



PROCESS EVALUATION OF RURAL TRANSFORMATION AND ALFRED NZO DISTRICT DEVELOPMENT INITIATIVE FOR OXFAM SOUTH AFRICA

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Contents	Page
Affirmation.....	1
Executive Summary.....	2
CHAPTER ONE	8
Introduction.....	8
1.1 Problem statement.....	10
1.2 Methodology and Study Design.....	10
1.3 Evaluation Methodology.....	10
1.4 Accountability.....	10
1.5 Single- or multiple-case studies.....	10
1.6 Mapping strategy.....	10
1.7 Theory of Change.....	13
1.8 Overview on theory of change.....	13
2 EVALUATION FINDINGS.....	16
2.1 Programme management.....	16
2.2 Approach to dialogues and Land Claims.....	18
2.3 Mayibuye iAfrica -Reclaiming Land.....	20
2.4 Bringing women back to the centre of economic, social, and organising power.....	21
2.5 Challenges and limitations.....	27
2.6 Donor partner’s perspective of the programme from Oxfam Australia.....	27
2.7 Donor’s perspective from Oxfam Hong Kong.....	28
2.8 Partnerships with Partner Organisations.....	30
2.9 DRDALR Alfred Nzo District Municipality.....	33
2.10 Agro ecology and Permaculture.....	34
2.11 Food Security Group.....	35
2.12 Nkuzi Partner for Rural Transformation Programme Limpopo.....	41
2.13 Xihlobo XaNdidho Limpopo Rural Transformation Programme.....	43
2.14 Ntinga Partner.....	44
2.15 Farmer groups interviewed.....	46
2.15.2 Alfred Nzo District Development Initiative.....	48
2.16 Farmers’ network ANDDI.....	48
2.17 Western Cape SCLC	49
2.18 Msinga and Bergville Farmer Groups KwaZulu Natal.....	50
2.19 Western Cape Farmers.....	63
2.20 Framer groups in Limpopo.....	66
2.21 Matatiele Movements in ANDDI.....	71
2.22 Agribusiness Agroecology Soil Comforters	72
2.23 Household interviewed.....	73
2.24 Most Significant Change Stories.....	83
3 EVALUATION ANALYSIS.....	88
3.15 Validity of Vision, Mission, Values and Theory of change.....	92
3.16 Programme Quality.....	92
3.17 Learning.....	92
3.18 Technical excellence.....	92

3.19	Monitoring and Evaluation.....	93
3.20	Accountability.....	95
3.21	Operation Quality.....	95
3.22	Points to consider.....	97
3.23	Ownership and sustainability.....	98
3.24	Transformed relationships.....	98
3.25	Relevance and effectiveness of the Rural Transformation and Good governance, GBV programmes.....	98
3.26	Information about citizens' rights and responsibilities.....	99
3.27	M and E Framework.....	99
3.28	Collaboration.....	99
3.29	Partnership.....	99
3.30	Decision gate.....	99
3.31	Principles of collaboration to consider.....	100
3.32	Transparency in partnership and collaborations.....	103
3.33	Budget acquisition and utilisation.....	105
4	CHAPTER FOUR.....	115
	Conclusion.....	115
	Annexure.....	123

LIST OF ACRONYMS

AFRA	Association for Rural Advancement
ANDDI	Alfred Nzo District Development Initiative
CSO	Civil Society Organisation
EC	Eastern Cape
FGD	Focus Group Discussion
FSG	Food Security Group
GBV	Gender Based Violence
HH	Household
MEAL	Monitoring Evaluation Accountability and Learning
MSC	Most significant change stories
OZA	Oxfam South Africa
KZN	KwaZulu Natal
SCLC	Southern Cape Land Committee
SCAR	Southern Cape Against Removals
SMART	Specific Measurable Achievable Realistic and Time Bound
SRHR	Sexual Reproductive Health and Rights

Table of content

Table 1: Summary of Findings.....	5
Table 2: Schematic presentation of Democracy and governance Programme Management...9	
Table 3: Process evaluation.....	14
Table 4: Beneficiaries.....	26
Table 5 Project Beneficiaries with Disabilities.....	26
Table 6: Summative Partnership contribution to the goal.....	30
Table 7: FSG Organisational performance.....	35
Table 8: Farmer groups interviewed.....	46
Table 9 Household interviewed.....	73
Table 10: Most significant change stories.....	83
Table 11: MEAL standards.....	94
Table 12: Evaluation rating of Oxfam South Africa Good Governance.....	96
Table 13: Five benefits of partnering beyond collaboration experienced.....	101
Table 14. Five functions to partnership included in the programme.....	104

Affirmation

Except as acknowledged by the references in this evaluation to Oxfam South Africa documents, other authors and publications, the report and research findings described herein consists of CMPH group of companies Pty Ltd's work, undertaken to fulfil the terms of reference as mandated by Oxfam South Africa. The primary data was collected, collated and analysed to produce this report

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EXECUTIVE SUMMARY

-About the Evaluation

The Process evaluation was conducted to identify organization's achievements and areas for future focus. According to the evaluation findings the program outputs of building partnerships with movements, business chambers, farmer partners and local government were implemented. In some instances MOUs were signed. However, what is not clear due to lack of proper MEAL system is the reporting on the implementation of MOUs. It is safe to say that some of the MOUs were signed recently and are yet to be implemented. Activities set were executed however, it is not certain where they were executed within budget, scope and time. There are huge results in terms of farmer groups, governance and communities engaging government and the involvement of women in rural transformation and governance. However, proper design of the programme is needed with clear theory of change, logical framework and pathways of change.

The targeted group was the most vulnerable in all provinces where the direct program efforts were aimed at. The programme did empower communities, partners, and movements. The programme was implemented though, the importance of planning well is key to not over or under perform.

-Enablers/disenablers to implementation of program activities

Strong partnerships and the willingness of communities to be empowered and engage in transformation and apply the skills learnt to hold government accountable enabled the implementation. On the other hand, the disenablers were: the large geographical coverage in Alfred Nzo which led to resources being spread across.

The evaluation has shown that the program has been accessible and acceptable to its target population. The programme has to continue strengthening movements and partnerships and plan accordingly based on availability of resources to map well and focus on small geographical areas with multiplier effects. From a planning and management, adequate human resources should be planned for. The monitoring and evaluation as well as knowledge management should be strengthened. Continuous partnerships development should continue being strong.

From a strategic perspective, programme design, organisational structure, culture, and quality implementation, monitoring and learning, Oxfam South Africa has been to the higher degree effective and efficient in the programme administration from planning to implementation and monitoring. The planning, execution, review, strategic positioning, selection of tactics and tactical effectiveness, the organisation scored medium in planning and allocation of human capital to coordinate the programme at a local level ensuring that community groups, partners and civil society organisations are mobilised, workshopped and trained, mentored and coached. This indicate a programme that needs to strengthen the expected Monitoring Evaluation, Accountability and Learning (MEAL) standards despite some

plans and reporting being done after certain deliverables or activities being done. The institution scored 35 points out of 40 for planning, 19 out of 20 for execution, and 25 out of 25. Strategically the organisation has been well positioned, selected good tactics and have been tactically effective.

-Programme overview

Expected Impact

Targeted drivers of poverty and inequality in Alfred Nzo District have been reduced through OZA-support influencing and collaboration work at community, local government, district, provincial and national levels

Immediate Outcomes

- OZA incorporates research findings and participatory action planning outcomes into an adaptive Alfred Nzo Programme design, detailing how OZA will approach its programming and influencing work in Alfred Nzo.
- Movement building groups are provided with clear evidence for advocating around policies and governance practices to reduce inequality in Alfred Nzo District.
- OZA collaborates with Good Governance Africa to produce Alfred Nzo annual governance performance Index and governance tool kit.

Strengthened multi thematic civil society platform for Alfred Nzo District.

Intermediate Outcomes

- Enterprises, private sectors, government and community, have a co-created vision for economic development with sustainable livelihoods as a key component.
- SRHR/GBV knowledge, campaigns and processes are supported, towards the development of improved district and local municipality GBV plans
- Alfred Nzo governance ecosystem (including traditional governance) is strengthened, with increased participation by CSOs and communities (and increasingly women) bringing alternative policy and holding other actors, including the private sector, accountable.
- Capacity of civil society formations is enhanced and there is increased advocacy and influencing of government and private sector policy and practice, to reduce poverty and inequality.
- Strengthened local campaigns against teenage pregnancy and support initiatives aimed at raising awareness on sexual and reproductive health rights
- OZA develops a Sustainable livelihoods and Inclusive economy framework.

- Small to medium enterprises, farmer cooperatives and community livelihood projects supported to access water resources, implements and technical supported.

Long term Outcomes

- Alfred Nzo communities are more resilient and have more self-sufficient and sustainable livelihoods
- Women in Alfred Nzo (especially young women) have increased agency and are increasingly engaging and influencing social, political and economic life.

Expected Outputs

- 1.1. A comprehensive sustainable livelihoods and inclusive economy framework is developed in response to systemic / structural causes of inequality and poverty in Alfred Nzo District.
- 1.2. Production capacity of small to medium enterprises, farmer cooperatives and community livelihoods projects enhanced.
- 1.3. Groups / formations of young women strengthened and supported with SRHR campaign.
- 1.4. Despite the approval of a multi-year programme strategy influencing partnership in Alfred Nzo and its implementation the programme had achievements but future programme needs to be redesigned.
- 1.5. Dissemination strategy for the situational analysis is developed outlining target groups and policy spaces.
- 1.6. Multi thematic groups of civil society engage and participate in policy making and social mobilization for transformative.
- 1.7. Annual governance performance indicator analysis commissioned, undertaken and finalised.

Table 1: Summary of Findings

Outcome, Output and Activities Planned from 2017-2021	Rating	Comments and recommendations
Incorporate research findings and participatory action planning outcomes into an adaptive Alfred Nzo Programme design	Green	The project design took cognisance of the baseline in targeting and implementation
drivers of poverty and inequality in Alfred Nzo District are reduced	Yellow	This is work in progress as gradually some households and individuals have some form of livelihood portfolio improved
Movement building groups are provided with clear evidence for advocating around policies and governance practices to reduce inequality	Green	Movements have been empowered and taken to task the government departments and municipalities. However, more resources are needed to enhance the movements and establish more movements in Alfred Nzo, Western cape EC, and Limpopo
OZA collaborates with Good Governance Africa to produce Alfred Nzo annual governance performance Index and governance tool kit	Yellow	Not much can be said of this outcome in the evaluation to show case any linkages
Strengthened multi thematic civil society platform for Alfred Nzo District	Green	Civil Society Organisation testified how platforms have been strengthened in the short space of time
Enterprises, private sectors, government and community, have a co-created vision for economic development with sustainable livelihoods	Green	Strong partnerships have led to achievement of some economic development initiatives at community and household level
SRHR/GBV knowledge, campaigns and processes are supported, towards the development of improved district and local municipality GBV plans	Yellow	While Sexual Reproductive Health rights and GBV awareness and campaigns were promoted, more work still needs to be done to enhance women voices and local structures across geographic areas
Alfred Nzo governance ecosystem (including traditional governance) is strengthened, with increased participation by CSOs and communities (and increasingly	Yellow	Work has been done although much needs to be done for ownership and sustainability

women) bringing alternative policy and holding other actors accountable		
Capacity of civil society formations is enhanced and there is increased advocacy and influencing of government and private sector policy and practice, to reduce poverty and inequality		The training and workshops enhanced movements and CSO to hold government accountable to support rural transformation
Strengthened local campaigns against teenage pregnancy and support initiatives aimed at raising awareness on sexual and reproductive health rights		While there are some strides a lot still needs to be done
OZA develops a Sustainable livelihoods and Inclusive economy framework		The framework has been developed and implemented. However, more work still needs to be done.
Small to medium enterprises, farmer cooperatives and community livelihood projects supported to access water resources, implements and technical supported.		It can be confirmed that farmers received support and empowerment through other partners that partnered with OZA. However, careful mapping needs to take place to ensure those supported have the right mind-set
Alfred Nzo, WC, EC, Limpopo, KZN communities are more resilient and have more self-sufficient and sustainable livelihoods		Through the work of partners communities and households have gradually graduated from poverty although the issues of water
Women in Alfred Nzo, WC, EC, Limpopo, KZN (especially young women) have increased agency and are increasingly engaging and influencing social, political and economic life.		Women have been empowered and now form part of movements, business chambers, CSO, farmer groups, SMMEs. They are proud of the skills they have gained and have cascaded the skills to other community members including youth, women and men
OUTPUTS	RATINGS	COMMENTS

A comprehensive sustainable livelihoods and inclusive economy framework is developed		Framework was developed and implemented. However, its needs review to include SMART objectives, targets, SMART indicators and population mapping within budget, scope and time
Production capacity of small to medium enterprises, farmer cooperatives and community livelihoods projects enhanced		Production capacity of medium enterprises and farmer cooperatives have been increasing although more partners need to come to the party for promotion of viable production
Strengthened Groups / formations of young women and supported with SRHR campaign		Evidence was provided on CSO and young women groups that are advocating for GBV and SRHR
Multi thematic groups of civil society engage and participate in policy making and social mobilization for transformative		The groups have been formed and participate in policy making at Municipal level
Annual governance performance indicator analysis commissioned, undertaken and finalised.		The evaluation had no access to the indicators except the project related indicators which also need to be reviewed and ensure they are SMART
Partnership development		Strong partnerships have been developed and assisted the democracy and governance to achieve its goals
KEY ACTIVITIES	RATING	COMMENTS
Partnership identification and MOUs signed		Partners have been identified at local and provincial level. Some MOUs have been developed and signed and operationalized while others are yet to be operationalized due to Covid-19
Partners have trained and empowered farmer groups and movements, SMMEs and SCO		Good work has been done. However, due to large geographical coverage, more partners, farmer groups and movements should be created

Workshops and training conducted		The workshops and training has been conducted across provinces
Training in permaculture and agro ecology		Training on permaculture has been conducted and households, cooperatives and farmer groups benefited
Training in governance, GBV and SRHR		Training on governance, GBV and SRHR has
Community of practice		Community of practice have been strengthened in KZN, Limpopo, WC where farmer groups visit other farmers in the provinces or in neighbouring countries to learn

Table 2: Schematic presentation of Democracy and governance Programme Management

	Score	Low	Medium	High
Planning	35	0 -> 13	14 -> 27	28 -> 40
Execution	17	0 -> 6	7 -> 13	14 -> 20
Review	20	0 -> 6	7 -> 13	14 -> 25
Strategic positioning	32	0 -> 13	14 -> 27	28 -> 40
Selection of tactics	14	0 -> 6	7 -> 13	14 -> 20
Tactical effectiveness	18	0 -> 6	7 -> 13	14 -> 20

The Organization has formal systems to track activities and outcomes throughout the initiative. The organisation followed the planned activities for the rural transformation and good governance projects. However, the followed plan's design needs to be enhanced and designed with support of MEAL team to quality assure the programme so that when implementing there is accountability, tracking reporting and learning with clear targets that are realistic providing logical reason for changes and recording process for future initiatives through reports.

Recommendations

As Oxfam South Africa celebrate the achievement made of the objectives to capacitate CSOs, communities, movements and NGOs, there is need for future work to develop a sustainability plan to ensure local partners as theoretically planned can own and continuously implement programmes. The roles and responsibilities of each partner must be well drawn to ensure ownership, depth and in-depth of programme implementation. Clear foresight must be put in place in order to develop a pathway of change that can be implemented and tracked.

NGOs such as Oxfam South Africa must invest more in continuous setting up of platforms for enhancing trainer of trainers to train local movements and business chambers increase the empowerment of communities on good governance and rural transformation within a time frame. In this time of the 'New normal' during Covid-19 and beyond as well as the 4th industrial revolution and social media should be promoted as a way to promote development and rural transformation and this would need the future programme to plan and implement using alternative models than can reach the poor and being impact. While women in the targeted groups have improved livelihoods and empowerment, use of local knowledge should be enhanced in agriculture and good governance. It would also be helpful to utilise social media platforms for education purposes and also for advocacy, GBV and for mentoring and coaching.

Partners need to work together to address issues affecting communities. Organisations should plan, implement and reflect together in socio-economic issues that affect communities. This should go beyond collaboration as demonstrated.

Movements, CSOs, Business chambers and other partners including local municipalities need to establish implementation and monitoring task team/committee where communities can be plan and make decisions together. Local CSOs must partner together to empower communities on good governance and rural transformation.

Continuous community voices must be heard and facilitation platforms for meetings created. Oxfam South Africa has to involve other stakeholders that can make the process work more effectively.

CHAPTER ONE

INTRODUCTION

Oxfam South Africa (OZA) is a non-governmental organisation whose mission is to contribute to lasting solutions to the injustice of poverty through mobilising the power of people to claim their rights and participate as full agents in their societies and lives, challenge systems which perpetuate poverty and inequality and participate fully in shaping decisions, policies and processes which affect their lives and hold those in power to account. The vision of Oxfam South Africa is a self-organised people actively creating a just, democratic and sustainable world where power and resources are shared, everyone lives in dignity, and poverty and inequality are no more (Oxfam South Africa strategic plan, 2016-2020).

The organisation developed programmes based on strategic focus areas: Supporting women's organisation for full autonomy over their lives and bodies, freedom from violence and to enjoy full social, economic and political participation, equality and dignity. Oxfam promotes transformative women's leadership and activism, prioritising the needs and interests of young women. Oxfam South Africa also supports initiatives that advance the rights of LGBTIQ/gender non-conforming people to self-determination and full equality.

Supporting and promoting initiatives for the deepening of democracy and transparent governance, building people's organising power to hold States and corporations accountable, and influence policy and decisions which affect their lives. Oxfam prioritises women, and youth-led initiatives and youth active participation in public governance, discourse, and the active influencing of social change (Oxfam South Africa strategic plan, 2016-2020).

Advancing economic justice, with an emphasis on a just distribution of resources, just economic policies rooted in sustainable models of development, the right to food and just, sustainable food systems, responsible and transparent governance of mineral resources, fiscal management and tax justice (Oxfam South Africa strategic plan, 2016-2020).

Influencing South Africa's positive role in Africa and the world. Oxfam influences African multilateral actors and institutions for the same. Oxfam promotes people-to-people solidarity and South-South cooperation. As a member of the global Oxfam confederation, Oxfam contributes towards shaping the global development agenda by influencing development actors and international multilateral institutions (Oxfam South Africa strategic plan, 2016-2020).

1.1 Problem statement

Evaluation addressed the following Questions:

1. How have the programmes meet the planned activities from 2017 to 2020 to strengthen the participation by communities and of civil society organisations in local governance processes ensuring accountability and transparency in the allocation and management of public resources?

2. How has the programme started to promote immediate impact to women, women-led cooperatives and communities?
3. How has the programme started to strengthen and promote the rights of women and girls?
4. How has the programme started to promote individual and collective power among women so that they can influence decisions that have either wrongly or never been taken on their behalf?
5. How relevant was the programme to strengthen the capacity of community groups and organisations in right based accountability system and increasing effective participation in local governance?
6. How gradual has the programme started to effectively and efficiently promote women emancipation and transformation?
7. What impact has the programme started to have on women-led cooperatives, CSOs, households, farming groups, movements and community structures?
8. How has gradually women-led cooperatives been transformed through social protection, agricultural support and access to credit and markets?
9. How has the programme started to promote sustainable livelihoods and inclusive economy?
10. How has the programme started to enhance women's rights and gender justice?
11. How has the programme started to promote transparent and accountable governance?
12. What evidence exist that the programme has gradually started to build people's organizing power to hold States and corporations accountable and influence policy and decisions which affect their lives?
13. How has the programme strengthened local partnerships through co-creation?
14. How has the programme started to deepen participatory democracy, from below, centred on citizen power?
15. What sustainability mechanisms have been put in place beyond the programme implementation?
16. What lessons and recommendations can be drawn from programme implemented?

1.2 Methodology and Study Design

1.3 Evaluation Methodology

Through the process evaluation, the Evaluation applied the MEAL approach. This allowed the evaluation to apply different techniques as listed below. Through the MEAL standards, the evaluation assessed the impact of the programme focusing on the vision, mission, values, and theory of change. Under programme quality, the investigation included evidence based best practice used, learning promoted, technical excellence, accountability, monitoring and evaluation.

Under operation quality, the focus has been on organisational structure, thus HR management, MEAL systems, partnership management, project management, finance, advocacy campaign, and logistics. With quality culture, the focus has been on organisational culture, thus capacity, performance management, assessment, feedback and resourcing (see figure 1 below).

The evaluation also applied, outcome mapping, and contribution analysis. Structured interviews were conducted with all relevant stakeholders, from CSOs, movements, business chambers, farmer groups, partner organisations, people with disability, representatives, community members, NGO representatives and Oxfam staff.

1.4 Accountability

Evaluation also looked at programme designs for accountability to determine if a relationship can be established between the advocacy efforts on good governance, GBV and feminism, rural transformation and its observed results.

This is to evaluate the advocacy efforts contributed to an over attribution, determining the plausibility and defensible case that advocacy efforts played a meaningful role in producing the intended results.

1.5 Single- or multiple-case studies

Case studies are one of the most common advocacy evaluation designs. They allow for the examination of context, causal processes, results, and unintended results or unexpected consequences. Case studies typically look at different aspects of the advocacy effort from beginning to end and gather data from a broad range of stakeholders either involved in the effort or targeted by it. This entails a full and in-depth story about what happened rather than provide isolated data points that tell only part of the story. The evaluation therefore focused on case studies of partners, farmer groups, movements, and CSOs and individual women households and other households and how Rural Transformation and good governance. Comparisons across the cases identify either consistent patterns, or new or divergent themes.

Most significant change stories of household members and individuals involved in rural transformation and good governance initiatives through movements and business chambers were conducted.

1.6 Mapping strategy

The awareness approach created the public influencers such as the established movements, CSOs, business chambers and other partners to be capacitated to mobilise and advocate for communities to know their rights and get engaged in rural transformation. The actions made brought change in the communities whose rights were affected by government land rights, local farmers, mining companies in Limpopo and lack of service deliver as well as building livelihood portfolios.

While advocacy has been one of the pillars of the development initiatives in Alfred Nzo and other parts of EC as well as Western Cape, this advocacy mapping has to be considered in the next strategy design as the organisation embraces the MEAL approach. There are various other ways in which you can develop plans to influence key actors, and there are numerous adaptations that may provide a better fit for the organisation's purposes. What matters is that the organisation has to prioritize key actors based on who it anticipates will have leverage over the community rights, transparency, policy review, accountability, and commitment (See table below)

ADVOCACY MAPPING STRATEGY

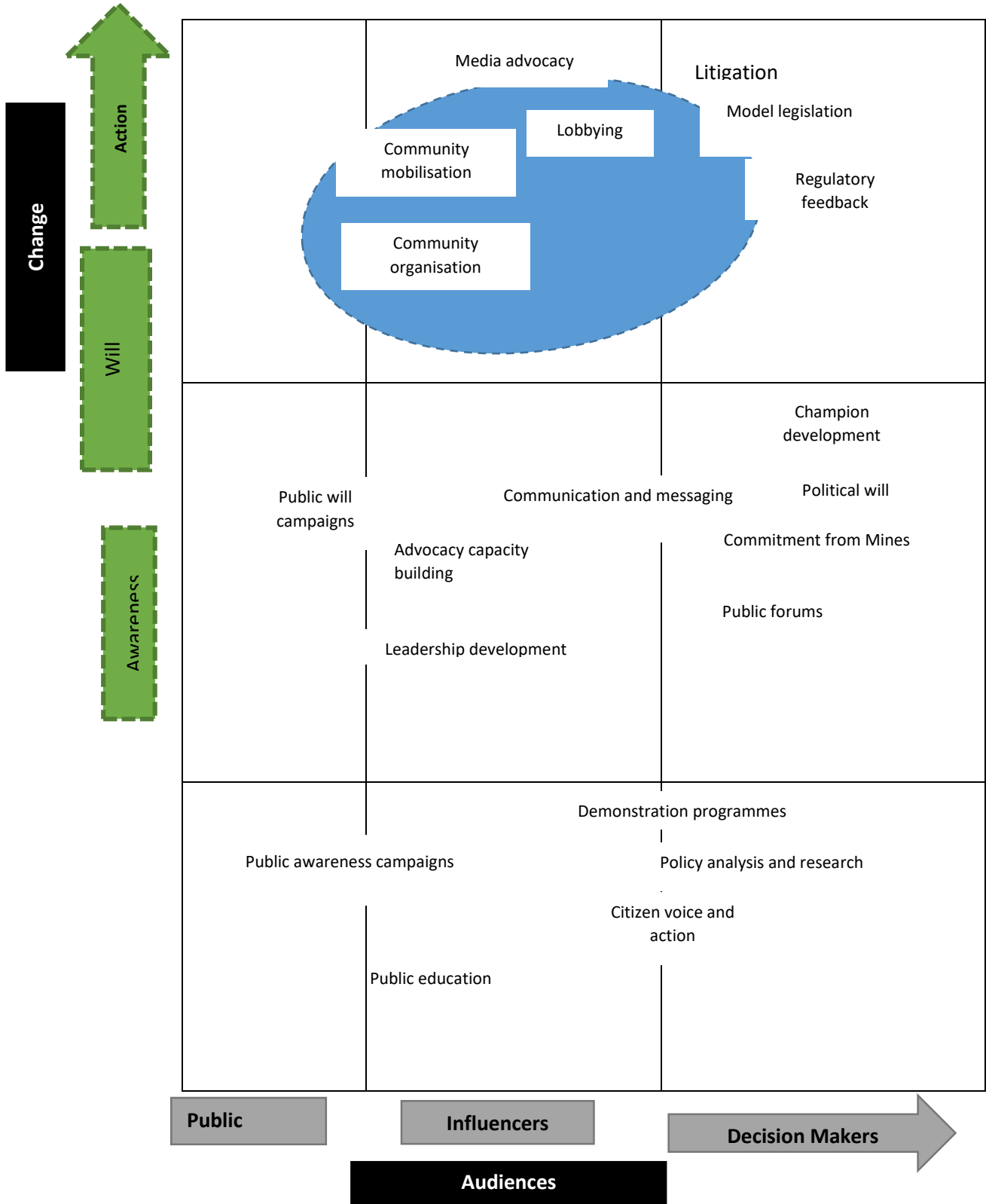


Figure 1 Advocacy mapping strategy

1.7 Theory of Change

The Rural Transformation and the good governance programme had some theory of change approach developed. However, these theories of change have to be reviewed for future programme to be clearly understood by all stakeholders, the planners, partners, implementers and even the beneficiaries. Understanding the context and the key actors and relationships within that context are key to building a solid theory of change. A theory of change is a comprehensive description and illustration of how and why a particular change is expected to happen in a particular context. It explains why we think certain actions (your intervention or program strategy) may help lead to a desired change.

While there are many different ways to develop a theory of change, in general, once you have an understanding of the problem you want to address, you identify a long-term goal and work back from this to identify all the conditions (outcomes) that must be in place (and how these are causally related) for the goal to be achieved.

Oxfam South Africa applied a theory of change that explained the situation and problem to be addressed based on the problem tree analysis; the expected change; different pathways and steps that may lead to that change; what actors to be involved in achieving that change and the how; the assumptions guiding the logic through advocacy and the evidence that would show the change.

1.8 Overview on theory of change

For the rural transformation as well as the good governance programmes the theories of change were realistic and expected to be more effective. However any theory of change is expected to be within the timeframe, looking also on all possibilities/assumptions on how they contribute to the achievement of the set objectives. In this case the organisation depended upon the partnerships with partners, movements, business chambers and government to address poverty and community rights. It is important to break down the theory of change based on assumptions of what will cause change and how that will likely happen. Important to note that more programmes fail because of wrong assumptions made or lack of.

It is important for Oxfam South Africa to revise its theory of change in the next programme based on recommendations made in the evaluation. This is the time to sit down as a team and make decisions on the need to change tactics and strategies accordingly.

Advocacy theories of change or logic models are often vague about the middle ground between awareness and action. Increased awareness about a problem or a possible solution is rarely sufficient to trigger action. In this case the assumptions were based on the movements and the planned workshops and efforts of individual Civil Society organisations and traditional leaders to empower communities on women, gender based violence and holding government accountable.

There is often a sense of increased public or political will or commitment which helped drive action although the complete achievement of the goals and objective will depend on continuous work of advocacy and rural transformation looking at the vastness of the

geographical area of influence. Important for the planned action to be smart. The issue might be framed differently and thus perceived in a more positive light by the general public or policy-makers.

The process evaluation also critically analysed the logic of the good governance and rural transformation programme. The programme has been relevant, efficient, with efficacy, some indicators but not all outcomes and outputs had indicators. Overall the project achieved most of the intended objectives. However, future programme has to be dissected to bring meaning and accountability of what is expected than generalised statements.

Table 3: Process evaluation

Narrative Summary	Evaluation findings	Evaluation rating
Relevance of the programme Measure of Oxfam’s performance against the problems identified of poverty, human rights, good governance and rural transformation	Programme has been relevant for RT and ANDDI	100%
Efficiency Democracy and governance implemented objectives as set out in the sector strategy	Programme implemented within budget scope and time	80%
Effectiveness Sound empowerment process through workshops and training Strengthen Partnerships	Effective programming	100%
Mandate Indicators Democracy and governance Rural Transformation	Indicators developed and need to be SMART, with definitions and targets	61%
Aggregate performance	Fully achieved performance across the Rural Transformation and governance initiatives	100%

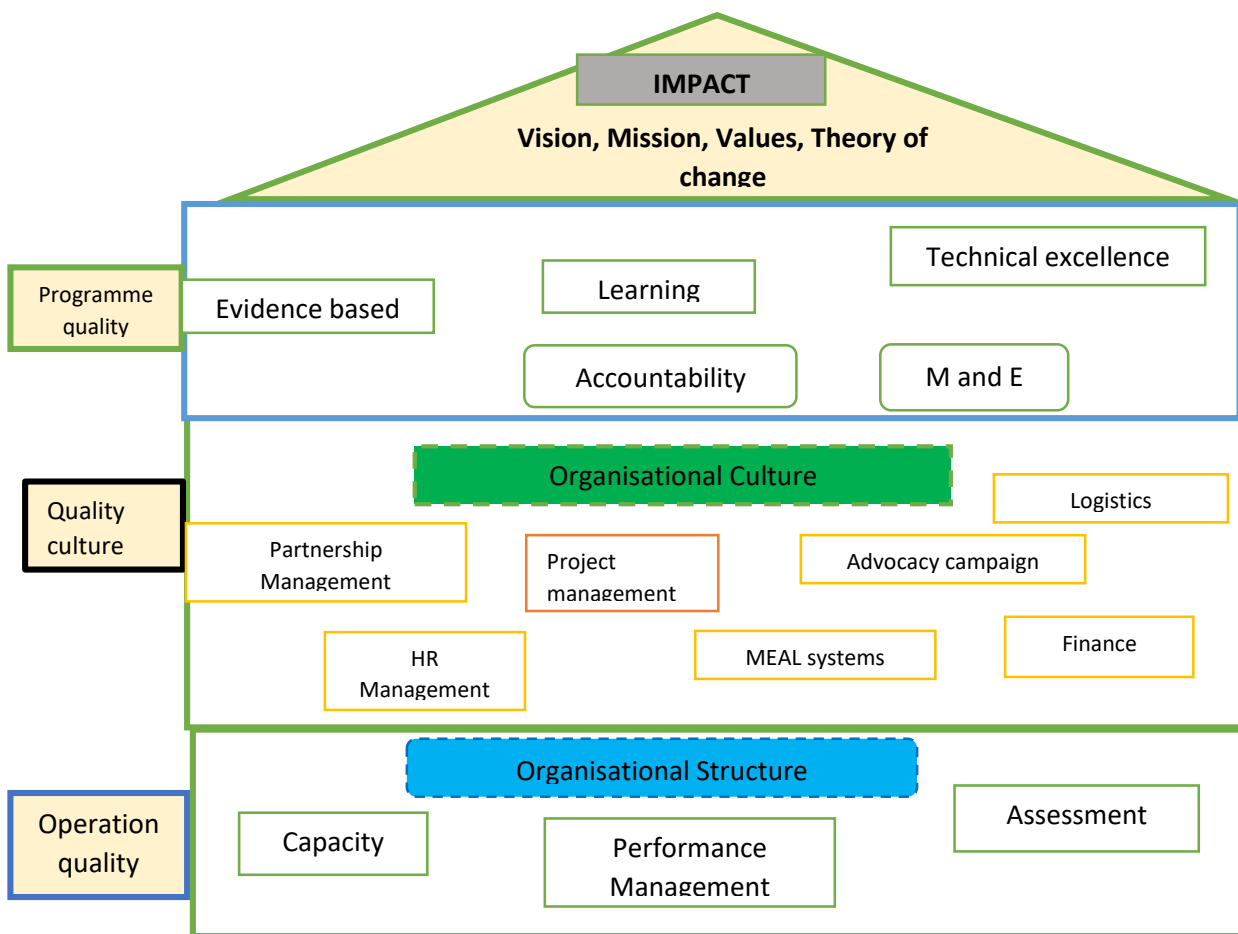


Figure 2: MEAL standards applied

1.9 MEAL standards

The Process evaluation findings show case that the MEAL standards as discussed above were analysed and synthesized drawing conclusions on the overall programme quality, operation quality and quality assurance.

CHAPTER TWO

EVALUATION FINDINGS

The process evaluation took into consideration the strategic objectives and key research questions of the rural transformation and good governance initiatives within the democracy and governance. The findings are presented looking at how the programme was structured in terms of planning and management and the role of each programme lead, how partnerships were established, and their contribution to the achievement of set objectives. It also outlines the outcomes of the programme execution to the different beneficiaries and the analysis thereof.

2.1 Programme management

Overall the Oxfam South Africa developed a structure of the needed human capital to ensure the programme is executed within budget, scope and plan. One of the key staff was the lead manager. He was aware of how the programme was designed and the approach thereof. The lead manager has been with the organisation over time and understands the vision and mission of the organisation. This also includes the approaches and models developed as well as the strategic direction of the organisation. He had this to say: *“This is my fifth year with OZA but cumulatively 11th year with Oxfam”*.

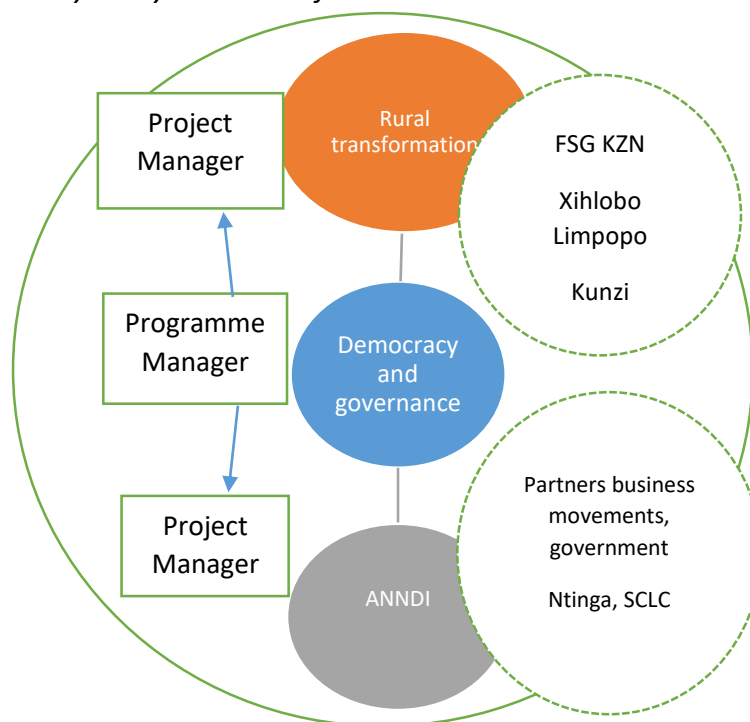


Figure 3: overview Organogram of democracy and governance

The manager at National level has been responsible for the Democracy and governance programme which encompassed the ANNDI and RT initiatives, building ground-up initiatives designed to tackle growing levels of underdevelopment, inequality and deprivation in rural communities.

The manager at national level provided leadership in designing the programmatic strategies for both RT and ANDDI, development funding plans, budgets, influencing strategies and annual implementation plans. *“I am also responsible for managing relations with funding partners and engagement with policy makers”.*

Overview of the programmes

The objectives of OZA’s democratic governance strategy commits to mobilize People’s Power for Justice and Freedom. Through the rural transformation agenda, OZA has been working towards building and strengthening rural associations and people’s movements to bring about socio-economic transformation in rural areas whilst ensuring that systems and institutions of governance are democratized and livelihoods options for self-reliance are strengthened.

This has been evident as the farmer groups, cooperatives

From 2017-2021 they have been able to mobilise and engage select communities in Northern and Midlands region of KZN, Northern Limpopo, Eastern Cape, Western Cape. This has made them reach a diversity of community groups ranging from small holder farmers, farm workers, dwellers, civil society formations and other social justice actors.

The lead management believes to some degree, they have managed to contribute to the discourse on rural transformation. Government, political parties have started to utilise some of our policy research and briefs to inform their thinking and public policy.

In terms of relevance, the manager agreed that both programmes were designed and implemented with participation of various stakeholders such as local action groups.

“At inception, OZA commissioned action-oriented research to determine structural causes and drivers of inequality in these areas. We also grounded our work on other evidence produced in partnership with our partners such as on; value chains and supermarkets, land inequality and power as well report on alternative rural livelihoods”.

According to the manager, OZA supported women’s economic empowerment/women’s rights, particularly women farm workers and dwellers, as well hawkers and street vendors associations.

“We designed and implemented a women’s incubator fund to support women owned enterprises, as well ensured that women access and productively utilise land for subsistence farming in Alfred Nzo and Thulamela”.

Oxfam South Africa initiated a series of discussions as a way to explore the strength of South Africa’s democracy, focusing particularly on how ordinary citizens reflect on some of the major discussions in the country. Oxfam South Africa hosted a series of dialogues under the theme ‘The South Africa (Alfred Nzo We Want). The dialogues were convened against the background of the ongoing economic and political crises that confront the country, leading to the questioning of the meaning of democracy in the current South Africa. The intention behind the dialogues were to assess the extent to which South Africans have been involved in discussions and conversations regarding the country’s direction.

2.2 Approach to dialogues and Land Claims

It is the view of OZA that the conversations regarding ‘the *South Africa We Want*’ ought to also involve ordinary members of the society; thus, the breadth of South Africa. It is out of this realization that OZA convened the dialogues with the aim to hear the voice from community-based organisations, community leaders, and community-based researchers to hear their reflections on the ‘*South Africa We Want*’ and also how they reflected on some of the current conversations underway across the country regarding the direction that the country ought to follow.

The dialogues focused on two distinct questions:

- How can South Africa pull out of the current social, political, and economic peril?
- How inclusionary are conversations regarding the direction that South Africa ought to follow?

OZA’s contribution to strengthening democracy and governance focused on ending poverty and inequality by creating change at community level and influencing policy makers as alluded to earlier. The programming focused on tackling inequality in rural areas. The key drivers of rural inequality identified were unemployment, hunger, and the marginalisation of youth.

To tackle these drivers Oxfam South Africa collaborated at district and local municipality levels in the rural areas addressing issues identified by partners. It collaborated in land and farming movement strengthening across five provinces. Supported the work of self-organised rural women whose activities tackled women’s exclusion from economic, political, and social.

“We supported AFRA to bring before the Constitutional Court the class action on behalf of farm labour tenants for the reinstatement of the Land claims court order to appoint a special master”.

In terms of the 1996 Labour Tenant Act, a special master ought to have been appointed to oversee the processing of labour tenant claims, to which over 11 000 of the claims remained unprocessed due to institutional failures at various spheres of government. OZA invested resources in supporting the participation of over one hundred farm workers (100), dwellers and activists attended the court proceedings.

This is in addition to ongoing strategic support provided in support of self-organizing and strengthening farm worker platforms in the Midlands region of Kwa Zulu Natal, Southern Cape and parts of Limpopo. With the appointment of special master, it is anticipated that this will contribute to halting of farm evictions, improved living and working conditions. This has been confirmed with the evaluation participants.

Examples of the land court cases that OZA worked with partners to ensure justice is served in terms of land claims:

- 2013 – AFRA brought a class action lawsuit in the Land Claims Court against DRDLR to compel them to process outstanding labour tenant claims

- December 2016 – Judge Thomas Ncube of the Land Claims Court found in favour of AFRA & Labour Tenant claimants by ordering the appointment of a Special Master to work with the DRDLR to produce an implementation plan & oversee the processing of the claims
- January 2017 – DRDLR appealed Land Claims Court judgment to Supreme Courts of Appeal (SCA)
- August 2018 – SCA agreed with AFRA & Labour Tenant claimants that the DRDLR’s non-implementation of Labour Tenants Act is inconsistent with the Constitution but sets aside the Land Claims Court order to appoint Special Master
- August 2018 – AFRA & Labour Tenant claimants lodge appeal with the Constitutional Court
- May 2019 – Constitutional Court heard arguments on appointment of Special Master
- Judgement delivered on the 21st of August 2019 by retired Justice Cameron

In another court case, delivered beginning of September 2019, AFRA secured a court a settlement agreement involving a ‘Hilton farm’ land claim.

In terms of the agreement the state “agreed to make an offer of alternative land” that shall be transferred to the claimants to be held communally by them through a legal entity of their choice.”

The alternative land was to be located within approximately 40 km from Hilton and sufficiently close to schools [and] sufficiently large, with adequate quality, to permit cropping, grazing and the continuation of a rural lifestyle.

Once the alternative land was identified the Department of Agriculture, Land Reform and Rural Development “was expected to procure the assistance of the three spheres of government to facilitate the provision of basic services, infrastructure and housing for the Claimants.”

In terms of the settlement agreement, the Hiltonian Society undertook to assist the claimants to erect houses, provide transport from the alternative land to Hilton and assist the families to transport their cattle and goods to the alternative land. The families were expected to move to the alternative land once the houses have been built there and there was provision of water, electricity and sanitation on the alternative land.

OZA enabled AFRA, working with others to mobilise and secure participation of over three and hundred and fifty (350) affected communities and other partners from across the country. The impact was quite significant and in the sense that the Constitutional Court ordered for appointment of an independent and effective monitoring mechanism to hold government to account.

As part of our efforts to contribute to the distribution of wealth and assets, reduction of household hunger, OZA supported partner efforts aimed at addressing land inequalities and thus also redressing the historical imbalances in access to land between races, securing rights for women and farm worker / dweller communities. Strategically, OZA supported AFRA and

its allies in documenting and mobilising communities to highlight land access and related violations and to bring these to public discourse.

For women's rights and gender justice, sustainable livelihoods, transparent and accountable governance, the programme through ANDDI partnerships and alliances were formed. Youth organisations, young women formations, business chambers, agricultural and disability co-operatives and farmers networks have collaborated with inter-generational and women-centred leadership as a key feature. They engaged local municipalities, traditional authorities, agribusiness, local businesses, and faith organisations on issues identified. Partners initially decided to form a task team to coordinate their planning, implementation, and adaptation work as individual groups but later changed.

In early 2019, they self-identified as the Alfred Nzo Movement for Socio-Economic Transformation. Joint activities have been undertaken through various partnerships with OZA. The strategic support provided by OZA ranged from provision of farm input material and equipment to capacity building on agro-ecological farming methods, awareness and knowledge on sexual and reproductive health rights and influencing municipal budget.

Highlights for 2021 included the revival of the 'Ilima' (farming) tradition being practiced again in Alfred Nzo District. The community has come together to work together on one piece of the land, while tackling social problems together.



Figure 4: Alfred Nzo Ilima

Oxfam South Africa conducted a Women & Land session in June 2018 where it piloted the Oxfam Transformative Leadership for Women's Rights (TLWR) manual. Ms Thembakazi 'Roundy' Peter, has been training other women on leadership and land use from the manual since.

OZA also collaborated with organisations working on gender responsive budgeting in the Eastern Cape, Kwa Zulu Nata and Limpopo provinces.

During the February 2019 ANC Eastern Cape Party Elections Manifesto Launch, a group of Alfred Nzo District women led by Roundy, stood up during proceedings and chanted '*Stop Killing Us*' and spoke out about the crises of poor service delivery, high rates of teenage pregnancy and drug abuse in the area. This Disruption made national news headlines as part of political coverage which put the spotlight on issues in Alfred Nzo district

2.3 Mayibuye iAfrica - Reclaiming Land!

The legal challenges supported by OZA and other funders, saw expropriation of land without compensation taken up by the grouping of farming and land rights organisations that OZA works with as strategic partners. Across three provinces, over 500 farm committees and

small-scale farm community activists were supported to participate in the Public Hearings that addressed a key clause in the South African Constitution (Section 25).

The key questions tackled in the public hearings were:

- Is Section 25 of the Constitution hindering the expropriation of land without compensation?
- What changes would you like to see for the proper implementation of Section 25 of the Constitution?

OZA partners argued that the existing clause has been preventing quality land and agrarian ownership and access for black South Africans. Association for Rural Advancement (AFRA) also led a Constitutional Court class action to challenge the impasse of 11,000 farm labour tenants unprocessed claims. Over 100 farm workers and dwellers attended the court hearing.

This has been confirmed by the farm workers interviewed.

Reclaiming dignity and belonging (Graphic) right left of discussion on reclaiming land!
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OZA supported engagement towards the Traditional & Khoi-San Leadership Bill being tabled so that Khoi-San groups can be legally recognised within the houses of traditional leaders in South Africa.
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2.4 Bringing women back to the centre of economic, social, and organising power

Farm and area committees were established across various partner organisations to ensure women inclusion in leadership and decision making. AFRA's Siyanqoba farm workers and farm dwellers platform saw the establishment of 'Qina Mbokodo', a structure made up of woman only structure. This space allowed women to have a separate organising space to tackle problems facing women such as sex for jobs demands by politicians, sexual harassment at work, patriarchy, and decision making and governance within Siyanqoba.

2.4.1 Qina Mbokodo

As much as we recognise the many achievements made by SRTF, there are still significant challenges which need to be overcome. One of the major challenges include the voices of women were not fully heard and listened to in all spaces, including within SRTF itself. The manner in which women were treated was worrisome. Women were not equally represented in these committees and structures, and had no voice due to a number of reasons, and this made them vulnerable.

Consequently, women requested to have their own space to mobilize and organize themselves, and influence how they want to engage and to be engaged with in the public spaces. The intervention has focused on women and issues of gender injustice as they affected them.

The name that women have given to this project was Qina Mbokodo. They engaged in discussions amongst themselves seeking to develop a methodology that could influence how

their issues were dealt with in public spaces. Discussions happened at the district level and cascaded to local level.

There is hope that the project will achieve its objective of building women leadership and strengthening the voice of women within Siyanqoba.

Media specialist were involved and assisted with developing a participatory video. The aim was to assist women on how to share and document their experiences through creative participatory video processes, and produce a final documentary film highlighting the learning process, methodology and outcomes.

Gender Based Violence

In terms of GBV, the organisation has facilitated and enabled women to establish support groups in Thulamela and Alfred Nzo. Annually, the organisation has been supporting the 16 days of activism campaign against gender based violence, as well victim empowerment support initiatives- particularly for young women and girls. This has been confirmed by the evaluation participants from communities.

The voice of the Manager: *“In terms of effectively challenging the status quo the organisation has shifted attitudes in the poorest district municipality in South Africa of systems and processes that oppress women. The Alfred Nzo District of the Eastern Cape was named as the poorest municipality by Stats SA in 2016. Oxfam South Africa in partnership with Fort Hare University conducted a Situational Analysis in 2017. We sought to understand why this area remained the poorest in terms of income poverty, with more than 90% of the population earning the lowest amounts in South Africa”.*

“We were particularly interested in why the common feature of vast lands, available water through dams, rivers and streams were not used for large scale farming. We began our work by engaging a range of local actors across civil society, government, and the private sector. The aim was to agree and implement collective action in the area through collaborations and partnership. The Alfred Nzo District Development Initiative (ANDDI) was born out of these conversations with an aim to work across all four local municipalities”.

The work of ANDDI focuses on three areas centred on developing women’s economic, social and political participation:

- practical support to strengthen rural livelihoods and land challenges
- sexual and reproductive health rights for young girls and women
- strengthening transparent and accountable local governance including economic budget monitoring approaches and challenging policy and political spaces.

2.4.2 Bird's eye View from Management at local level

Fundi is one of the coordinating team on behalf of Oxfam. She started in her position in 2018. Her roles were building a coherent agenda for change with local partners and developing their capacity to sustain the work and support the communities. Project implementation and advancement of priority intervention areas on sustainable livelihoods and inclusive economy, Women's rights and gender justice, transparent and accountable governance.

ANDDI has been a project designed and implemented in an integrated 'OZA One Programme Approach' with a supporting Monitoring, Evaluation, Accountability & Learning (MEAL) plan. Management of project deliverables in the area, including appraisal and identification of project partners.

Effective planning, implementation, monitoring, reporting and evaluation of the project to achieve the defined project objectives in line with the approved design.

Identification of advocacy issues within the areas and designing appropriate strategies to address them linking to the OZA programme policy and campaigns. Compiled and executed dissemination Plan. Timely implementation of project activities and effective utilization of allocated budgets has been evident although the financial reports were not shared. Ensuring that crosscutting issues such as Women's rights and gender justice were prioritized and that all activities were conflict sensitive.

This also included representing OZA in engagement with key local and provincial stakeholders including governance institutions, the media and civil society networks to ensure support for the project.

Providing a "thought leadership" role on the respective positions of civil society and government: spend time in reflective consideration to develop a comprehensive understanding of a broader transformative agenda, anti-poverty and inequality measures.

Consistently gather evidence and stay up to date with the latest thinking, research and policy debates to effectively position OZA's participation and influence to achieve desired programme changes. Media engagement and public participation on rural transformation, democracy and governance matters.

Participated in relevant fundraising activities through the development and submission to donors of fundable concept notes and donor proposals and other necessary activities to secure funding for the project activities

Adhered to all OZA's organizational requirements and standards in relation to the organizations' administrative and financial management, project cycle management, programme quality, programme learning and other requirements

Develop and deliver monitoring, evaluation and learning strategy, continually assess delivery and performance against agreed results and recommend and implement action to ensure delivery is achieved.

2.4.3 Overview on local level structure

Based on the above it can be confirmed that having one person at a local level can lead to most set objectives not being achieved as intended. It can also lead to burn out, fatigue and lack of accountability.

The goal of OZA is driven by the belief that South Africa has the potential to become a fair and just society and to stand for the same in the world. To build fairer and just economies for sustainable livelihoods and to support women's economic empowerment. To achieve such needs a review of the existing organogram locally.

The role of OZA has been to support citizens to actively unlock and enhance government's potential to deliver responsive services and targeted development initiatives using participatory methods which have been developed and tested over time, to empower citizens to take their rightful place in a participatory democracy. It has been evident through confirmations made by participants.

Oxfam South Africa (OZA)'s overall ambition in Alfred Nzo District, was to ensure that targeted drivers of poverty and inequality were addressed through OZA-supported initiatives influencing collaboration work at community, local government, and district, provincial and national levels.

The Alfred Nzo District Development Initiative (ANDDI), implemented in Eastern Cape Province of South Africa, is one of Oxfam South Africa (OZA's) integrated programme growths that brings a one programme approach into practise. This has been achieved through programmatic activities that translate "peoples own lived experiences" into practical policy advocacy and influence that has sustainable impact on people's lives.

"Our programme advances the issues of human rights, justice, participation and accountability. Our work seeks to understand problems, their root causes, co-create strategies and challenge power, strengthen people's capacities, solidarity and activism".

Relevance

The programme has been relevant because people were mobilised to claim their rights and participate as full agents in their societies and lives, challenge systems which perpetuated poverty and inequality and participated fully in shaping decisions, policies and processes which affect their lives and hold those in power to account. In a province with the highest unemployment amongst young youth, high levels of poverty whereby 1 out of 3 people go to bed hungry. Both programmes have contributed to challenge and change systems that perpetuate poverty and inequality, promoting equal access, participation and voice'. The notion of 'collaboration' or working with partners has contributed towards unity for purpose to bring meaningful and lasting social change.

ANDDI project hosted a 4 day planning session with the local communities and stakeholder. Where they co-created and designed the priority interventions areas determining the needs analysis. The situational analysis also had focus discussion groups giving the voice and people's personal lived experience.

Programme effectiveness and efficiency

OZA developed a one programme approach-resulting in meaningful collaboration. *“We also created partnerships through partnership agreements/MOUs. Programme quality improvement and impact reporting. Adherence to OZA policies and administrative processes”.*

Accountability and ownership

After the applied research ‘situational analysis’ was finalised the OZA team undertook stakeholder consultation in all the local municipalities, engaging with the communities. Following this, OZA hosted a planning session with these stakeholders whereby the intervention areas were co-created by the different community members and leaders during the planning and programme design workshop.

Impact Value for money

Crafting of a yearly programme intervention strategy, detailed implementation plan and project budget with the set activities ensured value for money. The programme manager and project manager have performance management linked to the yearly desired outcomes and 3-year strategy to ensure all planned activities were achieved.

Programme reaching out the set targets

“It’s hard for me to tell because most of the work has been implemented by myself. I implement and move on to the next because there’s 3 other municipalities waiting to be assisted by the project and having to apply a 3 pronged lens of priority intervention areas”.

It is important for the organisation to have reflection sessions with staff to either review the structure and have adequate staff hired than to have one staff who will be overburdened.

Successes

Establishment of a fully-fledged programme intervention was one of the successes as well as establishments of ANDDI Movements. Individual members have benefitted from GBV, strategic partnerships, Covid-19 Response, changing values, perceptions and attitudes of people, establishment of food security household gardens and establishment of the Soup Kitchen as a response to food insecurity. The programme has led to the supporting of forgotten livelihoods (Street Vendors and hawkers). However, there is lack of resources financially to build strong business enterprises for some.

Partnerships

OZA forged strategic partnerships throughout the programme. However, some of the work was directly being implemented by OZA. This was through partnership agreements, MOU’s collaboration with the local CBO’s and institutions and serving the communities directly enhancing interventions and turnaround time, timeframes and deliverables on behalf of OZA.

On paper the organisation in ANDDI have worked with 6 partners but on the ground, up to 20 partners as Business, CSO, Movements, government departments and Faith based addressing

community struggles. Our partners also worked with beneficiaries targeted in supporting our interventions see table below.

Table 4: Beneficiaries

Age	Direct				Indirect			
	Urban		Rural		Urban		Rural	
	<i>target</i>	<i>actual</i>	<i>target</i>	<i>actual</i>	<i>Target</i>	<i>actual</i>	<i>target</i>	<i>actual</i>
Girls	0	0	2000	1200	4000	2200	8000	2840
Boys	0	0	1000	823	2000	960	4000	1304
Women	0	0	16 200	3845	11000	6100	22000	15008
Men	0	0	14 834	2784	9000	3523	24000	11136
Total	0	0	34,034	11006	26000	12783	58000	30288

Table 5 Project Beneficiaries with Disabilities

Age	Direct				Indirect			
	Urban		Rural		Urban		Rural	
	<i>tar get</i>	<i>actual</i>	<i>target</i>	<i>actual</i>	<i>target</i>	<i>actual</i>	<i>target</i>	<i>actual</i>
Girls	0	0	50	28	100	55	1000	455
Boys	0	0	30	21	50	26	600	410
Women	0	0	2000	631	200	80	2000	356
Men	0	0	1500	510	1800	537	1800	230
Total	0	0	3580	1190	2150	698	5400	1451

In terms of utilisation of skills by partners to advance rural transformation, GBV and governance the manager had this to say:

“I cannot relate to any organisational systems other than, capacity building initiatives, training workshops, political schools and those who have since progressed and initiated their own community initiatives, are role players in IDP processes” No evidence has been in place to show case how communities are engaging government.

2.5 Challenges and limitations

Limitation of resourcing allowing the project to stay for long term in a particular community remains a challenge and this has to be planned well with the end in mind. There was very little civic agency in the district. Politics were the order of the day. There was a strong perception that only politics can bring development or change in the communities. Peoples' Power was suppressed and had no space to resolve frustrations and encourage activism. There were very few social justice actors in the district, and this created a lot of pressure for the project.

Working in 4 vast and geographically demarcated municipalities with a population of 1.2 million people living in poverty and an unequal society remains a challenge. This creates pressure and expectation on the project to meet and fulfil these needs with limited resources that can't accommodate such.

"There was a point whereby I would receive about 30 phone calls a day from people enquiring about the project and the support it can render. To date, I now receive about 10 phone-calls which can still be overwhelming because project implementation is still happening in the background".

Another structural challenge is the dependency mentality amongst locals. At times you pick up a sense of entitlement whereby locals are not willing to contribute. I suppose government has also contributed to this syndrome through hand-outs and social grants.

Recommendations

Designing systems/tools of data capturing, beneficiary capturing and tracking. Assigning mentors to those initiatives directly implemented by OZA.

2.6 Donor partner's perspective of the programme from Oxfam Australia

One of the donor partners was once a Portfolio Manager for South Africa in Oxfam Australia (for around 1.5 years). However she has a new role of overseeing Oxfam Australia's investment in South Africa, namely funding for the ANDDI project. She supported the team with program quality and compliance, monitored the program from the OAU perspective, approved reports, proposals and translated program results for fundraising purposes in OAU.

ANDDI goal has been to strengthen partnerships with communities and movements to bring about more accountable governance in Alfred Nzo District, including for women, Lesbian Gay Bisexual Queer Transgender Intersex (LGBTQI) communities and youth.

Through ANDDI, the project established strong relations with grassroots movements and CSOs and activists that resulted in an 'ANDDI Movement' named by the people involved. Through this movement members worked toward greater social accountability through advocacy, campaigns, strengthening/reviving indigenous farming, agro-ecology and environmental methods, and supporting community to care for the most vulnerable e.g. fresh food baskets from farmers to vulnerable people during Covid-19 lockdown.

The programme was very relevant as it was grounded in an in-depth needs analysis/engagement with communities for the first 6 months that led to these strong

relationships and an understanding of the needs of the most vulnerable. Having members from the ANDDI movement coming from different parts of the community (representing youth, people with disabilities, women, LGBTQTI communities, farmers etc) meant a more holistic approach to identifying needs and planning accordingly was needed.

From OAU perspective capacity building and training for staff and partners on policies (Oxfam international) such as Safeguarding, gender equality and disability inclusion was key. Other support on reporting, especially framing of program outcomes and impact.

The Program manager Fundi, has been key in working closely with the movements and her knowledge of local issues, language and passion/personal commitment as well as respect given to her by the community were critical to program effectiveness.

Establishing the ANDDI movement that is led by partners not by Oxfam was key. The group underwent movement building, with training that helped members develop a strategy. The project/OZA strengthened the ANDDI movement, through regular meetings, capacity building and planning resulting in local ownership. This has been the project's intention from the start and members of the movement had represented their communities in various media – TV, radio, social media on critical issues

Because the work is largely focused on influencing, the grants to partners for activities complemented the existing work they do, along with other partners who have been more 'strategic' and not funded. OZA is using funds and capacity to support a movement that is more far reaching in its work than the funded activities.

Successes: building local ownership within the ANDDI movement and working together to address priority needs/issues has been a success.

The challenge has been the establishment of a fundraising strategy that successfully attracts new funding into the project (given reduction in unrestricted funds from OAU and future uncertainties of this funding). The project has been innovative and has some impressive outcomes at a local level. It is important to invest in capturing quality stories of change and photos/video (using professional equipment) to then promote as marketing tools to potential donors.

The recommendation is undertaking rigorous analysis to show the factors required for scaling up this approach effectively in other parts of South Africa or the region. A comprehensive fundraising strategy that identifies gaps and builds links with potential donors in South Africa and the region are needed.

2.7 Donor's perspective from Oxfam Hong Kong

From Oxfam Hong Kong the role has been to raise funding for the programme. *"My engagement with the project is mainly on Rural Transformation. It's goal is 'To strengthen capacity and self-organisation of rural people, especially youth and women led organisations to analyse, plan, and engage state and non-state actors to influence rural transformation policy and expression of political choices'".*

Based on the reporting, the RT project took different approaches to mobilize communities to participate. We noted the completion of a number of activities, but not as clear whether the targeted group, e.g. rural people, and especially youth and women led organisations obtained the capacity needed to participate and engage”.

Based on reporting, there were close support and management by the project team who worked directly; hence a strong partnership is expected. Based on reporting, there has been success of the project in making strong partnership and engagement with communities, but there is not sufficient information to confirm these, not to mention about failures.

2.8 Partnerships with Partner Organisations

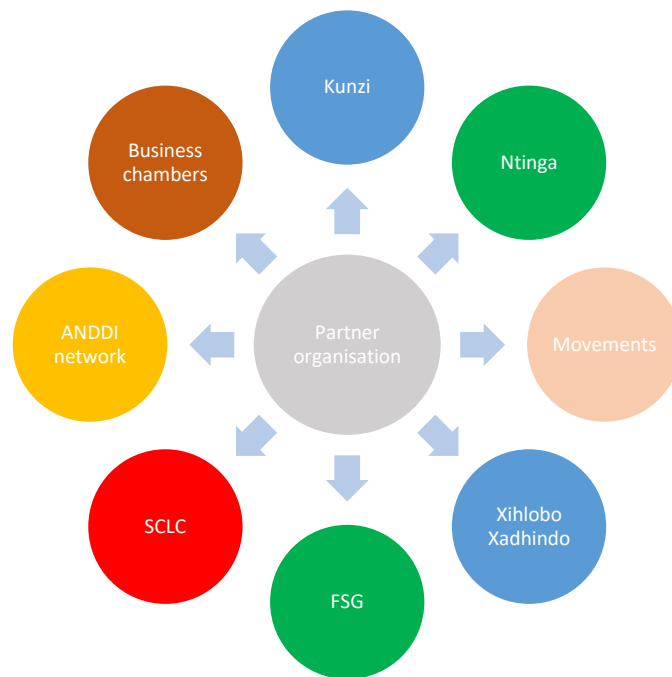


Figure 5: Partnerships

Table 6: Summative Partnership contribution to the goal

Partnership contribution	Rating	comments
Strong partnerships with Oxfam		MOUs have been developed and partner organisation have ways of ensuring the target groups benefit
Community Mobilisation		Well mobilised and reached out to the most vulnerable
Training and capacity building		Farmer groups and other groups in business and social movements have been capacitated on running business and holding government accountable
Mentoring and coaching		Continued mentoring and coaching has been on going
Financial support		More resources are needed

The partnership approached has been vital to OZA’s achievement of its intended goals. Without strengthened partnership and lean staff complement at local level, the organisation would not have achieved its set objectives. The approach used by Oxfam South Africa has made dividend through strong partnerships.

2.8.1 Western Cape SCLC

Southern Cape Against Removals (SCLC) was established in 1987 at the height of apartheid repression, when community organisations were not allowed to operate. It was either banned or restricted from organising mass meetings.

At the time of inception, the primary objectives of the organisation, known as Southern Cape Against Removals (SCAR) at the time, were to support communities who were resisting forced removals, lobby opposition political parties to fight against forced removals, and network with like-minded organisations in highlighting the plight of those who faced those forced removals.

SCLC operates on a three-year cycle. Annual operational plans are developed to implement the objectives of the three-year plans.

“We were funded by foreign donors, mainly from EU countries and also managed to secure short-term contract from local donors”. As a matter of principle, we always seek collaborations with partners whose objectives are in line with the objectives of our 3-year cycle. For this reason, the partnership with Oxfam SA did not bring about any significant changes to the way in which we implement our programmes, but it has enabled us to extend our areas of operation and create more spaces for people to learn from one another. It was also possible to ensure that these networking and peer learning opportunities were extended to the various Provinces through, for example, our annual platforms for farm workers, women and producers were conducted in collaboration with our strategic partners, including Oxfam South Africa, as well as exchange visits between sectors across Provinces”.

Farm and forestry workers now are able to lead their own struggles and farm workers are aware of their rights. Farmers signed lease agreements with local municipalities to use commonage land for farming. Informal settlements got services and are negotiating for permanent tenure where Oxfam SA contributed to the expansion of SCLC to new communities, and the emerging new leadership leading forestry and farm workers. The farmers continue to sell their farming produce on local markets predominantly to their own communities.

Poverty and unemployment continue to affect rural people and drought continue to affect the poor, as more commercial farmers are feeling the impact by either selling their farms and reducing their workers working hours. Oxfam SA created spaces for partners to share and learn from each other as well as shaping its direction, it was more than just a donor we were partners

OZA participated in giving inputs to partners. The forestry leadership has managed to engage with state departments on their own, same goes with other projects in informal settlements, and with farmers.

Rural transformation will continue with all its challenges, like the devastating drought in the Karoo and high level of unemployment, however the key difference is the high -level of political understanding, and leadership maturity. The program has been relevant to communities, in some parts of the area of operation especially the coastal areas and Graaf reinet people were involved in crop production for own consumption and for selling or giving food to local play groups.

Willem Lawack is one of the examples of farmers who managed to produce honey and sell to major super markets, and was supported by SCLC and today he is the mentor for emerging honey farmers.

Our annual women platform has increased women capacity, and our exchange program with the Eastern Cape women has increased their understanding of urban and rural dynamics, the peer learning helped women to understand what women face under traditional controlled areas. Women representative dominant the leadership structures, like forestry which was male dominated in the past.

“We are supporting crop production in for emerging farmers in places like Mossel Bay a Vuka project led by women and in the Prince Albert women who producing crop and herbs leasing land from the local municipality “

In Graaf Reinet area an agri hub was supported by SCLC and local business to produce crops. They supported with inputs like water tanks and fencing materials for farmers in the Prince Albert Hessequa, and Mossel bay in the Western Cape and some parts of the Eastern Cape.

The groups network and have peer learning from each other. SCLC have donated inputs water pumps to harvest water, and seedlings for crop production, however climate change has affected crop production due to drought and other related challenges

SCLC have raised awareness regarding the types of lease agreements that can benefit the communities, especially those who farm on commonage land.

The EC and WC water stressed communities were badly affected by drought, as a result where water is available, the municipality is charging them high water tariffs, as result the poor farmers use water from their houses for their animals. The bad infrastructure on commonage and poor municipalities, cannot afford to fix the non-function of boreholes.

Through local collective structures, they targeted local government and National Departments like Agriculture Rural Development and Land Reform for support with their limited resources

The condition that these groups find themselves in is that they still need to register their entities if they want government support which remains a challenge, not all the groups have systems in place to operate like co-operatives.

The annual platforms where emerging farmers share experiences, has enabled them to go back to their respective communities to engage government using the experiences from the others.

Ongoing exchange programs promoted peer learning and spaces created by OZA and other donors have enhanced the capacity of these groups. Pig and crop farmers used the old age pension days to sell their productions and supply local Spaza shops with fresh produce.

Department of Agriculture gave technical support either through drought relief with medicine and feed. Farmers did purchase own medicine cause they were experienced farmers. As indicated earlier women dominated the space of crop production, and some are registered as co-ops and as NPO.

Women like all emerging farmers sell their production in local markets for the benefit of their families and support spaza shops with fresh produce locally. No such organised groups exist for now, hence the challenges of literacy and expertise in formal structures.

Local government contribution related to their own local economic departments where they support emerging livelihood projects with registration and resource mobilisation. The dominant challenges has been the nature of the hostile relationships with community groups around poor service delivery and lack of resources from the Municipalities.

Community groups have signed lease agreements to use land that belonged to the municipality, however the poor infrastructure of the leased land remains big with water stressed communities. Several community and stakeholder engagements were conducted that resulted in some positive outcomes in terms of collectively addressing challenges.

“We work with resource poor communities with limited or no access to land. Efforts to access land, natural resources and agricultural infrastructure / inputs in order to strengthen agro-ecological production projects and, ultimately, promote food sovereignty needs to be intensified. The impact of the fossil fuel industry and chemical agriculture, inter alia, on climate as well as the adverse effect of climate change and the resultant climate disasters on production and access to food need to be highlighted”.

2.9 DRDALR Alfred Nzo District Municipality

The department of Agriculture has been partnering with the ANNDI and the extension officer has been 12 years in the department. He did not know how the partnership started in 2019. However, he was invited by a farmer. He participated during the workshop for herbs, agro ecology information day. Due to the Information sharing he took the idea to the Department of Agriculture's officials for the department to partner. This way youth were trained, and were given seeds, and trained on sheep shearing and classification. Some of the project beneficiaries were funded by different institutes on sugar beans. The department started mentoring and coaching the youth even during, the storm in March 2020 the department provided mentoring and coaching.

More government departments were involved. Now youth started applying for funding from the department. While the farmers now have knowledge on their farming although they have been affected by lockdown. One of the challenge is that young farmers relax and they are yet to own production and all what they do. A lot still needs to be though some have acquired the skills.

The programme is confirmed relevant for the people to live. The challenge has been that only 2 youth participated while there is agriculture for livelihoods they can explore.

Partners need to sit down and plan together and work together towards one goal as each have resources. There is recommendation that the selection beneficiaries to be inclusive. *"Others are not part because it is associated with other people". "Sit down and invite each other to the functions. In Agricultural shows farmers must invite each other".*

2.9.2 Development Worker Alfred Nzo District Municipality

Nonkonzo was from ward 16 and as an individual was introduced to the programme by Ndongeni because she loved development. Partnering as CDW made them form a movement. This made them to come to Alfred Nzo and brought people together to introduce the programme. Using the bottom up approach they met with people before the Municipality to plan and design what was relevant for them. Three programmes and training were done in partnership with, other NGOs. What they did was take information from Oxfam and give report to other CDWs in areas where they work.

At Umzimvubu not all CDWs were involved but they trained structures before movements so that the structure can give direction. They formed a movement so that it will be sustainable as a movement. People were trained in accountable governance, women and gender justice and rural transformation sustainable livelihoods. There was a group that was identified and that all people are capable and they selected them and people trained on thematic areas so that they can go back to the community and send information to people. Accountable governance was done in Umzimvubu in ward 16, 20 and ward 12, they met at Mount Aylif. It helped a lot in ward 16 such that people went to IDP review meetings and youth were being involved and they contributed to the IDP engagement process. The project was useful and the community want a refresher training as the initiative happened in 2019 and in 2020 they could not continue due to Covid-19.

Training of trainers continued and now more movements have been formed and a reflection is needed to further train people in the community of particular training. ABS had 5 people and 8 were from EL BEEH and Land rights in women transformation. Most people were trained in GBV thus 15 of them as well as 6 Young girls. GBV is still a long way at local level to address the community challenges.

2.10 Agro ecology and Permaculture

Agro ecology and permaculture has helped households and communities such that those trained went and implement in various communities. Going into the future the group does not need support but human commitment. *“The challenge is that the movement was formed but it is not strong. There is lack of communication, there is lack of accountability, thus teaching people how to stand for their own. There is need to be dedicated and own the process. It seems like working for someone. To be sustainable there is need to support one another. Some were funded with Oxfam but no one knows the criteria used and that needs to be addressed”.*

Partnership need to be strengthened and programme manager needs to work with Alfred Nzo and must listen to the locals, and it must not create cracks in the community.

“Avoid rule and divide. There is no pathway of change of partnering together and implementation is to some level parallel and in terms of GBV there was a programme funded for soup kitchen but it is not located at the right place. There is no access by the vulnerable. Umzimvubu is far from the community”.

2.10.1 Soup kitchen in Tabankulu

The soup kitchen is located in Tabankulu. It was important to hear the views of the established soup kitchen owner. Having engaged the soup kitchen owner this is what was found. “There is malnutrition in Alfred Nzo and this led to the establishment of the soup kitchen. Soup kitchen is going well. The School does not get funding from government. There are 55 learners benefiting from a primary school”.

Every Monday they eat meat and samp, milk, and on Wednesday sometimes fish with beans and mixed vegetables, cabbage and pumpkins every afternoon around 12:30. Learners have access and they were given R400 000 which they were given. The container and funding came from Oxfam SA thus R456 744. Coordinators allocation was R80 000, fresh food supply R40 000, dry food 61 000, and R102 000, was ending in May 2021. Reports were given to Oxfam. They have their programme, they get grocery from other funders. They have programmes like Lotto where they work on different areas. They are in

Challenges

The challenge has been the Float of funds of R10 000 or R20 000. Recommendation were that there is need to get more funding as the community in Tabankulu is vast and there is a lot of vulnerability and food insecure.

2.11 Food Security Group

Table 7: FSG Organisational performance

Deliverables	Rating	Comments
Mobilisation of resources	100%	FSG have been committed to addressing poverty and raised revenue for such from other sources to ensure more households and farmer groups were reached
Community mobilisation	100%	Communities were mobilised in KZN in Msinga and Bergville women, youth and the vulnerable
Community empowerment	100%	Community farmer groups have been empowered to focus on agriculture as a business using cooperatives model
Skills development	100%	Communities have been trained in business management and agricultural skills and value chain development
Mentoring and coaching	100%	Continuous mentorship have been provided

Food Security Group (FSG) was established in 1985. FSG was established in 1985 in the Department of Plant Pathology of the, then, University of Natal, with the aim of making relevant scientific knowledge available to smallholder farmers. In the early 2000s it evolved to focus on providing training, advice and project support in sustainable farming practises, sustainable land management and conservation, strengthening local institutions, advocacy building, and enterprise development. Additionally, FSG conducted action research to address issues pertinent to resource-constrained farmers. Training was provided to development practitioners and students in participatory approaches to research and extension. Community members and other partner service providers, including government extension staff and scientists participate in designing and implementation of projects.

It is important to note that FSG has its own projects that are implemented in their sites. OZA had offered partnership in the work already being done. In line with its vision, FSG programmes are:

- Sustainable agriculture for food and nutritional security and income generation
- Development of Value-chains (Agro and non-Agro)

- Community-based natural resource management
- Information dissemination and advocacy
- Community mobilization and building local voices

Through these programmes, FSG fundraises from international donors for its operations. The previous donors were ICCO, Oxfam GB, and UNEP. Currently donors projects active are DKA, HCIF and New Zealand.

The initial phase of OZA Rural Transformation project provided inputs to strengthen and organize community mobilization structures to advocate for services. The RT project was divided into three components, which was monitored at a community level and project staff level on a quarterly and annual basis.

The three components were:

- Component 1 (April 2019 – June 2019) [Strengthened structures]. Development of governance structures and the leadership training at different levels. Additionally, stakeholder relationship strengthened through continuous engagements between community partners and relevant stakeholders. This phase focused specifically on concretizing development issues and strategies for evaluation of the implemented activities.
- Component 2 (July 2019 – Sep 2019) [Articulation of deficiencies in rural democratic spaces and rights] Issues to be addressed and actions to be implemented. Group institutional building, and stakeholder engagements maintained. More so, Annual Events were planned including AFRA and FSG collaboration. Workshops were held to assess areas in which rural democracy was undermined and develop in-depth understanding of the way in which women’s socially and economically derived rights were undermined.
- Component 3 (Oct 2019 – Feb 2020) [Wider engagement was to create awareness and challenging the status quo] This component was to commemorate various annual events that reinforced the objective of the project, e.g., World Food Day and International Women’s Day. This component further built and strengthened platforms and work towards one voice. Building women’s leadership roles to articulate their concerns was key. AFRA and FSG will collaborate in the action.

The components overlapped and linked with the OZA two outcomes to the FSG Programmes and actionable activities. Additionally, AFRA and FSG collaboration was piloted. Some community members attended and participated in their local ward level meetings. One success stories included groups in Msinga receiving services for stones packing their eroded land, building of channels close to the garden to collect water for irrigating their plots.

There were three phases in OZA partnership, Sustainable agriculture and enterprise development was still underpinning interventions for all phases of OZA

- i. First was to provide inputs for farmers, especially women, so to empower them in enterprise development
- ii. Second was for FSG to further develop and strengthen different tier levels within each Municipality, so to collectively strategize on issues relevant to their socio-economic transformation. Currently there are three tiers:
 - a. Group level: It dealt with on the ground issues in terms of group planting, and enterprise development. This level focused on individual farmers within the groups and their training needs
 - b. Area level: Five representatives from each group mobilized according to their ward/ area/location. This level dealt with area specific issues that were taken to ward councillors, local extensions officers, and local traditional leaders
 - c. Task Team: Group leaders (who are ALM representatives) formed a task team, which dealt with common issues faced at a local municipality. This level dealt with researchers coming into the community, water issues, and municipal issues. All discussion formed this level filter back into Area level and group level.
- iii. Opportunity arose in this phase to use existing alliances and platforms to work together and learn from each other. Hence the collaboration between AFRA and FSG.

Yes, the RT programmes provided FSG the opportunity to not only focus on sustainable agriculture on the ground but deal with issues related to service delivery towards productivity in face of climate change. More so, the programme allowed FSG to further develop and strengthen the community mobilization structures and their communication avenues to different development agent stakeholders.

Evidence:

- WAR Rooms provide a space for farmers to actively engage with councillors for service

Yes, communities felt that the wide array of engagement has improved their communication skills and understanding of service delivery. It is also important to note that not all beneficiaries are at the same levels, so their participation is different. However, FSG has noted this and trainings are done accordingly.

Women Empowerment

- Communities were provided inputs as a start up to empower them to participate in the value-chain
- Leadership training conducted for women to have a voice
- 80% of women are in leadership and participate in stakeholder engagements within our projects

Governance

- The different municipal tiers provided a good foundation for members to communicate, learn and share information with each other.

Human Assets: Farmers were capacitated and trained in climate-neutral agricultural techniques, sustainable land management, institutional set-up, and enterprise development.

Financial Assets: Farmers were mentored in development of an agro-value chain. Furthermore, business management and market skills were imparted. Savings and credit schemes have been active in Msinga, money saved was used for agricultural activities and other household needs. Social Assets: Developing and strengthening institutional set-up along the three tiers. Reviewing group's constitutions and aligning to their visions was done annually. FSG assisted in Co-op awareness, training, and registration. F2F visits, cross-visits, annual events were done as a form of learning and sharing.

- Natural Asset: Water and soil conservation was done with farmers

FSG key focus and entry point into community groups and local municipality have been through agriculture. FSG started engaging with groups and individuals, who were already interested in agriculture and saw the need for their food and nutrition security.

As mentioned above, FSG started engaging with groups and individuals, who were already interested in agriculture and saw the need for their food and nutrition security. The interaction with FSG, other stakeholders, cross-visits, farmer-to-farmer, and advocacy building further motivated farmers to be consistent with their agricultural activity.

The work of the Farmer Support Group (FSG) with smallholder farmers, especially women, who faced challenges in their efforts to improve their livelihoods. Smallholder farmers' vulnerability to climate change challenges their ability to produce even for subsistence. Experience has shown that the degrading land resources and poor water management are serious weaknesses to the development of agriculture. In order to escape this brutal effects of climate change, FSG have been conducting farmer field schools (FFS).

The main objective of FFS is to improve the organization and management skills of farmers by empowering them through awareness of the changing environment to make better use of their existing knowledge to handle their own on-farm decisions. These sessions take place on farmers' fields and combined traditional knowledge of land management with a more thorough understanding of the ecology of the field crops and vegetable ecosystem. The field was seen as the teacher and its conditions define most of the curriculum.

In Msinga, mobilization structures advocated for construction of channels to divert runoff water to a mini water source for their use in the garden. Some groups in Bergville have discussed with officials on construction of v-boxes for water access.

FSG already has mobilization structures before OZA RT programmes. Thus, farmers used these structures to have engagement with local government. Additionally, FSG is part of an alliance called Tshintsha Amakhaya, which advocated for agrarian transformation; which farmers were actively involved.

The absence of voices and non-participation of communities in rural democracy are phenomena prevalent throughout South Africa. At municipality level, many development agents and government sectors focus on economic development for rural communities. Development agents (government, NGO's, CBOs) are invited to participate in the respective structured platforms (i.e Area Level Task Teams). Who get involved was dictated by the issues to be deliberated. For example, issues related to the local ward necessitated invitation of the councilors to the meeting of the area-level platform. Additionally, farmers' days and annual farmers' events have many stakeholders being provided spaces to present their programmes. This way rural communities can effectively engage with them for effective development.

At a provincial and national level, the Tshintsha Amakhaya alliance played an integral part in connecting struggles for one voice towards agrarian transformation. At a provincial level, the partnership between AFRA and FSG, working across different tenure regimes, have identified various commonalities and strengths that could benefit from a coordinated and collaborative interventions. Thus the proposed collaboration deepened the partnership with OZA in terms of the rural transformation program and having a broader coverage in KwaZulu-Natal. Based on this, both organizations proposed to work on strengthening the rural democracy and policy intervention work, with special focus on improving the livelihoods of diverse rural communities across different tenure systems.

At national level, Tshintsha Amakhaya have had various clusters (KZN and Eastern Cape) and national level (Indabas), which focus on common issues and policies for improving the of rural people's livelihoods.

The excessive reliance on financial and material hand-outs often is the main reason for groups failing to continue beyond the project stage. Therefore, it was critical that the group mobilise resources for their livelihood enhancing activities. In terms of savings and credit schemes groups, are conducting savings sessions monthly on their own. Group members are all part of savings schemes whereby they either save for social, household, agricultural and/or burial needs. These savings activities have allowed individuals to be self-reliant in terms of their production and household activities. These schemes are dominant in Msinga Local municipality. In Bergville, community members rely on savings, social grants, remittances, and/or agricultural activities for their livelihood needs.

The first phase of OZA provided inputs to women groups; this was to empower them to produce for market. FSG continued to support all farmers to use their natural resources efficiently. Seed savings and sowing formed part of the support for their production needs. Furthermore, some groups used mobilization platforms to advocate for inputs from development agents.

The first phase of OZA provided inputs to women groups; this was to empower them to produce for the market. Development of an agro-value chain for all women groups/ individual was done as part of project annual review and evaluation. The purpose was for farmers, specifically women and youth, to understand their production capacity and identify market avenues.

None. However, one youth group in Msinga, identified funding opportunity in Economic development, FSG assisted in the application process and submission. However, COVID-19 hit and priorities of government shifted. The positive side is during lockdown, Agricultural departments provided funding opportunities for smallholder farmers. FSG assisted groups to apply. Some groups have been successful in funding.

Mobilization structures was used as a platform for smallholder farmers to engage with different government structures. Mobilization structures was used as a platform for smallholder farmers to engage with different government structures. FSG also had leadership, motivational, and ABCD training to steer farmers into being self-reliant.

Main impact was farmers being aware on whom to contact for service delivery, they understood agenda development and were part of government engagement platforms, at a ward level, to advocate for their right to services for their on livelihood needs.

The programme has assisted in strengthening existing structures. These structures were further trained to be self-organized and vocal about services they require. Each municipality had level and task team platforms.

Platforms were used for farmers to engage with public and private sectors, in the mobilization of platforms used.

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ABCD, FFS, Agribusiness training equipped farmers to sustainably produce for market and household consumption. Farmers were able to plan what could be sold and eat. All that was produced was nutritious for farmers and required by local market.

Women are in deep rural settings; their right to decision at household level is not cultural allowed. However, through the engagement with FSG. They realized their agricultural potential and engaging with different stakeholders for services at household level. This indirectly contributed to household decision making by providing other forms of livelihoods (but at the same time, not offending the cultural norm of decision making).

Eg:

- Access to water, some women in the community have discussed with government officials on household access to water through construction of V-boxes.
- Access to land – women have met with traditional leadership against some members in the community. These members have threatened to take the land away, but the traditional authority have assisted women in keeping the land.
-

FSG used program resources to add onto the current activities of strengthening mobilization structures.

2.12 Nkuzi Partner for Rural Transformation Programme Limpopo

Nkuzi was established in 1997, when it was established it was to address the need of communities of those dispossessed of their land. Landless commission was in Pretoria and communities in the Vhembe district wanted to launch claims but they did not know how. Forms were available in English and they couldn't launch the claim. People who worked on farms had human violation extended with working with farmers and town dwellers. Polokwane main office was accessible for others in the province even into Mpumalanga appointed by the department of Land claims.

With the first office of regional claimants Nkuzi engaged with it affiliated to the land committee, and hosted the first team working in the area. Government listened to what they said.

Nkuzi knew the issues and dynamics of the community, verification and land claims. They expanded to cater for people who were neither on farms or land claimants. They were land hungry for Land acquisition. People purchased land for agricultural production. They worked with groups. Claims court settled the claims. Some got land back for agriculture and settlement.

The organisation supported the farm workers support, farm dweller support, land acquisition support. They augmented with research unit. Due to financial situation. Some units were no longer in existence. They lobbied for government to provide legal support for farm dwellers, land reform beneficiaries through advocacy work. DARDLR supported the process providing facilities for legal purposes. It was a good move but it killed them. Now it is highly difficult for

people to get legal support though relying on legal support centre. Farm dwellers lost their cases because they did not have legal power.

Still struggling on legal land claims, they have mobilised grass root to self-organise. NGO sector funding continue to decrease. Donor funding has been going to government than on land claims. Funding has changed focus on climate and other issues than land claims. Linking climate change and land rights must have been the focus. In the future. Groups need to unpack and analyse and advocate for change. They are facing financial challenges.

Most donors are not supporting 100% of the budget. Rural transformation was introduced they came on board. Oxfam came into the party in 2018. It is clear what they are doing on the ground. Oxfam contributed a part and they signed an MOU. They gave R200 0000. They submitted concept note with clearly defined targets and objectives accompanied by specific budget,

The organisation assisted a lot in self-organising for the facilitation of farm forums, local communities, women, men, youth, they did regular follow ups. They can suggest what they want to do but funding remains a problem. Stakeholders identify their needs. Farm dwellers engage government departments including department of water and settlement. Government bought a piece of land to give farm dwellers but the land was being abused by a chief but the community fought for their land because they were organised. Farm owners did divide and rule to ensure the farm dwellers fight but the forums are trying to unite the farm dwellers.

Gradual empowerment of farm dwellers and locals is key. *“Yes communities now know their rights and engage government” The programme has been very much relevant land the people now collaborate with land claiming communities and farm dwellers communities. They are collaborating. It encourages solidarity together with mining communities and kopano solidarity engaging with DMNR. One mining company now hear them negotiating the terms and mining labour plans negotiations”.* They organise strike action. Some groups are engaging government to get support to use land for surplus.

Different local municipalities, Mogalakwena, Blouberg Municipality, Ivaan Plaas mine, Water berg platinum mine. Small scale farmers are in Mogalakwena and Polokwane have been empowered.

Farm dwellers in Modimole Lepalale Municipalities Blueberg groups in Greater Letaba and greater Tzaneen were also empowered.

Small scale farmers can be on their Women cooperatives committees as part of leadership and as beneficiaries. Groups and Land rights and agriculture.

They had good partnership with Oxfam and they were treated as equal partner and they were taking decisions together. They would give audience. Oxfam does not tell you what to do. Provided you submit reports and documents. There is that flexibility. They need more money. To mobilise communities. Covid-19 brought more opportunities to engage on their own and for them to explore alternative ways of doing business. To empower communities how to operate a zoom meetings and support community with gadgets.

2.13 Xihlobo XaNdidho Limpopo Rural Transformation Programme

Xihlobo XaNdidho was established in 2010 with a purpose of working with communities and empower them to well understand their rights to claim land from government. Three things land rights, women and children and education, women and girls rights has been the focus.

The organisation has been working in six villages in two Municipalities Thulamela and Collins Chabane Municipalities in Vhembe district. They work in six villages partnered with traditional leaders reflecting on groups of village settlers where they have been meeting once a week on rural development. In the meetings they discussed shortage of drinking water involving ward councillors who linked with the district and local people as representatives.

They took action by approaching the municipality to demand water or marching to the municipality or asking for water tank. This led to the connected water from main line or on teenage pregnancy. They trained the people on probing and facilitated meetings, they purchased stationery. They also linked them with various departments they may want to link with. It is from those circles they engaged about income generation projects as well as facilitating getting pieces of land, they trained them on project management, and Tcrop farming.

Workshops were done directly or from government officials from different departments. There is a strong linkage with government. They provided with farming equipment. They did annual review and follow up workshops. They linked with the Department of Agriculture and even registered an NPO and opened a bank account. They linked with other established trained projects to strengthen partnerships. In the process other members opted for poultry and seedlings to sell.

They have individuals as part of the group. They also have groups for grannies who play sports. From 2017Oxfam SA partnered with Xihlobo XaNdidho. Oxfam SA funded the initiatives of Rural Transformation and also empowering staff through workshops. Women who went to Cape Town on gender issues. They focused on women and the market. Empowered on value chain. They support with capacity building. Volunteers and community members they take care with that. Oxfam is supporting what they are already doing. They saw an increase in women participating in crop farming. Through their funding support they are receiving more funding.

The programme is relevant and they came not to bring new programme but support the existing project which has increased the voice of the women. Strengthening already existing initiatives have had huge impact. The groups have been motivated.

There is continuity and sustainability because the projects now have installed a tradition in terms of farming as a business either to leave it or continue. Primary schools now are doing farming producing food for school children. They are growing different kinds of products, local vegetables, for some three to six months. It depends with what they grew, such as ground nuts to maize, poultry or chicken, they are producing and selling locally. People buy, and in Vhenda Thohoyandou they buy and resale. They take to the market and have agreement with

SPAR and Boxer where they transport to Johannesburg market for products such as beans and pepper.

Increased income depends on individuals. Others want daily income and others sale after the products have been processed. The groups conduct reflect cycle meetings and in the meetings they escalate them to the mass meetings during traditional chief meetings. They have platforms for gender issues, parent meetings in schools. Girls and women address communities during meetings. Community radio stations is used to advocate and invite women to talk about the issues on teenage pregnancies and GBV. The community is organised on socio-economic grounds organised events where community members through speakers addressed gender issues, and dialogues of 40 people talking about gender issues and debate.

They also have ladies soccer game with community members and during break they talk around gender issues. On farmers' day they talk about gender issues. This has made women to be financially strong and talk of the issues. Women played as role models to other younger women.

The market has been so slow though due to Covid-19 and general challenge is one that comes once a year or two, 2009/2010 there was heat and farmers did not harvest. Heavy rains affected vegetables. There is no documentations of the impact of good work they are doing and recorded.

2.14 Ntinga Partner

Ntinga lead was executive director since 2019, when he retired and has not been involved since then. Ntinga Ntaba Kadoda, Keiskammahoek covers 42 villages doing work coordinating across the EC Province from September 2002 as a subcommittee of the ward committee till 2004 it was an independent organisation. The purpose was for heritage included the period of resistance to colonialism. With the heritage programme there was annual heritage festivals. It grew into wider sector of rural democracy, rural development and cooperative development. Community led transformation of Kesikammahoek economically and democratically.

They were collaborating with Border Rural Committee (BRC) and Oxfam SA and in the form of sectorial they raised funds through Oxfam SA and he was board chair of Oxfam SA and the organisation decided that it was better the application to be done through BRC for funding. Rural development and Ntinga he has been involved in farm worker mobilisation.

The constituency was the 22 villages in Keiskamahoek women's groups, cooperatives, youth, heritage youth were involved. Rural democracy spread to 32 civil society organisation across the Province. The Cooperatives were trained on the farmer organisations, cooperatives, lobbying advocacy efforts on seed bills. The piloted seeds control and seed germination on genetic seeds and they mobilised communities against such. Smaller framers were failing and a report was released on 'seed kills campaigns'.

The impact at the level of the province, they capacitated a whole range of forces and the need of collaborations. The work led to the birth of rural development campaign like Enyanda campaign. Other groups took government to court due to the education they received on

traditional leadership. In other areas local struggles where people of Cala-19 got a ruling from the court after the advocacy they had the right to elect their headman. Decision of community outside King Williams Town in Amahlati government imposed a chief since Tshala wars and people opposed the appointment. Ncentane and Ngcobo people fought battles over local democracy.

Community agency of coal inquiry was led by 1000 women in NW, Msinga and Johannesburg of access to land and local struggles for women to access land on their rights. Several workshops were organised and women had to achieve their rights to land and community meetings could not be held in the presence of women. You Mothers Association fought for land and role of young mothers. Rural democracy and for food and production economy led the provincial legislature to rethink its position. They worked with different cooperatives for food sovereignty and partnered with Rhodes University to buy food from small farmers as semi processed food. The struggle was finance for the whole strategy needed R59 million to operationalize for fencing and process machines.

They got a monthly farmers market that started in 2015, in Keiskamahoeck which bought food in the CBD while farmers produced. Due to Covid-19 the market had not progressed after 15 months in operations. Through permaculture households had a hectare planted on a well-run agriculture for households and schools.

Under Rural democracy they campaigned for traditional courts bill. The decision was to collapse the traditional courts, they then had to educate communities about the bill and advocated for communities to recognise the traditional leadership thus lead movements to the provincial legislature to take action. They shared whole package of laws affecting traditional leaders to the Monthlante commission.

Ntinga has been a membership organisation with 200 organisation members from 22 villages where members met during an annual meeting and 10 people were elected and worked with a team of 20 people employed on a full time basis. The 20 people in the rural democracy programme, solidarity economy had 7, and others were doing heritage youth and 30% of the communities owned the processes as the destruction of Covid-19 may need 5-10 years for mentoring and coaching. Seed banks need nurturing and clear understanding and the process may need much more support.

35 cooperatives existed in 42 villages, premier leagues, Mvela phanda and strugglers, they have been successful and the big maize cooperative. Those were the six cooperatives in the premier league while the others were on different stages of their pathway trained on business planning and business marketing.

2.15 Farmer groups interviewed

Table 8: Farmer groups interviewed

Farmer groups benefits	Rating	Comments
Mind-set change		Strong mind-set change among members and groups leading to successful group organisation, increased production in many although few are still struggling
Support with inputs		Partner organisations and Oxfam SA supported with inputs although water shortages for farmers and transport for movements persist
Training and capacitate building		Farmer groups gained adequate skills and they are applying them
Addressing social issues		Strong social cohesion
Linkages to the markets		There has been strong local markets though it needs enhancement
Resource mobilisation		Most of the farmer groups have resources while a few needs future support to mobilise resources

Garden of hope Agricultural cooperative Alfred Nzo

The EC Thuthukani agroecology permaculture was found by Oxfam SA already practicing agriculture as a cooperative. Oxfam as NGO, they picked few people who were then trained in agri-ecology and permaculture. They came and did the EC Thuthukani agroecology permaculture.

The objective has been to link with what they had already of sustainable livelihood. The objectives was for people to live from the land. Since it was expensive they adopted for permaculture as it had easier way using the techniques they already had within the communities using organic farming. They then took the initiative and closer to indigenous way of doing things. *“It found us with the things we used to do from our traditional and they mixed the two to improve farming”.*

The programme was very relevant. *“As you talk of permaculture you talk of what people use of using available resources of what is there. When using permaculture it is not easy to move into large scale as it need a lot to increase production and shortage of water”.*

When they came back from training they invited communities, to come and learn the way of farming. People were so interested in the youth including female and older people who were

interested in the way of farming resulting in encouraging each and every household to have their food gardens.

Impact

There is increase in organic farming and food per household. They went to learn on how to do natural building. Other people were trained in building and they went for learnership. Unfortunately they did not get certification. Oxfam SA acknowledged the youth trained and gave certificates for the building programme.

Challenges

They needed funding to till the land and they used to hire land. The home gardens are big and they need implements. Water is the highest challenge. At list there is need to promote water harvesting.

All communities were workshopped by the trainer of trainers. Oxfam SA assisted with seedlings. The group went to each household to establish the gardens with no seedlings. The seedlings produced were given to communities. They didn't have income, were not working and assisted them access seedlings.

The programmes has improved a lot as people now have food in the household with healthy food. They are producing maize, vegetables, potatoes, spinach. They no longer buy food. Maize they turn it into mealie-meal. They extended the programme by diversifying into chickens and pigs.

There has been improvement. Especially in this time of Covid 19 people are back to live in the community. The programme has proved to be sustainable. If youth are interested and driven by them in their homes it can be sustainable. Involvement of the youth. It has alleviated many things. Permaculture is about nature and should be preserved and used wisely (crops, vegetables, livestock) making the value chain. Where there is surplus they don't have a market to sell except giving out to those in need to promote self-sustenance

Recommendation

There is surplus land which is not used. Provision of resources for people to use the land with adequate land collectively to improve the production need to be promoted because that is the livelihood and revive farming. The programme need to provide water.

People have to plough diverse crops and farming. Oxfam SA came and document as situational analysis as baseline and promised they will assist with boreholes for water provision and also promised nurseries or hubs for agricultural learning centre but that has not yet materialised and there has been no feedback. As a community they had a vision on how to grow and market their production but now there is no planning to that or feedback.

Oxfam SA need to improve if they are coming to alleviate poverty, sustainable livelihoods is the most. If Oxfam SA can be able to reprioritise a gender justice and good governance the focus should be into livelihoods and this can alleviate poverty and embed the two. You cannot postpone the stomach. The focus must be prioritized. Educate youth to be involved in wood

work. Sustainable livelihood is so broad and diverse so the programme needs to prioritise and see what is context specific that can assist the communities into their livelihood portfolio.

2.15.2 Alfred Nzo District Development Initiative

The farmer group has been established long ago and the members have been living in the community since the 70s. Poverty is high. They used to sell pumpkins and maize. Only the cooperative members and those who were not members bought from the cooperative. There are a lot of livestock and members benefit from what is grown. Oxfam SA helped them with machine to harvest potatoes and the vegetables are sold locally. They joined the cooperative to share information and those organised can be easily funded. The vision was to be self-sufficient. The organisation has achieved its goals a lot as they use the machine and make others hire it for harvesting the potatoes. Oxfam trained women and youth and they did not get trained but women and youth were trained. So they came back and implement the skills. They has been also linked with other groups.

Relevant

The programmes was relevant and they were less interested in agriculture but they diversified and included agriculture. However they lacked skills in using the machines and mentorship of using machines and other skills. Women and other groups improved their livelihoods at household level and women did gardens and each household now have some food and income. There has been exchange programmes in other parts of Alfred Nzo empowering each other.

“Now that we are in this group, you can see that the produce harvested is processed locally and they have a voice. The villages are working. Slowly the villages are graduating from poverty”.

Challenges

“It takes time for things to be understood. They used to select leadership without skills. We need to take people with skills or empower them over time”. “Interventions should be cascaded to all levels. Oxfam SA must do exposure taking some members from EC to other parts to open the minds of the farmers to improve their production”.

2.16 Farmers’ network ANDDI

Farmers’ network ANDDI members have been living in the community for the past 30 years. Poverty is so hi and many people were not employed and even piece jobs no longer exist. The rate of poverty continued to increase.

OZA SA came when they had started the programme of households and they got water tanks and seedlings to plant in back yard garden. So that they can sell vegetables not for consumption but sell. They saw poverty while they had poverty and started the household gardens for them to buy even seedlings for R10. The vision was to make people grow into emerging farmers from being subsistence farmers and join cooperatives. The organisation has achieved 1-2 goals as many women are now planting back yard gardens.

They were trained on entrepreneurship, on business management, before engaging in agriculture. The programmes has been relevant helping on what has been there already. Before they were 50 now they are more than 200 households. They also have high schools were it has started as well. They have covered 4 schools so far.

Skills they gained include financial management and book keeping. Women are now selling and their bank accounts have funds. One person could gain R3000 as income.

While local government has their own groups that they have empowered the OZA's programme has the local municipality involved. Women have now been involved into programmes as an ongoing programme. Communities are still in poverty though and not yet transformed despite the 200 families whose portfolio livelihoods are gradually improving. They need water and recommended Oxfam SA to continue with its programme to women and its Alfred Nzo community.

2.17 Western Cape

One women farmer had this to say, "When you come here you come with basically nothing, the support comes from SCLC and other organizations including government, the first year I came to live here was very difficult". We had to get piece jobs that allowed us to earn a little bit so we can be able to buy food and essential things. We get agricultural trainings, Farm management and budgeting skills, and record keeping skills. We implement the skills we gain every day in the farm, especially here that there is drought so we use the skills to try deal with issues here".

"It has brought change so yes, we can employ people from the town so there is on-going job creation. During February we employ people and also in September so as the money comes we also help others".

"The program and support has made me to push and make a living out of my farming, it has been relevant because it provides me with the essential needs for my farming and when I need advice on something I am able to ask other farmers so it has created that relationship in our community".

"In our area the women and the youth are not so willing to come into the farming business, we started a youth programme here where the initial plan was to teach them about farming so we gave each of them a piece of land and other resources but after a month they were all gone". "So I don't really know the effectiveness of the approach. I am part of the mental justice movement and Climate change activities. I think one of the things is job creation because in our community jobs are very scarce so now they motivated us to do something for ourselves".

"In terms of individuals it was a bit difficult, but in groups the trainings that were provided for us empowered us even now we are able to work individually meaning that we are able to provide for ourselves and carry on with farming with the information they taught us".

"Luckily I am the chairperson of the water board, every third month we have a meeting with the water affairs and we bring all the other farmers so we can plan properly and we have

already applied for water licences which we have got already, the borehole system has been implemented and other ways to get the water to farmers”.

“That time we used to stay in town our animals used to walk around the town so people started complaining, that is when we started to approach the municipality but it took two years for government to actually notice us. They then bought us the land we are using now “.

The women group started house gardens in towns and also soup kitchens to ensure people in the community eat. They started agricultural programs in schools and old age homes. Partners provided with what was needed as farmers, for example with shortage of water and farming information from workshops to keep the farms going.

“We used to talk to the municipality every month, they told/ encouraged us that each and every one of us as we were a group of farmers at first that we must work independently. But since last year we have moved from that direction because for the past years we have been fighting for a nine years contract for the land since we were still small farmers but now I have 30 years contract”

“I think through the training programs we got and were provided to us by all these NGOs including SCLC from the very beginning really built us to be very active and willing to change our lives, they are the ones that made us move forward. I think that with this project people can now buy cheaper from the farmers because the prices are not high

We live in a dry area so water is an issue for us, we have to make means now to get water and sometimes this takes more time for us, if we can at least move to a more suitable area it would be better or maybe the government try solve the water issue here”.

2.18 Msinga KwaZulu Natal

2.18.1 Zamani Project

The Zamani project have 55 members and they are working very hard to improve their work in the garden, they plant different crops like vegetables and maize meals, they apply all skills that they received although they have problem of water and fencing. One of the women shared her most significant story *“I lost my husband and he left me with eight children. Joining this project helped me to feed my family for the past three years I have obtain so many skills including the way we plant our vegetable, my dream have been addressed because all my kids are grown up now”.*



Figure 5: Zamani farmer group in Msinga

2.18.2 Siyaphumelela Project

Siyaphumelela have 19 members made up of women only and started in 2006. They received many trainings since 2017 to 2021. They have been trained on; planting vegetables, savings, producing jam and brick making.

Many households now have been able to feed their families through selling vegetables and buying their needs. The main problem is water they are fetching water on the river.



Figure 6: Siyaphumelela farmer group

2.18.3 Fabeni youth cooperative

Fabeni youth cooperative is a group of four young vibrant women who are hungry for success. They work tirelessly to be the best version of their selves. Before they got help from Oxfam SA they had 25 chickens on their stock but now are able to have 100 chickens on their stock. They now have a bigger room for their business. They got the following from OxfamSA:

- Corrugated iron
- Poles
- Mash wire

Their main challenge is a market where they can sell their chickens and water for chicken to drink.



Figure 8: Fabeni farmer group

2.18.4 Bangani group

Bangani is a group of 25 members who are eager to produce more and who work even harder to improve themselves. They also have savings group in which they save money to meet their daily needs. The challenge they are facing like all other groups is water. Their garden was small but now it is much bigger than before. This is what they got from rural transformation initiative:

- Water pump engine
- Water tank
- Pipe for watering the garden

They wish to grow even bigger and supply well known retailers.



Figure 8 Bangani farmer group

2.18.5 Vusanani group

Vusanani group is a group of 25 members in which 4 of the members are the youth. They have set of skills obtained from this programme. They have done so many things for their families from the money they got on their sales. They are hardworking and their youth is adding value and always come with new ideas on how to improve their production as they understand that food production is vital. They obtained the following training from Oxfam SA:

- How to save money
- How to plant different crops
- Honey harvesting

Their wish is to be trained more into honey harvesting because they love to do it but they are scared of bees.



Figure 9 Vusanani farmer group

2.18.6 Slindokuhle group

Slindokuhle group consist of 24 members and is situated in Kwa Nocomboshe area. The group was started by the well-known Late Mr Manzani Ngubane who was the business man who wanted to alleviate poverty. This group or the garden started in 1983 and all the resources to start the group was sponsored by Mr Ngubane. Since Oxfam SA helped, they gained all the knowledge they have been looking for. “We have improved a lot through trainings there has been improved production and now sell our vegetables and meet our basic needs”. Here is the knowledge they got from Oxfam SA.

- Vegetable planting
- Savings skills



Figure 10: Slindokuhle farmer group

2.18.7 Xoshindlala group

Xoshindlala group have 8 members on which 1 of them is a male. This group is very active as they are having so many things that they do. They have been growing since they got help from Oxfam SA .They are vibrant and optimistic. They are willing to do more if they can get a market to sell their production. Here is what they do:

- Sweet potato planting
- Chillies
- Jam production
- Food preserving

They also have their green house in which they turned seeds into crops. Their problem is to get water that will be used for watering their garden so that they will increase their production.



Figure 11 Xoshindlala farmer group

2.18.8 Sizakahle Group

Sizakahle group consists of 19 members. This group started in 2011 and have been growing pretty well. These women are working together to improve their lives. They are situated in Kwa Nocomboshe. They are now able to meet their basic needs after they got help from rural transformation. They got the resources that helped them to improve their production. Like all other groups their challenge is the struggle to get water for watering their garden. They have used their savings to buy school uniform for their children and also winter clothes.



Figure 12 Sizakahle farmer group

2.18.9 Ebukhosini group

Ebukhosini group consists of 14 members in which there is one man, six young females and seven women older than 35. The group is still struggling but surviving. They started as neighbours because they wanted to alleviate poverty. They are now able to save money because of the training they got their plants are now growing well although their fencing is not good. They need help in so many things. They are trained but they lack resources to work up to their full potential. They are having hard time in convincing another youth to join them because they are not interested in food production



Figure 13: Ebukhosini farmer group

All these nine (9) Projects have one same challenge of water to improve and address poverty problems in the community and in their households.

2.18.10 Busingatha, a Case Study

Busingatha is one of the groups working with Farmer Support Group and was established in 2014 by a woman (Mrs Mina Yende) whose goal was to produce vegetables for household consumption. She has been attending Farmers Forums which was initiated by FSG as a knowledge sharing platform for small-scale farmers in Bergville. These forums allow farmers to share ideas as well as their progress which inspires others; even those who are not farming. The group was formed with a sole purpose of subsistence and household food security. Twelve women came together and started a group of which three worked in one plot and others worked in their individual household gardens. The women took it upon themselves to collect logs from a nearby forest to use as fence and they constructed their own small garden which changed their lives.

Farmer Support Group has held various training sessions with the group to ensure that they achieved their goals. Farmer Field School curriculum sessions were held focusing on sustainable agricultural methods (including agro ecological methods); soil fertility, pest and diseases management, water conservation and seed saving. Integration of these methods was key to achieving high quality produce and there was surplus which then made the group to shift from subsistence to selling surplus locally. There was then a need for more land and the group expanded from 0.2ha to 0.6ha of land currently.

This increased production immensely and community members have shown support by buying from the group. The group faced a challenge of the demand of more inputs and water as they have to make sure that there is always produce for the communities supporting them. Farmer Support Group has assisted the groups with various inputs such as water tanks and fencing. One of the things that make this particular group successful is that they have complete ownership of what they are doing and they are independent. Busingatha is one of



Figure 14: Busingatha case study

2.18.11 Siyanele Bergville

Siyanele group started to mobilize themselves planting on our own and each one was having her/his own garden. The project started before Oxfam started them. “The aim of the initiative was to help one another and to give guidance and share knowledge on farming. We had to gather money collectively to make sure they are able to buy seeds and seedlings. In the Rural Transformation, they gathered together and became involved in it.

The objectives of the programme was to have food for households and selling to the community. Women and youth were mobilised, some of the women and girls were planting on their own and they felt the interest of joining the group. FSG capacitated them on how to nurture the soil and got trained in Howick on compost making and mulching using kraal manure, preparing seed beds using grass, seeds and seedlings. Food processing and cross site learning visits was part of the training. Department of Agriculture (DOA) trained them on which crop to plant and in what season and local training from the farmer’s forum. Now the group has partnered with FSG. *“Yes, because presently we are together with FSG to advocate for water and we will be going to the municipality to meet with the officials. We teach wherever we are to empower others”.*

They partnered with FSG after FSG found them in one of the garden in the community helping one member and they approached FSG on what is expected for them to be part of the programme. The programme was relevant and well aligned with what they were already doing.

The programme is believed to be effective. *“It has been effective ever since we met with them. The facilitators are providing monitoring and trainings”*. The impact has been that, they are able to produce vegetables on their own. They no longer visit the shops to buy maize and vegetables often.

The challenges include, the shortage of water and they are trying to advocate to the Municipality. For the shortage of fencing material they are yet to engage the government to provide. For accountability and ownership, they established a committee and a farmer’s forum and the forum organized meetings where they mentor each other and account. *“We have recently gone to Johannesburg to advocate for water and land”*.

The held government accountable by advocating for support and skills. People’s lives have improved since the programme was implemented. The farmer group outlined that the project is sustainable. *“Yes, a lot has been taught to us we can sustain our project”*

The recommendations were for FSG to go to the community they intend to assist and look for people who have an interest in the programme and introduce the programme to the schools so that children can develop the love for farming.

2.18.12 Farmer group Bergville

The group was started by other members and most of them have passed on before FSG came. *‘We have joined when the group was already established’*. The aim was to plant maize and potatoes on a larger scale. The group was using their own resources such as tools and using the indigenous knowledge. They got involved in the rural transformation programme as they wanted to move out poverty. The objective of their project was to assist small scale farmers with farming techniques. When the group started there were women and youth as well. Presently there is no youth they just disappeared.

The group went through an empowerment process where green SA taught them maize farming techniques and FSG taught them crop rotation, soil enrichment, seed beds. The local people also empowered themselves with indigenous knowledge.

The programme was relevant as they are continuing with what was initiated long time ago and they have continue and still standing. The group is also linked to other stakeholders and other groups. (Shintsha Amakhaya Initiative etc). Their role to empower others on rural transformation was to assist youth to plant their own plots even though they are not as active like them.

They partnered with FSG when FSG heard of them and it started in Okhombe and continued to reach out to other communities. The programme has been relevant because it was aligned to what they have been doing and it has been effective because it has addressed most of their needs.

In terms of impact they had this to say: *“the programme has helped us to sustain our home. In 2019, we had a good harvest of maize and beans”*.

The challenges remains that there has been shortage of water and this has forced them to plant only in summer. Too much rain also damaged their crops. *“This year we experienced a lot of rain and most of our crops were damaged by heavy rains”.*

In terms of accountability and ownership, they established a committee and some women are members of the committee. Some members are part of the committees in other social groups and have skills that they are using for accountability and ownership.

In terms of mentorship, some members of the group are mentoring other groups in the community and also teaching them to plant maize and beans. The group was also mentored by the Department of Agriculture at local level.

In holding government accountable, the group have tried to advocate for water to the municipality but so far nothing has been done. A market in Bergville was established through the involvement of the group however there are no longer part of it, the group felt that they were side lined by those in power.

People’s livelihood has improved, the group is producing vegetables, maize and beans and are selling. The group can manage to continue with less support because they have learned a lot of farming techniques from FSG.

The group recommended that that FSG and the rural transformation programme must look for people who are passionate about farming not just anyone, look for people who have already started somewhere and help groups to at least build a dam or any other water source that they can rely on for irrigating their crops. Establish agricultural youth programs and continuously monitor the already established groups.

2.18.13 Bergville Farmer Group

The group members had their own home gardens in their homes and wanted to form a group and work together. The group started prior to Oxfam SA support.

The objectives have been to help the community at large and to work on their own. The initiative received the support from Philakahle another supporting NGO under the hospice of World Vision when they started. Through Philakahle they got involved in rural transformation programme. The objectives have been to provide for their families and to meet household basic needs. Women, girls and youth were mobilised to join the programme through Philakahle

The empowerment process was that FSG empowered famers through the farmers forum in 2017 and also Philakahle training on crop rotation, seedbed preparation and, seedlings spacing. The programme has been said to be relevant as it addresses their needs. The group managed to teach others who were willing to become farmers.

The group partnered with the organisation that supported them by sending a request to them when we were having a meeting with the DOA facilitator. It is argued that the programme was relevant as it addressed their needs. The programme was said to be effective as it helped farmers to achieve what they anticipated.

The programme this far has made impact. *“We now have our own garden which is well fenced and producing vegetables, noting that the fencing that was given to us by Philakahle is now old and FSG have given us the new one”.*

However, challenges still exist, sometimes they struggle to buy more seeds and seedlings but they got what they could afford.

The programme has promoted accountability and ownership as the community now has a farmer’s forum composed of different stakeholders and this propels ownership and accountability. The groups has not yet engaged government and hold it accountable. However, peoples’ lives have improved since the programme was implemented. The group believes the programme is now sustainable although more assistance is needed.

The group recommended that there is need to visit homes with gardens and identify needs, check if really people need support and have a garden.

2.18.14 Farmer group in Bergville

The group started its initiative within 2005 to 2007 through FSG/OZA, who encouraged them to start a group. The farmer group started during the arrival of FSG. The people who introduced the program were Zanele Shezi, Michael Malinga and MaNgubane. There was also the program called Shintsha Amakhaya from FSG which took us for a cross site visit to Ophongolo, Cape Town, Msinga and Port Shepstone. FSG helped them to get involved in rural transformation. The objectives were to transform their lives as women, men and children so that they will be able to provide food for their families.

The mobilisation of women, and youth started after the arrival of the FSG and others in the group then mobilised other members. *“We have just one young person who just came to assist and suddenly became the member of the group”.*

FSG provided training such as (How to plant, soil preparation, soil beds, the indigenous planting techniques/organic farming, Food processing (carrot, beetroot, cabbage etc) and value chain. This also included training on how to plant maize and introduced savings group through Save Act.

The programme has been relevant because it has changed their lives for the better. Their role has been to teach other community people on agriculture and other programmes initiated by FSG. The project only partnered with FSG when it came into their area/community. The programme has been relevant because it is something they have been doing when they were growing up and it has been effective.

The programme has had impact and Save Act was introduced to them and has taught them how to save money as a group and are able to buy fertilizers. They have broilers and egg laying chickens and indigenous chicken for household’s consumption and selling. *“We have a community garden and home gardens to sustain ourselves and our families”.*

The challenges were that they were not able to produce well sometimes because of the weather changes which is something that they had no control of it. The shortage of water and had to fetch water in the streams which are very far.

For accountability and ownership they have a committee that deals with governance and administration. *“We have encouraged others to start their own initiatives however most people prefer a salary/wage. We have not been able to tackle on advocacy issues relating to government”.*

The community have tried to advocate for water to the municipality but still there is no response. However, their lives have changed because they have vegetables all year round. They are selling vegetables to neighbours. The group stated that they are sustainable as long as there is water. The recommendation has been that there is need to promote sports for youth in agriculture as motivation for others to participate in agriculture.

2.18.15 Lethuxolo Farmer group Bergville

The group has been in the area for quite a long time. They were born and bred there. There is poverty in this area because of unemployment. OZA programmes taught them to plant so that they can move out of poverty. FSG found them already doing development and more so in food security.

“We joined women’s group because we wanted to work together and furthermore teach children to do agricultural work in the community/households”.

The vision of the organisation was to see themselves grow and sell to the market because already they started selling in the community.

They were empowered to improve their lives and businesses by World Vision which taught them the savings group model. FSG facilitated the cross site learning visits, and DOA provided tools or inputs. *“The programme has been relevant because the organisations have been very much supportive to our project”.*

They gained competencies in chicken rearing and were selling chickens as well as crop rotation and seasonal crops. *“We are using these training in our garden. The livelihood of women in farming has improved because they are able to support their families”.*

The group has not been empowered to engage government and hold it accountable. *“Presently, we are not empowered to engage government”.* To promote ownership and sustainability, at community level there is no system in place but they are relying on the Farmers Forum. The programme has had impact at household and community level as households have food to eat as they grew vegetables in the garden.

Challenges that existed included shortage of water because at times it has been hard to do what is agribusiness without water. The recommendations were that when delivering inputs it would be advisable that they bring whatever inputs to the group rather than calling more groups. *“I feel that the group feels like they are being robbed of what belong them”.* Assist the groups in advocating for services to the government and to the private sector.

2.19 Western Cape Farmers

2.19.1 The farmer Mr Wayne

Before Mr Wayne got support from OZA through SCLC, the levels of poverty at household and communities was high poverty which has been rising all the time. Before he got support and capacity building from OZA they used to ask around who can help them and got into communication with them to plan and find ways in which they could try to help. He is a vegetable farmer and has livestock farming with sheep and cattle.

From 2017 to 2021 they got transport when they had workshops and meetings. From the workshops they learnt a lot in the past 3 years.

“I gained farming skills from the different workshops I attended and money. The Department of Agriculture also helped me with materials”.

Mr Wayne used the skills gained to accommodate people who work in the farm with him, training them and also allowing them to attend workshops with him for example, the marketing workshop attended in May 2021 before the engagement with the evaluation team.

The programme has started to make significant contribution towards rural transformation. *“Yes, my bank account has improved and the people here are benefiting from the farming because they are able to buy fresh products cheaper which means that the contribution is really helping the poor”.*

“The programme is helping me grow as a farmer, as I have said when farming you need a lot of things like transport and this programme provides us with and we have certain things we don’t have to worry about and the community people are buying fresh food cheaper and this improve their lives because they are saving in a way”.

He confessed that the programme was very effective, especially for women because the programme put them first. When women want training they get trained and also the disabled people because they want everyone to be able improve their lives and assist in any way to alleviate poverty.

“I do workshops and sometimes I help other farmers by sharing information that I know might be useful to them”. “From the workshops and the program we are encouraged to Learn and grow independently as well as group of farmers. This helps us to not rely only on the support from the programme but to make means by ourselves to ensure that we grow as farmers”.

People interested in agriculture engaged government when they heard that the local government was looking for people to help. The farmer tried to communicate and make them aware of the help needed and also through the broadcasters when it came into their town they reached out for assistance. *“Even now we are still looking for a way in which we can get to the television people to try and get more help for the farmers”.*

Mr Wayne, the farmer’s forum and his workers used to ensure that when they harvest they sold enough to support their families and also supported the poorest by sharing with them or

letting them buy at a cheaper price. They received seedlings, fertilizer in the form of support and also they have a cooperative which has 5 people.

Impact of the engagement with government

The government has been very involved which really motivated them to work hard and also to be very happy and proud of the support for black farmers.

“In my time it has been building very well, corporations here in (town) and when we establish a corporation you’ll see the local government and department of agriculture, the NGOs tell you to actually include the disabled, women and other people and ensure that your corporation will be active, as I have said I am part of a corporation that has 5 members so we work together to ensure that we are able to provide for our families as well as to lift up the community”.

The programme has been sustainable according to Mr Wayne. *“Before the support sustainability was very hard for my household as well as the community, this means we always had to make means to ensure we feed our families but then we really struggled. Now that we are supported it is easy we hardly stress about the access to food”.*

Through the forum, households and communities have the right to participate in leadership and influence local development processes for issues affecting their lives. *“As I have said that we have a forum called Hassaqua agri-forum, the program encouraged us to be able to voice out our concerns as well as to communicate with Local Municipality even when sharing the things we know as farmers we do it freely”.*

The challenges on Mr Wayne’s farm is that of water, and there is competition with large commercial farmers who have bigger land and use lots of water. *“When we ask for assistance we are told to pay R2000 which we don’t have”.*

2.19.2 Western Cape Women’s farmer Group

Women have lived for more than 15 years in this project and have been living in the town and staying on the farm. The levels of poverty for women and men are so high and there are no jobs in the small town meant for tourism.

“Our relationship in these 15 years with OZA program has been to capacitate women and youth and take them to other projects then they can learn from others and provide infrastructure”.

She was sick and because they always wanted to farm, she and others became the first women to join the project and she was the first person to be part of the farm group.

“When we started the project it was very difficult because we did not have money, We had to use our money by 2012 we joined the competition through the Department of Agriculture the major achievement was we won the price since then the woman project continued”.

What was interesting was that the women group were not aware of Oxfam SA but SCLC. In this case they could not account as to how they were supported by Oxfam SA.

The SCLC member had this to say; *“Oxfam helped SCLC hence they don’t know about Oxfam that’s a thing we have a contract with Oxfam and we help them through Oxfam. Oxfam helped us a lot as SCLC in terms of expansion and supporting livestock farmers”*.

Gradually the women group have been doing well. The women group was trained by SCLC and Department of Agriculture. *“We continue to improve, we started small as you can see now people also start to notice us as you see we got chicken and we got a farm. They see that we are trying there is something”*.

The women group started with crop production and then herbs from 2015 and then 2020 they engaged in poultry. They got support through SCLC and the Department of Agriculture, they have been empowered to engage government.

To promote ownership, they opened a bank account as business account and waiting that once the Department and SCLC approve their they would then start the business

The programme had impact as it created jobs for other people. They also go to the market to sell stock and to restaurants. There is fresh production for the restaurant and families.

The group think they graduated from poverty. *“We graduated as most people who are staying in town are very sick so the herbs help them a lot”*. The challenge is water as they attempt to expand the project but water shortages and droughts is a problem as they rely on water from boreholes. The recommendations were that; the rural transformation program must continue because it not only capacitated them but also created space for community development.

2.19.3 Bee Farmer Hiedelberg

Mr Jan is a bee farmer in Hiedelberg. Before he got support things were bad and he had no job. *“The only way to survive was to get piece jobs and sometimes get cleaning jobs and before the support I had to wait for may be 2-4 months before I get another customer when I started the bee farm”*.

From 2017-2021 his life changed and many doors opened (opportunities) and support came with customers for his business as well as funding to bring growth to the business.

Mr Jan was capacitated to the point that he went to Cape Town and Australia to be trained on bee farming. He then used the skills and grow his business in bee farming, creating Jobs and sharing the information with other farmers.

The programme was said to be relevant as he said; *“It was relevant because I can see where I stand today and where I was before the support. I can use some of the communities to help with the farming creating jobs because I have people I employ”*. *“We have a group of farmers that share the same vision/goal and we meet to help each other and grow together. We meet stakeholders to help with hand and water”*.

Mr Jan is the chairperson of the forum. Those individuals who benefited now have their own gardens and feeding program. *“For me the support I got was actually when they brought me a generator which I use for production also marketing for my business”*.

As a forum they arranged themselves to look for support and assistance from all well-wishers. *“I am the only farmer around here but to answer the question to campaign we started to arrange ourselves in groups so we can try to get assistance not only from government but anyone that wanted to help grow our farming (Hessequa Agricultural forum)”*

The support helped them to get land for their farming, getting advice on what to do and how to go about doing it as a group of farmers and the results have been very good. Mr Jan was able to get 200 hives support from government with a lease contract called common age which is for 9 years 11 months.

There is wax that comes from the bee hives so I give them to women to make candles from the wax which help them provide for their families and also the honey enterprises because they get fresh honey.

2.20 Framer groups in Limpopo

2.20.1 Mokwalakwala Farm Modjadjiskloof (korthonnie) Greater Letaba Municipality

The farm dwellers have no economic operation in the farm. The farm owner leased the farm to ZZ2, The dwellers previously planted gum trees in the farm which the new lessee has harvested and sold to prepare for the avocados.

The dwellers were born and raised in the farm before the farmer came in to the farm. The first owner requested a permission from their grandparents to stay there as he was a doctor in the local town. This allowed him to settle with them. Latter he passed on and his family friends came to stay on his house wherein he registered the property secretly. In 1976 the farmer and the then apartheid government removed the people from the targeted productive land to Bantu areas. The families resisted and remained on the farm. In 1981 the farmer removed some of the farm dwellers and the other remained and even today they still stay there.

In 2017 the farmer demolished the houses of the farm dwellers and they fought back legally. The community benefited from OZA through a lawyer who helped them to reverse eviction by the farmer through high court of the land. The farmers demolished their houses and called the police and municipal officer to escort the farm dwellers from his farm. The farm dwellers took the matter to Polokwane regional High count and the verdict was that the farm dwellers should be reinstated back to the farm.

The farm dwellers in 2020 organized a march to ZZ2 together with EFF and mobilized other farm dwellers about their rights to stay on the farm and treated well while they are there.

Women are actively participating in dwellers forum initiated by Nkuzi. They were trained and held formal meetings to discuss matters affecting them in farms. The communities are empowered on how to launch grievances to government and farmers. The farm dwellers are regarding the programme from OZA as relevant to them because it deals directly with the matters affecting them.

The farm dwellers are partnering with the following stakeholders:

- Nkuzi
- OZA
- Civil organizations
- Local municipality

The program could work for them well if they have political will. With their own mouth they said advocacy programme from OZA have saved them from being evicted from the farm.

The farm dwellers have spiritual connection with the farm because their ancestors and remains of their loved ones are buried in the farm. All their belongings are in the farm. The people are indigenous people of the area and have no other place to stay.

The farm dwellers are planning to lodge land claim with Ministry of Agriculture and Rural Development. The continuous support is required to ensure that farm dwellers get their land back.

2.20.2 Dikgolo Cooperatives Polokwane Municipality

The community benefited from the farm the SLAG (Settlement and land acquisition grand) from the Department Rural Development. When they started the cooperative they were 25 and now only 17 members have remained. The cooperative were given 250 ha and funds to buy cattle. The cattle reproduced and shared amongst the cooperative members.

The group was trained by OZA at the Royal Hotel (Polokwane) by Nkuzi about land rights and governance. The group has no land challenges. The group is planting maize under subsistence farming and graze their animals in the farm.

Their cooperatives sell agricultural produce to the local communities and help them to have savings from travelling to local towns. Children from local schools do practical on the farm for their assignments.

They have partnered with the Department of Agriculture and Rural Development and Nkuzi has trained them in the following areas:

- Leadership
- Production
- Financial management

The challenges are lack other skills and the group is dominated by elderly people. Fence theft and animal traps as well as illegal grazing of grass by community members on their farm are other challenges. The recommendations were that the cooperative should intentionally include youth for skills transfer. The farm should switch from subsistence to commercial for sustainability.

2.20.3 Moletji Forum

Moletji community stays on a land that is under the custody of chief Moloto on behalf of government. The community had challenges when they supposed to get land allotment from chief for business or projects. The chief is said to charge high price on land when community request permission to occupy and use land. In case of business sometimes is alleged to claim 50% shareholding from business or projects. The issue is not holding well with the communities.

The forum has benefited from advocacy and knowing their rights on land rights from OZA and took their matter forward to the Department of Agriculture and Rural Development. The chief is gradually giving PTO to community since the forum started to engage with traditional council about land acquisition. The forum is so inclusive with male, female and youth. The forum needs continuous support. The forum should register as an entity to fight for the community on matters related to land.

2.20.4 Bahaka Youth Farming Group

Bahaka Youth group started in 2010 after realizing the high level of unemployment at Thulamela Local Municipality. At the beginning when they started it was difficult because they never had startup capital.

OZA has benefited youth with the following:

- Maize seeds
- Ploughing
- PPE
- Vegetable seedlings
- Fertilizers

The group was capacitated in the following aspect:

- Vegetables and field crops production
- Financial and bookkeeping
- Project management
- Land rights

The group have started to use the skills that they have benefited from OZA in their project and in the community. They provided the local community with piece jobs. They sold peanuts, tomatoes, spinach and other commodities with reasonable prices. The project is relevant to the community since it benefit them with agricultural produce. Project is so inclusive since all gender and people with disability are included.

The youth benefited through one household one hectare project. The youth collectively combined their plots and farm together. The food produced from the farm is used to feed their families and sell at the local market.

Department of Agriculture is supporting farmers with water on furrow irrigation that is shared equitably by farmers and agrarian skills. They further provided inputs, farmer support grant

and covid19 relief funds. The local municipality through LED provided inputs and equipment to the farmers. They are partnering with Department of Agriculture, OZA and Xihlobo XaNdhindo.

2.20.5 Mijanzivi Agricultural Nursery

Before they started the nursery, life was hard and they lived with hardship. Now life has changed to ease and become simple as they are able to provide for their families with the funds they earn from the nursery.

“We were selling fire woods and avocados in the open markets wherein competition was stiff. OZA helped us with the following:

- Advertisement signage
- Garden equipment
- Seeds
- Seedling trays
- SEDA provided us with finance
- Madzivandila college provided training and seedlings

Local farmers benefited from the nursery through access to seedlings on their door step. Savings on transport cost of sourcing seedlings from town in Tzaneen

They partnered with

- Madzivandila
- Agricultural Research Council
- Department of Agriculture
- Small Enterprise Development Agency
- Traditional leaders

2.20.6 Tshiombo Cooperative

The project members used to stay at home and sell tomato and fire wood in the market. Their lives were harder because they were not able to provide for their family. They started the project after realising the level of unemployment and started with income generating activities like: Pottery, Poultry and Beadwork.

The benefit from OZA were: Fencing, garden equipment, seedlings and other agricultural inputs, day old chicks and chicken feeds.

The capacity building included; Project management, Feeding and poultry housekeeping and bookkeeping. They have since been using the skills acquired for recording, banking, production and disease control.

The project has been relevant because it provided the local people with white poultry meat and traditional bracelets. The project had 5 women, 1 youth volunteer and 1 man. The project is benefiting the local people through training of youth and provision of agriculture commodities. The poultry manure from the farm are sold to the back yard gardeners to fertilize their soil. We have started to produce more after acquiring training from OZA.

The community have established Local Reflect Cycle that act like village parliaments and advocating for development in the communities.

Partnerships included the Department of Agriculture supplied broilers and feeds, OZA supplied garden equipment, broilers, feeds, medication and saw dusts. Far north network trained them and Xihlobo Xandhindo.

The livelihood portfolio includes, Sales of cosmetics, Production of white maize for home consumption and Harvest of Mopani worms and sell. The selection of beneficiaries was based upon the following criteria. Participatory Rural Appraisal methods were used wherein the poor of the poorest were targeted. Youth were included. People with disability were also included and there is one man with disability. The project has an opportunity to start vegetable garden for winter crops, and apply for farmer support grants.

2.20.7 Matlhome Farm Tzaneen Municipality

The farm has a community of 120 members who dwell together with their children in the private property. The farm dwellers relied on piece jobs as 'nannies and farm labourers'. They lack education and do not have matriculation and have no skills certificates.

Before they got supported by OZA they never knew about their rights as citizens and what basic necessities were they entitled to. With the management programme coupled with advocacy from OZA facilitated by Nkuzi they have been able to form structures where they presented their needs and queries in an organised manner in the various relevant agencies and government departments.

Benefits from 2017 to 2021 have not been seen yet as the dwellers argued that they did not benefit any tangible service according to their explanation since they have said they are still drinking raw unpurified water from the local river. The Local Municipality have not built any VIP toilet for them. They are sharing 3 toilets amongst 40 households.

Challenges

The property owner has demolished their dwelling units and tomb stones for their ancestors. The farm owner is not treating them well and threatens to remove them every time. He also dumped timber blocks on top of the graves of their loved ones.

While the programme was relevant to the group they are still stuck with the stubborn farmer who resists change by all costs. Men and women are participating in the leadership. Most of young people drink alcohol and left school with lower grades. The farmer does not allow any farm worker to practice agronomy on his land. The only livelihoods activities are spazas and taverns.

The farmer workers did not benefit from any farmer support programme and covid-19 relief funds. The farm workers interests are mostly to work in the farms hence they do not have capital to start their own business.

Capacity building utilization

The dwellers have established committees and through that committees they are able to meet and raise their queries to government structures to plead for help on their constraints. They are working with a lawyer that is preparing a strong case to High Court of the land.

Significant benefits towards transformation

The farm dwellers according to their presentations have advocated for transformation on the farm but the land owner is showing stubbornness wherein he even with his mouth says no one can control him how to manage the farm and people who stays on it.

Overall we can say the whole farm dwellers have not realized any benefit yet since the outcome of landlessness takes time to achieve as they have to follow many processes of being granted permit to have a piece of land that they can own in the farm.

Some of the services are impeded by the fact that some are not in possession of South African Identity Document. They are foreign nationals and do not qualify for RDP houses and toilets. They do not have work permit from emigration.

2.21 Matatiele Movements in ANDDI

Movements started as advocates because of the gender based violence in the area assisting the victims so that they can be empowered economically as small group of young women from the ruling party the African National Congress. They are empowering communities by starting empowering themselves before Oxfam SA. They had to mobilise human and financial resources by identifying activities by forming a group without resources and had to look for resources from business people and from their own pockets. Later they asked funding from Oxfam SA, Department of Social Development and though their objectives have not be realized they continued to look for resources from local business people.

The ANDDI brought all initiatives from the district so they knew and realized of Oxfam's work through the partnership of Oxfam SA with ANDDI. All groups across Alfred Nzo she knew them through ANDDI. From church they formed the group of youth and then Oxfam SA came in to partner.

When people are attracted to what they do they do join. They have not recruited themselves. They have been capacitated in a whole lot of spectrum. They were trained on transparency and accountable governance, and they used to bring mentors to mentor them, gender based violence. They have uplifted the group. They wanted to have a soup kitchen and up-liftment, they now have been empowered. The programme has been relevant. They are now involved in the last three years with change identified on GBV and community now understand how to use their voice. They now know as a group in poultry that livelihood depends on themselves other than government.

Women are being raped and women have been supported by Oxfam SA. Without Oxfam then people in Matatiele will not have united choices against GBV. The past three years the movement has been taken seriously. Even the Department of Social Development have been

partnering with them. During budget planning the municipality invited them and they are recognized and taken seriously.

Challenges encountered

Coordination ended in May. The challenges are that they had no tools to reach out those people in the deep rural areas, no financial support leading to some of the issues sliding not being achieved. No data to connect with the communities for phoning victims and cases where she could not attend because they were no transport. If there was an office and basic things then people would know the victim office. Oxfam SA is not well in other parts hence making it difficult for the communities to associate with their programme.

Accountability and ownership

With Oxfam SA coming on board and capacitating the stakeholders people are able to realise section 2 of the Bill of rights of holding government accountable has become real. They made the district account for water shortage. They targeted activists, ward councillors and other stakeholders including traditional leaders to promote transparency and holding government accountable. People are no longer protecting and engaging local municipality.

Sustainability and future

“In terms of sustainability, yes the programme has started showing signs of sustainability. But for now we still need more support”.

Recommendation

“There is need of transport to reach out to people and within team otherwise it remains a challenge and we end up missing meetings”. Oxfam SA needs to support more with resources financially for communication. People need to be paid for their work to motivate them and in deep rural areas the facilitators and advocates find it difficult to reach those who are not being reached by police and DSD.

2.21 Agribusiness Agro-ecology Soil Comforters

The household has been living in the community from 2015 up to now. She did research and joined the programme after that and less people were doing agriculture when she started then people joined them. She went training and the Soil comforters was formed. She wanted to improve economic improvement for her and the community. Through the empowerment process, SANAMI trained them in business how to manage business mentoring smaller holder farmers. The programme was relevant as they got skills and competencies. They were trained in agro ecology and permaculture. They went to another area to encourage people to implement organic planting. Few people have been coming as people are lazy. They have been empowered to engage in agriculture and slowly they are coming.

Systems and process

Municipality and agriculture they are now applying for funding. Communities are being mobilised and spoken to and in imbizos the youth are encouraged and she is a member of

Participatory Guarantee System (PGS). They go around and the people have not graduated yet but they are in the process.

Lack of water borehole and tanks remain a challenge as well as fencing is needed. While the Tractor is there, impact can only be done if Oxfam SA can fund people who show case that they have a changed mind-set and have gradually been graduating than just funding people. Their group have 7 members thus 2 male and 5 female.

2.23 Households interviewed

Table 9 Household interviewed

Households beneficiation	Rating	comments
Skills development	94%	All households interviewed confirmed that they acquired skills that they have continued to use to improve their wellbeing
Mind-set change	100%	All households have positive mind-set change
Increased income	81%	A number of households has some increased and diverse income while others are gradually moving towards that
Improved livelihood portfolio	93%	The majority of households have improved livelihood portfolio

2.23.1 Household from Mount Frere

The household is made of 11 women and 2 men. 5 years ago they used to sell pit latrine tablets. 3 years ago they have been struggling though they were selling. They began part of Oxfam programme in 2018. They met Oxfam through workshops and they wanted people who were doing some projects. The whole house is involved in gardening and they eat from the garden even a young family member with 11 years is engaged in gardening. It helped them because they have a water tank and vegetable and now they only buy mealie-meal. They got support also in seedlings. Women were able to apply for tenders and they are registered. The water tank they got from government they are using to supply water for gardening. They applied from government and they got. However, not many people have benefited from the programme. It did not focus on one village it focused on twenty households per village hoping they will cascade to other households. The people to some extent have capacity to engage government.

Recommendation

Oxfam SA must support further the communities during pandemic and on nutrition programme for vulnerable communities with malnourished children.

2.23.2 Household Alfred Nzo

In the household there are four members, thus two sons and sister's son, doing eco village. One of the members is a local pastor, and also do plumbing working in a school. 5 years ago the household depended on her working based on the experience she got from her mother how to engage in farming and used the skills for their own household. Through farmers' network she was invited, they benefited a lot through experience, some took them to the training building on natural resources. The programme assisted her to alleviate poverty totally, they can get grinding on the feeds and stand for themselves.

She has empowered other young persons including her sons. Even the son has started doing agricultural production and young people approached her for mentorship. She has poultry production. Now the people have managed to engage government. Any young starters interested she is willing to mentor them. The programme was relevant. In terms of sustainability while they are not there, the groups are coming to the meeting voluntarily. She has started to facilitate the empowerment of the groups. Women started in engaging in poultry and others are busy with piggery. There was training done on one centre where 30 were trained through her facilitation.

The recommendation is for the programme to continue and support the people who will make a difference not to fund people who are self-centred.

2.23.3 Four member Household

One household had four members and none of the members worked. Two of the members were women and two were men. 5 years ago the household meet the basic needs of the family members by planting the crops and when the husband was working, he used to help. So growing crops and the husband's support was the sources of income in the past 3 years.

The household became aware of Oxfam's RT initiative from their friends and from other farmer groups involved in gardening who referred RT programme to them. *"I got the training from Oxfam and partners and a how to grow crops during the first covid19 outbreak and got food parcels"*.

The programme assisted them to alleviate poverty. The family is better off now than before because the money they used to buy vegetables they now save to meet other basic services. They confirmed that many households benefited from the RT programme. Now household members and other community members have the skills and competencies to engage government and do businesses

"The RT programme was relevant because I was into farming ,so it helped me a lot to increase my knowledge of planting and growing crops" The households thinks that the programme built sustainable structures in the community that could be sustainable post transition. Women in the household and community have started engaging more in businesses but slowly. *"Yes we are getting there step by step"* *"The help we got is extremely useful. We still need help water because water is our greatest struggle"*

2.23.4 Household of eight Members

Another household of the members of the farmer groups had eight and none of the family member work. Of these 5 were women and 3 men. Five years ago before Oxfam supported, the household used to sell tomatoes, spinach and clothes to meet the basic needs of the family members. In the past three years the household had a Spaza and used savings and selling of vegetables. To be a member of the RT programme, she was informed by a friend. The family benefited from the initiative in that they were able to build a house because of the savings. I also bought a goat. *“The programme did help a lot because we were really suffering”* *“My family is now better off because we can now save money and we are also able to grow more crops”*. The household thinks more people have benefited from the RT programme including themselves as explained earlier. *“I do believe that a set of skills obtained can help us to work with government”*. The household outlined that the RT programme was relevant. *“Yes it was relevant that is what we needed “*

In terms of sustainability the household believed if the programme ends today they were able to continue. They have started to see women in their household and community engaging more into business. While the programme is really helpful they wished for it to continue and provide more trainings.

2.23.5 Woman headed Household

One lady lived alone in a household and 5 years ago she relied on the pension fund to meet the basic needs of the family. However, in the past three years the household now meet the basic needs through planting, savings groups and selling vegetables. *“To know about the rural transformation initiative, I was informed by another member in the group, she told me about RT meetings and I started to attend the meetings”*.

From the initiative, the household benefited by getting food parcel and trainings that she used to increase food production and the household confirmed that the initiative assisted them to alleviate poverty.

The household member said, the household was better off than before because she can now save money and plant more vegetables. The household thinks that people have benefited from the RT initiative including her household. The household member believed other people and her household gained skills and competencies that they can use to engage government and do businesses.

It is believed the RT was relevant because she always loved to plant. She believed that the initiative built sustainable structures that will exist post transition or when the programme support ends as she started to see other women engaging more in business. She recommended that the programme must continue and she thanked the coordinators.

2.23.6 Household of eight members

Another household had 8 members and only one was working. This is a family composed of five women and 3 men. Five years ago the household member who was working was the one

who used to take care of the basic needs as well as the crops selling which helped in meeting the basic needs.

In the past three years the household meet the basic needs by having the one working to look after the family members as well as selling vegetables. To become a member of the RT initiative, she asked help from Malinga and Lindelwa who later introduced her to Mr Mbatha. *“We are now able to help the one who is working to meet our basic needs and we are no longer buying vegetables and we also obtained the knowledge to preserve food”*. The programme assisted alleviating poverty such that she had this to say, *“Yes we are now better off because we can save money and it is easy to meet our basic needs”*.

It is believed more people have benefited from the RT initiative including her household. *“Yes they have given us so much competencies and so many skills. We can work with government”* *“Yes it is relevant because we needed a programme like this and in August we celebrated women’s day by getting together with other groups and sell our vegetables”*. The household member argued that programme built sustainable structures that will exist post transition or when the programme support ends as they have started to see women in the household and community engaging more in businesses.

The household member’s recommendation was: *“this programme has been good to us. We are getting all the help we are looking for and all the support is given to us”*.

2.23.7 Household of six members

Another households interviewed was a household with 6 members, with one household member working. Of these one is a man and 5 women. 5 years ago the household met the basic needs of the family by growing vegetables in a small garden. *“I have a small garden at hope. I also sell vegies and use money for social grant”*. In the past three years the family depended on the member of the family who was working and selling vegetables from their garden. To become part of the programme, she saw women who were in farming and asked to join them and they agreed.

The family benefited from such an initiative by getting trained on how to plant crops, how to save money and from food parcel. It is believed the programme assisted the household in alleviating poverty. The household member said that the household was better off now than before the programme was introduced because it can now meet household basic needs. She believed more people have benefited from the RT initiative including her household. However, the household member have not yet gained any skills from the programme to engage government and do business.

However, she argued that RT was relevant because they helped a lot because their production has increased. The household member said, the initiative built sustainable structures that can exist post transition or when the programme support ends although they still need more support.

They have started to see women in the household and in the community engaging more in businesses. The recommendation was; *“This is the best project and has helped us to do so many things for ourselves. We still need this project to continue and help us”*.

2.23.8 Msinga Household of five members

In Msinga one household member said that they were five in the family with 4 women and one man. Only one member of the family was working. 5 years ago the family struggled to meet its basic needs. *“It was not good, it was hard to meet the basic needs of the family because only one person was working”*. *“In the past three years, the household improved because we can now meet the basic needs because of the help and training we got from this project”*.

To become members of the farmer group, the farmer group members saw the household garden and offered to help them. The programme is said to be relevant *“We can now eat our own produced vegetables and we can now save money that was used to buy vegetables”*. The programme assisted to alleviate poverty. *“My family is better off now than before the programme because the love for farming is growing and we are no longer buying vegetables”*. People are believed to have benefited from the RT programme including the household.

People including members of the household have the skills and competencies to engage government and do businesses. *“Yes we are having skills and we are properly trained”*. The RT initiative was relevant because the household was already into gardens and got all the training they needed. The programme built sustainable structures that will exist post transition or when the programme support ends

Now women in the household and community are engaging more in businesses. The recommendation was that; they wish the programme could continue because it has been very helpful to many.

2.23.9 Household member with disability

The household has 4 members and one of the members is working, three are women and 1 is a male. 5 years ago the household member who is working was the one providing all the basic needs. In the past 3 years this is what she had to say: *“As we got help from RT initiative the money was saved and it is now easy to meet the basic needs of the family because the vegetables are now taken from the garden”*. To become part of the rural transformation programme they met with Mr Mbatha in one of the local gardens where he was helping and asked him to do the same for their garden.

“We have benefited largely because we can now grow our own fresh vegetables from the garden and save money that was used to buy vegetables and the programme assisted to alleviate poverty. The household member argued that, the household was better off. This is what she said; “Yes it is now better off because we are growing in farming and saving more money now”.

The household member outlined that more people have benefited from the RT initiative including her household and said the household have the skills and competencies to engage government and do businesses. The programme was very relevant because that is what they wanted the most living in the deep rural area.

The programme is believed to have built sustainable structures that will exist post transition or when the programme support ends. Gradually they have started to see women in the household engaging in businesses with a vision. The recommendation was that the partners continue doing good work because now they see themselves improving in agriculture and are getting all the necessary support. However, more support is needed in fencing and ways to get water.

2.23.10 Household of 5 members in Bergville

Nomthandazo Hlophe lives in a household of five and only one member of the family work. The household is made up of 4 males and a female. 5 years before the programme the head of the household 'husband' was working and she had a garden. There years ago the husband was working. She became part of the rural transformation programme initiated by Oxfam SA after attending the meeting and became part of the program. The household benefited in some form. This is what she had to say; *"I have gained knowledge on good farming practises and this helps me to produce good vegetables for my family"*.

The programme assisted in alleviating poverty through the provision of seeds and seedlings. The household said that the household was better off than before because they were able to provide for the family because of the home garden, they no longer go much to the shops to buy vegetables. She believed many people benefited and that household members gained skills and competencies to engage government and do business and her husband was competent.

She said that the RT initiative was relevant, because she learnt a lot about farming and able to provide for the family. As a sustainable structure, a farmer's forum was established.

Women in the household and community have started engaging more in businesses. The recommendations were that; the programme needed to engage youth in farming and provide capacity even to others.

2.23.11 Household with one member

Only one male person lived in the household and was working. In the last 5 years the household used to meet the basic needs of the family through piece jobs, through selling vegetables and the R350.00 social grant for Covid-19. This has been the same situation in the past 3 years. He became part of the farmers group and RT programme through the invitation from FSG. To benefit the family, he participated in the community garden and had food to eat and sell. The programme assisted him by having food parcels, seeds and seedlings. *"I am better off now because I have learned to produce food for myself and nursing my garden until harvesting time and many people benefited from the programme"*. People including him have gained the skills and competencies to engage government and do businesses. The programme was helpful as he now have farming skills.

The programme built sustainable structures such as the farmers' forum that will exist post transition or when the programme support ends and women in the community are now engaging more in businesses. The recommendation was that more skills need to be provided

to others and give certificates as a reference. Continuous monitoring of the projects even if the staff changes is critical.

2.23.12 Household of eight members

The household has 8 members and only one had some form of work. The household has 4 males and 4 females. 5 years ago one family member who was working ensured the basic needs of the family members were met while the other family members worked in the garden. The situation was the same three years ago. To be a member of RT he met FSG while he was in Okhombe through Mr Dubazane and then became part of the programme. The family benefited a lot; *"We have learned a lot i.e. different farming techniques and attended workshops and trainings"*.

The programme assisted with food parcels, seeds and seedlings. The family or household is better off now than before the programme was introduced because they have a garden at home and more people benefited. *"I have a grandson and a daughter whom I think have the skills to work in the garden. We don't have the skill to engage government"*

The RT programme was relevant Yes, because at one stage they helped the household to apply for the voucher from DOA which helped buy seeds, and fertiliser.

The programme is gradually building sustainable structures that will exist post transition or when the programme support ends. *"We are in the process to build a structure in our community"*. Women in the household and community are participating and engaging more in businesses. The recommendation was that the programme coordinators need to be patient with the people they serve and continuously monitor the projects.

2.23.13 Individual Farmer

The individual farmer lived alone. Five years ago he got piece job in the community to meet the basic needs of the member. This was the same 3 years ago. This is what he had to say: *"I am someone who like farming. I heard that FSG was looking for people who were interested in farming that is how I became part of the Oxfam. He benefited by getting involved in farming, trainings and workshops. The programme alleviated poverty as he received, food parcels, seeds and seedlings. He is not yet better off but slowly getting there. He believed that many people benefited from the RT initiative. I have skills since am the only one in the household. He believes the RT initiative was relevant. This is what he had to say; "Yes, it's aligned with what I like of which I can highlight (Organic Farming)"*

It is believed the farmer's forum is the sustainable structure that can exist post transition or when the programme ends. *"I am alone but women are participating in the community in the programme"*. The recommendations were that, the programme must reach out to many people and continue with the trainings and workshops.

2.23.14 Individual Farmer's household

The household has four members and none of them is working. The household has 3 females and one male. Five years ago he was employed and he bought goats and had to sell them to cover the basic needs. In the past three years he sold goats and the home garden helped him to meet the household's basic needs of your family.

He became part of the RT through the workshop. *"I just attended the workshop and I became part of the programme"*. The household benefited through trainings and workshops on farming and it assisted with seeds and seedlings. The family is better off now because I am able to sell vegetables in my community. People have benefited and have the skills and competencies to engage government and do businesses. The programme is said to be relevant, because he is able to support his family. Sustainable structures are not yet in place but he is in the process of establishing a structure.

They have started to see women in his household and community engaging more in businesses. The recommendations has been for the programme to establish a working committee as none is in existence and encourage more people to be part of the program.

2.23.15 A household of seven members in Msinga

The household has seven members and none of them are working. There are five females and 2 males. Five years ago the household was using children's grant only to meet the basic needs of the family. In the past three years they managed to plant vegetables, pension funds, child support grant and selling chickens to meet the basic needs of the family.

They became part of the rural transformation programme initiated by Oxfam SA after meeting through Gudwini garden female project. The family benefited from such an initiative through engaging in the chicken project and savings.

The programme assisted the family alleviate poverty through savings in order to address poverty. The household is better off now than before the programme was introduced. People including members of the household have the skills and competencies to engage government and do businesses. *"The project is growing as now we manage to sell 100 chicken rather than before"*. *"Since we started without RT programme it will be easy to continue although more support is needed"*. Women in the household and community are engaging more in businesses. *"We received vaccine, and chicken mash and we are very happy about this programme, we ask to have more support in our chicken project because there are many women who need to start but they did not have funds and skills to start"*

2.23.16 Women farmer Household Bergville

"I was struggling at home and didn't have vegetables at home. We were so poor in our plots and the level of poverty in our household's was big even in the community".

"Before support from FSG/OZA, we started the gardens on our own with other women in the area. We were many when we started others got tired along the way and others got old age pension. We are only 6 and each one of us have her own plot in the garden. We fenced the garden ourselves with wood logs".

From 2007-2021, farmers Support Group/Oxfam supported them with fencing material including monitoring from the FSG staff. The areas they have been capacitated in include trainings and workshops on farming, crop rotation, food preparation, plant and soil nurturing, and food preparation.

"I am utilising the skills learned from the capacity workshops received from the FSG/Oxfam". The programme is gradually making contribution towards rural transformation because in their plots they are using all the skills learned contributing to rural transformation. The programme has been seen to be relevant because it has empowered them to be farming.

"Yes, I make sure I am always on the garden and have the love for what I am doing".

The programme of RT is believed not to be effective because it is not effectively empowering all groups including men, youth and people with disability. Women were the only people who have a willingness and participation to rural transformation.

As part of livelihood, the farmer group members are also part of the Community Work Program (A program by government). *"At home as a household, I have my own maize field where I grow maize for household's consumption".*

FSG empowered the groups through different trainings such as crop rotation. The form of support provided to small scale farmers was trainings and workshops, fencing material and water jojo tank.

Before the programme started the government introduced the Community Work Programme (CWP) program which allowed for participation for people interested in agricultural production. CWP and FSG program promoted food security and livelihoods.

The farming system has been strengthened by supporting farmer groups. *"There is a farmer's forum where the farmers meet and share their ideas".* CWP program and FSG supported with inputs such as fencing material, seeds and seedlings. Some women's groups have benefitted in the FSG program.

The area has farmers' forum that is assisting the process. *"What I know is that there is a Farmers Forum which deals with ensuring that small scale farmers are able to continue with their agricultural projects".*

"There has been farmers' forum which I think was established by FSG and has been there over the years which addresses/encourages women participation on food and economic security". CWP program provides workable solutions for the poor. The farmer's forum has a way to strengthen the civil society alliances especially those in the farming groups.

The project is believed to be not sustainable especially for households that do not have gardens or involved in any income generating projects. The challenges included lack of participation by women, men and youth in community development activities such as agriculture. Some people wants money rather than getting their hand dirty through hard work and this cannot be easily addressed. Only people who have the willingness can sustain the programmes

2.23.17 Msinga Household with six members

One household had six members and two members were temporarily working. Of these members, four were women and two were men. Five years ago they met the basic needs of the family by working in the garden selling vegetables and this they have been doing as well in the past three years. This was the way in which the family met the basic needs of the family. For them to be part of the rural transformation programme, the FSG coordinator saw their work and offered to assist.

“We got crops to plant and a training on how to plant crops and we also got food parcels” This alleviated our poverty at household level. “Yes our household is better off, because we are now able to sell our production and alleviate poverty. We are able now to engage government and take care of our crops and we are able to alleviate poverty in our families.

The programme has been relevant because he love to plant. As a household they will be able to sustain their livelihoods. *“Yes we will be able to continue”.*

The recommendations has been that the programme has been very helpful to him and the household as well as the community and the poverty rate is declining. *“We like to thank this programme for coming through for us”.*

2.24 Most Significant Change Stories

Table 10: Most significant change stories

Transformed Individuals including people with disability	Rating	Comments
Positive changed lives		Majority of stories narrate how individuals in the farmer groups, farm workers and other socio-economic initiatives including knowing their rights and demanding their rights holding farmers and government accountable have changed their lives from poverty to improved livelihoods
Transformed individuals		Individuals have been transformed into business people and social advocates assisting their households and community
Empowered and skills		The majority of individuals have the required skills

2.24.1 Limpopo Matlhome farm workers

The farm workers are living in poverty and their lives have not changed. They are made to pay R350 for rent. Electric was cut by the new owner and the farmer supplied fire wood when she likes. So people in the farm are working in the farm. Opening and running some spaza shops as well as selling traditional beers and working in retail shops in town has become part of their livelihood portfolio. Some are unemployed and have no source of income.

2.24.2 Nursery women group

The women at the nursery used to live with great hardships before they start nursery project. Most of them were relying on social grants and remittance. The member uses social media and road signs to market their seedlings through the help of OZA. The nursery has attracted NTK to open outlet near the nursery and that benefit the local farmers.

2.24.3 Dikgolo cooperative

The project members realized the imperatives of the farm. Before they were unable to take their children to university due to lack of funding. Now they are able to sell cattle that they got through slag program and pay for tuitions and by uniform for their children

2.24.4 Atok mining forum Phaahla

The forum in Atok is operating at Phaahla village and engaging with Bokoni platinum mining company. The company is advocating for community members to benefit as affected directly and indirectly by mining operations. The forum has done the Corporate Social responsibility with mine management according to Department of Minerals and Natural Resources policy. The forum accuse the mine captain for not fulfilling the planned activities for community development and empowerment. They also accused the mine for establishing another forum to counter the existing forum undermining the progress already achieved and caused confusion. Currently the forum operations was affected by the covid-19. They are not able to meet with mine management.

The group is very much empower and know how to deal with the mine on behalf of community. The promise from the mine is the recapitalization of communal land into commercial farming through vegetables and livestock production. Skill community members with agrarian knowledge. Provide water infrastructure and health center.

2.24.5 Sarah Musunda

Sarah Musunda is one of the 50 women who work in the Muchena Agricultural Cooperative. She is a single woman who has used the money she got from the cooperative to provide for the family. She also used the money to pay school fees, transport for her child and uniform. The child has been able to pass grade 12 with bachelor and acquired senior certificate. The lady is also selling fire wood, sweets and bananas to increase household income.

2.24.6 Talani Grace

“My husband have been unemployed for 3 years. I was able to take care of him, children and provide for the family with the money from the project selling chicken, clay pots and beads bracelets. Today my husband got job and we are able to combine all our income and keep life going”.

2.24.7 Vele NJ

“I am youth and own 5 plots which I grow cash vegetables and field crops. I am 29 years old and started ploughing in 2010. I am able to produce and provide for my three children and my husband. I take my children to school in Thohoyandou at prestigious Mbilo secondary school. I have managed to build a house and buy a bakkie with sales and savings from my farm. My dream is to buy another bakkie in the next December”.

They used to sell in the street and the municipality was not helping at all. Before they got support, they couldn't sell due to Covid-19. From 2017-2021 they were starting so they didn't know so Oxfam supported them, they got t-shirts, caps, sanitizers and masks. They have not be trained and they only had meetings over the phone. The programme in some way benefited but it has not yet benefited much. It helps but it has not yet reached all people. *“They must help with stands and any form of help as we run short of stock and hope Oxfam will help”.*

2.24.8 Alfred Nzo Behaviour change and self-esteem project Bonxa Senior secondary

A programme was rolled out in one school through partners of Oxfam on behaviour change after scores of misbehaviour were identified. The target was grade 10 learners. The programme ran for six months. Change has been identified in learners through the behaviour change empowerment initiative which was rolled out at the school. Learners have been interested and now those that left after Matric have been self-empowered. They have left the school and the then grade 10 now in grade 12 have continued with the initiative even though no more training is happening due to Covid-19. Some selected groups are now disciplined and some still have some behaviour problems. There is need for workshops for trainer of trainers. The recommendation was that the programme must be for a year so that when the programme is implemented it needs to be implemented. Learners also are motivated and asking for their presence. The school has 1277 learners with 208 in grade 12, 210 in grade 11 and 292 in grade 10.

2.24.9 Mbiko Mbali A learner from Bonxa Senior Secondary school

Mbali participated in the programme of youth behaviour change. It was an experience that built self-esteem to her as they did activities for presentation. Before the programme she was shy and since the training she is now able to communicate with the other kids developing self-esteem now that she can make presentations in English and other projects and it was helpful. Her English improved as well.

The programme was there for a short period of time though. There was less change unless if it had happened for the whole year it will have made much difference. There was less time. For things to continue there must be motivation. The programme was just like a season. Mentorship should be ongoing and address all learners other than few individuals and social cohesion is influenced by the majority of learners in schools

2.24.10 Female headed household

"I lost my husband and he left me with eight children. Joining this project helped me to feed my family, for the past three years I have obtained so many skills including the way we plant and the support we got from Oxfam SA. It has positive outcomes to me because the skills we get helped us to eradicate poverty. After this project we no longer go to bed hungry".

2.24.11 Thandi Shezi Bergville

"The situation was bad because there was no one working at home. I joined the farmers group because I wanted to change the whole situation. The situation is better now because I am able to plant vegetables and sell to the community. I am happy that one of my children is at University and the other one is looking for jobs in town. I have taught my family the farming such that my child who is disabled always helps me to water the garden at home. My youngest son is well participating in the garden and based on my observation he is the one who take over the garden even if I have no strength/power anymore".

2.24.12 Fikelephi Miya

"I am Fikelephi Miya – Life was hard before I got involved with the program. My husband got involved in a car accident and lose his job. We are a family of 11. My husband was unable to work anymore and the doctors recommended that he be given a pension grant. The grant was unable to meet all of our basic needs. Life was hard and I decided to join the women's farming group in my community and I learnt to farm and chicken rearing".

"We are better off now because I am part of the community garden and have my own home garden. I am able to provide for my family of which that was my dream. FSG is the program that I would recommend for changing people's lives".

Western Cape

2.24.13 Marie Trenjies riveir farm

"I was very sick when I started this projects, I stressed too much because of the things that were happening in my life at the time and also poverty because since I was sick I had to stop working were I was employed. This project changed my life because there's now a huge difference with how my life used to be and how it is now. Here at the farm I am no longer stressing, my health has improved significantly and the program or the support has helped me grow as a person. Now I also have people working and helping me here at the farm because firstly we were old people here so we could not do hard labour so these people help with fencing, cleaning the yard and other stuff. Even though the project is going very well my project have some problems like water and droughts which impact sometimes make it hard for us to harvest more crops".

"Individually the program has helped me gain farming skills and as I have said my health is better now because there is nothing stressing me here at the farm, we help a lot of people to get cheaper products and those who are sick can also get herbs from us so it feels good to help people".

"My vision is that I don't want to stay managing the farm I am aiming to be one day in a commercial farm and plan to having and a big farm. I believe that without the program I wouldn't be where I am today, I am still learning and growing through the program so continuing to support us farmers would mean a lot to us".

2.24.14 Hester Abrams

"I went through hard times with my family, there was an abuse case in my household which ended up making me stressed. I then took Marie in to stay with me as she was also going through a difficult time, we stayed together looking after each other until there was an opportunity to start farming. This really shifted my focus of the things that were going wrong in my life at the time and the support from the NGO motivated us to work hard and start dreaming big again. I am back to my family but things are no longer the same anymore so me and Marie we not just friends we are sisters we know our hardship and sometimes we share painful memories together".

Conclusion

The Democracy and governance programme have made strides towards achieving its set objectives transforming communities and empowering them to hold government accountable and fight for their rights as well as social protection through fight against GBV. The partnerships established have been effective and have led to farmer groups, households and individuals having transformed lives. However, the programmatically more still need to be done in all spheres for continued ownership and sustainability.

CHAPTER THREE

EVALUATION ANALYSIS

3.1 Validity of Vision, Mission, Values and Theory of change

The Democracy and governance programme through Rural Transformation and ANDDI promoted governance, transparency and accountability for local government, farmers and some mining companies ensuring communities' rights are observed in the service delivery and mining communities. Oxfam South Africa's vision, has been, self-organised people actively creating a just, democratic and sustainable world where power and resources are shared, everyone lives in dignity, and poverty and inequality are no more. It is evident that through RT and ANDDI strides have been made to establish self-organised people empowered and exercising their rights with improved livelihoods.

Oxfam South Africa's mission has been to mobilise the power of people to claim their rights and participate fully in shaping decisions, policies and processes that affect their lives and hold power to account, challenging systems which perpetuate poverty and inequality. This has been evident based on the participants interviewed through RT and ANDDI.

The values of Oxfam South Africa were that everyone involved with Oxfam South Africa, from staff and supporters to people living in poverty, should feel they can make change happen, accountable, and inclusive. The staff from Oxfam SA though few have contributed towards the expected transformation through their commitment and building local structures that also have made partnership with the organisation to hold government accountable.

Based on the theory of change, the democracy and governance programmes was based on the active agency of citizens (particularly women and the youth) transformation and good governance including GBV. Under this programme, OZA employed a combination of strategic actions among other things, building evidence, empowerment, capacity building of relevant stakeholders, awareness raising, establishing and strengthening partnerships and movements, proposing alternatives and ensure the movements, CSOs, business chambers, partners such as FSG, Ntinga, Xihlobo Xandhindo, Kunzi and SCLC own development and empower CSOs, Movements and local people in different areas livelihoods and governance, GBV and feminism.

The assumption was also build on people as their own liberators, having the ability to create their own destinies and that, given an enabling social, economic and political environment, they can transform their societies. The confirmations and testimonies from farmer groups, households and individuals interviewed was evident of the contribution of Oxfam SA to Rural Transformation and governance.

3.2 Programme Quality

The objective of the organisation has been, to support civil society to monitor, document and campaign to hold government and the private sector accountable to implement policies that enable economic justice, to farm workers, improve service delivery and equitable rural transformation. To a larger degree the programmes have been of quality with clear goal, some objectives, outputs and outcomes and expected impact. However, the programme need further review to be SMART thus setting specific, measurable, achievable, realistic and time-bound objectives and indicators at outcome and output level.

Considerations had to be given on spending time of programme design before implementation and quality assure the programme with clear assumptions, risk management strategy as well as stakeholder mapping and analysis. All these factors help the programme reach its intended goal and impact.

The logical framework of the programme need also the vertical and horizontal logic with indicators at output and outcome level than at activity levels that are also SMART or SPICED to help measure progress and impact. Any programme and projects need targets set within the life cycle. Absence of targets that are baselined or benchmarked leaves room for the project to be in all directions and altered frequently.

3.3 Learning

A number of learnings have been drawn from the evaluation that through local partnerships, movements and empowered local structures (CSOs and FBOs) using local knowledge and skills gained through advocacy the community can be transformed and get organised as farmer groups, as business chambers, as SMMEs, as movements in communities and drive the agenda of holding government accountable and on empowering communities on GBV and feminism. This needs the will to make it so from all interested and affected parties. Learning and knowledge management from other provinces and countries such as Zimbabwean farmer groups strengthened building community of practice. This provided lessons learnt so as to reflect and make decisions as an organisation. The bottom-up approach must be used in development initiatives than the top-down and each partner has to be respected of the role they are playing.

3.4 Technical excellence

Oxfam SA has proved to be technically well versed with the democracy and governance rural transformation and governance initiative based on the way they executed the programme thus recruiting the lead manager and the coordinators who were capacitated to ensure they meet the requirements of the job description, coordinating and facilitating the process with partners ensuring they were also capacitated on the programmes, manage finances and programme monitoring reporting. However, the organogram need review as at local level few staff complement leads to burn out and planned deliverables unmet.

The MEAL team has to be enhanced and support more technically to ensure the standards are met and the M and E framework reviewed as well as the theoretical framework and assumption need to be reviewed for greater impact of the programme.

3.5 Monitoring and Evaluation

Monitoring and evaluation is key to the success of any programme and project. The Oxfam South Africa had not shown availability of full time M and E technical staff to support the programme to ensure the planning, implementation and report meets the required standards. While there were some form of support, the quality of reports were not of standards although the MEAL team assisted in the development of programme plans and its implementation. Activities and Outputs were implemented and reporting was done at activity level for workshops and trainings while annual reports were not quality assured but written with the programme coordinator and submitted to donors and organisation. The M and E system needs strengthening as indicators at output and outcome level were not clearly set and defined, the targets were not clearly set even though targeted groups were identified and participated leading to vast geographical in Alfred Nzo chosen bringing challenges in measuring impact.

3.6 Accountability

Oxfam South Africa have shown commitment to accountability for the programme and initiatives. They have promoted transparency in their actions, information and decisions, encouraged participation from different stakeholders and partners to shape their work, and deliberately open channels for feedback and took action based on feedback. Through MEAL actions, data/evidence collection outline the role of actors to provide feedback including from partners.

3.7 Operation Quality

3.7.1 Organisational structure

The structure established to run the programme may need a review especially at local level. The structure is broad at the National level but thin at local level and this has an ability to affect the achievement of objectives and staff burn-out if no adequate staff are on board. While there was support from the donor organisations and senior leadership for programme implementation a redesign process has to happen for future programming.

3.8 HR Management

The management team is well experienced and have been able to assist the process to recruit and retain quality and experienced staff as well as providing staff development programme to ensure the team leader, the coordinators were trained and fit for purpose of the programme. However, adequate staff are needed for such a huge programme.

3.9 MEAL system

The Oxfam South Africa programme applied the MEAL system to ensure the programme had identified root problems, strategic plan, programme with a theory of change to guide the pathway, smart goal and objectives as well as some realistic outcomes. The logical framework identified activities, outputs and monitoring system. However, the plan lacked clear indicators that are SMART, defined as well as targets and monitoring indicators to avoid ambiguity. The

reporting is weak which led even one of the donor funders such as Oxfam Hong Kong raising such concern.

The beneficiaries were identified as well as partners. The implementation was within scope and time promoting accountability despite the large geographical areas. The methodology of monitoring and reporting need strengthening. Learning systems with partners and interested stakeholders, community, partners, movements and CSO need enhancement.

3.10 Advocacy campaigns

With CSOs, movements, business chambers, partners trained and capacitated, advocacy campaigns were implemented very strongly, ensuring communities who experienced forced evictions, farm workers, communities fight for their rights and holding government accountable as well as campaign for GBV in the communities, empowering women to take leadership positions and involved in livelihood programme. Organised community groups across Provinces have been able to advocate to municipalities. However, responses take long to respond to the demands from the community.

3.11 Logistics

The logistics for the implementation of the programme met the required standards and no initiative was delayed due to logistics thus travels, accommodations and organisation of workshops and indaba meetings. This indicates some level that the supply chain team within Oxfam was well organised and accountable, to avoid delays in the implementation process. Support functions are critical in the execution of a programme to achieve the set goal and outcomes. The finance team was also responsive to plan and release financial resources for the extractive industry programme.

3.12 Project Management

Project management followed the project management cycle with project design, decision gate, planning of the programme, implementation, monitoring, and knowledge management and reporting. The project was well managed, although quality of reporting and plans was compromised due to having one staff at local level to plan, implement, report, and account.

3.13 Finance

Finances were raised from support offices (Australia and Hong Kong) and the financial team applied financial standards used in the organisation to manage, release and account for the resources the company had. Quality finance team ensured all systems and processes for acquisition, release and approvals for finances were used for this project. This ensured checks and balances for every cent used. There has been limited over and under spending in the programme. However, for value for money, there is need to strengthen reporting.

3.14 Partnership Management

Partnerships were established with CSOs, partner organisations and Movements. These were both collaborations and strong partnerships where MOUs were signed. This facilitated that partners commit resources, training, capacity building, organising local groups to engage in

rural transformation, good governance and GBV initiatives. Although there was strong partnerships with organisations such as Xihlobo Xandhido, Kunzi, Ntinga, Sclc and FSG, future programming needs to review the partnership management in order to improve programme implementation based on actual assumptions than killer assumption thus what can be done together and who should contribute what, sharing information with transparency to avoid wrong assumptions and expectations.

3.15 Quality Culture

3.15.1 Organisational culture

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. The organisation through the Rural Transformation and Good governance have adopted a culture of learning, unlearning and relearning. They have valued the contribution of each member in order for the programme to deliver its mandate. However, this process is not static and need continuous improvement and adjustments looking into the new way of doing business during and post Covid-19. The process evaluation was conducted during the outbreak of Covid-19 and the team was all on board ensuring quality evaluation was conducted and resources, reports were available.

3.16 Capacity

The organisation has proven to have the capacity to recruit the programme lead and its senior management ensured that the strategy in place can be executed with a programme and funding in place as well as evaluated. Continuous capacity building is needed for all staff due to changes in the development space.

3.17 Performance management

Performance management was not fully assessed as it is an internal process that management and human resource put in place and ensure it happens with performance agreements. However, the outcome of the programme implementation reveal how dedicated the team was and with fewer staff they were able to deliver within budget, scope and time given the testimony from the movements, partners, households and communities. The team proved to be dedicated and went an extra mile to ensure the programme is implemented within budget, scope and time. However it is important to note that this is a generalised overview.

3.18 Assessment

Determining the culture prevailing in a company at some moment in time requires the study of the company's values, practices, and artefacts and of the core task defined by them. Assessing organizational culture involves a bit more than a cursory walk. First you must be clear about culture's definition. Culture is a unifying force, connecting employees to each other, as well as the company's mission and vision. Culture is important because it not only reflects the day-to-day interactions among employees, it also determines how organisation navigate times of change. The view of the process evaluation is that some degree of culture

from senior management to local staff in so far as the programme was executed, reveal a conducive culture in the organisation.

3.19 Feedback and resourcing

The way the programme was planned and implemented, reflects, some degree of decision making based on reports shared.

Table 11: MEAL standards

	Standard	Rating	Projects and programs have clearly defined objectives created using an appropriate logframe, results or other framework. All relevant Global Indicators are included in the program design
Objectives and Indicators	RT and Good governance		Within the democracy and governance programme had objectives and indicators at activity level but not at output and outcome level. They were not defined not meeting the international and national standards
M&E Plan and Budget	Standard		Oxfam SA Projects and programs were expected to be covered by an M&E plan consistent with the procedure, with appropriate resources budgeted to implement the plan. M and E plans and budget not shared
Baseline	Standard		Some research were conducted before projects began in Alfred Nzo district than in KZN, Limpopo and WC Projects and programs should establish a baseline (or other appropriate equivalent) as a comparison and planning base for monitoring and evaluations and setting targets If a baseline cannot be established while prioritising delivery of a timely response, then an initial rapid assessment is carried out and followed-on with in-depth multi-sector assessments. The Limpopo and KZN RT was not baselined
Evaluation	Standard		Projects and programs which meet thresholds outlined in the Evaluation procedure are evaluated with evaluation action plans developed and signed off by an appropriate manager. The process evaluation is like the Mid-term evaluation of the programme to assist future planning
Evaluation	Qualifying statement		Evaluation and research reports are expected to be shared with relevant stakeholders for the purposes of effective central archiving and knowledge management
Learning	Standard		Evidence may include: minutes of program meetings, proposals which demonstrate learning from previous interventions, feedback from accountability mechanisms used for program development
Learning	Standard		Activities were tracked more than the Outputs through some annual reports. No monthly monitoring reports shared
Accountability	Standard		Monitoring includes systems which collect, document and respond to the feedback, suggestions and complaints of beneficiaries. Project related information is shared effectively with beneficiaries

3.20 MEAL for Democracy and governance for Rural Transformation and Good governance

Monitoring, evaluation, accountability, and learning (MEAL) have been part of everyday programme management and critical to the success of the programme. However, OZA needs to strengthen its MEAL process and local team to include technical staff for M and E. MEAL technical quality is very important across a portfolio of projects. Without an effective MEAL system we would be unable to track progress, make adjustments, discover unplanned effects of programmes, or judge the impact that we have made on the lives of those with whom we are working. An improved MEAL system can help individuals and teams at OZA to be accountable to stakeholders through information sharing and developing feedback mechanism which helped to guide programme implementation. This stimulated ideas on how to design and implement monitoring and evaluation processes that strengthen accountability and learning, for programme and strategy effectiveness.

3.21 Evaluation synthesis and Analysis

The evaluation used the quantitative tool to strategically analyse Oxfam SA Democracy and governance Rural Transformation and Good governance programme based on the scores below. The analysis outline that overall, the planning, execution, review, strategic positioning, selection of tactics and tactical effectiveness, the organisation scored high in all areas with high scores of 5 and 4 in most areas. The institution scored 35 points out of 40 for planning, 17 out of 20 for execution, and 20 out of 25 for effectiveness. Strategically the organisation has been well positioned, selected good tactics and have been tactically effective.

Table 12: Evaluation rating of Oxfam South Africa Good Governance

	Score	Low	Medium	High
Planning	35	0 -> 13	14 -> 27	28 -> 40
Execution	17	0 -> 6	7 -> 13	14 -> 20
Review	20	0 -> 6	7 -> 13	14 -> 25
Strategic positioning	32	0 -> 13	14 -> 27	28 -> 40
Selection of tactics	14	0 -> 6	7 -> 13	14 -> 20
Tactical effectiveness	18	0 -> 6	7 -> 13	14 -> 20

According to the evaluation findings, the Oxfam SA Democracy and governance programme across provinces was well positioned and the goal has been relevant and broken down into SMART (specific, measurable, actionable, realistic & time-based by 2020) objectives. However this needs review. The target institutions, partners, movements, individuals, stakeholders, identified were based on the objectives set and individuals categorized based on degree of supportiveness.

Targets were identified, but no clear tangible targets were set. Tactics were tailored to situation with logical explanation of assumptions for why tactics could work in specific scenario; opportunities for experiment and tracking built into application of tactics in future. Different partners, farmer groups, CSOs and movements, were involved in the advocacy strategy; responsibilities and activities articulated, including what roles operations/development they might play.

The Organization has formal system to track activities and outcomes throughout reporting. The Organization has fully followed the plan; providing logical reason for changes and recording process for future initiatives through reports. External factors have been assessed (partnerships, local government IDP budgeting and policy regulations related to labour rights of farm workers, mining communities in Limpopo and rights to land for those previously disadvantaged or evicted in the Western Cape, rights of Traditional leaders in the Eastern Cape through the Ntinga partners across the provinces. Observation of internal and political environment, the capacity of organisation has been analysed. Thus, analysis of how changes could affect goals, and targets

The organization tracked, outputs activities and outcomes throughout initiative, benchmarked to efforts and peer organizations; identified most effective tactics and changed

course accordingly. Advocacy effectiveness was analyzed during execution through formation of movements.

Participation of different stakeholders and community was well thought. Transparency has been understood as creating and disseminating information to citizens. Information-gathering can have a direct impact on practices that affect the poor.

3.22 Points to consider

Based on the Democracy and governance programme; Rural Transformation and Good governance theories of change, accountability is not simply about publicly ‘calling functionaries to account’: such a view is based on a developed-world understanding of citizenship, public life and private life that does not reflect reality in many resource-rich countries.

In order to improve accountability to society as a whole, including the poor and marginalised, it is essential to understand the politics and power structures of existing patterns of accountability that they can access or that affect them at the local level, across the province or district. These can be framed around general ideas about and concerns with transparency and the use of information to hold government accountable. For example, vertical citizen–state relationships and horizontal citizen–citizen relationships are complicated in contexts of service delivery, human rights, feminism, considering the poor and marginalised.

The public sphere is not a single, unified area in which information is disseminated and discussed. It can be *fractured*, with individuals fundamentally unable to communicate, talk, discuss or debate outside their own group. There can also be a variety of public spheres that operate at different levels and in very different languages, power dynamics and political contexts (eg, tribal, local and national). This makes it essential to understand the context of the different types and methods of communication of the poor and marginalised. Without doing so, organisations and bodies looking to act and campaign on their behalf may struggle to represent their wishes including movements and other CSOs especially for people with disability. This applies to CSO, NGOs, movements and private sector.

The quality of analysis and debate in the public sphere that stimulates accountability can also often be questionable, as it relies on a high level of knowledge and engagement among citizens and communities within a space.

Information is only as valuable as the capacity to understand and use it. Actors are not always altruistic. Thus middle groups of actors who can obtain and analyse information, and organise social movements, are useful. However, they may have limitations or they are not well-funded limiting their effectiveness.

Multi-stakeholder approaches are useful in tackling governance problems as well as Rural Transformation where collective action can lead to achievement of objectives and bring expected change if a critical pathway of change is identified. This is why sound socio-economic and political analysis, can be an important asset in designing processes to: (i) identify and engage with the range of relevant stakeholders; (ii) mobilise them into movements who can have more impact as collective than as individual agents of change.

Bringing together the range of core stakeholders to identify problems and seek solutions is not easy but have proved important.

The emphasis as shown by the programme must be from both theory and practice, that the design of an equitable multi stakeholder process requires a thorough understanding of context and a significant investment to make sure voices are heard. Such an approach can bring results. This can apply to contexts where governments lack the will, funds or capacity to deliver services.

Civil society may lack the necessary access to information, training or public channels of communication. If well empowered can bring rural transformation. A multi-stakeholder process can help delineate ways to fill gaps in government capacity, strengthen oversight of the implementation. Understanding that context is essential to inform effective decision-making.

3.23 Ownership and sustainability

A critical assumption behind the approach to sustainability is that ownership of the process and outcomes of development work should rest with the local stakeholders which the democracy and governance programme have shown from the beginning. This has to be done thoroughly exploring and fully understanding the underlying issues around Rural transformation and good governance. Movements, partners, business chambers, CSO and communities as well as local NGOs should own the process of transformation. This ownership extends through the initial problem analysis, identifying the root cause analysis to poverty and vulnerability, to project and programme design, implementation, monitoring and evaluation.

3.24 Transformed relationships

Developing trust among partners can promote relationships between stakeholders that can help the achievement of the set goals with each partner contributing to the best of their abilities including the beneficiaries. Values and practices such as respect, trust, justice, love, hope and commitments to volunteer time and share knowledge and resource are critical. Strengthening these aspects can build collective efficacy and social cohesion. Oxfam South Africa has coordinated relationship building at local level and at national and through such relationships the programme goal was achieved to a larger degree.

3.25 Relevance and effectiveness of democracy and governance

The partnership with communities was relevant and did help communities identify and know their rights as well as engage with relevant stakeholders on issues that affected them from farm workers, rural communities, farmer groups, women, movements, engaging with the local municipalities, farmers, the mines, government departments.

While communities now have the capacity to know their rights, there has been some level of transparency from some farmers, local municipalities, the mines, government departments and other interested entities. There is still a lot that needs to be done in terms of advocacy. Not all communities know their rights.

3.26 Information about citizens' rights and responsibilities

Provision of information or promotion of media involvement in sharing information with citizens to know their rights and responsibilities is fundamental. This, include their rights to participate in decision-making processes, their entitlements to benefits from the public budget, their rights to compensation, their access to services, their rights as users and service providers' responsibilities. Dissemination methods include leafleting, information packages, face-to-face information campaigns, or use of social media.

3.27 M and E Framework

Process evaluation and situational/context analysis can help to make necessary adjustments to programming based on evaluation findings, stakeholder suggestions, lessons learnt, and changes in political contexts and needs.

Accountability is a core value of programmes/projects and is essential to ensure at all levels, including management, staff, beneficiaries, donors and other relevant stakeholders that programmes can be implemented with budget, scope and time.

Accountability mechanisms provide updates to beneficiaries, donors and other key stakeholders to help make informed management decisions and take necessary course corrections, thereby contributing to future programming.

Each component of MEAL contributes to learning. It is built upon all other components and provides high-level information/knowledge to wider stakeholders regarding overall programme/project improvements, future design, and strategy changes. Monitoring provides data, identifies gaps and suggests actions for course correction. Monitoring and reporting needs strengthening.

3.28 Collaboration

In the democracy and governance programme a number of collaborations with partners took place during workshops and trainings. Collaboration is the process of two or more people or organizations working together to complete a task or achieve a goal. Collaboration is similar to cooperation. Most collaboration require leadership, although the form of leadership can be social within a decentralized and egalitarian group. Teams that work collaboratively often access greater resources, recognition and rewards when facing competition for finite resources. Structured methods of collaboration encourage introspection of behaviour and communication. Such methods aim to increase the success of teams as they engage in collaborative problem-solving. While Rural Transformation and Good governance initiatives promoted collaboration these need to be natured in future programmes at all levels. In its applied sense,"(a) collaboration is a purposeful relationship in which all parties strategically choose to cooperate in order to accomplish a shared outcome."

3.29 Partnership

Partnering is so important and can make or break development initiatives' goal and purpose. The partnering process enables stakeholders work alongside to build capacity and explore the kinds of relationships that are possible and meaningful. Partnering skills build stakeholders

capacity to jointly solve problems, by balancing and prioritizing interests and working effectively together. Partnerships have to be well established with transparency and openness. Partnering also includes recognition of the importance of team work and choosing appropriate partners to coordinate various technical expertise. It is with excitement the evaluation can confirm that Oxfam SA scored highly in this area with partners who actual made a difference in promoting rural transformation and good governance as well as fight against GBV.

Strong partnerships have led to the organisation reaching its intended and unintended outcomes. Thus based on those sampled, partnerships with Ntinga, FSG, Kunzi, Scic, Xihlobo and movements whether there was an MOU or not worked effectively for the purpose of the programme. Hence a partnership is an arrangement where parties, known as partners, agree to cooperate to advance their mutual interests. The partners in a partnership may be individuals, businesses, interest-based organizations, schools, governments or combinations. Organizations may partner to increase the likelihood of each achieving their mission and to amplify their reach. A partnership may result in issuing and holding equity or may be only governed by a contract.

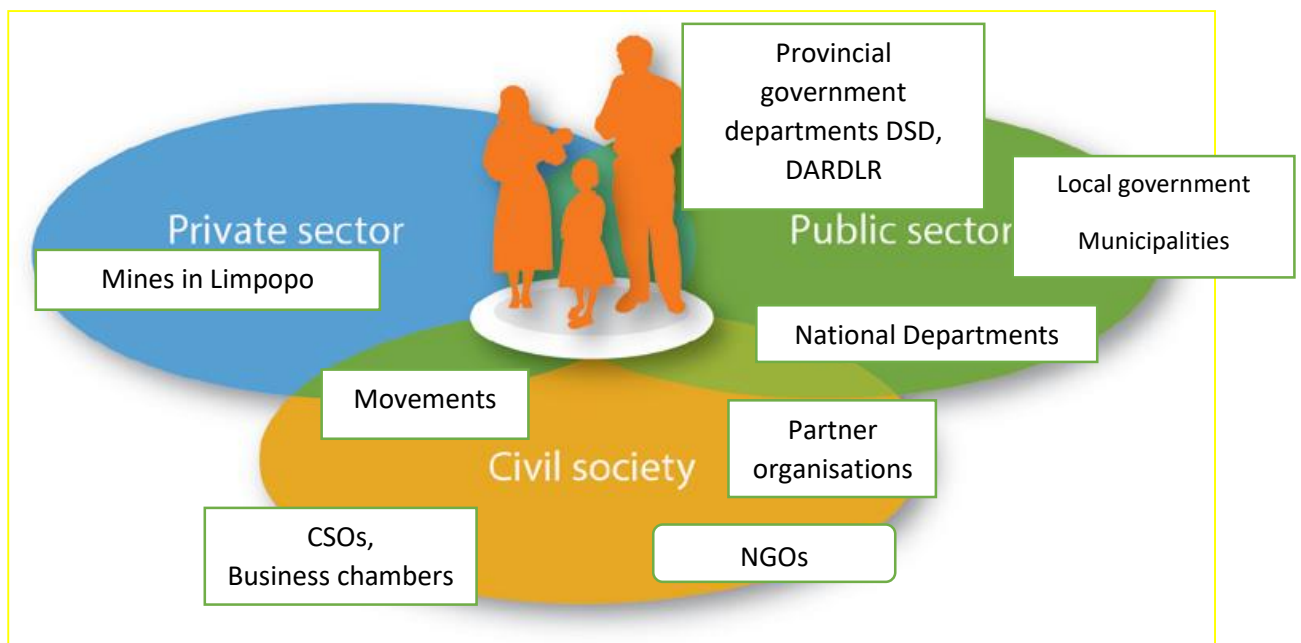


Figure 16. Partnership trends

Oxfam South Africa have developed strong partnerships with different stakeholders. The partnership have shown mutual respect of each other where a critical path was well developed. Partners have principles and standards that need to be built to avoid the big brother mentality or dependency syndrome. No one should undermine the other because of what they are contributing.

Table 13: Five benefits of partnering beyond collaboration experienced

Five Is	Rating	Definition
Innovation	100%	<ul style="list-style-type: none"> Working with new or less obvious partners often generates new, possibly unexpected, solutions or imaginative problem-solving. Ideas generated with local partners are more likely to genuinely connect with the needs of the local area and capitalize on the abilities and resources of the community. Helping organisations to learn together and from each other can bring new solutions. This was evident in both RT and governance
Information	100%	Sharing information between partners allows quicker distribution of news and ideas, and better learning and adaptation of good practices. This was evident.
Identity	100%	<p>As groups collaborate, they grow in their own identity, their legitimacy and in their capacities to fulfil their distinct roles.</p> <ul style="list-style-type: none"> Individual groups are able to see their work as a vital part of something bigger and far reaching. Very evident in the evaluation
Influence	100%	<ul style="list-style-type: none"> When resources and efforts are combined, influence can have more credibility and authority (more people speaking together with better information and better connections). When groups share information openly, the ability to influence decision makers and duty bearers is easier. Partners have been very committed to the point of raise own resources
Impact	100%	<p>Working together effectively and efficiently can bring greater long-term changes for children.</p> <ul style="list-style-type: none"> Being part of a group means that problems can be addressed jointly and systemically; it enables better integration of plans and activities. Helping to strengthen the roles and build the capacity of local partners and duty-bearers can lead to more sustainable change <p>This has been evident across farmer groups, households and individuals</p>

Partnering increases the sustainability of programmes and in the case of democracy and governance as well as GBV through:

- developing voluntary and mutual accountability between groups working together on common priorities
- building the capacity to respond cooperatively, efficiently and effectively (achieving the benefits listed above)
- building a culture of on-going learning that helps future responses to rural transformation and governance

Local advocacy approaches, such as Citizen Voice and Action (CVA), are effective models of building an enabling environment for holding the government accountable with limited confrontations but promotion of dialogues. Future partnerships within RT and ANDDI

initiative can continue to strengthen the movements to embrace CVA to ensure that government and other stakeholders are held accountable for the quality of their services.

3.32 Decision gate

While some of the processes have been applied during the period being evaluated, future programme must mobilise local groups, catalyse existing groups to collaborate at village level such that the village becomes the focal point within a ward to build the needed capacities. Where civil society is stronger, and local networks already exist, join and support pre-existing partnerships

The Critical Path is a flexible process for putting any organisation's development programme approach into action. It empowers communities, local stakeholders. In the critical path, critical questions have to be asked: who are we? Who are you? What can we do together? How can we plan together? How can we implement together and monitor together? Who contribute what? How can we make decisions together?

Partnerships are carefully designed shared projects. They have clear agreements between partners, specific goals, they actively work together and share mutual accountability. Each partner contributes resources of one kind or another.

The readiness and willingness to work together, organisations need to have capacity to fulfil their shared work commitments, build and develop their partnering relationships. It is exciting to report that this has been the strength of the organisation achieving its contribution. Flexibility enough in their work practices to work together building enough trust in each other and the process.

In order to work together effectively, partners need to have a set of shared values around Rural Transformation, good governance and GBV and the shared project approach. It is not necessary for partners to have all the same values, but they need to have enough in common to be able to work together and avoid open conflict. Very practically, the time needed for the project should match the time possible partners have on the programme.

3.31 Principles of collaboration to consider

Mutual benefit is about ensuring that all the participants gain something valuable from collaboration. If everyone is expected to contribute, everyone will also expect to gain. In other words, partnering must provide a 'win-win' situation for everyone.

Each partner can easily justify its contribution, because the benefit gained by that particular partner is obvious to everyone. Note that a 'sustainable collaboration' is one that can achieve its time-bound goals.

Each partner benefits from working collaboratively. These benefits could be:

- achieving organisational goals – succeeding in their mission
- development of 'human capital' – building the capacity of their staff and volunteers
- improved operational efficiency – doing more with less

- organisational innovation – finding new ideas
- enhanced reputation and credibility.

Equity occurs within a collaboration when each partner:

- contributes effectively and appropriately to the collaboration
- has practical, shared ownership of the collaboration itself, with ability to influence and implement along with everyone else
- feels that they are respected and valued as much as any other partner.

3.32 Transparency in partnerships and collaborations

While local government and government departments need to be transparent, partnerships as well need transparency to build trust. It is evident that the partnership with identified partners was transparent although communities still feel Oxfam has more to offer. While Oxfam South Africa has shown its programme to be achieving its set objectives gradually due to partnerships, future programme need to continue to bring on board more partners through engagements. Transparency means not hiding things that matter from other partners. Transparency results in building trust. It is a way of being accountable to other partners. Transparency can be improved when each participant can explain their ambitions, hopes, strategies, constraints and concerns. To succeed in building a partnership, it will be important to consider due diligence, organisational capacity building and managing expectations.

Due diligence: Each partner must (in some way) assess the others to ensure that the risks of associating (working) with them are not too great, and that the risk of not meeting commitments is not too high. This process must be done sensitively and transparently. It builds on the local knowledge gained and shared in the earlier steps of the Critical Path.

Assessment and organisational capacity building: A highly strategic partner may lack some key capacities. It is important to identify these and make a plan to develop them and draw on local strength. Oxfam have been stronger in building such capacities of stakeholders.

Managing expectations: It is important for every partner representative to recognise and manage the needs and expectations of their internal stakeholders as well as focus on negotiations and due diligence with the other partners. Hence the importance of identifying yourself as to who are you and what can you bring to the table.

Table 14. Five functions to partnership included in the programme

Function	Rating	Description
Decision-making and accountability		<ul style="list-style-type: none"> • decision-making and planning • accountability to each other • procedures for when things go wrong
Communications		<ul style="list-style-type: none"> • between partners (especially the partner representative and the people carrying out the partnership activities) • internal communications within the individual partner organisations (typically from the partner representative to their own managers) • outside the partnership (to beneficiaries, other collaborators and stakeholders)
Resources		<ul style="list-style-type: none"> • finances • time – including committed time of the representatives to run the partnership • other resource commitments
Managing		<ul style="list-style-type: none"> • progress measurement • activity progress • meeting schedule
Behaviours		<ul style="list-style-type: none"> • co-working – how to work together day-to-day • coordination – how the partners co-ordinate their own particular contributions.

3.33 BUDGET ACQUISITION AND UTILISATION

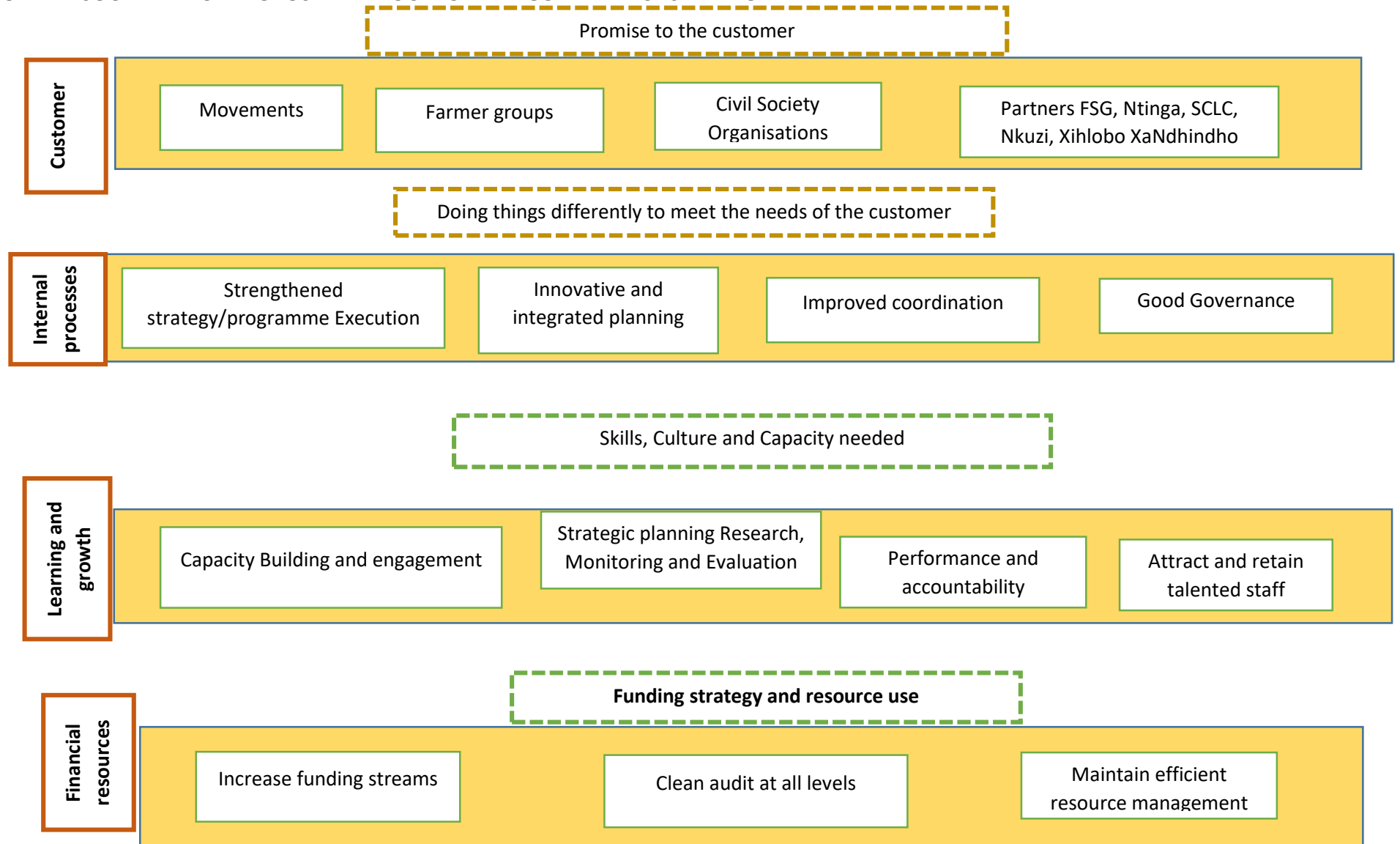
Oxfam acquired funding from Oxfam Australia and Hong Kong and these resources have been utilised for administrative purposes, implementation costs (workshops, training, dialogues, and meetings, research, Monitoring and evaluation, consultancy and overhead costs). Limited analysis can be made as no budget statements and reports were shared.

Administration costs

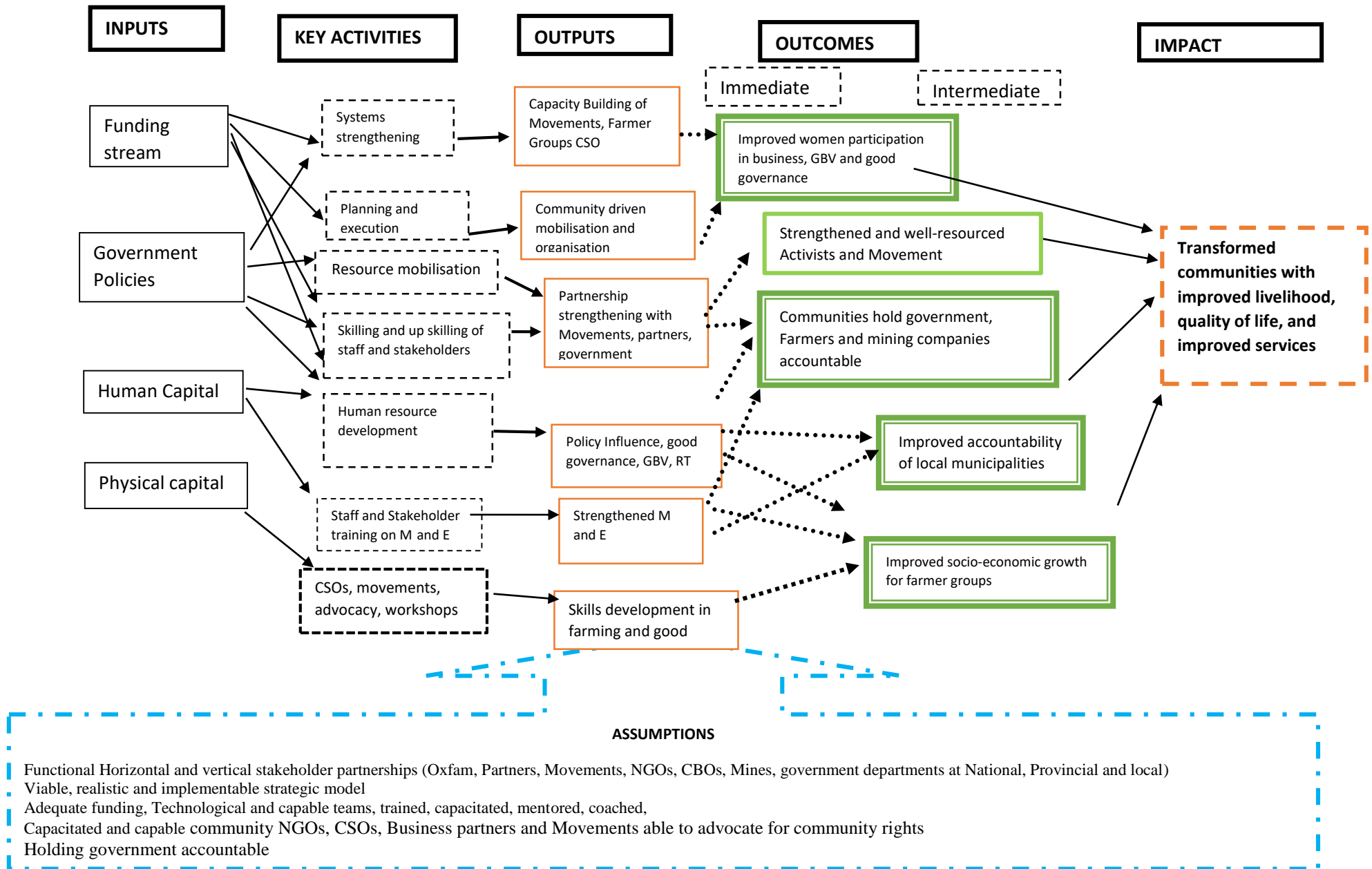
Not much can be said on administration costs as no budget statements were shared. The fact that implementation took place can be an attribution of the fact that the budget was used for travel, training, workshops and build capacity of CSOs and movements.

SUGGESTED FUTURE PROGRAMME PLAN

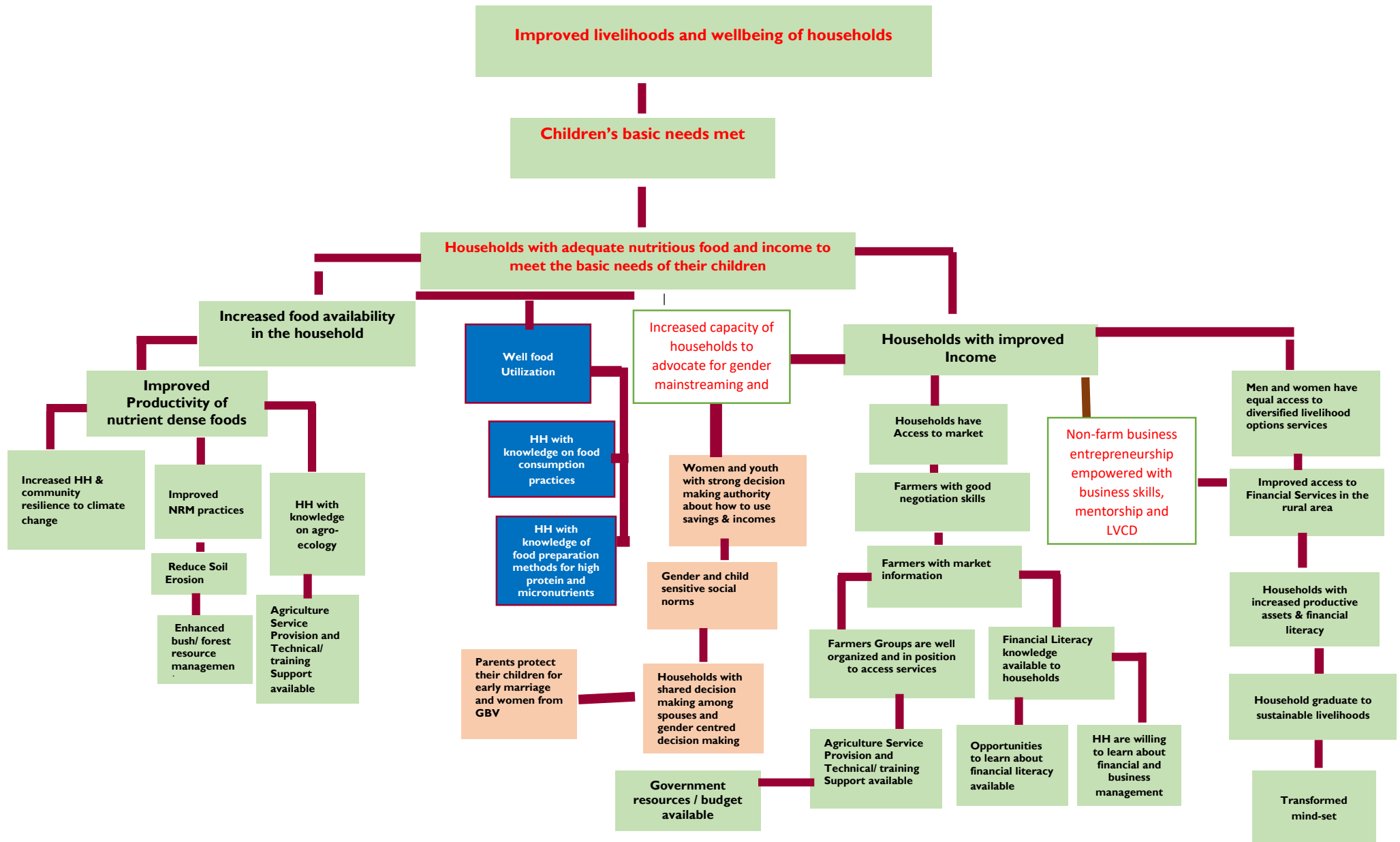
OXFAM SOUTH AFRICA PROPOSED DEMOCRACY AND GOVERNANCE STRATEGY MAP



Based on the Theory of change and the envisaged strategy map, the suggested impact, outcome, deliverables and inputs must be based upon the logic framework below built upon particular assumptions.



Pathway of Change Rural Transformation and improved Livelihoods



LOGICAL FRAMEWORK

DDM INTERVENTION LOGIC	VERIFIABLE SMART /SPICED INDICATORS	TARGETS / MILESTONES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>General goal (impact)</p> <p>Alleviate poverty within households and communities through rural transformation and good governance by 2025</p>	<p>% of movements and partners engaging government for improved service delivery</p> <p>% of CSOs and movements advocating for community rights</p> <p>% of communities with improved service delivery</p> <p>% of households with improved resilience and increased income</p>	<p>Farmer groups</p> <p>Women</p> <p>Farmers</p> <p>People with disability</p> <p>15 Movements</p> <p>Business chambers</p>	<p>Quarterly, Semi-annual and annual reports, MTE, Evaluation</p>	<p>Government, Partners groups, CSOs, companies and communities partner, plan, implement, make decision together on RT and good governance</p>
<p>Outcome 1</p> <p>Improved citizen participation in good governance</p>	<p>% of communities whose rights were prioritised by local government</p> <p>% of citizens participating in holding government accountable</p> <p>% of Movements advocating for community rights</p>	<p>1000 households</p> <p>1200 people with disability</p> <p>30 CSOs</p> <p>15 movements</p>	<p>Quarterly, Semi-annual and annual reports</p>	<p>Provincial and Local government commit to collective planning, and decision making with communities</p>
<p>Output 1.1</p> <p>Strengthen the capacity of CSOs, movements and NGOs to advocate and lobby for GBV</p>	<p># of movements supported to advocate and lobby for government accountability</p> <p># of movements engaged in GBV,</p>	<p>30 CSOs</p> <p>15 movements</p>	<p>Quarterly</p> <p>Annual</p>	

<p>Activities</p> <p>Plan for engagement meetings</p> <p>Conduct workshops</p> <p>Conduct community of practice sessions at ward and village level</p>				
<p>Outcome 2</p> <p>Strengthened and well-resourced Activists and Movement</p>	<p>% of activists empowered and advocating for community rights</p> <p>% of movements and NGOs advocating for community rights</p>	<p>30 CSO</p> <p>10 Partners</p> <p>15 movements</p>	<p>Quarterly, Semi-annual and annual reports</p>	<p>Districts with capable teams and good governance</p>
<p>Output 2.1</p> <p>Activists and Movements mobilise resource for advocacy in GBV and good governance</p>	<p># of CSOs and movements capacitated on resource mobilisation</p> <p># of CSOs and movements that submitted funding proposal and received funding</p>	<p>30 CSO</p> <p>15 movements</p>	<p>Semi-annual and annual reports</p>	<p>Funding institutions committed to fund advocacy work</p>
<p>Activities</p> <ul style="list-style-type: none"> • Train CSOs and movements on funding proposal writing • CSOs and movements write and submit funding proposals 				

<ul style="list-style-type: none"> CSOs and movements advocate for community rights 				
<p>Outcome 3</p> <p>Local communities hold government, Farmers and mining companies accountable</p>	<p>% of CSOs, and movements with communities holding government accountable in socio-economic development</p> <p>% of local communities monitoring service delivery</p> <p>% of local communities participating in IDP processes</p>	<p>30 CSOs</p> <p>15 movements</p> <p>20 wards on Alfred Nzo District</p>	<p>Quarterly, semi-annual and annual</p>	<p>Government commit to transparency and inclusiveness of communities in decision making</p>
<p>Output 3.2</p> <p>CSOs and movements advocate and empower communities for community rights</p>	<p># of CSOs and movements advocating for community rights</p> <p># of community groups that engage government successfully</p> <p># of government and mines committed to involve communities in policy review and decision making</p>	<p>Communities in 20 wards in Alfred Nzo district</p> <p>communities</p>		
<p>Activities</p> <p>CSOs and movement partner with Business chambers to develop advocacy plans</p>				

CSOs and movements advocate through lobbying and workshops with communities				
CSOs and movements in partnership with communities engage local government				
Outcome 4 Improved socio-economic status of communities through farming	% of women and households with diverse livelihood portfolios % of farmer groups with increased production % of women with increased income	200 households engaged in farming 500 women involved in business opportunities	Quarterly and annually	Increased support from partners and government
Output 4.1 Women in the farmer groups supported in the agricultural value chain	# of women in legalised business # of women trained in business management and agri-ecology	600 women	Quarterly, semi-annual, annual	women commitment to be in legalised business
Activities Mobilise women in agro-ecology and aquaculture women form farmer groups Training of women in the agricultural value chain				

Output 4.1 women in farming and non-farming business functioning fully	# of women farmer groups and individuals fully functional # of women doing farming and non-farming business on the competent market # of women mentored and coached in businesses	600 women	Quarterly, semi-annual and annual	Government laws and policies facilitate women empowerment
Activities Mobilisation and training of women including those with disability in business women supported in operating businesses fully Mentorship and coaching of women in business				

CHAPTER FOUR

COUNCLUSION

The democracy and governance programme has followed the Oxfam South Africa strategic mandate and strategic objectives of promoting rural transformation, gender, governance, feminism and women empowerment. The projects designs were within the scope of the institution in addressing poverty and empowering local structures to bring change in communities.

The design process in ANDDI was done after consultative forums with communities. While in KZN and Limpopo, the partner organisations engaged with Oxfam and designed a pathway of change to be followed in engaging and empowering communities.

Rural Transformation

The programme has advanced building and strengthening rural associations and people's movements to bring about socio-economic transformation in rural areas. In the past four to five years there has been significant evidence that systems and institutions of governance have been democratized and livelihoods options for self-reliance are gradually being strengthened.

Majority of Rural communities in KwaZulu Natal, Limpopo and few in Alfred Nzo and Western Cape have developed sustainable institutional capacity to foster alternative thinking and practice on sustainable rural livelihood options. Rural communities now have begun to exercise power to secure their rights to equitable public services and social protection mostly in Western Cape, Limpopo, Alfred Nzo District and Keiskammahoek in the EC.

Women mostly have gained power to engage in livelihood portfolios and even to hold government accountable. Girls to a lesser extent have gained power to secure their rights on GBV. Youth movements have been established and functional though not many youth have been involved across provinces despite higher numbers of unemployed youth. The programme has seen rural people, grassroots movements, and civil society organizations increasingly developing their organizational and human capacity to strengthen activism and develop alternatives to citizen's participation and resistance. However, more still need to be done to enhance the process and a strategic decision has to be made to promote the approach and models in the right way. Spaces for dialogue and collective action by rural people, including farm workers have been created and supported through partners in the Western Cape, Eastern cape and Limpopo.

Promotion of civic space for active citizenship

Through advocacy by CSO and movements, citizens have gradually started to hold government accountable through IDP processes and budget reviews but also to engage the farm owners and government departments on land rights and labour rights. Through partners and movements, they have advocated for CSO space and supported efforts to strengthen activism and develop alternatives to citizen's participation and resistance. Advocate for and

popularize the right to information for CSOs/ Citizens is gradually being promoted though much more still needs to be done in some parts of Alfred Nzo District and its local municipalities.

Priority areas

The priority areas have been identified and some actions were taken through workshops, training and advocacy to promote citizen capacity to participate in democratic governance. It is evident through community structure that now they hold the government accountable. However, more movements within the grassroots need to be supported with resources so that they can continue empowering the community members in the fight against gender based violence, in holding the government accountable and in livelihoods.

Some structures in different towns of Bizana, Matatiele, Tanbankulu, Mount Frere, Mount Aylif have strengthened people's activism, expression of solidarity, right to assembly and engage government at local level and any other stakeholders peacefully.

Through partner organisations such as FSG, Xihlobo Xandhindo, Nkuzi, SCLC, and Ntinga there has been some support of initiatives and campaigns. These campaigns raised the questions of the power of cooperation's within communities and transparency in the operations of these entities. Thus in land rights, farm workers' rights, building livelihoods portfolios and service delivery for water and roads holding the government accountable.

The programme has to some degree deepened relationships and solidarities with local initiatives in communities and workplaces that promoted alternative models of governance and organizing for the deepening of participatory democracy and governance.

Through workshops and training, community structures, CSO can now dialogue on alternative forms of democracy and political system. Youth people such as in the Youth Association in Alfred Nzo have been supported and strengthened to participate in democratic governance processes. This has catalysed and influenced debate and discourse, strategic policy advocacy and social mobilisation. Although the programme is in its first phase due to Covid-19, there has been positive signs of change. The information shared during the trainings and workshops have turned information into knowledge and that knowledge is now the power communities have to hold government accountable.

The programme have evidently supported movement building and movement-led initiatives, and building strategic partnerships and alliances. However, some were at the initial stages in 2020 when the pandemic hit such that even the signed MOUs have not been implemented or have been partially implemented.

Through movements and business chambers though they lacked resources in many parts of Alfred Nzo District, they managed to convene and broker dialogues, partnerships and engagements to facilitate social change and leverage collective people's power at all levels of decision-making.

Through partners farmer groups and women cooperatives have been incubated and amplified bringing in innovation in rural livelihoods and transformation and supporting models for up-

scaling and replicability within communities through the permaculture agro-ecology and food security initiatives.

The rural transformation as well as good governance have seen some moderate farmer groups and movements, CSOs and partners being funded by other institutions as a form of resource mobilisation while others had limited funding. The evaluation can recommend the need to empower CSOs, farmer groups and movements to enhance the skills for grant applications in order to raise adequate resources to support social justice work.

It is evident that gradually the programme has leveraged its position linking people to each other, to ideas and other resources in and across national boundaries; bridging from local to regional as they had community of practice among farmers groups with exchange programmes with Zimbabwean farmer groups with those in KwaZulu Natal in Bergville and Msinga.

Movements

Social Movement Theory and practice can be helpful because in the scope of social work it is important to understand resource mobilization and how social movements are able to develop these mobilizing structures. There will most likely always be a need for resources in any social institution or social movement.

Social movements have evolved because people want a new order of life. They have evolved because of education. Scholars have argued that social movements have developed because people have the ability to express freely who they are, have the privilege to be educated, and, and people are more liberal in the way they think about themselves and the world.

Resource mobilization are key in social movement. Resources can be seen as things like knowledge, money, media, labour, solidarity, legitimacy, and internal/external support from those who are seen as superior.

Political process theory focuses on the importance of the overall structure of social movements. There are three vital components in the movement formation, which includes insurgent consciousness, organizational strength, and political opportunities.

We are seeing an increase in new social movements that are forming because the world is ever changing. We are seeing movements that are focusing on the wellbeing of our planet such as importance of agriculture, governance, human rights, GBV, women empowerment and social work.

The programme has worked with a range of local organisations in several locations across the country Western Cape, KZN, Limpopo and Eastern Cape, to support organising movements at the local level. Through workshops and training popular education was promoted and enhanced using context specific local materials in communities on key issues of democracy and governance

The programme did extremely well in mobilising women, youth and communities on rural transformation and good governance. Working with communities and strategic alliances to contribute to the mobilisation of people to deepen our democracy and drive change

Through engagements movements and SCOs now can catalyse and influence debate and discourse with the municipalities on strategic policy advocacy and social mobilisation.

The evaluation can safely say that the programme has advanced democracy and governance advocacy goals and to some level shaped theory and practice in the areas of our focus thus good governance, gender based violence and rural transformation.

Movement building and movement-led initiatives have been promoted though not in all communities and villages and they are yet to be sustainable as they lack resources. However, the evaluation can confirm that strategic partnerships have been built including alliances from business partners, CSOs, partner organisations and movements.

Through workshops and trainings, movements, CSO, and other stakeholders have the capacity to dialogue, convene, broker and engage facilitating social change and leveraging collective people's power at all levels of decision-making.

The movements and CSOs have in the era of Covid-19 used digital strategies for holding government and private sectors such as mines and farms accountable, social mobilisation and organising and education.

However, strategic resourcing remains a challenge as communities look at Oxfam SA as the saviour and that the organisation must not transit until there is total alleviation of poverty and rural transformation with good governance. This perception has to be changed through the promotion of behaviour and mind-set change through capacity building to look into other avenues to raise resources locally and continue the advocacy.

From 2017 to 2021 the programme has made efforts that is evident to link people to each other, to ideas and other resources in and across communities, villages, wards, municipalities and provinces

Impact of Movements in democracy and governance

The evaluation based on the movements engaged, the formation of movements was a movement in the right direction in order to empower communities and citizens on how to engage with government. Empowering communities to know their rights as citizens and engage in good faith is how good governance can be attained. However, it is not a given as this also depends on the 'will to make it so' of the local government and political structures in place.

Social mobilization has the capacity to change that - to re-insert poverty as a national and international priority and, to this end, social movements can change dominant meanings of what constitutes poverty and the issues associated with poverty - lack of basic services, homelessness, HIV/AIDS, unemployment.

However what is coming out of the evaluation is the fact that, while there is commitment from some community members to be in the movement, some may not be willing to join or there is lack of resources and support to ensure or movement processes happen accordingly.

Movements have proved to assist farm workers in the Western Cape and Limpopo to engage with farmers as they exercise their rights. However, farm owners continue to threaten farm workers who exercise their rights. This indicates how such systems need continuous strengthening. Movements have to be contextualised even within the same ward or villages as their formation and functionality or strength depend on the members.

Overall the movements have proven in the evaluation in Alfred Nzo, and Limpopo that they can be effective if well supported with training and resources. The members of the movements had of course challenges of lack of funds for administration, calls, and transport but also lack of human capital. For sustainability purposes movements need to go through a thought process, mobilising from below and ensuring that they are gender representative as well as fit for purpose.

While Oxfam programme staff, trained the movements, proper monitoring systems that is community led is needed to ensure all platform engagements get involved and their outcomes are recorded and a community of practice is created where they learn from each other as they hold government accountable.

Programme Implementation

The development of democracy and governance programme within Oxfam have shown some level of linkage between the strategy, the democracy and governance programme. However, it is indicative that the design process need more time and commitment and ensure that the staff has adequate capacity and resources including human capital to execute looking at the set goals, objectives, expected outcomes, targets and accountability.

The documents shared would guide the staff but to a limited extent as there was no clear logical framework even though the implementation involved other partners. This meant that more time in identifying who Oxfam SA was and how it wanted to plan, implement, contribute resources and monitor. Some partnership agreements are yet to be implemented.

In the Case of ANDDI, the district has 4 local municipalities and a number of wards and villages such that one size fits all may not work and the programme implementation process of the programme needs to follow a well mapped process where identification and prioritisation has to depend on available resources as well as expected impact.

The persistence of rural poverty, the limited access and quality of rural services and the mechanisms for reproducing rural gaps have sought to be countered but maybe in a manageable space other than tackling the whole district where millions of people stay. This way the purpose of the initiative or programme is lost due to the vastness of the area. This was the experience in Alfred Nzo district where tackling poverty through local structures was not thought through in order to have a manageable size group of communities that could have been targeted and when well transformed. Now the impact of the programme while can be celebrated, is limited due to the fact that was spread across a vast geographical area.

Agro-ecology and organic farming

While relying on agriculture and the community empowerment approach, agro ecology has proved to have had significant impact to households of communities in Alfred Nzo. There has been as well some degree of multiplier effect where those trained were able to go and train others. Community members outlined that building on existing local knowledge they managed to embrace permaculture and agro ecology quicker and have seen the results as they built on their local knowledge. It is evident that individuals and households used local knowledge in agro ecology of organic farming. Indigenous knowledge is used at the local level by communities in developing countries as the basis for decision-making pertaining to food security, education, natural resource management, and other vital activities.

The Indigenous Knowledge Information System provides easy access to information that is relevant for sustainable development. The idea behind the Indigenous Information System is that indigenous knowledge can prove widely applicable and valuable only if it is made known and can be validated at a local level even with scientifically approved methods.

The unforeseen Climate change and water shortage

Climate change has had a large impact in the agribusiness related initiatives in all Provinces such that any livelihood associated with use of natural resources such as agriculture is dependent upon availability of water and land. In the evaluation it was evident that while land was available, there has been shortages of water which to some degree hindered increased vegetable production in many farmer groups within KZN, Limpopo, Western Cape and Alfred Nzo district. However, this did not hinder the determined farmers to find ways and means to continue farming.

No other phenomenon has had such a strong impact on rural areas, food systems and agriculture, as climate change. Any programme on food security linked to agriculture has to promote water harvesting techniques and application of organic farming techniques such as mulching. Boreholes has to be drilled to allow supply water to be available.

Programme Monitoring

Programme and or project monitoring is key in any institution to inform progress of the intended goal and objectives as well as decision making. The evaluation can ascertain that while there has been some form of monitoring and reporting, where reports of workshops, awareness campaigns and trainings were written and shared. The democracy and governance initiatives lacked quality monitoring and reporting as the planned action plans from a MEAL perspective are not complete and does not meet minimum standards. Targets were not set well leading to covering the whole of Alfred Nzo district within the 3 year frame while in other provinces the targets were manageable but reporting is not adequate. The output activities were reported on but there was not much depth in analysing how each deliverable was leading towards a set goal and outcomes. The programme process lack thereof the Monitoring and Evaluation technical team to support the implementing team.

Process evaluation

According to the evaluation findings the program outputs of building partnerships with movements, business chambers, farmer partners and local government were implemented. In some instances MOUs were signed. However, what is not clear due to lack of proper MEAL system is the reporting on the implementation of MOUs. It is safe to say that some of the MOUs were signed recently and are yet to be implemented. Activities set were executed however, it is not certain where they were executed within budget, scope and time. There are huge results in terms of farmer groups, governance and communities engaging government and the involvement of women in rural transformation and governance. However, proper design of the programme is needed with clear theory of change, logical framework and pathways of change.

Results of a process evaluation will strengthen the ability to report on the program and use information to improve future activities. It allows you to track program information related to *'Who, What, When and Where'* questions:

The targeted group was the most vulnerable in all provinces where the direct program efforts were aimed at. The programme did empower communities, partners, and movements. The programme was implemented though, the importance of planning well is key to not over or under perform.

Enablers/disenablers to implementation of program activities

Strong partnerships and the willingness of communities to be empowered and engage in transformation and apply the skills learnt to hold government accountable enabled the implementation. On the other hand, the disenablers were: the large geographical coverage in Alfred Nzo which led to resources being spread across.

The evaluation has shown that the program has been accessible and acceptable to its target population. The programme has to continue strengthening movements and partnerships and plan accordingly based on availability of resources to map well and focus on small geographical areas with multiplier effects. From a planning and management, adequate human resources should be planned for. The monitoring and evaluation as well as knowledge management should be strengthened. Continuous partnerships development should continue being strong.

Annexure

Evaluation Questionnaires

Programme Management and Partnership documents