REPORT ON THE EVALUATION OF THE FORTUNE 40 MPUMALANGA YOUNG FARMER INCUBATION PROGRAMME 2024

MPUMALANGA PROVINCIAL GOVERNMENT

G20 SOUTH AFRICA 2025

MPUMALANGA THE PLACE OF THE RISING SUN

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EXECUTIVE SUMMARY

The Fortune 40 programme was an intervention created in Mpumalanga to assist selected youth become economically productive in the agricultural sector. This would to large extent contribute to the reduction of unemployment amongst the youth while also paving the way for blacks and youths to play active roles in the agricultural sector that is currently predominated by whites, who are also ageing. The programme has had two cohorts of participants till date. There were 257 participants in cohort 1 that spanned the years 2015 to 2020 and 185 participants in cohort 2 that ran between 2020 – 2023. Based on its original designed, the agriculture incubation programme was supposed to run for a duration of three years but the period of implementation for cohort 1 became extended due to the Covid-19 restrictions.

The Fortune 40 programme was implemented through farms identified across the four districts of Bohlabela, Ehlanzeni, Gert Sibande and Nkangala. While the programme started off in 2015 with just 8 farms, this number was later increased to 15 farms and subsequently, 24 farms. The farms focussed on generating different types of agricultural produce such as vegetables, pigs, cattle and livestock among others. Participants were exposed to theoretical and practical agricultural and business training using a combination of accredited and non-accredited offerings as was originally conceptualised for the Fortune 40 programme. Each farm site was overseen by a service provider who acted as mentor who was expected to guide the participants, given the mentor's years of experience in farming. To create a useful business acumen among programme participants, cooperatives were set up at each farm site.

This evaluation sets out to ascertain the levels of performance realised with the Fortune 40 programme as canvassed in the programme's ToC. The focus of the evaluation was on the results levels of outputs and outcomes. Concurrently, the evaluation sought to generate answers to five research question posed by the Office the Premier viz:

1. Is the programme reaching the targeted people?
2. How many youth cooperatives participating in this programme have been productive and successful to date?
3. What are the contributing factors to the cooperatives that failed to be productive?
4. Are the allocated resources sufficient?
5. Is there value for money on the implementation of this programme?

To pave the way for the evaluation, a literature review was undertaken to help situate the thoughts around the Fortune 40 programme within the theoretical field. Furthermore, different evaluation designs were considered and the decision was made to conduct the current evaluation using a non-experimental evaluation design. In other to ensure the necessary scientific rigour attends the evaluation, informed methodological choices were made.

In summary, the decisions made meant that this would be an ex-post-facto evaluation which would take the form of a mixed method study. A survey was conducted based on the defined target population of programme beneficiaries, service providers and DARDLEA staff. The survey entailed the development of a data collection instrument which was pretested among members of the steering committee of the evaluation exercise that comprised staff of DARDLEA, the Mpumalanga OTP and Enterprises University of Pretoria. For the purpose of the evaluation, primary data was obtained from the online questionnaire tailor-made for each group of respondents that was hosted on the Qualtrics platform. Secondary data was obtained from the review of programme-related documents provided by DARDLEA.

While the evaluation sought answers to the research questions, it was also imperative to interrogate the Fortune 40 programme on the basis of the evaluation criteria prescribed by the OECD-DAC. Interestingly, some of the posed research questions fitted seamlessly with the evaluation criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability recommended by the OECD-DAC.

The evaluation ascertained that the Fortune 40 programme was relevant as it embodied the potential to address the plaque of unemployment, particularly among the youth, in the Mpumalanga province. With respect to the question that expressed concern about whether the programme was reaching the targeted people, the evaluation findings reveal that the programme beneficiaries are youth who are unemployed and have an interest in farming. Consequently, it can be said that the people that were targeted with the Fortune 40 programme are the ones that benefitted from it.

The evaluation also ascertained that the Fortune 40 programme was in line with the overall thrust of the provincial government as well as DARDLEA to improve the lives of the people of Mpumalanga. To this extent, the programme satisfied the evaluation criterion of coherence.

Two research questions aiming to ascertain the productiveness and success of cooperatives in the post programme period while also determining why some of the cooperatives failed. This fits under the evaluation criterion of effectiveness. Seemingly, hardly any cooperatives that were established during the programme remain functional, never mind being successful. Nonetheless, beside the target associated with the outcome of linking farms to veritable markets, the performance of the programme in the context of all other results at the outcomes and the outputs level were below expectations. This is the case when actual performance achievements are juxtaposed against specific targets that were set for each result that the programme sought. The programme's ineffectiveness reflected by these performance indices is boldened by the reality that only a handful of programme graduates are still farming. This in fact, explains why the cooperatives are not really productive, anymore. The major cause of the failure of the cooperatives is the fact that programme graduates claim that they have no land to farm.

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Nonetheless, beside the target associated with the outcome of linking farms to veritable markets, the performance of the programme in the context of all other results at the outcomes and the outputs level were below expectations. This is the case when actual performance achievements are juxtaposed against specific targets that were set for each result that the programme sought. The programme's ineffectiveness reflected by these performance indices is boldened by the reality that only a handful of programme graduates are still farming. This in fact, explains why the cooperatives are not really productive, anymore. The major cause of the failure of the cooperatives is the fact that programme graduates claim that they have no land to farm.

From an efficiency criterion standpoint, the evaluation should concern itself with the extent to which resources were optimally utilised during the programme. In some of the farms, the area of land earmarked for the Fortune 40 programme were grossly underutilised and this reflects inefficiency. Furthermore, the findings of the evaluation, based on reasonable assumptions of the average budget allocations and number of beneficiaries in each cohort of the programme, indicate that the programme may not have been efficiently executed. This is because at an aggregate level, amounts in excess of R600 000 may have been spent on each programme participant over the period in which they were being trained. In consideration of this, it would seem that sufficient funds were allocated to the programme but it is doubtful that the utilisation of the funds bore the hallmarks of value for money. These finding respond to the final two research questions posed in the evaluation.

The conviction that resources may have been utilised sub-optimally in the programme is strengthened when the approximate amount spent per participant is located within the reality of the finding that only a tiny portion of the programme graduates are still farming. While the argument may be made that a substantial portion of the expenditure in the programme may have been for infrastructural developments, it is doubtful that much of the infrastructure put in place for the programme, remains useful and viable in the post-implementation period of the programme.

On the issue of impact, the evaluation could not ascertain this. This is because the outcomes of a programme like the Fortune 40 have to be sustained over a long period of time, arguably in excess of five years, for the impact level results of sustainable young black farming businesses and sustainable households to become manifest.

As it pertains to sustainability, a demand and supply perspective was followed. The evaluation's findings suggest that due to the high levels of unemployment, there will always be demand for human capacity development programmes like the Fortune 40 programme. This because such programmes embody the potential to create meaningful employment for participants. This implies that the programme is sustainable given that there will be unrelenting demands for it, even in the future. From a supply side perspective, the sustainability of the programme will be dictated by the size of government's coffers and collaterally, the
willingness of political heads to support the programme by making sufficient budgetary provisions for it.

The findings of the evaluation instigated the tendering of recommendations that could improve the Fortune 40 programme. It is recommended that a more rigorous selection system be put in place with the aim of ensuring that only persons who are interested in farming more than in the monthly stipends are recruited into the programme. Additionally, since there is an admission that the youths find the stipend attractive, a reduced stipend plus a performance-based renumeration system can be designed for participants. In essence, while the system would allow for all participants to earn a relatively low amount as a monthly stipend, additional earnings will accrue to individual participants based on the rating of their performance
at the farms during the month.

Notably, the issue of access to land is clearly the biggest millstone that burdens the Fortune 40 programme as trained youth are unable to become productive given that they do no have land to farm. In future therefore, the incubation programme should be targeted at those who are already involved in farming on a small scale or who have convincing evidence of their potential to access land for farming purposes. Perhaps, DARDLEA may also consider the provision of land (on a lease or other contractual basis) to some participants that have proved their farming mettle during the programme.

Contrary to acceptable practice in the monitoring and evaluation field, it does not seem that an approved theory of change guided data collection and performance reporting for the programme. Indeed, the final ToC for the programme was only developed after the programme on many of the farm sites had run its full course. The implication of this is that many of those who steered the programme at some of the farm sites had no idea of the grain of the programme's ToC especially as it pertains to the desired results at the outputs, outcomes and impact levels alongside their specific indicators. This could have adversely affected programme performance as some people who were charged with the responsibility to oversee the implementation of the programme had a fuzzy image of what programme success is supposed to look like and how performance should be tracked and reported. To overcome this, the need to insist on a ToC before a programme commences cannot be over-emphasised. More to this, it is essential for standard reporting templates driven by a bias for tracking progress towards the achievement of the results stated in the ToC be developed and their usage enforced, throughout the programme.

INTRODUCTION [1]

1.1 PREAMBLE

The Mpumalanga Provincial Government commits itself to enhanced service delivery in order to ensure that it improves the lives of those who reside in the province. To this end, for some developmental projects that the province executes, it is deemed important for an evaluation exercise of the performance of such projects to be undertaken. Accordingly, given the premium that the Provincial government places on agriculture in its quest to contribute meaningfully to the human capital, productivity and overall socioeconomic conditions in the province, an evaluation of the Fortune 40 Mpumalanga young farmers incubation programme was commissioned by the Office of the Premier.

1.2 THE FORTUNE 40 MPUMALANGA YOUNG FARMERS INCUBATION PROGRAMME

The Mpumalanga Young Farmers Incubation Programme was launched in 2015 under the auspices of the Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA) in the province. The programme, which derives impetus from the commitment of the provincial government to Outcome 7 - vibrant, equitable and sustainable rural communities with food security for all - seeks to develop youth to engage in production of dry land crop, livestock, sub-tropical fruits poultry and also partake in aquaculture. Additionally, it is the intention of the programme to link the youth with markets inside and outside of the province including programmes like the Government Nutrition programme to enable them to sell their products. Invariably, the programme will address some of the challenges posed by unemployment, high levels of poverty, inequality and aging farmers in the province.

In the programme which spans a 3-year period, youth are supported to gain technical agricultural skills, farm business management skills as well as life skills. More specifically, the training approach of the incubation programme is such that youth are exposed to soft skills training over a period of 3 months and technical/practical skills training for 7 months. All accredited training offerings in the programme are delivered in accordance with Agri-Seta's guidance and approved cost rates.

The Fortune 40 Mpumalanga Young farmers Incubation Programme was focussed on ensuring that participants are equipped to produce good quality agricultural outputs that would enable them to gainfully exploit the agriculture-related market and value-chain enhancement opportunities created by the Mpumalanga Provincial Government. Consequently, to improve the chances of success of the programme, from a design perspective, it was important to focus on three major components as follows:

1. **Institutional Component:**
   This involved DARDLEA identifying young participants and assisting them with the establishment of cooperatives that would be utilised as collective operational vehicles

2. **Technical Component:**
   This entailed DARDLEA appointing incubators (experienced mentors/trainers with credible market link ages) to assist each cooperative with all aspects of farm planning, preparation, production and marketing

3. **Physical Component:**
   This necessitated DARDLEA assessing the physical infrastructure and equipment of each production site/farm in order to commission the acquisition/construction of the core assets and improvements necessary to bring the sites/farms into production.

For each farm, there was a dedicated agricultural advisor who provided technical assistance to the programme. Each incubator bore the responsibility to develop business plans and manage the farms on a dayto-day basis. The youth that participated in the programme were paid stipends as a living allowance for the period in which they were involved in the training programme. Expectedly, the programme created spin-off economic opportunities in the form of non-formal short-term jobs, particularly when the tasks of construction and infrastructure development were taking place in the programme.

1.3 THE EVALUATION EXERCISE

1.3.1 Overview of the Evaluation

As part of the overall endeavour of monitoring and evaluation of projects, the evaluation effort is essentially an assessment undertaken on a periodic or episodic basis to ascertain if interventions are achieving the levels of performance that were forecasted in line with the changes expressed in the theory of change associated with the project.

In the main, an evaluation is undertaken to determine how well a project is being or has been implemented and the extent to which it is achieving forecasted results. So, it is possible in practice to conduct interim or formative evaluations and to conduct a summative evaluation. The evaluation for which this report has been developed is a summative evaluation and sets out to ascertain, primarily, if the Fortune 40 Mpumalanga Young Farmers Incubation Programme has generated intended results.

1.3.2 Focus of the Evaluation

The purpose of the evaluation is to determine if the intervention of Fortune 40 Mpumalanga Young Farmers Incubation Programme, for its 2015 and 2020 intakes, has been implemented as designed while also determining the effectiveness of the intervention. Consequently, this evaluation would strive to present information in the form of evidencebased answers to questions posed in the request for proposal issued by the Office of the Premier for the project. The five questions are:

1. Is the programme reaching the targeted people?
2. How many youth cooperatives participating in this programme have been productive and successful to date?
3. What are the contributing factors to the cooperatives that failed to be productive?
4. Are the allocated resources sufficient?
5. Is there value for money on the implementation of this programme?

The answers (expressed or implied) to these questions as contained in this report should enable the Mpumalanga Provincial Government and other stakeholders realise whether performance expectations linked to the incubation programme have either been met or not. Additionally, the product of the evaluation exercise would engender a better understanding of some of the results crystallising from the incubation programme.

It is instructive to also highlight that the evaluation exercise has been undertaken with the intent of fostering improved knowledge of the programme among personnel of the Mpumalanga Provincial Government and responsible departments. Consequently, while the evaluation would synthesise and deliver information of a descriptive nature, it would also adopt an analytical approach aimed at providing valuable insights about the programme, from a holistic perspective.

1.3.3 Process of the Evaluation

A process is a sequence of steps that will be followed in order to achieve desired objectives. With respect to the evaluation of the Fortune 40 Mpumalanga Young Farmers Incubation Programme. The process for the evaluation was kick-started by an inception meeting that helped to clarify expectations and delineate responsibilities related to the evaluation exercise.

Subsequently, the steps as presented in Figure 1.1 were followed. The exercise entailed a literature review that was undertaken to establish a theoretical framework for the evaluation. Beyond this, an evaluation design and accompanying methodology that were appropriate for the type of evaluation to be undertaken was developed. Additionally, the target population was defined and subsequently, the need for sampling was assessed.

The evaluation process involved the task of presenting and explicating the theory of change that underlies the intervention. All of these tasks that were undertaken so far in the process, informed the development of relevant instruments for the collection of data, the review of available data and the analysis of the data. The process of evaluation was terminated by the task of development of drafts

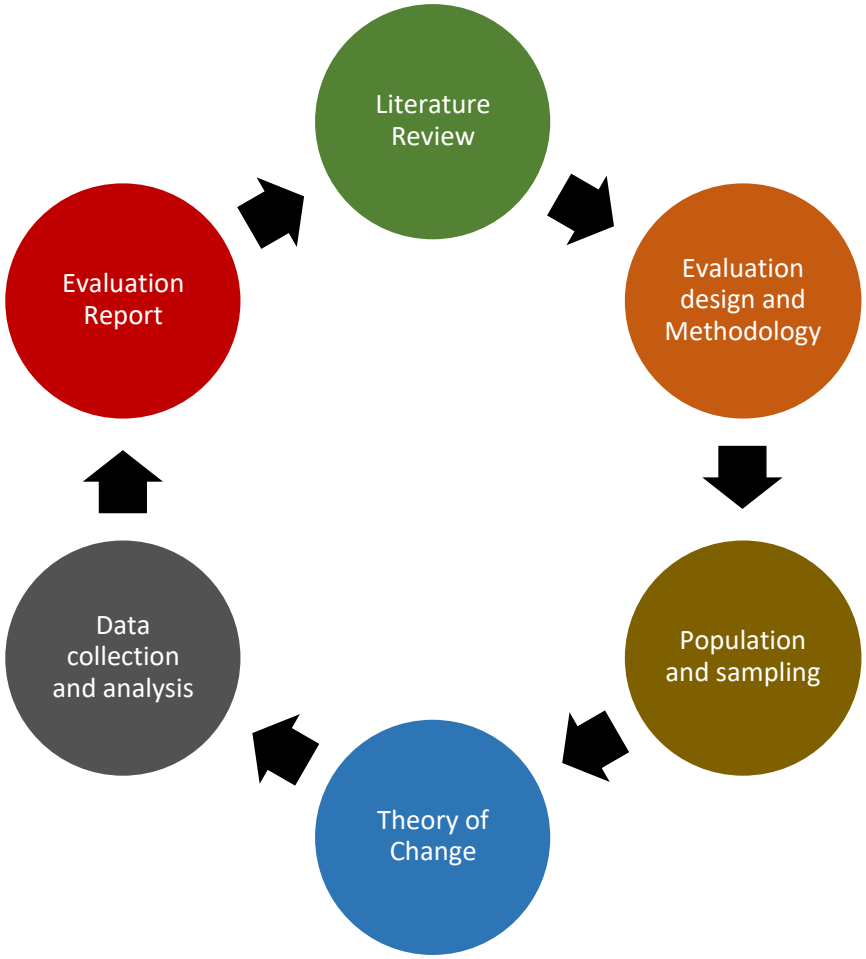


Figure 1.1: The Evaluation Process

In consideration of the tasks outlined in the evaluation process and to ensure that valid results are delivered by the exercise, the evaluation was conducted in accordance with the scientific practices in the field of evaluation. Additionally, the National Evaluation Policy Framework (NEPF) issued by the Department of Planning, Monitoring and Evaluation (DPME) was relied upon as an important guiding framework for the execution of the evaluation.

Given the nature of the evaluation questions as outlined in section 1.3.2, this evaluation combines some of the features of Design, Economic and Implementation evaluations. Additionally, however, it was imperative to interrogate if the Fortune 40 programme delivered intended results as projected in the theory of change that underpinned the intervention. This therefore implies that the evaluation also encompassed an investigation of the outcome-level results associated with the programme. Accordingly, identified dependent effects were examined retrospectively, with the intention of relating such effects to the incubation programme.

This position is supported by Kerlinger and Rint (1986) who contend that in the context of social science research, into which the intended evaluation falls, an ex post facto investigation seeks to reveal possible relationships by observing an existing condition or state and searching back in time for plausible contributory factors.

METHODOLOGY [2]

2.1 INTRODUCTION

To execute the Fortune 40 Mpumalanga Young Farmers Incubation Programme evaluation exercise in accordance with scientifically acceptable tenets, the importance of a purpose-fit methodology cannot be over-emphasised. The aim of this section of the report is therefore to outline the pathway that was followed to evaluate the incubation programme. It therefore expounds on some of the tasks already identified as part of the process that was followed for the evaluation.

In the field of monitoring and evaluation, there are three major designs that can be utilised when conducting an evaluation exercise. These are the:

- Experimental design
- Quasi-experimental design
- Non-experimental design

2.2.1 Experimental Design

A pictorial presentation of the model of an experimental design for evaluation is shown in Figure 2.1. The experimental design for evaluation is based on the use of two groups for the purpose of determining the changes that a project can be credited with. These two groups are made up of individuals that are randomly selected from an identified beneficiary population.

Owing to this, it is expected that both groups of randomly selected members will mirror each other. While one of the two groups is the experimental group, the other serves as the control group. Baseline measurements are then taken in both groups, of aspects in which the project is supposed to bring about desired changes.

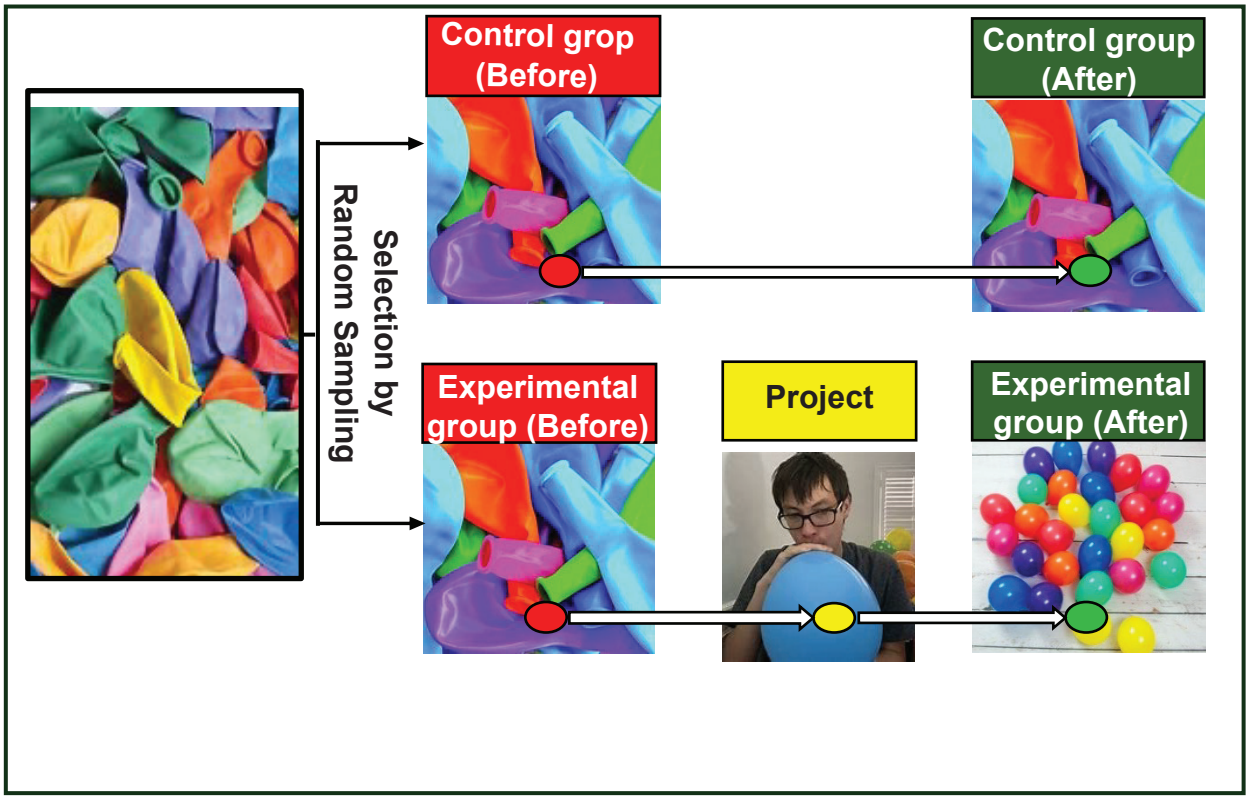


Figure 2.1: Experimental Evaluation Design

Thereafter, the experimental group is exposed to the project and once the project is complete, post-implementation measurements (using the same indicators that produced baseline data) must be taken in the experimental as well as the control group. If the post-implementation measurements differ from the pre-implementation measurements, then the difference is exclusively attributed to the project. When the desire of project owners is to claim causality (attribution), this is the most appropriate design to employ because if there are any changes in the state of the two groups, post-implementation of the project, then such a change would have been categorically caused by the project.

2.2.2 Quasi-Experimental Design

The quasi-experimental design (Figure 2.2) is similar to the experimental design. It attempts to mirror a laboratory situation where all variables can be kept under control. The process of evaluation when utilising this design is therefore exactly the same as that utilised for the experimental design. The only difference is that the selection of members of the two groups (Experimental and Control groups) is based on the use of a non-random sampling method.

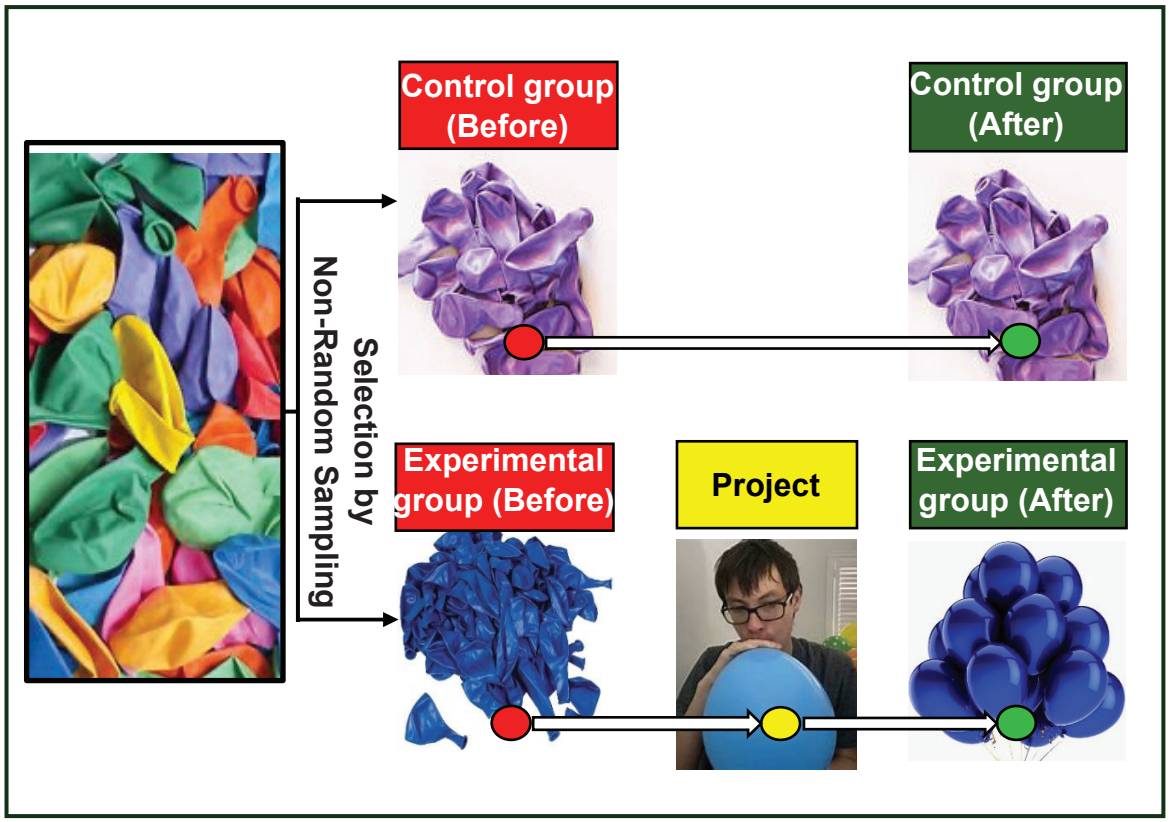


Figure 2.2: Quasi-Experimental Evaluation Design

Similar to what is done in evaluations based on experimental designs, measurements of variables of interest are taken for the control and experimental groups before and sfter the intervention, with selected indicators. The use of judgemental sampling technique reduces the reliability of this design. So, this design is certainly not as credible as the experimental design for establishing the desired causal connection between a project and the results that are manifest in the beneficiary population. However, it is permissible to employ it for evaluations that seek to establish causality.

2.2.3 Non-Experimental Design

As illustrated in Figure 2.3, the non-experimental design relies on only one group. The consequence of this is that there is no group against which pre- and post-implementation measurements can be compared. Consequently, the design does not really serve the purpose of establishing causality through evaluation. Despite this shortcoming, the non-experimental design remains the most utilised design for the evaluation of developmental interventions. This is not unusual in social research, especially for evaluations of projects aimed at engendering social development.

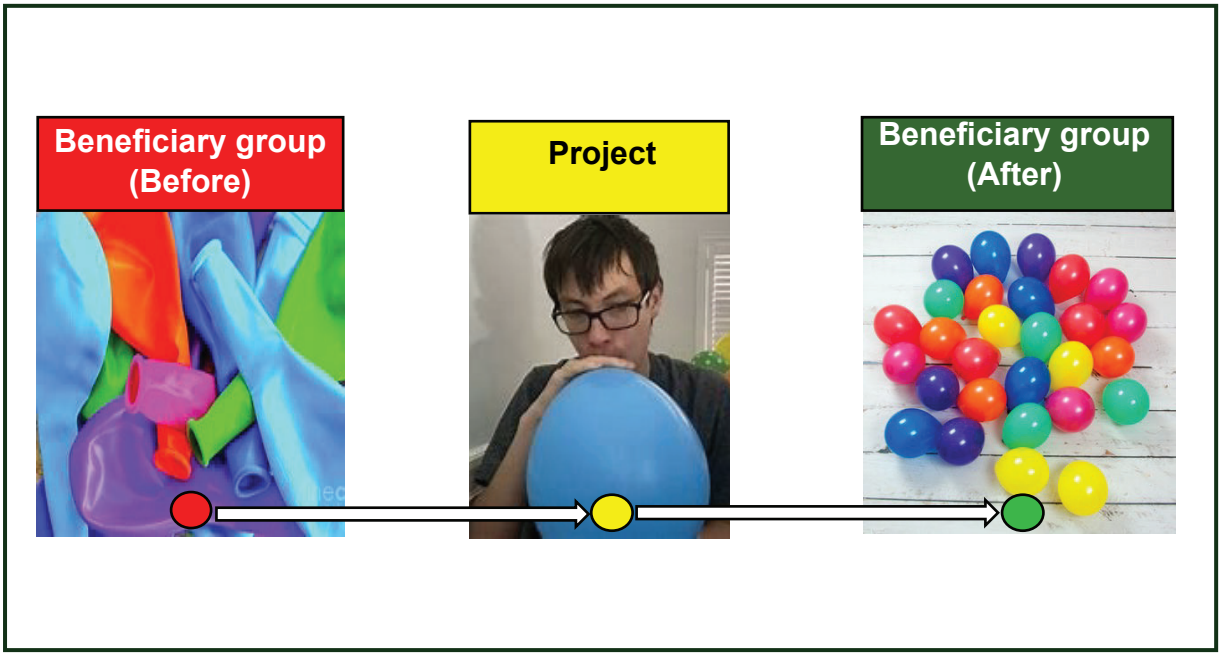


Figure 2.3: Non-Experimental Evaluation Design

The scientific ramification of the use of a non-experimental design is that claims of improvement are justified on contributory rather than a causal basis. The reason for this is that in the context of development intervention, there is a complex interplay of a kaleidoscope of societal factors, which severally and jointly influence the dependent variable of project results.

The non-experimental evaluation design attempts to establish if there is a difference in a state or condition owing to the implementation of an intervention based on a focus on a single group (as there is no control group created, for group-comparison purposes). The design, therefore, permits projects to make contributory claims, mindful of the fact that within the context of society, it is usually not scientifically feasible to isolate all possible intervening factors that may have played a part in the crystallisation of the result that a project also seeks to achieve.

For the purpose of the current evaluation therefore, the fundamental purpose with respect to the incubation programme would be to reveal any changes in conditions related to the implementation of the programme. Given that there will be no attempt in the evaluation to create a counterfactual group or indeed control any conditions/variables related to the Fortune 40 Mpumalanga Young Farmers Incubation Programme, the only possible evaluation design to employ is the non-experimental design. The choice of the non-experimental evaluation design would satisfactorily serve the purpose of the evaluation and enable the deduction of answers to the evaluation questions posed.

2.3 EVALUATION CRITERIA

The intended evaluation has been undertaken principally to provide answers to the associated evaluation questions. In doing so, however, the evaluation exercise also sought to align with the expectations of the Organisation for Economic Co-operation and Development (OECD) which is particularly applicable to developmental initiatives like the Fortune 40 programme. The OECD's Development Assistance Committee (DAC) has prescribed six evaluation criteria as outlined in Figure 2.4, that evaluations should be considerate of.

Figure 2.4: The OECD Evaluation Criteria

Specifically, the criteria dictate that in evaluations, attention should be paid to the elements of relevance, coherence, efficiency, effectiveness, impact and sustainability. The OECD DAC's evaluation criteria provide a normative framework for assessing the value of interventions and a basis for making important judgments about the merits, or lack thereof, of developmental-focused endeavours such as policies, strategies, programmes, projects or activities.

To aid evaluation efforts, the OECD DAC provides further explanations of the criteria as presented in Table 2.1.

Table 2.1: Description of the Evaluation Criteria

	Criterion	Explanation	Guiding Question
1	Relevance	The extent to which the intervention objectives and design respond to beneficiaries needs and priorities and continue to do so if circumstances change.	Is the intervention doing the right things?
2	Coherence	The compatibility of the intervention with other interventions in a country, sector or institution.	How well does the intervention fit?
3	Efficiency	The extent to which the intervention delivers results in an economic and timely way.	How well are resources being used?
4	Effectiveness	The extent to which the intervention achieved its results	Is the intervention achieving its results?
5	Impact	The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.	What difference does the intervention make?
6	Sustainability	The extent to which the net benefits of the intervention continue or are likely to continue.	Will the benefits last?

Instructively, the OECD DAC also prescribes two principles for using the evaluation guidelines as follows:

1. The criteria should be applied thoughtfully to support high quality, useful evaluation. They should be contextualized – understood in the context of the individual evaluation, the intervention being evaluated, and the stakeholders involved. The evaluation questions (what you are trying to find out) and what you intend to do with the answers, should inform how the criteria are specifically interpreted and analysed.

2. The use of the criteria depends on the purpose of the evaluation. The criteria should not be applied mechanistically. Instead, they should be covered according to the needs of the relevant stake holders and the context of the evaluation. More or less time and resources may be devoted to the evaluative analysis for each criterion depending on the evaluation purpose. Data availability, resource constraints, timing, and methodological considerations may also influence how (and whether) a particular criterion is covered.

In effect, the manner or number of components of the evaluation criteria prescribed by the OECD DAC that should guide evaluations is contingent on the specific concerns or focus of an evaluation and cannot be uniform across the board.

2.4 TARGET POPULATION

The Fortune 40 Mpumalanga Young Farmers Incubation Programme was designed primarily to benefit those who are admitted into it as participants. In doing so, however, different parties unlimited to mentors, trainers and personnel of the DARDLEA had roles to play and would therefore be quite conversant with the programme. The evaluation exercise would therefore seek to solicit information or perspectives of some of these parties in its quest to assess the effectiveness of the incubation programme. In broad terms therefore, the target population essentially comprises all these parties and other selected stakeholders who might be knowledgeable about the incubation programme.

By this understanding of the target population, clearly, it would comprise individuals in different fields and at different locations. This is beneficial as it makes room for the harnessing of a broad spectrum of opinions which would contribute to enriched insights. However, in the same breadth, it becomes an arduous prospect to attempt to physically reach all members of the target population.

Given the need to grant everyone an opportunity, it was decided that a census approach should be adopted, whenever possible. Consequently, the questionnaire was sent to all those on the comprehensive list of possible respondents that were considered to be central stakeholders of the Fortune 40 programme. By doing so, persons in the programme's stakeholder pool were given a fair and equal chance to participate in the evaluation exercise. The expectation was that the opportunity, if taken up by the potential respondents, would enable them to tender their views about different aspects of the Fortune 40 programme.

Essentially, therefore, in terms of composition, the pool of respondents capable of volunteering primary data for the purpose of the evaluation, as shown in Figure 2.5, have been drawn from three sources. These sources include the participants (beneficiaries), those who provided some kind of service during the course of the programme (service providers) and personnel of DARDLEA who steered or were directly responsible for the Fortune 40 Mpumalanga Young Farmers Incubation Programme.

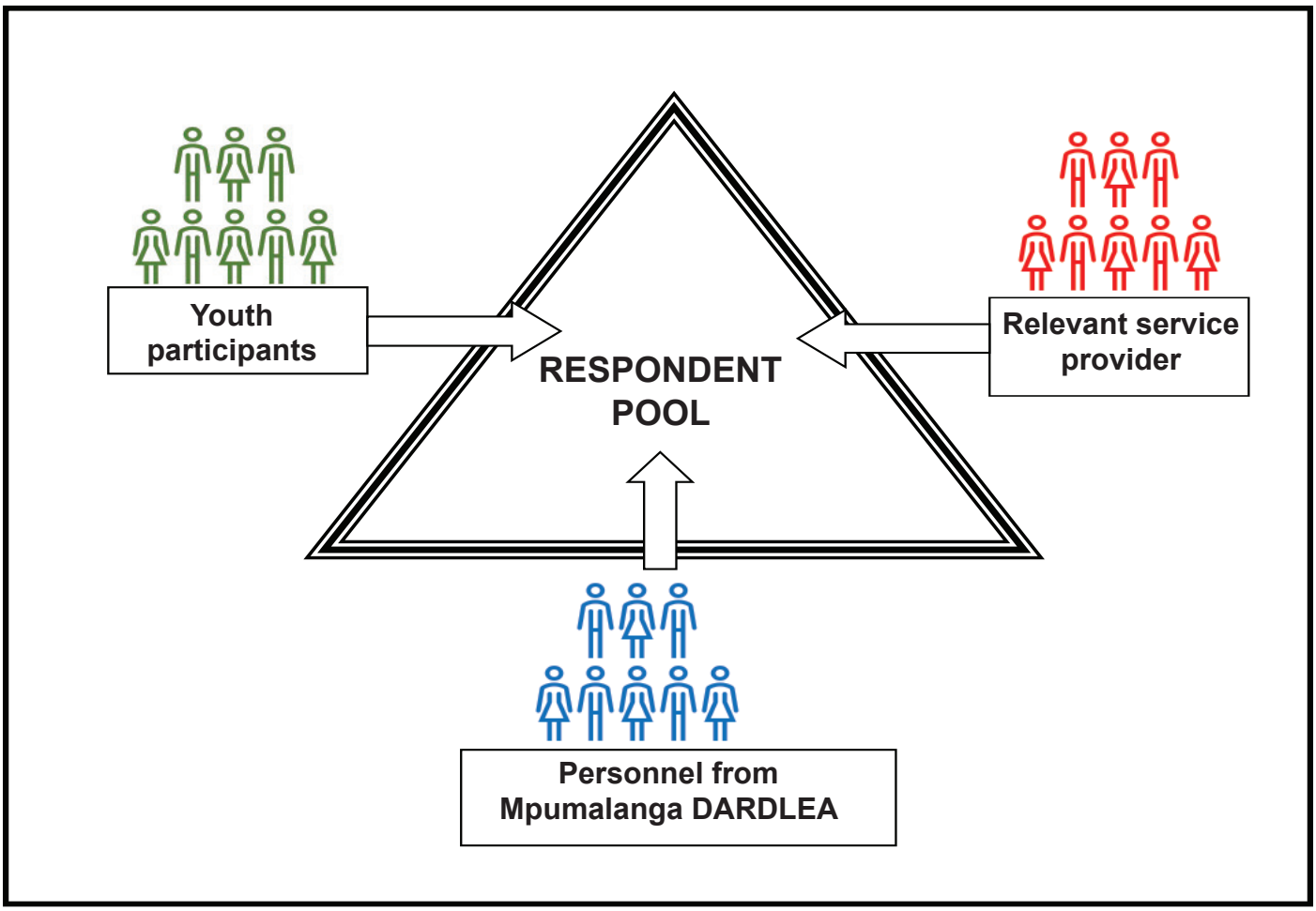


Figure 2.5: Respondent pool of the study

The proportions of those who participated in the evaluation on the basis of the three sources of respondents identified were, expectedly, unequal. This is because participation in the evaluation was made voluntary and the three sources of participants were also not equal in reality.

2.5 DATA COLLECTION

Primary and secondary data sources were utilised while undertaking the evaluation. The primary data sources were the respondents that participated in the evaluation. Secondary data sources were largely made up of the project-related documentation supplied by DARDLEA.

The evaluation adopted a mixed methodological research approach and so quantitative data and qualitative data were sought during the evaluation. The records review method as well as a desktop study were employed for the purpose of generating the secondary data utilised in the evaluation. For the generation of primary data, there was recourse to the use of self-observation, interviews and a questionnaire developed specifically for the evaluation exercise.

The evaluation confronted the reality of the geographical dispersion of the farms/sites and the fact that the beneficiaries were no longer within the programme and may be resident in several different locations. Mindful of these and to ensure convenience for respondents, the decision was made to utilise electronic platforms as much as possible. So, primary data from respondents were collected electronically, with the use of questionnaires. For this to happen, the email addresses and cell phone numbers of prospective respondents were required.

The Provincial DARDLEA in Mpumalanga was therefore approached to provide the contact details of prospective respondents to whom links for the questionnaire could be sent. Invariably, all who participated in the evaluation exercise as key informants were those whose names and contacts were supplied by the DARDLEA.

2.6 SUMMARY OF METHODOLOGICAL DECISIONS

Table 2.3 is a synopsis of some of the methodological choices made for this specific evaluation exercise. Findings generated must therefore be read with due consideration of the pathway (as epitomised by the choices reflected in the table) that was followed for the conduct of the evaluation.

Table 2.3: Summary of Methodological Choices

Evaluation Elements	Choices
Type of Study	• Ex-post-facto evaluation • Mixed-method study
Data Collection Method	Self-observation
Evaluation Elements	**Choices**
Data Source	• Unstructured Interview • Online Questionnaires • Document Review
Type of Data	• Primary Sources • Secondary Sources
Unit of Analysis	• Quantitative • Qualitative
Unit of Observation	• Fortune 40 programme

THEORY OF CHANGE [3]

3.1 INTRODUCTION

In the Results-based Management school, the importance of a theory change that underpins the logic behind any intervention created for developmental purposes, cannot be over-emphasised. The Evaluation guideline No. 2.2.11 of the DPME, asserts that:

The Theory of Change (ToC) or programme theory describes the causal mechanism of how activities and outputs (such as meals delivered to needy school children) will result in the anticipated outcomes (e.g., improved concentration in school), and impacts (e.g., improved grades) and the assumptions involved. There can be multiple ToCs that describe the programme. For example, different theories can show how the intervention works in different contexts, or at different stages of the intervention, or even for different intended impacts. The ToC should be established during the early planning stages of a policy or programme. (DPME, 2014)

The assertion of the DPME does not differ dramatically from the position of the United Nations Development Group (2016) who in the United Nations Development Assistance Framework (UNDAF) states that:

“a theory of change describes how we believe that change could be made to happen and outlines the main elements for that change. It also seeks to identify how we think that different factors could interact in relation to the change”.

In essence, the theory of change provides a scientific explanation for how the intended intervention such as the Mpumalanga young farmers’ incubation programme would generate the desired changes sought in the target population. To a large extent, it expresses the programme logic in a way that promotes conviction that the intervention, if implemented, will engender the changes required to transform a dissatisfactory condition/situation in a target group into a more satisfactory one.

3.2 THE THEORY OF CHANGE OF THE FORTUNE 40 PROGRAMME

For the Fortune 40 Mpumalanga young farmers’ incubation programme, the DARDLEA, in keeping with the practice in many government establishments has employed the tool of the results chain to illustrate the programme’s ToC. The results chain is a five-element model that depicts the relationship between resources and results as a means for providing a logical explanation as to how intended changes desired by a project would be realised.

The five elements contained in the results chain are the inputs, activities, outputs, outcomes and impacts. While the outputs, outcomes and impacts, technically represent time-phased results that the programme seeks, the elements of inputs and activities represent the resources that must necessarily precede the crystallisation of the results. In a sense, therefore the results chain brings together the ‘means’ and the ‘ends’ of a project in order to rationally express how project efforts would yield anticipated results.

A pyramidal version of the results chain as conceptualised by the DPME is presented in Figure 3.1. Notably, the definitions/descriptions of each of the elements of the results chain that would have shaped the understanding of the DARDLEA in the process of developing the results chain for the Fortune 40 Mpumalanga young farmers' incubation programme are also reflected in Figure 3.1.

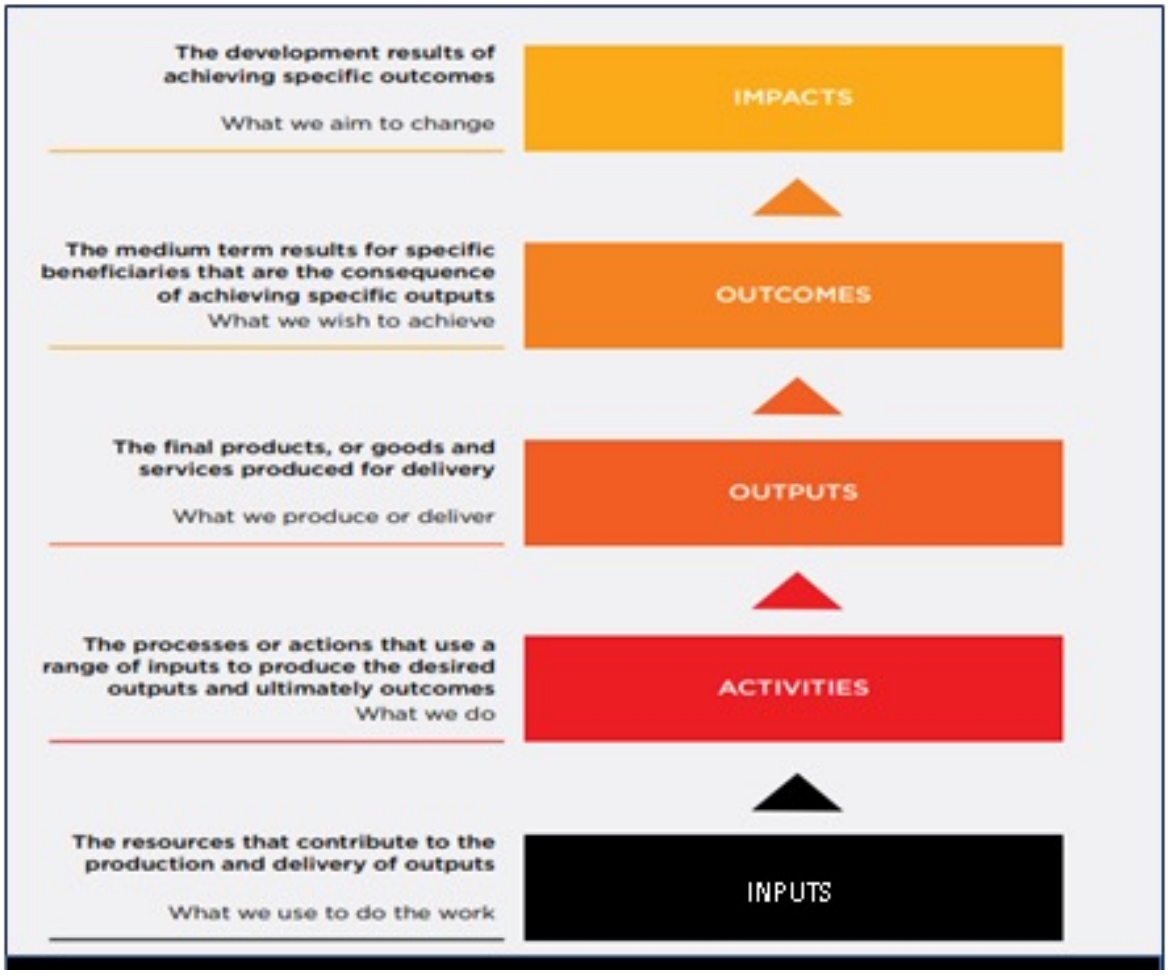
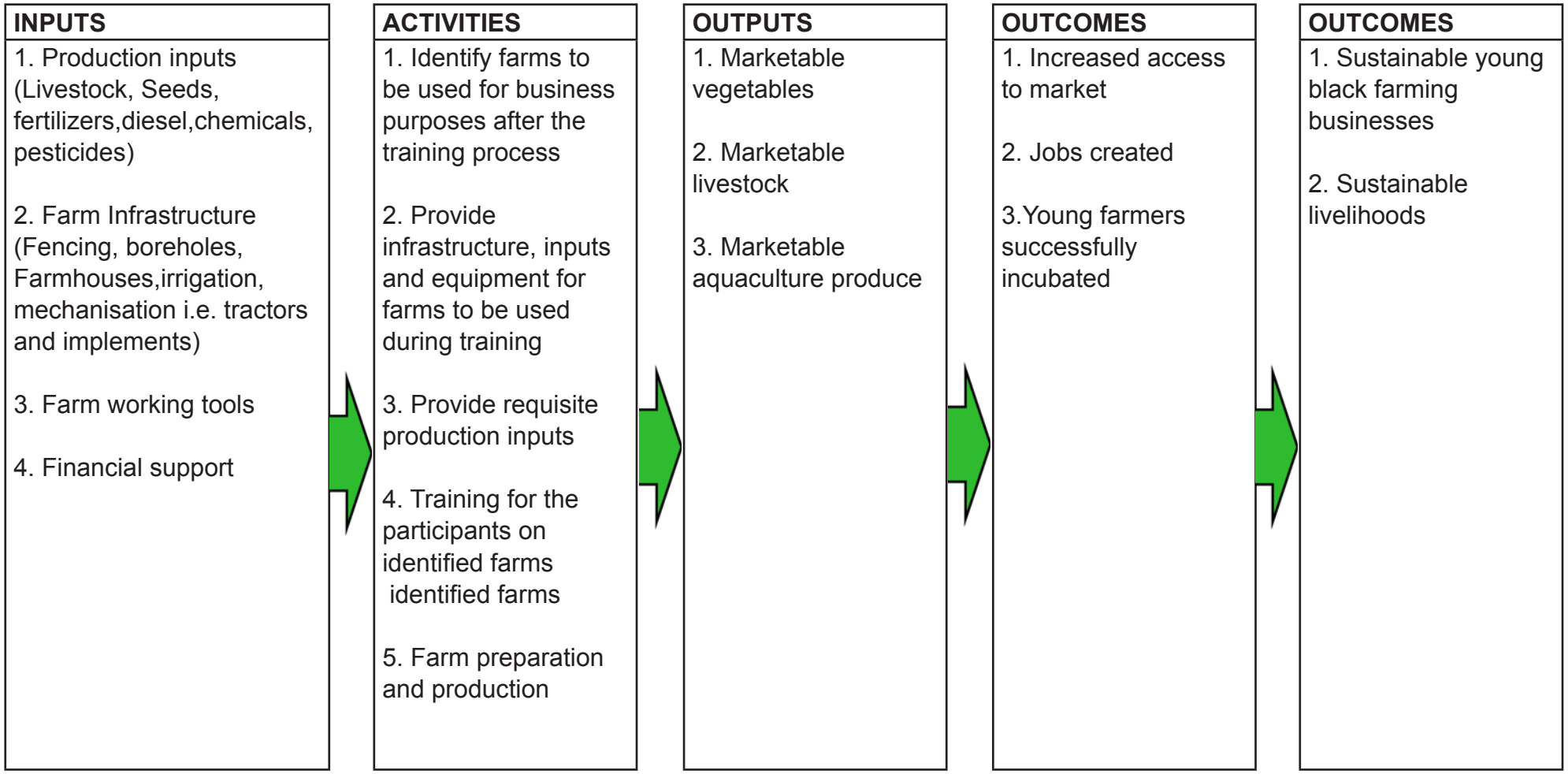


Figure 3.1: Description of results chain elements

The Mpumalanga young farmers' incubation programme theory of change which is based on the results chain model is illustrated in Figure 3.2. The long-term changes depicted at the impact level, which is conceived to be the 'development results of achieving specific outcomes' in the case of the Fortune 40 Mpumalanga young farmers' incubation programme comprise a duo of results. It is anticipated by the DARDLEA that the programme will realise the impact of sustainable young black farming businesses and sustainable livelihoods, ultimately. Due to the nature of these impacts, however, this evaluation exercise would be unable to ascertain the extent to which they have been realised. This is because the idea of sustainability that underpins both impacts require for the young farming businesses to have been in business operation for more years.

Figure 3.2: The Theory of Change of the Fortune 40 Mpumalanga Young Farmers' Incubation Programme



The period of time that has elapsed between the establishment of farms by graduates of the programme and the point when this evaluation is being conducted is insufficient for gauging the sustainability of the young black farming businesses and by extension the result of sustainable livelihoods, arguably supported by the trained young farmers. Regardless of this, however, the ultimate results reflected at the impacts level will manifest only if the medium term results for specific beneficiaries, that are labelled as project outcomes are achieved.

There are three outcome results which capture what the DARDLEA 'wishes to achieve' with the Fortune 40 Mpumalanga young farmers' incubation programme. The DARDLEA reckons that if the programme is well executed, it would enable 'increased access to market'. Furthermore, the programme will enable jobs to be created thereby contributing to reduced unemployment. In addition, the expectation based on the programme's ToC is that the outcome results of 'young black farmers successfully incubated' will be achieved through the agricultural incubation intervention for young farmers in Mpumalanga.

As shown in the results chain, the natural sequence of results progression suggests that these three outcome results are dependent on the delivery of output results which the DPME describes as the 'final products or goods and services produced for delivery'. For the Fortune 40 Mpumalanga young farmers' incubation programme, there are three major outputs that DARDLEA seeks to deliver through the intervention. The conviction behind the design of the programme is that, in the main, it would lead to the delivery of different types of agricultural produce that would have commercial value. Concurrent with this idea, the programme would therefore realise the delivery of marketable agricultural products. Specifically, the outputs of the programme that captures what will be delivered include 'marketable vegetables', 'marketable livestock' and marketable aquaculture produce'.

Clearly, the production of these three important outputs is dependent on the successful execution of a string of activities undertaken in the course of implementation of the programme. In this regard, the agricultural incubation programme ToC contends that there will be five cardinal activities to be executed during the intervention. Certainly, there is a need to 'identify farms to be used for business purposes after the training process'. The identified farms would have to be put in a state that makes them programme-ready and so another important activity undertaken as part of the programme is to 'provide infrastructure, inputs and equipment for farms to be used during training'.

Further, regardless of the agricultural focus of each of the Fortune 40 farms, the ToC prescribes that it would be imperative to 'provide requisite production inputs' that would be utilised for farming. Also, part of the programme, it would be crucial to offer 'training for the participants on identified farms' in order to capacitate the trainees with the skills and knowledge that they required to transform into skilled farmers. According to the ToC, the range of activities for the programme also includes 'farm preparation and production'.

Indubitably, the activities that form part of the Fortune 40 Mpumalanga young farmers' incubation programme can only be executed if required inputs are available. As illustrated in the programme's ToC, the inputs that are crucial for the programme include 'production inputs such as seeds, fertilizers, diesel, chemicals and pesticides'. In addition, the programme also required 'farm Infrastructure such as fencing, boreholes, farmhouses, irrigation and mechanisation (i.e., tractors and implements)'. Complementarily, further inputs deemed as important for the programme were 'farm working tools', as well as 'financial support'.

THEORETICAL FOUNDATION [4]

4.1 INTRODUCTION

Youth unemployment is a major economic challenge in many African countries and South Africa is no exception. It is particularly pervasive in South Africa, where the youth unemployment rate is persistently high, posing considerable socioeconomic challenges (Woldelmichael, Amusa & Fadiran, 2023; Eresia-Eke, Villers, Pinto & Dele-Ijagbulu, 2023). In fact, South Africa's youth unemployment has reached alarming levels as data released by Statistics South Africa in May 2023 indicates, that the total number of unemployed youths aged from 15 to 34 years stands at 4.9 million, being 46.5% for the first quarter of 2023. This was a 1.1% increase from the last quarter of 2022 and considerably higher than the country's overall official unemployment rate of 32.9%.

Specifically, youth aged 15 to 24 years and 25 to 34 years recorded the highest unemployment rates of 62.1% and 40.7% respectively. Furthermore, approximately 3.7 million (36.1%) out of 10.2 million young people aged 15 to 24 years were not in employment, education, or training (NEET), which is even more disturbing as this indicates an exceptionally low level of youth development and South Africa's potential regarding human resource development.

This situation is even more desperate in Mpumalanga province where the youth unemployment rate for persons aged from 15 to 34 was 48.4% in the fourth quarter of 2022 (Department of Economic Development and Tourism, 2023), and has been described by the Premier Ms Refilwe

Mtsweni-Tsipane in her state of the province address as unacceptably high and unsustainable. As observed by the United Nations Development Programme (UNDP) (2022), together with poverty and inequality, widespread youth unemployment has become a defining component of South Africa's development challenge as it is a significant contributor to a plethora of other social ills.

4.2 THE AGRICULTURE PANACEA

Despite the struggling economy and high rates of unemployment, agriculture continues to be the leading traditional sector in employment generation in South Africa. According to Statistics South Africa (2023), the agricultural sector created 61,000 new jobs in the 3rd quarter of 2023, thereby increasing the total employment in agriculture to 956,000. This reality was echoed by Ms. Thoko Didazi, the Minister of Agriculture, Land Reform and Rural Development who declared in a November 2023 presentation on the agricultural sector's contribution to employment that "the agricultural sector has demonstrated its resilience and capability to support South Africa's economic recovery and growth, both in terms of jobs creation and contribution to the economy" (Republic of South Africa, 2023).

In fact, there is consensus that the agricultural sector in developing countries has ascendancy in elevating economic growth through structural change; hence continued improvements are imperative, especially in the case of countries such as South Africa with a low agricultural GDP and high unemployment particularly among the youth (Ngobeni & Muchopa, 2023). Furthermore, promoting employment in labour-absorbing sectors such as the agro-allied industry is one of the touted mechanisms for employment creation in the National Development Plan-2030 which unequivocally asserts that agriculture and agribusiness can help create jobs and engender economic vibrancy in rural communities of South Africa (National Planning Commission, 2012).

Instructively, the development approach to agriculture in South Africa must be cognisant of the low levels of transformation and inclusion that have existed to date. South Africa has over 96 million hectares of farmland, with white South Africans who make up just over 7% of the population dominating the agricultural sector (Gittins, Gandidzanwa & Verschoor, 2023) as compared to blacks that constitute 81.4% of the South African population. It is jarring that black farmers produce only between 5 and 10 percent of the agricultural output in the South African context (Gittins, et al, 2023) and this is indicative of the low level of participation of blacks in the agricultural sector. Inferentially, this imbalance and disproportionality in participation is the case in Mpumalanga with an overwhelming population of black South Africans (Stats SA, 2023).

As observed by Siholobo and Qobo (2021), part of the challenge with the transformation of agricultural sector is that the post-apartheid government inherited a dual agricultural sector in 1994. On the one hand, there were well-resourced and predominantly white owned commercial farms that had expanded on the back of consolidation of the cooperatives, created after the Land Bank Act of 19 was promulgated. On the other hand, there were poorly resourced small-scale and subsistence black-owned farms that did not benefit from government support and had to pull themselves up by their own bootstraps and confront structural challenges related to infrastructure and weak market linkages (Organisation for Economic Cooperation and Development, 2006). The disparities in resources and capacity among these groups of farmers have persisted to date and continues to be a debilitating factor in South Africa's overall productivity thereby hindering its potential for successful entrepreneurial venturing in the agriculture sector.

Inevitably, the implication is that the development of entrepreneurial skillsets is imperative among black farmers. In an effort to transition from small holders to commercial farmers, South Africa's black farmers need technical knowledge of farm practices along with business skills. They require support to access the farming sector, grow within the industry while leveraging useful information on value chains and management practices to navigate the uncertainties of agricultural production (Gittins et al., 2023).

Arguably, to effectively, albeit partially, address youth unemployment through agriculture in South Africa, it is imperative that governmental and non-governmental organizations alike utilize business incubation programmes to mentor and coach the youth in entrepreneurship through skill development and experiential training to enable them to become independent entrepreneurs in agriculture (Food and Agriculture Organization, 2022; Khoza, Ledwaba, Mayekiso & Belete, 2023).

4.3 YOUTH AGRICULTURE

Besides the need for a more inclusive agricultural economy in South Africa, the youth have a crucial role to play in agriculture as this would ensure that the nation has enough food (Chipfupa & Tagwi, 2021) given the reality that South Africa's farmers are ageing (Magagula & Tsvakirai, 2019). In the USA, the average age of a farmer is reported to be 57.5 years (United States Department of Agriculture, 2022), but that of South Africa is estimated to be 5.5 years higher.

This is consistent with the observation made by the Water Research Commission (2022) and Ryan (2022), that the average age of South African farmers is 62 and this is uncomfortably close to the standard retirement age of 65 years. In essence, potential retirees who, anecdotally, have less energy and resolve relative to youths, dominate the agricultural sector in South Africa and the complexion of the sector in the Mpumalanga province is unlikely to be different. Furthermore, the low levels

of mechanisation in the small-scale enterprises that dominate South Africa's industry renders the aging farming community an issue of immense concern, as physical strength is a key asset in such enterprises. According to Nnadi and Akwiwu (2008), the availability of able-bodied, young labour has determined the agricultural industry's output levels in the past, and the unique capabilities of youths, unlimited to dynamism, adventure and ambition will play a major role in the sector's continued success in a world where there is rapid technological change. This assertion bodes dire consequences for a country like South Africa and perhaps, the Mpumalanga province, given the positions advanced in extant literature which confirm that youth participation in agriculture is low despite the fact that young people make up a third of South Africa's population.

In their study, Henning, Jammer and Jordaan (2022) reiterate the issue of low participation of young people in agriculture despite high youth unemployment in South Africa and the valuable opportunities provided in the sector. Results from this study demonstrate that a combination of endogenous and exogenous factors can attract and enhance youth participation in the agricultural sector. Indeed, the study contends that agricultural development policies should emphasize the provision of training and mentorship programmes that would enable potential and emerging farmers obtain requisite skills, specifically in entrepreneurship and business management. Further, the study postulates that once entrepreneurial skills and competencies are encouraged, various agricultural business opportunities can be better exploited, more so, in rural areas of South Africa and these are not in short supply in the Mpumalanga province.

Similarly, Mmbengwa, Qin and Nkobi's (2021) study on the determinants of youth entrepreneurial success in agriculture business concludes that capacity building around technical skills might be required to ensure that these entrepreneurs are efficient and effective in carrying out their entrepreneurial duties. To obtain these skills adequate resources and exposure to commercial farming operations are needed.

4.4 ENABLING AGRICULTURE DEVELOPMENT

4.4.1 Skills Development

Transformation in the agricultural sector will create immense employment opportunities for South Africa's youth, but for this to happen, their skills set across the entire agricultural value chain must be upgraded.
According to the OECD (2017), skills are a bundle of knowledge, attributes and capacities that enables an individual to successfully perform an activity or task, but in addition, can be built upon and extended through learning. Therefore, agricultural skills development can be considered as all activities undertaken to acquire knowledge, attributes, and capacities to enable efficient and effective farming (Maiga & Kazianga, 2016).

Indeed, agricultural skills development seeks to equip individuals with the skills sets to perform in a range of farming related activities such as crop production, animal husbandry, forestry, fisheries, processing, marketing, distribution, and/or trading of agricultural products successfully and sustainably. Chen and Chen (2020) broadly categorize farming skills into technical skills and business management skills. Sorensen, Germundsson, Hansen, Roja and Kristensen (2021) identified that a favourable disposition towards a systems perspective, lifelong learning, knowledge integration, networking, acquisition of subject-specific knowledge and development of technological skills would enable sustainable agriculture endeavours.

Worrisomely, among South Africa's young farmers, the skill set to practice agriculture business competitively in a contemporary business world is lacking (Maiga & Kazianga, 2017; Sinyolo & Mudhara, 2018; Myeni et al., 2019). An analysis performed by the Agricultural-Sector Education Training Authority (Agri-SETA) in 2018, identified a range of scarce skills in agriculture. At small-scale level, it was found that farmers lacked skills in a host of areas: farm management and entrepreneurship, resource management and record-keeping, financial planning and management, marketing, processing and packaging, transportation as well as natural resources management.
Similarly, in the commercial sector, the critical constraint identified was the poor educational levels of a large proportion of the labour force, scant management and business and marketing skills, low acumen for environmentally responsible production and processing systems, poor health and safety compliance, among others. The skills gaps in the agricultural sector certainly demand considerable investment in adult basic education and training that encompasses a cocktail of life-skills programmes.

From a scholarly perspective, the idea that skills are essential to productivity lies at the heart of the human capital theory, which posits that human beings can increase their productive capacity through greater education and skills training. Human capital is defined as the stock of economically productive human capabilities and it encompasses knowledge, health, skills, entrepreneurial talent, determination and other human traits that lead to success in endeavours (African Development Bank Group, 2021). Goldin (2016), a Havard economist, explains that the concept of human capital is centred around the idea that investments in people through education, increases workers' productivity and skillsets. In simple terms, the process of educating a workforce is a type of investment.

The human capital theory underpins the knowledge economy because it advocates that the more educated a person becomes, the more they will be required for productive purposes given the depth of their specific knowledge. Repeated efforts to investigate the association of human capital with economic development have affirmed that educational attainment and public spending on education correlate positively with economic growth (Camps-Cura, 2016; Ngeph, Saba & Mabindsa, 2021; Wirajing, Nchofoung, & Etape, 2023). Similarly, findings from Ngeph et al., (2021) suggest that human capital has a positive and a significant impact both on total output and economic growth as it shows that higher levels of skilled employment are associated with higher total output and economic growth.

Korres (2008) argued that a lack of investment in human capital prevents poor countries from catching up with rich ones. As earlier observed by the United Nations (2005), countries that have been successful in integrating to the world economy, such as the Republic of Korea, Singapore, Malaysia, Mauritius and Ireland, have adopted comprehensive approaches that carefully combine targeted investment in human capital with investment in physical infrastructure and industries.

In a similar fashion, Wirajing et al., (2023), observed that Newly Industrialized Economies such as Taiwan, Hong Kong, Singapore, South Korea, China, and Malaysia have adapted well to the knowledge economy and applied human capital to secure economic progress, placing them ahead of Africa in economic development. Therefore, these countries can be considered as models for South Africa and more specifically, the Mpumalanga province, to intensify investment in human capital through education, training and skills development in an effort to grow the economy.

4.4.2 Business Incubation

Entrepreneurship and business management competencies can catalyse commercial farming, so skills in these domains are essential for farmers. Without making a successful business out of farming through entrepreneurial and business skills, the entire endeavour will become unsustainable as it will not translate to profit and all dimensions to growth will be impaired.

Moreover, like all other sectors, businesses in agriculture are prone to failure without adequate planning, resources and support. In fact, 70-80% of small businesses do not survive the first year in South Africa, and only 9% of start-ups survive till the tenth year (Mulibana & Rena, 2021). Hence, incubators were developed to reduce the chances of failure of start-ups by offering sustainable and fundamental entrepreneurial support.

Business incubation is part of a cohort of business support programmes that help to create a conducive environment for businesses to grow and contribute to the economy. In general, incubators give startups, the skills, resources and opportunities to increase their chances of survival and success. More specifically, they provide training and guidance in areas such as sales, marketing, business strategy and finance (SME South Africa, 2022). According to the World Bank's Information for Development programme (2014), business incubation can be defined as a process supporting the creation, development of sustainable ventures and the scaling of growth-orientated early-stage ventures.

Incubation is a practice that is borrowed from the field of medicine where it is described as creating an environment of controlled temperature, humidity and oxygen in order to provide optimal conditions for growth and development. In line with this description, the essence of business incubation is to provide nascent enterprises with an environment that is favourable for and instrumental to the growth of their businesses.

Ramar, Muthukumaran, Manida, Nandhini andParkavi (2020), contend that incubators are programmes established to step up the development of business enterprises through customised support, and that the central theme of a business incubator is promoting the development of local innovativeness and ingenuity. This aligns with Al-Mubaraki and Busler's (2013) submission which contends that business incubators are socioeconomic programs aimed at providing the specialised support to start-up firms. The support includes coaching, mentorship, and other forms of development to accelerate their growth and ensure long-term survival (Simango, 2022). According to Zhou and Zondo (2023), business incubators use a combination of tangible and non-tangible resources to reduce risks and increase the chances of business survival particularly at the early stage of entrepreneurial venturing.

The high rate of failure that typifies the small business sector in developed and developing economies alike signifies the importance of incubation as a solution to mitigating business failure and this is applicable to the agricultural sector. In fact, for businesses that undergo incubation programmes, the success rate has been remarkable. Findings of research from different parts of the world indicate that if well managed, incubators are able to transform failing business initiatives into prosperous ventures. The analysis of incubated businesses is encouraging and explains why business incubation programmes are increasingly popular all over the world.

For instance, in New Zealand, incubated businesses have a success rate of 87% and continue to operate for two years post-incubation compared to 69% of general enterprises. A similar study from

United States of America, gave the success rate of incubated businesses as 85% compared to 50% which was associated with businesses that were not incubated. An even higher success rate of 90% was noted for businesses incubated in Germany. In South Africa, the success rate of incubated businesses is 80% compared to 50% that applies to non-incubated businesses and this mirrors the situation in Brazil, another emerging economy, where the incubation success rate is 80% (Murriithi, Ndegwa & Juma 2018).

More recently, Zhou and Zondo's study (2023) in South Africa, which compared the performance of incubated and non-incubated firms revealed that incubation programmes have a significant and positive impact on the survival and overall performance of small businesses in South Africa. These findings lend credence to the call by the Department of Trade and Industry (2019) for the intensification of incubation programmes in order to enhance growth in the small business sector.

Undoubtedly, incubators can play a role in ameliorating the challenge of continued SME failure, as studies show that the main reasons for business failure are mainly due to lack of entrepreneur's experience, inadequacy of business management skills and antiquated practices and lack of funding (Msimango-Galawe & Hlatshwayo, 2021; Van der Spuy & Bornman, 2023). Msimango-Galawe and Hlatshwayo (2021) further highlight the socioeconomic benefits of incubation programmes and how some of these align with the South Africa's government's National Development Plan2030 and its goal of sustainably addressing the tripartite challenge of unemployment, poverty, and inequality. In addition to promoting innovation (Bureau for Economic Research, 2016), incubators facilitate high growth entrepreneurial ventures which, as established by the OECD (2000), account for a disproportionally higher part of new jobs within the economy. In South Africa where youth entrepreneurship is extolled as the panacea to unemployment, this finding shows that through incubation in the agriculture sector, for instance, the government of Mpumalanga can ensure that youths owned enterprises are sustainable.

Incubation programmes are often directed towards specific sectors of the economy. With incubation programmes in the agricultural sector the focus is on nurturing innovative, early-stage enterprises that have high potential for growth and to become competitive enterprises by serving, adding value to or linking to farm producers (Foreign Commonwealth and Development Office, 2020). Agribusiness incubators often identify and mobilize small cohorts of emerging entrepreneurs and facilitate their growth through a combination of services, such as shared facilities and equipment, business development, technology, finance, mentoring and networking. At the end of the incubation process, which could last from 6 to 36 months, incubatees are expected to validate their business model and service offerings and to start generating significant growth in revenues, customers and staff.

PRESENTATION OF FINDINGS [5]

5.1 INTRODUCTION

This section presents information related to the findings of the evaluation. The discourse in this section commences with an overview of the farm sites on a district-by-district basis. Beyond this, performance-related information for the farms, focussing on the results captured in the programme's ToC is presented. The reported measurements, based on selected indicators, provide objective evidence about the extent to which preset targets at the result levels of outputs and outcomes have been realised. To complement the performance-related information, the perceptions of respondents garnered through the survey would also be presented.

5.2 AN OVERVIEW OF FARM SITES PER DISTRICT

The description of the project sites provided in this section has relied largely on secondary data gleaned from various project-related documentation obtained from DARDLEA. Markedly, the Fortune 40 programme entailed implementation across a number of sites across the province. Originally, in 2015, the programme commenced with 8 farm sites and this was later to grow into 15 and subsequently 24 farm sites, respectively as shown in Table 5.1.

Table 5.1: Farm sites per district

District	8 Farms	15 Farms	24 farms
Bohabhela	• Allandale • Motlomobe	• Allandale • Motlomobe	• Allandale • Motlomobe
		• Mashishing • Zoeknog • Thulamahashe	• Mashishing • Zoeknog • Thulamahashe • 10 Farms
Ehlanzeni	• Barberton Environmental Centre • Boschrand • Magogeni	• Barberton Environmental Centre • Boschrand • Magogeni	• Barberton Environmental Centre • Boschrand • Magogeni • Imbongozi • Barberton Nursery • Plaston • Mara
Gert Sibande	• Lekkerloop	• Lekkerloop • Mkhondo (Siyaphambili) • Msukaligwa Piggery	• Lekkerloop • Mkhondo (Siyaphambili) • Msukaligwa Piggery • Daggakraal Piggery • Daggakraal Vegetable • Vlakplaats
Nkangala	• Kwaggafontein • Marapyane	• Kwaggafontein • Marapyane • Elandsprut • Letolo Poultry	• Kwaggafontein • Marapyane • Elandsprut • Letolo Poultry • Kranspoort • Kamelrivier

In the period 2016 to 2019, DARDLEA sought to make the site befitting for the production of vegetables and fruits. In the main, the preparation of the site for agricultural productivity included the development of a 10ha drip irrigation system as well as the construction of a pump station, tractor shed and administrative block. Furthermore, canals were repaired, dormitories were renovated and the farming area was fenced. In addition, drilling and equipping of a borehole was undertaken alongside the development of a cold storage facility and packaging room.

Mashishing Farm

The Mashishing Fortune 40 site was utilised for vegetable farming. Among the vegetables to be cultivated in this farm site were spinach, onions, tomatoes and cabbages. Infrastructure-wise, resources were invested in the construction of four tunnels, drilling and equipping of a borehole as well as the installation of a a drip irrigation system. To protect the farm, a perimeter fence was also constructed.

Zoeknog Farm

This site was identified specifically for vegetable farming. At this site, though 140ha of land are available for the Fortune 40 project, only 5ha are being employed for the production of cabbage, tomatoes, spinach, carrots and chilies. To enable productive activities to take place at this farm site, a drip irrigation system was put in place. In addition, a pump station was provided and the premises was fenced. Furthermore, the construction of an administration block and a tractor shed were also undertaken at the site.

Thulamahashe Tractor Farm

This site was not really earmarked for farming purposes. The purpose of Fortune 40 programme activities at this site was to equip the learners with mechanical skills both theoretically and practically. It was anticipated that the mechanical skills acquired would then enable participants repair tractors, boreholes, pumps, generators and other movable machinery utilised in farming. With 18 beneficiaries of the programme participating in this site, two cooperatives were registered. DARDLEA's intention to develop them to become independent mechanics, such that the two cooperatives should become professional mechanics within the province whereby all machinery, pumps, generators will be maintained and fixed by them as their private business.

10 Farms

This site was earmarked for vegetable production and 18 youths who were all female. The intention is to cultivate only butternuts, cabbages and tomatoes on the 10ha of land, utilised for the Fortune 40 programme. Infrastructure-wise, amongst other things, an irrigation system was provided and a perimeter fence was erected at the farm. In order to make the farm fully functional, provisions were also made for the construction of a storeroom, a packhouse, toilets as well as accommodation.

Motlomobe Farm

This Fortune 40 farm site was primarily set up for the production of vegetables. On this farm site, mealies, cabbage, lettuce, chillies and tomatoes were cultivated. To ensure that the land was put to productive use, in the year 2017/18, the DARDLEA funded the development of a 5ha drip irrigation system, the provision of a pump station, storage facilities and an administration block. The efforts to adequately equip the farm with requisite infrastructure continued in 2018/19 when a cold storage was developed and additional park homes. In the period 2016 to 2019, DARDLEA sought to make the site befitting for the production of vegetables and fruits. In the main, the preparation of the site for agricultural productivity included the development of a 10ha drip irrigation system as well as the construction of a pump station, tractor shed and administrative block. Furthermore, canals were repaired, dormitories were renovated and the farming area was fenced. In addition, drilling and equipping of a borehole was undertaken alongside the development of a cold storage facility and packaging room.

The reason for the increasing number of farms was arguably because it was necessary to upscale the programme in order to ensure more youths benefit from it. Instructively, over the period that this evaluation focusses on, the programme essentially spans four districts. The districts are Bohlabela with six farm sites, Ehlazeni with seven farm sites Gert Sibande with six farm sites and Nkangala with five farm sites.

5.2.1 Bohlabela

Six farm sites are located in the Bohlabela district. These farms include those identified as Allandale, Mashishing, Zoeknog, Thulamahashe, 10 Farms and Motlomobe.

Allandale Farm

The Allandale farm site where 13 beneficiaries participated in the Fortune 40 programme, was reserved for vegetable farming to produce beetroot, tomatoes and chillies. Beyond this, the farm was also expected to produce fruits like mangoes and oranges. The activities related to farming vegetables took place on 10ha of land while 8ha were utilised for mangoes.

Mashishing Farm

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This site was not really earmarked for farming purposes. The purpose of Fortune 40 programme activities at this site was to equip the learners with mechanical skills both theoretically and practically. It was anticipated that the mechanical skills acquired would then enable participants repair tractors, boreholes, pumps, generators and other movable machinery utilised in farming. With 18 beneficiaries of the programme participating in this site, two cooperatives were registered. DARDLEA's intention to develop them to become independent mechanics, such that the two cooperatives should become professional mechanics within the province whereby all machinery, pumps, generators will be maintained and fixed by them as their private business.

10 Farms

This site was earmarked for vegetable production and 18 youths who were all female. The intention is to cultivate only butternuts, cabbages and tomatoes on the 10ha of land, utilised for the Fortune 40 programme. Infrastructure-wise, amongst other things, an irrigation system was provided and a perimeter fence was erected at the farm. In order to make the farm fully functional, provisions were also made for the construction of a storeroom, a packhouse, toilets as well as accommodation.

Motlomobe Farm

This Fortune 40 farm site was primarily set up for the production of vegetables. On this farm site, mealies, cabbage, lettuce, chillies and tomatoes were cultivated. To ensure that the land was put to productive use, in the year 2017/18, the DARDLEA funded the development of a 5ha drip irrigation

system, the provision of a pump station, storage facilities and an administration block. The efforts to adequately equip the farm with requisite infrastructure continued in 2018/19 when a cold storage was developed and additional park homes were provided.

5.2.2 Ehlanzeni

There were seven farm sites utilised for the Fortune 40 programme in the Ehlanzeni district. The seven farms were Mara, Boschrand, Magogeni, Imbongozi, Barberton Nursery, Plaston and Barberton Environmental Centre.

Mara Farm

The Mara farm site of the Fortune 40 project is located on 17ha of land. The farm site was supposed to be utilised for the production of vegetables such as tomatoes, butternut and cabbages. Concurrently, with six poultry houses of the site, broiler production was also supposed to be taking place. The farm site had 13 beneficiaries. The farm was scheduled to start in 2015 but due to challenges associated with the fact that the cooperative linked to the farm exited the programme, another cooperative had to take over and so the programme started in earnest at the farm in 2018. Fencing, refurbishment of tunnels and water development provisions were made in order to put the site in a functional state.

Boschrand Farm

The Boschrand farm site housing the Fortune 40 programme became operational in 2015. The farm is focussed on aquaponics as well as the production of vegetables and macadamia. Strategically located opposite the Mpumalanga Fresh Produce Market, the farm covers a land space of 12ha. Between 2017 and 2022, there were some developments at the farm site to ensure its preparedness for production. Amongst others, a borehole, an earth dam and an irrigation were put in place while a perimeter fence was erected around the farm. In addition, prefabricated structures for accommodation were delivered, Wendy Lane structures were provided and a facility for aquaponics, a fish processing and packaging structure as well as a septic tank were constructed. Furthermore, 2 x 10000 water tanks with befitting stands were installed, a back-up generator, a transformer and a bio-filtration system were also made available at the farm site.

Magogeni

The Magogeni farm site hosted 10 beneficiaries of the Fortune 40 programme though 4 of them dropped out of the programme. At this site, 10ha of land were cleared and fenced for the programme. Additionally, a borehole was drilled and equipped, a transformer for electricity was installed and fully functional park homes were delivered at the site. Notably as well, irrigation infrastructure for 2ha of land was put in place to aid farming activities at the site. Predominantly, cabbages and tomatoes were produced on the site.

Imbongozi

With 14 beneficiaries, the Imbongozi farm site was focused on the production of vegetables. As part of the effort to equip the site for farming purposes, a perimeter fence for 30ha of land was installed. In addition, a drip irrigation system was constructed. Since the farm site, in its early stages was without an irrigation system, dry land production commenced at the site with the cultivation of sweet potatoes, maize and butternut.

Barberton Nursery

The farm site at Barberton Nursery played host to 11 programme participants, of which 8 were female. The Fortune 40 programme was supposed to utilise 30 hectares of land at the site, majorly for nursing vegetables and macadamia. The programme participants were actively involved in the production of seedlings on the tunnels at the farm while simultaneously producing vegetables on

Plaston

Active production at the Plaston farm site, commenced in 208 though the farm was formally registered for business in 2015. With 5 beneficiaries, the site was focussed on the production of vegetables such as cabbages, butternut, spinach, chillies, green beans etc. The farm relied on canal water for irrigation purposes. From an infrastructure standpoint, A pump house and a pump, a steel tank, fencing, Wendy houses, an irrigation system and electricity was provided in a bid to make the site fully functional for farming purposes.

Barberton Environmental Centre

The Barberton Fortune 40 farm site was established in 2016 for the cultivation of vegetables and grains. The total farm size measures 20ha but 10ha are in productive use. Cabbage, Lettuce, Spinach, Beetroot and Onions have been produced in different quantities at the farm site. To enable this to happen, there had to be some investment in the farm to make it suitable for agricultural production. Notably, a pack house and the farm site had 13 beneficiaries. The farm was scheduled to start in 2015 but due to challenges associated with the fact that the cooperative linked to the farm exited the programme, another cooperative had to take over and so the programme started in earnest at the farm in 2018. Fencing, refurbishment of tunnels and water development provisions were made in order to put the site in a functional state.

Boschrand Farm

The Boschrand farm site housing the Fortune 40 programme became operational in 2015. The farm is focussed on aquaponics as well as the production of vegetables and macadamia. Strategically located opposite the Mpumalanga Fresh Produce Market, the farm covers a land space of 12ha. Between 2017 and 2022, there were some developments at the farm site to ensure its preparedness for production. Amongst others, a borehole, an earth dam and an irrigation were put in place while a perimeter fence was erected around the farm. In addition, prefabricated structures for accommodation were delivered, Wendy Lane structures were provided and a facility for aquaponics, a fish processing and packaging structure as well as a septic tank were constructed. Furthermore, 2 x 10000 water tanks with befitting stands were installed, a back-up generator, a transformer and a bio-filtration system were also made available at the farm site.

Magogeni

The Magogeni farm site hosted 10 beneficiaries of the Fortune 40 programme though 4 of them dropped out of the programme. At this site, 10ha of land were cleared and fenced for the programme. Additionally, a borehole was drilled and equipped, a transformer for electricity was installed and fully functional park homes were delivered at the site. Notably as well, irrigation infrastructure for 2ha of land was put in place to aid farming activities at the site. Predominantly, cabbages and tomatoes were produced on the site.

Imbongozi

With 14 beneficiaries, the Imbongozi farm site was focused on the production of vegetables. As part of the effort to equip the site for farming purposes, a perimeter fence for 30ha of land was installed. In addition, a drip irrigation system was constructed. Since the farm site, in its early stages was without an irrigation system, dry land production commenced at the site with the cultivation of sweet potatoes, maize and butternut.

Barberton Nursery

The farm site at Barberton Nursery played host to 11 programme participants, of which 8 were female. The Fortune 40 programme was supposed to utilise 30 hectares of land at the site, majorly for nursing vegetables and macadamia. The programme participants were actively involved in the production of seedlings on the tunnels at the farm while simultaneously producing vegetables on

2ha of open land. In terms of vegetables, chillies, cabbages, spinach and beetroot were produced on this farm site and sold to local markets in Barberton.

Plaston

Active production at the Plaston farm site, commenced in 208 though the farm was formally registered for business in 2015. With 5 beneficiaries, the site was focussed on the production of vegetables such as cabbages, butternut, spinach, chillies, green beans etc. The farm relied on canal water for irrigation purposes. From an infrastructure standpoint, A pump house and a pump, a steel tank, fencing, Wendy houses, an irrigation system and electricity was provided in a bid to make the site fully functional for farming purposes.

Barberton Environmental Centre

The Barberton Fortune 40 farm site was established in 2016 for the cultivation of vegetables and grains. The total farm size measures 20ha but 10ha are in productive use. Cabbage, Lettuce, Spinach, Beetroot and Onions have been produced in different quantities at the farm site. To enable this to happen, there had to be some investment in the farm to make it suitable for agricultural production. Notably, a pack house and cold room were built and a tractor was provided for use at the farm. Additionally, three boreholes were drilled while two Jojo tanks and a drip irrigation system were installed at the farm. Furthermore, an office, a storage facility and a reservoir were provided at the farm. Mindful of security needs, a razor fence perimeter fence was erected at the site.

5.2.3 Gert Sibande

The farm sites located in the Gert Sibande district are Lekkerloop, Mkhondo (Siyaphambili), Vlakplaats, Daggakraal piggery, Daggakraal vegetable project and Msukaligwa.

Lekkerloop Farm

This site is principally for livestock farming, though there was an intention to plant maize at the site. The maize planting intention was not realised and so there was an undivided focus on livestock farming, essentially cattle. Though the entire farm measures about 3000ha, 1000ha has been allocated to the Fortune 40 project with an expectation that 800ha would be used for purposes of grazing for the livestock while 200ha would be for the production of fodder. Infrastructure-wise, the animal handling facility was constructed. Additionally, there was also the renovation of the house and fencing as well as the provision of electricity, water and a centre pivot irrigation system. A high mast light was also installed.

Mkhondo (Siyaphambili) Farm

This site was earmarked for poultry farming, though there was an intention to plant maize at the site. Infrastructure-wise, resources were made available for the construction of two 25000 capacity broiler houses, drilling of a borehole, construction of a concrete palisade fence and electrification. Markedly, in 2018, approval was received to change the site's focus from broilers to layers, ostensibly because of challenges linked to the market availability of broilers. Though the necessary designs in line with the new thrust of the project site were completed, its implementation was plagued by issues of land ownership.

Vlakplaats Farm

This farm is part of a state-owned property under the custody of the department of public works. The farm is utilised for livestock (cattle) but it also accommodates a small vegetable garden. In terms of land size, the farm measures approximately 920ha. While 171ha is arable land, 744ha is for grazing purposes. Activities commenced at this farm site in 2016/17 with the construction of an animal handling facility, water provision and installation of park homes (accommodation).

Subsequently, there was also the construction of a 13.7 km boundary fence and a 17 km camp fence along with the necessary provisions for electricity connections.

Daggakraal Piggery

The Daggakraal piggery farm site is situated in a property owned by the Municipality. For the Fortune 40 programme, 10ha of land were provided to DARDLEA and half of it was used for the piggery. Ten beneficiaries participated in the programme and this comprised eight males and two females. As part of the preparations for the commencement of agricultural activities on the farm site, construction of the piggery unit, biosecurity and office block were undertaken.

Daggakraal Vegetable

The Daggakraal vegetable farm site for the Fortune 40 programme involved 2 projects. Each of the projects catered for 10 beneficiaries. DARDLEA helped to make the site ready for the incubation programme by fencing the site, constructing a piggery unit as well as 4 vegetable tunnels. In addition, at the site, there was also drilling and equipping of 2 boreholes and the provision of water tanks on befitting stands, among others. The site was expected to focus on vegetable production as well as piggery. Beneficiaries of the programme that participated in the vegetable project, commenced with actual production in 2020. Tomatoes and green pepper were planted in 2 tunnels while cabbage and spinach were expected to be grown on 2ha of open land.

Msukaligwa Farm

This site is under the custodianship of the Department of public works and is currently being utilised by DARDLEA as a research farm. At this site, 110ha of land was allocated for the Fortune 40 project. From an infrastructural perspective, a mesh fence was erected while three boreholes and four water tanks were provided. Notably, the initial focus of the site was supposed to be on cattle farming and vegetable production. On account of the allocated being too small, the decision was made to rather turn it into a piggery. Consequently, a 20-sow units piggery structure was constructed complete with a biosecurity building, a drainage system, water as well as electricity connections.

5.2.4 Nkangala

The farm sites located in the Nkangala district are Kwaggafontein, Letolo Poultry, Marapyane, Delmas Environmental and Elandsprut.

Kwaggafontein Farm

This farm site was involved with vegetable gardening and was established in the 2015/16 financial year. The farm occupies 110ha of arable land. Differently-sized portions of the land have been employed for the production of a variety of vegetables. A mix of cabbage, spinach and onion occupy 2ha of the land, butternut and maize were planted in 4ha of land each while 1ha of land was used for watermelons. Additionally, 50% of the 4 tunnels each measuring 10m x 30m, were utilised for growing tomatoes and the other half was used for green peppers. From an infrastructure 5 boreholes were drilled, 3 boreholes were tested and equipped, 13km of of boundary barbed wire fence and 450m of mesh wire fence as well as park homes were constructed. In addition, 45kw and 90kw tractors were provided and a 100kva generator alongside a solar system were installed.

Letolo Poultry Farm

This site, which is part of state-owned land measures about 2ha and was identified for the production of broilers. The poultry farming activities were expected to take place on approximately 2ha of land and the farm site is believed to have the potential to produce 160 000 chickens in a production cycle.

To enable the commencement of production activities, a 4 x 40 000 broiler structure was constructed. In addition to this, available infrastructure provided at the farm site include a 4 x 40 000 environmentally controlled broiler structure.

Marapyane Farm

This site was established in the 2015/16 financial year and was focussed on vegetable and small livestock production. With respect to vegetables, the farm sought to produce cabbage, spinach, lettuce, onions, tomatoes and green peppers. While farming activities were initially undertaken on 0.09ha of land, this was to increase later to 1.8ha of land. To put the farm site in a state of readiness for farming activities, 2 boreholes and vegetable tunnels were revitalised. Furthermore, hostels were renovated, provisions for electricity were made and the small livestock handling facility and 4 x 1000 poultry houses were refurbished.

Delmas Environmental Centre Farm

For the Fortune 40 project, the Delmas environmental centre was set aside for vegetable and poultry farming. Denoted as a special project, activities that formed part of the Fortune 40 commenced in the 2015/16 financial year. The land allocated for the vegetable production at this site measures about 5ha and 10% of this land space was utilised for chilli production. Following the donation of 28ha of land by the local municipality, approval was received to construct two environmentally-controlled poultry houses with a carrying capacity of 5000 per house. Alongside these, the farm also has 5 boreholes for reticulating the water to the current 5ha farm and also to serve the developing farm. A drip irrigation system and boundary fencing have also been put in place to make the farm conducive for agricultural production.

Elandspruit Farm

In total, this site is located on 331ha of land of which 75ha is arable and 256ha is meant for natural grazing. For the Fortune 40 programme, the site was utilised for both the first cohort and the second cohort of beneficiaries. Different sizes of land with the largest measuring approximately 3 hectares, were utilised for cultivating sugar beans, cabbages, green pepper and tomatoes. Cattle was also reared on the farm site. Programme related activities were officially launched on this site in September 2015 and a string of infrastructural developments have taken place in order to make the site fully functional. Two boreholes were drilled and equipped while two pump stations were completed. Additionally, the student hostels and the training centre were renovated. Electricity was provided and the construction of a 3000 cubic meters dam was completed.

5.3 PERFORMANCE - RELATED INFORMATION

From a monitoring and evaluation perspective, the performance of a programme, or lack thereof, is linked to the extent to which preset targets associated with results in the programme's ToC have been realised. The results that the current evaluation will focus on are those at the outputs and outcomes levels. This is because the outputs provide evidence that the catalogue of programme activities that may have been undertaken, produced the anticipated deliverables. Additionally, the outcomes demonstrate the extent to which desired changes in the situation of the targeted beneficiaries have been realised.

Undoubtedly, being a human capacity development intervention, the component of training offered to the participants is critical to all intended results as may have been outlined in the programme's ToC.

The training courses offered, in accordance with the design of the Fortune 40 programme, included those there were accredited and those that were not. As presented in table 5.2, there were 5 accredited courses and 14 nonaccredited courses that participants were exposed to in the programme.

Clearly, all training interventions except for two, were offered to cohort 1 and cohort 2 beneficiaries. The only training interventions that were offered to only participants in cohort 2 were agricultural equipment and repairs as well as nursery preparation

Table 5.2: Training Courses

	FARMING SKILLS AND BUSINESS SKILLS TRAINING COURSES	ACCREDITATION STATUS	NUMBER OF TRAINE YOUTH	NUMBER OF TRAINED YOUTH THAT RECEIVED CERTIFICATES	NUMBER OF TRAINED YOUTH	NUMBER OF TRAINED YOUTH THAT RECEIVED CERTIFICATES
			Cohort 1		**Cohort 2**	
1	Plant Production	Accredited (11 projects)	98	60	120	84
2	Animal Production	Accredited (2 projects)	8	6	22	17
3	Mixed Farming	Accredited (8 projects)	101	66	83	68
4	Poultry Production	Accredited (2 projects)	27	19	25	16
5	Agricultural Equipment and Repairs	Accredited (1 project)	0	0	17	16
1	Farm maintenance	Non accredited	234	151	267	185
2	Farm Management	Non accredited	234	151	267	185
3	Marketing	Non accredited	234	151	267	185
4	Bookkeeping	Non accredited	234	151	267	185
5	Human Resource Management	Non accredited	234	151	267	185
6	Water Management	Non accredited	234	151	267	185
7	Farm Implements	Non accredited	234	151	267	185
8	Team building	Non accredited	234	151	267	185
9	Nursery Preparation	Non accredited	-	-	15	11
10	Crop production	Non accredited	199	126	203	152
11	Tractor Driving	Non accredited	234	151	267	185
12	Use of Herbicides and Pesticides	Non accredited	199	126	203	152
13	Packaging and Despatch	Non accredited	199	126	203	152
14	Managing a Land Scape Area	Non accredited	199	126	203	152

The accredited courses included plant production, animal production, poultry production and mixed farming. Notably, participants were also trained in agricultural equipment and repairs, an accredited course that was however only offered to the second cohort of participants. Across the two cohorts of participants, the courses that were most attended were plant production and mixed farming. These two courses accounted for 85% and 76% of all training enrolments in the first and second cohorts of participants, respectively. This perhaps signals a deliberate inclination of the programme towards plant production and mixed farming in comparison to livestock farming.

Across the offered accredited courses, a proportion of 65% of those who attended trainings in cohort 1, received certificates. In cohort 2, those who received certificates accounted for 75% of all attendees. While the lowest level of success for certification for cohort 1 was associated with plant production (61%), for cohort 2, the lowest certification achievement of 64% was linked to poultry production. Conversely, the highest rates of achievement in terms of certification obtained for accredited courses were related to animal production (75%) for cohort 1 as well as agricultural equipment and repairs (94%) for cohort 2.

Noticeably, the levels of enrolment for the non-accredited courses were higher than those for the accredited courses. This may be because of the generic nature of the non-accredited courses which meant that they were relevant to any participant in the Fortune 40 programme. For the nonaccredited courses offered to participants in cohort 1, the realised certification rate was either 63% or 65%, resulting in a mean of 64%. The same basket of non-accredited courses, save for the inclusion of nursery preparation, were offered to the members of cohort 2. For this group, the certification rate was in the 69%-75% range while the mean was 71%. In essence, for both accredited and non-accredited courses, the cohort 2 performance, certification-wise was better than that of cohort 1.

Table 5.3 presents performance information for the farm sites (Allandale, Mashishing, Zoeknog, Thulamahashe, 10 farms and Motlomobe) located within Bohlabela district with respect to targets and what was actually attained by the Fortune 40 programme at the results levels of outcomes and outputs. Instructively, because the programme essentially starts afresh for each of the two cohorts that have participated, the baselines for the indicators chosen by DARDLEA for the measurement of different aspects of performance are zero. For the outcome of 'increased access to markets' for the six farm sites, the target of 1 which indicates that the farms were linked to existing agricultural markets in the locality was realised in each case and this translates into a 100% level of performance. This was regardless of whether the farm hosted only cohort 1 participants or only cohort 2 participants or indeed, both.

Part of the intention of the programme was to alleviate the scourge of unemployment by ensuring that employment opportunities are created. Consequently, for the outcome result of 'jobs created', across the farm sites in the district, for cohort 1, the target was to have 234 'jobs created' but in reality, 129 jobs were created by the programme. The same performance measurement in the context of cohort 2, shows that while the target was to have 156 'jobs created', 24 were actually created by the programme. These measurements show that with respect to the job creation intention of the programme, in the Bohlabela district, the performance rate with respect to the outcome of 'jobs created' was 86% for cohort 1 and 15% for cohort 2.

The third outcome was specifically concerned with the programme participants and the extent to which they had been capacitated with the right skills to transform into competent farmers. This outcome which was expressed as 'young farmers successfully incubated' was measured with the indicator: 'number of young farmers certified'. Based on this indicator, targets of 130 and 60 were set

for cohort 1 and cohort 2, respectively. In reality, for the programme, 86 participants from cohort 1 and 50 participants from cohort 2, received different types of certificates owing to the training courses offered, as a testament to the fact that they had been successfully incubated. On a performance scale, these signal a 66% achievement of the target for cohort 1 and an 83% achievement of the target for cohort 2.

For the outputs level, the programme was expected to deliver 'marketable vegetables' to show that the participants are able to generate agricultural products at a quality level that would appeal to the existing market and compete with the produce of other more established farmers that also sell within the district. The different farms generated selected agricultural products. At the Allandale farm site, the outputs were cabbages and tomatoes. For these two agricultural products, none of the production targets set for cohort 1 or cohort 2 were met and so exclusive reliance on this observation would mean that the farm site underperformed in relation to its outputs. The same situation of underperformance is evident at the Mashishing farm whose bouquet of agricultural products included cabbages, tomatoes, onions, lettuce and spinach. Except for the isolated case of the production of spinach in cohort 1, where the target was 0.5 tons and 500kg of spinach were actually produced, the farm site met none of its production targets.

The Zoeknog farm site was focused on producing cabbages, tomatoes and spinach, the Motlomobe site cultivated cabbages and tomatoes while the 10 farms site had cabbages, tomatoes, chillies, spinach, green pepper, and butternut. For these farms and the respective products, the quantity of produce generated by the farm consistently fell short of the targets that the programme set for itself at the outputs level. This reality therefore means that these farms, like their counterparts within the district, underperformed at the level of outputs.

Table 5.3: Results Report of Farm Sites in Bohlabela District

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
ALLANDALE								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	58	30		0	58	6
Young farmers successfully incubated	Number of young farmers certified	0	20	11		0	15	15
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	2.5 tons of cabbages 1.2 tons of tomatoes	900kg of cabbages 500kg tons of tomatoes		0 0	2.5 tons of cabbages 1.2 tons of tomatoes	400kg of cabbages 300kg of tomatoes
MASHISHING								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	48	15		0	48	5

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
OUTCOMES								
Young farmers successfully incubated	Number of young farmers certified	0	30	8		0	10	6
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	30 tons of cabbages 5 tons of tomatoes 1 tons of onions 1 tons of lettuce 0.5 tons of spinach	800kg of cabbages 1.2 tons of tomatoes 200kg of onions 100kg of lettuce 500kg of spinach		0	30 tons of cabbages 5 tons of tomatoes 1 tons of onions 1 tons of lettuce 0.5 tons of spinach	1 ton of cabbages 800kg of tomatoes 500kg of onions 200kg of lettuce 400kg of spinach
		ZOEKNOG						
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	60	29		0	20	8

Young farmers successfully incubated	Number of young farmers certified	0	20	17		0	15	12
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	5 tons of cabbages 3 tons of tomatoes 1 tons of spinach	1.8 tons of cabbages 1.3 tons of tomatoes 800kg of spinach			25 tons of cabbages 3 tons of tomatoes 1 tons of spinach	1.2 tons of cabbages 1 tons of tomatoes 650kg of spinach
THULAMAHASHE								

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		-	-	-
Jobs Created	Number of jobs created	0	0	5		-	-	-
Young farmers successfully incubated	Number of young farm-ers certified	0	20	17		-	-	-
OUTPUTS								
Functional tractors	Number of tractors repaired	0	100	80		-	-	-

10 FARMS								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		-	-	-
Jobs Created	Number of jobs created	0	38	20		-	-	-
Young farmers successfully incubated	Number of young farm-ers certified	0	20	17		-	-	-
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	30 tons of cabbages 40 tons of tomatoes	1.6 tons of cabbages 1.2 tons of tomatoes				
RESULTS AND ACTIVITIES	**INDICATORS**	**BASELINE MEASUREMENT**	**CUMULATIVE TARGET**	**FINAL ACHIEVEMENT**		**BASELINE MEASUREMENT**	**CUMULATIVE TARGET**	**FINAL ACHIEVEMENT**
		COHORT 1 (2015 – 2019)				**COHORT 2 (2020 – 2023)**		
		10 tons of Chillies 0.5 tons Spinach 1 ton Green beans 5 tons butternut	1tons of chillies 0.05 tons Spinach 0.04 ton Green beans 1.5 tons butternut					

MOTLOMOBE								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	30	30		0	30	5
Young farmers successfully incubated	Number of young farmers certified	0	20	16		0	20	17
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	5 tons of cabbages 3 tons of tomatoes	1.2 tons of cabbages 1.4 tons of toma-toes		0	5 tons of cabbages 3 tons of tomatoes	0.05 tons of cabbages 800 kg of tomatoes

In the Ehlanzeni district, there were seven farm sites which included Mara, Boschrand, Magogeni, Imbongozi, Barberton Nursery, Plaston and Barberton Environmental Centre. The performance related information based on the components of the programme's results for each of the farm sites is presented in Table 5.4. As is evident from the table, the outcome of 'increased access to market' measured by the 'number of farms linked to market' was realised by the Fortune 40 programme given that each farm was individually linked to market. In essence, the target of 1 that was set for the outcome was achieved at all the farm sites in the district in all cases where there were members of a cohort of programme participants.

The second outcome was concerned with unemployment and so the success of the programme was to some extent, tied to 'jobs created'. For cohort 1, while the least number of jobs created was associated with Mara, Imbongozi and Barberton nursery, the highest number of jobs was created at the Barberton Environmental centre farm site. For cohort 2, the Barberton Environmental centre farm site was again responsible for the highest number of jobs created while the Magogeni farm site created the least number of jobs.

As it pertains to the outcome of 'jobs created', the target of the programme for cohort 1, was 137 but it ended up creating 150 jobs which reflects a 109% level performance. For cohort 2, relative to a set target of 115 jobs created, the programme was able to create 65 jobs that translates to 57% level of performance. The most dismal performance as it pertains to jobs created was associated with cohort 2 at the Mara farm site where no job was created though a target of 20 was present.

In relation to the outcome of 'young farmers successfully incubated', for cohort 1, the lowest achievement rate of approximately 15% was linked to the Barberton Environmental centre farm site where three participants successfully completed the programme relative to the target of 20 that was set. In the same regard, the highest level of achievement realised was 85% and this was attained at Boschrand and Imbongozi. For cohort 2, the lowest rate of achievement of 25% was related to the Mara farm site while the highest performance rate of 90%, as it pertains to the successful incubation of young farmers was achieved at Boschrand. Overall, given that 73 out of 115 participants were deemed to have been successfully incubated in cohort 1, a 63% level of performance was achieved. For cohort 2, 31 out of 65 participants were successfully incubated and this marks a performance rate of approximately 48%.

Apart from the Imbongozi site that was focused on repairing tractors and the Mara farm site, that was also involved with broilers, all farm sites in the district were set up to produce vegetables of different types. The vegetables included spinach, lettuce, onions, cabbage and tomatoes among others. All the farm sites were consistent in producing fewer tons of vegetables in comparison to the targets set for each specific vegetable type cultivated at the farms. In essence, as it concerns the output of 'marketable vegetables', all the farm sites in the district under-performed.

For livestock farming that also took place at the Mara farm site (alongside vegetable farming), while 700 broilers were anticipated to be sold, the farm managed to sell 450 which marks a 64% level of performance. In the case of the Imbongozi site, relative to a target that projected that 100 tractors will be repaired in the course of the Fortune 40 programme, 80 tractors were actually repaired. This implies that an 80% level of performance was achieved with respect to the desired output of functional tractors sought by the programme.

Table 5.4: Results Report of Farm Sites in Ehlanzeni District

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
MARA								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	20	5		0	20	0
Young farmers successfully incubated	Number of young farmers certified	0	20	14		0	20	5
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	10 tons of cabbages 8 tons of tomatoes 1 tons of onions 500kg of lettuce 800kg of spinach	2.5 tons of cabbages 1.8 tons of tomatoes 600kg of onions 150kg of lettuce 250kg of spinach		0	10 tons of cabbages 8 tons of tomatoes 1 tons of onions 500kg of lettuce 800kg of spinach	1.2 tons of cabbages 1.4 tons of tomatoes 500kg of onions 100kg of lettuce 500kg of spinach

Marketable livestock	Number of broilers sold	0	700	450		0	700	300
BOSCHRAND								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
MARA								
OUTCOMES								
Jobs Created	Number of jobs created	0	30	25		0	30	21
Young farmers successfully incubated	Number of young farm-ers certified	0	20	17		0	10	9
OUTPUTS								

Marketable vegetables	Tons of vegetables sold	0	2 tons of cabbages 500kg of spinach 1-ton Green Pepper 1.5 tons Butternut	1.2 tons of cabbages 200kg of spin-ach 750kg Green Pepper 800kg Butternut		0	2 tons of cabbages 500kg of spinach 1 tons Green Pepper 1.5 tons Butternut	1.3 tons of cabbages 150kg of spin-ach 650kg Green Pepper 900kg Butternut
MAGOGENI								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	20	35		0	20	8

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
MARA								
OUTCOMES								
Jobs Created	Number of jobs created	0	30	25		0	30	21
Young farmers successfully incubated	Number of young farmers certified	0	20	17		0	10	9
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	2 tons of cabbages 500kg of spinach 1-ton Green Pepper 1.5 tons Butternut	1.2 tons of cabbages 200kg of spinach 750kg Green Pepper 800kg Butternut		0	2 tons of cabbages 500kg of spinach 1 tons Green Pepper 1.5 tons Butternut	1.3 tons of cabbages 150kg of spinach 650kg Green Pepper 900kg Butternut

MAGOGENI								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	20	35		0	20	8
Young farmers successfully incubated	Number of young farmers certified	0	10	6		0	10	6
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	5 tons of cabbages 8 tons of tomatoes 800kg of spinach 2 tons butternut 2 tons chillies	1.2 tons of cabbages 900kg of tomatoes 150kg of spinach 1.3 tons butternut 900kg of chillies		0	5 tons of cabbages 8 tons of tomatoes 800kg of spinach 2 tons Butternut 2 tons chillies	3 tons of cabbages 2.5 tons of tomatoes 500kg of spinach 1.2 tons butternut 900kg of chillies

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
IMBONGOZI								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		-	-	-
Jobs Created	Number of jobs created	0	0	5		-	-	-
Young farmers successfully incubated	Number of young farmers certified	0	20	17		-	-	-
OUTPUTS								
Functional tractors	Number of tractors repaired	0	100	80		-	-	-
BARBERTON NURSERY								
OUTCOMES								
Increased access to mar-ket	Number of F40 farms linked to market	0	1	1		-	-	-

Jobs Created	Number of jobs created	0	22	5		-	-	-
Young farmers successfully incubated	Number of young farmers certified	0	15	11		-	-	-
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	2.5 tons of cabbages 1.5 tons of tomatoes	800kg of cabbages 800kg of tomatoes		-	-	-

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
PLASTON								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	15	18		0	15	11
Young farmers successfully incubated	Number of young farmers certified	0	10	5		0	10	5

Marketable vegetables	Tons of vegetables sold	0	2 tons of cabbages 1.5 tons of tomatoes 900kg of onions 500kg of lettuce 500kg of spinach	1.5 tons of cabbages 750kg of tomatoes 450kg of onions 150kg of lettuce 350kg of spinach		0	2 tons of cabbages 1.5 tons of tomatoes 900kg of onions 500kg of Lettice 500kg of spinach	1.2 tons of cabbages 800kg of tomatoes 300kg of onions 2.5kg of Lettice 200kg of spinach
BARBERTON ENVIRONMENTAL CENTRE								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	30	57		0	30	25

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
MARA								
OUTCOMES								
Young farmers successfully incubated	Number of young farmers certified	0	20	3		0	15	6
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	5 tons of cabbages 5 tons of tomatoes 3 tons of onions 1tons of lettuce 2tons of spinach 2 tons of beetroot	4 tons of cabbages 3 tons of tomatoes 1.2 tons of onions 800kg of lettuce 850kg of spinach 1 ton of beetroot		0	10 tons of cabbages 10 tons of tomatoes 4 tons of onions 1 tons of lettuce 1 tons of spinach	7.5 tons of cabbages 1.8 tons of tomatoes 1 tons of onions 800kg of lettuce 780kg of spinach

Six farm sites were utilised for the programme in Gert Sibande district. Specifically, these farm sites were Daggakraal piggery, Daggakraal vegetable project, Lekkerloop, Msukaligwa, Mkhondo and Vlakplaats.
Only cohort 1 of the programme took place in both Daggakraal farm sites as well as at the Msukaligwa farm site. Programme performance information with respect to the outcome of 'increased access to market' shows that each site was linked to a market. So, performance in this regard is at 100% at all the farm sites, regardless of the cohort of participants.

For the second outcome, framed as 'jobs created' , overachievements were recorded for cohort 1 at the Daggakraal piggery and at Vlakplaats. The level of performance with respect to this outcome at both sites were 150% and 110%, respectively. For all other farm sites, regardless of the cohort of the programme, under-performance was realised.

While the lowest achievement rate of 24% for cohort 1, was achieved at the Daggakraal vegetable project, the lowest achievement rate with respect to cohort 2, in terms of jobs created was 25% and this was linked to the Mkhondo farm site. At a district level, the programme recorded a performance rate of 87% in relation to the creation of jobs while cohort 1 was being trained. For cohort 2, a drastic drop in the performance rate was witnessed as only a 35% performance rate was achieved.

For the outcome of 'young farmers successfully incubated' that was measured by the number of young farmers certified, performance of the farms within the district in the context of cohort 1 was between 60% and 85%. Similarly, the performance range for the farms that hosted cohort 2 participants was in the 73% to 80% range. At the district level, average performance rates of 73% and 78% were achieved for cohort 1 and cohort 2 respectively, as it concerns the successful incubation of the young farmers.

In consideration of the expected outputs, either livestock or vegetables such as cabbages, tomatoes, green peppers, onions, lettuce and spinach were produced. In the case of Lekkerloop though, the farm produced vegetables and livestock. As it pertains to the production of livestock at Lekkerloop, the programme exceeded the set targets for cohort 1 and cohort 2. The realised performance on this score for cohort 1 was 196% and that for cohort 2 was 152%. This marks an over-achievement by the farms. Contrastingly, the achievement levels were quite low with respect to pigs or piglets sold as testament that marketable livestock had been produced at the Daggakraal piggery. With a target set at 960 for each case of pigs and piglets, the achievements were 20% for pigs and 11% for piglets.

From a vegetable production perspective, except for the Daggakraal vegetable project where all the targets set for various cultivated vegetables were fully met, a tale of underperformance was characteristic of the other Fortune 40 farms in the district that were involved in vegetable production.

The performance related information for the farms in the Gert Sibande district are presented in table 5.5. The information has been framed according to the results of outputs and outcomes as outlined in the results chain for the programme

Table 5.5: Results Report of Farm Sites in Gert Sibande District

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
DAGGAKRAAL PIGGERY								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		-	-	-
Jobs Created	Number of jobs created	0	40	60		-	-	-
Young farmers successfully incubated	Number of young farmers certified	0	10	6		-	-	-
OUTPUTS								
Marketable livestock	Number of pigs sold Number of piglets produced	0 0	960 960	194 108		-	-	-
DAGGAKRAAL VEG PROJECT								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		-	-	-
Jobs Created	Number of jobs created	0	29	7		-	-	-

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
MARA								
OUTCOMES								
Young farmers successfully incubated	Number of young farmers certified	0	10	6		-	-	-
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	1.5 tons of cabbages 1.35 tons of tomatoes 0.9 tons Green Pepper 0.3 tons of Spinach	1.5 tons of cabbages 1.35 tons of tomatoes 0.9 tons Green Pepper 0.3 tons of Spinach		-	-	-
LEKKERLOOP								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	52	18		0	22	11
Young farmers successfully incubated	Number of young farmers certified	0	10	8		0	15	12

OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	60 tonnes of Maize	26 tonnes of maize		0	60 tonnes of Maize	39 tonnes of Maize
Marketable livestock	Number of livestock produced	0	25	49		0	25	38
MSUKALIGWA								

RESULTS AND ACTIVITIES	**INDICATORS**	**BASELINE MEASUREMENT**	**CUMULATIVE TARGET**	**FINAL ACHIEVEMENT**		**BASELINE MEASUREMENT**	**CUMULATIVE TARGET**	**FINAL ACHIEVEMENT**
		COHORT 1 (2015 – 2019)				**COHORT 2 (2020 – 2023)**		
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		-	-	-
Jobs Created	Number of jobs created	0	0	5		-	-	-
Young farmers successfully incubated	Number of young farmers certified	0	20	17		-	-	-
OUTPUTS								
Functional tractors	Number of tractors repaired	0	100	80		-	-	-

MKHONDO								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	50	47		0	20	5
Young farmers successfully incubated	Number of young farmers certified	0	10	6		0	15	11
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	225 tons of cabbages 138 tons of tomatoes	180 tons of cabbages 120 tons of tomatoes		0	225 tons of cabbages 138 tons of tomatoes	90 tons of cabbages 40 tons of tomatoes

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
			45 tons of onions 30 tons of lettuce 25 tons of spinach	41 tons of onions 28 tons of lettuce 23 tons of spinach				

VLAKPLAATS								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	50	55		0	20	6
Young farmers successfully incubated	Number of young farmers certified	0	15	12		0	10	8
OUTCOMES								
Marketable livestock	Number of livestock produced	0	25	63		0	25	49

Five farm sites were utilised for the Fortune 40 programme in Nkangala district. Besides the Kamelrivier farm site that hosted only cohort 1 participants, the other farms were active for both cohorts. The performance-related information for each of these farms, based on anticipated results at the outputs and outcomes levels as outlined in the programme ToC are presented in Table 5.6.

For the outcome of 'increased access to market', the performance information contained in the table shows that each of the farms were connected to a market through the Fortune 40 programme. This is indicative of a 100% performance achievement in this regard. For the outcomes of 'jobs created' different performance levels were achieved across the farm sites. For instance, while the Elandsprut farm site was, by far, the best performing farm for cohort 1, in terms of jobs created, this position was ceded to the Kwaggafontein farm for the cohort 2 of the programme. The performance of the Elandsprut farm site is notable because as opposed to a target of 40, 80 jobs were created at the farm site which signals an overperformance of remarkable proportions.

Conversely, the worst performing farm site in the district with respect to jobs created during the cohort 1 era, was Kamelrivier where no job, whatsoever, was created though a target of 20 was set for the farm site. For cohort 2, the worst performing farm site was the Elandsprut farm. Overall, in cohort 1, though a target of 92 was set, the farms in the district collectively created 72 jobs and this is approximately 22% less than the expected level of performance. For cohort 2, the target was to create 60 jobs but the programme could only create 27. This translates to underperformance given that the performance achievement level is 45%.

As it pertains to the outcome of having 'young farmers successfully incubated' stemming from the programme, a measure of this outcome was achieved in each of the farms. For cohort 1, the Marapyane, Kaggafontein, Kamelrivier, Kranspoort and Elandspruit farm sites realised 70%, 60%, 53%, 80% and 60% performance rates, respectively. For the three farm sites of Marapyane, Kaggafontein and Elandspruit that were also involved with cohort 2 participants, the achieved performance levels with respect to the outcome of 'young farmers successfully incubated' were 50%, 60% and 80%, respectively. The import of these levels of performance is that none of the farm sites, for cohorts 1 and 2, achieved the targets set by the Fortune 40
programme for the result of successful incubation of young farmers.

With all the farms in the district pooled, the targets for this outcome measured by the indicator of 'number of young farmers certified' were 75 for cohort 1 and 30 for cohort 2. The farms were able to have 49 participants certified in cohort 1 and 19 participants certified in cohort 2. These imply that the farms realised a 65% and 63% performance levels for cohort 1 and cohort 2, respectively.

At the outputs level, performance-related information supplied by DARDLEA signalled that there was an intention for livestock to be produced at Marapyane, Kranspoort and Elandspruit as targets were set for the output of 'marketable livestock'. However, no livestock was sold by any of these three farm sites which is reflective of underperformance.

For the second output of 'marketable vegetables' which included onions, cabbage, spinach, cucumber and butternut among others, sales of farm produce were realised. Juxtaposed against set targets, however, the achievement level of each farm determined on the basis of 'tons of vegetables sold' were lower than expected. Consequently, on the basis of these results, underperformance of the five farm sites in Nkangala district was consistently evident at the outputs level of the programme's ToC.

Table 5.6: Results Report of Farm Sites in Nkangala District

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
MARAPYANE								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	40	60		0	20	9
Young farmers successfully incubated	Number of young farmers certified	0	10	6		0	10	5
OUTPUTS								
Marketable livestock	Number of livestock sold	0	20	0		-	-	-
Marketable vegetables	Tons of vegetables sold	0	2 tons of cabbages 2.5 tons of tomatoes 500 kg of onions 500kg of lettuce 500kg of spinach	0.5 tons of cabbages 250 kg of tomatoes 75 kg of onions 25 kg of lettuce 200 kg of spinach		0 0	2 tons of cabbages 2.5 tons of tomatoes 500kg of lettuce 500kg of spinach	0.25 tons of cabbages 0.25 tons tomatoes 150 kg of lettuce 90 kg of spinach

KAGGAFONTEIN								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
MARAPYANE								
OUTCOMES								
Jobs Created	Number of jobs created	0	20	17		0	1	1
Young farmers successfully incubated	Number of young farmers certified	0	10	6		0	20	9
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	5 tons of tomatoes 2 tons maize 2 tons butter-nut	2.9 tons of tomatoes 1-ton maize 1-ton butternut			5 tons of cabbages 1 tons of tomatoes 1 tons of spinach 1-ton Green pepper	650kg of cabbages 525kg of tomatoes 52kg of spinach 575kg Green pepper

KAMELRIVIER								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1				
Jobs Created	Number of jobs created	0	20	0				
Young farmers successfully incubated	Number of young farmers certified	0	15	8				
OUTPUTS								
Marketable vegetables	Tons of vegetables sold	0	500 kg Spinach	30 kg Spinach				

KRANSPOORT								
RESULTS AND ACTIVITIES	**INDICATORS**	**BASELINE MEASUREMENT**	**CUMULATIVE TARGET**	**FINAL ACHIEVEMENT**		**BASELINE MEASUREMENT**	**CUMULATIVE TARGET**	**FINAL ACHIEVEMENT**
		COHORT 1 (2015 – 2019)				**COHORT 2 (2020 – 2023)**		
MARA								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		-	-	-
Jobs Created	Number of jobs created	0	12	8		-	-	-

Young farmers successfully incubated	Number of young farmers certified	0	20	16		-	-	-
OUTPUTS								
Marketable livestock	Number of livestock sold	0	25	0				
Marketable vegetables	Tons of vegetables sold	0	1 ton of tomatoes 200 kg spinach 500kg cayenne pepper 500kg cucumber	175kg of tomatoes 50 kg spinach 75kg cayenne pepper 125kg cucumber		-	-	-
ELANDSPRUIT								
OUTCOMES								
Increased access to market	Number of F40 farms linked to market	0	1	1		0	1	1
Jobs Created	Number of jobs created	0	20	40		0	20	8
Young farmers successfully incubated	Number of young farmers certified	0	20	12		0	10	8
OUTPUTS								
Marketable livestock	Number of livestock sold	0	20	0		0	20	0

RESULTS AND ACTIVITIES	INDICATORS	BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT		BASELINE MEASUREMENT	CUMULATIVE TARGET	FINAL ACHIEVEMENT
		COHORT 1 (2015 – 2019)				COHORT 2 (2020 – 2023)		
OUTCOMES								
Marketable vegetables	Tons of vegetables sold	0	3 tons of cabbages 2.7 tons of tomatoes 1.5 tons of onions 500 kg of lettuce 500kg of spinach Chillies 5.4 tons Green Pepper 1.08 tons Beetroot 1.08 tons Butternut	800kg of cabbages 1.8 tons of tomatoes 750 kg of onions 120 kg of lettuce 350kg of spinach 230kg Chillies 3.8 tones Green Pepper 825kg Beetroot 200 butternut		0	3 tons of cabbages 500 kg of lettuce 500kg of spinach 5.4 tons Green Pepper	800kg of cabbages 80 kg of lettuce 350kg of spinach 1.3 tons Green Pepper

PRESENTATION OF SURVEY RESULTS

As part of the evaluation, a survey was conducted using an instrument that met the expectations of the OTP and the DARDLEA whose representatives were part of the evaluation project steering committee. A total of 124 responses were received for the survey. One respondent elected not to participate in the survey and so the effective cohort of those that responded comprised 123 persons. As shown in Figure 5.1, in the group of effective respondents, there were 71 females (57.72%), 50 males (40.65%) and 2 people (1.63%) that preferred not to disclose their genders.

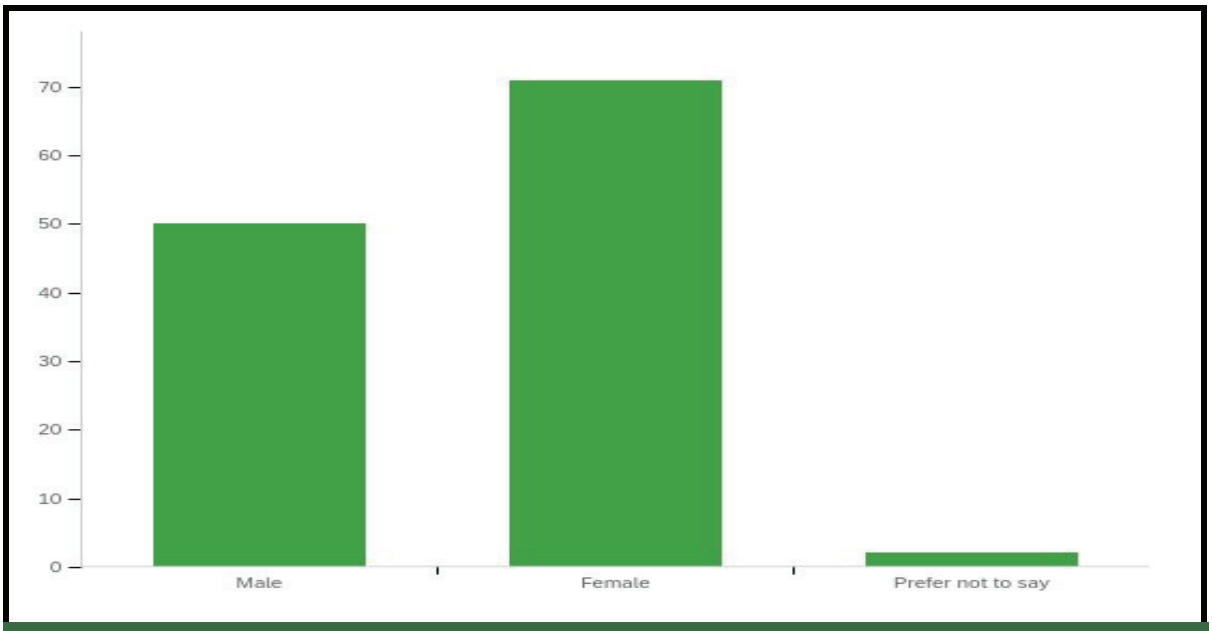

Figure 5.1: Gender of Respondents

As it concerns, the age distribution of the respondents the modal age group comprised those that were 31-35 years old as this group made up 39.02% (48) of the respondent pool. While those aged between 25 and 30 years made up 28.46% (35) of the respondents, persons in the 36-50 year bracket accounted for 22.76% (28) of the respondent pool. Furthermore, the other three age categories accounted for significantly lower levels of representatives in the respondent group.

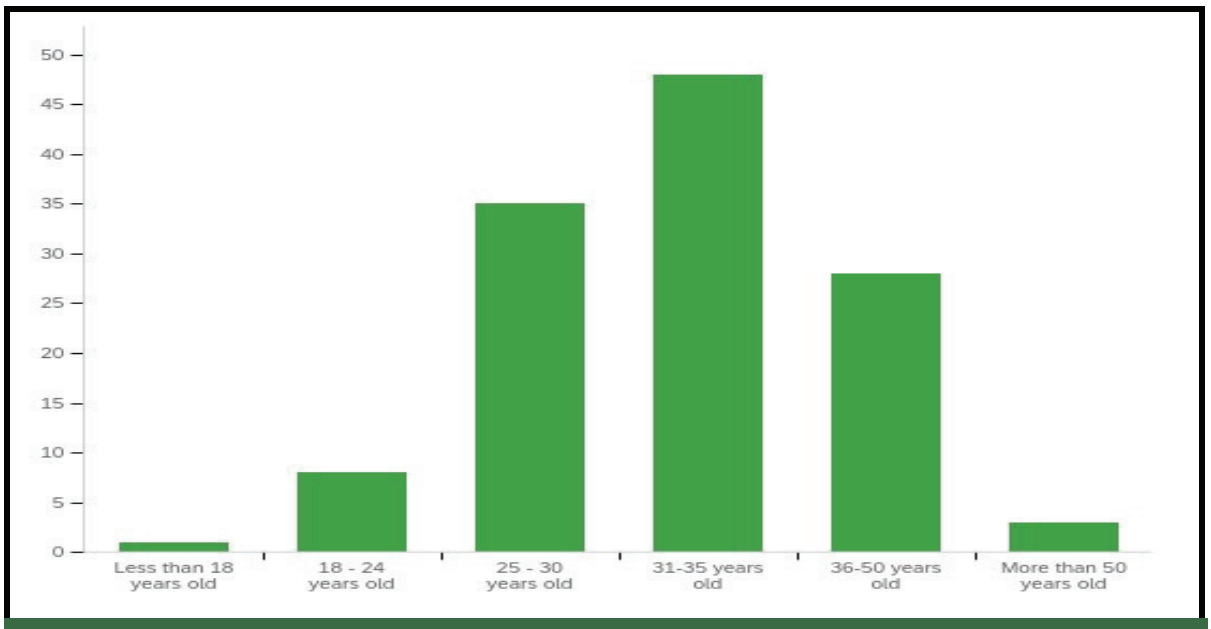

Figure 5.2: Respondents' age categories

Figure 5.3 shows that most of those who responded to the questionnaire were beneficiaries. More specifically, there were 103 beneficiaries, 14 employees of DARDLEA and 6 service providers that responded to the survey. These numbers translate to 83.74%, 11.38% and 4.88% respectively.

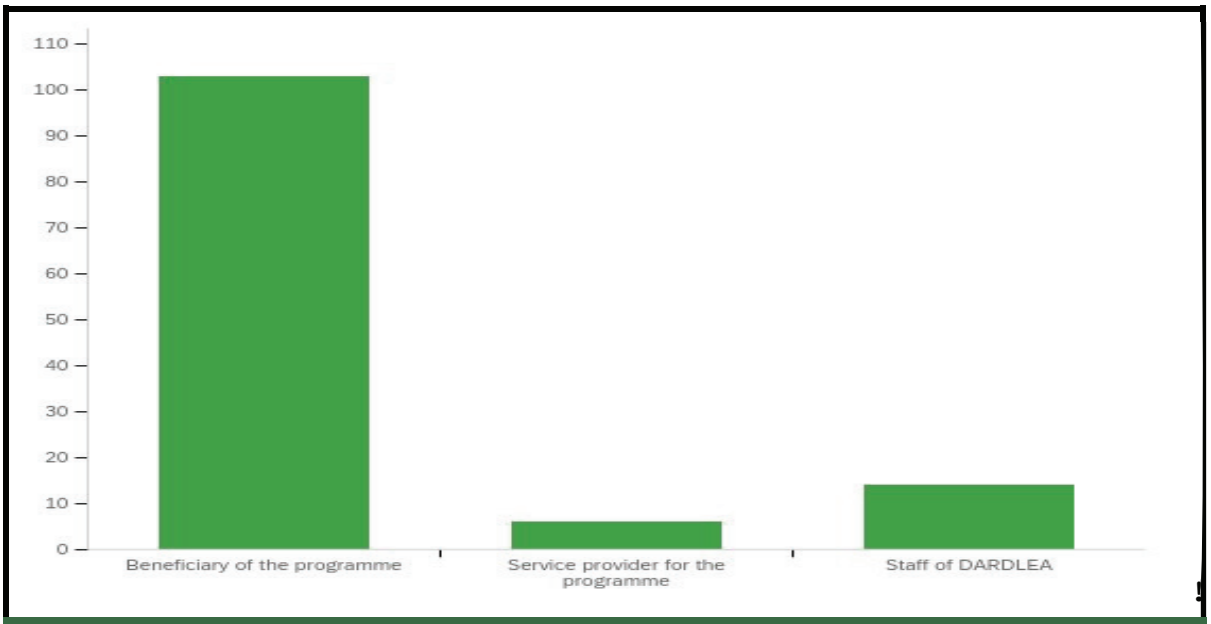

Figure 5.3: Respondents' relationship with the Fortune 40 programme

The fact that there is a large representation of beneficiaries augurs well for the evaluation as the views of this critical group of stakeholders will dominate the stakeholders' perception of the Fortune 40 programme. Respondents were distributed across the four districts of Ehlanzeni, Gert Sibande, Bohlabela and Nkangala where the farms utilised in the programme were located, as shown in Figure 5.4. The least amount (20.69%) of respondents to the survey, participated in sites located in Bohlabela district. The largest cohort (29.31%) of respondents represented the Gert Sibande district, 24.14% were drawn from Ehlanzeni district while 23.28% participated in the Nkangala district.

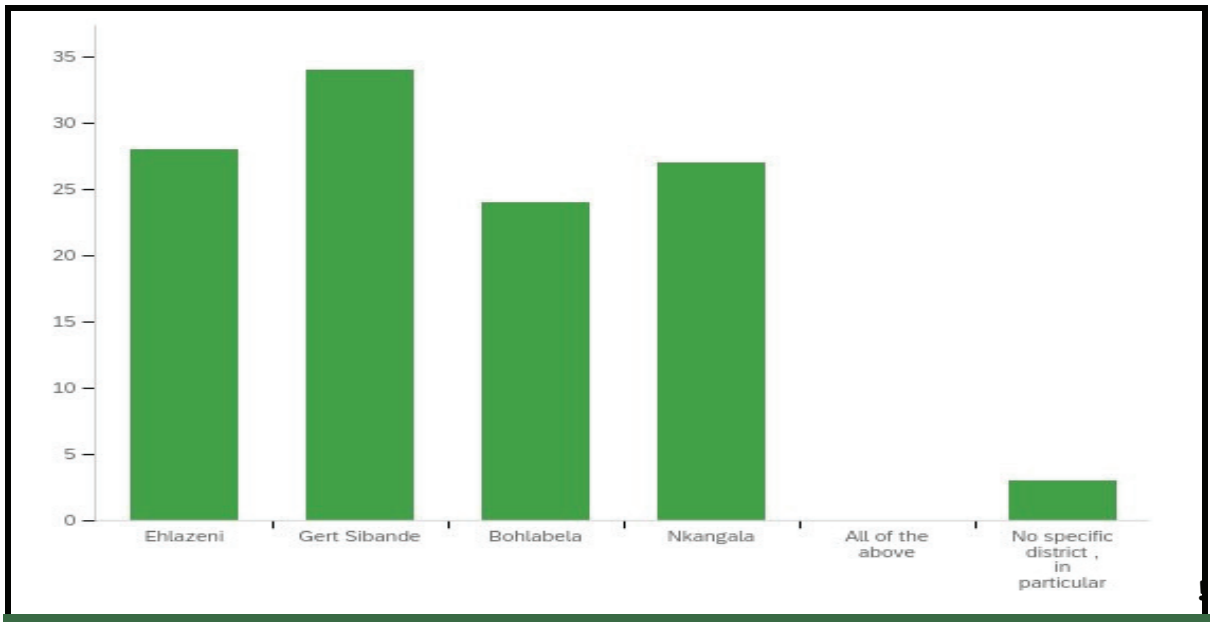

Figure 5.4: District where respondents participated in the Fortune 40 Programme

The distributions across specific farm sites in each of the four districts are shown in Figures 5.4.1 – 5.4.4. In Ehlanzeni with 29 respondents, most of the respondents took part in the Fortune 40 programme at Mara (31.03%) while there was no respondent from Imbongozi. In Gert Sibande district that had 34 respondents, the largest respondent populations were associated with the Msululigwa (17.65%) and Vlakplaats (17.65%) farms. Conversely, the farm site that was least represented in the district was the Daggakraal vegetable project (2.94%).

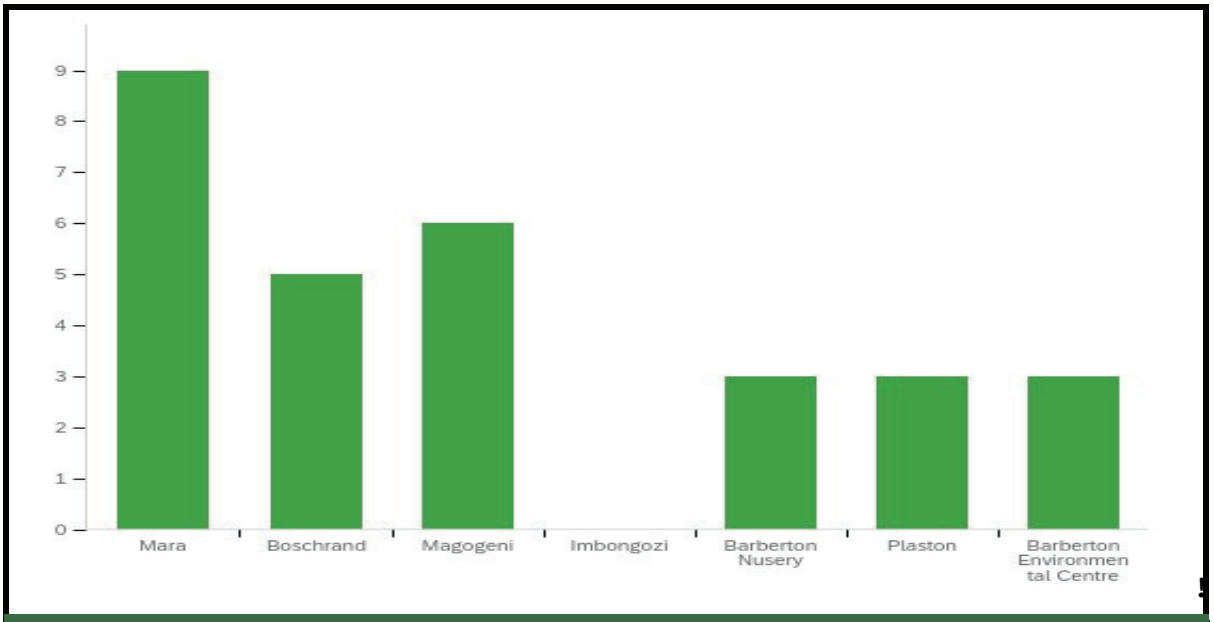

Figure 5.4.1: Farm sites in Ehlanzeni where respondents participated in the Fortune 40 Programme

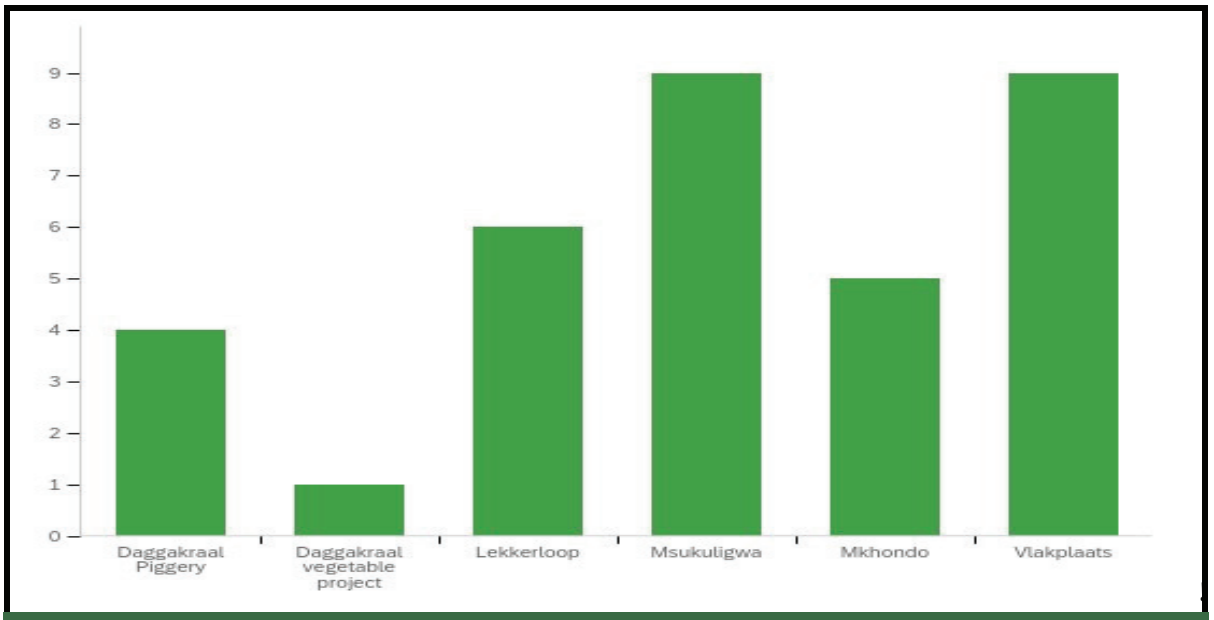

Figure 5.4.2: Farm sites in Gert Sibande where respondents participated in the Fortune 40 Programme

Concerning the Bohlabela district, 29 respondents participated in the survey. The Zoeknog farm site had 7 (24.14%) respondents that partook in the survey and this for the district was the largest cohort. The fewest number of respondents came from Mashishing and this made up 10.34% of the respondents from the district.

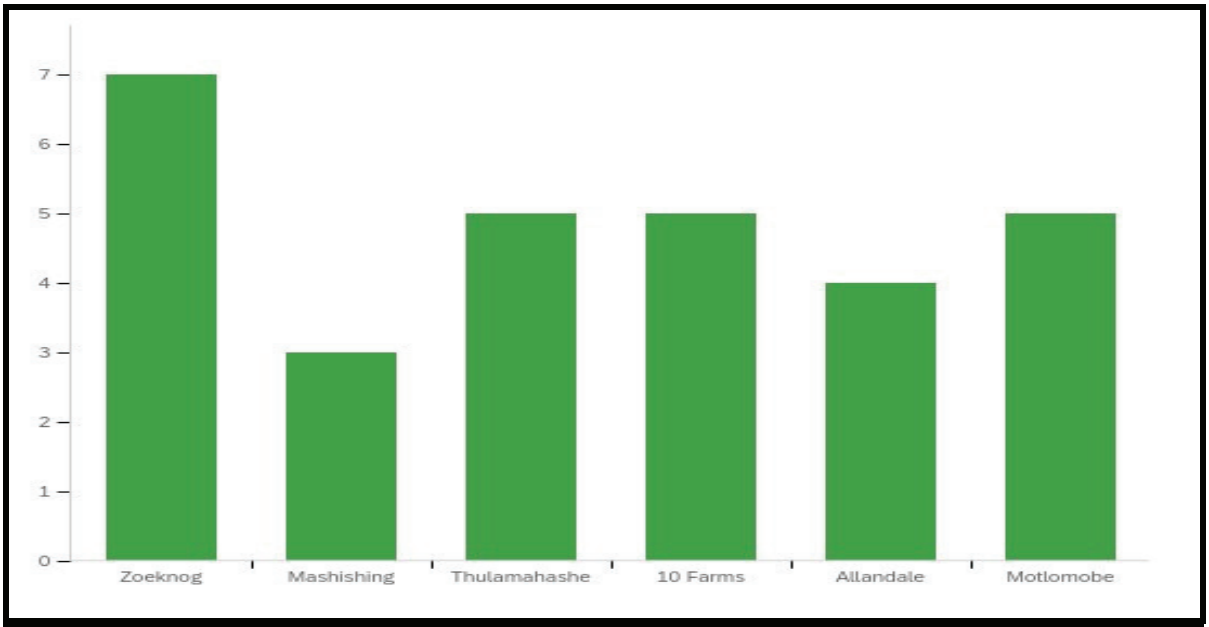

Figure 5.4.3: Farm sites in Bohlabela where respondents participated in the Fortune 40 Programme

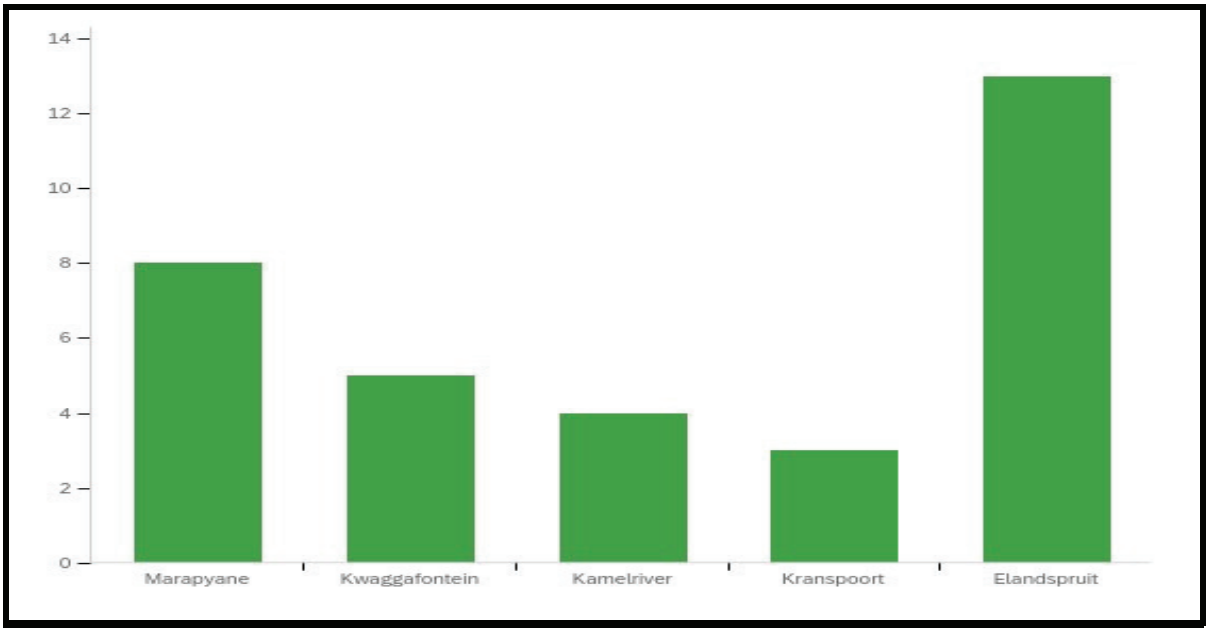

Figure 5.4.4: Farm sites in Nkangala where respondents participated in the Fortune 40 Programme

Among the beneficiaries that partook in the survey, an overwhelming 80.61% (79) indicated that they were unemployed at the time they were selected to be part of the Fortune 40 programme while 19.39% (19) volunteered that they were not unemployed. This result which is depicted in Figure 5.5 is corroborated by what the survey data revealed when the responding beneficiaries were asked if they were generating any income before the programme commenced. While 77.5% (76) claimed that they were not generating any income before the programme, 17.35% (17) opined that they were generating some form of income before the Fortune 40 programme.

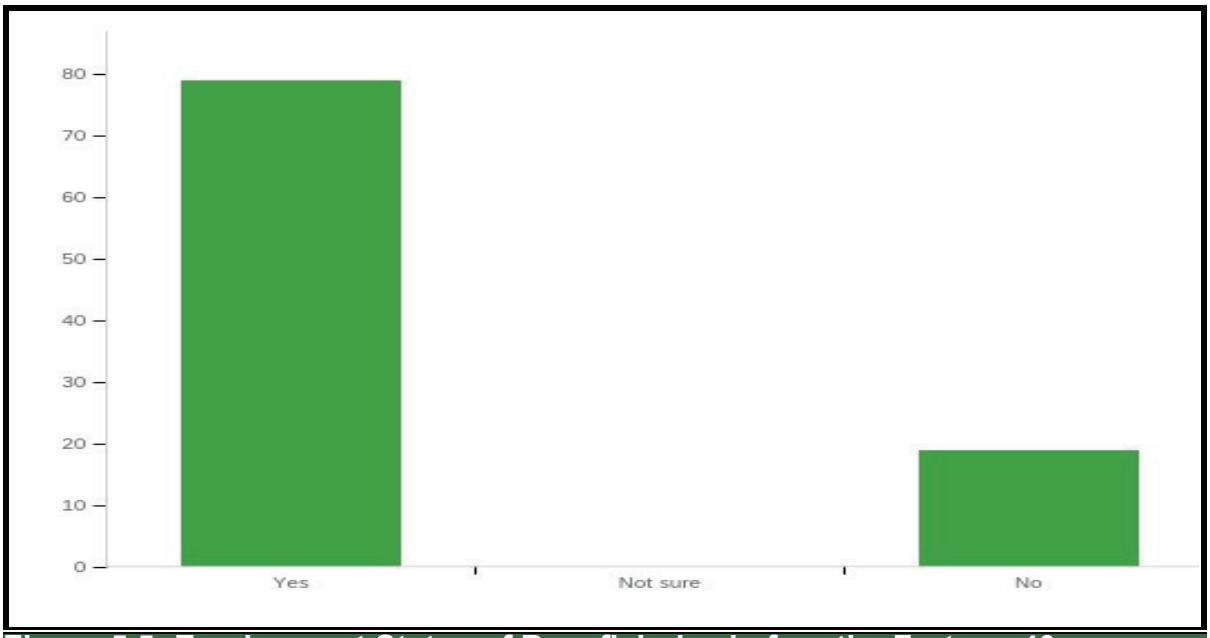

Figure 5.5: Employment Status of Beneficiaries before the Fortune 40 Programme

As it relates to the characteristic of having an interest in farming, prior to the Fortune 40 programme, 91.84% (90) of the beneficiaries who responded indicated that they were interested in farming. As shown in Figure 5.6, contrarily, 7.14% (7) of the respondents claimed that they had no interest in farming before being selected for the Fortune 40 programme. In the respondent pool, for this specific survey item, one respondent unsure about having had an interest in farming before the programme commenced.

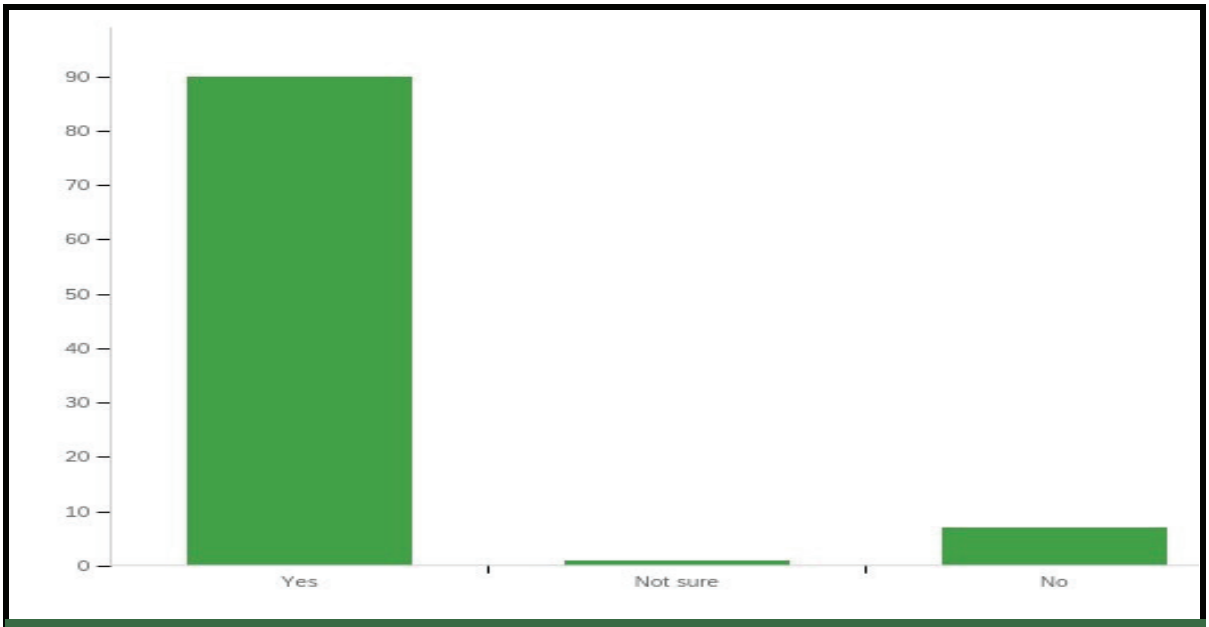

Figure 5.6: Interest in Farming

The beneficiaries that participated in the survey were asked to indicate when they were part of the 1st intake (2015) or the 2nd intake (2020) of the programme. Responses received as presented in Figure 5.7 showed that most respondents were from the 2nd intake that took place in 2020. Representation-wise, 30.61% and 69.39% of the respondents came from the 1st intake and the 2nd intake of trainees, respectively.

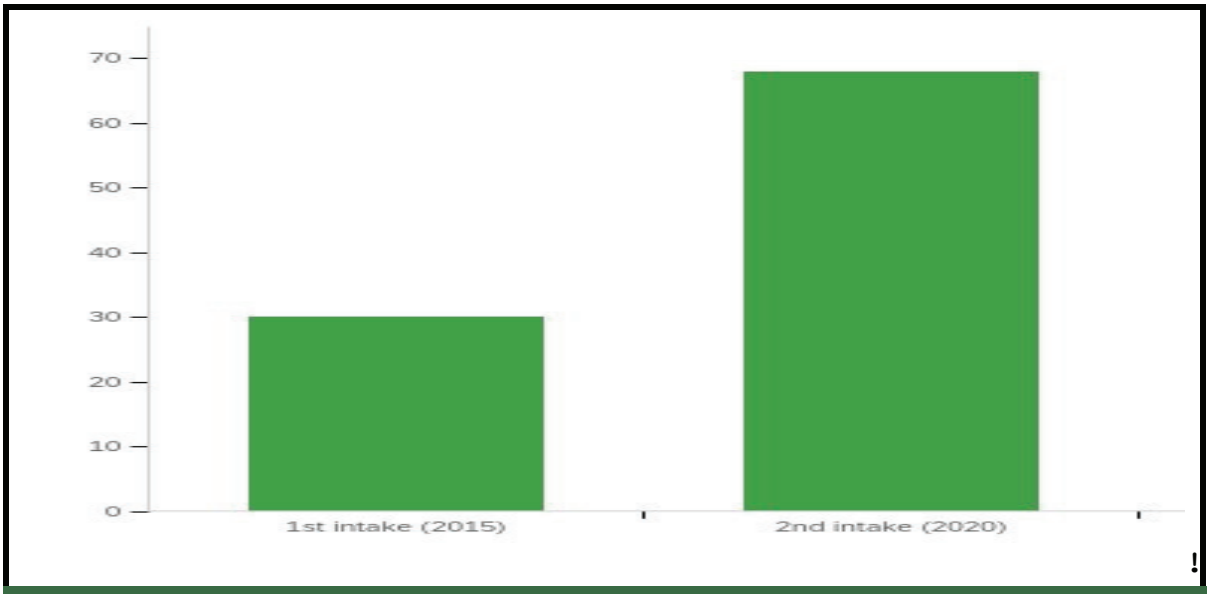

Figure 5.7: Point of enrolment in the Fortune 40 programme

A natural expectation of the enrolment of trainees in the programme would be that by participating, they would develop some skills. In accordance with the thinking that underpinned the programme as expressed in its conceptual framework, beneficiaries were expected to farming skills and business skills training.

The survey therefore sought to determine if the beneficiaries felt that they had, through the programme, acquired these skills. As presented in Figures 5.8.1 and 5.8.2, majority of the respondents confirmed that they had acquired farming and business skills. Indeed, while 86.73% affirmed that they had acquired farming skills, 72.45% of the respondents that were beneficiaries of the programme claimed that they had acquired business skills.

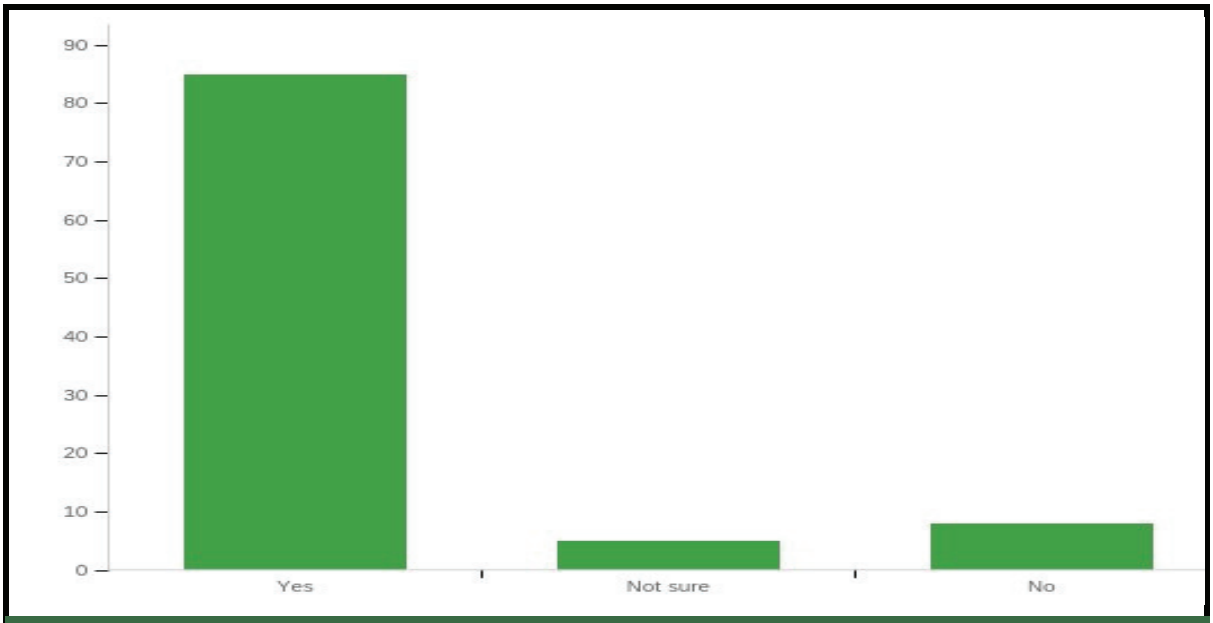

Figure 5.8.1: Opinion related to the acquisition of farming skills

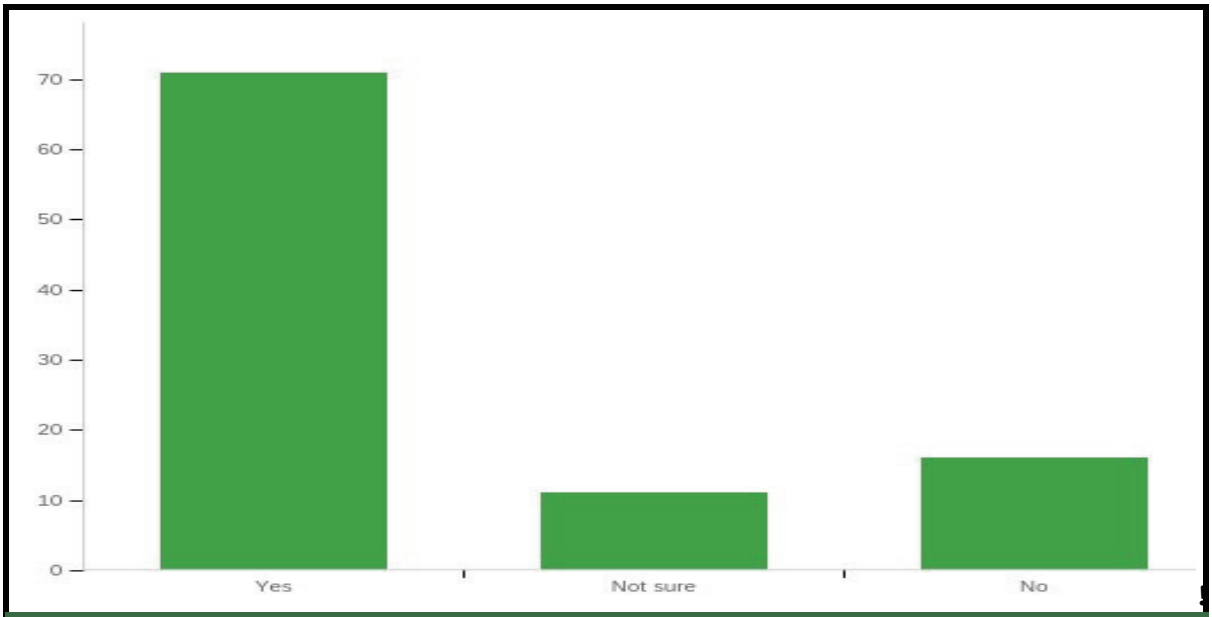

Figure 5.8.2: Opinion related to the acquisition of business skills

When invited to specify the exact farming skills or business skills acquired through the programme, opinions were varied. A summary of the farming skills which the beneficiaries indicate that they had acquired during the programme is presented in Figure 5.9.1. As is shown in the figure, the farming skills acquired mostly related to several things that are typically done in a regular farm.

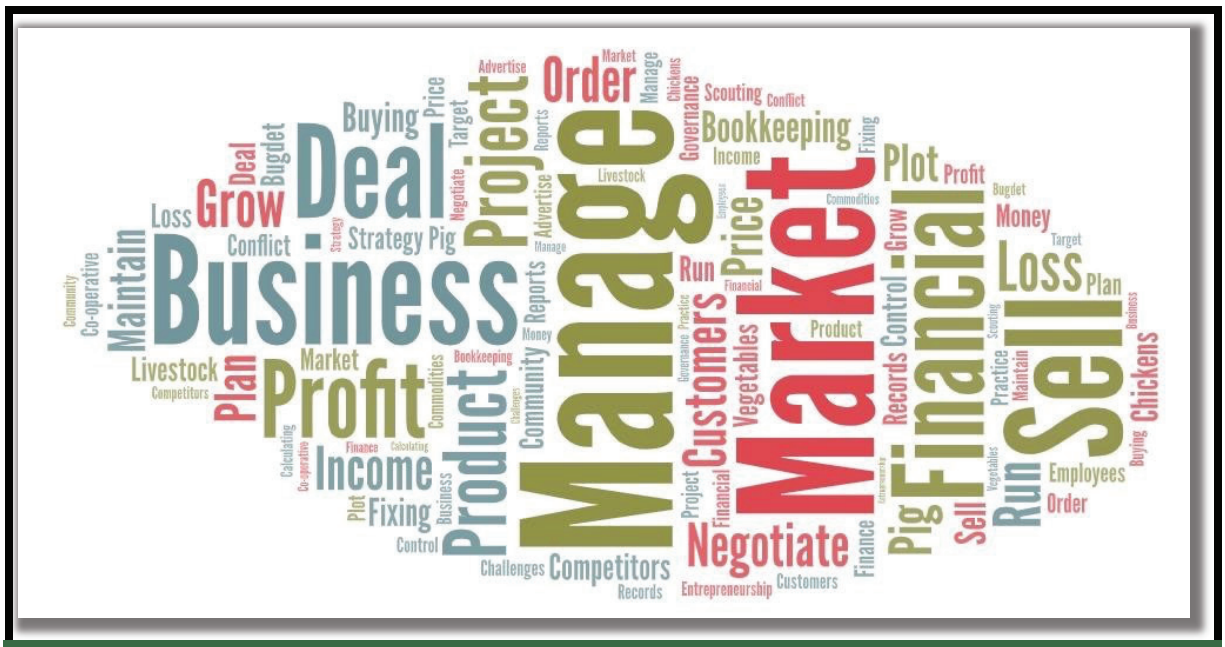

Figure 5.9.1: Synopsis of farming skills acquired

However, skills associated plants, crops and generating products from a farm were also prominent. Furthermore, in the mix of farming skills acquired by delegates were also those associated with sowing, fertilising, irrigation, harvesting, rotation, birth control, pest control, the handling of piggery, cattle, poultry and vegetables among others. Thoughts garnered through the survey with respect to specific business skills acquired by beneficiaries are presented in Figure 5.8.2.

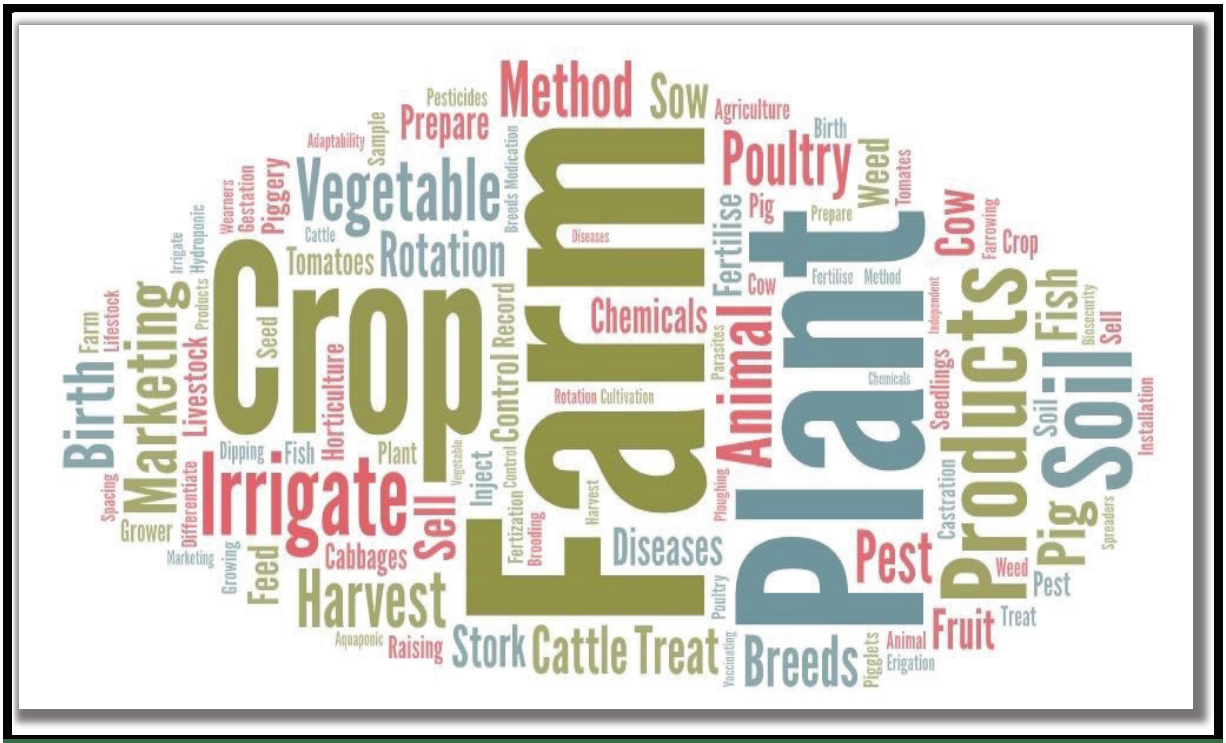

Figure 5.9.2: Synopsis of business skills acquired

As illustrated in the figure, the beneficiaries acquired skills to manage their businesses, as well as market and sell their products. Additionally, according to the beneficiaries, skills related to dealing, running projects, customers, pricing, profit-making and negotiation were also acquired. To a slightly lesser extent, the skills of planning, bookkeeping, project, pricing, reporting and ordering were also acquired by the beneficiaries.

In the respondent pool of beneficiaries, 73.40% (69) were of the opinion that they successfully completed the training programme while 26.60% (25) of those that responded thought otherwise. Curiously, as presented in Figure 5.10, while 66.67% of the beneficiaries that participated in the survey hinted that they had received certificates upon graduation, 33.33% had not received certificates.

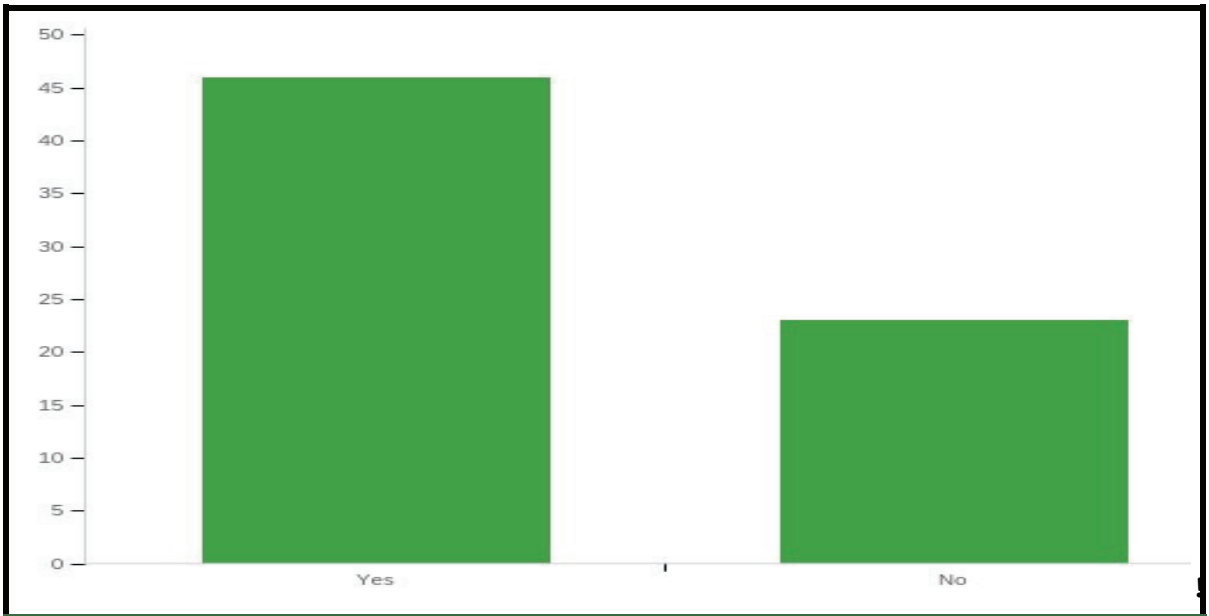

Figure 5.10: Receipt of Certificates by Beneficiaries

With the farming and business skills acquired during the programme, it was rational to project that the beneficiaries would carry on or establish farming businesses of their own. When the survey sought to determine if the beneficiaries now have their own farming businesses or indeed farms, the responses obtained were stridently negative.

As depicted in Figure 5.11, approximately 2 out of 3 beneficiaries that responded to this specific enquiry claimed that they do not have a farming business. Translated, this means that based on the sample of respondents, the number of beneficiaries without farming business is about double the number of those that claimed to have farming businesses.

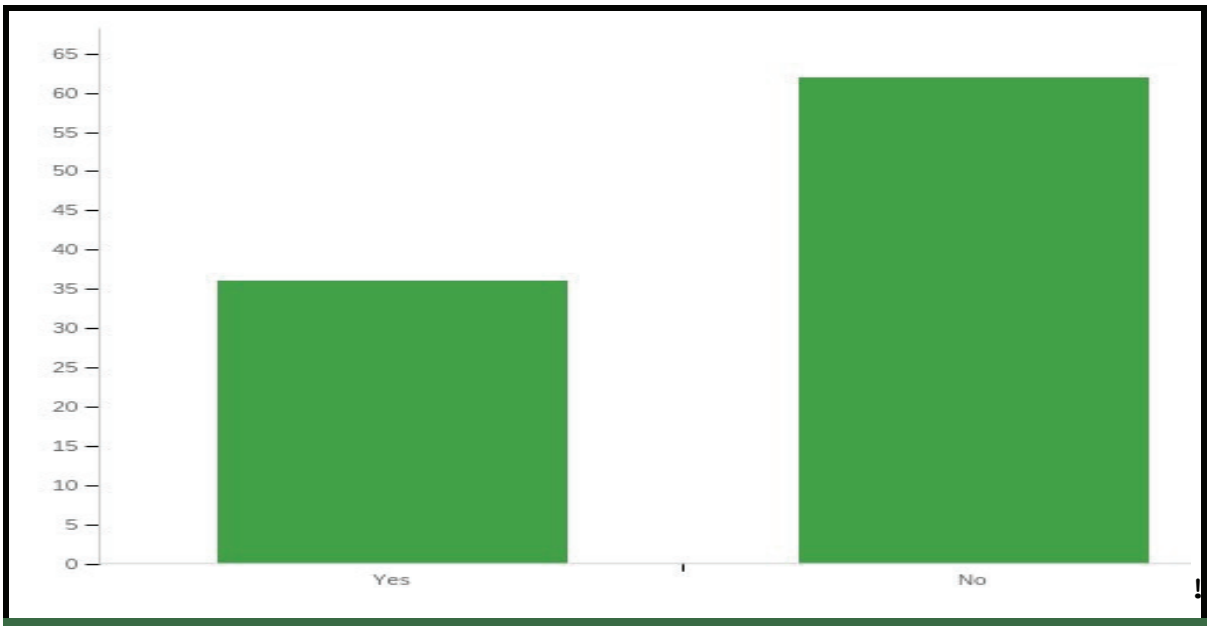

Figure 5.11: Existence of farming businesses owned by beneficiaries

When asked if they have farms currently, some of the respondents indicated that they do not have while others volunteered that they have. The distribution of responses in this regard is illustrated in Figure 5.12. From the information obtained, 80 of the 98 responses signalled that the responding beneficiary did not have a farm. With respect to proportions,

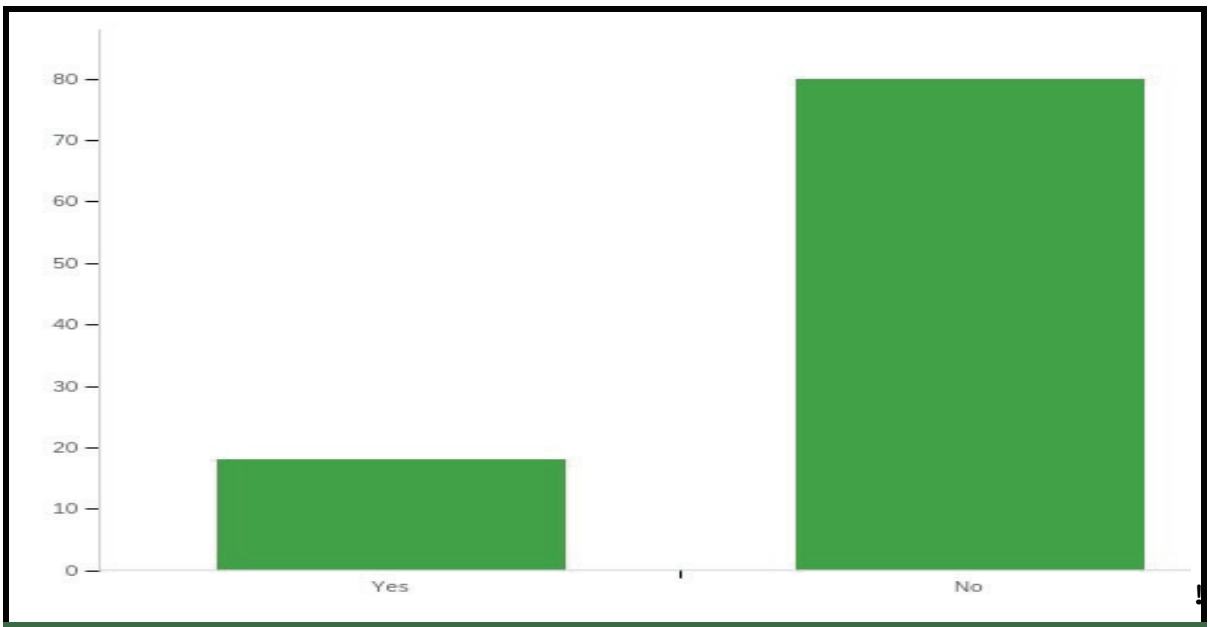

Figure 5.12: Ownership of farms by beneficiaries

81.63% of respondents do not have a farm and 18.37% claimed that they now have farms. Results of the survey showed that those who had farms were mainly involved in horticultural production. The vegetables being farmed include spinach, tomatoes, onions, butternut, maize, beetroot, cabbage and green peppers. The fruits include pineapples and citrus. Some others were involved in livestock farming mainly poultry, cattle and sheep rearing. Those who claimed to have farms or farming businesses were asked to indicate on the average, how many people are employed at their farms and how much revenue is annually generated.

The modal figure for the number of people employed in these farms is zero. More specifically, as presented in Figure 5.13, while 46.67% of the respondents declared that they employ no one on their farms, 40% claimed that they employ between 1-5 people. While no beneficiary indicated that they employ anything in excess of 15 people, 6.67% each, suggested that their farm/farming business employment numbers were in the range of 6-10 and 11-15.

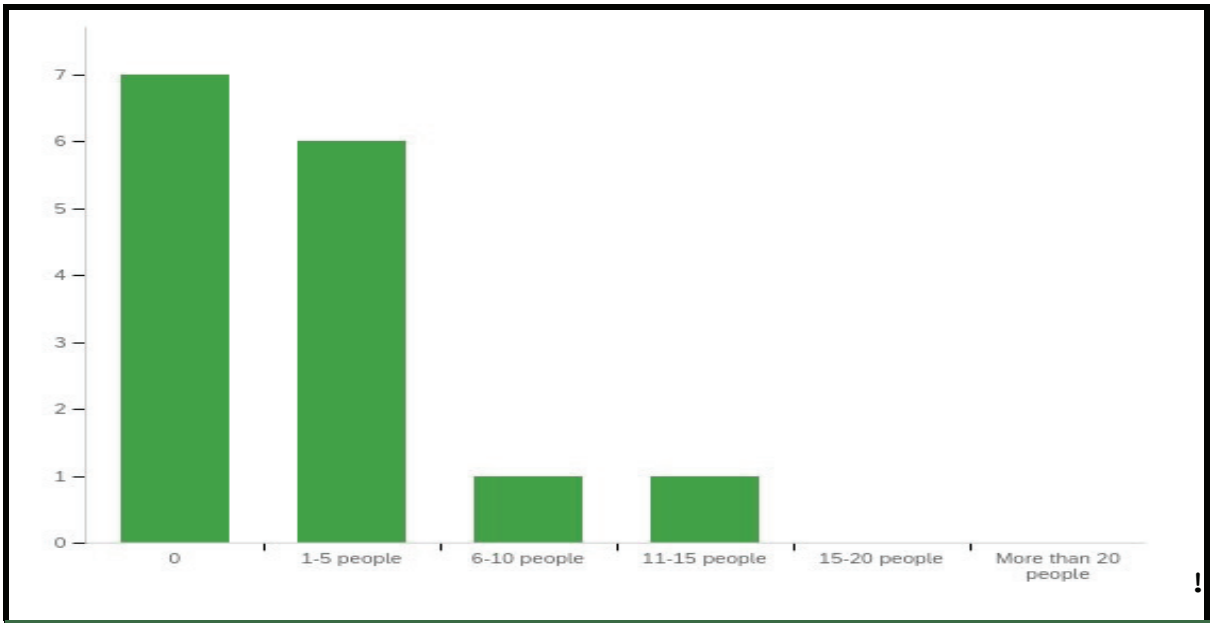

Figure 5.13: People employed in beneficiary-owned farms/farming business

Figure 5.14 shows the distribution of revenues generated through farms/farming businesses owned by beneficiaries. With the answer options graded on a 7-point scale with 1 representing 'none at all' and 7 representing 'more than R40 000', the mean score obtained is 3.45. This serves to indicate that the average annual revenue generated by the farms/farming businesses owned by beneficiaries is in the R5 001 – R10 000 bracket.

Most respondents (42.86%) indicated that the annual revenue generated at their farms is less than R5 000. Besides this, 21.43% generated between R5 001 and R10 000 annually. An annual revenue in the R10 001 – R20 000 bracket was generated by 3.57% of the respondents and the same proportion of respondents had revenues in the R20 001 – R30 000 range. Furthermore, an annual revenue of R30 001 – R40 000 and a revenue in excess of R40 000 was generated by 7.14% and 17.86% of those that responded to this questionnaire item, respectively.

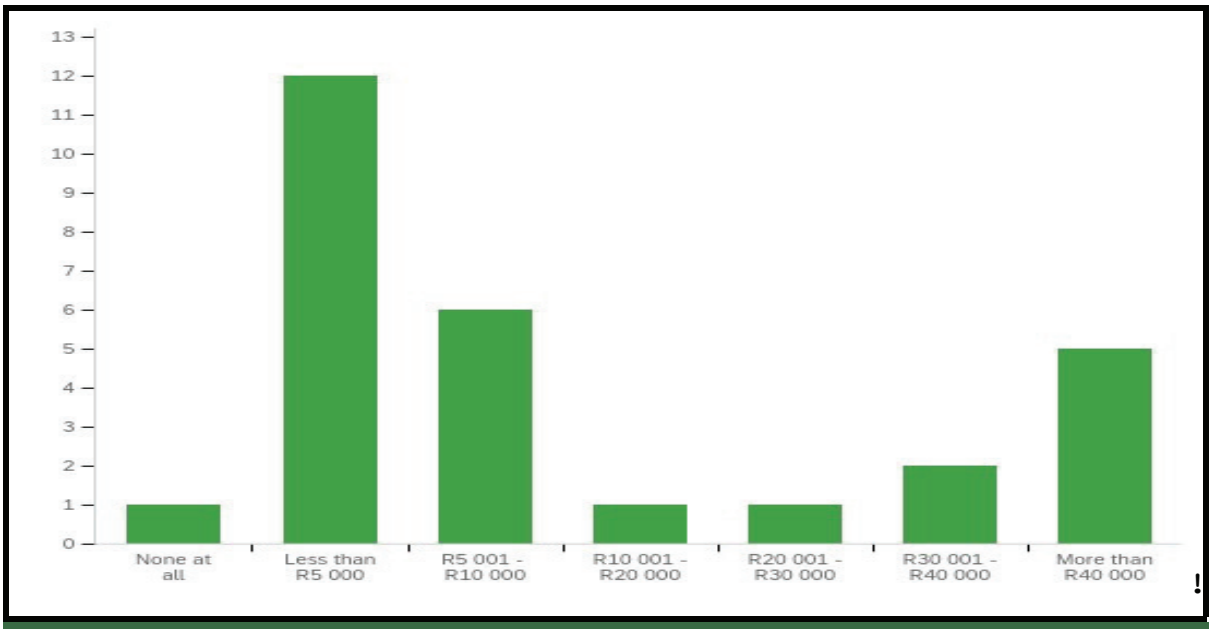

Figure 5.14: Annual revenues generated in beneficiary-owned farms/ farming businesses

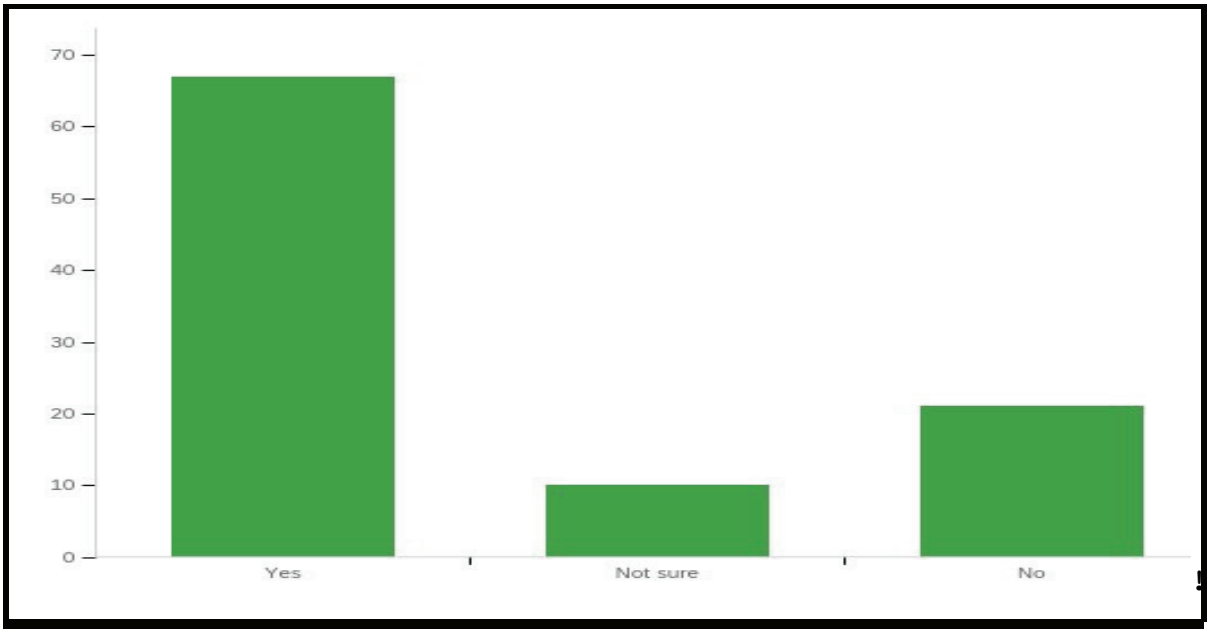

Figure 5.15: Beneficiaries' capacity to take care of their financial responsibilities

In spite of the seemingly low levels of revenue generated in most of the beneficiary-owned farms, majority of the respondents claimed that they are now able to take care of financial responsibilities, after participating in the Fortune 40 programme (see Figure 5.15). Indeed, 68.37% of respondents testified to this, 10.20% were unsure and 21.43% affirmed that they are unable to take care of their financial responsibilities.

It is instructive to note the participation of service providers in the Fortune 40 programme. As shown in Figure 5.16, service providers partook in the programme during the entire 2015-2023 period. Among the respondents,

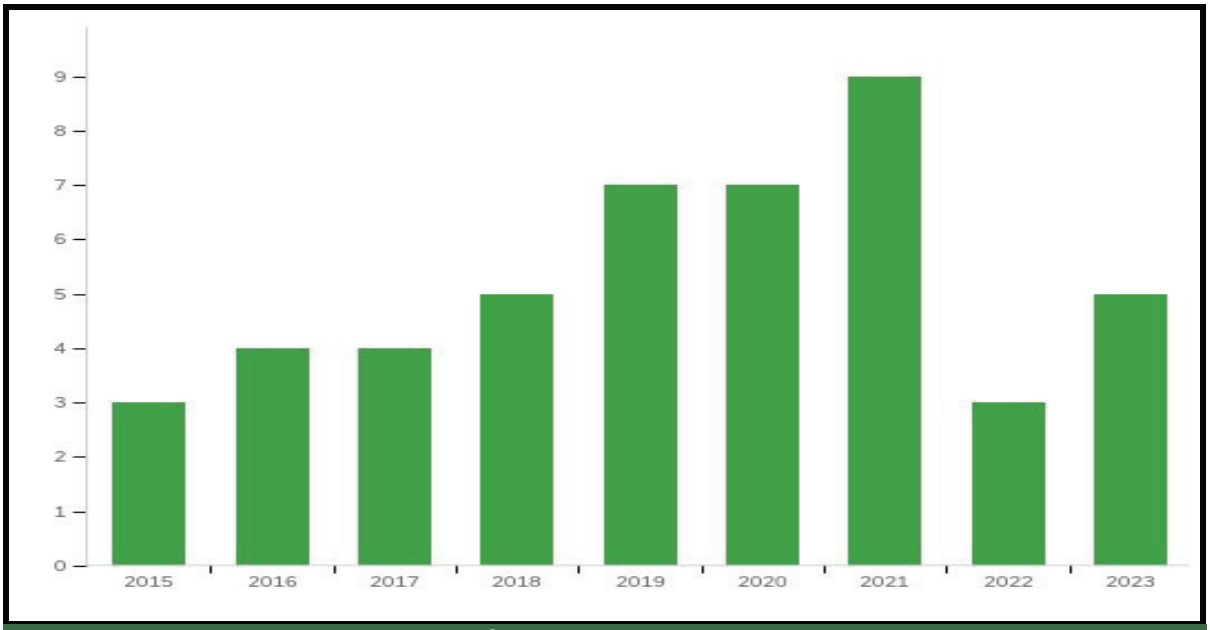

Figure 5.16: Years when a specific service provider participated in the programme

the highest level of participation was in 2021 and the lowest levels of participation occurred in 2022 as well as 2015.

Expectedly, the service providers that participated in the programme occupied different positions and were saddled with diverse responsibilities. In terms of positions, those who participated in the survey included chairpersons, coordinators, mentors, managers etc. These respondents discharged a broad spectrum of responsibilities such as implementation and monitoring, training, provision of production inputs, reporting, artificial insemination, prevention and treatment of diseases, incubation, diagnosing and fixing of equipment-related issues and the overall management of the farm, among others.

Notably, as depicted in Figure 5.17, in the cohort of service providers that partook in the survey, 66.67% had been involved in the business of agriculture for 1-5 years. The remainder of the cohort, divided into two equal portions, had been involved in agriculture for either 11-15 years or for more than 20 years. Clearly, the Fortune 40 programme has also benefitted service providers as 66.67% of those who participated in the survey indicated that participation in the programme helped them improve their performances, generally.

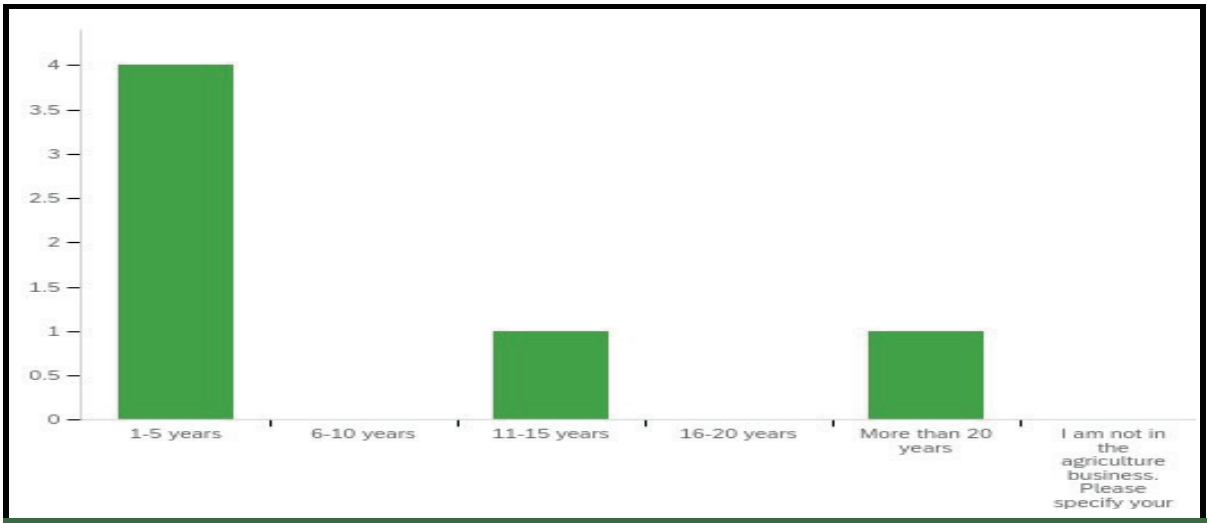

Figure 5.17: Experience of service providers in the business of agriculture

On the same point, 16.67% of the service providers volunteered that it did not improve their performance while the same proportion were not sure about the effect of their participation in the programme on their overall business performance.

It is noteworthy that some officials of DARDLEA also participated in the survey. In terms of official positions, respondents from DARDLEA were Directors, Deputy Directors, Assistant Directors, Agricultural Advisors and some Fortune 40 students. Predominantly, the DARDLEA group of respondents had been working for the organisation for 5 years or less. Indeed, as depicted in Figure 5.18, 57.14% of the DARDLEA respondents were in this category. Those who had worked for DARDLEA for 6-10 years or 11-15 years made up 7.14%, each, of the DARDLEA respondent group. A 14.29% proportion of the DARDLEA respondents claimed that they had worked for the department for 15-20 years and a similar-sized group also hinted that they had been part of the department's workforce for more than 20 years.

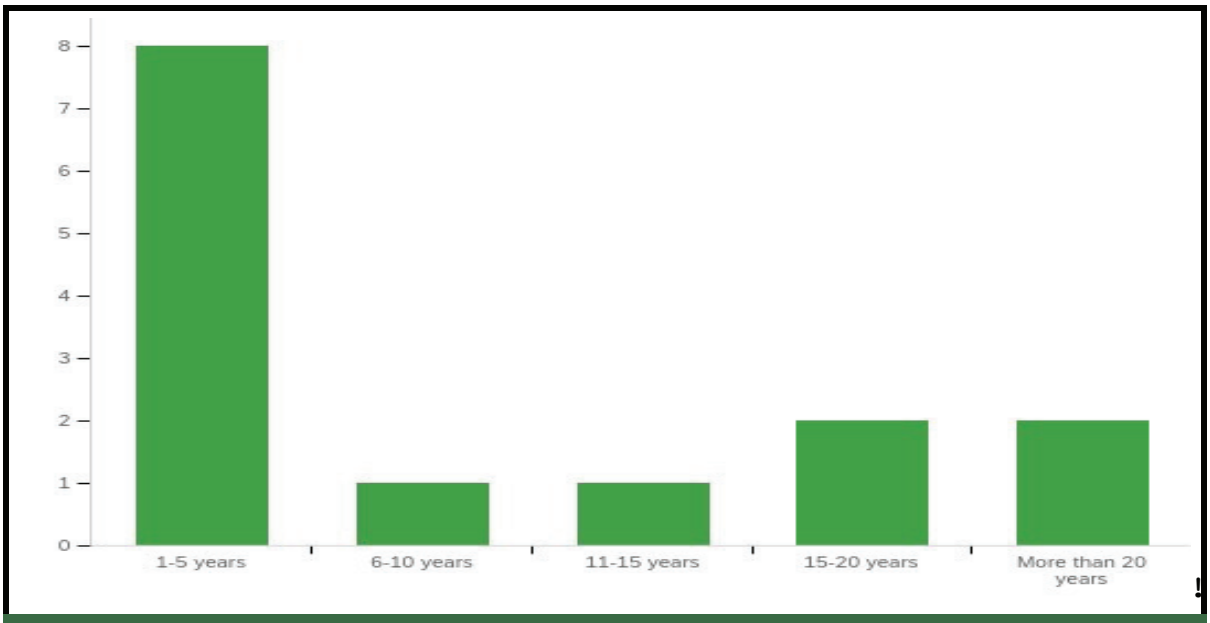

Figure 5.18: Number of years working for DARDLEA

No respondent from DARDLEA or among the service providers considered the Fortune 40 programme unnecessary though 15% of the respondent pool were not sure whether it was necessary or not. The respondents were also asked if they thought that there will be continued demand for agricultural incubation programmes like the Fortune 40 programme in the future. The results showed that 75% affirmed, 20% were unsure and 5% disagreed that such programmes will be in demand in the future.

Additionally, in the pool of service providers and DARDLEA staff, 85% of respondents felt that the Fortune 40 programme was imbued with the potential to help participating youth become engaged in meaningful economic activities. Conversely, 5% of the respondents did not think so while 10% were unsure. Furthermore, 85% of the service providers and DARDLEA staff were convinced that the programme had empowered participating youth with relevant skills while 5% of them thought otherwise. The remaining 10% were unsure about whether participants had been empowered with requisite skills during the programme.

As depicted in Figure 5.19, a larger proportion of the cohort of service providers and DARDLEA staff (40%) opined that they felt that the young black farmers trained are performing well in their individual businesses, following their graduation from the Fortune 40 programme. On the same note, 35% were not sure while 25% were definite that the trained young black farmers are not performing well in their individual businesses.

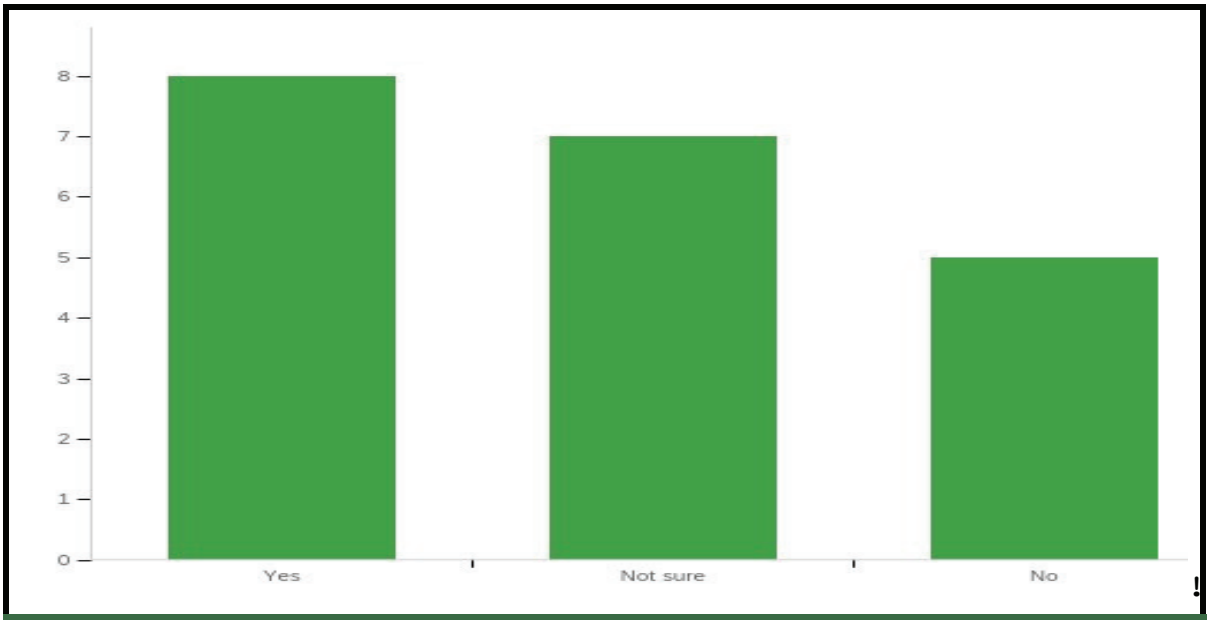

Figure 5.19: Opinion of service providers and DARDLEA staff about whether beneficiaries are performing well in their agricultural businesses, postgraduation.

In the complete group of respondents which included beneficiaries, service providers and DARDLEA staff, 62.71%, 24.58% and 12.71% replied with the answer options 'yes', 'unsure' and 'no' respectively. The answers were in response to the question pertaining to whether the young black farmers trained will continue farming going into the future.

The respondents were also asked if the young farmers incubation programme contributes, in any way, to the improvement of society and the distribution of responses obtained is presented in Figure 5.20. In the group, 78.81% felt that the programme has contributed to societal improvement and 13.56% thought otherwise. Notably, 7.63% of the respondents were uncertain about the programme's contribution towards societal improvement.

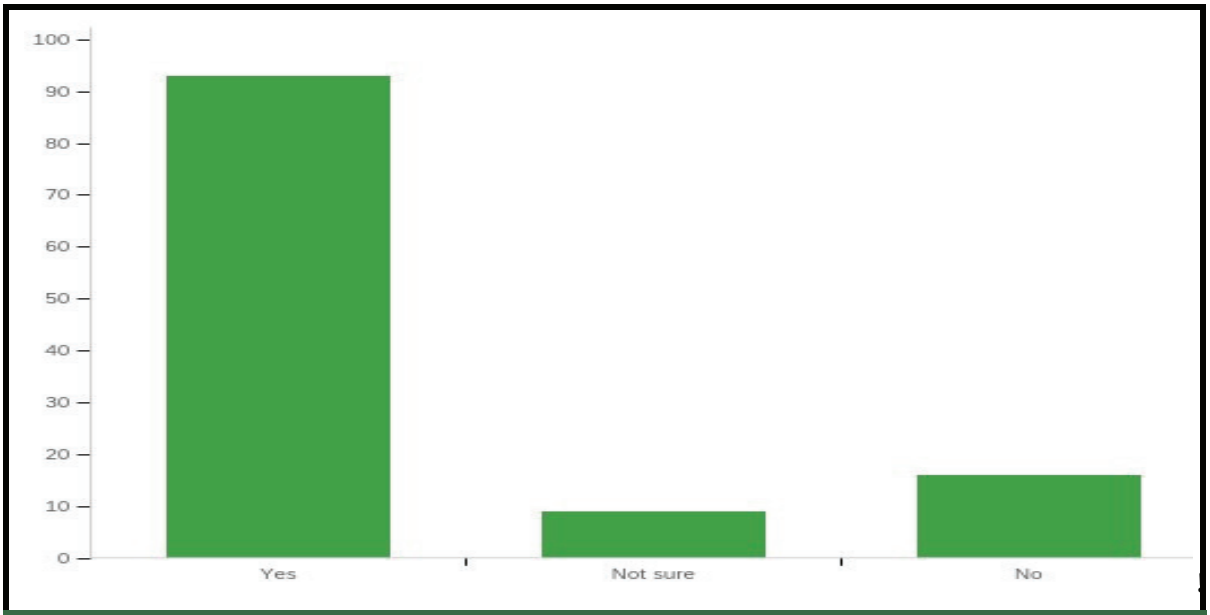

Figure 5.20: Respondents' perception about whether the Fortune 40 Programme contributes to societal improvement

On the issue of proper management of human, material and financial resources during the programme, opinions were quite polarised. As shown in Figure 5.21, 38.14% of the respondents did not feel that resources were well managed. While a contrary opinion was expressed by 38.98%, given that they felt that resources were well managed, 22.88% of the group were not sure about whether resources were well managed or not in the course of the implementation of the Fortune 40 programme.

Interestingly, when asked about whether the programme provided value for money, 57.14% of the respondents felt that it did. At the opposite end, 21.43% were of the opinion that the programme did not deliver value for money and a similar proportion of respondents were unsure about how they felt with respect to the issue of value for money in the context of the entire Fortune 40 programme.

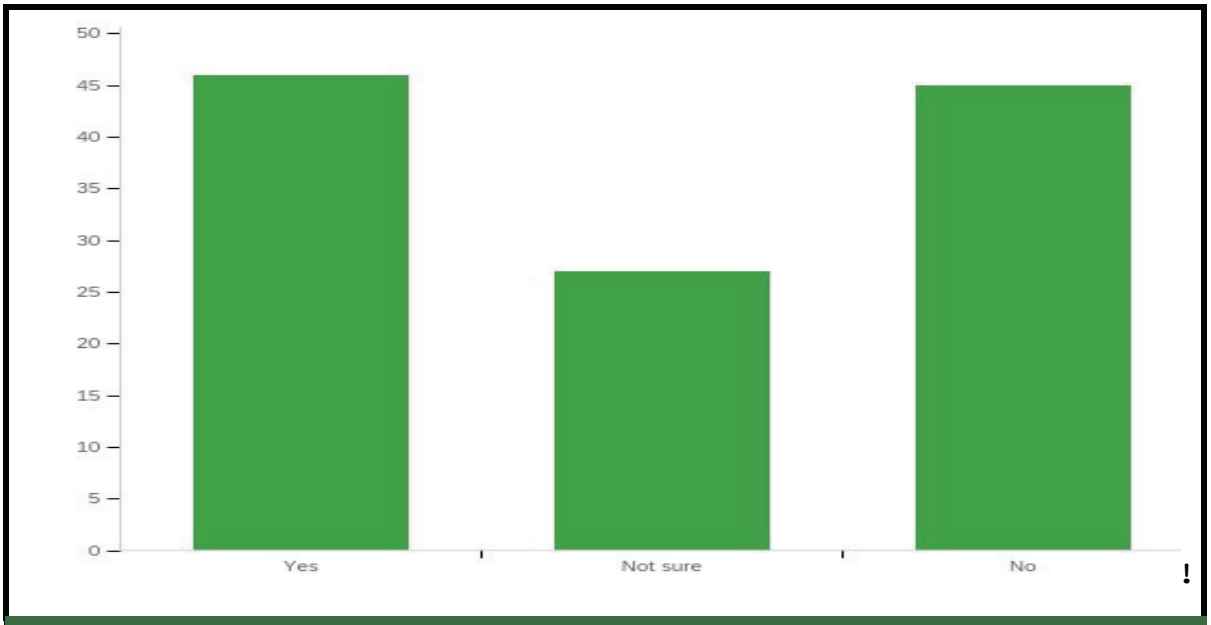

Figure 5.21: Respondents' perception about whether resources (human, material, financial) were well managed in the Fortune 40 programme

CONCLUSION AND RECOMMENDATIONS [6]

6.1 INTRODUCTION

This section of the evaluation report provides an opportunity to leverage some of the findings of the evaluation to respond to the research questions that instigated the evaluation exercise. In doing so, it was deemed pertinent to fuse some of the research questions with the specific OECDDAC's evaluation criterion that they align with. By responding to the predetermined research questions posed in the RFQ that birthed this evaluation exercise, it becomes easy to ascertain if the aim of the evaluation has been realised.

In brief, the evaluation set out to distil relevant performance-related information and present them in a way that addresses the concerns couched in the research questions while simultaneously catalysing improved understanding of the overall performance of the Fortune 40 programme. The evaluation effort must necessarily lend itself to learning and enhancement of institutional knowledge and so this section of the report provides a platform for recommendations that could engender better performance of the Fortune 40 programme to be proffered.

6.2 REVISITING RESEARCH QUESTIONS AND EVALUATION CRITERIA

In accordance with the standard trajectory of most evaluations, there was a need to conclude the exercise by revisiting the research questions that informed the evaluation effort. Concurrently, the OECD's Development Assistance Committee (DAC) evaluation criteria that is tailor-made for developmental interventions was used as a framework for the assessment of the overall performance of the Fortune 40 programme. Indeed, based on the criteria, the Fortune 40 programme was interrogated with a view to establishing its relevance, coherence, effectiveness, efficiency, impact and sustainability.

6.2.1 Relevance of the Fortune 40 Programme

One of the research questions posed for the evaluation was: Is the programme reaching the targeted people? This question aligns with the relevance evaluation criterion of the OECD DAC as it seeks to interrogate if the actual programme beneficiaries came from the audience that was targeted when the programme was conceptualised and subsequently, if the programme was relevant to those to whom it was offered.

In recognition of this, it is important to highlight that the programme was intended to capacitate a selection of black youth with the skills they require to transform into commercial farmers. The programme was targeted mainly at those who were unemployed and had an interest in farming. To this end, the evaluation sought to determine if the beneficiaries were unemployed and were interested in farming at the time when they were enrolled in the programme.

A cross-tabulation of survey results that would be useful for making a determination on the issue of the relevance of the Fortune 40 programme in response to research question 1, is presented in Table 6.1. The results indicate that prior to being enrolled in the programme, 79 (81%) of the beneficiaries confirmed that they were unemployed, 90 (92%) affirmed that they were interested in farming and 76 (78%) averred that they were not generating any income.

Table 6.1: Cross tabulation of programme cohorts with selected descriptive of the status of beneficiaries

Total		Were you unemployed before participating in the Programme?			Were you interested in farming before you participated in the Programme?			Were you generating any income, personally, before participating in the programme?		
		Yes	Not sure	No	Yes	Not sure	No	Yes	Not sure	No
Total Count (All)	98	79	0	19	90	1	7	17	5	76
1st intake (2015)	30	24	0	6	27	0	3	7	2	21
	30.6%	30.4%	0.0%	31.6%	30.0%	0.0%	42.9%	41.2%	40.0%	27.6%
2nd intake (2020)	68	55	0	1 3	63	1	4	10	3	55
	69.4%	69.6%	0.0%	68.4%	70.0%	100.0%	57.1%	58.8%	60.0%	72.4%

On the account of these results, it is rationale to conclude, in response to the posed research question, that the programme reached the targeted audience, albeit exclusively. This is also reinforced by the respondent pool of the evaluation study that showed beneficiaries were below 35 years of age when they were enrolled for the programme.

The reality of the facts that in the Mpumalanga province, the unemployment rate among female youth is about 48.6% and the rate for their male counterparts is approximately 43.2%, amplifies the relevance of the Fortune 40 programme. Perhaps, in response to this, there were more females than males who participated in the Fortune 40 programme. This situation was also reflected in the survey given that there were more female respondents relative to their male counterparts. The relevance of the Fortune 40 programme is also emphasised by the fact that beyond the beneficiaries, the programme was also able to create jobs for other persons as expressed in its ToC.

Consequently, in response to research question 1, the position of the evaluation is that the Fortune 40 programme reached the intended audience and from an evaluation criterion perspective, the programme was relevant given the difficult socioeconomic conditions that confront the youth in Mpumalanga.

6.2.2 Coherence of the Fortune 40 Programme

No research questions were focussed on interrogating the coherence of the Fortune 40 programme with the overarching aim of the provincial government. Regardless of this, it was deemed appropriate to try and ascertain how coherent the programme is with the mandate of the government. In essence, the coherence of the Fortune 40 programme could only be established against the backdrop of the knowledge of what the Mpumalanga Provincial Government and DARDLEA stand for.

The mission of the Mpumalanga Provincial Government is to “ensure equitable transformation and enhancement of the image of the Mpumalanga Provincial Government”. As an arm of the provincial government, part of the vision of DARDLEA in Mpumalanga is to have “sustainable urban and rural communities with world-class, united and prosperous agricultural, forestry and fisheries sectors, with food security for all”. Similarly, the vision of the Fortune 40 programme is to have “young black farmer abundance in Mpumalanga by 2025’. Against this backdrop the rationale underpinning the Fortune 40 programme as declared in its strategy, is the resolve to respond to ‘nationwide challenges that relate to food shortages, unemployment and a dwindling agricultural sector’.

So, these intentions of the Fortune 40 programme are certainly synchronised with the aspiration of the Mpumalanga Provincial Government and appears to be one of the veritable vehicles that the government could employ to create a better life for its people, especially the youth. To this end, therefore, there is coherence between the programme and the overall aspiration of the Mpumalanga Provincial Government.

This position is echoed by those that responded to the survey undertaken in the course of the evaluation. The most frequent words used by respondents as they sought to explain why they thought the programme would contribute to the improvement of society were help, young, skill, youth, improve, society, job, benefit, knowledge among others as illustrated in Figure 6.1.

Figure 6.1: Common words utilised by beneficiaries to explain their convictions that the programme contributes to the improvement of society

Arguably, this testifies to a conviction that the programme would help and benefit the youth by equipping them with the knowledge and skills that would help them with jobs and possible improve their lot and that of the larger society. Given that the Mpumulanga Provincial Government exists primarily to improve the province, the potential contribution that the Fortune 40 can make to this worthy cause implies that it is coherent with government’s efforts.

6.2.3 Effectiveness of the Fortune 40 Programme

Effectiveness is a measure of the extent to which intended results were realised. In accordance with the ToC of the programme, the results that can be manifest over the time period that has elapsed since cohort 1 and cohort 2 participants entered and graduated from the programme are basically

outputs and outcomes. Due to the long-term nature of impacts, results at this level cannot yet be determined as they are preoccupied with the extent to which the programme beneficiaries own farming businesses that can be considered sustainable and beyond this, the degree to which they have become fulcrums of sustainable households.

Two research questions formulated to guide the evaluation exercise seemingly align with the OECD DAC's evaluation criterion of effectiveness. One of the questions was concerned with how many youth cooperatives participating in this programme have been productive and successful to date. The second research question was: what are the contributing factors to the cooperatives that failed to be productive?

With respect to the first question, the evaluation exercise found no evidence that any of the cooperatives set up for the purpose of the Fortune 40 programme was still productive. While cooperatives were established at each farm site during the programme, no concrete evidence of their continued functionality was established. Clearly, the cooperatives brought together young persons that were not necessarily previously acquainted with each other, in order for them to do business together. Given that the formation of the cooperatives was not really a matter of personal choice by the participants, the willingness to continue with the cooperatives was lacking, once the Fortune 40 programme was over.

Beyond this, issues of trust stemming from members not knowing each other well enough, perforate the level of cooperation required to ensure the continuity of the cooperatives. A further encumbrance to the continued functionality of the cooperatives can be linked to the geographically dispersed homes of the members. Over and above all else, going by the responses to the survey, only a smattering of the trained young farmers seems to be involved in farming. According to the findings of the survey, 81.63% of respondents did not have a farm. The ones that are still farming seem to be doing so on an individual rather than on a cooperatives' basis. Due to this preference for individualism with respect to farming, the functional lifespan of the cooperatives tended to align with the duration of the Fortune 40 programme, per cohort.

In any case, among the group of programme beneficiaries that were still farming, the most common amount of annual revenue been generated was approximately R5000. This translates to about R417 monthly. This amount is just a little bit more than the R350 paid to individuals by the government as part of the Social Relief of Distress (SRD) grants. If the level of effort that goes into farming, almost a daily basis, is considered, the annual revenue of R5000 is a pittance and arguably, does not fit the mould of the model young black farmer that the Fortune 40 programme set out to create.

Furthermore, a perquisite for the productivity of the cooperatives is that members are involved in farming activities. For this to happen, the Fortune 40 graduates require land. For those who participated in the survey and volunteered that they were not involved in farming, the predominant reason for it was that they did not have any land to farm on.

In the words of some of those that participated in the programme:

"There is no land where I can do farming".
"Applications for land are always rejected in our municipal area".
"Department of agriculture says it doesn't have any farm so far".
"I have no money to buy land or neither start a farming business".
"After the programme, we were promised that
they will allocate farms to us, but it never happened".
"I have a place I call 'home' that is in rural areas. There, the process
of getting a farm is long and I didn't get more information
from the incubator on how to get a farm".
"I don't own a land and buying a farm is costly".
"We were promised land that was never provided for us, or me to be
specific. So, I don't have a farm since I don't have land available".
"I am not financial stable and I don't have information about how to apply for land".

In response to one of the research questions posed, the cooperatives formed during the programme do not seem to be actively involved in agricultural production as was intended. With respect to the second research question that sought to determine what may have led to the failure of the cooperatives to live up to the expectations of the Fortune 40 programme, a variety of reasons were noted in the discussions related to the effectiveness of the Fortune 40 programme. On this account, the evaluation exercise, has duly responded to the two research questions connected to the performance concept of effectiveness.

Overall, on the subject of programme effectiveness, it is important to note that the sought results at the outputs and outcomes levels that bear testimony to the effectiveness of the programme, were realised to different extents. While many of the desired outputs such as marketable vegetables and livestock may have been delivered through the programme, in majority of the cases, the programme underperformed relative to its preset targets.

The consequence of the underperformance at the outputs level was however not extremely grave for the expected outcomes. Interestingly, the programme consistently realised the outcome of linking the farms to willing markets which signals acceptable levels of effectiveness in this regard. As it pertains to the outcomes associated with the creation of jobs and transforming the status of programme participants into successfully incubated farmers, mixed levels of achievements were realised by the programme.

However, given that most of the actual achievements with reference to these two outcomes, fell short of the preset targets, it translates to underperformance. The interpretation of this would be that the programme was not effective as it pertains to contributing towards transforming its beneficiaries and simultaneously creating jobs to help mitigate the scourge of unemployment in the population.

6.2.4 Efficiency of the Fortune 40 Programme

The notion of efficiency concerns itself with the extent to which resources were optimally utilised while undertaking work. As part of the discourse pivoting on the notion of efficiency, it is noteworthy that the Fortune 40 programme initially identified 8 farms to be utilised and this number later grew to 15 and later to 24 over the years. At the point when the programme was officially launched, 234 youths were enrolled. Of the 8 farms originally identified for the programme, only the Kwaggafontein farm site was ready for the take-off of the programme. Subsequently, the other farms had to be provided with the necessary infrastructure and equipment to make them programme ready.

However, alongside the twenty participants enrolled to partake in the programme at the Kwaggafontein farm site, stipends were paid to all other participants, regardless of whether their farm sites were ready or not. In other words, approximately 214 participants received stipends at the beginning of the programme even though some of them were not actively engaged in Fortune 40 programme activities at their respective farms, save in some cases, for attending off-farm site training. This is somewhat inefficient. Instructively though, as the farms became programme ready, the number of participants receiving stipends while not actively involved in the programme would have reduced with time.

Synchronising with the quest to examine the efficiency that attended the implementation of the Fortune 40 programme were the research questions seeking if the allocated resources were sufficient and if there was value for money on the implementation of this programme. It is worthy to note that some of the interim reports generated for the farms indicated that some of them were confronting the challenge of insufficient resources. Based on this, the temptation exists to declare, in response to the associated research question, that the allocated resources were not sufficient for the programme.

This temptation immediately evaporates when the total annual locations for the programme are considered. While the evaluation exercise could not access specific detailed financial records related to revenues and expenses in the Fortune 40 programme, it appears that on the average the programme received approximately R37m (Capex and Opex) on an annual basis over the years in which it was implemented.

For the first cohort of 257 participants, over the period of 2015 to 2020, the estimated budget of the Fortune programme amounts to about R187m. The implication of this is that for the first cohort of participants, approximately R727 626.46 was spent per individual in the effort to transform youths from trainees to commercial farmers. For the second cohort of participants, over the period 2020-2023 when 185 youths participated in the programme, approximately R600 000.00 was spent per individual in the effort to transform youths from trainees to commercial farmers. These average costs per individual appear quite high and this invariably questions the extent to which allocated resources were optimally utilised in the programme.
The picture becomes grimmer if the scant number of trained youths that eventually transitioned into commercial farmers is considered.

This observation notwithstanding, as it pertains to the concern about whether there was value for money on the implementation of this programme, interestingly, majority of those that responded to the survey, which was a mix of beneficiaries, service providers and DARDLEA staff were convinced that there was. Some of them took the stance because according to them, the programme participants ‘have been equipped with the necessary skills for them to be our future farmers’. Another respondent opined that ‘when we had the incubators, they were able to take the learners through the formal learning programme and practicals. So, I feel that during that time, we were getting value for money’. Contrarily, there was a respondent that argued that though the programme ‘managed to transfer skills to the youth, the use of incubators was very expensive for the department’.

It is also important to highlight the fact that sprawling areas of land, a critical resource for farming, were secured by DARDLEA for the Fortune 40 programme. These served as farm sites for the programme even though when the evaluation exercise was undertaken, a mortarium placed by DARDLEA meant that the 3rd cohort of participants had not started and so the farms were largely desolate. This notwithstanding, even when the 1st and 2nd cohorts were actively involved in the programme, at a number of the farm sites, the area of land utilised by the participants were a fraction of the land

that was available for the programme. In essence, much of the land for the programme at some farm sites lay unused and this is somewhat reflective of suboptimal utilisation of resources and signals some level of inefficiency.

6.2.5 Impact of the Fortune 40 Programme

The impacts of any programme typically manifest in the long term, typically due to the sustenance of its outcome results over a period of time. In the specific case of the Fortune 40 programme, the understanding would have to be that upon the sustenance of the outcomes of successfully incubated young farmers, who subsequently would be able to create jobs while continually having increased access to markets, more sustainable results that reflect benefits, potentially, at a macro level would crystallise. The sought impacts, for the Fortune 40 programme, were 'sustainable young black farming businesses' and 'sustainable livelihoods'.

According to the Spiliakos (2018) of the Harvard Business School, sustainability refers to doing business without negatively impacting the environment, community, or society as a whole. The King IV report also asserts that sustainability relates to developments that meet the needs of the present generation without compromising the ability of future generations to meet their own needs. If these positions are used as the lens for examining the sought impact of sustainable young black farming businesses, then by the very nature of the type of farming undertaken in the programme, it is difficult to see how the programme could have negatively affected the environment, community, or society as a whole. In light of this, the farming businesses that sprouted from the Fortune 40 programme can be considered as sustainable endeavours as they are green initiatives.

In the context of the Fortune 40 programme, however, it would seem that the concept of sustainability with reference to farming businesses and livelihoods has a temporal undertone. In essence, the notion of sustainability possibly relates to the continued profitable performance of the farming businesses and also the enhanced livelihoods of the households of the farmers over a prolonged period of time.

Against this specific backdrop, for the current evaluation that is taking place approximately three years after the graduation of cohort 1 participants and only a couple of months after the graduation of cohort 2 participants, any attempt to determine impacts would be hasty. The graduates of the programme who are still involved in farming, basically have nascent businesses which cannot yet be described as sustainable. By extension, the assessment of the impact of sustainable livelihoods will be indeterminate owing to the absence of evidence of a longitudinal nature, that demonstrates that the young black farmers produced by the Fortune 40 programme have been supporting their households satisfactorily over a number of years.

6.2.6 Sustainability of the Fortune 40 Programme

To a large extent, the Fortune 40 programme involves selecting people from the pool of unemployed black youth, empowering them with the knowledge and skills that they require in order to become successful farmers operating in the Mpumalanga province. The sustainability of a programme of this nature is inextricably linked to issues of supply and demand. From the demand side, the programme will be sustainable only in so far as the demand for it continues to exist in the province.

Survey results suggest that the demand for this type of programme that empowers youths will not wane. Indeed, as illustrated in Figure 6.2, 75% of the survey respondents declared that there will be continued demand for this type of agriculture incubation programme in the future. Only 5% of the

respondents thought that there will be no demand for it while 20% of the respondents were not sure what the case could be demand-wise for this type of programme. Judging strictly from the demand side therefore, there is sufficient premise to infer the sustainability of the incubation programme, as there will always be a demand for it, more so because of the challenge of unemployment especially among the youth.

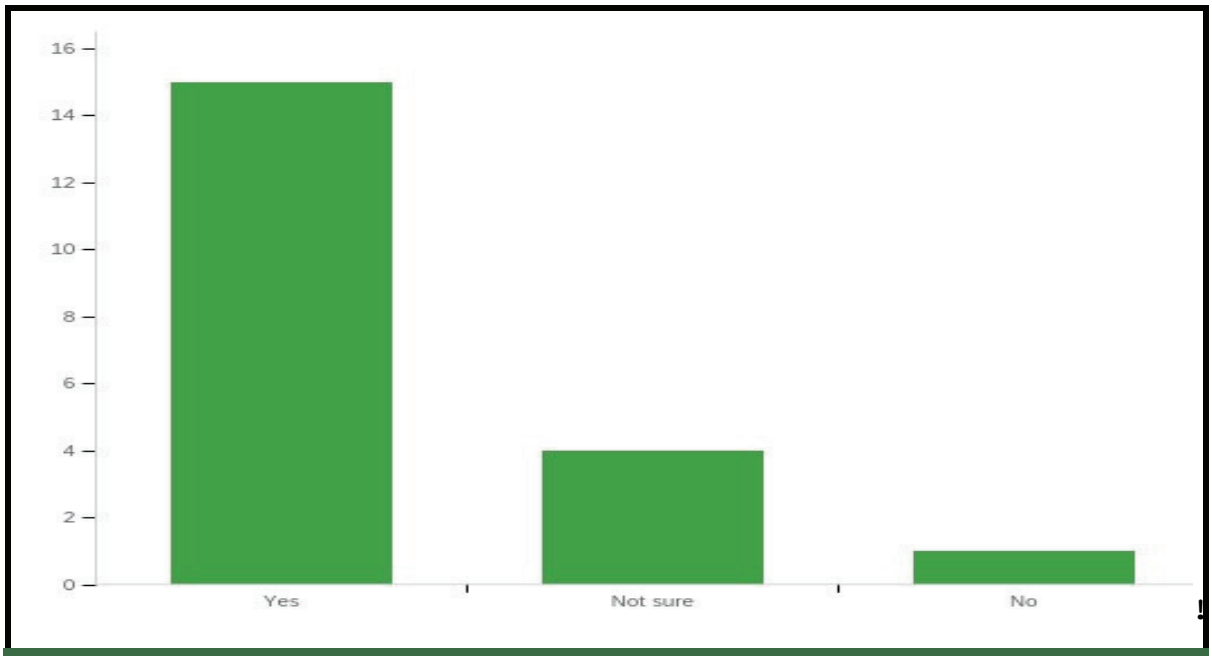

Figure 6.2: Perceptions of possibility of continued existence of demand for agriculture incubation programmes like the Fortune 40, in the future

In the words of some of those that participated in the programme:

"Most of the youth are currently aware of the programme and so, there is a high demand for it".

"Most youth are showing interest in agriculture now of late".

"Young people do not know much about agriculture nor are they interested in the industry. The programme exposes the youth to the agriculture sector and thus cultivates interest in them to start businesses in the sector".

"With the high level of unemployment amongst the youth, yes definitely".

"As a country, we haven't managed to curb the unemployment rate".

"It was a perfect idea and opportunity to young farmers, only if they can change the way they handled the programme next time and stop all this lies".

"Our education system does not have agriculture as a subject in a number of schools, like before. This programme will assist even a child who never had the opportunity to study agriculture to get the exposure and make a business out of it, it they love it".

"Most youth are showing interest in agriculture now of late".

From a supply side perspective, resource availability has to be considered a major determinant of the sustainability of the Fortune 40 programme. The critical resources that would engender or endanger the sustainability of the programme would be human resources as well as financial resources. The recourse to outsourcing of the mentoring and training of the programme participants, as was the case for cohorts 1 and 2, substantially reduces any human resources-related constraints that may hinder the programme from being rolled out in future years.

Inevitably, the outsourcing increases the burden of provision of financial resources for the programme. Owing to this, the sustainability of the programme would be dictated by the willingness of the government to proceed with it. In essence, the extent of this willingness will be tacitly demonstrated by the budget allocations made to the programme.

6.3 RECOMMENDATIONS

From a stakeholders' perspective, the programme was hindered by a number of challenges and it would be beneficial to strive to overcome these challenges for future roll-outs of the programme. The most common words utilised by respondents to communicate some the challenges encountered in the programme are presented in Figure 6.3.

Figure 6.3: Common words utilised by beneficiaries to highlight programme challenges

The word 'lack' was the most commonly used word and in the main, some of the expressions that contained the word were:

"Lack of resources such as land, infrastructure, market and financial support".
"Lack of proper security at the participating projects, lack of funds for production inputs, lack of proper support from community members where the projects are located".
"Absenteeism, lack of commitment from others who just came for the money, theft, and the stopping of the department to fund the programme".
"Sites maintenance budget, lack of interests in farming by learners".
"Lack of planning towards the exit strategy".
"Corruption, misdirection of funds, government officials with personal interest, lack of willingness & commitment from Political heads".

Some of the programme challenge-related thoughts expressed reveal that there were some programme participants that were simply interested in the stipends rather than acquiring farming skills. The Kwaggafontein farm site close-out report also makes the same observation as it declares that 'most incubates are not interested in pursuing farming as a business'. This is a prime challenge that must be addressed, in order to enhance the chances of success of the programme in the future.

Markedly, since the stipend is considered as an attractive incentive, it can be utilised to motivate reduced absenteeism/lateness and bolster the contribution of participants at the farms. This may be achieved by considering the offering of a lower stipend as a base for all participants. However, a provision in the remuneration structure that allows for additional earnings by participants consequent on their levels of productivity at the farms should be made. This would represent a fairer renumeration system based on the business principle of equity rather than on the notion of equality. In simple terms, participants who do more at the farms during the month will earn more and this would serve to highlight that hard work pays.

Instructively perhaps, the lack of interest in farming by some participants is partially responsible for only 151 out of 234 cohort 1 participants receiving certificates. For cohort 2, 185 out of 257 participants became certified. Youths were supposed to be interested in farming to qualify to be enrolled in the programme but clearly the difficulty associated with ascertaining the existence of this interest, with satisfactory accuracy, has adversely affected the programme. The need therefore exists to develop a more stringent recruitment mechanism for the programme that may include the provision of verifiable evidence of previous exposure/participation in farming in order to partake in the programme.

Furthermore, the major Achilles heel of the programme is the lack of access to land for farming which has restrained graduates from being involved in farming. It is unfortunate that many of the graduates have ben capacitated with skills that they are currently unable to use as they have no access to land. This is a major impediment and the programme cannot lay claim to any success if the graduates produced are not actively and productively farming. The programme recruitment mechanism may need to consider if the prospective candidate for the programme has access to land that can be used for agricultural purposes. Complementarily, DARDLEA may have to consider making land available for programme graduates, on a lease (or another contractual basis) to enable them farm.

This is instructive because as shown in Table 6.2, while 90 respondents indicated that they were interested in farming before they enrolled in the Fortune 40 programme, only 17 of them currently have farms. Interestingly one of the seven respondents that were not interested in farming, according to the survey results, now owns a farm. Proportionwise, while 81.6% of those who volunteered that were interested in farming still do not have farms, after been trained, 18.4% of the same group have been able to establish farms. For the group of respondents who were uninterested in farming and yet partook in the Fortune 40 programme, 85.7% of them expectedly have no farms while 14.3% have managed to establish a farm. For the two groups, the percentage of those who had no farms are rather similar, as they are both in the eighties. This result perhaps highlights that there may be other telling factors beyond a mere interest in farming that will enable the transition of participants in the programme from trainees to farmers.

Table 6.2: Cross tabulation of interest in farming and ownership of farms among respondents that were programme beneficiaries

	Were you interested in farming before you participated in the Programme?				
		Total	Yes	Not sure	No
Do you have a farm now?	Total Count (All)	98.0	90.0	1.0	7.0
	Yes	18.0	17.0	0.0	1.0
		18.4%	18.9%	0.0%	14.3%
	No	80.0	73.0	1.0	6.0
		81.6%	81.1%	100.0%	85.7%

Seemingly, the idea of having cooperatives established by participants is impressive in theory. In practice, it is problematic. The cooperatives, as created in the Fortune 40 programme, are forced alliances between individuals who may not know each other or may not be predisposed towards business relationship with one another. Owing to this, the cooperatives are unlikely to survive after the programme ends.

Beyond this, the members of the cooperatives, during the course of the programme, have no sense of any form of benefits accruing from their memberships. The absence of indisputable benefits stemming from the established cooperatives serves as a cardinal disincentive for members to invest in preserving the cooperatives once they have graduated from the programme. It is therefore recommended that the formation of such cooperatives and the constitution of members be at the discretion of programme participants while DARDLEA simply facilitates the process.

It would appear that the implementation of the Fortune 40 programme commenced without a clearly thought-out ToC that encapsulates results sought at the levels of outputs, outcomes and impacts. To some extent, this negates some of the expectations captured in the Policy Framework for the Government-wide Monitoring and Evaluation System. These expectations as captured in the boxes numbered 1 and 2, in Figure 6.4 emphasise the importance of the development of a programme logic .

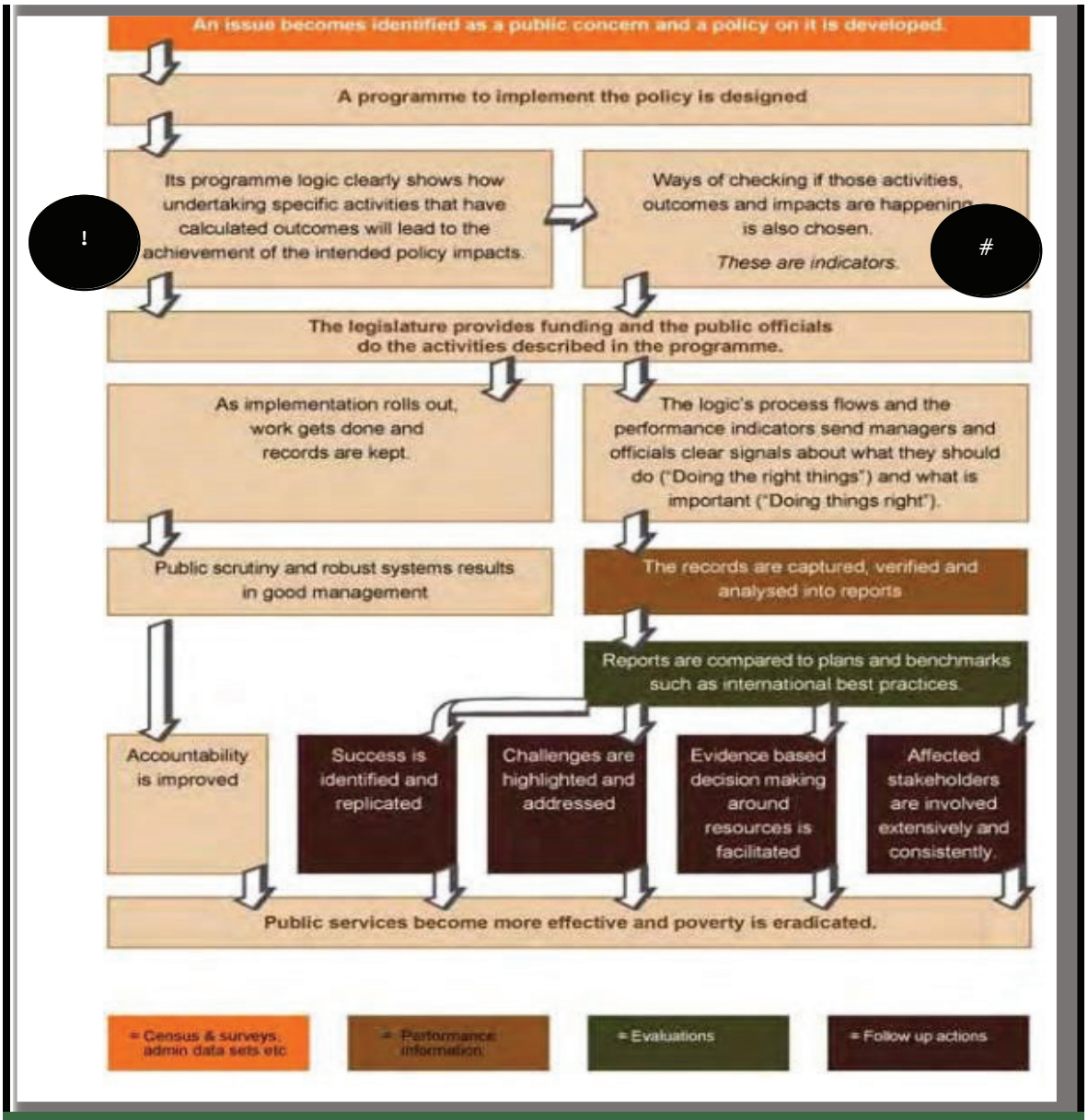

Figure 6.4: Flow chart of how intended outcomes should be achieved

showing the interconnectedness of activities and results while also insisting on the choice of indicators for performance measurement. Interestingly, judging by the arrows in the flow chart, these monitoring and evaluation tasks, precede the provision of funds for programme implementation.

Without a definitive ToC and chosen indicators for performance tracking, reporting of progress in the programme will be focused on many different things thereby diluting the attention that should have been paid to intended results as reflected in the ToC. Indeed, it is doubtful that the service providers and other critical role players in the Fortune 40 programme were conversant with the programme's ToC as a firm version of this was developed only after the programme had already been implemented. Due to this, the M&E efforts during the programme were not as guided as they ought to have been.

It is therefore recommended that a ToC be developed and performance tracking indicators be selected, prior to the commencement of programmes like the Fortune 40 one. Beyond that, the ToC information and chosen indicators must be properly communicated to all parties that would be in-

volved in steering the programme. Standard templates for indicator-based performance reporting should subsequently be disseminated to the farms as this would aid uniform reporting of financial and non-financial performance.

A synopsis of the recommendations already discussed in this section are captured in Table 6.3.

Table 6.3: A tabulated synopsis of recommendations

	SUMMARY OF RECOMMENDATIONS
1	The use of a refined recruitment process that should include the provision of verifiable evidence of previous exposure or participation in farming in order to partake in the programme.
2	The programme recruitment mechanism may need to consider if the prospective candidate for the programme has access to land that can be used for agricultural purpose
3	DARDLEA may have to consider making land available for programme graduates, on a lease (or another contractual basis) to enable them farm.
4	A remuneration structure for participants based on the principle of equity rather than equality should be developed and utilised in the programme. In effect, participants who work more should earn more.
5	Formation of cooperatives and the constitution of members should be at the discretion of programme participants while DARDLEA simply facilitates the process.
6	Efforts must be invested by DARDLEA during he programme to practically prove to participants that the cooperatives are beneficial.
7	A ToC must be developed and performance tracking indicators must be selected, prior to the commencement of programme
8	The ToC information and chosen indicators must be properly communicated to all parties that would be involved in steering the programme.
9	Standard templates for indicator-based performance reporting should subsequently be disseminated to the farms as this would aid uniform reporting of financial and non-financial performance.
10	The basket of issues such as inadequate security, lack of market and financial support, lack of funds for production inputs and the absence of a clear exit strategy must be addressed.

Indubitably, the Fortune 40 programme has immense potential and is therefore worthy to be continued, particularly given the high levels of youth unemployment alongside the vast expanse of arable land that can be put to productive use in the province. Furthermore, rational thinking suggests that the infrastructure, on which a lot of money has already been expended, should be put to good use by enrolling participants for cohort 3 of the programme and indeed beyond. This certainly would be better than leaving the infrastructure at all the farm sites to become dilapidated from lack of use. A decision to terminate the Fortune 40 programme will paint a grim picture of wasteful expenditure which will be amplified when the abandoned infrastructure is juxtaposed against the high levels of poverty in the province.

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