. In some kraals we found goats very sick and when we gave them the antibiotics they improved
- Sometimes we found goats so fatally sick with diarrhoea but when we treated them with antibiotic powder, they were healthy.
- Goat health improved a lot from our interventions and we were proud of that.

and seemed to be healthier and more productive. The period was during a very wet year and the nutrition was thus less of a problem than had been planned and other diseases that wouldn't have normally been a problem at this time of the year came to the fore. Although not planned in the activities of the PIMP, a general cleaning of kraals of vulnerable farmers was carried out throughout the project period and this also received much praise and support.



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	<ul style="list-style-type: none"> • Goats were looking very bad with mange and ticks and when we started dipping them, the difference was clear. • Farmers were not taking good care of their goats and some never even cleaned their kraals until we arrived to teach them. • Some farmers cannot afford to buy medicines so we helped them a lot. Farmers benefitted so much that even now they still call to help them with their goats. • Zanele- Personally I never cared for goats but the project has created the passion for goats and now I even have a dream of being a goat farmer • Dipping- Goats had a lot of ticks and lice and they started looking better after dipping. • Injecting for mange- Goats do have mange and look very bad • Cleaning and repairing kraals- This was very useful because kraals were dirty and had ticks but when we started cleaning, we saw a difference. • Feeding using molasses helped a lot with goats digesting stover and it made goats come back from the forests as they knew there would be at home. • Goats are now used to goat feeding (stover/Nutrition). There is huge different because goats can now fight against bacterial diseases and kids grow accordingly. • Animal health is much more useful than nutrition. Don't have a problem with sales. People come in and buy and collect. 	
<p>Benefits of project</p>	<ul style="list-style-type: none"> • The farmers noticed on the animal health that the animals were healthier • When they got to peoples kraals they would even clip hooves • Cleaning big kraals was a challenge and chasing goats was a challenge. • Liked: Experience and knowledge around livestock that they didn't have • Farmers would praise them and thank them because they could see the individual difference they made on their goats. We were very happy to be able to get an income • Working in groups and being able to have a group of young people to work with was good and motivating • Farmers gained a lot from the project because their goats started looking good especially after dipping and injecting • We were able to support our families and contribute towards food • We stopped relying on our parents for our basic needs • The number of goat kids has increased • Yes they were very happy as they want as to come back • Even now they ask us to come and help them when they face challenges • Youth get new skills, working with others work as a team • Now I have new experience I will add on my CV • Manage to save money to continue with my stands • Manage to start my dream business selling mattress Productivity of farmers have increased. Farmers can now tell if a goat is healthy or ill. Other farmers now know some types of medicines and diseases. Others know that dipping goat increased changes of external parasites to your goats. • Farmers are very pleased with healthy goat they have • We have high rate of youth employment in our communities. I will now add new skill on my C.V. Got so much knowledge with animal problems. This opportunity creates clear picture I can use to plan my future or build my own business. I wasn't treating animals before but now I'm able to help my community and my family as well. I was never interested in livestock but now I can even identify diseases and treat goats • From this programme I have been able to support my family and child • Being able to provide for my family and be the one responsible has been a great impact • Being able to provide services to my community has been very fulfilling • We were very happy to be able to get an income • Working in groups and being able to have a group of young people to work with was good and motivating • Farmers gained a lot from the project because their goats started looking good especially after dipping and injecting 	<p>This section speaks mainly to participants and how the knowledge benefitted them. It also includes quite a few participants talking about how they used their stipends and skills.</p>



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	<ul style="list-style-type: none"> • We were able to support our families and contribute towards food • We stopped relying on our parents for our basic needs • They benefit because they didn't know that goat needs to be feeding. They also benefit the knowledge of Mini sales and ask goat not to sell under R1000. Before the project start goats were suffered from mange and diarrhoea. Others benefited from fixing their kraals and goats are sleeping inside kraals. • Bought goat, groceries and travel to do applications, • Did security and psira certificate, I bought flash to sell airtime and electricity. • Did code 14 drivers licence, Bought 3 goats, Did cashier certificate, stock chicklets to feed will sell them. • Bought sewing machine. • Started business of selling clothes • The programme allowed us to support our families • We were able to help farmers who were struggling with their goats • Getting an income to support our families has been the best impact of the programme • Both us participants and farmers gained a lot of knowledge about taking care of goats • We are now trusted in the community since we started working and helping community members • Farmers benefitted a lot and their goat health has improved. • As participants we have been able to support ourselves, our families and also help the goats • Getting a stipend held us because we were able to even develop ourselves by doing various short courses such as security, drivers licenses, security, etc. • The project has had a great impact because young people like us have gained experience, started supporting our families and gained respect in the community. • Farmers benefitted a lot and their goat health has improved. • Personally, we as participants have been able to support ourselves, our families and also help the goats • Sometimes we find goats so fatally sick but when we treated them, they woke and healthy. • We knew nothing about livestock and now we can even understand that goats get stressed, what stresses them and how to treat them. 	
<p>Challenges</p>	<ul style="list-style-type: none"> • Dipping in baths and goats jump and spray them and didn't have enough equipment • Having to wait for a pay day • Ensure that participants have PPE • Getting a stipend held us because we were able to even develop ourselves. • The manuals were easy to understand but some scientific names were difficult • We also received an instruction from GAP that we support farmers with at least 20 goats so those with 100 goats or so felt that we were excluding or discriminating against them. • Some farmers chased us away in the beginning but when we started working they then called us back but we could not service them. • When we were doing census we struggled to separate farmers with goats and chickens • Some farmers refused to take pictures for evidence that we had worked and they did not want us to take pictures of their goats and said we wanted to steal their goats. • GAP communicated at very last minutes in many occasions which did not give us enough time to communicate to everyone about the changes. • Ideas for next phase • Work for more days so that we can support more farmers a month, this would also increase the amount of the stipends. • GAP to provide us with more working equipment • More medicine and also include dewormers, antibiotics, wound oils and wound sprays • Collecting goat sales information- they were reluctant with providing information and how much they got from selling goats and they did not like giving their IDs numbers 	<p>This section was asked to try and tease out if there were left over issues after they had answered the earlier questions specific to the evaluation. We have left these in because they do cover other issues or add detail to concern that have been raised in other places. Many are non specific but would help crafting a future project.</p>



- Making protein blocks was a challenge- the actual process was very difficult because it took long.
- Collecting stover from the forest because we struggled to find what was expected. Areas are different and some just gave grass.
- Sometimes were chased away by farmers because we had no uniform to show that we were working under certain project.
- Working without some equipment such as knapsacks sprayers. Some farmers had refused to give us their tools to work.
- We still have some farmers calling to treat their goats.
- Medicines were not enough to services all goats per kraal.
- Some farmers believed that we received more medicines than we had shown them. The solution is that maybe there should be farmers when the medicines are handed out to us so that they can witness how much medicines in our vet kits.
- Farmers wanted us to treat all the goats in a kraal
- We struggled a lot when we had to go to another area to make protein blocks. We had no transport money to take 18 blocks with us and some of them were not dry enough to properly move to crates.
- Sometimes participants from other districts dodged work but we were all punished and had to work again when had already worked.
- Some farmers expected us to bring our own tools such as rakes, spades and wheelbarrows when we came to their homes to clean kraals
- In some homes we were chased away and told we had come to kill livestock
- Farmers demand medicines even when we tell them the programme has ended.
- In other kraals, female participants were not allowed inside the kraals or anywhere inside the yard because they were wearing uniform trousers.
- During dipping, farmers expected us to bring our own dip spraying equipment.
- Community members made us do activities that were not related to livestock such as fixing the road and that was a challenge.
- Receiving paperwork too late
- Being chased away from some homesteads and farmers saying they had come to kill their goats
- Working with full protective equipment such as gloves and masks
- Trainings were good but monitoring is also important to make sure that what participants do in the field is exactly what was trained.
- Timing was always in a hurry, we feel that everything was rushed. This was due to the programme being only for six months and so everything had to be done within the six months.
- Messages and other communication from NGO was always received in last minute or short notice.
- Regarding uniforms, boots sizes were too big and the quality of the hoodies was very different amongst them and some colours have faded.
- The timeframe was too short
- Some goats did not eat protein blocks
- Our team leader was too far most participants and she was not good at communicating on time
- The time to learn everything was too short for example we did training and then started injecting soon after.
- The NGO communicated changes on vey short notice and most of the times we got messages late from the team leader.
- Some farmers accuse us of selling Government medicines when we tell them the project has ended and that we do not have any medicines left.
- Farmers demand to get all services from us e.g clean kraal, dip, inject and feed their goats which was difficult because there are too many households for what we get at the time.
- Making protein blocks was a challenge because it was difficult and they were not easy to move back with them.
- Sometimes we got farmers' homes and they chased us away saying we were going to kill their goats
- Female participants had a challenge of not being allowed in some kraals
- Some farmers refused for us to use medicines because they had not seen these types of medicines we were using and that made them not to trust us and the quality of our medicines. However, later on they started hearing from other farmers and then they would start calling us to help them.
- It was painful to be rejected by farmers in some homes and they were very rude to us in the beginning.
- Female participants had a challenge of not being allowed in some kraals and other female were not allowed inside the yards as they were wearing trousers as uniforms



	<ul style="list-style-type: none"> • Some farmers refused for us to use medicines because they had not seen these types of medicines we were using and that made them not to trust us and the quality of our medicines. However, later on they started hearing from other farmers and then they would start calling us to help them. • It was painful to be rejected by farmers in some homes and they were very rude to us in the beginning. • Books- were they useful? The books are easy to understand but one participant didn't went his own book. We ran out of books? • A simplified language one with words would be better with words they could understand. Pictures and how to treat. Pictures helped a lot • Farmers found protein blocks very effective that would be good. • Also include other medicines like coccidiosis, heartwater and worms • In terms of the terms of the treatments, the farmers were appreciative. The farmers need more emphasis on diarrhoea. • Some farmers accuse us of selling Government medicines when we tell them the project has ended and that we do not have any medicines left. • Farmers demanded to get all services from us e.g clean kraal, dip, inject and feed their goats which was difficult because there are too many households for what we get at the time. • If we could have antibiotics that cure • Working with people and the community was a challenge. Some demanded to get all services from us but we had to select which service to do per household. • Farmers demand medicines and say we have misused them when we say it is finished. • GAP changed things now and again and informed us in short notice when we already made plans • We were once punished for other participants dodging work and we had to all redo the work we had already done • We still have some farmers calling to treat their goats. • Medicines were not enough to services all goats per kraal. • Some farmers believed that we received more medicines than we had shown them. The solution is that maybe there should be farmers when the medicines are handed out to us so that they can witness how much medicines in our vet kits. • Farmers wanted us to treat all the goats in a kraal • We also received an instruction from GAP that we support farmers with at least 20 goats so those with 100 goats or so felt that we were excluding or discriminating against them. • Some farmers chased us away in the beginning but when we started working they then called us back but we could not service them. • When we were doing census some farmers refused to give us information and accused us of being thieves • Some farmers refused to take pictures for evidence that we had worked, and they did not want us to take pictures of their goats and said we wanted to steal their goats. • There was a farmer who said we must give him medicine to inject his goats but goats started to die and he said it's our fault. Other challenge is that some have said our dip medicine have infected their goats with ticks and abortion problem. Some farmers have said we mustn't come back because we made their goats suffer from diarrhoea. In other dips we were small groups so we weren't able to cover all people in community. • If you get to other farmers and they have many goats to dip or inject, you find that if you go to next farmer the goats have already out to the veld. I think hours must be cutter and days extended. Other dips were too from other dips so by the time I go to the other dip I find that they are done working for the day. We have faced a transport challenge. • Sometimes if I go to monitor first and find them working and if I move to second group, the first stops working. Others just write false information in working sheets 	
<p>Stipend use-</p>	<ul style="list-style-type: none"> • Mxolisi Xaba- I provided for my two children and contributed towards their school transport fare • We supported our families. • Thalente Ntshalintshali- I was able to support myself and contribute towards groceries at home • Sizwe Sithole- I supported my family. I am the oldest at home and both parents have passed. I am a breadwinner supporting my seven siblings and the stipend helped me with being able to support them as the oldest sibling. I managed to also support my livestock as I bought medicines and tools. I now have 30 goats which I sell when someone needs a goat. 	<p>As part of the transition discussion they were asked what they had done with their stipends and we have kept it here as useful thoughts on transitioning</p>



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- Nontobeko Ndwandwe- All of my stipend went to buying food for my family. The six months made a big difference because even when we have received some food items from neighbour we could now buy and send some back to the neighbour. I look after six children and the stipend was very helpful.
- Nokuphiwa Dlamini- I used my stipend to apply for Tertiary and on the second semester I will be studying Business Management through UNISA. I also helped my brother who was in High School with paying for rent.
- Nontobeko- I started a Spaza shop where I sell bread, eggs, candles and other small essentials and my business is doing well. I also use my stipend to register my NPO which helps young girls. I help school children with homework in the afternoons.
- Did security and psira , I bought materials for my beads business, did learners and license, bought machine to fry chips and vetkoeks,
- Bought goats and materials to extend my house, it helped because I'm distance learner at Unisa I even bought my laptop,
- I open my business of planting veggies. Bought clothes that I needed.
- Bought my medicine I now Inject farmers goats , bought hair dryer as I have small salon running in my home, bought baking materials as im thinking of opening baking business, did computer course and passed, bought tiles and I'm about to do fire arm, bought protein block mix we are selling protein blocks, I managed to do learners, did 3 months course of phase 1 plumbing, I did computer course and it helped for travel and do application
- I managed to do cashier certificated and started business of selling veggies, eggs and Tupperware. I managed to do fire arm certificate and bought food. Started business of selling super cools and snacks. I bought eggs and sells them in my community I usually stock 60 X 30 a month. Stock airtime to sell in my community. I managed to buy medicine and inject farmers animals and charge them, sometime bought groceries for my family.
- Applied in different places and got my licence code 10
- Started selling cooldrinks.
- Bought bed and computer.
- Assisted my sister with registration fees.
- I was able to start farming at home now I am selling.
- Paid a certificate for home based care course.
- Did a cashier course.
- Did PSIRA.
- Bought goat that I will invest in.
- Started buying chickens that lay eggs and now I am selling eggs.
- Selling snacks.
- Selling bread and airtime.
- I was selling airtime before but now I bought machine for selling both airtime and electricity
- I bought phone to continue searching job opportunity
- Did a Psira
- I bought goat
- Majority of the participants had supported families by buying groceries or food at home. Mthokozisi still has some money that he had saved up to do a Code 14 Drivers License course.
- Nqobile bought two sheep with an aim of starting a business of selling sheep
- Senamile bought a stock of perfumes and now has a small business of selling perfumes
- I bought chickens that lay eggs and now I'm selling eggs
- I bought clothes for myself
- Two participants started businesses of selling snacks and other small items using their stipends.
- Sakhile Dlomo- I used my some of my stipend to buy two goats. I am planning a goat selling business



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	<ul style="list-style-type: none"> • Snenhlanhla- I have bought one goat and I will start increasing the number until I can sell • Mendulo Mbatha and Senzo Nkosi- we contributed some of our stipend to start a pig project. • Lethiwe thabede- I bought stock of 30 broilers and started a business of selling chickens • Lindokuhle Mbatha- I bought 1 goat with my stipend and supported my family • Mpendulo Mbatha has also started a takeaway business. • Nhlakanipho- I bought a fridge for my family. • Nonkanyiso Majola- Saved money to go to tertiary • Khethelo Masuku- I realized that when the project ends I will not have an income so I started a small business of selling small items such as airtimes, cigarettes, snacks etc. • Nomalungelo Nxumalo- I already had a sewing business, so I used my stipend to grow it further by buying more materials to sew schools uniforms. • Zibonisile Ndlovu- I love farming so I used some of my stipend to buy seeds and seedlings to start a vegetable garden for household consumption and selling surplus. • Ngakanani Khali- I used some of my stipend to do a driver's license course. • Nduduzo Mpanza- the stipend helped me with being able to support my family by buying groceries. • Farmers • Buying groceries. Small business chips, biscuits Nontobeko Sibisi, 30, 3 kids 2 girls one boy • Breadwinner at home, used most of stipend to buy groceries, used money to apply for learners but the date was in December but couldn't make the date, Jabu Gasa, 32, 4 kids 2 girls 2 boys • Did her learners, attended a one-week course on learners, groceries, she saved some of her money to do driving lessons but it isn't enough. She is still trying to get more money. Nokubonga Shezi, 25, son • Team leader- didn't do much, she is living off grandmas' pension, used money to help groceries, helped buy clothes for siblings. They don't have parents, they are orphans. • She only used for groceries, NObuhle Magwaza, 26 has a son • My mother was working in Joberg and she lost her job. The stipend has heled a lot. I bought a cellphone. I bought a school uniform for daughter. • Thandazile Buthelezi 33 daughter 	
<p>Team leaders</p>	<ul style="list-style-type: none"> • Yes, they called us to meetings. Farmers loved our service and they still asking if we are still working with medicine. • Sometimes I scan and send timesheets and it ticked on my side and then receive call from office and why you haven't sent timesheets. Sometimes it was hard to know what activities to write on time sheets. And it was hard to know which activities to give to participants, and it was hard to get enough copies to give to participants and sometimes we get 1 copy and I make copies for participants. Sometimes we were struggling with data to send timesheets. • We were able to understand trainings because we were trained in IsiZulu and our team leader did very well. Books were not difficult to understand because they have pictures to illustrate the notes. Farmers come to us with questions, and we refer to our books. There was a lot of paperwork to use and sometimes we got confused how to fill them up because our team leader would also get confused. • All paperwork was easy understand • Sometimes we got paperwork too late • Farmers sometimes used to refuse to sign paperwork when we have done an activity for them. • Farmers refused to give us ID number when we were doing goat sales • Books • There should be some versions of IsiZulu for the books. There are enough pictures on the books. 	



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Topic	Staff	Broad consensus of ideas
Recruitment and shortlisting	<ul style="list-style-type: none"> Had to take people off Youthmobi site. Most of them were not qualified and had to take them off. Language was an issue. Reporting done in English. Excel skills. We had to end up looking outside (this was a requirement to post on youth mobi to recruit for project staff). Finance officer- we needed one for the project. It would have helped. We had have helped. We started with one but felt we could do without. 	<p>All staff were interviewed to get a sense of how the project could be improved and what lessons were learnt.</p> <p>These have been put into the lessons learnt table in the SER.</p>
Onboarding (contracts, bank statements, ID copies)	<ul style="list-style-type: none"> Not everyone had bank accounts. Some have different surnames. Sometimes they use their maiden name. The name on your ID had to match name on bank statement. This slowed things down. Capitec don't have some of them don't have ID. Other banks have IDs on them. Must ask for proof of account. When it comes to communication between staff in field and head office with reference numbers, they use different reference number. In the beginning they gave them numbers that were already in use. We are very happy with our reference system and would replicate again. Some people have same name and surname. There is no other way really to scan and upload all these documents. We need to budget for data costs going forward. Initially, we set up whats app groups. Need office phones and field staff for this process. Also, senders would delete the contracts but then we couldn't go back and download them. Give day or two to download. Every single document needs a reference number on it. 	
Pastel	<ul style="list-style-type: none"> Opened a separate company in the company. A project within HPSA. Certain systems didn't apply, like provident fund. Time was a factor. We were told very late. We had 5 weeks to register 3000 in Pastel. Cannot share live file again. We need 2 months for Pastel and BOL. We would need about 4 people. We have gotten better at doing it. In Pastel you put in their personal information from their personal information sheet. Once I have the master file I must save it so all the details are saved. Pastel works well once the details are in. It doesn't change. Need to budget for this. Once someone is loaded onto Pastel, and we've done the month end, they can't be deleted out of Pastel 	
BOL	<ul style="list-style-type: none"> Reference code, name, surname. Put in person's full name. Bank account details. BOL seemed to work well. 	
Timesheets	<ul style="list-style-type: none"> What app groups set up Philani who was main contact person I would go through the group and look at the queries and use an online spreadsheet. First check timesheet to see if they were paid correctly. Ask for a bank statement. Late submission. Not renaming them when they were scanning was an issue. Some would write dashes and some would write commas. Write correct date. Timesheets were blurry. Confirmation of stipends signature was a problem. They would submit at the last minute. If there is loadshedding or no power they can't send them at all. Participants are so dispersed, the team leaders have to walk and they sign for 2 weeks at a time. We need to look at a process to get signatures. Pay team leaders to collect signatures. It is working. We need to look at maybe monthly submission. The referencing system is good. No issues. 	
Payroll processing	<ul style="list-style-type: none"> Now with the SSE up and going. The SSE had to be correct. Has to be gremlin free. They have to balance with each other. 4 days to do backpay. We have for the most part paid on time. If we have 3000 and only 2600 work, we still have to open up all the files to make sure details are correct. It has been working really well. Those who have resigned and come back to work (before finishing 384 hours), we need some rule, that they can't come back to work. If they have resigned, they have resigned. On SSE gross matches to payroll, BOL matches to net. SSE doesn't have backpay and deductions like overpay. We had people who claimed hours that didn't work those hours. We have to think about that in the future. SSE has an adjustments tab. Payroll report is done and sent to Jobs Fund. 	
Collection of information and storage	<ul style="list-style-type: none"> Collection and storage. It shouldn't be left until the last month. Documents should be stored in head office. Not with team leaders. Everything shouldn't be in one place. We are trying to catch up. When they are done, we need to collect the documents that month. We need to set up a system from the beginning. Like with the bank statements. 	



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Call centres and transition	<ul style="list-style-type: none"> The way in which the spreadsheet was filled out has been messy. And was done differently in all the areas. Standardised format will help. They need to know which information is important. We need a template for this. Jobs Fund has introduced their own categories. So if they could give that to us first we could put that into our template. A lot of people have voicemail or wrong number. Participants need to let us know if their details change. A next of kin number should be on the SSE.
Envelopes and closeout UIF, salary schedules UI19	<ul style="list-style-type: none"> By the 3rd month of the project, the Finance officer would start looking at Pastel. We need a finance officer. SARS, UIF and certificate purposes. Every single document must have a reference number. If a person works one or 2 months we have to give their documents. Envelopes can be done as they resign. Envelopes by 3rd month can be labelled. Maybe look at a stamp with a signature Certificates of service need IDs on them. We did try and discuss this with NYDA but they didn't want to accommodate this request Printing costs, envelopes
Audit preparation	<ul style="list-style-type: none"> Should start at the same time we are checking details. The preparation. If source documents are all here. Make a list of everything we will need and make sure we get it. Sometimes people don't put things back where they went Office staff should be involved at the beginning because they know what they need.
Financial management (Zainab)	<ul style="list-style-type: none"> Overall it went well. Lessons learnt: We did not anticipate before the project started how much staff time and management costs would be required to successfully implement the project. Costs (staff time, travel, airtime and data etc) were underestimated before the project started when the PIMP was being finalised. During the course of the project these had to be attributed to in-kind contributions. It balanced out in the end because we had savings on in-kind trainings. If we did not have savings on in-kind trainings we would have majorly overspent on this project. Something to change in future: I allocated all project transactions (direct and in-kind) to the same project code in our ledger. In future, I would classify it to two different codes for monitoring and reporting purposes. This will also make it easy to report on any VAT attributable to the project. I think it would also be easier for Financial Management purposes to separate stipends disbursements and payments and SIC disbursements and payments into two different bank accounts. The disbursements were delayed quite often from JF side. Good if they can disburse on time to ensure participants receive stipends on time.
GMS usability	<ul style="list-style-type: none"> I found GMS to be quite user-friendly once I managed to get access to it. It took a while - I had to be setup with my personal Gmail account instead of hpsa account. Would be great to have this technical issue sorted out. I would change the size limitations for documents uploads. Right now we have to split documents into multiple folders. Will be great to be able to upload just one folder. We also kept on experiencing an issue with the incorrect actual disbursement reflecting on GMS. Eldon would sort out as soon as I emailed but good to have it correct from the beginning. I would also like to access totals to date from the beginning of the project instead of just quarter to date. And also to be able to print just one report for the entire project period.
Folders on One Drive and organisation	<ul style="list-style-type: none"> Two jobs fund folders and there is a jobs fund staff folder. We have too many under our internal one. There is a candidate tally for example. We need to better organise it. From the beginning of the project, we just have just learned on the way. Time pressures have been intense.
SSE	<ul style="list-style-type: none"> Gremlins. The SSE was in the Jobs Fund folder, because too many people had access and things kept shifting. If you document and data is not strong, you lose data. We moved SSE from Jobs Fund folder to Thuli one drive and gave our staff access. Second thing is we locked all the important tabs. BOL, bank statement SSE all match. Should have two contacts Maybe have a key for colours
Youth Mobi	<ul style="list-style-type: none"> Have gone quiet. Gave us a tutorial but no follow off. We are not sure what has happened.
POEs for meetings	<ul style="list-style-type: none"> We didn't make it clear from the beginning that these were needed in support of the trainings.
What'sapp groups	<ul style="list-style-type: none"> These worked well until we got the physical documents. 2 mother phones (master) so that people in the office can log in and check



	<ul style="list-style-type: none">• Timesheet aspect- on what'sapp you can only have 4 phones linked to one number.	
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