



**NDA**

National  
Development  
Agency



**KHULULEKA COMMUNITY DEVELOPMENT EDUCATION CENTRE**

**CLOSE-OUT EVALUATION REPORT**

**JUNE 2014**



# Executive Summary

## 1. Introduction and Background

Mbumba Development Services was appointed to conduct a close-out project evaluation of the Khululeka Community Development Education Centre - Cala Early Childhood Development Project

The Khululeka Community Development Education Centre (Khululeka) is a non-government organisation (NGO) established in 1989 with the aim of increasing access to relevant and appropriate programmes, facilities, training, support and resources for the provision of high quality early childhood development services.

In 2012 Khululeka was approached by the Xhalanga Preschool Forum which is a co-ordinating umbrella body of 85 ECD sites within the Chris Hani District Municipality. The Forum sought ECD training support from Khululeka and in turn Khululeka approached the NDA with a funding proposal for the provision of training support, provision of material and resources for children's active learning needs and the promotion of food security in ECD sites identified by the Forum. NDA approved the proposal and granted Khululeka an amount of R765 100.00.

The overall objective of the project is *"to impact positively on the early stimulation, growth and development of young children through the professional development and support of ECD practitioners and in so doing create models of best practice"*

The specific objectives noted in the application for funding are:

- To equip 40 ECD practitioners with the skills, knowledge, values and attitudes necessary to provide quality education and care for young children
- To provide materials, resources and equipment which support children's active learning to 40 ECD centres
- To establish partnerships between ECD practitioners and parents in support of holistic, integrated and sustainable ECD service provision

## 2. Evaluation aim and objectives

The evaluation is intended to assess the design, implementation and results of the project in order to determine its relevance, effectiveness, impact and sustainability in the context of its stated aim.

## 3. Evaluation methodology

The evaluation of the project was conducted using key informant interviews, site visits, telephonic interviews and an extensive desk-top review of project narrative and financial reports and other relevant documentation was conducted.

The research instruments included a questionnaire and interview guide that were informed by the NDA Terms of Reference for the evaluation.

## 4. Results

## *Project Preparation and Design*

The planning and design of this project was appropriate for the circumstances and grounded in the socio-economic situation of the area and specific requests made by the local community. The activities described in the application for funding are clearly described and realistic in scope and are based on the previous experience of Khululeka of what was required. The time frames allocated for activities were realistic.

Khululeka was approached by the Xhalanga Preschool Forum, a well established co-ordinating umbrella structure with a membership of approximately 85 ECD sites within the Chris Hani District Municipality. The Forum sought ECD training support from Khululeka for ECD practitioners who are responsible for providing education and care for young children.

The project was designed to support practitioners who generally work as volunteers in community based ECD sites but have had little or no formal training.

### *Community consultation and buy-in*

The proposed strategy for the Cala Early Childhood Development Project was discussed at length with the office bearers of the Xhalanga Preschool Forum. The Forum were tasked with the responsibility of mobilising their members in a bid to identify the ECD Practitioners who met the eligibility criteria.

Practitioners had to be working in a community-based site that was unregistered, unsubsidised and under-resourced and the practitioners themselves had to have not received training in the past.

The intervention was designed to include training, mentoring and support of the practitioners; the provision of equipment and materials for each site and training on the establishment and maintenance of food gardens at each site.

The budget was realistic and is indicative of the experience Khululeka has in the planning of similar projects.

## *Relevance*

The project was implemented in marginalised, rural villages surrounding Cala, a small town in the Sakhisizwe Local Municipality. The villages are typically made up of 40 – 100 households with extremely limited access to basic services, resources and infrastructure. The communities identified have largely been denied training opportunities due to their inaccessibility and the high levels of poverty in the area. ECD services in the area are either non-existent or of an extremely low standard.

High levels of poverty and unemployment, social instability and overworked and demoralised caregivers have had a negative impact on the development of children in the area.

The objectives, expected results and activities of the project are relevant to the general underdevelopment in the targeted area as well as to the large numbers of vulnerable children who require support.

The project is also relevant to NDAs objective of contributing towards the ECD sector through interventions that support early childhood development through resource development, training and food security.

### *Effectiveness and Efficiency*

Based on the review of relevant documents, interviews with stakeholders and the site visit, it is clear that the objectives as articulated in the funding application have been achieved and there has been a positive effect on the targeted beneficiaries.

The evaluation exercise has shown that the project was implemented both effectively and efficiently. Resources were allocated appropriately and maximised both the outputs and outcomes of the project (value for money). Resources allocated have been utilised according to the plan and the project was completed within the planned timeframe.

### *Capacity*

The staff of Khululeka had all required skills and experience to implement a project of this nature. The organisation has well established management structures and systems in place and the Board members of Khululeka consist of highly skilled and experienced individuals, some of whom have served on the Board for more than 20 years.

The review of documents provided indicates that all NDA requirements were complied with by Khululeka and financial and narrative reports are of high quality and were submitted timeously.

### *Sustainability*

Although Khululeka do not have plans to continue this specific programme in Cala, they are committed to continuing with their ECD and Community Development Programmes.

It is noted that the voluntary status of practitioners and the lack of stipends poses a risk to the long term sustainability of the project.

In order to ensure ongoing sustainability of the sites there is a need for each site to register with DSD in order to be eligible for the subsidy.

## **5. Conclusions and recommendations**

The project was relevant to the needs of the community, the project objectives have been achieved and activities were implemented according to the original plan. All activities were implemented according to the approved budget.

The overall planning and design of the project was based on well researched and understood needs and at the overall design is realistic and included inputs from the beneficiaries. The beneficiaries were as described in the grant application.

A number of challenges were encountered during the implementation of the project and these included:

- The Khululeka programme staff were placed under pressure in order to achieve the set targets within the prescribed timeframes
- The inaccessibility of sites and distances travelled in order to reach the isolated rural sites made regular visits difficult and time-consuming
- The low literacy levels of some of the participants initially resulted in some not being able to fully engage in the group sessions as well as affecting their ability to internalise the content and implement adequately in their ECD sites. However, this was overcome by the introduction of strategies such as introducing individual tasks and more practical demonstrations.

It is the view of the review team that even though there were challenges as outlined above, this project has been highly successful. This can be attributed to the following:

- Khululeka has many years experience in the ECD sector and are a credible, well resourced and capacitated organisation
- Khululeka has appropriate systems, procedures and policies in place which guide the operations and management of the organisation
- Khululeka has strong leadership and governance structures and skilled and committed staff members
- Khululeka has developed strong linkages with other ECD stakeholders in the area such as DSD, DoE, Community ECD Forums and donors
- The training provided to practitioners was relevant and appropriate to the low literacy levels of many of the trainees
- Strong support and monitoring and evaluation mechanisms were put in place. Khululeka was always available to support and assist when necessary
- Khululeka developed a partnership relationship with practitioners (through the Agreement of Co-operation) and this resulted in strong commitment to the project by the practitioners

A number of lessons can be drawn from this project and these include the following:

- There is value in funding a credible, experienced and skilled organisation

- When implementing a project with such a large number of participants, the time frame should be extended to allow for sufficient time to complete the training and then provide on site support and mentoring
- The use of well-known and established NPOs such as Khululeka as project managers is advantageous as they are trusted and known by all other stakeholders

### ***Recommendations***

- Future projects should build in additional time for long term support after the completion of training, especially when the number of trainees (40) is so high.
- Although the provision of resources has significantly improved the learning environment at each site, the infrastructure (buildings and toilets) are generally of extremely poor quality and only one of the sites is housed in a formal building with the remainder housed in rondavels or shacks which need extensive renovations. It is recommended that the NDA consider the issue of funding such renovations in future projects of this nature.
- The NDA should consider providing a stipend to individuals who are responsible for maintaining the food gardens at each site
- The NDA should engage with DSD to assist with the registration of ECD sites in all projects of this nature
- The NDA should consider funding a project for Khululeka staff to train DSD officials to provide more long term support to ECD sites
- The NDA should concentrate their funding efforts on credible, well resourced, experienced and skilled organisations with the potential to replicate the “best practice” highlighted during the evaluation of this project

## Table of Contents

<b>Executive Summary</b> .....	1
1. Introduction and Background.....	7
2. Evaluation aim and objectives.....	8
3. Evaluation methodology.....	9
4. Results .....	10
4.1 Project Preparation and Design .....	10
4.2 Project Implementation.....	11
4.2.1 Relevance.....	11
4.2.2 Effectiveness and Efficiency .....	12
4.2.3 Impact.....	15
4.2.4 Capacity .....	16
4.2.5 Alignment with IDPs and government programmes .....	17
4.2.6 Sustainability .....	17
5. Discussion and Conclusions.....	17
6. Lessons learned and recommendations.....	19
7. References .....	19
Annexure A – List of interviewees .....	21
Annexure B – List of practitioners and ECD sites .....	22
Annexure C – Questionnaire .....	24

<b>GRANT RECIPIENT</b>	Khululeka Community Development Education Centre	
<b>NAME OF PROJECT</b>	Cala Early Childhood Development Project	
<b>TYPE OF PROJECT / SECTOR</b>	Education – Early Childhood Development	
<b>LEGAL FORM</b>	Non-Profit Organisation (NPO), Public Benefit Organisation (PBO)	
<b>LOCATION</b>	Chris Hani District Municipality, Sakhisizwe Local Municipality Eastern Cape.	
<b>BENEFICIARIES (TYPE &amp; NO.)</b>	ECD practitioners	40
	Parents	800
	Young children	800
<b>BUDGET</b>	R765 100 (including R25 000 for evaluation)	
	Total amount to be transferred R740 100	
<b>FUNDS DISBURSED TO DATE</b>	R740 100	
<b>TIMEFRAME</b>	12 months, with commencement on 1 December 2012 and termination on 30 November 2013.	

## 1. Introduction and Background

Project evaluation is a requirement of a funding agreement between the NDA and all NDA funded organisations. Mbumba Development Services has been contracted to



conduct a close-out project evaluation of the Khululeka Community Development Education Centre. The evaluation is intended to assess the design, implementation and results of the project in order to determine its relevance, effectiveness, impact and sustainability in the context of its stated aim.

The Khululeka Community Development Education Centre (Khululeka) is a non-government organisation (NGO) established in 1989 with the aim of increasing access to relevant and appropriate programmes, facilities, training, support and resources for the provision of high quality early childhood development services.

A key element of Khululeka's development strategy is to impact positively on the quality of education and health care of young children through the professional development and support of Early Childhood Development (ECD) practitioners, trainers and community workers. The organisation is also committed to providing support to ECD Association Forum members, parents and caregivers.

The Centre uses a participatory approach to the delivery of appropriate ECD programmes by building capacity within the region, encouraging active community involvement and facilitating the development and sustainability of partnerships and community networks of support for children, families and ECD practitioners.

In 2012 Khululeka was approached by the Xhalanga Preschool Forum which is a co-ordinating umbrella body of 85 ECD sites within the Chris Hani District Municipality. The Forum sought ECD training support from Khululeka and in turn Khululeka approached the NDA with a funding proposal for the provision of training support, provision of material and resources for children's active learning needs and the promotion of food security in ECD sites identified by the Forum. NDA approved the proposal and granted Khululeka an amount of R765 100.00.

The overall objective of the project is *"to impact positively on the early stimulation, growth and development of young children through the professional development and support of ECD practitioners and in so doing create models of best practice"*

The specific objectives noted in the application for funding are:

- To equip 40 ECD practitioners with the skills, knowledge, values and attitudes necessary to provide quality education and care for young children
- To provide materials, resources and equipment which support children's active learning to 40 ECD centres
- To establish partnerships between ECD practitioners and parents in support of holistic, integrated and sustainable ECD service provision

## **2. Evaluation aim and objectives**

The evaluation is intended to assess the design, implementation and results of the project in order to determine its relevance, effectiveness, impact and sustainability in the context of its stated aim.

The purpose of the evaluation is to:

- Provide a comprehensive performance overview of the entire project
- Highlight lessons learned so that the conclusions and recommendations arrived at can assist the applicant organisation in moving forward and becoming more sustainable
- Highlight project alignment with municipal IDPs and relevant government sector department's programmes

Further objectives are to assess whether specified objectives / results are being attained, identify failures to achieve project outputs, monitor service quality and identify issues or risks that could negate the success of the project so that they can be urgently addressed.

### 3. Evaluation methodology

The evaluation of the Khululeka Community Development Education Centre was conducted using an overview of relevant documentation and an extensive desk-top review of project narrative and financial reports.

Key informant interviews were then conducted with the NDA Development Manager.

A site visit was made to Khululeka office in Queenstown and to one of the ECD sites in Cala (Nobuhle). Interviews were conducted with Khululeka staff members and an ECD practitioner.

The research instruments included a questionnaire and interview guide. These consisted of open-ended and generally qualitative questions that were informed by the NDA Terms of Reference for the evaluation. It should be noted that the questionnaire attached as Annexure B was used as a guide and was adapted where necessary. The interview with the relevant NDA Development Manager formed the first step in the process and was used to draft a set of key issues which formed a supplement to the questionnaire and interview guide that were used on site and for telephonic interviews where relevant. The resulting information is consolidated in this report. The main evaluation questions related to:

- i. **Project Preparation and Design:** appropriateness of the planning and design phase
- ii. **Project implementation:** process, progress and outputs/outcome/impact. Organisation's ability to deliver the project/ programme objectives and results
- iii. **Relevance of the project:** the relevance of the objectives, expected results and activities as initially identified. Relevance and suitability of the project in the community in which it operates.
- iv. **Effectiveness:** the extent to which the project interventions have contributed towards meeting the project aim / purpose.

- v. **Sustainability:** resource management, policy support measures, economic and financial sustainability and institutional and management capacity.
- vi. **Overall Project Performance**

All project evaluation activities were conducted approximately five months from the official project completion date.

## 4. Results

### 4.1 Project Preparation and Design

The planning and design of this project was appropriate for the circumstances and grounded in the socio-economic situation of the area and specific requests made by the local community. The activities described in the application for funding are clearly described and realistic in scope and are based on the previous experience of Khululeka of what was required. The time frames allocated for activities were realistic.

Khululeka was approached by the Xhalanga Preschool Forum, a well established co-ordinating umbrella structure with a membership of approximately 85 ECD sites within the Chris Hani District Municipality. The Forum sought ECD training support from Khululeka for ECD practitioners who are responsible for providing education and care for young children.

The project was designed to support practitioners who generally work as volunteers in community based ECD sites but have had little or no formal training.

A challenge noted by both Khululeka staff and the NDA Development Manager was that stipends for the practitioners was not planned for.

#### *Community consultation and buy-in*

The proposed strategy for the Cala Early Childhood Development Project was discussed at length with the office bearers of the Xhalanga Preschool Forum. The aims and objectives of the project were clearly explained and met with great enthusiasm. The Forum were tasked with the responsibility of mobilising their members in a bid to identify the ECD Practitioners who met the eligibility criteria.

Practitioners had to be working in a community-based site that was unregistered, unsubsidised and under-resourced and the practitioners themselves had to have not received training in the past.

The intervention was designed to include training, mentoring and support of the practitioners; the provision of equipment and materials for each site and training on the establishment and maintenance of food gardens at each site.



The budget was realistic and is indicative of the experience Khululeka has in the planning of similar projects.

## 4.2 Project Implementation

The project was planned to be implemented over a period of 12 months but was completed ahead of schedule.

The review of project documentation and interviews indicate that financial resources were carefully managed and all funds were utilised and reported on according to the approved plan. In addition, the Khululeka staff working on the project possessed the required skills and experience.

### 4.2.1 Relevance

The project was implemented in marginalised, rural villages surrounding Cala, a small town in the Sakhisizwe Local Municipality. The villages are typically made up of 40 – 100 households with extremely limited access to basic services, resources and infrastructure. The communities identified have largely been denied training opportunities due to their inaccessibility and the high levels of poverty in the area. ECD services in the area are either non-existent or of an extremely low standard.

High levels of poverty and unemployment, social instability and overworked and demoralised caregivers have had a negative impact on the development of children in the area.

The objectives, expected results and activities of the project are relevant to the general underdevelopment in the targeted area as well as to the large numbers of vulnerable children who require support.

The project is also relevant to NDAs objective of contributing towards the ECD sector through interventions that support early childhood development through resource development, training and food security.

The expected results as per the grant application were:

- 800 young children have access to quality ECD services and are exposed to a stimulating ECD programme
- 40 ECD practitioners acquire the knowledge, skills, values and resources to provide quality education and care of young children
- 40 ECD sites are equipped with appropriate resources and materials
- The nutritional status of children is improved through the establishment of food gardens and subsequent increased access to a diversity of vegetables

The planned activities included the following:

- A High Scope Orientation Programme – a short ECD course comprised of 4 weeks of intensive residential training at Khululeka. Participants are expected to apply their acquired skills and knowledge at their ECD sites and will be assessed at the end of the programme. A certificate of competence will be issued to practitioners who successfully meet the course requirements.
- Resourcing of ECD sites – a basic set of materials, resources, educational equipment and toys will be provided for each site
- Modular gardening skills training programme – practitioners will be trained on the establishment of “keyhole” and trench gardens and each site will be provided with garden tool kits and seeds



#### 4.2.2 Effectiveness and Efficiency

Based on the review of relevant documents, interviews with stakeholders and the site visit, it is clear that the objectives as articulated in the funding application have been achieved and there has been a positive effect on the targeted beneficiaries.

Effectiveness and efficiency may be summarised as follows:

- The objective *“To equip 40 ECD practitioners with the skills, knowledge, values and attitudes necessary to provide quality education and care for young children”* has been achieved. Two groups of 20 participants<sup>1</sup> participated in the Learning Programme over a 6 month period and all were provided with an extensive resource base including Practitioners Guides and Learner Support Materials. Due to low literacy levels of the participants the training was designed with a focus on the “High Scope” (basic) training.

In order to develop the capacity of these ECD practitioners to deliver and implement quality ECD learning programmes in their own community-based sites, they were given the opportunity to note and observe this focus in the Khululeka Demonstration Preschool and this had a direct impact on their own implementation.

---

<sup>1</sup> See list of participants and ECD sites in Annexure B

During the training period the practitioners also received on-site support and assessment visits from Khululeka staff. Although some of these sites were located in fairly inaccessible areas, each ECD site was visited two to three times during the training period, depending on the amount of support required.

A minor challenge was encountered relating to one participant dropping out due to being offered permanent employment half way through her training but practitioners and Khululeka staff agree that the training was successful and practitioners are equipped to run their own sites. The organisation developed a detailed assessment instrument which was used during site visits and focused on assessing whether the practitioners were implementing what they had learnt. However, Khululeka trainers noted that the short time frame of the project (12 months) was not



adequate for them to do sufficient on site support and assessment and monitoring and evaluation.

Some of the practitioners have already taken the initiative to further their training in ECD.



It is recommended that future projects should build in additional time for long term support after the completion of training, especially when the number of trainees (40) is so high.

- The objective “*To provide materials, resources and equipment which support*

*children’s active learning to 40 ECD centres”* has been achieved. Participants received toy kits during their 4<sup>th</sup> training week, where a workshop on the benefits and use of the materials and equipment included in each toy kit was conducted and the practitioners were given the opportunity to engage with these materials and understand their value in young children’s early growth and development. During the training of Group 1 Khululeka realised that some of the practitioners were working in the same ECD sites and they therefore disseminated toy kits to only 34 ECD sites and then identified a further 6 sites which received garden demonstrations and toys in order to make up the deficit and ensure that a total of 40 sites received toys and established gardens.

Access to these materials have made a significant contribution to the process of resourcing ECD sites. On-site support visits were used to teach the practitioners how to make the toys and books accessible to the children by laying out the new materials correctly in their sites. Children are enthusiastically engaging with these materials which are providing new and exciting learning opportunities.

In total, 40 toy and book kits were assembled and distributed for this project by October 2013. Each of the toy kits included an extensive variety of resource materials and books, the contents of which have previously been researched to ensure that the materials supplied encompass the ideals of Active Learning in an ECD environment. Each toy kit included 6 isixhosa children's books and a number of toys.

Although the provision of resources has significantly improved the learning environment at each site, the infrastructure (buildings and toilets) are generally of extremely poor quality and only one of the sites is housed in a formal building with the remainder housed in rondavels or shacks which need



extensive renovations. It is recommended that the NDA consider the issue of funding such renovations in future projects of this nature.

- The objective *“To improve the nutritional status of children through the*

*establishment of food gardens and subsequent increased access to a diversity of vegetables”* has been achieved. The establishment of food gardens at ECD sites was coupled with on-site assessment and support visits and were conducted at all of the targeted sites during the period March 2013 through to October 2013, when the last gardens were established. The purpose of these visits was to demonstrate how to build a keyhole or a trench garden with the aim of enabling the ECD sites to produce fresh vegetables to supplement the feeding of the children in their care. Wherever possible, ECD Management Committee members and parents were encouraged to attend the demonstrations and to assist with the creation of the gardens. Each site was provided with a gardening kit, seeds and a gardening manual. The manuals include illustrated material on how to build a keyhole and trench garden, information on crops, pest control, food preservation and bottling recipes. In a few cases where the schools already had a vegetable garden, either a second garden was established or the existing gardens were upgraded.

The garden programme started off slowly, but gained momentum and ultimately exceeded the target of 40 gardens, as some sites established more than one garden, resulting in a total of 61 newly established gardens.

The evaluation exercise has shown that the project was implemented both effectively and efficiently. Resources were allocated appropriately and maximised both the outputs and outcomes of the project (value for money). In addition, the effect on project beneficiaries was positive.

#### **4.2.3 Impact**

The overall aim of the project was *“to impact positively on the early stimulation, growth and development of young children through the professional development and support of ECD practitioners and in so doing create models of best practice”*

The ECD practitioners have noted that as a result of their training they have gained confidence in their newly acquired knowledge and understanding of what constitutes quality ECD practice. The project has impacted positively both on the practitioners who have acquired significant skills and on the young children in their care who are now exposed to relevant resources and child-centred active learning environments.

The ECD practitioners selected to participate in the programme were specifically those who were not eligible for a formal Level 4 ECD Programme but needed to have some practical preschool teaching experience. The project has been specifically designed to be implemented in areas that are seriously under-resourced. The ECD programmes that were being offered in these marginalised rural communities were seriously inadequate. The targeted ECD Practitioners had no previous access to skills training or other ECD resources.

According to Khululeka there was a noticeable and positive impact on the education and care of young children as the training progressed and it is envisaged that as practitioners become more confident in their implementation, standards of ECD practice will improve further and the impact will be much greater. The Khululeka assessments of the practitioners confirm that they have gained an enormous amount of knowledge, improved their skills and have acquired a sense of increased accountability towards the educational needs of the children in their care. In addition, their attitude towards their work has improved and their sense of accomplishment is evident.

It was noted that the lack of ongoing and regular support to the practitioners which is not included in this project might lead to a drop in motivation and a consequent lowering of standards.

The garden programme has provided the opportunity for ECD Management Committee Members and parents to become more actively involved in their ECD sites and it is hoped that as a result of this project they will continue to support their ECD Practitioners.

The number of children whose nutritional status has improved as a result of their increased access to a diversity of vegetables is difficult to ascertain accurately as the



practitioners reported back verbally to Khululeka about their successes and due to time constraints it was impossible for Khululeka to verify some of these reports. Some gardens were only established in the last 2 months of the project and had not yet produced a crop. However, community members and parents were extremely motivated to work on these gardens and Khululeka estimate that approximately 750 children had benefited from the crops produced in the gardens by the end of the project.

It is apparent that people's lives have been impacted upon in a positive way and Khululeka report that there has been a notable increase in parent involvement in the ECD sites with parents becoming more aware of their children's educational needs.

According to Khululeka reports submitted to NDA - at all the ECD sites, parents have taken on the responsibility of maintaining the newly established gardens, as they see the need for the added nutritional value which the gardens offer their children.

However, Khululeka is of the opinion that as the ultimate responsibility for the gardens rests with the practitioners who are often too busy to maintain the gardens and that ideally, gardens should be established at household level where parents can be more actively involved on an ongoing basis.

#### **4.2.4 Capacity**

It is clear from the evaluation that Khululeka has significant skills and capacity in the ECD sector. In addition, staff members have many years experience in financial management and administration. One of the registered SETA assessors on the project has 17 years experience in training and is registered for the High Scope programme. Although one of the key staff members of Khululeka resigned during the implementation of the project, the organisation has a succession plan in place and the resignation therefore did not impact negatively on the project.

The organisation is an accredited training provider and are accredited on:

- Further Education and Training Certificate in ECD (Level 4)
- National Diploma in ECD (Level 5)
- Further Education and Training Certificate in Community Development (Level 4)

Khululeka is highly regarded in the sector and has trained more than 4 000 ECD practitioners over the past 23 years and has been contracted to provide ECD training for the Department of Education as well as ECD learnerships for the ETDP SETA and the HWSETA.

The organisation has well established management structures and systems in place and the Board members of Khululeka consist of highly skilled and experienced individuals, some of whom have served on the Board for more than 20 years.

The review of documents provided indicates that all NDA requirements were complied with by Khululeka and financial and narrative reports are of high quality and were submitted timeously.

#### **4.2.5 Alignment with IDPs and government programmes**

The obligation for local government to support early childhood development is set out in The Department of Social Development's Guidelines for Early Childhood Development Services (2006):

*The Department of Local Government and local authorities such as local municipalities have a clear constitutional and legislative mandate towards service provision of early childhood development services, especially as far as these facilities are concerned. The Regulations to the Child Care Act, 1983, requires the local municipality to be involved in the early childhood facilities and that it should give its approval of the establishment or continuation of an early childhood facility, as a condition of registration of such a facility.*

Although the project is aligned with DSD programmes and policies, none of the ECD sites have managed to register with the Department due to bureaucratic bottlenecks.

At the policy level it is evident that the project is consistent with several different policy frameworks for early childhood development and food security.

The Sakhisizwe Local Municipality 2014 - 2015 Draft IDP Report makes reference to "Promoting and supporting early childhood development" but does not go into further detail.

#### **4.2.6 Sustainability**

Although Khululeka do not have plans to continue this specific programme in Cala, they are committed to continuing with their ECD and Community Development Programmes.

It is noted that the voluntary status of practitioners and the lack of stipends poses a risk to the long term sustainability of the project.

The organisation has managed to raise funding from a number of other donor organisations, most of which have been supporting Khululeka for a number of years. These donors include, the HCI Foundation, Murray and Roberts, the HWSETA and the Eastern Cape DoE.

In order to ensure ongoing sustainability of the sites there is a need for each site to register with DSD in order to be eligible for the subsidy.

Although registration with DSD was not one of the project objectives, it is recommended that the NDA engage with DSD to assist with the registration of the ECD sites.

## **5. Discussion and Conclusions**

As outlined in the body of this report, the project was relevant to the needs of the community, the project objectives have been achieved and activities were

implemented according to the original plan. All activities were implemented according to the approved budget.

The evaluation exercise has shown that the overall planning and design of the project was based on well researched and understood needs and that the overall design is realistic and included inputs from the beneficiaries. The beneficiaries were as described in the grant application.

A number of challenges were encountered during the implementation of the project and these included:

- The Khululeka programme staff were placed under pressure in order to achieve the set targets within the prescribed timeframes
- The inaccessibility of sites and distances travelled in order to reach the isolated rural sites made regular visits difficult and time-consuming
- The low literacy levels of some of the participants initially resulted in some not being able to fully engage in the group sessions as well as affecting their ability to internalise the content and implement adequately in their ECD sites. However, this was overcome by the introduction of strategies such as introducing individual tasks and more practical demonstrations.

It is the view of the review team that even though there were challenges as outlined above, this project has been highly successful. This can be attributed to the following:

- Khululeka has many years experience in the ECD sector and are a credible, well resourced and capacitated organisation
- Khululeka has appropriate systems, procedures and policies in place which guide the operations and management of the organisation
- Khululeka has strong leadership and governance structures and skilled and committed staff members
- Khululeka has developed strong linkages with other ECD stakeholders in the area such as DSD, DoE, Community ECD Forums and donors
- The training provided to practitioners was relevant and appropriate to the low literacy levels of many of the trainees
- Strong support and monitoring and evaluation mechanisms were put in place. Khululeka was always available to support and assist when necessary
- Khululeka developed a partnership relationship with practitioners (through the Agreement of Co-operation) and this resulted in strong commitment to the project by the practitioners

## 6. Lessons learned and recommendations

Many of the project lessons and recommendations are contained in the body of this report and can be summarised as follows:

### **Lessons**

- There is value in funding a credible, experienced and skilled organisation
- When implementing a project with such a large number of participants, the time frame should be extended to allow for sufficient time to complete the training and then provide on - site support and mentoring
- The use of well-known and established NPOs such as Khululeka as project managers is advantageous as they are trusted and known by all other stakeholders

### **Recommendations**

- Future projects should build in additional time for long term support after the completion of training, especially when the number of trainees (40) is so high.
- Although the provision of resources has significantly improved the learning environment at each site, the infrastructure (buildings and toilets) are generally of extremely poor quality and only one of the sites is housed in a formal building with the remainder housed in rondavels or shacks which need extensive renovations. It is recommended that the NDA consider the issue of funding such renovations in future projects of this nature.
- The NDA should consider providing a stipend to individuals who are responsible for maintaining the food gardens at each site
- The NDA should engage with DSD to assist with the registration of ECD sites in all projects of this nature
- The NDA should consider funding a project for Khululeka staff to train DSD officials to provide more long term support to ECD sites
- The NDA should concentrate their funding efforts on credible, well resourced, experienced and skilled organisations with the potential to replicate the “best practice” highlighted during the evaluation of this project

## 7. References

- Agreement between NDA and Khululeka CEDC
- Delivery Framework, Khululeka High Scope Orientation Programme Xhalanga 2013
- ECD Orientation Workshop Programme, Xhalanga group 2, July – November 2013

- ECD Orientation Workshop Programme, Xhalanga Group 1, January – June 2013
- Final Monitoring Report, Tozama Norexe, 07 March 2014
- Interim Monitoring Report, Mpilo Mlomzale , 06 August 2013
- Khululeka Workshop Programme high Scope, Final Assessment Visit, November 2013
- Khululeka Annual Report June 2013 – June 2014
- Khululeka CEDC Financial Report for the NDA, final Financial report; December 2012 – December 2013
- Khululeka CEDC Mid-Term Evaluation Report, August 2013
- Khululeka Project implementation Report (Cala Early Childhood Development Project), June 2013
- Khululeka Project implementation Report (Cala Early Childhood development Project), August 2013
- Khululeka Project implementation Report (Cala Early Childhood development Project), Final report, November 2013
- Khululeka Proposal Summary Sheet
- Progress Report, Mpilo Mlomzale, 01 July 2013

## Annexure A – List of interviewees

Interviews were held with the following:

Name	Position	Contact Details
1. Tozama Norexe	NDA Development Manager	043 721 1 226/7
2. Xolelwa Gushman	Khululeka Assessor	045 838 1179
3. Nontsikelo Xhegwana	ECD site cook	073 8951560
4. Nontuthuzelo Dyasi	Centre Manager	083 8711483
5. Ndzondi Banisi	Khululeka Assessor	045 838 1179
6. Lizanne Hudson	Deputy Director: Operations	045 838 1179
7. Koliswa Zimba	Teacher/Practitioner	083 8680086

## Annexure B – List of practitioners and ECD sites

<b>Beneficiaries who participated in the Learning Programme: GROUP 1</b>	
<b>ECD Practitioner</b>	<b>ECD Learning Site</b>
Punyeza Arosi	Imkamva Preschool – Tsengiwe Location, Cala
Busisiwe Dolopini	Nosiseko Preschool, Ndondo Square, Cala
Nomabhelu Fulani	Thembela Preschool, Upper Indwana, Yalula, Cala
Nolwandle Gwarubana	Nosiseko Preschool, Ndondo Square, Cala
Nokwanele Mabhengu	Phumlani Preschool, Nyalasa, Mazinini, Cala
Amanda Magoongoma	Nosiseko Preschool, Ndondo Square, Cala
Nothini Matiso	Liyabona Preschool, Polar Park, Elliot
Nozabakho Mbali	Sinokuhle Preschool, Extension 15, Cala
Tembakazi Mfecane	Masithembe Upper Tsengiwe, Mhlonyaneni, Cala
Namhla Mtshelu	Liyabona Preschool, Pola Park, Elliot
Nokuzola Mtwazi	Nolitha Preschool, Tsengiwe Location, Cala
Zimasa Ndumiso	Masikhanyisa Preschool, Pola Park, Elliot
Nozabalise Ndzingi	Masihlumise Preschool, Pola Park, Elliot
Nombulelo Ntsetse	Masikhanyise Preschool, Pola Park, Elliot
Xoliswa Qhala	Masakhe Preschool. Emasimini, Elliot
Khawuleza Royi	Masakhane Preschool, Emasimini, Elliot
Nophelo Sambato	Nosiseko Preschool, Ndondolo Square, Cala
Veronica Siswana	Good Hope Preschool, Ndugane Flats, Cala
Ntombekhaya Skenjana	Masithandane Preschool, Cala
Dideka Stuurman	Siyazama Preschool, Elliot
<b>GROUP 2</b>	
<b>ECD Practitioner</b>	<b>ECD Learning Site</b>
Nozukile Dala	White City Preschool, White City, Indwe
Philiswa Dyantyi	Ncedanathi Preschool, Eqolweni, Ngcobo
Funiwe Gcora	Siyavuya Preschool, Eqolweni, Ngcobo
Nontuthuzelo Dyasi	Nobuhle Preschool, Ndwane, Cala
Linda Mbasana	Loyiso Preschool, Langanci, Cala
Albertina Mbeka	Noluthando Preschool, Ndum-ndum, Cala
Zimkhitha Mbinda	Sinethemba Preschool, Mceula, Cala
Nomakaya Mdodana	Mdeni Preschool, Mceula, Cala
Phumla Mnyama	Mbonisela Preschool, Indwe (DROP-OUT)
Pinky Mpande	Ilisolabantwana Preschool, Old Loc., Elliot
Nondumiso Mtiya	Thembelihle Preschool, Cala
Noluvo Ndongeni	Thembeni Preschool, Thembeni, Cala
Nomathandazo Njanjani	Sizamulwazi Preschool, Zikhonkwane, Cala
Bernada Nqunde	Manzana Preschool, Manzana, Cala
Nokuphiwa Ntsete	Sophumelelo Preschool, Thambo, Cala
Nosakumzi Pesika	Khayamnandi Preschool, Upper Mnxe, Cala
Bongiwe Mahlombe	Nonkqubela Preschool, Cala
Nomvuzo Siwanyaza	Nobunthu Preschool, Zikhonkwane, Cala
Lydia Willem	Xonya Preschool, Zikhonkwane, Cala
Misiwe Zengetwa	Thembaletu Preschool, Sifonondile, Elliot

total of 40 sites received toys and established gardens. ADDITIONAL

*These sites only received gardens and toys - no training*

ECD SITES	
1	Nomthandazo Preschool
2	Nomzamo Preschool
3	Nompumelelo Preschool
4	Little Star Preschool
5	Roma Preschool
6	Eni Park Preschool



## Annexure C – Questionnaire

# Close-out project evaluation of NDA funded projects in the Eastern Cape

## QUESTIONNAIRE

<b>Interviewer's Name:</b>	<b>Date:</b>
<b>Name of Project:</b>	
<b>Respondent Name &amp; Position:</b>	

Mbumba Development Services has been contracted by the NDA to conduct a close-out project evaluation of your NDA funded project. The purpose of the study is to

- Provide a comprehensive performance overview of the entire project;
- Highlight the lessons learned so that the conclusions and recommendations arrived at can assist the organisation in moving forward and be sustainable; and
- Highlight project alignment with municipality IDPs and relevant government sector departments programmes

The evaluation team will be considering the following:

- vii. **Project Preparation and Design:** Appropriateness of planning and design.
- viii. **Project implementation** (process, progress and outputs/outcome/impact)
- ix. **Resource management:** Financial, human and material resources made available to the project

The issues above will be assessed within the following framework:

- x. **Relevance of the project:** Extent to which design, implementation and monitoring conforms to needs and priorities of project members and beneficiaries.
- xi. **Effectiveness:** Extent to which the project intervention has achieved its objective.

- xii. **Efficiency:** Extent to which resources invested can be justified by its results
- xiii. **Impact:** Effects of project intervention (positive and negative) during and after implementation
- xiv. **Sustainability:** Continuation and longevity of benefits after cessation of NDA support
- xv. **Overall Project Performance:**
  - Key aspects of how a project is operating
  - Whether pre-specified objectives are being attained
  - Identification of failures to produce project outputs
  - Monitor service quality
  - Identify areas that need urgent attention or potential risks that could negatively impact on the success of the project

The questionnaire below contains both closed and open-ended questions and your patience in answering both is much appreciated

<b>TYPE OF PROJECT</b>	
<b>LEGAL FORM</b>	

<b>LOCATION</b>	
<b>BENEFICIARIES (TYPE &amp; NO.)</b>	
<b>BUDGET / FUNDS DISBURSED TO DATE</b>	
<b>TIMEFRAME</b>	

**1. Project preparation and design**

1.1 What was the intended purpose/objective of the project?

.....

.....

.....

1.2 Who was involved in the project planning and design?

.....

.....

.....

.....

1.3 Would you change anything if you were to design a similar project in the future?

.....

.....

.....

1.4 Were there other financial inputs that funded the same or similar objectives in this project? Explain

.....

.....

.....

1.5 Do you think the activities were practical and clearly described? Explain

.....

.....

.....

.....

**2. Project implementation**

2.1 Did the project start and end within planned time frame? Explain

.....

.....

.....

2.2 Were activities implemented according to plan? Explain

.....

.....

.....

2.3 Explain the activities that were implemented and any problems that were encountered. What has been achieved against what was planned?

.....

.....

.....

.....

.....

.....

2.4 Do people working on the project have the skills and capacity to implement and manage the project as per the plan? Explain

.....

.....  
.....

2.5 Has the project received support, direction and advice from NDA staff?  
Explain

.....  
.....  
.....

2.6 Has the project received all resources on time and as per plan? Explain

.....  
.....  
.....

2.7 Do you have governance, management and reporting systems in place?  
Explain

.....  
.....  
.....  
.....  
.....

2.8 Is the project viable and sustainable? Explain

.....  
.....  
.....

### **3. Resource management**

3.1 Were resources provided used according to the plan? Explain

.....  
.....

.....

.....

3.2 Were resources allocated in a manner that maximises the outputs and outcomes of the project? Explain

.....

.....

.....

.....

#### **4. Relevance**

4.1 Why was this project relevant to the target beneficiaries?

.....

.....

.....

4.2 Did the project respond to beneficiary needs? Explain

.....

.....

.....

.....

4.3 Do you think that the objectives and activities are still relevant? Explain

.....

.....

.....

#### **5. Effectiveness**

5.1 Please explain the extent to which the project activities have contributed towards meeting the project aim / purpose. Have the expected results been achieved?

.....

.....

.....

.....

5.2 What challenges were/are being encountered in achieving the objective/s

.....

.....

.....

.....

.....

.....

.....

.....

5.3 Were beneficiaries' livelihoods improved by the project? Explain

.....

.....

.....

## **6. Efficiency**

6.1 Were project staff trained to perform their functions? Explain

.....

.....

.....

6.2 Were any mechanisms and systems to manage resources provided to the project by NDA? Explain

.....

.....

.....

## 7. Impact

7.1 Has the project achieved the desired effect? Explain

.....

.....

.....

7.2 Did the participants “cooperate” during the implementation of the project? Explain

.....

.....

.....

7.3 Do you believe that the participants are satisfied with the implementation and the outcomes of the project? Explain

.....

.....

.....

.....

.....

## 8. Capacity



8.1 Please list staff members (and relevant skills) involved in the project

.....

.....

.....

.....

.....

.....

8.2 Please explain your governance structure / practices and their involvement in the project

.....

.....

.....

.....

.....

.....

8.3 What controls (financial & administrative) did you put in place for the implementation of the project? Were these controls sufficient? Explain

.....

.....

.....

8.4 Were/are you able to comply with the NDA reporting requirements? Explain

.....

.....

.....

**9. Sustainability**

9.1 Do you think the project is providing value for money, i.e. are the planned objectives being achieved within the budget provision? Were there any variances in expenditure and how did they come about?

.....

.....

.....

.....

.....

.....

9.2 How will the project/intervention be sustained after NDA funding has been used?

.....

.....

.....

9.3 Was any institutional and management capacity (your organisation and/or beneficiaries) built during this project? Explain

.....

.....

.....

9.4 Does this project relate to any government policies? Explain

.....

.....

.....

9.5 Did this project create any form of economic and financial sustainability for the beneficiaries? Explain

.....

.....

.....

9.6 Is this project aligned with municipal IDPs? Explain

.....

.....  
.....

9.7 Were any government / municipal departments involved in the project?  
Explain

.....  
.....  
.....

**10. Overall Project Performance**

10.1 Did you implement all planned activities and produce required outputs?  
Explain

.....  
.....  
.....

10.2 In your opinion is the project successful/unsuccessful? Explain

.....  
.....  
.....

10.3 Please explain how you are monitoring the implementation of the  
project

.....  
.....  
.....

10.4 What lessons can be learnt from the project with regards to best  
practice?

.....

.....  
.....

10.5 Are there any areas that need urgent attention or potential risks that could negatively impact on the long term success of the project?

.....  
.....  
.....

11. Any other general comments?

.....  
.....  
.....



# NDA

National  
Development  
Agency

## LIMPOPO

Albatross Centre - Suite 8  
19 Market Street  
Polokwane  
0700

Tel: 015 291 2492  
Reception Ext (2201)  
Fax: 015 295 7586  
Email: limpopoprovince@nda.org.za

## KWAZULU NATAL

Suite 1202  
Nedbank Centre  
303 Smith Street  
Durban Club Place  
DURBAN  
4001

Tel: 031 305 5542  
Fax: 031 305 5140  
Email: kznprovince@nda.org.za

## GAUTENG

10<sup>th</sup> Floor, Braamfontein Centre  
23 Jorissen Street  
Braamfontein

Tel: 011 339 6410  
Fax: 011 339 6410  
Email: gautengprovince@nda.org.za

## EASTERN CAPE

The Ridge Building  
Ground Floor,  
3 Berea Terrace  
Berea  
East London  
5214

Tel: 043 721 1226/7  
Fax: 043 721 2096  
Email: ecprovince@nda.org.za

## NORTH WEST

Office 0113A  
First Floor  
West Gallery Megacity  
Mmabatho  
2735

PO Box 6118  
Mmabatho  
2735

Tel: 018 392 6892  
Fax: 018 392 5432  
Email: northwesternprovince@nda.org.za

## WESTERN CAPE

The Chambers Building  
2<sup>nd</sup> Floor  
50 Keerom Street  
Cape Town  
8001

Tel: 021 422 5175  
Fax: 021 422 5180 EXT: 2002  
Email: westerncapeprovince@nda.org.za

## FREE STATE

Quantum Building  
Office No 209 - 2<sup>nd</sup> Floor  
172 Zastron Street  
Bloemfontein  
9300

Postnet Suite 131  
Private Bag X 01  
Brandhof  
9324

Tel: 051 430 2024  
Fax: 051 430 3376  
Email: freestateprovince@nda.org.za

## MPUMALANGA

Ground floor  
Biwater Building Office 103  
16 Branders Street  
Nelspruit  
1200

Tel: 013 755 1478 / 013 755 3777  
Fax: 013 753 2244  
Email:  
mpumalangaprovince@nda.org.za

## NORTHERN CAPE

13 Dalham Road  
Kimberley  
8301

PO BOX 390  
Kimberley  
8300

Tel: 053 831 4828/9  
053 831 4831  
053 832 3365  
Fax: 053 831 4824  
Email: northerncapeprovince@nda.org.za



**NDA**

National  
Development  
Agency

## **NATIONAL HEAD OFFICE**

2<sup>nd</sup> Floor – Grosvenor Corner  
195 Jan Smuts & 7<sup>th</sup> Avenue  
Parktown North  
Johannesburg  
2193

P.O. Box 31959  
Braamfontein  
2017

Tel: (011) 018 5500  
Web: [www.nda.org.za](http://www.nda.org.za)  
Email: [info@nda.org.za](mailto:info@nda.org.za)



**social development**

Department:  
Social Development  
REPUBLIC OF SOUTH AFRICA



**NDA**

National  
Development  
Agency



**sassa**

SOUTH AFRICAN SOCIAL SECURITY AGENCY