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# RESULTS REPORT 2012

## PROJECT SOUTH AFRICA – SAF0601511

### PARTICIPATORY SETTLEMENT & DEVELOPMENT SUPPORT TO LAND REFORM BENEFICIARIES (PSDS)



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## Acronyms

<List all acronyms used in the Results Report (alphabetically; see examples below)>

ABP	Area-based planning
BTC	Belgian Development Agency
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
DG	Director-General
DLA	Department of Land Affairs
DRDLR	Department of Rural Development and Land Reform
FES	Farm 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
NARYSEC	National Rural Youth Service Corps DRDLR
NGO	Non-Governmental Organisation
OVC	Orphans and vulnerable children
PD	Programme Direction
PSDS	Participatory 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

# 1 Intervention at a glance (max. 2 pages)

## 1.1 Project form

Project name	POST SETTLEMENT & DEVELOPMENT SUPPORT TO LAND REFORM BENEFICIARIES (PSDS), renamed in PARTICIPATORY SETTLEMENT & DEVELOPMENT SUPPORT TO LAND REFORM BENEFICIARIES (PSDS)
Project Code	SAF0601511
Location	South Africa (Pretoria)
Budget	Euro 6050000
Partner Institution	Department of Rural Development and Land Reform (DRDLR) (Government of South Africa)
Date of implementation Agreement	23 June 2010
Duration (months)	48 months
Target groups	Land reform beneficiaries
Impact <sup>1</sup>	Poverty reduction through the creation of rural sustainable livelihoods of land reform beneficiaries within the context of the land reform programmes
Outcome	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
Outputs	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

<sup>1</sup> Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result



## 1.2 Project performance

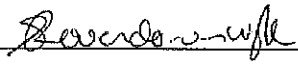
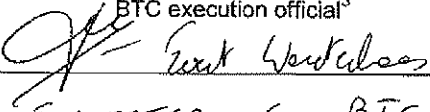
	Efficiency	Effectiveness	Sustainability
<b>Outcome</b>	B	B	B
<b>Output 1</b>	B	B	C
<b>Output 2</b>	C	A	B
<b>Output 3</b>	B	A	B

## 1.3 Budget execution

Total Budget	Expenditure year N	Balance	Total Disbursement rate
6.050.000,00	1.025.694,59	5.024.305,41	17%

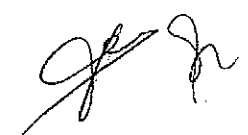
## 1.4 Summary

<ul style="list-style-type: none"> <li>The run-up to the ANC 5-yearly leadership and policy conference (Mangaung 2012) caused the partner department DRDLR to pay considerable attention to the elaboration and updating of policies. This means that the project's output 2, which addresses deficiencies in coordination and implementation, has been delayed and will start in full as from 2013.</li> </ul>
<ul style="list-style-type: none"> <li>Poor inter- and intra-departmental coordination, one of the core deficiencies in implementation of service delivery to land reform beneficiaries which the project wishes to address, remains a main concern. It also causes multiple delays in the implementation of the project itself.</li> </ul>
<ul style="list-style-type: none"> <li>The project's emphasis on implementing policies of local, provincial and national level in a joined-up manner has received increased attention within the department. The project has now become a central party to the DRDLR's Director-General's exercise of internal alignment and harmonization.</li> </ul>
<ul style="list-style-type: none"> <li>The project also contributes to employment creation and professional exposure of rural youth by means of hiring in young university graduates at district level to assist in better coordination between DRDLR and municipalities. These graduates are part of the DRDLR's NARYSEC internship program.</li> </ul>
<ul style="list-style-type: none"> <li>The project has identified 18 district municipalities country wide - 2 in every province - in which already available (non-)governmental resources and opportunities for land reform and rural livelihoods will be aimed at better complementarity and governance through integrated planning. The project has been renamed Participatory Settlement and Development Support to Land Reform beneficiaries, a better reflection of DRDLR's new integrated mandate.</li> </ul>

National execution official <sup>2</sup>	BTC execution official <sup>3</sup>
	
Dr. S. Govender-van Wyk, DRDLR PSDS Coordinator	E. W. K. E. R. W. O. S. BTC PSDS PROGRAM MANAGER

<sup>2</sup> Name and Signature

<sup>3</sup> Name and Signature



## 2 Analysis of the intervention<sup>4</sup>

### 2.1 Context

#### 2.1.1 General context

*Describe the contextual elements that have had an important influence (positive or negative) on the the intervention. These events should have occurred during the reporting period and can relate to changes in sector policies, decentralisation and deconcentration policy, major political events, environmental events, etc. Limit yourself to the description of key evolutions during the reporting period.*

Maximum length: 250 words

With the Zuma presidency and the newly formed Department of Rural Development and Land Reform (DRDLR) reaching the mid-term phase of their mandate, 2012 was dedicated to the further specification and elaboration of policies. Since 2009, the DRDLR is supposed to facilitate and coordinate all support to land reform beneficiaries and rural dwellers. Policies were developed in frequent and wide ranging consultation with stakeholders, and relate to land acquisition and valuation, tenure reform, rural infrastructure and intergovernmental governance. Changes to policy frameworks such as RADP and FES affected the project directly, and required it to align to these newly formulated policies and adapt its timeframe and deliverables. This has contributed to delays in project implementation.

#### 2.1.2 Institutional context

*Assess the effects (positive or negative) of the intervention's institutional anchorage - and the major evolutions of the institutions in which the intervention is anchored - on the progress of the intervention. Is the institutional anchorage still relevant? Give a score (Very Appropriate, Appropriate, Not appropriate, Not appropriate at all) and comment on the attributed score (current situation, strengths, weaknesses, influence on the progress of the intervention). Limit yourself to the description of key evolutions during the reporting period.*

Maximum length: 250 words

At present, the PSDS project is 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

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<sup>4</sup> In this document: Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result



Services Branch, and the coordinating Chief-Director of the Policy and Research Development Directorate. Recently, the Chief-Director of the Social, Technical, Rural Livelihoods and Institutional Facilitation Branch (STRIF) of DRDLR has also joined the JSC. STRIF deals with technical support, skills development and institution building for all rural dwellers under the CRDP. In addition, representatives of National Treasury-International Development Cooperation (IDC), South African Local Government Association (SALGA) (recently), 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.

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 also 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).

The institutional anchorage is appropriate by design, but actual availability of key actors has been jeopardized by lack of high-level ownership and an over-emphasis on policy development in 2012. However, the DRDLR has started in the last quarter of 2012 to concentrate on improving its internal coordination between units and branches at national level. There are also serious problems with the relationship between DRDLR's central and decentralised offices. The PSDS commissioned reviews of what has happened on the ground in implementing central guidelines and policies of ABP and RADP reveal high information, communication and coordination costs. Data and information is often difficult to retrieve, communication between central and provincial level is sensitive due to past inconsistent requests and instructions, and high staff work load and turn-over jeopardizes the availability and quality of inputs from staff consulted. Against this background, the PSDS' focus on improving the interface between municipal and provincial planning and implementation has received an increased interest from the Director-General. This will probably draw the PSDS more to the centre of the DRDLR, and hopefully increase ownership. With the project's deployment at district municipal level, 2013 will prove to be a critical year in terms of attracting more ownership at both central and decentralized level, both from DRDLR and the 18 selected pilot municipalities. Interaction with other stakeholders such as a university, donors, NGOs, has also taken place through seminars, field visits and meetings, and will be intensified in 2013.

### 2.1.3 Management context: execution modalities

*Assess the effects (positive or negative) of the execution modalities on the advancement of the intervention. Provide a score (Very Appropriate, Appropriate, Not appropriate, Not appropriate at all) and comment on the attributed score (current situation, strengths, weaknesses, influence on the progress of the intervention). Limit yourself to the description of key evolutions during the reporting period.  
Maximum length: 250 words*

The general South African ODA guidelines require donor 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. This alignment to partner's advanced system of public financial management is recommendable and very appropriate. Especially considering the intended support to additional staffing to DRDLR in 2013, which can and should in no

other way be handled than through the partners' relevant human resources services.

However, as the public finance management system is very elaborate it also creates additional delays in project implementation. Especially the Supply Chain Management component is characterized by elaborate requirements for authorization, selection and granting of tenders to guarantee transparency and fairness. This has culminated in several delays in PSDS' tender processes during 2012. Not only are procedures highly differentiated in function of estimated costs of services put out on tender. In addition, high staff turn-over undermines the maintenance of institutional memory in the individual departments' supply chain management. In general, a pragmatic approach is however required, whereby close monitoring does assist in avoiding even longer delays. The assistance from the PSDS Project Officer is critical in such close monitoring.

### 2.1.4 Harmo-context

*Describe how other actors influence the outputs-to-Outcome dynamics (and vice-versa) and the dynamics with other actors with regards to the different result areas (and vice-versa): harmonisation initiatives with other development actors (or other BTC interventions), the alignment with partner strategies, ownership by the partner. Limit yourself to the description of key evolutions during the reporting period.  
Maximum length: 250 words*

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. Nevertheless, as highlighted above, in the last half of 2012 substantial progress has been made with involving other relevant rural development orientated DRDLR branches and units. Since PSDS tries to assist DRDLR in bridging the identified problematic gaps between actors at local and national level, harmonization requires consistent attention and is expected to vary in quality in the various pilot municipalities during the project implementation period.

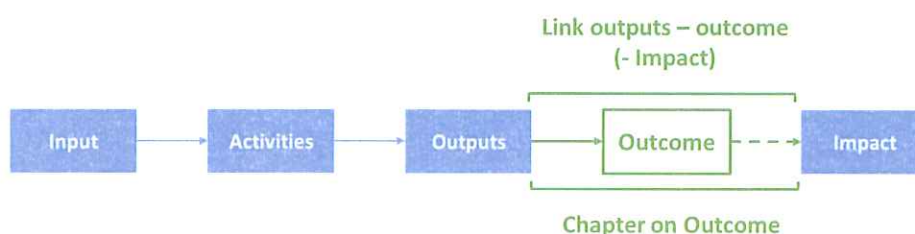
The coordination with other programmes of DRDLR has also made substantial progress. Through the National Rural Youth Service (NARYSEC) internship programme, about 72 young rural graduates will be placed in the 18 selected pilot municipalities as from 2013. And through the secondment of 2 BTC Junior Assistants to the DRDLR's War on Poverty household profiling activities, a better use is made of available survey resources and secondary information on the pilot district municipalities. A formal link with provincially based institutions of higher education and research is foreseen in 2013 for the systematic supervision of baseline survey and monitoring reports throughout the year.

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. With the actual work at district level starting in 2013 and the countrywide commemoration of the 1913 Natives Land Act which left only 8 percent of South Africa's territory to non-whites, such collaboration is expected to become more focused.



## 2.2 Outcome

Give an overview of the likely achievement of the Outcome (i.e. outcome) and the dynamics surrounding the Outcome (see figure below).



### 2.2.1 Analysis of progress made

Limit yourself to filling out the table<sup>5</sup>

Outcome <sup>6</sup> : 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 <sup>7</sup>	Baseline value <sup>8</sup>	Progress year N-1 <sup>9</sup>	Progress year N <sup>10</sup>	Target year N <sup>11</sup>	End Target <sup>12</sup>	Comments <sup>13</sup>
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	unknown	0	0	0	To be determined	The countrywide baseline review of September 2012 (see Output 1) confirmed that in most municipalities interdepartmental collaboration and integration in municipal IDPs is lacking.  The selection of pilot municipalities has been finalized in October 2012. Baseline studies are foreseen to be concluded in 2013. Indicators to monitor the outcome of the project will be specified for each pilot municipality during these baseline studies

<sup>5</sup> Depending on the number of indicators, and depending on the number of main activities, rows should obviously be added/deleted.

Depending on the age of the project, columns should be added for the values of the preceding years (if applicable), in order for progress to be assessed against the value of the preceding year. By reporting cumulatively, the progress made in the reporting period can be determined in a precise way.

Do not write anything below the table. Comments are only allowed in the table.

<sup>6</sup> Use the formulation of the outcome as mentioned in the logical framework (DTF) or the last version of the logical framework that was validated by the JLCB.

<sup>7</sup> Use the indicators as shown in the logical framework

<sup>8</sup> The value of the indicator at time 0. Refers to the value of the indicators at the beginning of the intervention

<sup>9</sup> The actual value of the indicator at the end of year N-1

<sup>10</sup> The actual value of the indicator at the end of year N. If the value has not changed since the baseline or since the previous year, this value should be repeated.

<sup>11</sup> The target value at the end of year N

<sup>12</sup> The target value at the end of the intervention

<sup>13</sup> Comments about progress realised, namely assessment of the achieved value of the indicator at the end of year N compared to the "baseline" values (time 0) and/or the value of the preceding year, and compared to the expected intermediate value for year N. If the intermediate value is not available, the end target will be the reference. Comments should be limited to a minimum.

<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><b>Analysis of progress made towards outcome:</b> Analyse the dynamics between the outputs achieved and the likely achievement of the Outcome (see Results Report Guide):</p>						
<p><i>Relation between outputs and the Outcome. (How) Are outputs (still) contributing to the achievement of the outcome:</i></p>	<ul style="list-style-type: none"> <li>- The countrywide baseline review in September 2012 of area-based planning provided important information on the unsystematic implementation and use of area-based planning thus far. It corroborated that in most municipalities, the intended interdepartmental collaboration and integration in municipal IDPS is lacking (output 1).</li> <li>- the selection of 18 pilot district municipalities focuses on districts which have/are supposed to receive specific attention from various government services for rural development. The baseline surveys of the 18 pilot municipalities will reveal the various and often particular challenges and opportunities for more coherent and effective service delivery and support (output 1).</li> <li>- addressing the lack of human resources in DRDLR to secure linkage and implementation between provincial and municipal level has reached the final stage of preparation. Eight young rural graduates per province will be deployed from the first quarter of 2013 onwards, to bridge the implementation and coordination gap between provincial DRDLR and the District Municipality offices (output 2).</li> <li>- The almost finalized development of a comprehensive RADP manual will assist in a more informed and systematic delivery from 2013 of services to land reform beneficiaries countrywide, and especially in the pilot municipalities.</li> </ul>					
<p><i>Progress made towards the achievement of the outcome (on the basis of indicators):</i></p>	<p>The selection of pilot municipalities has been finalized in October 2012. Baseline studies have started and are foreseen to be finalized in Q1 of 2013. Indicators to monitor the outcome of the project will be specified for each pilot municipality during these baseline studies.</p>					
<p><i>Issues that arose, influencing factors (positive or negative):</i></p>	<ul style="list-style-type: none"> <li>- The development of RADP manual and materials has been hampered by changes in the policy frameworks. The required time frame and outputs have been amended, without however affecting the allocated budget.</li> <li>- The very elaborate system of Public Finance Management, especially the Supply Chain Management component, has created substantial delays, which are often difficult to foresee. Not only are procedures highly differentiated in function of estimated costs of services put out on tender. In addition, high staff turn-over undermines the maintenance of institutional memory in the individual departments' supply chain management.</li> <li>- The third problem area refers to the relationship between DRDLR's central and decentralised offices. The outsourced area-based plans (ABP) and RADP reviews reveal high information, communication and coordination costs. Data and information is often difficult to retrieve, communication between central and provincial level is sensitive due to past inconsistent requests and instructions, and high staff work load and turn-over jeopardizes the availability and quality of inputs from staff consulted.</li> </ul>					
<p><i>Unexpected results:</i></p>	<ul style="list-style-type: none"> <li>- not all of South Africa's 44 district and 8 metro municipalities (Census 2011) have adhered to the central policy to develop area-based plans (ABP). To simplify the range of possible improvements in rural planning, the country's 8 metro municipalities have been excluded from the project's focus.</li> </ul>					

	<ul style="list-style-type: none"> <li>- although the concept of district-based integrated planning for land reform as well as rural development has regained traction in the DRDLR, the announced roll-out of such Rural Development and Land Reform Plans (RDLRP) has not yet been launched officially. Nevertheless, daily practices of (lack of) integration and coordination will provide useful baselines to improve the coherence and effectiveness of support to land reform beneficiaries.</li> <li>- the project's potential contribution towards improved integration and intergovernmental relations has slowly gained acknowledgement and PSDS seems to be getting a higher and more central profile within the DRDLR.</li> </ul>
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## 2.2.2 Risk management

Provide the evolution of risks<sup>14</sup> and how they have been managed. Identified risks consist of risks emanating from the TFF and/or from the baseline study, and significant risks that have been identified during the implementation of the intervention. Risks can also be identified during the Results Monitoring.

- Describe the risk
- Score the probability that the risk might occur: High, Medium, Low
- Score the impact if the risk would occur: High Medium, Low

If a risk is attributed with a C or D score, detail the measures that have been taken/will be taken and indicate the person/actor responsible. For details on scoring: see Guide

Risk Identification			Risk analysis			Risk Treatment			Follow-up of risks	
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total	Action(s)	Resp.	Deadline	Progress	Status
The frequent shifts in policy and staff pose risks to the smooth continuity of the programme. Especially the lack of harmonised policy guidelines may hamper coordination further between departments and government levels (at national, provincial and local / district).	In 2012, this has been clearly demonstrated by the countrywide area-based planning review. The difficulties in determining an exact profile of human	development	high	high	D	The implementation of better practices in pilot municipalities is specifically intended to reduce the risk of mismatch between departments, ineffective service targeting, high turnover of staff, as well as inappropriate staffing levels and capacities at the local level.  The programme also aims at clarifying and improving	PSDS	End of project	As this is the core of implementation of PSDS (esp. output 2 and 3), progress monitoring is at the centre of the PSDS' activities	On-going until end of project

<sup>14</sup> Limit yourself to Development Risks, Reputational Risks

	resources needs at district level are explained in the same way.	reputation	medium	medium		policy guidelines such as area-based planning, RADP and FES.				
Continued uncoordinated and weak service delivery of DRDLR may affect BTC's reputation	TFF				B	<p>The programme's objective to implement better practices in pilot municipalities is specifically intended to reduce ineffective service targeting and the risk of mismatch between departments and government levels.</p> <p>The deployment as of 2013 of additional staff at district level is intended to address inappropriate staffing levels and capacities at the local level</p> <p>The participation of various departments (e.g. DAFF, etc.) and stakeholders (e.g. SALGA) in the JSC should improve coordination and performance within the project</p>	PSDS	End of project	As this is the core of implementation of PSDS (esp. output 2 and 3), progress monitoring is at the centre of the PSDS' activities	On- going until end of project

Drastic shifts in land policy frameworks may corroborate fears of blanket land expropriation, declined rural production and an instable investment climate	TFF and presidential election year 2013	reputation	low	low	<p>PSDS gears towards improved service delivery at local level, and corresponding support policies to beneficiaries of land reform. Interventions are not linked to land acquisition policies as such.</p> <p>The newly developed policies thus far do not give ground to such fears. Wide consultation and information sharing with non-governmental 'watch dog' stakeholders has taken place in 2012.</p>	
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### 2.2.3 Potential Impact

*Describe how probable it is that the Outcome will contribute to sectoral objectives and whether the impact aimed for is still guaranteed as (pre)supposed (during formulation or as expected from baseline data). It should thus be assessed whether this part of the intervention logic is still valid. If data is available for the indicators of the general objective, please add these values as an illustration of the potential impact, if relevant.*

The logical framework dates only back to October 2011, and the intervention logic is still fully valid. The review of area-based planning of 2012 illustrated this again very clearly, with a clear disjuncture between the previous department's central policy instructions of area-based planning countrywide and the dismal deployment of it at district level to coordinate service delivery. The DRDLR has reconfirmed its option for the instrument of coordinated district-based planning in order to improve its service record and alignment between several government levels. The PSDS will assist in learning from existing and possible practices for the development of better modalities of implementing area-based planning. Such institutional strengthening of DRDLR and municipal government is still deemed very necessary for a more effective and coherent service delivery to assist land reform beneficiaries in diversifying and making their livelihood strategies more sustainable in order to contribute to reducing rural poverty.

### 2.2.4 Quality criteria

*For each of the criteria (Efficiency, Effectiveness, Sustainability and Relevance) a number of sub-criteria have been formulated. By choosing the statement that fits your intervention best, you can calculate the total score for that specific criteria (see below for calculation instructions).*

<b>1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries</b>		
<i>In order to calculate the total score for this Q-criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>		
<b>1.1 What is the present level of relevance of the project?</b>		
<input checked="" type="checkbox"/>	<b>A</b>	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.
<input type="checkbox"/>	<b>B</b>	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.
<input type="checkbox"/>	<b>C</b>	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.
<input type="checkbox"/>	<b>D</b>	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.
<b>1.2 As presently designed, is the intervention logic still holding true?</b>		



<input checked="" type="checkbox"/>	<b>A</b>	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).
<input checked="" type="checkbox"/>	<b>B</b>	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.
<input type="checkbox"/>	<b>C</b>	Problems with intervention logic may affect performance of project and capacity to monitor and evaluate progress; improvements necessary.
<input type="checkbox"/>	<b>D</b>	Intervention logic is faulty and requires major revision for the project to have a chance of success.

**2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way (assessment for the whole of the intervention)**

*In order to calculate the total score for this Q-criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D*

**2.1 How well are inputs (financial, HR, goods & equipment) managed?**

<input type="checkbox"/>	<b>A</b>	All inputs are available on time and within budget.
<input checked="" type="checkbox"/>	<b>B</b>	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.
<input type="checkbox"/>	<b>C</b>	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.
<input type="checkbox"/>	<b>D</b>	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.

**2.2 How well are outputs managed?**

<input type="checkbox"/>	<b>A</b>	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
<input checked="" type="checkbox"/>	<b>B</b>	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
<input type="checkbox"/>	<b>C</b>	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
<input type="checkbox"/>	<b>D</b>	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

**3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N**

*In order to calculate the total score for this Q-criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D*

**3.1 As presently implemented what is the likelihood of the outcome to be achieved?**

<input type="checkbox"/>	<b>A</b>	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.
<input checked="" type="checkbox"/>	<b>B</b>	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.
<input type="checkbox"/>	<b>C</b>	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.
<input type="checkbox"/>	<b>D</b>	Project will not achieve its outcome unless major, fundamental measures are taken.

**3.2 Are activities and outputs adapted based on the achieved results in order to the outcome (Specific Objective)?**

<input type="checkbox"/>	<b>A</b>	The project is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.
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<input checked="" type="checkbox"/>	B	The project is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.
<input type="checkbox"/>	C	The project has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the project can achieve its outcome.
<input type="checkbox"/>	D	The project has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

**3. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).**

*In order to calculate the total score for this Q-criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D*

**3.1 Financial/economic viability?**

<input type="checkbox"/>	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
<input type="checkbox"/>	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.
<input checked="" type="checkbox"/>	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.
<input type="checkbox"/>	D	Financial/economic sustainability is very questionable unless major changes are made.

**4.2 What is the level of ownership of the project by target groups and will it continue after the end of external support?**

<input type="checkbox"/>	A	The JLCB and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
<input checked="" type="checkbox"/>	B	Implementation is based in a good part on the JLCB and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.
<input type="checkbox"/>	C	Project uses mainly ad-hoc arrangements and the JLCB and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.
<input type="checkbox"/>	D	Project depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.

**4.3 What is the level of policy support provided and the degree of interaction between project and policy level?**

<input type="checkbox"/>	A	Policy and institutions have been highly supportive of project and will continue to be so.
<input checked="" type="checkbox"/>	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the project, and are likely to continue to be so.
<input type="checkbox"/>	C	Project sustainability is limited due to lack of policy support. Corrective measures are needed.
<input type="checkbox"/>	D	Policies have been and likely will be in contradiction with the project. Fundamental changes needed to make project sustainable.

**4.4 How well is the project contributing to institutional and management capacity?**

<input type="checkbox"/>	A	Project is embedded in institutional structures and contributed to improve the institutional and management capacity (even if this is not a explicit goal).
<input checked="" type="checkbox"/>	B	Project management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.
<input type="checkbox"/>	C	Project relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.

**D**

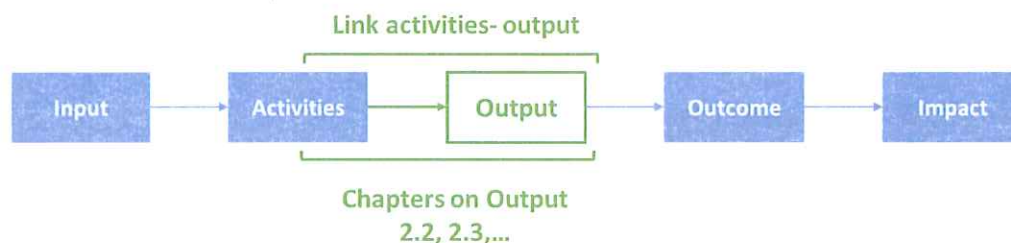
Project is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

*Assign a final score to each criterion. If a monitoring criterion has been marked a 'C' or a 'D', measures have to be proposed, as part of the Action Plan (4.1)*

Criteria	Score
Relevance	A
Effectiveness	B
Sustainability	B
Efficiency	B

## 2.3 Output 1<sup>15</sup>

Assess the likelihood of achieving the Output concerned and the dynamics surrounding the evolution of this Output.



### 2.3.1 Analysis of progress made

Output 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 (Year 1)	0	20	100	100	100	Census 2011 established 44 DM, and 8 metro municipalities. To make the review manageable, only the 44 DM were retained as study population.
In-depth baseline survey results on institutional, resource and operational aspects of RDLRP in sample pilot District Municipalities (Year 1)	0	0	5	25	100	Through the War on Poverty Program, socio-economic reports are generated for the 18 pilot DM
Identified good practices in governmental and non-governmental initiatives	0	0	2.5	15	100	The ABP Review identified especially a lack of good practices.
Provincial/district information sharing and networking platforms between governmental and non-governmental actors established and functional	0	0	0.5	25	100	General information gathering has taken place with some NGOs.

<sup>15</sup> The template accommodates up to 3 Outputs (chapters 2.2, 2.3, 2.4). If the intervention has more outputs, simply copy and paste additional output chapters. If the intervention has less than 3 outputs, simply delete the obsolete chapters)

Progress of <u>main</u> activities <sup>16</sup>	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
<b>1.1. General Overview of present RDLRP practices</b>		X			
<b>1.2. Baseline Survey project sample municipalities</b>		X			
1.2.1 Selection of pilot district municipalities					
1.2.2 In-depth identification of strengths and weaknesses of RDLRP practices in pilot municipalities			X		The period of involvement of consultants to perform the in-depth identification and progress monitoring has been reduced to 2 weeks per quarter, phased over the entire year 2013
<b>Analysis of progress made towards output: Analyse the dynamics between the activities and the probable achievement of the Output (see Results Report Guide).</b>					
<i>Relation between activities and the Output. (how) Are activities contributing (still) to the achievement of the output (do not discuss activities as such?):</i>	<ul style="list-style-type: none"> <li>- The countrywide baseline review in September 2012 of area-based planning provided important information on the unsystematic implementation and use of area-based planning thus far. It corroborated that in most municipalities, the intended interdepartmental collaboration and integration in municipal IDPs is lacking.</li> <li>- the selection of 18 pilot district municipalities focuses on districts which have/are supposed to receive specific attention from various government services for rural development. The baseline and subsequent monitoring surveys of the 18 pilot municipalities will reveal the various and often particular challenges and opportunities for more coherent and effective service delivery and support (output 1).</li> </ul>				
<i>Progress made towards the achievement of the output (on the basis of indicators):</i>	<ul style="list-style-type: none"> <li>- The first phase of this output – the countrywide baseline review of the state of area-based planning has been finalized, and provided the basis for the second phase.</li> <li>- The first milestone of the second phase has been reached in time, with the well-informed selection of 18 pilot district municipalities in October 2012.</li> <li>- baseline information is being collected for the 18 pilot district municipalities since November 2012. Collection of district baseline information and monitoring of progress will receive a shot in the arm in 2013 with the employment of district-based rural development planning facilitators and coordinators, and with the involvement of provincially based research institutions.</li> </ul>				
<i>Issues that arose, influencing factors (positive or negative):</i>	<ul style="list-style-type: none"> <li>- Countrywide ABP/RDLRP Review: This exercise highlights that the quality of the ABP/RDLRP documents is highly variable. Very few if any of the plans were formally approved and there is little evidence of implementation. The documents produced as outputs of the planning process seldom provide user friendly and practical implementation guidelines for officials, many of whom state that they lack skills and capacity to take delivery of the documents and implement the</li> </ul>				

<sup>16</sup> A: The activities are ahead of schedule  
B: The activities are on schedule  
C: The activities are delayed, corrective measures are required.  
D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.



	<p>plans where these have been produced. This means that for PSDS, present ABPs do not provide a sound basis for the selection of District Municipalities in which to pilot better practices of coordinated service delivery to land reform beneficiaries. Despite these shortcomings, ABPs/RDLRs contain valuable fine grained information and data at District and local municipal scale. This information needs to be properly curated, updated and made more widely available and provide a foundation for RDLRs going forward.</p> <p>- Taking into consideration the need to assist DRDLR in fulfilling its core mandate as well as the diversity of District Municipalities (DM) in geo-spatial, agricultural, social, economic and institutional perspective, a countrywide approach over the 9 provinces was opted when selecting pilot DM. In every province, 2 pilot DMs were selected based on criteria which reflect on-going or intended governmental and departmental priorities. These refer to the Government's strategic priorities ('the 24 Priority Districts'), identification as a CRDP site (number of CRDP sites as per DRDLR status-quo reports) and the number of households profiled under the War on Poverty program. In addition, priorities of provincial DRDLR staff were taken into account to determine the final sample.</p> <p>- the deployment of 2 BTC Junior Assistants in the DRDLR's War on Poverty Program has contributed to availing up-to-date baseline information focusing on poverty and service needs in the pilot District Municipalities.</p>
<i>Unexpected results (positive or negative):</i>	<p>- necessary internal DRDLR coordination and ownership has proven even more time-consuming due to multiple demands being made on the senior-level staff both at national and at provincial level.</p>

### 2.3.2 Budget execution

*Add – in annex – the “Budget versus current (y – m)” Report, which includes the data up to 31/12/2012, and refer to the annex here. Comment briefly on this financial report.*

#### **See Annex 1**

Initially, the Program Direction estimated the cost of the countrywide ABP review (B\_01\_01) at ZAR 420,000. The evaluation of the first round of bids however resulted in service providers' lowest bids of ZAR 620.000. Therefore, the budget allocation was increased. The tender also had to be reissued, this time through the public channels of newspapers and Government's Tender Bulletin. The eventually selected service provider did however only quote for an amount of ZAR434 580, rendering with hindsight the public tendering route unnecessary. Several consulting workshops were held, which have taken up part of the additional budget requested. The remaining balance is estimated at ZAR 50000 and will be utilised for B\_01\_02.



### 2.3.3 Quality criteria

On the basis of the elements above, attribute a simple A, B, C or D score<sup>17</sup> to the following criteria

- Efficiency: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into outputs in an economical way.
- Effectiveness: Degree to which the output is achieved as planned at the end of year N.
- Sustainability: The degree of likelihood to maintain the outputs of the intervention in the long run (beyond the implementation period of the intervention).

Criteria	Score
Efficiency	B
Effectiveness	B
Sustainability	C

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<sup>17</sup>

A: Very good performance  
B: Good performance  
C: Performing with problems, measures should be taken  
D: Not performing/ having major difficulties: measures are necessary

If a criterion cannot be assessed (e.g. because the project has only just started), attribute the criteria with an 'X' score. Explain why the criterion has not been assessed.

## 2.4 Output 2

### 2.4.1 Analysis of progress made

Output 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						
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	unknown	0	0	0	To be determined	Baseline and progress monitoring studies in pilot municipalities are foreseen for 2013. Indicators to monitor the outcome of the project will be specified for each pilot municipality during the baseline studies of Q1 2013.
IDP Budgets for Identified Land Reform Projects reflect multi-sectoral contributions in pilot District Municipalities						
Targets set in the IDP related to RDLRP in pilot municipalities are met						
PSSC capacitation as per identified needs						
Service delivery collaboration with strategic partners and NGOs improved and increased						
Land reform beneficiaries' land and service access improved						
Land reform beneficiaries' social, agricultural and business management capacities improved						
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						
Progress of <u>main</u> activities			Progress:			Comments (only if the value is C or D)
			A	B	C	
2.1. Implement identified RDLRP institutional, resource and operational level improvements in selected				x		

municipalities					
<b>Analysis of progress made towards output:</b> <i>Analyse the dynamics between the activities and the probable achievement of the Output (see Results Report Guide).</i>					
<i>Relation between activities and the Output. (how) Are activities contributing (still) to the achievement of the output (do not discuss activities as such?):</i>		The rapid review of area-based planning in South Africa commissioned by PSDS in 2012, found that very few if any of the area-based plans were formally approved by municipalities and there is little evidence of implementation. Many officials state that they lack skills and capacity to take delivery of the documents and implement the plans where these have been produced. Despite these shortcomings, where area-based plans exist, they offer a unique platform of valuable fine grained information and data at district and local municipal scale. This information needs to be properly interrogated, updated and made more widely available so as to provide a foundation for the future elaboration of area-based/regional or precinct planning for rural development and land reform. In order to bridge this gap between the provincial DRDLR PSSCs and municipalities, the project has decided to support DRDLR in employing additional staff. These will be young rural university graduates and will act as Rural Development Planning Facilitators or Coordinators, employed under DRDLR's National Rural Youth Service Corps (NARYSEC) Programme. They will assist in the coordination and integration of area-based planning in the selected pilot district municipalities.			
<i>Progress made towards the achievement of the output (on the basis of indicators):</i>		All preparations and contacts have been made in 2012 to continue base line surveys and start NARYSEC employment in Q1 of 2013.			
<i>Issues that arose, influencing factors (positive or negative):</i>		Availing financial means for temporary additional staffing which was not foreseen in the DRDLR's strategic multi-annual planning obviously created administrative, operational and coordination complications. Exploring the several options to complement staffing at provincial DRDLR PSSC level has hence taken quite some additional time.			
<i>Unexpected results (positive or negative):</i>		- Linking up with the DRDLR's National Rural Youth Service Corps (NARYSEC) allows the project to contribute to the local employment generation and training by sponsoring the deployment of 72 young rural university graduates countrywide (instead of the originally budgeted 18 staff members) to assist in bridging the gap between provincial and municipal implementation of support to land reform beneficiaries.			

## 2.4.2 Budget execution

In early 2013 54 Rural Development Planning Facilitators and 18 Rural Development Planning Coordinators will be hired through the National Rural youth Service Corps programme (NARYSEC). These will assist the provincial offices of DRDLR in area-based planning and implementation of land reform and rural development services in two selected pilot district municipalities in each province. A total of Euro 1,17Mio for 2013 has been budgeted to that effect for stipends, operational and equipment costs. Already Euro 338,570 has been availed to DRDLR for Q1 of 2013. A close monitoring of progress and use of this substantial fund allocation is foreseen at end of Q1 to secure proper momentum in implementation of the project for the rest of 2013.

Provision is also made for the support to DRDLR's exercise of developing and piloting its Intergovernmental Framework to the tune of Euro 85000.

### 2.4.3 Quality criteria

Criteria	Score
Efficiency	C
Effectiveness	A
Sustainability	B

Substantial delays were incurred in identifying channels and modalities of positioning additional staff at the provincial level. However, the eventual NARYSEC channel promises to be a very effective one as it is highly integrated within the entire DRDLR structure as well as in the district population itself (youth employment creation). It is assumed that these characteristics will also contribute to future efficiency in terms of financial and time resource use.



## 2.5 Output 3<sup>18</sup>

### 2.5.1 Analysis of progress made

<b>Output 3: The frameworks for and the actual delivery of services to land reform beneficiaries are improved as they are informed by better coordinated and integrated RDLRs</b>						
<b>Indicators</b>	<b>Baseline value</b>	<b>Progress year N-1</b>	<b>Progress year N</b>	<b>Target year N</b>	<b>End Target</b>	<b>Comments</b>
RADP Implementation manual	0	5	95	100	100	Contract period with service provider has been extended until end of January 2013.
FES Implementation manual	0	0	5	0	100	Terms of Reference for Tender in January 2013 have been finalized
Training material for RADP	0	0	0	100	100	The development of training material was postponed in favour of the compilation of a more comprehensive implementation manual in line with the freshly developed RADP policy
Training material for FES	0	0	0	0	100	
Number of Provincial officers in PSSC, Other Provincial Government departments, Municipal IDP actors, Strategic Partners and Land reform beneficiaries trained	0	0	0	0	100	
Satisfactory impact evaluation result from evaluation questionnaire by DRDLR on trainees implementing RADP and FES manuals	0	0	0	0	100	
PSSC Performance monitoring system as per QRAM (year 3-4)	0	0	0	0	100	
<b>Progress of main activities</b>			<b>Progress:</b>			
			A	B	C	D
3.1. Development of RADP (and possibly FES) manuals and training material on delivery of services to land reform beneficiaries				x		
3.2. Training on aspects of RADP (and possibly FES) on service delivery to land reform beneficiaries					x	
						The development of training material was postponed in favour of the compilation of a more comprehensive implementation manual in line with the freshly developed RADP policy. Therefore training will start off in 2013 based on the implementation manuals, and not with

<sup>18</sup> If the Logical Framework contains more than three Outputs, copy-paste the 2.4 chapter and create 2.6 for Output 4 , 2.7 for Output 5, etc.



					specifically designed training material.
<i>Relation between activities and the Output. (how) Are activities (still) contributing to the achievement of the output (do not discuss activities as such)?:</i>	- The comprehensive RADP manual will from 2013 assist in a more informed and systematic delivery of services to land reform beneficiaries countrywide, and especially in the pilot municipalities.				
<i>Progress made towards the achievement of the output (on the basis of indicators):</i>	The development of RADP manual and materials has been hampered by changes in the policy frameworks during the last half of 2012. The required time frame and outputs have been amended, without however affecting the allocated budget. Contract period with service provider has been extended until end of January 2013, with 95% of the manual already finalized.				
<i>Issues that arose, influencing factors (positive or negative):</i>	The run-up to the ANC 5-yearly policy conference (Mangaung 2012) caused the partner department DRDLR to pay heavy attention to the elaboration and updating of policies. This impacted negatively on the availability of staff and official guidelines and approvals.				
<i>Unexpected results (positive or negative):</i>					

### 2.5.2 Budget execution

The funds for the RADP implementation manual development and training in 2012 have been transferred in full to DRDLR. The service provider will only receive final payment upon final delivery of the manual and signing of by DRDLR in February 2013.

Similarly, the funds for the development of FES implementation manual foreseen to start in Q1 of 2013 have already been availed to DRDLR. This is done to safeguard smooth progress once the tender of January 2013 has been awarded in Q1 of 2013.

### 2.5.3 Quality criteria

Criteria	Score
Efficiency	B
Effectiveness	A
Sustainability	B

## 3 Transversal Themes

*Explain how the intervention has taken into account Transversal Themes.*

### 3.1 Gender

The in-depth survey (baseline and subsequent quarterly progress monitoring) in 2013 in the 18 pilot District Municipalities should indicate where improvements are needed in the exercise of rural development and land reform planning for improved service delivery to land reform beneficiaries. These improvements will need to deal with enhanced participation of beneficiaries and stakeholders in planning, as well as with better service delivery to beneficiaries in line with their needs and in view of increased social, agricultural and managerial capacity among beneficiaries. It is a prerequisite that the identified areas of improvement will be gender sensitive. They will thence need to be translated into realistic and feasible gender specific interventions.

### 3.2 Environment

It is inevitable that changes in the social and land use of rural communities will have an impact on the physical environment. The potential environmental effects of land reform are to be directly addressed at the level of implementation planning, using tools such as Environmental Sustainability Assessment Tool for land reform projects (ESAT), Environmental Impact Assessments (EIAs), and the existing environmental monitoring system. The in-depth survey (baseline and subsequent quarterly progress monitoring) in 2013 in the 18 pilot District Municipalities should indicate where improvements are needed in the exercise of rural development and land reform planning for improved service delivery to land reform beneficiaries. These improvements will need to deal with enhanced participation of beneficiaries and stakeholders in planning, as well as with better service delivery to beneficiaries in line with their needs and in view of increased social, agricultural and managerial capacity among beneficiaries. It is necessary 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 highly likely that they may lead to localised environmental interventions, for instance in the case of communal property associations on restituted farms.

### 3.3 Social Economy

A critical area in South Africa is the lack of appropriate skills and of employment opportunities among the youth. The PSDS project is in line with this broader focus on human capital development in South Africa by ensuring that appropriate skills are placed within the partner; that rural organisations are empowered to enable their effective engagement with policy and implementation; and that the beneficiaries of land reform receive mentoring and training to establish viable agri-enterprises. The development of an implementation manual for the RADP support is intended to also contribute to making land reform beneficiaries more systematically aware of available support mechanisms.

The deployment of young rural university graduates in their own district municipalities under a NARYSEC internship formula is aimed at providing them with appropriate skills and work experience. The selection of pilot District Municipalities on the basis of governmental priority areas, especially related to the War on Poverty Strategy which focuses on the poorest wards countrywide, also implies specific attention to existing or possible social economy initiatives.

### 3.4 HIV/AIDS

This project seeks to impact positively on the livelihoods of rural poor through increased income levels due to access to land and support service, and will therefore also target those poor households affected by HIV/AIDS. The selection of pilot District Municipalities on the basis of governmental priority areas, especially related to the War on Poverty Strategy which focuses on the poorest wards countrywide, also contributes to securing a focus on HIV/AIDS affected households and orphans and vulnerable children (OVC).

## 4 Steering and Learning

### 4.1 Action Plan

*On the basis of the data and analysis above, formulate actions to be taken (/decisions to be taken) These can be strategic and/or operational.*

Action plan	Source	Actor	Deadline
<i>Description of the action/decision to be taken</i>	<i>The sub-chapter to which the action refers (e.g. 2.4)</i>	<i>The person responsible for taking the decision/taking action</i>	<i>e.g. Q1, Q2, Q3 or Q4 of year N+1</i>
Clarify position of PSDS within DRDLR to increase the project's weight in interaction with national, provincial and municipal levels	2.1.2	DG DRDLR	Q1
Clarify further interfacing support needs to household profiling in War on Poverty programme (e.g. Junior Assistants, NARYSEC,)	2.4	JSC BTC	Q2
Clarify strategy further towards information sharing with non-governmental actors and other donors	2.1.4	BTC JSC	Q2

### 4.2 Lessons Learned

*Capture important Lessons Learned from the intervention's experience. Lessons Learned are new insights that must remain in the institutional memory of BTC and partners. The lessons learned can be drawn from activities, outputs, outcome (or a combination of levels or any other aspect of the intervention and its environment).*

Lessons learned	Target audience
It is important in 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



In institutional strengthening and capacity development, it is a prerequisite to be flexible in terms of LOGFRAME timing and deliverables, to allow deeper anchoring and ownership within the partner. This anchoring and ownership must also be stimulated through internal networking (e.g. involvement in policy consultations) and through flexible responses to DRDLR needs for support (e.g. DRDLR intergovernmental framework pilot which may be funded by PSDS as part of its present outcome 2).	BTC and DRDLR
The deployment of BTC Junior Assistants in a specific, interfacing activity of household profiling within the PSDS pilot municipalities creates gains for both DRDLR, BTC and the PSDS. It has allowed a bulk of survey work to be done more quickly for DRDLR and PSDS, and assists in further capacity building and sharing in DRDLR as well as BTC on socio-economic surveys and analysis	BTC and DRDLR

## 5 Annexes

### 5.1 Original Logical framework

Include the original Logical framework (see **Annex 2**)

### 5.2 Updated Logical framework

no

### 5.3 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	no
Baseline Report registered on PIT?	yes
Planning MTR	September/October 2013
Planning ETR	September/October 2015
Backstopping missions since 01/01/2012	0

### 5.4 “Budget versus current (y – m)” Report

*Provide “Budget versus current (y – m)” Report (this can be annexed to this document and doesn't have to be included in the report as such.)*

#### **Annex 1**

### 5.5 Resources

In this optional annex, interventions should mention any material on the effects of the intervention on the beneficiaries that is available. Material that uses methods that focuses on the beneficiaries is highly appreciated (“story telling”, ...). Also indicate whether audio-visual material, studies, capitalisation reports or (scientific) publications which highlight the effects of the intervention on the beneficiaries, has been produced and is available.

- THE STATE OF AREA-BASED RURAL DEVELOPMENT AND LAND REFORM PLANS IN SOUTH AFRICA SINCE 2006: A RAPID INVENTORY AND EVALUATION. 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), September 2012  
(posted on BTC intranet)

- RURAL DEVELOPMENT SYSTEM IMPLEMENTATION SOURCE DOCUMENT. Poverty

Data Map Greater Taung Local Municipality, Dr.Ruth Mompoti DM, North West Province.  
(*Socio-economic progress report contribution by BTC Junior Assistants, version  
December 2012*), internal DRDLR document (**cover page annex 3**)

## 5.6 Decisions taken by the JLCB and follow-up

Provide an overview of the important strategic decisions taken by the JLCB and the follow-up of those decisions.

Decision to take					Action			Follow-up	
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Fully operational Program Direction (PD)	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 wing
	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 on - posted on BTC intranet
Recapitalization and Development Planning Implementation Manual	27/03/2012		JLCB	DRDLR	Supply Chain Management procedures fast-tracked through intervention (Tender had been delayed)	V. Mahlangu		Tender awarding to Sandra Kruger and 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	- Tender activities started in June 2012. - Extended until January 2013 because of new DRDLR policy formulation

	09/10/2012	18 June- Jan 2013	JLCB	DRDLR	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.Moshabele/A. Prinsloo	Dec 2012	Minister wanted new policy decisions included in the RADP Manual.	The manual is finalized for 95%
PSDS Work Plan 1	27/03/2012	April 2012 to October 2012	JLCB	DRDLR	- ABP review - RADP implementation manual				JLCB approved Work Plan and proposed expenditure
Project name 'Post Settlement and Development Support.	27/03/2012	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 and Development Support to Land Reform Beneficiaries (PSDS)				
BTC Junior Assistants	27/03/2012 09/10/2012		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 employed on 01/09/2012

New DRDLR Coordinator for the PSDS	21/08/2012		PD	S.Govender-van Wyk	DRDLR Coordinator, Ria de Vos, was promoted to Chief Director: SRIF and was replaced by Dr. Sharmila Govender-van Wyk, Director: Policy Research and Development	H.Toolo		JLCB of 09/10/2012 took note of the decision	
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 and 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

PSDS Work Plan 2	09/10/2012	October 2012-June 2013	JLCB	DRDLR	<p>Selection of two Pilot District Municipalities per Province (18 DM), Government focus areas to be included</p> <p>Hiring of Provincial Development Planners/ Facilitators under NARYSEC staffing modality to assist with the baseline surveys in the 18 pilot DM</p> <p>Launching the idea of appointing Higher Education and Research Institutions based in the Provinces to supervise the analysis of the baseline data</p> <p>The deployment of the Junior Assistants in the Household Profiling exercise in the 18 pilot DM</p> <p>Partial budget change Z_02_02 from co-management to regie to accommodate direct operational expenditures from BTC staff</p> <p>Postponing of 1<sup>st</sup> year's audit to the second year due to limited transactions in DRDLR earmarked PSDS account</p>	JLCB approved Work Plan and proposed expenditure
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FES Implementation Manual and Training Material	09/10/2012			JLCB	A.Prinsloo/E.M oshabele	Terms of Reference for tender is completed and ready for publication	Edwin Moshabele/A.Pr insloo		JLCB agreed that the DRDLR start with the process to appoint the Service Provider.	Tender will be published in January 2013
						Upon request of DRDLR, an increased budget provision was deemed necessary for the FES Manual (extension from 2 to 5 month consultancy).				An amount of ZAR 560, 000 has been added to the FES budget line

## Annex 1

## Budget vs Actuals (Year to Date) of SAF0601511

Project Title : Post Settlement and Development Support to Restitution Beneficiaries

Budget Version: D01

Currency : EUR

Ytd :

Report includes all valid transactions, registered up to today

	Status	Fin Mode	Amount	Start - 2012	Expenses 2013	Total	Balance	% Exec
<b>A Results</b>			0.00	0.00	0.00	0.00	0.00	2%
01 Result area 1: Inter-governmental relations			0.00	0.00	0.00	0.00	0.00	2%
01 Result area 1: Short term consulting services		COGES	0.00	0.00	0.00	0.00	0.00	7%
02 Result area 1: Consultation (information sessions)		COGES	0.00	0.00	0.00	0.00	0.00	7%
02 Result area 2: Service delivery			0.00	0.00	0.00	0.00	0.00	2%
01 Result area 2: Mentorship and training		COGES	0.00	0.00	0.00	0.00	0.00	7%
02 Result area 2: Short term consulting		COGES	0.00	0.00	0.00	0.00	0.00	7%
03 Result area 3: Area based planning			0.00	0.00	0.00	0.00	0.00	2%
01 Result area 3: Short term consulting		COGES	0.00	0.00	0.00	0.00	0.00	7%
02 Result area 3: Staff		COGES	0.00	0.00	0.00	0.00	0.00	7%
03 Result area 3: Workshops		COGES	0.00	0.00	0.00	0.00	0.00	7%
<b>B IMPROVED SETTLEMENT AND DEVELOPMENT</b>			4,612,156.00	767,370.00	0.00	767,370.00	3,844,786.00	17%
01 Analysis of coordination and integration of Rural			219,972.00	150,240.00	0.00	150,240.00	23,732.00	86%
01 General Overview and analysis of present RDLRP practices		COGES	45,932.00	55,720.00	0.00	55,720.00	-6,788.00	114%
02 Baseline Survey: pilot municipalities: Identification and		COGES	171,040.00	134,620.00	0.00	134,620.00	36,420.00	79%
02 Rural Development and Land Reform Plans are better			3,551,827.00	423,970.00	0.00	423,970.00	3,127,857.00	11%
01 Implement identified RDLRP institutional, resource and		COGES	3,610,127.00	336,670.00	0.00	336,670.00	3,273,457.00	9%
02 Monitor implementation and feedback to relevant policy		COGES	341,700.00	85,400.00	0.00	85,400.00	256,300.00	25%
03 The frameworks for and the actual delivery of services to land			440,326.00	153,150.00	0.00	153,150.00	287,176.00	35%
01 Development of RADP (+FES) manuals and training material on		COGES	114,360.00	114,360.00	0.00	114,360.00	0.00	100%
02 Training on aspects of RADP (+FES) on service delivery to land		COGES	74,390.00	36,800.00	0.00	36,800.00	37,590.00	52%
03 Improving and updating RADP manuals and training material		COGES	55,616.00	0.00	0.00	0.00	55,616.00	0%
<b>REGIE</b>			650,000.00	222,654.59	0.00	222,654.59	627,345.41	35%
<b>COGEST</b>			5,150,000.00	603,000.00	0.00	603,000.00	4,547,000.00	16%
<b>TOTAL</b>			5,800,000.00	1,025,654.59	0.00	1,025,654.59	5,024,345.41	17%



## Budget vs Actuals (Year to Date) of SAF0601511

Project Title: Post Settlement and Development Support to Restitution Beneficiaries

Budget Version: D01

Currency: EUR

YTD: Report includes all valid transactions, registered up to today

	Status	Fin Mode	Amount	Start - 2012	Expenses 2013	Total	Balance	% Exec
04 Updated Training on RADP (training, logistics, etc)		COGES	110.450,00	0,00	0,00	0,00	110.450,00	0%
05 DRDLR: monitoring and evaluation of impact of RADP (+FES)		COGES	72.500,00	0,00	0,00	0,00	72.500,00	0%
<b>X CONTINGENCIES</b>			147.875,00	0,00	0,00	0,00	147.875,00	0%
01 Contingencies			147.875,00	0,00	0,00	0,00	147.875,00	0%
01 Contingencies national execution		COGES	147.875,00	0,00	0,00	0,00	147.875,00	0%
<b>Z GENERAL MEANS</b>			1.530.000,00	258.324,59	0,00	258.324,59	1.031.675,41	20%
01 Staff			696.000,00	198.704,27	0,00	198.704,27	497.295,73	29%
01 Senior programme manager		REGIE	600.000,00	182.859,40	0,00	182.859,40	417.140,60	30%
02 Programme officer		REGIE	96.000,00	15.844,87	0,00	15.844,87	80.155,13	17%
02 Operating expenses			530.000,00	57.021,24	0,00	57.021,24	472.978,76	11%
01 Logistical support (workshops, steering committee meetings,...)		COGES	400.000,00	35.630,00	0,00	35.630,00	364.370,00	9%
02 Programme technical requirements - short term consulting		COGES	0,00	0,00	0,00	0,00	0,00	7%
03 Logistical support (workshops,meetings,...)		REGIE	130.000,00	21.391,24	0,00	21.391,24	108.608,76	16%
03 M&E, audit costs			64.000,00	2.599,08	0,00	2.599,08	61.400,92	4%
01 Audit		REGIE	24.000,00	0,00	0,00	0,00	24.000,00	0%
02 Mid term review and final evaluation		REGIE	40.000,00	2.599,08	0,00	2.599,08	37.400,92	6%
99 Conversion rate adjustment			0,00	0,00	0,00	0,00	0,00	7%
98 Conversion rate adjustment		REGIE	0,00	0,00	0,00	0,00	0,00	7%
99 Conversion rate adjustment		COGES	0,00	0,00	0,00	0,00	0,00	7%
		REGIE	650.000,00	222.694,59	0,00	222.694,59	697.305,41	25%
		COGEST	6.150.000,00	803.000,00	0,00	803.000,00	4.387.000,00	16%
		<b>TOTAL</b>	<b>6.800.000,00</b>	<b>1.025.694,59</b>	<b>0,00</b>	<b>1.025.694,59</b>	<b>5.024.305,41</b>	<b>17%</b>



Annex 2 LOGICAL FRAMEWORK TFF Oct 2011

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.	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	Baseline survey report  RDLRP and IDP in pilot municipalities: Progress and review reports  GRAM 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
Beneficiaries: Land Reform Beneficiaries.  Institutions: DRD&LR Other relevant departments, Municipalities, civil society, strategic partners.	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		



Objective	Indicators	Means of Verification	Risks and Assumptions
	<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</p>		<p>framework</p> <p>Heightened Macro-economic and climatic uncertainties hinder sustainable rural development and land reform planning</p>

Objective	Indicators	Means of Verification	Risks and Assumptions
	<p>increased in all pilot municipalities</p> <p>Pilots' recommendations are incorporated into relevant policy guidelines and training materials</p>		

Result	Indicators	Means of Verification	Risks and Assumptions
<b>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</b>			
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)	General inventory review report	Governmental Human under-resourcing and skills gaps
	In-depth baseline survey results on institutional, resource and operational aspects of RDLRP in sample pilot District Municipalities (Year 1)	Baseline survey report	Administrative procedures delay appropriate interventions
	Identified good practices in governmental and non-governmental initiatives	Provincial and national feed-back workshops on identified improvement needs and plans	Other departments do not facilitate co-ordination.
	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
<b>1.3. General Overview of present RDLRP practices</b> <ul style="list-style-type: none"> <li>• Inventory RDLRP and ABP since 2006 country wide</li> <li>• Draw TOR and hire External Consultant</li> <li>• Grid for general evaluation of RDLRP/ABP: <ul style="list-style-type: none"> <li>o Define evaluation grid</li> <li>o Filling-in the evaluation grid by PSSC</li> <li>o Analysis and report of the evaluation</li> </ul> </li> </ul>		National steering team: programme direction with other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ...  Workshop with PSSC  Short term consultancy
<b>1.4. Baseline Survey project sample municipalities</b> <p>1.2.1 Selection of pilot district municipalities (minimum 10, maximum 20) based on:</p> <ul style="list-style-type: none"> <li>• general evaluation of RDLRP practices (see 1.1 above)</li> <li>• known /documented good practices e.g. Departmental flagships, strategic partners, other donors, NGOs, ...</li> <li>• representative provincial and district coverage</li> </ul>		National steering team comprising Programme Direction, PSSCs, other relevant government departments , such as DAFF, Water Affairs, DCOG, Human Settlements ...  Consultancy
<b>1.2.2 In-depth identification of strengths and weaknesses of RDLRP practices in pilot municipalities</b>		National steering team comprising Programme Direction, other

<ul style="list-style-type: none"> <li>• Draft Terms of Reference and hire external consultant for in-depth analysis</li> <li>• In-depth identification of strengths and weaknesses in institutional, resource and operational aspects of RDLRP</li> </ul>		<p>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"> <li>• Identification and formulation of areas of improvement at institutional, resource and operational level</li> <li>• Identification and formulation of baseline and target indicators</li> </ul>		<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>



Result	Indicators	Means of Verification	Risks and Assumptions
<b>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</b>			
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</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</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</p>

Result	Indicators	Means of Verification	Risks and Assumptions
	<p>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>Pilots recommendations are incorporated in DRDLR guidelines</p>	<p>evaluation report</p>	<p>beneficiaries and IDP</p> <p>Continued disjunction between stakeholders and IDP</p> <p>Lack of financial resources continue to hamper implementation of RDLP</p>

Result	Indicators	Means of Verification	Risks and Assumptions
	for participation and operation in IGR structures		

Activity	Cost (Euro)	Means
<b>2.1. Implement identified RDLRP institutional, resource and operational level improvements in selected municipalities</b> <ul style="list-style-type: none"> <li>• Quality of planning</li> <li>• Coordination amongst departments</li> <li>• Coordination with partners</li> <li>• Participation of stakeholders</li> <li>• Integration into the IDP</li> <li>• Quality of service delivery</li> </ul>		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 ...
<b>2.2. Monitor implementation and feedback to relevant policy frameworks</b> <ul style="list-style-type: none"> <li>• Monitor identified indicators in the pilot districts quarterly</li> <li>• Improved DRDLR guidelines for participation and</li> </ul>		National steering team comprising Programme Direction, other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ...

operation in IGR structures (Local, Provincial, and National level)		
<ul style="list-style-type: none"> <li>On-going feedback to relevant policy frameworks</li> </ul>		

Result	Indicators	Means of Verification	Risks and Assumptions
<b>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</b>			
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...	General inventory review report Baseline survey report RADP Manuals FES Manuals	Key strategic partners are ready to participate and support land reform. Governmental Human under-resourcing and skills gaps
	FES Implementation manual	Business plans Provincial and national feed-back workshops on identified improvement needs and plans	Administrative procedures delay appropriate interventions
	Training material for RADP		
	Training material for FES		Other departments do not facilitate co-ordination.

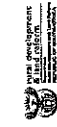
	<p>Number of Provincial officers in PSSC, Other Provincial Government departments, Municipal IDP actors, Strategic Partners and Land reform beneficiaries trained</p> <p>Satisfactory impact evaluation result from evaluation questionnaire by DRDLR on trainees implementing RADP and FES manuals</p> <p>PSSC Performance monitoring system as per QRAM (year 3-4)</p>	<p>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>Continued disjunction between Land reform beneficiaries and RADP interventions</p> <p>Lack of financial resources continue to hamper implementation of RDLRP</p>
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Activity	Cost (Euro)	Means
<p><b>3.1. Development of RADP (and possibly FES) manuals and training material on delivery of services to land reform beneficiaries</b></p> <ul style="list-style-type: none"> <li>• For example: <ul style="list-style-type: none"> <li>○ Models for strategic partnership</li> </ul> </li> </ul>		<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>



<ul style="list-style-type: none"> <li>○ Mentoring</li> <li>○ Beneficiary selection</li> <li>○ Improved alignment and harmonisation of service frameworks, partners and resources...</li> <li>● Drawing Terms of Reference and hire consultant</li> </ul>		Consultancy
<p><b>3.2. Training on aspects of RADP (and possibly FES) on service delivery to land reform beneficiaries</b></p> <ul style="list-style-type: none"> <li>● Provincial officers in PSSC</li> <li>● Other Provincial Government departments</li> <li>● Municipal IDP actors</li> <li>● Strategic Partners</li> <li>● Land reform beneficiaries</li> </ul>		<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><b>3.3. Improving and updating RADP manuals and training material based on lessons from Project pilots.</b></p>		<p>Implementation by DRDLR</p> <p>National steering team: programme direction with other relevant government departments, such as DAFF,</p>

		Water Affairs, DCOG, Human Settlements ... Consultancy
<b>3.4. Updated Training on RADP</b>		Implementation by DRDLR  National steering team: programme direction with other relevant government departments, such as DAFF, Water Affairs, DCOG, Human Settlements ...
<b>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.</b>		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



RDYS

# **RURAL DEVELOPMENT SYSTEM IMPLEMENTATION SOURCE DOCUMENT**

**POVERTY DATA MAP**  
Greater Taung Local Municipality, Dr Ruth Mompoti  
DM, North West Province



