



rural development
& land reform

Department:
Rural Development and Land Reform
REPUBLIC OF SOUTH AFRICA

Final report

**PSDS – PARTICIPATORY SETTLEMENT AND
DEVELOPMENT SUPPORT TO LAND REFORM
BENEFICIARIES AND RURAL CITIZENS-**

SAF 0601511



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Acronyms

ABP	Area-based planning
BAS	Basic Accounting System (GOVSAP)
BBBEE	Broad-Based Black Economic Empowerment
BEE	Black Economic Empowerment
BTC	Belgian Development Agency (Now Enabel)
CAF	Common Assessment Framework (EU)
CASP	Comprehensive Agricultural Support Programme
CBO	Community Based Organisations
CD	Chief-Director(ate)
CEAP	Capacity Enhancement Action Plan
CFO	Chief Financial Officer
CLCC	Chief Land Claims Commission/er ^[11] _{SEP}
COGTA	Department of Cooperative Governance and Traditional Affairs
CRDP	Comprehensive Rural Development Programme
CRLR	Commission for the Restitution of Land Rights
CRLR	Commission for the Restitution of Land Rights
CWP	Community Work Programme
DAFF	Department of Agriculture, Forestry and Fisheries
DAMC	District Agri-parks Management Council
DBSA	Development Bank of South Africa
DDG	Deputy Director General
DDG	Deputy Director General
DG	Director-General
DGDC	Directorate-General for Development Cooperation
DGDC	Directorate-General for Development Cooperation
DLA	Department of Land Affairs
DLRC	District Land Reform Committee
DM	District Municipality
DPME	Department of Performance Monitoring and Evaluation
DRDLR	Department of Rural Development and Land Reform
Enabel	Belgian Development Agency (previously BTC)
EPMO	Enterprise Programme, project and portfolio Management Office
EPWP	Expanded Public Works Programme
ESTVC	Enhanced Spatial Targeting and Virtuous Cycle
FES	Farm Equity Scheme
HSRC	Human Sciences Research Council ^[11] _{SEP}
ICLRRD	Integrated and Coordinated Land Reform and Rural Development
ICT	Information and Communications Technology ^[11] _{SEP}
IDP	Integrated Development Plans/Planning
IDP	Integrated Development Plans/Planning
IGR	Intergovernmental Relations

IR	Chief Directorate for Stakeholder and International Relations (DRDLR)
ITA	International Technical Assistance
JLCB	Joint Local Consultative Board
JSC	Joint Steering Committee
LUNA	Land Use Needs and Assessment
M&E	Monitoring and Evaluation
MTSF	Medium-term Strategic Framework
NAAC	National Agripark Advisory Council
NARYSEC	National Rural Youth Services Corps ^{LSEP}
NGO	Non-Governmental Organisation
NISIS	National Integrated Social Information System
NPO	Non-profit Organisation
NSDP	National Spatial Development Perspective
PD	Programme Direction
PGDS	Provincial Growth and Development Strategy ^{LSEP}
PIU	Project Implementation Unit
PLAS	Proactive Land Acquisition Strategy
PSDS	Participatory Settlement and Development Support to Land Reform Beneficiaries and Rural Citizens Project
PSDSP	Post Settlement, Development and Support Project
PSS	Post Settlement Support ^{LSEP}
PSSC	Provincial Shared Service Centres (DRDLR)
RADP	Recapitalisation and Development Programme
RDLRP	Rural Development and Land Reform Plans
RDP	Rural Development Plan
RDPA	Rural Development Planning Assistant
RECAP	Recapitalisation and Development Programme
REID	Rural Enterprise and Industrial Development (DRDLR)
RETM	Rural Economy Transformation
RID	Rural Infrastructure Development (DRDLR) ^{LSEP}
RLCC	Regional Land Claims Commission/ ^{LSEP}
SALGA	South African Local Government Association
SARS	South African Revenue Service
SDF	Spatial Development Framework
SETA	Skills Education Training Authority ^{LSEP}
SIS	Settlement and Implementation Support
SLA	Service Level Agreement
SLAG	Settlement Land Acquisition Grant
SPLAG	Settlement Production and Land Acquisition Grant
SPLUM	Spatial Planning and Land Use Management ^{LSEP}
SPLUMA	Spatial Planning and Land Use Management Act
STRIF	Social Technical Rural Livelihoods and Institutional Facilitation (DRDLR)
TFF	Technical and Financial File

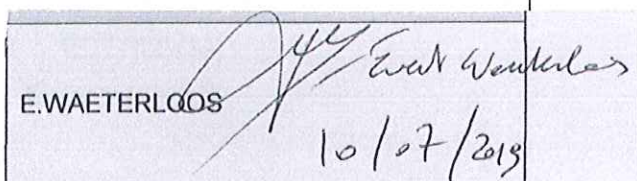
Intervention form

Intervention name	PARTICIPATORY SETTLEMENT & DEVELOPMENT SUPPORT TO LAND REFORM BENEFICIARIES AND RURAL CITIZENS (PSDS)
Intervention Code	SAF 0601511
Location	South Africa
Budget	Euro 6,050,000
Partner Institution	Department of Rural Development and Land Reform (DRDLR) (Government of South Africa)
Date intervention start /Opening Steering Committee	17 Oct 2011
End date Specific Agreement	31 Dec 2016
Target groups	Dept of Rural Development and Land Reform (DRDLR); Land reform beneficiaries and rural citizens
Impact ¹	Poverty reduction through the creation of rural sustainable livelihoods of land reform beneficiaries and rural citizens within the context of South Africa's land reform and rural development programmes
Outcome	Support institutions to provide effective and coherent support to South Africa's rural economy transformation through better integrated and coordinated service delivery to beneficiaries of the Land Reform and Rural Development programmes in South Africa
Outputs	Result area 1: Analysis of integrated and coordinated land reform and rural development interventions in pilot municipalities
	Result area 2: Land reform and rural development interventions are better coordinated and integrated in pilot municipalities
	Result Area 3: Stakeholder capacities for coordinated and integrated land reform and rural development interventions are improved
Total budget of the intervention	Euro 6,050,000

¹ Impact is a synonym for global objective, outcome is a synonym for specific objective, output is a synonym for result

Global appreciation

Describe your global appreciation of the intervention (max 200 words):	Describe your global appreciation of the intervention (max 200 words):
	Institutional capacity strengthening for coordination, policy development and piloting requires a long-term, multi-dimensional and multi-actor perspective and a high degree of flexibility, alignment and pragmatism. Especially in a fluid environment such as the one of SA's government-led agrarian transformation, capacity enhancement is a moving target. With hindsight, a long-term programme support approach with various modalities, additional partner departments, actors and donors, as well as a clear harmonisation and exit strategy may have increased PSDS' contribution to the process of institutional capacity enhancement of DRDLR in terms of responsiveness, budgetary complementarity, and coordination and integration. A lot of challenges remain in terms of coordination, decentralization and effectiveness of DRDLR programmes. The final reviewers indicate that, since many DRDLR processes supported by the PSDS project have not been fully implemented yet, an Ex Post Evaluation should shed more light on actual outcomes of the processes supported by PSDS. The main aid relationship lessons that can thus far be drawn from this development cooperation partnership are that support to various forms of institutional strengthening in the South African policy and system environment is very relevant, can be very effective and may deliver significant added value. Technical or financial assistance aligned to the SA government's policies and systems must however include more human resources both from an implementation as well as accounting side.

Score your global appreciation of the intervention ² :	Score your global appreciation of the intervention ³ :
	Satisfactory
National execution official ⁴	BTC execution official ⁵
	 E.WAETERLOOS

² Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

³ Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

⁴ Name and Signature

⁵ Name and Signature

PART 1 : Results achieved and lessons learned

1 Assessing the intervention strategy

1.1 Context

Land reform in South Africa has undergone many significant changes since the implementation of the early redistributive Settlement / Land Acquisition Grant (SLAG) between 1994 and 1999. This early agricultural land redistribution mechanism and other policy and strategic aspects of land reform (restitution and tenure security), proposed in the 1997 White Paper on South African Land Policy underwent many changes in subsequent years. The same occurred with the original departments established to implement and manage the process of land reform. The Department of Land Affairs, originally part of the Ministry of Agriculture and Land Affairs, became a separate department, the Department of Rural Development and Land Reform (DRDLR), in 2009. This change included the mandate of land reform and the mandate of broad rural development. In the latter regard it moved from a weak focus on agricultural development to a broad focus on revitalising rural communities and towns largely based on the delivery and maintenance of infrastructure and the introduction of the Comprehensive Rural Development Programme (CRDP). As part of its commitment to the revitalisation and inclusion of rural areas to ensure that rural residents are covered by human rights and basic dignity enshrined in the Constitution, the CRDP included the rollout of economic and social infrastructure alongside land reform and the introduction of agricultural technologies. The emphasis of the CRDP's work has mainly been on the 27 'distressed' district municipalities in the country.

In line with these policy and institutional changes in South Africa's land reform and rural development interventions, another reformulation since the first formulation of a Belgian programme in 2006 to support the delivery of public post-settlement services to land reform beneficiaries with a subsequent reformulation in 2009, was necessary in 2011 for PSDS to be able to finally kick off. The PSDS' general character within the context of ongoing departmental and policy change, compounded by the slow process of resolving institutional coordination and policy operationalization, have contributed to slow implementation. Ongoing elaboration of more than 10 policies and piloting of policy implementation related to coordination and integration strategies, such as RADP, FES, SPLUMA, DLRC/DAMC, AgriParks, the Virtuous Cycle, Rural Economy Transformation and district level Rural Development Plans, are therefore the backdrop against which various support priorities have changed over time and been regularly articulated towards PSDS.

1.2 Important changes in intervention strategy

In line with the policy and institutional changes in South Africa's land reform and rural development interventions, a last reformulation was necessary in 2011 for PSDS to finally kick off. PSDS was then formulated to be implemented over a four-year period (September 2011- June 2015) by means of the following specific result areas:

1. A country-wide review and subsequent in-depth analysis in selected pilot District Municipalities of the integration of area-based planning in municipal Integrated Development Plans (IDPs) and coordination amongst relevant departments and partners.
2. Implement better practices of integration and coordination between municipalities and provincial DRDLR offices in selected pilot District Municipalities
3. Refining relevant policy frameworks such as Recapitalisation and Development Programme (RADP), Intergovernmental Relations (IGR) and Farm Equity Schemes (FES).

The mid-term review of the PSDS in February 2014 states that after 2 years of implementation, PSDS was still highly relevant to national policy and the DRDLR. However, due to the PSDS' general character and the context of departmental and policy change, compounded by the slow process of resolving institutional coordination and policy operationalization, PSDS had resulted in limited progress of implementation. Subsequently, at the PSDS JSC of 13 March 2014, the general principle of further focusing was approved within the confines of DRDLR's initiatives of rural economic transformation. Since then and up to the last JSC of 29 November 2016, budget and activity changes were introduced in line with the changing policy elaborations and implementation needs (see table below). After this date, still minor adaptation had to be introduced to accommodate recent evolutions in terms of actual (non)expenditure as well as shifts in practical approaches to committed activities.

Table: Budget allocation JSC 29 November 2016

Budget Code	Mode	Budget Line	Dec 2016 Final Budget allocation Euro	Dec 2016 Final Co-management Budget allocation Rand
B. Improved Settlement and Development Support to Land Reform Beneficiaries and Rural Citizens				
B_01	Co	Result Area 1: Analysis of integrated rural development interventions in pilot municipalities		
B_01_01	Co	General Overview and Analysis	51 057.00	551296.37
B_01_02	Co	Identify and recommend strategies to take up IGR and Virtuous Cycle opportunities between provincial DRDLR-municipalities (baseline surveys)	133.00	1343
B_02	Co	Result Area 2: Integrated rural development interventions are better coordinated and integrated in pilot municipalities		
B_02_01	Co	Implementation in priority and pilot municipalities through Rural Development Planning Assistants, operational and methodological resources	1 451 742.00	21066217.24
B_02_02	Co	Develop Intergovernmental Relations (IGR) and stakeholder strategy	107 340.00	1258871.07
B_02_03	Co	Pilot roll-out of EPMD project management system to priority DM	682 900.00	10148369.72
B_02_04	Co	Enhanced Spatial Targeting and the Virtuous Cycle Process: coordination and integration at pilot provincial and municipal level	86 958.00	4233014.30
B_02_05_01		Roundtable and technical exchanges		1299277.00
B_02_05_02		Reporting System Development		1700000.00
B_02_05	Co	AgriParks Implementation support	199 952.00	2999277.00
B_03	Co	Result Area 3: Stakeholder capacities for coordinated integrated rural development interventions are improved		
B_03_01	Co	Development of RADP Implementation Manual	48 137.00	522786.69

B_03_02	Co	Municipal SPLUMA Capacity Building and Training	660 560.00	10356356.86
B_03_02_01		Orientation DLRC members in Leadership and Agro-enterprise planning		1798674.75
B_03_02_02		LUNA framework development		1528621.00
B_03_02_03		LUNA piloting		1901437.00
B_03_02_04		CEAP		535105.00
B_03_02_05		Ethical Leadership Training		2000000.00
B_03_02_06		RDPA Secretariat and research		2617870.00
B_03_03	Co	Capacity development in the piloting and roll-out of DLRC in priority DM	736 204.00	10381707.75
B_03_04	Co	Study tour and exchange on EU integrated rural development	95 880.00	1343704.77
B_03_05	Co	Identification of representative high potential impact case studies of rural economy drivers in South Africa in preparation of a model for rural economy outlook projection.	34 269.00	488150.00
B_03_06	Co	Orientation District AgriPark Management Council (DAMC) members in Leadership and Agro-enterprise planning	125 000.00	1875000.00
B_03_07	Co	Youth Study Tour to China and training courses in green energy,	206 807.00	3526976.02
B_03_08	Re	Identification of representative high potential impact case studies of rural economy drivers in South Africa in preparation of a model for rural economy outlook projection: consulting	83 216.00	
B_03_09	Co	Orientation and Capacity building rural development and land reform policies	198 089.00	2971335.00
B_03_09_01		Capacity building policies gender and designated persons		39314.56
B_03_09_02		Orientation rural development and land reform policies		349332.58
B_03_09_03		Land Tenure Policy Orientation		682687.86
B_03_09_04		Communal Land Tenure Policy Consultations		1300000.00
B_03_09_05		Mapping processes and budgeting		600000.00
B_03_10	Re	Study tour and exchange on AgriParks	12 307.00	

X Contingencies				
X_01	Co	Contingencies		
X_01_01		Contingencies National Execution	0.00	
Z General Means				
	Re	Staff		
Z_01_01	Re	Senior Programme Manager	701 200.00	
Z_01_02	Re	Project Officer	140 610.00	
Z_02	Co	Operating Expenses		
Z_02_01_01		Prep Meetings		43 981.39
Z_02_01_02		Consolidation close-off and reporting		318300
Z_02_01_03		Capitalisation report and dissemination		534780.00
Z_02_01	Co	Logistical Support	59 989.00	897061.39
Z_02_03	Re	Logistical Support - Regie	237 940.00	
Z_03	Re	M & E Audits		
Z_03_01	Re	BTC Audit	49 710.00	
Z_03_02	Re	Mid Term Review & Final Evaluation	80 000.00	
SUBTOTAL			6 050 000.00	

2 Results achieved

2.1 Monitoring matrix

Results/Indicators ⁶	Baseline value	End target value	End value obtained	Comments
IMPACT: Poverty reduction through the creation of rural sustainable livelihoods of land reform beneficiaries and rural citizens within the context of South Africa's land reform and rural development programmes (Government's Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all)				
Develop and implement spatial development Framework as the basis to guide land use planning and development and to address spatial inequities, prioritising the 27 resource-poor district municipalities	0	9 provinces by 2019	DPME monitors Sub-outcome 1: Improved land administration and spatial planning for integrated development in rural areas	
Institutionalise regulatory framework for land use to guide and support development initiatives	0	234 LM implement SPLUMA by 2019		
Strengthen coordination across the three spheres of government and external stakeholders to implement the Comprehensive Rural Development Programme (CRDP) in line with the spatial development plans	0	Intergovernmental Relations and Stakeholder Management Strategy developed and implemented 22 National, 9 provinces and 44 District municipalities contribute to the implementation of the rural development programme in line with the rural development plans by March 2019		

⁶ The intervention does not monitor anything at this level. Only official statistics will be utilised as this is beyond the intervention sphere of the programme. Monitoring is done by DPME on the contribution of DRDLR to Government's Outcome 7 "VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY FOR ALL"

Establishing Land administration structures to:				
- Independently value state-led land acquisitions to normalize the land market - Coordinate implementation of the key functions of land reform - Effectively adjudicate land rights disputes	o	Functional District Land Committees by 2019	DPME monitors Sub-outcome 2: Sustainable Land Reform contributing to agrarian transformation	
Fast track the development of tenure security policies and legislation in communal areas to address tenure insecurity	o	Communal land tenure policy and legislation in place and being implemented by 2019		
Develop and implement policies promoting the development and support of smallholder producers	o	Policies promoting the development and support to smallholder producers in place and implemented by 2019	DPME monitors Sub-outcome 4: Smallholder producers' development and support (technical, financial, infrastructure) for agrarian transformation	
Provide support to farms in order to ensure production		Number of farms under the Recapitalisation and Development programme		
Promote sustainable rural enterprises and industries in areas with economic development potential		Differentiated plans for economic development in targeted areas of economic potential in areas with economic development potential	DPME monitors Sub-outcome 6: Growth of sustainable rural enterprises and industries – resulting in rural job creation	
		Number of new industries , including Agri-parks , in rural district municipalities supported to be established		

Results Indicators /	Baseline value	End target value	End value obtained	Comments
OUTCOME: DRDLR is institutionally strengthened to provide effective and coherent support to South Africa's rural economy transformation through better integrated and coordinated service delivery to beneficiaries of the Land Reform and Rural Development programmes in South Africa (Integrated and inclusive rural economy development)				
NATIONAL LEVEL IMPLEMENTATION STRATEGY FOR INTEGRATED AND INCLUSIVE RURAL ECONOMY DEVELOPMENT PREPARED AND REFINED				
PLACE-BASED DEVELOPMENT STRATEGY REFINED	0	100	60%	
ABP REVIEW recommendations taken up (B_01_01)			80	
CAF BASELINE key constraints and opportunities taken into consideration(B_01_02)			40	
IGR+STAKEHOLDER STRATEGY adopted and practised (Bo2_02)			70	Ongoing ; printing affected by computer virus
ESTVC pilot lessons identified and recommendations formulated(B_02_04)			50	ongoing
CUSTOMIZED RETM DEVELOPED AND ADOPTED (B_03_04, B_03_05, B_03_07 and B_03_08)	0	100	60%	ongoing
AGRIPARK IMPLEMENTATION MODEL IMPROVED (B_02_05)	0	100	70%	
Coop models improved due to expertise exchange			50%	ongoing
Learning Monitoring and Evaluation Project Financial Management System established			100%	finalised
Log Frame development AgriParks support	0	100	80%	
IMPLEMENTATION MANUALS	0	100	80%	
RADP (B_03_01)			90	
SPLUMA (B_03_02)			100	
POLICY ORIENTATION AND CONSULTATION	0	100	100%	

Gender mainstreaming				
Land tenure				
Communal Land Tenure				
PROVINCIAL LEVEL IMPLEMENTATION STRATEGY FOR INTEGRATED AND INCLUSIVE RURAL ECONOMY DEVELOPMENT PREPARED, REFINED AND OPERATIONALISED				
PLACE-BASED DEVELOPMENT STRATEGY PREPARED	0	100	55%	Gradual formulation of RDPs and priority implementation strategy countrywide in every province
ABP REVIEW recommendations taken up (B_01_01)			80%	
CAF BASELINE key constraints and opportunities taken Into consideration(B_01_02)			40	
IGR+STAKEHOLDER STRATEGY adopted and practised (Bo2_02)			50	
Municipal SPLUMA Capacity Building and Training (B_03_02)			100%	all 52 DM
PARTICIPATORY AREA-BASED AGROENTERPRISE PLANNING CASE STUDIES (B_03_03)			0	Dropped due to delays
ESTVC pilot lessons identified and recommendations formulated(B_02_04)			50%	All provincial SPLUM offices involved in ongoing formulation of ESTVC challenges and activities
RDPA CAPACITY SUPPORT TO DRDLR (B_02_01)	0	28	19 RDPA	Until June 8th 2017
DLRC CAPACITY STRENGTHENED (B_03_03)	0	100	85%	
Orientation DLRC policies,ToR, Code of Conduct			100	
Orientation land needs assessment			25	
Orientation leadership			100	
Orientation area-based participatory agro-enterprise planning			100	

Alternative dispute resolution			0	Dropped due late finalisation of support proposals
Ethical leadership			100	
DAMC CAPACITY STRENGTHENED (B_03_06)	0	100	100%	
Orientation DAMC policies, ToR, Code of Conduct			100	
Orientation leadership			100	
Orientation area-based participatory agro-enterprise			100	
Alternative dispute resolution			0	
Ethical leadership			100	
EPMO M&E ROLL OUT (B_02_03)	0	44DM	44DM	
AGRIPARK IMPLEMENTATION IMPROVED (B_02_05)	0	100	100%	
Learning Monitoring and Evaluation Project Financial Management System			100	
SYSTEMATIC IMPLEMENTATION MANUALS USED	0	100	65%	
RADP (B_03_01)			30	
SPLUMA (B_03_02)			100	
POLICY ORIENTATION AND CONSULTATION (B_03_09)	0	100	100%	
Gender mainstreaming			100	
Land tenure			100	DLRC/DAMC meeting June 2017
Communal Land Tenure			100	DLRC/DAMC meeting June 2017
MUNICIPAL LEVEL IMPLEMENTATION STRATEGY FOR INTEGRATED AND INCLUSIVE RURAL ECONOMY DEVELOPMENT PREPARED, REFINED AND OPERATIONALISED				
PLACE-BASED DEVELOPMENT STRATEGY PREPARED	0	100	55%	Gradual formulation of RDPs countrywide

ABP REVIEW recommendations taken up (B_01_01)			80%	
CAF BASELINE key constraints and opportunities taken Into consideration(B_01_02)			40	
IGR+STAKEHOLDER STRATEGY adopted and practised (Bo2_02)			50	
Municipal SPLUMA Capacity Building and Training (B_03_02)			100%	all 52 DM
PARTICIPATORY AREA-BASED AGROENTERPRISE PLANNING CASE STUDIES (B_03_03)			0	Dropped due to delays
ESTVC pilot lessons identified and recommendations formulated(B_02_04)			50%	Provincial SPLUM offices involved in ongoing formulation of ESTVC challenges and activities
RDPA CAPACITY SUPPORT TO DRDLR (B_02_01)	0	28	19 RDPA	Until June 8th 2017
DLRC CAPACITY STRENGTHENED (B_03_03)	0	100	85%	
Orientation DLRC policies,ToR, Code of Conduct			100	
Orientation land needs assessment			25	
Orientation leadership			100	
Orientation area-based participatory agro-enterprise planning			100	
Alternative dispute resolution			0	Dropped due to late finalisation of support proposals
Ethical leadership			100	
DAMC CAPACITY STRENGTHENED (B_03_06)	0	100	100%	
Orientation DAMC policies,ToR, Code of Conduct			100	
Orientation leadership			100	
Orientation area-based participatory agro-enterprise planning			100	
Alternative dispute resolution			0	

Ethical leadership			100	
EPMO M&E ROLL OUT (B_02_03)	0	44DM	44DM	
AGRIPARK IMPLEMENTATION IMPROVED (B_02_05)	0	100	100%	
Learning Monitoring and Evaluation Project Financial Management System			100	
SYSTEMATIC IMPLEMENTATION MANUALS USED	0	100	65%	
RADP (B_03_01)			30	
SPLUMA (B_03_02)			100	
POLICY ORIENTATION AND CONSULTATION (B_03_09)	0	100	100%	
Land tenure			100	DLRC/DAMC meeting June 2017
Communal Land Tenure			100	DLRC/DAMC meeting June 2017

2.2 Analysis of results

2.2.1 To what extent will the intervention contribute to the impact⁷ (potential impact)?

In the 2015-2020 Strategic Plan, the main focus of the department is to create an enabling environment to ensure that rural communities have greater opportunities to participate fully in the economic, social and political life of the country, supported by good legislation and policies that facilitate accelerated land reform, access to basic services, socio – economic infrastructure, skills development and job creation for the rural communities. DRDLR has institutionalised the new integrated services improvement mechanism through a Virtuous Cycle Model, meant to achieve high level coordinated planning and implementation.

Due to its alignment to DRDLR's systems and policies, PSDS has gradually been able to contribute important support to intra- and extra-departmental challenges as well as to innovative ideas. Based on a pragmatic stance on the institutional capacity enhancing cooperation agenda and project intervention framework PSDS has thus facilitated an increasingly relevant and responsive technical, operational and financial assistance within DRDLR. The goal of this PSDS support initiative was to assist the DRDLR's institutional capacity development. Capacity is the ability of people, organisations and society as a whole to manage their affairs successfully. While capacity is shaped by and reacting to external factors and actors, it is internal to people, organisations and groups or systems of organisations. Capacity development is therefore an internal change process whereby people, organisations and society as a whole unleash, create, strengthen, adapt and maintain capacity over time. Capacity development may entail change of knowledge, skills, work processes, tools, systems, authority patterns, or management style. Institutional capacity has 3 dimensions:

- * Physical capital and hardware (physical infrastructure, computers, etc.);
- * Human and knowledge capital (including organizational and administrative capital);
- * Governance and political capital (GPK)

PSDS' emphasis lies in the enhancement of institutional capacity in its second dimension, i.e. capacity enhancement of provincial and municipal stakeholders in terms of additional support to SDFs and RDPs in DM, coordination and integration of rural development and land reform interventions, land administration and management through DLRC, elaboration of tenure policies and rural economy transformation policies in favour of smallholders, and the promotion of sustainable rural enterprises and industries through DAMCs and AgriPark models and tools. But PSDS has also intervened into physical (e.g. provision of desktop computers, cellphones,...) as well as governance capital (e.g support to DLRC and DAMC leadership capacity) aspects of institutional enhancement in favour of integrated and inclusive rural economy development.

These various core strategic areas of DRDLR and Government's Outcome 7 to which PSDS has channeled support, are subjected to an M&E process with a timeframe specified for 2019. Officially, impact will only be formally assessed at that moment in time. However, progress in key areas such as SDF and RDP, land administration and management through DLRC, elaboration of tenure policies and rural economy transformation policies in favour of smallholders, and DAMCs and AgriParks reveals an intensified government effort at present

⁷ Terminology : Impact = General Objective ; Outcome = Specific Objective; Outputs = Expected Result

towards the creation of vibrant, equitable, sustainable rural communities contributing towards food security for all.

2.2.2 To what extent has the outcome been achieved? Explain

The Outcome of institutionally strengthening DRDLR to provide effective and coherent support to South Africa's rural economy transformation through better integrated and coordinated service delivery is subdivided in three interlinked outcomes. The preparation and refining at national level of an implementation strategy for integrated and inclusive place-based rural economy development, as well as the additional operationalization of such strategies at provincial level on the one hand and municipal level on the other. As most of the PSDS support to strategy preparation and refining was geared to strategies before they are submitted for final approval by the relevant highest authorities, the outcome can only be assessed from a short-term perspective. This indicates how effective such preparation and refining has been during the term of the PSDS and the immediate aftermath. Since policies and institutional set-ups are still in full development and evolution towards refined and improved strategies and guidelines, such short-term effectiveness applies particularly to Place-based development strategies (especially Rural Development Plans), the IGR and SM Strategy, a Rural Economy Transformation Model, RADP and SPLUMA manuals, the AgriParks Model, the ESTVC, gender mainstreaming in policies, land tenure and communal land tenure policies and the Land Use and Needs Assessment (LUNA) framework (see outputs below).

Operationalization of strategies at provincial and especially municipal level is implemented through the capacity building in Spatial Planning and Land Use Management Act, 2013 (SPLUMA), where relevant entities dealing with Spatial Planning and Land Use Management were equipped with operational guidance to execute their respective functions. Capacity was also strengthened of District Land Reform Committees and District AgriPark Management Councils towards policy clarification and aspects of leadership, joint agro-enterprise planning and Land Use and Needs Assessment skills. The roll-out of EPMO provided important feeders in terms of gaps and future skills of integrated and coordinated rural project and programme management in the municipal space, as well as the development of an integrated reporting system for AgriPark interventions monitoring. Again, only short-term effectiveness can be observed as of yet, or expected for those contributing key activities areas for which no end product stage has been reached yet within DRDLR (eg. ESTVC, LUNA).

When (self)assessing the extent of achieving the individual suboutcomes, an estimate of 74% is achieved for the national one and 86% for the provincial and municipal ones. This indicates that overall, due to the emphasis of the outcomes on the moving target of capacity enhancement for policy and strategy development and piloting, a high score may be given. This does not however translate necessarily in or relate to hard deliverables and exactly measurable results, but rather to how far the process has been helped move forward by external support as well as internal DRDLR work.

While some activities supposed to contribute to the outcome of institutional strengthening DRDLR were delayed in producing final results such as IGR and ESTVC, others were eventually dropped due to non-feasibility of timely implementation. These decisions were taken during the course of PSDS under guidance of the Joint Steering Committee. This applies for instance to Participatory Area-Based Agroenterprise Planning Case Studies, DLRC and DAMC Alternative Dispute Resolution, and AgriParks Learning Monitoring and Evaluation.

2.2.3 To what extent have outputs been achieved? Explain

The PSDS intended to assist DRDLR in ensuring that livelihoods of land reform beneficiaries and rural citizens are enhanced through better coordinated and integrated policies and services for which different spheres of government are responsible. Through the various activities described above, the PSDS assisted the DRDLR effectively in identifying, designing, piloting or refining better practices of policy implementation and feed-back, especially between national, provincial and municipal authorities. These individual activities were grouped in three interlinked results areas: analysis of previous efforts for coordination and integration in land reform, piloting of coordination and integration efforts and capacity strengthening of stakeholders for such approaches. In addition, three BTC Junior Assistants have also provided additional support to data gathering, analysis and research.

Below, a detailed description of the PSDS' outputs – grouped into three result areas - are analysed.

- Result Area 1: Analysis of integrated rural development interventions in pilot municipalities

Through its support to analyses in Result Area 1, PSDS has contributed to a further reflection and clarification in DRDLR on the challenges of implementing an integrated and coordinated rural development programme within DRDLR and with other stakeholders. For instance, the rapid ABP survey of 2012 highlighted the challenges associated with practical intergovernmental relations and the absence of a clear framework for joint planning. Recommendations to improve the area-based planning and development process included clearer allocation of responsibility, clearer linkages between ABPs and Provincial Strategic Plans and Budgets, design a mechanism to make ABPs/RDPs a legal requirement as part of the IDP process; sound institutional arrangements to enable joint planning and budgeting; and develop an online digital asset management and collaboration system. With the provisions of SPLUMA, institutional and legal arrangements have been created to respond to some of those identified challenges. The CAF baseline survey confirmed the lack of joint decision making and implementation as the most important obstacles in day-to day integration and coordination within DRDLR and with municipal actors. The need to further clarify, communicate and disseminate the policies being elaborated was clearly confirmed. From a strategic institutional strengthening point of view, the CAF survey recommended that still more attention and resources need to be paid to the operational design and actual implementation of systematic and effective coordination and integration between the various spheres, Branches and line departments. Strengthening such structures and resources can build on the overall positive expectations towards integrated and coordinated land reform and rural development, existing moderate process opportunities of exchange of information, and the service delivery reputation of the national, provincial and municipal stakeholders involved. The identified challenges formed the main points of departure for the further PSDS support to national and district-based initiatives of further implementation and refining of coordinated and integrated approaches. The IGR Strategy and the Enhanced Spatial Targeting and Virtuous Cycle Implementation sub-project are clear cases in point of this.

- Result Area 2: Integrated rural development interventions are better coordinated and integrated in pilot municipalities

The actual piloting of coordination and integration efforts has been supported through additional temporary human resources at provincial and district municipality level until June

2016. Young graduates with at least a Bachelor degree were selected and trained to be deployed as so-called “Rural Development Planning Assistants”. They were employed temporarily to assist DRDLR, and more specifically SPLUM, in the tasks of integrated and coordinated land reform and rural development planning at the local level. RDPAs are generally viewed as crucial for DRDLR success but the effectiveness of the intervention is dependent on stakeholders’ buy-in and communication about the programme to meet capacity needs for implementing SPLUMA. There were mixed outcomes regarding individual RDPAs development within the programme. These outcomes suggest the importance of recruiting RDPAs with relevant qualifications in relation to the specialized needs in the SPLUM offices. Improved record keeping in SPLUM offices, coordination of various units and communication between provincial departments and municipalities as well as effective reporting supported by evidence from provinces to the national level were associated with the deployment of RDPAs. The sustainability of the programme was influenced by concerns over long term funding. However, the implementation of the RDPA programme has been influenced by several processual and institutional aspects that need further consideration.

The DRDLR’s successful formulation of a long-awaited IGR and SM Strategy details six pillars that guide the IGR and SM approach to achieve the objectives of the mandate of the Department of Rural Development and Land Reform. Stakeholder management, intergovernmental relations, monitoring and reporting are at the centre of the implementation of the programmes and projects. Of these, stakeholder analysis and mapping should always be the first step when a new programme or project is introduced. Training and induction of new staff in the general field of IGR within DRDLR and the Forums with which they engage is essential for the long-term stability and deepening of government.

The Enterprise, Programme and Project Portfolio Management Office (EPMO) was supported by PSDS to contribute to the formulation of improvements for coordination at DM, provincial and national level. An extensive range of DRDLR projects countrywide could be assessed and room for improvement identified. Projects in DRDLR are mostly managed by entities without the involvement of DRDLR officials; limited information and documentation was attached regarding the deliverables being paid for. No governance structures in the provinces focus on reviewing all projects, progress and providing remedial actions on challenges identified. Therefore, it was recommended that regular engagements with the entities to assess compliance and delivery as per contractual agreements through

improving the interface with local stakeholders, intergovernmental relations and intra-departmental coordination.

The main institutional footprint of DRDLR at the DM level are the multi-stakeholder platforms of the District Land Reform Committees (DLRCs) for land administration and management, and the District Agri-parks Management Councils (DAMCs), responsible for advising on agricultural enterprise and inclusive value chain development. In the DMs which have adopted the RDPs, a specific focus in ESTVC piloting therefore needs to be introduced; geared toward improving the coordinated and integrated work process and deliverables of the DLRCs and the DAMC. A facilitated perspective based on the mandates of the DLRCs and the DAMC has been initiated with PSDS support; this will lead towards a medium to long term joint delivery plan in each district or specified region in terms of SPLUMA (and the Municipal Systems Act) and other relevant policies.

Finally, in terms of AgriParks Implementation support, two initiatives were identified for support. First, an integrated reporting system which allows for the progress monitoring of the

various components and project constituting an Agri-park was developed. This architecture provides users with the interface to capture data directly in the Agri-parks PRS database by the different branches (Rural Infrastructure Development, Rural Enterprise and Industrial Development, Land Reform) responsible for the primary data capturing of the DRDLR funded projects. Furthermore, the system also includes data on projects from various departments. Another initiative was the participation of DRDLR at an international exchange in the Netherlands on piloting AgriParks, organized by Wageningen University.

- Result Area 3: Stakeholder capacities for coordinated integrated rural development interventions are improved

Strengthening the human and knowledge capital of various stakeholders is an important dimension of PSDS' support to institutional enhancement for integrated and coordinated rural development and land reform.

The production of a RADP Implementation Manual serves as an explanatory document and guide for the systematic implementation of the Recapitalisation and Development Programme (RADP) across various actors and localities. The final manual is based on a draft version of 2014 sponsored by the Participatory Settlement and Development Support (PSDS) programme. The manual provides additional explanation of the specific legislative mandate of the DRDLR, the support that can be provided, eligible projects and selection criteria, the process flow for the implementation of the RADP within the CRDP Virtuous Cycle, the identification, prioritization, assessment of applicants, and the exit and evaluation processes. A separate section contains toolkits, including forms, standard terms and conditions, and contract forms.

SPLUMA introduces a Spatial Planning System, which consists of Spatial Development Frameworks (SDFs); development principles guiding spatial planning, land use management and land development; Management of land use through Land Use Schemes (LUS), and procedures and processes for the preparations, submission and consideration of Land Development Applications (LDAs) (together with Provincial planning legislation and municipal planning bylaws). To ensure implementation of SPLUMA, relevant entities dealing with Spatial Planning and Land Use Management need to be equipped with adequate knowledge, institutional mechanisms and operational guidance to execute their respective functions. With support from PSDS, SPLUMA training guidelines were developed and disseminated to support and strengthen the capacity of mainly Authorised Officials (AO), Appeal Authority (AA), and Councillors. The guidelines were developed in a consultative manner by engaging with all relevant stakeholders at municipal level. They detail among other issues the scope of their decision-making mandates in terms of spatial development and land use, and the relevant considerations to be taken into account; the processes and procedures around the Powers and Functions AOs, AAs, and CLLRs, their terms of office, disqualification processes of AA members, jurisdiction of AA, determination of matters before the AOs, AAs and the roles and functions of CLLRs.

Capacity development in the piloting and roll-out of DLRC in priority DM consisted of a range of two-day Provincial DLRC Orientation and Training Workshops to DLRC and DAMC. In addition to orientation to the Department's policies and interventions related to land administration, and management, Strategically Located Land Tool developed by SPLUM, rural economy transformation and AgriParks, awareness of leadership imperatives and tools of Participatory Multi-Actor Agro-Enterprise Development were presented. These presentations were well received and participants requested an in-depth training on ethical leadership, which

was subsequently organized country-wide in early 2017. Major lessons emanating from these orientation workshops in terms of the Strategically Located Land Tool, are that it needs updating and clarification, and that training in the SLL tool is required. In terms of mandates and institutional operations of the DLRCs, that post-settlement support is needed, that difference in interests need to be acknowledged, that capacity of secretariat will play critical role, that resources for doing all this work are needed as participatory planning takes a lot of time and effort for full-time farmers and that training on dispute resolution and ethics is required. Finally, in the area of Information Flow and Decision Making, Agri-Parks information needs to be disseminated to DLRC, need for physical visit and inspection is not superseded by tools, an electronic system for beneficiary applications needs to be developed and a link must be made with other tools of MnE in DRDLR and government such as DPME.

This confirms the need for stakeholders, support staff and members of DLRCs to have access to objective information to duly perform standard tasks of land administration and management as multi-actor collaboration processes. To that end, an information base on various district land needs and current and intended land uses has been explored for further development, elaboration and mainstreaming within DRDLR over the years ahead. The outcome of this Land Use Needs and Assessment (LUNA) exercise by the Human Sciences Research Council (HSRC) exercise confirms there is a dearth of relevant information at the local and district level on the nature and anatomy of land hunger and need amongst poor communities. Implementation of the policies requires indeed that each DLRC has a reasonably detailed, informed idea as to the profile of those who need land in their respective district, and the nature of these needs. Uses to which land is to be put should be consistent with various imperatives at district level, including the agro-ecological potential of the area to be allocated and the developmental thrust of the administrative level being considered. The LUNA draft framework proposes five complementary approaches to collect the required information: focus group discussions, community dialogues, household questionnaires, inviting submission of 'Registration of Interest Forms' and use of secondary data and information. However not all DLRCs are up and running smoothly yet across the country. The LUNA exercise recommends the DRDLR to call the leadership of the DLRCs together and to appoint a task team to iron out problems in getting the DLRCs to meet regularly as a multi-stakeholder platform and move forward as key cogs in the land reform process. Some DLRCs feel isolated and are not getting the support they think they need from the DRDLR and other relevant stakeholders in the local and district municipalities. Hence it is recommended that the Department monitors the work of the DLRCs using centrally managed data and delivery priorities.

The primary purpose of the study tour to the European Union in 2015 was to get information and first-hand exposure on agricultural and integrated rural development policies and practices in the EU, and specifically in Belgium, The Netherlands and Poland. Such lessons are important for the reforms proposed by the DRDLR to address matters of land access, operationalization of Agri Parks, and rural economy transformation in South Africa. Participants comprised of representatives of farmers, youngsters, entrepreneurs and DRDLR officials. Participants indicated that such study tours should be continuous in order to understand what transformation entails for small scale farmers. Overall lessons learnt by small scale farmers were that in the EU diversification opportunities are promoted and that cooperatives are encouraged and receive subsidies from the government. However, farmers need to understand what product transformation actually entails before venturing into agro-processing initiatives. Because of this successful evaluation, other exchanges especially on AgriParks in China and the EU have been supported by PSDS.

PSDS has also contributed to the identification of representative high potential impact case studies of rural economy drivers in South Africa in preparation of the further elaboration of a more detailed model for rural economy transformation for the country. The general rural economy transformation model needs to be refined in a more scale-appropriate model to assess the diversified rural economy in its various dimensions and particularities, its structural transformation scenario and potential economic outlook. The potential economic impact of various recent policies needs to be established and monitored to allow further optimisation. To that effect, DRDLR hosted In June 2016 an international exchange with agricultural and rural economy experts from India, China, Kenya, Zimbabwe and South Africa, with help from the PSDS. The initial component of this exchange involved conceptualisation, background research and methodological considerations, as well as securing financial and competent international expertise resources. The overarching objective of the international exchange was to consider comparative lessons in the global experience of structural transformation and how this can inform South Africa's further refinement and implementation of the Rural Economy Transformation Model (RETM), especially in the agricultural sector. In addition, desk-top research from Brazil was undertaken to advance some of the comparative insights gained in this exchange. Recommendations from this agriculture-oriented RETM exercise were: strengthen and deepen the existing cooperation with cash for works programmes as a rights-based approach; incentivise smallholder production for public procurement, minimum support price for staples, close the gaps in transportation, storage and localised access and consumption, establish Government controlled food stores, and promote diversification manufacturing activities, and introduce micro-credit programmes which promote both on-farm and off-farm enterprise development. These recommendations have further been introduced into the Government's and DRDLR's strategic planning exercises such as Phakisa 2016.

From the Youth Study Tour to China and training courses in green energy, aquaculture, solar energy in 2016 and 2017, the following lessons were learned:

- Research and innovation is the vehicle the Chinese use for their development. They keep on improving their products. For South Africa to go forward, there is a need to invest in education of our youth; so that they can be future researchers.
- The Chinese still protect, preserve and promote their Indigenous Knowledge Systems (IKS). This is how they developed as a country, by building on what they already have.
- It is important that the National AgriParks Advisory Council use the different models they saw, tailor them to the South African context, and pilot them on 1 AgriPark. This would need further research by qualified institutions. The Agripark model can have the following elements:
 - ✓ Research centre
 - ✓ Auditorium
 - ✓ History of agriculture in the country
 - ✓ Seed bank
 - ✓ Indigenous farming equipment
 - ✓ South Africa's staple crops
 - ✓ Different ways in which those can be prepared
 - ✓ Online selling and buying of products
 - ✓ Themed park of one popular crop, for example corn or sorghum and show the life cycle of that crop.

- Explore the concept of “Agri-tainment”, to instil the pride of Agriculture back to the people. This can be done in the form of
 - ✓ Awareness campaigns
 - ✓ Exhibitions
 - ✓ Celebration of the different seasons in agriculture (e.g. planting, harvesting, first fruit celebrations, etc.).
 - ✓ Educational tours

The Chief Directorate Policy Research and Development and its Directorate in the Eastern Cape and KwaZulu Natal Provinces hosted a Rural Women Policy Awareness Conference from the 13th -15th December 2015 in East London ICC in the Eastern Cape Province. The “Rural Women’s Policy Awareness Conference” (13th to 15th December 2015) was held at the end of the annual calendar events on 16 Days of Activism Against Abuse of Women and Children from 25th November to 10th December 2015. The purpose of the conference was to share government policies, particularly on rural development and land reform to women and support civil society organization from the various districts of the province. The district approach to implementation planning and delivery is a key pillar in South Africa’s operations strategy for its Rural Development Programme. Its main aim was also to engage with rural women and various women headed stakeholders and key government departments on key DRDLR policies and on what is needed to open space for rural women in managing rural women development and agri business. The workshop also set out to begin a discussion on the draft strategy for the mainstreaming of issues of women and other designated persons into the programmes of rural development and land reform.

From various meetings, workshops and the PSDS CAF survey came clear indications that DRDLR officials and staff across the country offices required an updated and detailed exposure to the manifold policies on land reform, rural development and rural economy transformation that have been prepared and elaborated since 2009. Therefore, a workshop was organised from 3-6 May 2016, specifically on policy awareness relating to issues of tenure and tenure security for DRDLR staff from across the provinces and other relevant stakeholders. The purpose of the workshop was to take stock, to orient, and to discuss the scope of policies relating to tenure that have been developing since 2012. About seventy-five (75) participants came from various provincial and national DRDLR Branches across the country, allowing for a cross-sectoral orientation and exchange between DRDLR program implementers on the ground on policies affecting tenure security. In June 2017, similarly, a strategic planning workshop of DLRC and DAMC from across the country with Minister and senior DRDLR Management was sponsored by PSDS to improve further on alignment of the various national and local guidelines and initiatives.

2.2.4 To what extent did outputs contribute to the achievement of the outcome

As highlighted above, outcome and outputs are closely related because of the emphasis on strategy development, refining and operationalization as a process. A set of individual activities were designed to support through outputs grouped into various result areas the overall outcome as well as the interlinked sub-outcomes at national, provincial and municipal level. As discussed above, when (self)assessing the degree to which these outputs have been achieved individually and then relate them to the various suboutcomes, the contribution by these various outputs to

the national process outcome is estimated at 74% and 86% for the provincial and municipal ones.

While from an institutional capacity development perspective this may seem high, this is explained exactly by the formulation of the outcomes as processes rather than as final results. The latter remains very difficult in the realm of land reform and rural development at this stage, as well as within the stage of policy and operations development of DRDLR specifically.

2.2.5 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?

Institutional capacity strengthening requires clearly a longer-term, multi-dimensional and multi-actor perspective and a high degree of flexibility and pragmatism which a project format cannot provide. Especially in a fluid environment such as the one of SA's government-led agrarian transformation, where policy development is characterised by delays (e.g. Recapitalisation), freezing (e.g. Farm Equity Schemes), novelties (e.g. 50-50, 'one household, one hectare'), institutional restructuring e.g. changes in DRDLR from STRIF to REID, new Branch such as SPLUM, and weakly implemented policies such as IGR and cooperative government, trying to manage for fixed results is like trying to hit a moving target. This explains why regular changes to activities, logical framework and budgets were required.

Important in this is the role of the local coordinator in BTC and DRDLR, the guidance of the Steering Committee, as well as the collaboration of administrative and financial staff even beyond their call of duty. Further strengthening of the local systems and human resource where necessary, even if it is only for intermediary term, is however clearly needed both at BTC and DRDLR side for a smoother project execution.

With hindsight, a long-term programme support approach with various modalities, additional partner departments and actors, as well as a clear harmonisation and exit strategy may have further improved the process of institutional capacity enhancement of DRDLR in terms of responsiveness, budgetary complementarity, and coordination and integration with other stakeholders.

Because, as the final evaluators put it, for a project that pretends to support an ongoing evolving organisation, the only way not to lose relevance is to move with the organization and that can only be done by showing flexibility in its approach.

In that line of thinking, the End Term Review concludes that the flexibility is not a weakness but above all a strength and allows to maintain the project's relevance.

2.2.6 Assess the unexpected results, both negative and positive ones

Through its Junior Assistants Programme, BTC has availed between 2012 and 2015 three additional young graduate resources to DRDLR to complement the PSDS intervention. The Junior Assistants' focused on providing support to the DRDLR through additional data collection, increased quality control (triangulation of data), designing reporting formats, producing research reports and data briefs.

Two JA worked on collection and analysis of household profiling data within the DRDLR's War on Poverty (WoP) framework, managed by REID. The specific objective was to improve the

information flow between the different branches in DRDLR, and as a final objective the monitoring and improving of service delivery in rural areas. Poverty Data Maps were produced, consisting of a dashboard (information table) for every local municipality in the country with demographic and socio-economic information. Socio-economic reports accompanying the dashboards, inform on the socio-economic situation in a specific local municipality. The primary socio-economic reports contain graphs and tables, plus a descriptive analysis of those and combined with information from other, more “localized”, sources (e.g. the local municipality’s Integrated Development Plan(IDP)). Secondary fact sheet reports were generated for local municipalities, district municipalities and provinces, and are a collection of graphs and tables containing data of the WoP Household Profiling and various data sources from Statistics South Africa. Maps of the Local Municipality as well as Household Development Plan Compacts were also included in the Poverty Data Maps. Development Plan Compacts are databases with detailed information on change agents, mother-child and youth characteristics, referrals, markets and value chains, and skills within the specific Local Municipality. In addition, a manual was made for training officials on how to draft these reports, so that the national and/or provincial branches of DRDLR are able to continue and update this work. Other support was provided to the drafting ad hoc reports for specific localities based on immediate needs, monitoring the efficiency of referrals, and supporting information needs in the updating and improving of policy frameworks (e.g. land ownership data base). An example of a Fact Sheet Report for Xhariep District is attached.

A third JA worked between 2014 and 2016 in DRDLR’s Restitution Branch as data and project manager to assist in DRDLR systematic preparation for the launch of the new restitution campaign mandated by the Restitution of Land Rights Amendment Act of 2014. The Act provides a renewed opportunity for people who missed the initial cut-off date of 1998 to lodge land claims until 30 June 2019. It is expected that another 400,000 valid land claims may be lodged. In 2015/2016 143,720 new claims have already been received since the reopening (CRLR, 2016). However, on the 28th of July 2016 the South African Constitutional Court declared the Restitution of Land Rights Amendment Act of 2014 invalid, largely due to an insufficient degree of public participation and deemed lack of administrative capacity. The Court ordered that all claims lodged after the 1st of July 2014 should be put on hold until earlier claims are settled, and that new appropriate legislation should be produced within the next two years. The JA developed a range of databases to project the number and spatial location of claims to be expected under the reopening. This was an exercise of mapping of historical removals and existing claims data and analysis, thus producing 56 maps and 9 provincial datasets for DRDLR. Project management for the development of a mobile research app by a Service Provider was also secured, as well as various proposal developments and recommendation formulations for systemization, quality assurance and digitalization of future restitution research.

A specific kind of technical assistance was provided by the PSDS in drafting and presenting two poster presentations at the annual World Bank Land and Poverty Conference in March 2016 on work supported within DRDLR. Both the research work on restitution as well as the support to the decentralised land administration and management platforms DLRC were presented by PSDS and DRDLR staff (see annexure).

While during the project’s term various interactions have taken place with other donors and strategic partners, strategic and financial engagements have been prepared with DRDLR and the Delegation of the EU towards the end for possible further uptake of support after the Belgian assistance comes to an end in 2017.

The PSDS has followed the Paris Agenda consciously in terms of policy and system alignment. This has had both positive and negative implications on PSDS' implementation. In the positive sense, it has allowed to adapt and align the support interventions flexibly to evolving needs within DRDLR. It has thus facilitated an increasingly relevant and responsive operational, financial and technical assistance based within (Indicator 6) the DRDLR, closely tailing intra- as well as extra-departmental (stakeholder-engagements) challenges and innovation ideas. As such, appropriate and up-to-date support could be administered where possible and mandated to do so. By utilising the available PFM and procurement systems, disturbance caused by external donor accounting and reporting requirements was minimised. The overheads required to run the project in the case of an additional PIU were thus minimised, and co-funding by both Belgium and DRDLR of activities was facilitated as DRDLR accounts and accounting procedures were used.

The downside of such advanced policy and system alignment and minimal PIU contingent are a slowing down of the implementation pace and frequent adjustments of logical framework and budgets. Up to the last JSC of 29 November 2017, budget and activity changes were introduced in line with the changing policy elaborations and implementation needs.

In addition, financial accounting has proven to be cumbersome due to procedural constraints in DRDLR such as not having direct access to the BAS accounting system and hence to direct authorisation and reporting modalities, as well as decentralised booking and over-demand on staff working within to system which has led to numerous delays in obtaining and processing of up-to-date financial information as well as unauthorised over-expenditures. At the side of PSDS and BTC, very little experience with such system alignment in South Africa and changes in approaches to expenditure accounting has also contributed to lack of up-to-date compatibility of the Euro income and expenditure accounting at PSDS side and the Rand income and expenditure accounting in DRDLR. Further delays were also noted due to the long and error-prone procedural chain to transfer funds from the RDP account at National Treasury to the PMG account in DRDLR, as well as the non-alignment of financial years between BTC (calendar year) and DRDLR (April to March).

Furthermore, the requirement stated in the bilateral agreement not to pay any VAT on donor funds has resulted in a very time-consuming preparation of reclaim files, requiring repeated submissions and visits, and creating a lot of uncertainty as to the final balances available to the PSDS implementation. Estimated at about 5 million Rand, the potential VAT refunds represent an important source of funding, but seems to fall onto deaf ears each time a submission is made with delayed replies and unsubstantiated responses. Clearly, an important capacity strengthening need is identified here not only in terms of administration (wo)manpower in the PSDS Programme Direction and DRDLR Financial Department, but also in terms of streamlining and improving procedural clarity and responsibility at SARS and National Treasury IDC level. Identifying and amending such capacity gaps are indeed part of the rationale behind the use by external donors of recipient countries' systems. Unfortunately, this has not happened during the PSDS' project cycle.

2.2.7 Assess the Integration of Transversal Themes in the intervention strategy

As highlighted by the final evaluation, the project, as a support to the DRDLR's policies, has no gender approach of its own directly towards rural women, but it has contributed to the DRDLR's initiatives in its policies towards rural women which apparently are only just being formulated and developed.

The project supported the Chief Directorate Policy Research and Development and its Directorate in the Eastern Cape and KwaZulu Natal Provinces. They felt the need of reaching out to women beneficiaries and hosted a Rural Women Policy Awareness Conference from the 13th -15th December 2015 in East London ICC in the Eastern Cape Province. The conference targeted 250 rural women that represented Cooperatives, emerging farmers, commercial farmers, farm occupiers, farm dwellers, rural women movements, women in traditional areas etc. It was also attended by DRDLR's Provincial Shared Services Centre, commodity producers, NGO's, Civil Society and several CBOs.

These events, supported by the PSDS, will begin to determine role and relations amongst the different beneficiary, government and civil society organizations and promote the mainstreaming of issues of women and other designated persons into the programmes of rural development and land reform of the department.

The PSDS does not have a policy directly on the matter of environment and climate change, but supports the department in its policies. Environmental criteria are interwoven into the different programmes of the department but on the whole these specific policies are in the process of developing and defining. During the study tour to China in May 2016 (described in 4.2.3), supported with PSDS funding and in which 32 young officials and representatives of DRDLR programmes took part, innovation played a big role. Specific themes were green energy and solar energy and how this technology can be promoted in the South African countryside. Part of the introduction to joint agro-enterprise planning also dealt with issues of natural resources management and greening the economy.

Even though South Africa is a middle income country, inequality is still remarkably high. Most policies have elements of specifically targeting the poorest black farmers, empowering poor farmers of groups of farmers. Restitution of land and policies towards land tenure and rural development have a pro-poor focus. Even the Agripark concept which is basically a business and pro market approach, has the objective of making the farmers stakeholders and owners of the parks. The selection of pilot districts and municipalities chosen to roll out policies with PSDS support was often done with criteria of poverty, so special emphasis was given where the poverty index is highest.

2.2.8 To what extent have M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?

The end reviewers found that the quality of the backstopping missions is considered of high quality but the amount and the frequency have probably been insufficient especially in the first few years. The fact that the Resident Representative of BTC has that function in both South Africa and in Mozambique has reduced the possibilities for the Project manager to have face to face contact on a regular base.

The mid-term review of the PSDS in February 2014 found that after 2 years of implementation, PSDS was still highly relevant to national policy and the DRDLR. However, due to the PSDS' general character and the context of departmental and policy change, compounded by the slow process of resolving institutional coordination and policy operationalization, PSDS had resulted in limited progress and implementation. The mid-term review recommended to reconfigure the project's logical frame for the remainder of the PSDS, and directly support the implementation of the Spatial Planning and Land Use Management Act (SPLUMA) in the local sphere. At the PSDS JSC of 13 March 2014, the general principle of further focusing was approved, but geared

to rural economic transformation and not only limited to SPLUMA. The JSC of September 9th 2014 officially confirmed the proposed focus of activities on integrated land reform and rural development. This focus was formulated under the guidance of the Director General of DRDLR, and approved by the Minister of Rural Development and Land Reform and Belgium's Directorate General for Development Cooperation in the subsequent no-cost extension agreement of the PSDS until December 2016 as per the Mid Term Review.

The mid-term audit's recommendations advised against prefunding by DRDLR when PSDS funds' inflows into DRDLR were delayed without a proper framework. However, the prevailing DRDLR's procedures which foresee in journalizing prefinanced activities were deemed to be sufficient by the Joint Steering Committee (JSC). The recommendation to proceed with reclaiming VAT from SARS has been duly followed, but has encountered many hindrances and has not been resolved as of yet, despite various attempts and notifications at the JSC. The maximum estimated amount of VAT refunds is around R5 million. The interpretation of the TFF that a full-time DRDLR coordinator should be recruited was not subscribed to by the JSC. Proposed Service Level Agreements for the occupation by PSDS of office space within BTC Representation was followed up eventually. The proposed drawing in of the already accumulated interests in 2015 was also implemented.

3 Sustainability

3.1.1 What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken?

What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken?

The above 2 questions on financial viability and level of ownership have been answered by the final evaluation team as follows:

“The sustainability of the PSDS results is intimately related to the degree of uptake and ownership by the DRDLR. In general the observed up take is high considering the fact that it is mostly the department that indicates where the needs lay and how the project can be of help in improving the roll out of its policies. So, in general terms the reviewers expect ownership and sustainability to be reasonably high. However, three factors should be considered in judging future sustainability:

Firstly, many of the processes supported by the project are still underway and have not yet yielded end products. These products (manuals, guidelines, policy papers) have to go through a rigorous process of approval and they must be officially signed off. There is the possibility that in the end this is not achieved. This has already happened to the project (FES).

Secondly, the high dynamism of the internal processes and political sensibility of the land reform issue and its constant discussion in the media make any process vulnerable. A new Minister, elections or other political developments can easily roll back processes that may have been in the making for years. The project obviously has no say over these matters.

Thirdly, even if the DRDLR is convinced of the need and relevance of continuing certain processes started by the project, there are limits to what it can do. Precisely now the project is ending, strict austerity measures are in place in the Government of South Africa. This happened to the RDPA's and FPA's which were contracted by the project temporarily. They were supposed to be absorbed by the DRDLR but due to a freeze in the hiring of staff, this didn't occur even if they were clearly appreciated by the department.

It is concluded that the project has done everything to maximize sustainability of its actions and results. The factors that can act against sustainability are all circumstantial or external to the project.”

3.1.2 What was the level of policy support provided and the degree of interaction between intervention and policy level? What are potential risks? What measures were taken?

In terms of policy alignment, the final reviewers argue that the project has been relevant for South African priorities and policies from the beginning to the end.

The general policy of the South African Government for the development of the country is laid down in the National Development Plan (NDP). The 14 Outcomes of the plan for 2014 to 2019 are published as annexures to the Medium Term Strategic Framework. The core business of the DRDLR are related to Outcome 7: “A vibrant, equitable and sustainable rural communities with

food security for all.” Judging by the NDP and the Strategic Plan 2015 – 2020 of the DRDLR, it can be safely concluded that the PSDS project was completely aligned to the policies of the Government of South Africa.

The DRDLR has been going through a growing process and though at present it is a fairly functional institution, it is still very much defining policies, coordination mechanisms, tools and implementation methods. There is no timeframe really in this environment. A typical project has a fixed timeframe with set goals and indicators to be met at the end. These two realities have been at odds with each other in the case of PSDS. If the PSDS would have stuck to its original Logical Framework it would have definitely “un aligned” at some point.

It is concluded by the final evaluation mission that, as an added value, the project has been able to contribute to the consolidation of the DRDLR by enabling surveys and studies that assess the performance, past or present, of the department (or its predecessor) in order to draw and incorporate lessons learned. This has contributed clearly to adjustments in the policies and its implementation. These studies possibly would not have been carried out by the DRDLR itself because it would have been harder to assess the need and to take a step back and get an objective “outsider” view.

3.1.3 How well has the intervention contributed to institutional and management capacity? What are potential risks? What measures were taken?

Most of the PSDS support to strategy preparation and refining was geared to strategies before they are submitted for final approval by the relevant highest authorities. The outcome can therefore only be assessed from a short-term perspective. This only indicates how effective such preparation and refining has been during the term of the PSDS and the immediate aftermath. Since policies and institutional set-ups are still in full development and evolution towards refined and improved strategies and guidelines, such short-term effectiveness applies particularly to Place-based development strategies (especially Rural Development Plans), the IGR and SM Strategy, a Rural Economy Transformation Model, RADP and SPLUMA manuals, the AgriParks Model, the ESTVC, gender mainstreaming in policies, land tenure and communal land tenure policies and the Land Use and Needs Assessment (LUNA) framework .

Operationalization of strategies at provincial and especially municipal level is implemented through the capacity building in Spatial Planning and Land Use Management Act, 2013 (SPLUMA), where relevant entities dealing with Spatial Planning and Land Use Management were equipped with operational guidance to execute their respective functions. Capacity was also strengthened of District Land Reform Committees and District AgriPark Management Councils towards policy clarification and aspects of leadership, joint agro-enterprise planning and Land Use and Needs Assessment skills. The roll-out of EPMO provided important feeders in terms of gaps and future skills of integrated and coordinated rural project and programme management in the municipal space, as well as the development of an integrated reporting system for AgriPark interventions monitoring. Again, only short-term effectiveness can be observed as of yet, or expected for those contributing key activities areas for which no end product stage has been reached yet within DRDLR (eg. ESTVC, LUNA).

The (self)assessing of the extent of achieving the individual suboutcomes, an estimate of 74% is achieved for the national one and 86% for the provincial and municipal ones. This high score does not however translate necessarily in hard deliverables and exactly measurable results, but

rather represents how far the process has been helped to move forward by external support as well as internal DRDLR work.

The final reviewers indicate that, since a large number of processes supported by the PSDS project has not been fully implemented or their products are waiting to be signed off by the DRDLR, a pronouncement about impact would require an Ex Post Evaluation, that would ideally take place in 2019 as per MTSF.

Having said that, however, the reviewers do have reasons to believe that there will definitely be a positive impact of the project. The fact that the project has been fully aligned means that practically all project activities were DRDLR activities, demanded for by the department and responding to the needs and priorities of the moment. There were many indications that tools, manuals and other tools as well as policy papers were well received and taken up by the department.

The challenge in passing from uptake to impact is not in the current uptake within the department but in its future capability to translate current policies and strategies to real results in the field. A lot of challenges remain in terms of coordination, decentralization of DRDLR programmes and ownership of the farmers. A possible important impact in the DRDLR is the example set out by the way SPLUMA was rolled out with PSDS support. In the case of SPLUMA, the PSDS has made the whole process of local implementation a lot more effective by way of the guidelines, surveys, workshops and other means.

4 Learning

4.1 Lessons Learned

Ownership:

A generally high degree of ownership of policies is noted when engaging in a partnership with government actors. There is however a relevant space for external donors to assist in further clarification, elaboration and wider consultation of such home-grown policies on what is to be coordinated and integrated in land reform and rural development, and who is to be involved. Especially given the fact that institutionally, a persistent culture of silos in the public sector and recurrent under-resourcing at middle staff level hinder a swift dissemination of ownership of these policies and their implementation.

Policy Alignment:

The high ownership and priority given to the formulation of new policies for agrarian transformation, implies that for any government-to-government aid wanting to assist in South Africa's rural transformation, it is necessary to align to the country's policy making and implementation. This provides an entry step to further policy dialogue, technical assistance, and support to further refining, testing, and consultation to render policies more effective. Clearly though, such alignment implies that the progress and efficiency of the collaboration project remains highly dependent on timing and change processes within the policy arena.

In the context of international relations, not all South African policies for agrarian transformation will converge with the donor country's political or development agenda and strategy. Non-market approaches to smallholder production and land reform such as protectionism or compulsory acquisition of land are a case in point. A strategic selectiveness towards policies or governance processes such as District Land Reform Committees and District AgriPark Management Councils will be required for donors and SA to find a common ground for support. The same goes for donor support to further testing, international comparison, consultation, and stakeholder engagement to refine the policies and address non-market dimensions of policies under review. In both cases, external support can have substantial additional relevance and impact in terms of (un)foreseen socio-economic changes in the medium to long term.

The alignment to SA's systems of public finance management and procurement has had, as described above, both positive and negative effects on project implementation. Little additional work and disturbance were caused to DRDLR, as additional donor accounting and reporting requirements were minimised or internalised within the project management team. The overheads required to run the projects were also minimised, and co-funding by both Belgium and DRDLR of activities was facilitated as DRDLR accounts and accounting procedures were used. Such advanced system alignment and minimal additional project implementation staff have slowed down the implementation pace and instigated frequent adjustments of logical framework and budgets. In the PSDS, budget expenditure tracking was hindered by difficulty in accessing up-to-date financial information from various Branches and provinces. A general observation is therefore that channelling external funds and service agreements through the SA system is only efficient if sufficient 'warm bodies' with enough access to information are deployed to monitor financial and procedural processes. And that high-level engagement with National Treasury and financial departmental services must be undertaken regularly to address

donor-recipient system incompatibilities and generic system weaknesses. Temporary additional human resource deployment is deemed to be a prerequisite for any short-term efficient intervention, both from an implementation as well as project accounting side. A flexible mix between the donor and recipient systems must also be designed to avoid unforeseen delays and complexities in either one of the systems.

Institutional capacity strengthening and the project logic:

Successful capacity development is often driven by realistic objectives; a clear results framework; the possibility to measure and monitor; an adequate diagnostic baseline; a long-term continuity; a careful phasing/sequencing; a mainstreaming and exit strategy; an appropriate mix of modalities; adequate staff, skills, and financial resources; an inclusive participatory approach; and cooperation and harmonisation with other development partners.

There is no doubt that these success factors, especially the ones relating to long-term and phased processes, inclusive participatory approach and mix of modalities go against the spirit and practise of the traditional short-term project intervention logic and a rigid logical framework of measurable outputs, outcomes and impact indicators. The approach to institutional capacity strengthening requires clearly a longer-term, multi-dimensional and multi-actor perspective and a high degree of flexibility and pragmatism which a project format cannot provide. With hindsight, a long-term programme support approach with various modalities, additional partner departments and actors, as well as a clear harmonisation and exit strategy may have further improved the process of institutional capacity enhancement of DRDLR in terms of responsiveness, budgetary complementarity, and coordination and integration with other stakeholders.

Added value of external support:

Has official development assistance in this partnership indeed provided an added value of innovation, best practices, pilot initiatives, and knowledge development as motivated in the mid-90s? We believe so. Good practices have been promoted such as orientation and training of members of DLRC and DAMC, international inputs into a rural economy transformation model, and through exposure visits to the EU and China. Innovation and pilots have been undertaken through research on coordination and integration, deploying young multi-disciplinary graduates in DRDLR provincial offices to support the development of district-based rural development plans and other research and interface tasks, piloting the roll-out of EPMO project management system to the district level, design of a new integrated reporting system for AgriPark monitoring, piloting the Virtuous Cycle coordination approaches to rural development plans, design of a framework to measure and identify land needs and uses, and production of household profiling reports, as well as maps and databases of potential additional restitution claims to be expected under a reopening of the restitution programme. Knowledge development and management has been an important axis of the capacity strengthening exercises, as demonstrated by the production of an overview of government-led area-based planning experiences, an IGR and stakeholders strategy, manuals and guidelines for Recapitalisation and SPLUMA, as well as contribution to (inter)national reflection and analysis meetings such as the World Bank's annual conference on land and poverty.

When using the analogy of a mechanical workshop, one can describe the donor's added value of technical assistance as one of greasing the available machinery with a different kind of lubrication before or when it actually risks to temporarily run dry. By providing a review of

previous Area-based Planning experiences to inform the newly initiated Rural Development Plans, relevant precautionary warnings were for instance raised to avoid mistakes made during the previous exercise in terms of systematic responsibility, legal status and information storage and usage. After the launch of DLRC and DAMC, while awaiting DRDR's further operational cooperation with these newly erected multi-actor platforms at local level, PSDS financed orientation and training support to assure a regular contact and capacity strengthening immediately after the launch. Donors can also bring in different-sized spanners to try-out, such as for instance the international exposure visits to AgriParks have shown, as well as the consultation with various international rural economists for the RETM.

Important other areas of added value creation through a partnership between SA and donors is the interface with external stakeholders such as national NGOs, commodity organisations, interest groups and international donors which can be more easily facilitated by external donor agencies. And in terms of meta-level knowledge management, the more generic reflection on rural development, technical assistance, development cooperation and international relations issues such as done in the capitalisation booklet of 20 years of SA-Belgium partnership in rural development and land reform, can be an added value towards improving future collaborations and partnerships with other donors and (non-)governmental actors.

4.2 Recommendations

Recommendation	Source	Target audience
<i>Description of the decision to be taken.</i>	<i>The source to which the recommendation refers</i>	
BTC engage in formal talks with the European Union to try to ensure the sustainability of the work that has been done by BTC in the area of rural development and land reform. The EU has expressed interest in this direction.	BTC DRDLR	EU and Member States
BTC SAF should follow up forcefully the VAT issue and request all financial information to be able to finalise the project bookkeeping.	BTC SAF DRDLR CFO	SARS National Treasury
Exploration of hybrid project implementation modalities which allow for full political alignment but at the same time guarantees efficiency and effectiveness through some degree of control over the financial resources. While the major portion of the budget might be channelled through national systems, a substantial portion should also be reserved for Rapid Response Technical Assistance (consultants, surveys, studies). This pool of Technical Assistance can then be put in action at short notice at the request of the partner country	BTC	National Treasury
Future projects or programmes of Belgium Government with partner countries - if the use of national administrative systems is insisted on – should include a realistic assessment of the partner country's systems and	BTC	National Treasury

accordingly more time and manpower should be provided for project execution		
The very least the Government of Belgium should negotiate for, and incorporate in the Financial Agreement, is sufficient (“read only”) access to the financial information system of the Partner Country to ensure the information flow that the BTC requires for its own purposes.	BTC	DRDLR National Treasury
An ex-post evaluation in 2019 to evaluate the sustained ownership/impact of the PSDS.	BTC DRDLR	BTC DRDLR
Elaborate an “institutional memory” of the project through an additional capitalization document with all individual supported activity outputs and manuals for the DRDLR, international donors, other interested parties and the general public.	BTC DRDLR	BTC DRDLR Other stakeholders General public

PART 2: Synthesis of (operational) monitoring

1 Follow-up of decisions by the JLCB

Decision to take					Action			Follow-up	
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Program Direction (PD) to become fully operational	27/03/2012	2012	JLCB	PD	To include representatives from Strategic Land Reform Interventions and Spatial Planning and Information	R.de Vos	Dec 2012	Representative/s of Spatial Planning and Information, Spatial Planning and Information as well as the Chief-Director Service Delivery and Coordination are actively participating	- Program Direction has become institutionalized - However frequency and attendance should be increased
	09/10/2012		JLCB	Evert Waeterloos	Poor attendance of Program Direction Meetings is adding to delays in PSDS Activities	Elton Greeve		Elton Greeve to attend next PD Meeting to solve the issue.	E.Greeve chaired the PD Meeting of 11/12/2012 where he informed the PD that the DG of the DRDLR is planning to take the PSDS under his win
Countrywide Review of Area Based Planning	27/03/2012	1/05 to 31/07/2012	JLCB	DRDLR	Supply Chain Management procedures fast-tracked through intervention (Tender had been delayed)	V.Mahlangu		Tender awarded to Phuhlisani Solutions	Final report Sept 2012
	09/10/2012		JLCB	DRDLR	Final Report approved	DG/S.Govender-van Wyk	Dec 2012	Final Report approved and channel of dissemination within and outside of DRDLR to be agreed	- DG DRDLR still to decide on dissemination -posted on BTC intranet
Recapitalization and	27/03/2012		JLCB	DRDLR	Supply Chain Management procedures fast-tracked	V.Mahlang u		Tender awarding to Sandra Kruger and	Tender activities started in June 2012.

Development Planning Implementation Manual	09/10/2012	18 June-Jan 2013	JLCB	DRDLR	through intervention (Tender had been delayed)			Associates delayed to 18 June 2012 because of need to officially validate a computational correction in the original bid document by the selected Service Providers	Activities are extended until January y 2013 because of new DRDLR policy formulation
					RADP Manual development will be delayed because of the new RADP policy formulation. To cover this extensive policy comprehensively, the service provider will focus on the implementation manual only, and not on subsequent training materials	E.Moshabel e/A.Prinsloo	Dec 2012	Minister wanted new policy decisions included in the RADP Manual.	The manual is finalized for 95%
PSDS Work Plan	27/03/2012	April 2012 to October 2012	JLCB	DRDLR	- ABP review - RADP implementation manual				JLCB approved Work Plan and proposed expenditures
The Project name 'Post Settlement and Development Support,	27/03/2012		JLCB	Tom Smis	The word Post to be replaced to reflect the change of mandate and policies in the new 2009 DRDLR	Tom Smis	Next JLCB		Name change approved by JLCB on 09/10/2012
	09/10/2012		JLCB	DRDLR BTC	Name changed to Participatory Settlement & Development Support to Land Reform Beneficiaries (PSDS)				
Appointment of BTC Junior Assistants	27/03/2012		JLCB	DRDLR	DRDLR requested assistance from BTC for the appointment of two graduates to assist in the CRDP Household Profiling	Carmen vander Merwe and Evert Waeterloos		Two Junior Assistants were appointed and are funded through the BTC Development Program	JLCB approved and Assistants were employed on 01/09/2012
New DRDLR Coordinator	21/08/2012		PD	S.Govender-van Wyk	DRDLR Coordinator, Ria de Vos, was promoted to Chief Director: SRIF and	H.Toolo		JLCB of 09/10/2012 took note of the decision	

for the PSDS					was replaced by Dr. Sharmila Govender-van Wyk, Director: Policy Research and Development				
New JLCB members	09/10/2012		JLCB	E.Greeve	The issue of additional representation on the JLCB had been raised before			Representatives of SALGA, DRDLR STRIF and the new Representative of the National Treasury were welcomed into the JLCB. Elton Greeve has been mandated by Vusi Mahlangu to chair the JLCB Meetings	Completed
Financial Reporting: Overview of PSDS Disbursement & Expenditures	09/10/2012		JLCB	Elton Greeve and Evert Waeterloos	To discuss the small percentage of the budget that had been spent this year (7% of overall co-managed budget was disbursed to the DRDLR and only 2% of it is reported as actual expenditure in BAS)	E.Greeve	Report-back in two weeks after JLCB	Elton Greeve was to have set up a meeting with the Acting Chief Financial Officer –	meeting has not yet taken place
					Selection of two Pilot District Municipalities per Province (18 DM), Government focus areas to be included Hiring of Provincial Development Planners/ Facilitators under NARYSEC staffing modality to assist with the baseline surveys in the 18 pilot DM				
PSDS Work Plan	09/10/2012	October 2012-June 2013	JLCB	DRDLR	Launching the idea of appointing Higher Education and Research Institutions based in the				JLCB approved Work Plan and proposed expenditures

					Provinces to supervise the analysis of the baseline data °The deployment of the Junior Assistants in the Household Profiling exercise in the 18 pilot DM Partial budget change Z_02_02 from co-management to regie to accommodate direct operational expenditures from BTC staff				
FES Implementation Manual and Training Material	09/10/2012		JLCB	A.Prinsloo/E.Moshabele	Terms of Reference for tender is completed and ready for publication	Edwin Moshabele/A.Prinsloo		JLCB agreed that the DRDLR start with the process to appoint the Service Provider.	The Program Direction was informed on 11/12/2012 that the pricing agreement was finalized and the Tender will be published in January 2013
					The budget for the RADP and FES Manuals has been disbursed to the DRDLR in 2011. Upon the request of the DRDLR, an increased budget provision was made for the FES Manual.				An amount of ZAR 560, 000 has been added to the FES budget line

Decision				Action		
Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline
Establishment support to the EPMD and Support Structures in priority districts	Sep-14	JSC 11 March 2014;	PSDS	Keep JSC informed of progress eg advertisement for posts	DRDLR EPMD	12/31/2015
		JSC 5 AUGUST 2015 JSC 3/12/2015	PSDS	PSDS will assist EPMD with info on Appointment and Payment processes in appointing the Rural Development Planning Assistants.	PSDS	
			PSDS	Now that there will be one Agri-park per district (44) , the 19 people planned for initially will not be able to do all the work. A request is submitted to PSDS for additional field officers; however NARYSEC will also need to be approached.	PSDS	31/12/2015
			PSDS	The request for additional funding to cover all 44 DM adding up to a total of Rand 8.9 million or an equivalent of Euro 632900 was approved.	EPMD	31/12/2016
		JSC 30/11/2016	EPMD	EPMD budget has been exceeded with 24% which is ZAR 2, 4 m. The total expenditure thus far is ZAR 12,6 m which was mostly used for travel (accommodation and transport). The over-expenditure will need to be dealt with in DRDLR as it will be an audit query. Only ZAR 10,15 m was approved. In every JSC Meeting EPMD indicated that they were within their budget. This activity is funded by this agreement and the DRDLR have to ensure that controls are adhered to. Need to discuss this properly in the DRDLR before considering in the JSC Meeting on whether budget can be increased. The agreement was that when Branches exceed the PSDS budget, Branches must use their own money. All Branches' budgets are tight. Problem is that EPMD will need to use their own funding which they do not have. Accounting procedures must be adhered to.	EPMD	31/03/2017
Capacity Building and Training for SPLUMA Implementation	Sep-14	JSC 3 December 2015		The Training is currently in phase 4 with the following deliverable by December 2015:	SPLUM	
				National Training Report		
				Manuals for Authorised Official and Municipal Planning Tribunal members.		
				The Department is also in the process of developing a website (data repository) where all SPLUMA related information will be made accessible and available to internal officials and the public in general. Phase 5 (Training of the DRDLR Officials) has started in the KZN Province Officials from National Office. The Provinces adapted the Training Modules to their unique situations. With Local government elections coming up in August, Municipal Councillors will not be trained beforehand. SPLUM drafted the Terms of Reference for printing the Manuals. In the next Financial Year SPLUM will develop Manuals for Municipal Councillors. There will be Training Manuals for the Provinces and one National Training Manual.		
		JSC 02 March 2016	SPLUM	The Training Manual consists of eight Modules due to the different challenges in the Provinces. There will be Training Manuals for the Provinces and one National Training Manual.		
Study Tour EU Integrated Rural Development	Oct-14	JSC 3 December 2015	DRDLR	Exposure in the Study Tour on Agriparks was excellent; the DRDLR incorporated designs and other structures to introduce in the local SA environment. Further consultations with Wageningen University are planned.	DRDLR	12/31/2015
				The DRDLR is also looking at different aspects of Local Action Groups (LAG) and will include lessons from Poland. The Minister asked the DRDLR to follow through on aquaculture. The DRDLR was able to compare the EU CAP with the agricultural policies of South Africa and took up some of the issues with		

		JSC 2 March 2016	PSDS	DAFF. DRDLR will also compare this with the exchange links with China. Report on EU Tour will be tabled before the end of the year. As a result of the Study Tour to the Agriparks in the EU with Wageningen University, it was deemed necessary by the DRDLR to combine a conference on Territorial Development with an additional Study Tour to Mexico to visit Agriparks developed there with support from Wageningen. An additional EUR 23 000 was budgeted by PSDS for this activity. The University of Wageningen accompanied the DRDLR group to Mexico.		
Mid-Term Focus of activities and budget change	Oct-14	JSC 5 Aug 2015	PSDS	The PSDS Extension Agreement until Dec 2016 was signed in July 2015.		3/31/2015
PSDS registration for VAT	Mar-13	JSC 9 Sept 2014;	PSDS	PSDS Project officer to register as VAT Representative;	PSDS	12/31/2015
		JSC 3 December 2015				
		JSC 2 March 2016		PSDS Project was registered with SARS as a VAT Vendor. All preparatory registration documents are now prepared to submit the first batch of VAT-incurred expenditures by the Department of Rural Development and Land Reform's Financial Office.	PSDS	12/31/2016
IGR and Stakeholder Engagement Strategy	Nov-15	JSC 3 December 2015 and 2 March 2016	PSDS	DRDLR is reviewing the developed IGR and stakeholder management guidelines and is in the process of completing the Training Manual.	PSDS	7/31/2016
				The DRDLR will do the layout of the Manual but would require the remaining balance to print it.		
Capacity Development DLRC	Oct-14	JSC 11 March 2015	PSDS	Develop framework, assessment of 27 DM, develop soft and hard skills for DLRC management and support; develop customized guidelines and frameworks for 11 pilot DLCs	PSDS	10/31/2016
		JSC 3 Dec 2015		New DRDLR policy indicates that the DLRCs must be installed with around 15 Members per Committee. They will be dealing with three core tasks: land identification, beneficiary selection and project support identification. The DLRCs will now require investment with methodologies and soft skills such as stakeholder management. The initial project budget was calculated for 27 but now includes 44 rural Districts. PSDS contributed to a general national orientation workshop in May 2015 and the idea is to have DLRCs in every province meeting for a more focused orientation and capacity strengthening workshop. Recommendations will follow from the workshops on how to move forward financially and then training can be customised.	PSDS	3/15/2016
		JSC 2 March 2016		Additional activities approved: DLRC Interim secretariat administration support Proposed Budget: R 700 000, in addition to the provision already made in the initial DLRC capacity strengthening activities of Budget Line B_03_03. Facilitation support for DLRCs and DAMC on Agro-enterprise planning. Proposed Budget: R 2 million Training and capacity building for DLRCs and DAMCs on Dispute resolution and Ethics management Proposed Budget: ZAR 2m		
Rural Economy Outlook Projection	JSC 11 March 2015	JSC 11 March 2015	PSDS	New proposal to identify high potential impact cases of rural economy drivers to test customized models of rural economy assessment, transformation and outlook projection approved by JSC	PSDS	2/28/2016
		5 Dec 2015		International rural economists from China, India, EU and Africa have been requested to submit expression of interest and preparation of service agreements are made	PSDS	4/1/2016
BTC Junior Assistant' research on restitution		JSC 5 Dec 2015	PSDS	presentation of JA's work at annual World Bank Conference 2016	PSDS	3/31/2016

Extension of PSDS Sepcific Agreement	Aug-14	JSC 5 August 2015	PSDS; DRDLR Legal Services	The PSDS was renamed to Participatory Settlement and Development Support to Land Reform Beneficiaries and Rural Citizens The DG of the DRDLR is now responsible for the execution. The Agreement is a no-cost Extension of the Specific Agreement between Belgium and South Africa (it is not a new Agreement) until December 2016	PSDS	31/12/2016
RDPA support to SPLUM and coordination activities	Apr-15	JSC 5 Dec 2015	DRDLR SPLUM	Five of the RDPAs left for greener pastures (two of them for other positions within the DRDLR). BTC will fund one RDPA in Limpopo until June 2016 (due to the long procedure in the DRDLR to appoint a replacement, Limpopo SPLUM office is still only working with one RDPA).	PSDS	31 JUNE2016
		JSC 2 March 2016	PSDS	Draft Executive Summary - Application of the EU's Comprehensive Assessment Framework (CAF) to integrated and coordinated land reform and rural development in South Africa, Results Baseline Round 2013-2014 presented and welcomed		
Financial planning until Dec 2016	Aug-15	JSC 5 August 2015	PSDS	The attention of the Members was raised to look at December 2016; because of the exchange rate PSDS will have more funds. We may also gain more from VAT returns. Planning to be done urgently	PSDS	31/12/2015
		JSC 5 DEC 2015		In March 2015 the original Contingency budget was 145 000 EUR; PSDS managed to increase this budget line to 696 494 EUR due to savings and exchange rate evolution, which needs to be allocated. The fluctuation and weakening of the ZA Rand to the Euro amounts to a gain of approximately R10m. In addition to that, PSDS is as per Country Agreement not obliged to pay VAT. PSDS is still in the process of registering with SARS to recover VAT. There is also interest on the RDP Account with National Treasury which amounts to an estimated R 1.3 m. PSDS urgently needs to commit these funds for further activities.		
		JSC 2 March 2016		Contingencies of Euro 700,000 have been allocated to various additional activities such as Enhance the Existing Strategically Located Land Decision Support (SLL Tool); SYSTEM DEVELOPMENT: District beneficiary/lessee application system to be developed to ensure a transparent process for beneficiary selection; District RADP application system to ensure all applications for funding support are registered; .DLRC Interim secretariat administration support; Orientation DAMC in Leadership and Agro-enterprise planning; Training and capacity building for DLRCs and DAMCs on Dispute resolution and Ethics management; Youth Study Tour to China and training courses in green energy, aquaculture, solar energy; Enhanced Spatial Targetting and the Virtuous Cycle Process: weaving the various strains of coordination and integration strategies, tools and activities within PSDS and DRDLR together; Participation of 2 DRDLR staff in an IFAD study tour on rural financing facilities and smallholder production in China and the Philippines and of 4 DRDLR staff in the Kenya leg.	PSDS	1/03/2016
		JSC 19 July and 16 Sept 2016	PSDS	Activities withheld for funding through contingencies are DAMC/DLRC Interim secretariat administration support; Orientation DAMC in Leadership and Agro-enterprise planning; Training and capacity building for DLRCs and DAMCs on Dispute resolution and Ethics management; Youth Study Tour to China and training courses in green energy, aquaculture, solar energy; Enhanced Spatial Targetting and the Virtuous Cycle Process (accumulated interests) ; increased funding to EPMD; AgriParks Implementation support (M&E,...), Orientation and Capacity Building rural development and land reform policies; additional assistant project officer (regie funds)		31/12/2016
		JSC 16 Sept 2016		Service Level Agreements (SLA) were drafted and approved by relevant DRDLR DDGs; however the process got stuck due to procedural delay and the addition of a new process to be followed in the DRDLR, the submission to the National Joint Strategy Centre (NJSC). It was anticipated that the activities could start in May 2016, some of which are foreseen for a period of eight months. Because of the limited time, a decision has to be made to approve these activities in this month or drop them. A proposal was accepted to pre-finance a second trip to China through the RID/REID budget for youth on green energy, aquaculture and rural entrepreneurship, while awaiting the refund of the VAT already paid by PSDS. The VAT should however be returned to DRDLR within the same financial year.		

		JSC 30 Nov 2016		At the JSC of 30 November 2016, the final PSDS budget shifts and allocations were prepared for subsequent approval on 15 December 2016. The budget amounts in Euro are set, while the final Rand equivalents will depend on the exchange rate of the last transfer of outstanding funds from Belgium of about Euro 500,000. These budget changes entail a shift within the overall budget of Euro 6,050,000.00, and are based on updated expenditure figures and final budget allocations for previously committed activities. A minor adaptation between financing modes has also been proposed, resulting in a slight increase in funds under co-management (total of co-managed funds: Euro 4,745,017.00; funds in Regie: Euro 1,304,983.00). This is especially due to increased provisions for final consolidation of reports and capitalisation on lessons learnt since 1998 when Belgium started supporting land reform in South Africa. These budget allocations will be fully utilised for the earmarked activities by May 2017. In addition, the PSDS JSC also commits to the full utilisation of any of VAT refundable expenses, which are presently under claim from SARS. VAT refunds will be used for the activities as specified in the JSC of 30 November 2016 and this to the tune of a maximum of 9 Million Rand. Furthermore, the commitment for full utilisation of funds also applies to any possible additional PSDS interest amounts on the RDP Funds accumulated at National Treasury.		
planning of closure of PSDS	Dec-15	JSC 5 DEC 2015		PSDS will need to draft a plan of closure for the remainder of the project's period. This will include a plan for 'capitalisation' of PSDS's experiences and results.	PSDS	1/03/2016
				PSDS will have to be evaluated by an independent consultant. This will take place during the last six months of the PSDS and will be reported to the JSC.	PSDS	31/12/2016
		JSC 2 March 2016		All expenditure - including the commitment of contingency funds to a new range of activities - to be finalised by November 2016, unless previously approved by JSC	PSDS	
		JSC 16 Sept 2016		Regular update of plan of closure for the remainder of the project's period required, based on monthly accounting and budget overview. Additional activities are lined up if funds permit.	PSDS	
				Final Evaluation: Terms of Reference sent to BTC Head Office. No feedback received from Head Office yet. The final evaluation is postponed from October/November 2016 to Jan/Feb 2017	PSDS	2/28/2017
		JSC 16 Sept 2016		PSDS audit after the end of the Financial Year 2016-17 (April 2017)	PSDS	4/30/2017
				Need for administrative human resources to prepare the final closure and reports. The current Project Officer will stay on until June 2017. Assistant Project Officer will be appointed who will assist in the PSDS 2017 Audit and other closure work under Regie funds.	PSDS	6/30/2017
		JSC 30 Nov 2016		The final evaluation is planned for Q1 2017, the final audit for Q2 2017, and the exercise of capitalisation of lessons learnt and recommendations for further resourcing of DRDLR's policy implementation plans with other funding and donor portfolios is also planned for Q2 2017. To that effect, further assistance for the closure and final reporting of PSDS is secured through DRDLR framework agreements with service providers such as HSRC, with partner development agencies and donors such as World Bank or UNDP, as well as through third party contracts and agreements with workshop venues, caterers, employment agencies, etc. Such final efforts are supported by an overall positive updated risk analysis, which shows that in this final phase of the PSDS programme, many of the initial risks have been successfully addressed and reduced to low to medium levels.		
				A final event to showcase the PSDS project support to the DRDLR's institutional capacity to support an inclusive and integrated rural economy as envisaged in the National Development Plan, is planned for Q2 2017.		

2 Personnel of the intervention

Personnel (title and name)	Gender (M/F)	Duration of recruitment (start and end dates)
1. National personnel put at disposal by the Partner Country:	M	2012-2016
2. Support personnel, locally recruited by BTC:	F	1/03/2013- July 2017
3. Training personnel, locally recruited:		
4. International Personnel (outside BTC):		
5. International experts (BTC):	M	1/09/2001-31/12/2016

3 Public procurement

4 Public agreements

5 Equipment

No equipment to transfer

6 Original Logical Framework from TFF :

Objective	Indicators	Means of Verification	Risks and Assumptions
Specific objective			
Institutions are supported to provide EFFECTIVE AND COHERENT post-settlement support through efficient service delivery to beneficiaries of the land reform programmes in South Africa. <i>Beneficiaries: Land Reform Beneficiaries.</i> <i>Institutions: DRD&LR Other relevant departments, Municipalities, civil society, strategic partners.</i>	Based on target indicators determined in year one, the Project aims that: All RDLRP are a result of multi-departmental collaboration in all pilot District Municipalities In all pilot District Municipalities participation of beneficiaries and stakeholders in RDLRP for service delivery is improved RDLRP are well integrated into IDPs in all pilot District Municipalities Multi-departmental contributions are reflected in IDP budgets in at least 80% of pilot District Municipalities Annual targets set in the IDP related to RDLRP are met in at least 60% of the pilot District Municipalities 80 % of PSSCs covering the pilot District Municipalities are capacitated as per identified human resource needs Service delivery collaboration with strategic partners and NGOs is improved and increased in all pilot District Municipalities	Baseline survey report RDLRP and IDP in pilot municipalities: Progress and review reports QRAM reports Implementation manuals and training materials Mid-term and final evaluation report	Governmental Human under-resourcing and skills gaps Administrative procedures delay appropriate interventions Municipalities and other Sector Departments do not see land reform as a joint responsibility. Continued disjunction between Land reform beneficiaries, other stakeholders and IDPs Lack of financial resources continue to hamper implementation of RDLRP Lack of clarity in policy framework Heightened Macro-economic and climatic uncertainties hinder sustainable rural

Objective	Indicators	Means of Verification	Risks and Assumptions
	Service delivery based on IDP integrated RDLRP is of higher quality in all pilot District Municipalities Increased numbers of beneficiaries received services in line with their needs in all pilot District Municipalities Sustainable production practices are is increased on transferred land in all pilot District Municipalities Social, agricultural and managerial capacity among beneficiaries is increased in all pilot municipalities Pilots' recommendations are incorporated into relevant policy guidelines and training materials		development and land reform planning

Result	Indicators	Means of Verification	Risks and Assumptions
Result Area One : Analysis of coordination and integration of Rural Development and Land Reform Plans in IDP for enhanced service delivery to land reform beneficiaries in District Municipalities			
Countrywide overview and in-depth analysis in selected pilot municipalities of RDLRP integration in the IDP and coordination amongst relevant departments and partners for enhanced service delivery to land reform beneficiaries.	General inventory results Area Based/RDLR Plans in all 47 District and 6 Metro Areas (Year 1) In-depth baseline survey results on institutional, resource and operational aspects of RDLRP in sample pilot District Municipalities (Year 1) Identified good practices in governmental and non-governmental initiatives	General inventory review report Baseline survey report Provincial and national feed-back workshops on identified improvement needs and plans	Governmental Human under-resourcing and skills gaps Administrative procedures delay appropriate interventions Other departments do not facilitate co-ordination.

Result	Indicators	Means of Verification	Risks and Assumptions
	Provincial/district information sharing and networking platforms between governmental and non-governmental actors established and functional	Minutes of Quarterly Review and Assessment Meeting (QRAM) of DRDLR Project progress and implementation report Minutes from National Project oversight team	

Activity	Cost (Euro)	Means
1.1. General Overview of present RDLRP practices • Inventory RDLRP and ABP since 2006 country wide • Draw TOR and hire External Consultant • Grid for general evaluation of RDLRP/ABP: ○ o Define evaluation grid ○ o Filling-in the evaluation grid by PSSC ○ o Analysis and report of the evaluation		National steering team: programme direction with other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ... Workshop with PSSC Short term consultancy
1.2. Baseline Survey project sample municipalities 1.2.1 Selection of pilot district municipalities (minimum 10, maximum 20) based on: general evaluation of RDLRP practices (see 1.1 above) • known /documented good practices e.g. Departmental flagships, strategic partners, other donors, NGOs, ... • representative provincial and district coverage		National steering team comprising Programme Direction, PSSCs, other relevant government departments , such as DAFF, Water Affairs, DCOG, Human Settlements ... Consultancy
1.2.2 In-depth identification of strengths and weaknesses of RDLRP practices in pilot municipalities • Draft Terms of Reference and hire external consultant for in-depth analysis		National steering team comprising Programme Direction, other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ...

In-depth identification of strengths and weaknesses in institutional, resource and operational aspects of RDLRP		Provincial in-depth identification task teams comprising Programme Direction, PSSCs, External consultant and other relevant government and non-government stakeholders Consultancy
1.2.3 Identification and formulation of areas of improvement - Identification and formulation of areas of improvement at institutional, resource and operational level - Identification and formulation of baseline and target indicators		National steering team comprising Programme Direction, other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ... Provincial in-depth identification task teams comprising Programme Direction, PSSCs, External consultant and other relevant government and non-government stakeholders Consultancy

Result	Indicators	Means of Verification	Risks and Assumptions
Result Area Two: Rural Development and Land Reform Plans are better coordinated and integrated in IDP for enhanced service delivery to land reform beneficiaries in pilot municipalities			
Improved integration of RDLR plans in the IDP and coordination amongst relevant departments and partners in selected pilot municipalities for enhanced service delivery to land reform beneficiaries.	Number of RDLRP adopted by the Municipalities and incorporated into IDPs in pilot District Municipalities (annual increase in % as of year 2 to be determined in year 1) IDP Budgets for Identified Land Reform Projects reflect multi-sectoral contributions in pilot District Municipalities (annual increase in % as of year 2 to be determined in year 1)	Baseline survey report Provincial and national feedback workshops on identified improvement needs and plans	Local service delivery protests and land disputes impede the formulation of the RDLRPs Governmental Human under-resourcing and skills gaps

Result	Indicators	Means of Verification	Risks and Assumptions
	Targets set in the IDP related to RDLRP in pilot municipalities are met(annual increase in % as of year 2 to be determined in year 1) PSSC capacitation as per identified needs (annual increase in % as of year 2 to be determined in year 1) Service delivery collaboration with strategic partners and NGOs improved and increased (annual increase in % as in year 2 to be determined in year 1) Land reform beneficiaries' land and service access improved (annual increase in % as in year 2 to be determined in year 1) Land reform beneficiaries' social, agricultural and business management capacities improved (annual increase in % as of year 2 to be determined in year 1) Provincial/district information sharing and networking platforms between governmental and non-governmental actors established and functional Pilots recommendations are incorporated in DRDLR guidelines for participation and operation in IGR structures	Minutes of Quarterly review and Assessment meeting of DRDLR Project progress and implementation report RDLRP and IDP in pilot municipalities: Progress and review reports Minutes from National Project oversight team Mid-term and final evaluation report	Administrative procedures delay appropriate interventions Municipalities and other Sector Departments do not see land reform as a joint responsibility. Other departments do not facilitate co-ordination. Continued disjunction between Land reform beneficiaries and IDP Continued disjunction between stakeholders and IDP Lack of financial resources continue to hamper implementation of RDLRP

Activity	Cost (Euro)	Means
2.1. Implement identified RDLRP institutional, resource and operational level improvements in selected municipalities • Quality of planning • Coordination amongst departments • Coordination with partners • Participation of stakeholders • Integration into the IDP • Quality of service delivery		Provincial Implementation led by PSSCs and comprising relevant provincial government actors, IDP managers, IDP Representative Forums, non-government stakeholders, ... National steering team comprising Programme Direction, other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ...
2.2. Monitor implementation and feedback to relevant policy frameworks • Monitor identified indicators in the pilot districts quarterly • Improved DRDLR guidelines for participation and operation in IGR structures (Local, Provincial, and National level) • On-going feedback to relevant policy frameworks		National steering team comprising Programme Direction, other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ...

Result	Indicators	Means of Verification	Risks and Assumptions
Result Area Three: The frameworks for and the actual delivery of services to land reform beneficiaries are improved as they are informed by better coordinated and integrated RDLRPs			
The quality of the service delivered to beneficiaries is improved by refining the relevant aspects of RADP and possibly FES, compiling implementation manuals and effecting training programmes, based on evidence from pilots.	RADP Implementation manual: e.g. models for strategic partnership, mentoring, beneficiary selection, improved alignment and harmonisation of service frameworks, partners and resources... FES Implementation manual Training material for RADP	General inventory review report Baseline survey report RADP Manuals FES Manuals Business plans	Key strategic partners are ready to participate and support land reform. Governmental Human under-resourcing and skills gaps Administrative procedures delay appropriate interventions

	Training material for FES Number of Provincial officers in PSSC, Other Provincial Government departments, Municipal IDP actors, Strategic Partners and Land reform beneficiaries trained Satisfactory impact evaluation result from evaluation questionnaire by DRDLR on trainees implementing RADP and FES manuals PSSC Performance monitoring system as per QRAM (year 3-4)	Provincial and national feed-back workshops on identified improvement needs and plans Minutes of Quarterly review and Assessment meeting of DRDLR Training Impact Evaluation Report Project progress and implementation report Minutes from National Project oversight team Mid-term and final evaluation report	Other departments do not facilitate co-ordination. Continued disjunction between Land reform beneficiaries and RADP interventions Lack of financial resources continue to hamper implementation of RDLRP
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Activity	Cost (Euro)	Means
3.1. Development of RADP (and possibly FES) manuals and training material on delivery of services to land reform beneficiaries - For example: - Models for strategic partnership - Mentoring - Beneficiary selection - Improved alignment and harmonisation of service frameworks, partners and resources... - Drawing Terms of Reference and hire consultant		Implementation by DRDLR National steering team: programme direction with other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ... Consultancy
3.2. Training on aspects of RADP (and possibly FES) on service delivery to land reform beneficiaries - Provincial officers in PSSC - Other Provincial Government departments - Municipal IDP actors		Implementation by DRDLR National steering team: programme direction with other relevant government departments,

• Strategic Partners • Land reform beneficiaries		such as DAFF, Water Affairs, DCOG, Human Settlements ...
3.3. Improving and updating RADP manuals and training material based on lessons from Project pilots.		Implementation by DRDLR National steering team: programme direction with other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ... Consultancy
3.4. Updated Training on RADP		Implementation by DRDLR National steering team: programme direction with other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ...
3.5 DRDLR: Monitoring and evaluation of impact of RADP (and possibly FES) training on service delivery to land reform beneficiaries in the pilot and other municipalities.		Implementation by DRDLR National steering team: programme direction with other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ... Municipal IDP actors Strategic partners Land reform beneficiaries

7 Complete Monitoring Matrix

See 2.1

8 Tools and products

(Scientific) Publications:

Waeterloos, E. (2013) 'Comprehensive rural development in South Africa: assemblage or bricolage? Balancing exogenous and endogenous planning aspirations in the CRDP and NDP', presentation at "Re-Imagining the State – Perspectives from the Global South", 20th Anniversary Colloquium of School of Government, University of Western Cape (7-8 October 2013), Belville, Cape Town

Waeterloos, E and S.Janssens (2016) 'Land reform and rural development in South Africa: the need for further complementarity and coherence between rights- and needs-based approaches', in Law and Society Trust Review, Sri Lanka, Vol.27:340, p.20-26

Waeterloos, E, H.Toolo and B.Zulu (2016) *Towards Effective Decentralised Land Administration and Management in South Africa: Strengthening Capacities of the New 'District Land Reform Committees'*. Poster at the Annual World Bank Conference on Land and Poverty, Washington DC, 14-18 March 2016

Janssens, S., I.Sinovich, P.Namukasa and E.Waeterloos (2016) *Visualising South Africa's past injustices – datasets and maps of forced removals*. Poster at the Annual World Bank Conference on Land and Poverty, Washington DC, 14-18 March 2016

Waeterloos, E , 'Land Reform, Rural Development and Developmental State Policies in South Africa: betwixt and between integrated development'; accepted for presentation at the 5th International Conference of the BRICS Initiative for Critical Agrarian Studies: New Extractivism, Peasantries and Social Dynamics: Critical Perspectives and Debates. Moscow, 13-16 October 2017.

Capitalisation reports:

Waeterloos, E. and P.Cockburn (July 2017; final publication May 2019) 'Capitalisation Report: Rural transformation in South Africa and international development assistance. Lessons from and challenges to aid and development effectiveness stemming from the long-term partnership between Belgium and South Africa (1998-2017), Enabel-DRDLR, Pretoria

Individual Project Reports:

- The State of Area Based Rural Development and Development and Land Reform Plans in South Africa Since 2006: A Rapid Inventory and Evaluation (PSDS 2012). A review commissioned by the Department of Rural Development and Land Reform (DRDLR) in partnership with the Belgian Development Cooperation (DGD) and Belgian Development Agency (BTC)
- Application of the EU's Common Assessment Framework (CAF) to integrated and coordinated land reform and rural development in South Africa. Results Baseline Round 2013-2014 (PSDS 2016)

- An Interim Evaluation of the Temporary Deployment of Rural Development Planning Assistants (RDPAs) in Provincial Department of Rural Development and Land Reform offices in support of SPLUM district activities and coordination with other Branches. Report prepared by the Human Sciences Research Council (HSRC 2017)
- Intergovernmental Relations and Stakeholder Management Strategy To support the Implementation of the Comprehensive Rural Development Programme, Department of Rural Development and Land Reform July 2015 (DRDLR)
- PROJECT/PHASE CLOSE-OUT REPORT Establishment support to the Enterprise Programme, Project and Portfolio Management System and Support Structures in 27 priority districts (DRDLR EPMO March 2017)
- ESTVC workshop reports: Initial Planning And Orientation Workshop On ESTVC Implementation Held At Saint George's Conference Centre, Pretoria, Wednesday 25 January 2017; Workshop Report; Planning And Orientation Workshop On ESTVC Implementation Held At Garden Court Or Tambo, Isando, Wednesday And Thursday 17 & 18 MAY 2017; WORKSHOP REPORT Feedback Report Stakeholder Consultative Session 23/24 June 2017 (DRDLR)
- RURAL WOMENS POLICY AWARENESS CONFERENCE 13th -15th December 2015
- Implementation Manual for the Recapitalisation and Development Programme (RADP) of the Department of Rural Development and Land Reform (February 2016)
- SPLUMA Appeal Authorities Support Document, Authorised Authorities Support Document, and Councillors Support Document (2016), DRDLR
- HSRC Land Administration And Management Capacity Strengthening In District Land Reform Committees In South Africa: A Land Use And Needs Assessment (LUNA) Framework 31 August 2017
- HSRC Land Use And Needs Assessment District Land Reform Committee (DLRC) Research Capacity Building Pilot Project: Final Report 31 August 2017
- DRDLR Feedback Report EU Study Tour 23 August-5 September 2015
- DRDLR Project to Further Frame and Detail the "Rural Economy Transformation Model". A Research Report With Initial Policy Action Recommendations, Saturday 3rd July 2016 (DRDLR)
- South African Institutions Offering Local Economic Development and Rural Development, Agricultural Courses as well as Research. A desk-top review by BTC JA and RDPA (PSDS 2015)
- Socio-Economic Fact Sheets For All Priority District Municipalities, DRDLR-BTC JA (PSDS 2015)
- Report China Study Tour 13-29 May 2016 (DRDLR)
- DRDLR. Workshop Report on Tenure Policy Awareness. Garden Court Kempton Park, Tuesday May 3rd 2016 (DRDLR 2016)

Blogs And Communications:

Waeterloos, E. (2013) *'Multiple perspectives on 100 year land question(s) in South Africa'* (15 May 2013) blog www.btcctb.org

Waeterloos, E. (2013) *'One hundred years of land reform in South Africa: what needs to be re-minded?'* (27 June 2013) blog www.btcctb.org

Waeterloos, E. (2013) *'Land, ras en werk in Zuid-Afrika'* (20 June 2013) contribution to MO Magazine

Waeterloos, E. (2014) *South Africa enters the International Year of Family Farming on a high policy note...or is it mere electioneering?* Blog www.btcctb.org, 23 January 2014

Waeterloos, E. (2014) *Comprehensive rural development and the Developmental State in South Africa: ambition and challenges*, Presentation to the EU Delegation, Pretoria, 11 July 2014

Waeterloos, E. and S.Janssens (2014) *South Africa reopens the Restitution of Land Rights Programme: "reculer pour mieux sauter"?* Blog www.btcctb.org, 21 November 2014

Waeterloos, E. (2015) *Comprehensive rural development and land reform in South Africa: challenges to donors*, Presentation to the EU Delegation, Pretoria, March 2015

Waeterloos, E. (2015) *Policies and politics of rural economy and aid transformation in South Africa*. Blog www.btcctb.org, 4 June 2015

Waeterloos, E. (2016) *CIAT's Participatory And Area-Based Approach To Rural Agroenterprise Development*. DLRC Orientation And Training Workshop, January-March 2016

Waeterloos, E. (2016) *Does it never rain, yet pour? Southern and South Africa in the grip of El Niño*. Blog www.btcctb.org, 16 February 2016

Waeterloos, E. (2016) *EU's Comprehensive Analysis Framework (CAF) and integrated and coordinated land reform and rural development in South Africa. Results PSDS Baseline 2013-2014*, Presentation to DRDLR Intergovernmental Relations Forum, 4 July 2016.

Waeterloos, E. (2017) *BELGIAN SUPPORT TO SOUTH AFRICA's LAND REFORM AND RURAL DEVELOPMENT 1998-20170 A 3D Assessment*, Pretoria, 9 June 2017 and 27 June 2019

M&E approach/system:

PSDS BASELINE REPORT INTERVENTION CODE: PROJECT: SAF0601511-PSDS – PARTICIPATORY SETTLEMENT AND DEVELOPMENT SUPPORT TO LAND REFORM BENEFICIARIES AND RURAL CITIZENS (2016)