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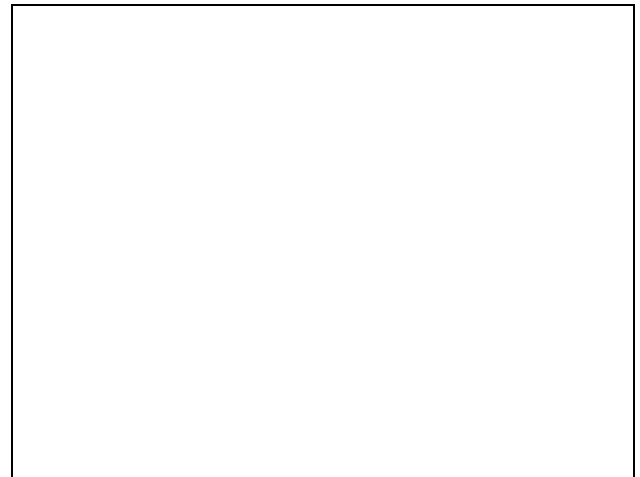
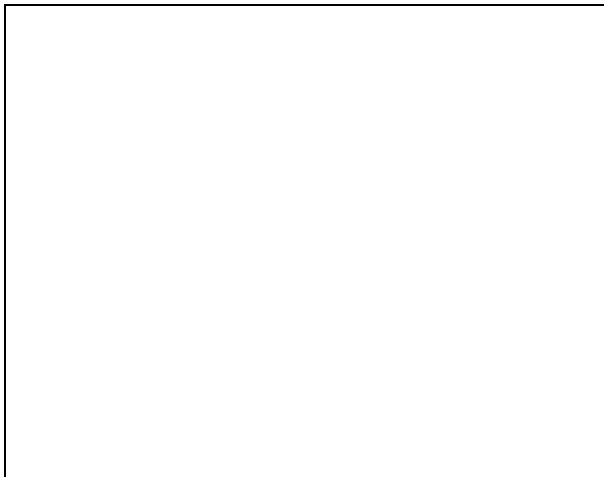
rural development
& land reform

Department:
Rural Development and Land Reform
REPUBLIC OF SOUTH AFRICA

ANNUAL REPORT 2011

PROJECT SOUTH AFRICA – SAF0601511

POST SETTLEMENT & DEVELOPMENT SUPPORT TO LAND REFORM BENEFICIARIES (PSDS)



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Acronyms

BTC	Belgian Technical Cooperation
CD	Chief Director(ate)
CRDP	Comprehensive Rural Development Programme
CRLR	Commission for the Restitution of Land Rights
DAFF	Department of Agriculture, Forestry and Fisheries
DDG	Deputy Director General
DLA	Department of Land Affairs
DRDLR	Department of Rural Development and Land Reform
FES	Farm worker Equity Scheme
IDP	Integrated Development Plans/Planning
IR	Chief Directorate for Stakeholder and International Relations (DRDLR)
ITA	International Technical Assistance
JLCB	Joint Local Consultative Board
JSC	Joint Steering Committee
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
PD	Programme Direction
PSDSP	Post Settlement and Development Support Project
PSSC	Provincial Shared Service Centres (DRDLR)
RADP	Recapitalisation and Development Programme
RDLRP	Rural Development and Land Reform Plans
RID	Rural Infrastructure Development (DRDLR)
SALGA	South African Local Government Association
STRIF	Social Technical Rural Livelihoods and Institutional Facilitation (DRDLR)
TFF	Technical and Financial File

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1 Project form

Project name	POST SETTLEMENT & DEVELOPMENT SUPPORT TO LAND REFORM BENEFICIARIES (PSDS)
Project Code	SAF0601511
Location	South Africa (Pretoria)
Budget	Euro 6050000
Key persons	Mr.V.MAHLANGU (Acting Deputy Director General Land Reform; Chair PSDS JLCB), Ms.M.DE VOS, (Director Policy Research and Development; PSDS Programme Direction Coordinator) Mr.E.Waeterloos (BTC Technical Assistant; PSDS Programme Direction Co-ordinator)
Partner Institution	Dept Rural Development and Land Reform (DRDLR) (Government of South Africa)
Date of implementation Agreement	23 June 2010
Duration (months)	5 years
Target groups	Land reform beneficiaries
Global Objective	Poverty reduction through the creation of rural sustainable livelihoods of land reform beneficiaries within the context of the land reform programmes
Specific Objective	Institutions are supported to provide effective and coherent post settlement support through efficient service delivery to beneficiaries of the land reform programme in South Africa
Results	R1: 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
	R2: Rural Development and Land Reform Plans are better coordinated and integrated in IDP for enhanced service delivery to land reform beneficiaries in pilot municipalities
	R3: 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

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2 Summary

2.1 Analysis of the intervention

Intervention logic	Efficiency	Effectiveness	Sustainability
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	B	X	X
Result 1: 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	C	B	X
Result 2: Rural Development and Land Reform Plans are better coordinated and integrated in IDP for enhanced service delivery to land reform beneficiaries in pilot municipalities	X	X	X
Result 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	B	B	X

Budget	Expenditure per year	Total expenditure year N (31/12/2010)	Balance of the budget	Execution rate
6,050,000	0	315.937,34	5.734.062,66	5%

2.2 Key elements

Although the signing of the Specific Agreement dates back to 23 June 2010, the changes in land reform policy frameworks and institutional context necessitated a reformulation of the Project TFF. The most important are the restructuring of the former Department of Land Affairs in 2009 into the Department of Rural Development and Land Reform (DRDLR). The DRDLR's overall mandate stems from the new encompassing policy the Comprehensive Rural Development Programme (CRDP), which covers both land reform and rural development interventions. As the PSDS programme is limited to improved service delivery to land reform beneficiaries by enhanced integrated planning at the municipal level, a full alignment with the national 'agrarian transformation' agenda of the CRDP lies beyond the scope of this programme.

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To reflect on the multi-dimensional character of rural development and land reform, the JLCB has been expanded to include other relevant key governmental role players in rural development and local governance. The operational day-to-day management is in the hands of the Programme Direction team, which comprises representatives from several relevant branches of DRDLR. Other changes relate to modalities of transfer of funds as per general South African ODA guidelines.

The reformulated TFF was approved by the JLCB on 17 October 2011. The six months work plan and the elaborated budget has also been approved by the same JLCB. The activities undertaken in 2011 are mainly in preparation of the general evaluation of area based country wide and good practice identification in pilot municipalities in 2012.

Informal discussions have taken place with other donors and NGOs involved in land reform beneficiaries' support to explore possible exchange and collaboration in the following years.

2.3 Key Risks

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Administrative procedures delay appropriate interventions	High	The public sector is highly regulated, which causes unforeseen complexities and delays in implementation	Medium	C
Continued disjunction between land reform beneficiaries, other stakeholders and IDPs	High	Land reform planning and support to beneficiaries remains not well integrated in municipal planning and among municipal actors	Medium	C
Lack of clarity in policy framework	High	Middle cadre civil servants interpret and implement policy in an individual level of understanding and hence is often an inconsistent manner	Medium	C

2.4 Key lessons learned and recommendations

Recommendations	Source	Actor	Deadline
Hire in additional staff at mid-level to facilitate local implementation	Governmental human under-resourcing and skills gaps Continued disjunction between land reform beneficiaries, other	PSDS PD	Q4 of year N+1

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	stakeholders and IDPs		
Hire in external consultants for research, as well as development of implementation manuals and training materials	Governmental human under-resourcing and skills gaps Lack of clarity in policy framework Continued disjunction between land reform beneficiaries, other stakeholders and IDPs	PSDS PD	Q1 of year N+1 On-going
Close monitoring of progress in initiated administrative processes Hire in PSDS Admin Project Officer	Administrative procedures delay appropriate interventions	PSDS PD	On-going Q1 of year N+1
Identify and implement improved practices of integrating land reform planning with municipal planning and stakeholders	Governmental human under-resourcing and skills gaps Continued disjunction between land reform beneficiaries, other stakeholders and IDPs Lack of clarity in policy framework	PSDS PD	On-going from Q3 in year N + 1
Feed-back improved practices of integrating land reform planning with municipal planning and stakeholders to policy making levels	Lack of clarity in policy framework Administrative procedures delay appropriate interventions	PSDS PD	On-going from Q3 in year N + 1

Lessons learned	Target audience
It is important in the technical assistance to be pro-active in looking beyond the DRDLR for other actors, experiences and insights. To that effect, a part-time presence in the BTC office is important to be able to engage in such networking.	General BTC strategy around ITA

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3 Analysis of the intervention

3.1 Context

3.1.1 Evolution of the context

Since the first formulation in 2006 and subsequent reformulation in 2009, several changes have taken place in government policies and institutions dealing with land reform and rural livelihoods. The most important are the restructuring of the former Department of Land Affairs in 2009 into the Department of Rural Development and Land Reform (DRDLR). The DRDLR is now supposed to facilitate and coordinate all (post-) settlement support to land reform beneficiaries. The DRDLR is represented at provincial level, through Provincial Shared Service Centres (PSSCs), where coordination of implementation at the municipal level is to take place. All this forms part of the DRDLR's overall mandate expressed in an encompassing new policy framework, the 2009 Comprehensive Rural Development Programme (CRDP). The CRDP aims for more appropriate production and livelihoods support, improved land reform, and enhanced investments in economic and social rural infrastructure (rural development).

3.1.2 Institutional Anchoring

Score: Appropriate

The Specific Agreement and Technical and Financial File were signed on 23rd June 2010. However, in view of the changes in Government of South Africa's strategy on land reform and the concurrent formation of the new Department of Rural Development and Land Reform (DRDLR), the parties agreed to reformulate the PSDS Technical and Financial File so that it adapts to the changed policy and institutional environment. This process started in June 2011 and was facilitated by a Technical Task Team selected jointly by BTC and the Department.

As advised by the partner, the project is now anchored within the DRDLR's Land Reform Branch. The Joint Steering Committee (JSC) is responsible for the strategic management of the programme. Because of the multidimensional character of improving (post-) settlement support and the emphasis on cross-cutting efforts in the Comprehensive Rural Development Programme, representatives of other DRDLR Branches or Chief-Directorates participate in the Joint Steering Committee. The DRDLR Deputy Director-General of the Land Reform Branch chairs the JSC, which comprises the Deputy Chief Land Claims Commissioner of the Branch Restitution, the Chief-Director Strategic Land Reform Interventions of the Land Reform Branch, the Chief-Director Spatial Planning Services of the Geo-Spatial Planning, Technology Development and Risk Mitigation Services Branch, and the Chief-Director of the Policy and Research Development Directorate. In addition, representatives of National Treasury- International Development Cooperation (IDC), the Chief-Executive Officer of South African Local Government Association (SALGA) (invited), the Project Management Coordinator of the Development Finance Branch of the Department of Agriculture, Forestry and Fisheries (DAFF) and the BTC Resident Representative (Co-Chair) also participate. Involving the Social, Technical,

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Rural Livelihoods and Institutional Facilitation Branch of DRDLR, which deals with technical support, skills development and institution building for all rural dwellers under the CRDP, is still scrutinized. A confined involvement of this branch –probably at provincial level - may enhance the appropriateness of the PSDS' institutional anchoring.

The daily operational management – the Programme Direction – also reflects the need to anchor the programme in both policy and operations oriented units. The Programme Direction is coordinated by the Directorate Policy and Research Development, DRDLR Branch Corporate Support Services. It includes a representative of the DRDLR Land Reform Branch, Strategic Land Reform Interventions, of the DRDLR Geo-Spatial Services Branch, Spatial Planning and Information, the senior programme manager (BTC Technical Assistant), and a project officer (secretariat).

3.1.3 Execution Modalities

Score: Appropriate

The main changes relate to the changed modalities of transfer of funds as per general South African ODA transfer guidelines. These require funds to be deposited into National Treasury's Reconstruction and Development Program (RDP) account, from where they can be forwarded as PSDS earmarked funds to the DRDLR's Paymaster General Account.

Other changes relate to the composition of the strategic management organ, the Joint Steering Committee. This has been expanded to include other relevant governmental role players in rural development and local governance, such as Department of Agriculture, Forestry and Fisheries, South African Local Government Association (SALGA). The operational day-to-day management is in the hands of the Programme Direction team, which comprises representatives from several relevant branches of DRDLR, in recognisance of the multi-dimensional character of rural development and land reform.

Annual stakeholder meetings are foreseen to allow for an improved input from rural civil society and the private sector in the planning and execution of PSDS.

3.1.4 Harmo-dynamics

The PSDS programme aligns with the encompassing new policy framework, the 2009 Comprehensive Rural Development Programme (CRDP). The CRDP is strategic priority number 3 within the South African government's Medium Term Strategic Framework 2009-2014. However, as the PSDS programme is limited to land reform, a full alignment with the encompassing national 'agrarian transformation' agenda of the Comprehensive Rural Development Program lies beyond the scope of this programme.

Informal discussions have taken place with other donors and NGOs involved in land reform beneficiaries' support to explore possible exchange and collaboration in the following years.

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3.2 Specific objective

3.2.1 Indicators

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						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
<p>All RDLRP are a result of multi-departmental collaboration in all pilot District Municipalities</p> <p>In all pilot District Municipalities participation of beneficiaries and stakeholders in RDLRP for service delivery is improved</p> <p>RDLRP are well integrated into IDPs in all pilot District Municipalities</p> <p>Multi-departmental contributions are reflected in IDP budgets in at least 80% of pilot District Municipalities</p> <p>Annual targets set in the IDP related to RDLRP are met in at least 60% of the pilot District Municipalities</p> <p>80 % of PSSCs covering the pilot District Municipalities are capacitated as per identified human resource needs</p> <p>Service delivery collaboration with strategic partners and NGOs is improved and increased in all pilot District Municipalities</p> <p>Service delivery based on IDP integrated RDLRP is of higher quality in all pilot District Municipalities</p> <p>Increased numbers of beneficiaries received services in line with their needs in all pilot District Municipalities</p> <p>Sustainable production practices are increased on transferred land in all pilot District Municipalities</p> <p>Social, agricultural and managerial capacity among beneficiaries is increased in all pilot municipalities</p> <p>Pilots' recommendations are incorporated into relevant policy guidelines and training materials</p>						<p>Baseline and target indicators are to be determined as part of the survey activities in 2012 and early 2013</p>

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3.2.2 Analysis of progress made

Although the signing of the Specific Agreement dates back to 23 June 2010, the changes in land reform policy frameworks and institutional context necessitated a reformulation of the Project TFF. This was done in June and September 2011 by the DRDLR and the BTC Technical Assistant. The reformulated was approved by the Joint Steering Committee (JSC) on 17 October 2011. The six months work plan and the elaborated budget has also been approved by the same JSC.

An intermediate progress report was sent to the JLCB members 12 December 2011 by email. This was to keep up the momentum of the JLCB of October, while logistically a full JLCB was not realistic given the upcoming Christmas holiday period... The appointment of an administrative and financial Project Officer is in progress. The job description and human resource requirements have been disseminated through aid agency channels in December 2011. Appointment is foreseen for March 2012.

3.2.3 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Governmental human under-resourcing and skills gaps	High	There continues to be a lack of middle level cadre and skills for land reform implementation in the public sector.	low	B
Administrative procedures delay appropriate interventions	High	The public sector is highly regulated, which causes unforeseen complexities and delays in implementation	Medium	C
Continued disjunction between land reform beneficiaries, other stakeholders and IDPs	High	Land reform planning and support to beneficiaries remains not well integrated in municipal planning and among municipal actors	Medium	C
Lack of clarity in policy framework	High	Middle cadre civil servants corps interprets and implement policy in an individual and hence often inconsistent manner	Medium	C

3.2.4 Quality criteria

Criteria	Score	Comments
Effectiveness	X	
Efficiency	B	The involvement of the JLCB is at this early stage strong and promising
Sustainability	X	Good practice models should improve sustainability Provincial staff are intended to be (re)deployed within DRDLR after the project
Relevance	A	The PSDS is situated at the core of what all analyses on slow and ineffective land reform identify as the most critical area of improved service delivery, i.e. municipal integration of land reform initiatives

3.2.5 Potential Impact

The logical framework is only approved in October 2011, hence the intervention logic is still fully valid.

3.2.6 Recommendations

Recommendations	Source	Actor	Deadline
Hire in additional staff at mid-level to facilitate local implementation	Governmental human under-resourcing and skills gaps Continued disjunction between land reform beneficiaries, other stakeholders and IDPs	PSDS PD	Q4 of year N+1
Hire in external consultants for research, as well as development of implementation manuals and training materials	Governmental human under-resourcing and skills gaps Lack of clarity in policy framework	PSDS PD	Q1 of year N+1 On-going

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	Continued disjunction between land reform beneficiaries, other stakeholders and IDPs		
Identify and lobby for most efficient channels and procedures (national, provincial, municipal) Close monitoring of progress in initiated administrative processes Avoid temptation of parallel PMU administration set-up Hire in PSDS Admin Project Officer	Administrative procedures delay appropriate interventions	PSDS PD	On-going Q1 of year N+1
Identify and implement improved practices of integrating land reform planning with municipal planning and stakeholders	Governmental human under-resourcing and skills gaps Continued disjunction between land reform beneficiaries, other stakeholders and IDPs Lack of clarity in policy framework	PSDS PD	On-going from Q3 in year N + 1
Feed-back improved practices of integrating land reform planning with municipal planning and stakeholders to policy making levels	Lack of clarity in policy framework Administrative procedures delay appropriate interventions	PSDS PD	On-going from Q3 in year N + 1

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3.3 Result 1

3.3.1 Indicators

Result 1: 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						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
General inventory results Area Based/RDLR Plans in all 47 District and 6 Metro Areas	0		0	0		Activities will start in 2012
In-depth baseline survey results on institutional, resource and operational aspects of RDLRP in sample pilot District Municipalities	0		0			
Identified good practices in governmental and non-governmental initiatives	0		0			
Provincial/district information sharing and networking platforms between governmental and non-governmental actors established and functional	0		0			

3.3.2 Evaluation of activities

Activities (See guidelines for interpretation of scores)	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1 General Overview of present RDLRP practices <ul style="list-style-type: none"> Draw Terms of Reference External Consultant Initiate tender process: advertise locally 		X	X		No corrective measures can be taken as the delay is due to procedural complications within DRDLR; this causes a 1 month's delay as opposed to the approved work plan

3.3.3 Analysis of progress made

Terms of Reference for the general review and evaluation of area based planning have been prepared in December 2011 and are ready to be published in January 2012 through the appropriate DRDLR's channels –as opposed to mid-December as per the original work plan. The selection of the service provider is foreseen to take place by end of Feb 2012. Service provider is to be employed from 1 March 2012 until 31 May 2012.

3.3.4 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Administrative procedures delay appropriate interventions	High	The public sector is highly regulated, which causes unforeseen complexities and delays in implementation	Medium	C

3.3.5 Quality criteria

Criteria	Score	Comments
Effectiveness	B	
Efficiency	C	Measure to be taken in future: clearer internal communication and foresee more time in DRDLR
Sustainability	X	

3.3.6 Budget execution

Refer to Annexure 7.3 below

3.3.7 Recommendations

Recommendations	Source	Actor	Deadline
Identify and lobby for most efficient channels and procedures (national, provincial, municipal) Close monitoring of progress in initiated administrative processes Avoid temptation of parallel PMU administration set-up	Administrative procedures delay appropriate interventions	PSDS PD	On-going
Hire in PSDS Admin Project Officer	Administrative procedures delay appropriate interventions	PSDS PD	Q1 of year N+1

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3.4 Result 2

3.4.1 Indicators

Result 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						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
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)	0		0	0		Activities will start in 2012
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)	0		0			
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)	0		0			
PSSC capacitation as per identified needs (annual increase in % as of year 2 to be determined in year 1)	0		0			
Service delivery collaboration with strategic partners and NGOs improved and increased (annual increase in % as in year 2 to be determined in year 1)	0		0			
Land reform beneficiaries' land and service access improved (annual increase in % as in year 2 to be determined in year 1)	0		0			
Land reform beneficiaries' social, agricultural and business management capacities improved (annual increase in % as of year 2 to be determined in year 1)	0		0			
Provincial/district information sharing	0		0			

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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	0		0			

3.4.2 Evaluation of activities

Activities (See guidelines for interpretation of scores)	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1					No activities have taken place
2					
3					

3.4.3 Analysis of progress made

3.4.4 Risks and Assumptions

Not applicable

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3.4.5 Quality criteria

Criteria	Score	Comments
Effectiveness	X	
Efficiency	X	
Sustainability	X	

3.4.6 Budget execution

Refer to Annexure 7.3 below

3.4.7 Recommendations

Not applicable

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Result 3

3.4.8 Indicators

Result 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						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
RADP Implementation manual	0		0	0		Activities will start in 2012
FES Implementation manual	0		0	0		
Training material for RADP	0		0	0		
Training material for FES	0		0	0		
Number of Provincial officers in PSSC, Other Provincial Government departments, Municipal IDP actors, Strategic Partners and Land reform beneficiaries trained	0		0	0		
Satisfactory impact evaluation result from evaluation questionnaire by DRDLR on trainees implementing RADP and FES manuals	0		0	0		
PSSC Performance monitoring system as per QRAM (year 3-4)	0		0	0		

3.4.9 Evaluation of activities

Activities (See guidelines for interpretation of scores)	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1 Development of RADP (and possibly FES) manuals and training material on delivery of services to land reform beneficiaries		X			No corrective measures are needed, as only one month's delay can be easily accommodated in the work plan
2					
3					

3.4.10 Analysis of progress made

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Terms of Reference for the RADP implementation manuals and training materials have been prepared and are to be published in January 2012, as opposed to mid-December as per the original work plan. Delay is mainly due to of time constrained DRDLR staff prior to the Christmas break. Selection of service provider is foreseen to take place by end of Feb 2012. Service provider is to be employed from 1 March 2012 until 31 May 2012.

3.4.11 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Governmental human under-resourcing and skills gaps	High	There continues to be a lack of middle level cadre and skills for land reform implementation in the public sector.	low	B

3.4.12 Quality criteria

Criteria	Score	Comments
Effectiveness	B	
Efficiency	B	
Sustainability	x	

3.4.13 Budget execution

Refer to Annexure 7.3 below

3.4.14 Recommendations

Not applicable

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4 Transversal Themes

4.1 Gender

The review and in-depth survey of 2012 should indicate where improvements are needed in the exercise of rural development and land reform planning (RDLRP) for improved service delivery to land reform beneficiaries. These improvements will need to deal with enhanced participation of beneficiaries and stakeholders in RDLRP, as well as with better service delivery to beneficiaries in line with their needs, more sustainable production practices, and increased social, agricultural and managerial capacity among beneficiaries. It is to be expected that these identified areas of improvement will be gender sensitive. They will thence need to be translated into realistic and feasible gender specific interventions.

4.2 Environment

The review and in-depth survey of 2012 should indicate where improvements are needed in the exercise of rural development and land reform planning (RDLRP) for improved service delivery to land reform beneficiaries. These improvements will need to deal with enhanced participation of beneficiaries and stakeholders in RDLRP, as well as with better service delivery to beneficiaries in line with their needs, more sustainable production practices, and increased social, agricultural and managerial capacity among beneficiaries. It is to be expected that these identified areas of improvement will be environment responsive. They will thence need to be translated into realistic and feasible environment specific interventions. It is also highly likely that they may lead to localised environment institutional interventions, for instance in the case of communal property associations on restituted farms.

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5 Decisions taken by the JLCB and follow-up

Decisions	Source	Actor	Time of decision	Status
Representatives of the DRDLR Land Claims Commission (CRLR) as well as DRDLR Chief Directorate for Stakeholder and International Relations (IR) will be part of the JSC (=JLCB)	Acting DDG DRDLR	PSDS PD Coordinator	Q4	IR done CRLR on-going
Branches of DRDLR Social Technical Rural Livelihoods and Institutional Facilitation (STRIF) and Rural Infrastructure Development (RID) will not form part of the operational teams of the project, given the specific nature of the project with regard to land reform	CD IR	Acting DDG DRDLR	Q4	on-going
JSC Approval of Reformulated TFF	PSDS PD	JSC	Q4	done
JSC Approval of work plan, Q1-Q2	PSDS PD	JSC	Q4	done

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6 Lessons Learned

Lessons learned	Target audience
It is important in the technical assistance to be pro-active in looking beyond the DRDLR for other actors, experiences and insights. To that effect, a part-time presence in the BTC office is important to be able to engage in such networking.	General BTC strategy around ITA

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7 Annexes

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7.1 Logical framework

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Objective	Indicators	Means of Verification	Risks and Assumptions
<p>Specific objective</p> <p>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.</p> <p><i>Beneficiaries: Land Reform Beneficiaries.</i></p> <p><i>Institutions: DRD&LR Other relevant departments, Municipalities, civil society, strategic partners.</i></p>	<p>Based on target indicators determined in year one, the Project aims that:</p> <ul style="list-style-type: none"> ▪ 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 ▪ 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 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 	<p>Baseline survey report</p> <p>RDLRP and IDP in pilot municipalities: Progress and review reports</p> <p>GRAM reports</p> <p>Implementation manuals and training materials</p> <p>Mid-term and final evaluation report</p>	<p>Governmental Human under-resourcing and skills gaps</p> <p>Administrative procedures delay appropriate interventions</p> <p>Municipalities and other Sector Departments do not see land reform as a joint responsibility.</p> <p>Continued disjunction between Land reform beneficiaries, other stakeholders and IDPs</p> <p>Lack of financial resources continue to hamper implementation of RDLRP</p> <p>Lack of clarity in policy framework</p> <p>Heightened Macro-economic and climatic uncertainties hinder sustainable rural development and land reform planning</p>

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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.	<p>General inventory results Area Based/RDLR Plans in all 47 District and 6 Metro Areas (Year 1)</p> <p>In-depth baseline survey results on institutional, resource and operational aspects of RDLRP in sample pilot District Municipalities (Year 1)</p> <p>Identified good practices in governmental and non-governmental initiatives</p> <p>Provincial/district information sharing and networking platforms between governmental and non-governmental actors established and functional</p>	<p>General inventory review report</p> <p>Baseline survey report</p> <p>Provincial and national feed-back workshops on identified improvement needs and plans</p> <p>Minutes of Quarterly Review and Assessment Meeting (QRAM) of DRDLR</p> <p>Project progress and implementation report</p> <p>Minutes from National Project oversight team</p>	<p>Governmental Human under-resourcing and skills gaps</p> <p>Administrative procedures delay appropriate interventions</p> <p>Other departments do not facilitate co-ordination.</p>

Activity	Cost (Euro)	Means
<p>1.1. General Overview of present RDLRP practices</p> <ul style="list-style-type: none"> • Inventory RDLRP and ABP since 2006 country wide • Draw TOR and hire External Consultant • Grid for general evaluation of RDLRP/ABP: <ul style="list-style-type: none"> o Define evaluation grid o Filling-in the evaluation grid by PSSC o Analysis and report of the evaluation 		<p>National steering team: programme direction with other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ...</p> <p>Workshop with PSSC</p> <p>Short term consultancy</p>

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<p>1.2. Baseline Survey project sample municipalities</p> <p>1.2.1 Selection of pilot district municipalities (minimum 10, maximum 20) based on:</p> <ul style="list-style-type: none"> • 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 		<p>National steering team comprising Programme Direction, PSSCs, other relevant government departments , such as DAFF, Water Affairs, DCOG, Human Settlements ...</p> <p>Consultancy</p>
<p>1.2.2 In-depth identification of strengths and weaknesses of RDLRP practices in pilot municipalities</p> <ul style="list-style-type: none"> • Draft Terms of Reference and hire external consultant for in-depth analysis • In-depth identification of strengths and weaknesses in institutional, resource and operational aspects of RDLRP 		<p>National steering team comprising Programme Direction, other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ...</p> <p>Provincial in-depth identification task teams comprising Programme Direction, PSSCs, External consultant and other relevant government and non-government stakeholders</p> <p>Consultancy</p>
<p>1.2.3 Identification and formulation of areas of improvement</p> <ul style="list-style-type: none"> • Identification and formulation of areas of improvement at institutional, resource and operational level • Identification and formulation of baseline and target indicators 		<p>National steering team comprising Programme Direction, other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ...</p> <p>Provincial in-depth identification task teams comprising Programme Direction, PSSCs, External consultant and other relevant government and non-government stakeholders</p> <p>Consultancy</p>

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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.	<p>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)</p> <p>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)</p> <p>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)</p> <p>PSSC capacitation as per identified needs (annual increase in % as of year 2 to be determined in year 1)</p> <p>Service delivery collaboration with strategic partners and NGOs improved and increased (annual increase in % as in year 2 to be determined in year 1)</p> <p>Land reform beneficiaries' land and service access improved (annual increase in % as in year 2 to be determined in year 1)</p> <p>Land reform beneficiaries' social, agricultural and business management capacities improved (annual increase in % as of year 2 to be determined in year 1)</p> <p>Provincial/district information sharing and networking platforms between governmental and non-governmental actors established and functional</p>	<p>Baseline survey report</p> <p>Provincial and national feed-back workshops on identified improvement needs and plans</p> <p>Minutes of Quarterly review and Assessment meeting of DRDLR</p> <p>Project progress and implementation report</p> <p>RDLRP and IDP in pilot municipalities: Progress and review reports</p> <p>Minutes from National Project oversight team</p> <p>Mid-term and final evaluation report</p>	<p>Local service delivery protests and land disputes impede the formulation of the RDLRPs</p> <p>Governmental Human under-resourcing and skills gaps</p> <p>Administrative procedures delay appropriate interventions</p> <p>Municipalities and other Sector Departments do not see land reform as a joint responsibility.</p> <p>Other departments do not facilitate co-ordination.</p> <p>Continued disjunction between Land reform beneficiaries and IDP</p> <p>Continued disjunction between stakeholders and IDP</p> <p>Lack of financial resources continue to hamper implementation of RDLRP</p>

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Result	Indicators	Means of Verification	Risks and Assumptions
	Pilots recommendations are incorporated in DRDLR guidelines for participation and operation in IGR structures		

Activity	Cost (Euro)	Means
2.1. Implement identified RDLRP institutional, resource and operational level improvements in selected municipalities <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 ...

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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.	<p>RADP Implementation manual: E.g. models for strategic partnership, mentoring, beneficiary selection, improved alignment and harmonisation of service frameworks, partners and resources...</p> <p>FES Implementation manual</p> <p>Training material for RADP</p> <p>Training material for FES</p> <p>Number of Provincial officers in PSSC, Other Provincial Government departments, Municipal IDP actors, Strategic Partners and Land reform beneficiaries trained</p> <p>Satisfactory impact evaluation result from evaluation questionnaire by DRDLR on trainees implementing RADP and FES manuals</p> <p>PSSC Performance monitoring system as per QRAM (year 3-4)</p>	<p>General inventory review report</p> <p>Baseline survey report</p> <p>RADP Manuals FES Manuals</p> <p>Business plans</p> <p>Provincial and national feed-back workshops on identified improvement needs and plans</p> <p>Minutes of Quarterly review and Assessment meeting of DRDLR</p> <p>Training Impact Evaluation Report</p> <p>Project progress and implementation report</p> <p>Minutes from National Project oversight team</p> <p>Mid-term and final evaluation report</p>	<p>Key strategic partners are ready to participate and support land reform.</p> <p>Governmental Human under-resourcing and skills gaps</p> <p>Administrative procedures delay appropriate interventions</p> <p>Other departments do not facilitate co-ordination.</p> <p>Continued disjunction between Land reform beneficiaries and RADP interventions</p> <p>Lack of financial resources continue to hamper implementation of RDLRP</p>

Activity	Cost (Euro)	Means
3.1. Development of RADP (and possibly FES) manuals and training material on delivery of services to land reform beneficiaries		Implementation by DRDLR

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<ul style="list-style-type: none"> • For example: <ul style="list-style-type: none"> ○ Models for strategic partnership ○ Mentoring ○ Beneficiary selection ○ Improved alignment and harmonisation of service frameworks, partners and resources... • Drawing Terms of Reference and hire consultant 		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 <ul style="list-style-type: none"> • Provincial officers in PSSC • Other Provincial Government departments • Municipal IDP actors • Strategic Partners • Land reform beneficiaries 		Implementation by DRDLR National steering team: programme direction with other relevant government departments, 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

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		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.		<p>Implementation by DRDLR</p> <p>National steering team: programme direction with other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ...</p> <p>Municipal IDP actors</p> <p>Strategic partners</p> <p>Land reform beneficiaries</p>

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7.2 M&E activities

The reformulated TFF was approved by the JLCB on 17 October 2011. The six months work plan and the elaborated budget has also been approved by the same JLCB.

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7.3 “Budget versus current (y – m)” Report

Budget vs Actuals (Year to Month, Last 5 Years) of SAF0601511													
Project Title :		Post Settlement and Development Support to Restitution Beneficiaries											
Budget Version :		C1		Year to month : 31/12/2011									
Currency :		EUR		Report includes all closed transactions until the end date of the chosen closing									
YtM :													
Status	Fin Mode	Amount	Start to 2007	2008	2009	2010	Expenses		Total	Balance	% Exec		
A RESULTS		5.230.150,00						220.370,00	220.370,00	5.009.780,00	4%		
01 Result area 1: Inter-governmental relations		64.500,00						106.010,00	106.010,00	-41.510,00	164%		
01 Result area 1: Short term consulting services	COGES	55.500,00						48.930,00	48.930,00	6.570,00	88%		
02 Result area 1: Consultation (information)	COGES	9.000,00						57.080,00	57.080,00	-48.080,00	634%		
02 Result area 2: Service delivery		2.219.850,00						0,00	0,00	2.219.850,00	0%		
01 Result area 2: Mentorship and training	COGES	900.000,00						0,00	0,00	900.000,00	0%		
02 Result area 2: Short term consulting	COGES	1.319.850,00						0,00	0,00	1.319.850,00	0%		
03 Result area 3: Area based planning		2.945.800,00						114.360,00	114.360,00	2.831.440,00	4%		
01 Result area 3: Short term consulting	COGES	53.800,00						114.360,00	114.360,00	-60.560,00	213%		
02 Result area 3: Staff	COGES	1.620.000,00						0,00	0,00	1.620.000,00	0%		
03 Result area 3: Workshops	COGES	1.272.000,00						0,00	0,00	1.272.000,00	0%		
X CONTINGENCIES		34.850,00						0,00	0,00	34.850,00	0%		
01 Contingencies		34.850,00						0,00	0,00	34.850,00	0%		
01 Contingencies national execution	COGES	34.850,00						0,00	0,00	34.850,00	0%		
Z GENERAL MEANS		785.000,00						95.567,34	95.567,34	689.432,66	12%		
01 Staff		696.000,00						57.338,26	57.338,26	638.661,74	8%		
01 Senior programme manager	REGIE	600.000,00						57.338,26	57.338,26	542.661,74	10%		
02 Programme officer	REGIE	96.000,00						0,00	0,00	96.000,00	0%		
02 Operating expenses		25.000,00						35.630,00	35.630,00	-10.630,00	143%		
01 Logistical support (workshops, steering)	COGES	5.000,00						35.630,00	35.630,00	-30.630,00	713%		
	REGIE	760.000,00						59.937,34	59.937,34	700.062,66	8%		
	COGEST	5.290.000,00						256.000,00	256.000,00	5.034.000,00	5%		
	TOTAL	6.050.000,00						315.937,34	315.937,34	5.734.062,66	5%		



Budget vs Actuals (Year to Month, Last 5 Years) of SAF0601511 Printed on maandag 23 januari 2012

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Budget vs Actuals (Year to Month, Last 5 Years) of SAF0601511

Project Title : **Post Settlement and Development Support to Restitution Beneficiaries**
 Budget Version : **C1**
 Currency : **EUR**
 YtM : **Report includes all closed transactions until the end date of the chosen closing**

Year to month : 31/12/2011

	Status	Fin Mode	Amount	Start to				Expenses		Balance	% Exec
				2007	2008	2009	2010	Total			
02 Programme technical requirements - short		COGES	20.000,00					0,00	0,00	20.000,00	0%
03 M&E, audit costs			64.000,00					2.599,08	2.599,08	61.400,92	4%
01 Audit		REGIE	24.000,00					0,00	0,00	24.000,00	0%
02 Mid term review and final evaluation		REGIE	40.000,00					2.599,08	2.599,08	37.400,92	6%
		REGIE	760.000,00					59.937,34	59.937,34	700.062,66	8%
		COGEST	5.290.000,00					256.000,00	256.000,00	5.034.000,00	5%
		TOTAL	6.050.000,00					315.937,34	315.937,34	5.734.062,66	5%



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7.4 Operational planning Q1-2011

PSDS South Africa (SAF 0601511)													
WORK PLAN 2011 Q1-Q2													
Result Area 1: 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										2012		Budget (Euro)	
Activities	Sub-activities	6	7	8	9	10	11	12	1	2	3	4	
	Approve programme implementation plan												
	Revision of the TFF												
	1st JSC to approve the revised TFF and Implementation Plan					17							
A 01.01: General Overview and analysis of present RDLRP practices												48932	
	Draw TOR External Consultant												
	Initiate tender process: advertise locally								15				
	Receive proposals								15				
	Selection and interview of most suitable candidates								15				
	Hire External Consultant								31				
	Inventory and evaluation RDLRP and ABP since 2006 in 47 district municipalities and 6 metro municipalities country wide												
	Inventory of RDLRP and ABP since 2006 in 47 district municipalities and 6 metro municipalities country wide												
	Advisory input may be sourced from National steering team												
	National consultation and evaluation workshop PSSCs												
	Define grid for general evaluation of RDLRP/ABP												
	PSSC staff fills in evaluation grid												
	Consultant's analysis												
	Consultant's report-back on draft report												10
	Approval draft report												25
	Hand-over final report												25
A01.02: Baseline Survey												7000	
	Baseline Survey: sample of pilot municipalities												36
	National steering team report back and sample selection meeting												36
	Baseline Survey: In-depth identification of strengths and weaknesses in pilot municipalities												

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Activities	Sub-activities	6	7	8	9	10	11	12	1	2	3	4	
Baseline survey in sample municipalities	Draw TOR External Consultant												
	Initiate tender process: advertise locally												
	Receive proposals												
	Selection and interview of most suitable candidates												
	Hire External Consultant												
Identification and formulation of areas of improvement	in-depth analysis strengths and weaknesses RDLRP practices in pilot municipalities												
	Advisory input may be sourced from National steering team												
	Advisory input may be sourced from Provincial in-depth identification task teams												
	Baseline Survey: In-depth identification of strengths and weaknesses in pilot municipalities												
	Identification and formulation of areas of improvement in pilot municipalities												
Result Area 3: The framework for and the actual delivery of services to land reform beneficiaries is improved													114360
A03.01: Development of RADP and possibly FES manuals and training material on delivery of services to land													
Development of manuals and training material	Draw TOR External Consultant												
	Initiate tender process: advertise locally												
	Receive proposals												
	Selection and interview of most suitable candidates												
	Hire External Consultant												
General Means													

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Activities	Sub-activities	6	7	8	9	10	11	12	1	2	3	4	
Z02.01 Staff													
Senior Programme Manager													112500
Programme Officer													8000
Z02.01 Operating Expenses													33126
	steering committee meetings												
	field visits												
	workshops (National Steering team, participation other workshops)												
Total Q1-Q2													323918