



BTC



rural development
& land reform

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AFRICA
PROJECT: SAF0601511-PSDS –
PARTICIPATORY SETTLEMENT AND
DEVELOPMENT SUPPORT TO LAND
REFORM BENEFICIARIES

ACRONYMS	4
1.1 INTERVENTION FORM	5
1.2 BUDGET EXECUTION	6
1.3 SELF-ASSESSMENT PERFORMANCE	6
1.3.1 <i>Relevance</i>	6
1.3.2 <i>Effectiveness</i>	6
1.3.3 <i>Efficiency</i>	6
1.3.4 <i>Potential sustainability</i>	7
1.4 CONCLUSIONS	7
2 RESULTS MONITORING.....	8
2.1 EVOLUTION OF THE CONTEXT.....	8
2.1.1 <i>General context</i>	8
2.1.2 <i>Institutional context</i>	8
2.1.3 <i>Management context: execution modalities</i>	8
2.1.4 <i>Harmo context</i>	9
2.2 PERFORMANCE OUTCOME.....	10
2.2.1 <i>Progress of indicators</i>	10
2.2.2 <i>Analysis of progress made</i>	10
2.2.3 <i>Potential Impact</i>	11
2.3 PERFORMANCE OUTPUT 1	12
2.3.1 <i>Progress of indicators</i>	12
2.3.2 <i>Progress of main activities</i>	12
2.3.3 <i>Analysis of progress made</i>	13
2.4 PERFORMANCE OUTPUT 2.....	15
2.4.1 <i>Progress of indicators</i>	15
2.4.2 <i>Progress of main activities</i>	16
2.4.3 <i>Analysis of progress made</i>	16
2.5 PERFORMANCE OUTPUT 3.....	17
2.5.1 <i>Progress of indicators</i>	17
2.5.2 <i>Progress of main activities</i>	17
2.5.3 <i>Analysis of progress made</i>	17
2.6 TRANSVERSAL THEMES.....	19
2.6.1 <i>Gender</i>	19
2.6.2 <i>Environment</i>	19
2.6.3 <i>Other</i>	19
2.7 RISK MANAGEMENT	21
3 STEERING AND LEARNING	23
3.1 STRATEGIC RE-ORIENTATIONS.....	23
3.2 RECOMMENDATIONS.....	23
3.3 LESSONS LEARNED	23
4 ANNEXES.....	24
4.1 QUALITY CRITERIA	24
4.2 DECISIONS TAKEN BY THE STEERING COMMITTEE AND FOLLOW-UP	27

4.3	UPDATED LOGICAL FRAMEWORK.....	29
4.4	MORE RESULTS AT A GLANCE	29
4.5	“BUDGET VERSUS CURRENT (Y – M)” REPORT.....	30
4.6	COMMUNICATION RESOURCES	33

Acronyms

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
IGR	Intergovernmental Relations
IR	Chief Directorate for Stakeholder and International Relations (DRDLR)
ITA	International Technical Assistance
JLCB	Joint Local Consultative Board
JSC	Joint Steering Committee
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
REID	Rural Enterprise and Industry Development
RID	Rural Infrastructure Development (DRDLR)
SALGA	South African Local Government Association
SPLUM	Spatial Planning and Land Use Management
SPLUMA	Spatial Planning and Land Use Management Act 2013
TFF	Technical and Financial File

1.1 Intervention form

Intervention title	PARTICIPATORY SETTLEMENT & DEVELOPMENT SUPPORT TO LAND REFORM BENEFICIARIES (PSDS)
Intervention code	SAF0601511
Location	South Africa (Pretoria)
Total budget	Euro 6,050,000
Partner Institution	Department of Rural Development and Land Reform (DRDLR) (Government of South Africa)
Start date Specific Agreement	23 June 2010
Date intervention start /Opening steering committee	1 September 2011
Planned end date of execution period	22 June 2015
End date Specific Agreement	22 June 2015
Target groups	Land reform beneficiaries
Impact¹	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
Year covered by the report	2013

¹ Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

1.2 Budget execution

	Budget	Expenditure		Balance	Disbursement rate at the end of year n
		Previous years	Year covered by report (n)		
Total	6,050,000 €	2012: 709,757.25 € 2011: 315,937.34 €	851,749.33 €	4,172,556.08 €	31%
Output 1	219.972 €	190.240 €	0.00 €	29.732 €	86%
Output 2	3.951.827 €	423.970 €	470.380 €	3.057,477 €	23%
Output 3	440.326 €	153.160 €	58.620 €	228.546 €	48%

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
Relevance	C

Despite the PSDS having become even more relevant now that new policies emphasize coordination and integrated rural development even more, the delays in the project implementation have made the present formulated outputs no longer realistic in the present project time frame. A respecification of such outputs and activities is urgently required.

1.3.2 Effectiveness

	Performance
Effectiveness	C

Due to these delays, the further specification of activities and indicators foreseen for 2013 has been stalled. It will now have to take into account the recommendations of the MTR of early 2014. Within the present timeframe of the project, the indicators of the outcome clearly need to be tuned down and some of those of the outputs also need to be refined and updated. The main challenge is to avail the foreseen technical, human and methodological resources in a more effective and especially efficient manner, as they are fully aligned to the DRDLR's strategic development and plans.

1.3.3 Efficiency

	Performance
Efficiency	D

Too many pending decisions and delays in implementation have contributed to an inefficient use of committed resources.

1.3.4 Potential sustainability

	Performance
Potential sustainability	C

Once the foreseen technical, human and methodological resources are better integrated in DRDLR, DRDLR's strategic development plans should be able to accommodate and maintain most of these resources, provided a clear integration strategy is developed during the PSDS term.

1.4 Conclusions

- With the establishment of the SPLUM Branch in DRDLR in 2013, the provincial SPLUM offices can make use of the foreseen additional PSDS technical, human and methodological resources for their mandate to urgently roll out integrated rural development plans.
- Geographic coverage of the PSDS is extended to 31 Districts Municipalities, with the 18 Local Municipalities receiving a particular action research focus.
- Increased ownership by strategic players in DRDLR of the PSDS coordination support is urgently needed to safeguard the alignment of the PSDS support to the various rural development initiatives in DRDLR at different levels.
- Despite the PSDS having become even more relevant now that new policies emphasize coordination and integrated rural development even more, the delays in the project implementation have made the formulated outputs no longer realistic in the present project time frame. A respecification of such outputs and activities is urgently required.

National execution official	BTC execution official
Hilton TOOLO Chief-Director Policy Research and Development	Evert WAETERLOOS Programme Manager

2 Results Monitoring²

2.1 Evolution of the context

2.1.1 General context

The Department of Rural Development and Land Reform (DRDLR) dedicated 2013 to the further specification and elaboration of policies. Changes to policy frameworks such as RADP (based on an evaluation) and FES (stalled) affected the project directly, and required it to align to these policy processes, timeframe and deliverables. This has contributed to delays in project implementation. Since the launching of the Green Paper in 2011, 16 new policies have been developed or reviewed. Most were published in 2013.

2.1.2 Institutional context

In order to fulfil its 2009 mandate of addressing rural development in conjunction with land reform, the DRDLR has not only ventured on a policy development journey. It has also been in a semi-constant process of restructuring. This has affected the PSDS positively in that its housing unit, the Chief Directorate Policy Development and Research, was pulled from the Branch Land Reform to the overarching Office of the Director-General. It has affected the PSDS negatively in that little working arrangements could be made with the new SPLUM Branch while it was being set up. At provincial level, the intended coordination of branches and governmental spheres still leaves much to be desired. This has hampered the deployment of PSDS activities and resources during the past year. Finally, an important institutional feature is the high staff turnover rate. This has affected the PSDS as well, as the second DRDLR coordinator has moved elsewhere in the organisation in as many years. This creates further delays in terms of day-to-day management and internal communication in DRDLR.

2.1.3 Management context: execution modalities

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. 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. 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. Especially the recruitment and

² Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

contracting in of the 28 Rural Development Planning Assistants to support the interface between the provincial branches and with the municipalities and the development of rural development plans required an intense approach of (re)negotiation and administrative facilitation as these resources were not part of the Strategic Plan of the DRDLR.

The holding of a BTC backstopping exercise in mid-2013 proved useful to the further delineation and refining of the concepts and methodologies being proposed and developed within PSDS. Strategies towards tackling the delayed implementation were also reviewed and shared with the DRDLR, with little immediate progress in terms of speeding up the agreed JSC work plans though.

2.1.4 Harmo context

The PSDS programme aligns with the encompassing framework of the 2009 Comprehensive Rural Development Programme (CRDP) and the new policies emanating from this, which stress the need for coordinated and integrated rural development planning and interventions. Since the last half of 2012, substantial progress has been made with involving other relevant rural development orientated DRDLR branches and units. This refers especially to the REID and RID branches. But also to the interest from the Dept. of Cooperative Governance and Traditional Affairs in the Joint Steering Committee. Since PSDS tries to assist DRDLR in bridging the identified problematic gaps between actors at local, provincial and national level, harmonization requires consistent attention. In 2013, a lot of work went into approaching and working out arrangements with the most appropriate provincial structures of DRDLR through the PSSC, NARYSEC and SPLUM. Harmonization with municipal structures is also expected to vary in quality in the various pilot municipalities during the project implementation period.

The PSDS is also an active member in the DRDLR's IGR Forum, an ad-hoc platform to improve the coordination between the Branches and with other Departments who are involved in Outcome 7. In this respect, the PSDS funds the development of a formal IGR and Stakeholder Strategy in DRDLR, to assist the national, provincial and municipal work of DRDLR.

Through the secondment of 2 BTC Junior Assistants to the DRDLR's REID Branch's 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 was foreseen in 2013 for the systematic supervision of baseline survey and monitoring reports throughout the year. This avenue has however been discarded due to the delay in the start-up of the baseline self-assessment interviews and deployment of the Rural Development Planning Assistants.

Informal discussions have taken place with academia, donors and NGOs involved in land reform beneficiaries' support to explore possible exchange and collaboration in the following years. This has also resulted in some proposals to the BTC Study and Consultancy Fund being developed. Such collaboration is expected to become more focused and systematic at the provincial or district level.

2.2 Performance outcome



2.2.1 Progress of indicators

Outcome: Institutions are supported to provide EFFECTIVE AND COHERENT post-settlement support through efficient service delivery to beneficiaries of the land reform programmes in South Africa.					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
All RDLRP are a result of multi-departmental collaboration in all pilot District Municipalities	Foreseen to be determined in Year N-1	Unknown	Unknown	Undetermined (delayed)	To be determined
In all pilot District Municipalities participation of beneficiaries and stakeholders in RDLRP for service delivery is improved					
RDLRP are well integrated into IDPs in all pilot District Municipalities					
Multi-departmental contributions are reflected in IDP budgets in at least 80% of pilot District Municipalities					
Annual targets set in the IDP related to RDLRP are met in at least 60% of the pilot District Municipalities					
80 % of PSSCs covering the pilot District Municipalities are capacitated as per identified human resource needs					
Service delivery collaboration with strategic partners and NGOs is improved and increased in all pilot District Municipalities					
Service delivery based on IDP integrated RDLRP is of higher quality in all pilot District Municipalities					
Increased numbers of beneficiaries received services in line with their needs in all pilot District Municipalities					
Sustainable production practices are increased on transferred land in all pilot District Municipalities					
Social, agricultural and managerial capacity among beneficiaries is increased in all pilot municipalities					
Pilots' recommendations are incorporated into relevant policy guidelines and training material					

2.2.2 Analysis of progress made

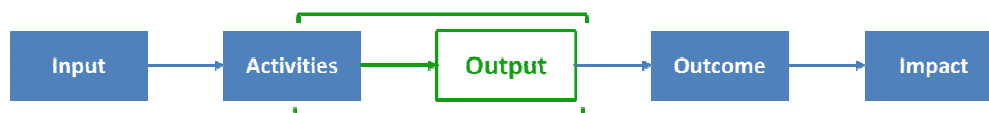
The year 2013 has been a year of a recurrent 'stop-and-go' momentum in the implementation. It was intended to be the year in which the PSDS would be implemented

at provincial and district level through the deployment of technical (manuals), human, and methodological (surveys on coordination gaps and opportunities) resources. Unfortunately, this has been hampered by delays in availing of resources (technical and human) and by lack of coordinated decision making and management across the Branches and with the provinces. The latter is obviously not completely a surprise given that coordination and integration is the key concern in which PSDS wishes to assist the new DRDLR. On-going changes in policies, strategies and staff in 2013, have however exacerbated the stop-and-go momentum at a critical moment in the project cycle. In all, PSDS implementation at provincial level has only taken a careful start towards the end of the year, rather than at the beginning as planned. Meanwhile, significant efforts have been taken to engage pragmatically with this situation, and through which the PSDS has gained more recognition within DRDLR National Office. The MTR of early 2014 is an important tool and vehicle to get a clear stance on whether and how to proceed with the PSDS in its present set-up. Obviously, a key concern is the development of an effective coordination and project management mechanism across the Branches and tiers of government. The new SPLUM Branch which the PSDS supports in its mandate to roll out rural development plans countrywide is an important anchoring point for such a mechanism.

2.2.3 Potential Impact

Due to these delays, the further specification of activities and indicators foreseen for 2013 has been stalled. It will now have to take into account the recommendations of the MTR of early 2014. Within the present timeframe of the project, the indicators of the outcome clearly need to be tuned down and some of those of the outputs also need to be refined and updated. However given the recent policy developments in DRDLR which emphasize a coordinated and integrated rural development approach further, the support to DRDLR at local level through technical, human and methodological resources is still very relevant. The main challenge is to avail these in a more effective and especially efficient manner, as they are fully aligned to the DRDLR's strategic development and plans.

2.3 Performance output 1



2.3.1 Progress of indicators

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	Value year N-1	Value year N	Target year N	End Target
General inventory results Area Based/RDLR Plans in all rural Districts	0	100	--	---	100
Baseline and in-depth survey results on institutional, resource and operational aspects of RDLRP in sample pilot District Municipalities	0	5	40	70	100
Identified good practices in governmental and non-governmental initiatives	0	2.5	20	70	100
Provincial/district information sharing and networking platforms between governmental and non-governmental actors established and functional	0	0.5	0.5	20	100

2.3.2 Progress of main activities

Progress of <u>main</u> activities ³	Progress:			
	A	B	C	D
1 General Overview of present RDLRP practices		X		
2 Selection of pilot district municipalities for baseline survey		X		
3. In-depth identification of strengths and weaknesses of RDLRP practices in pilot municipalities				X

³ 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.

2.3.3 Analysis of progress made

- in order to take into consideration 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 18 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.
- Baseline information is gradually being collected for the 18 pilot district municipalities since November 2012.
- the deployment of 2 BTC Junior Assistants in the DRDLR's Household Profiling Program has contributed to availing up-to-date baseline information focusing on poverty and service needs in the pilot District Municipalities.
- internal DRDLR coordination and ownership has proven very time-consuming due to multiple and shifting demands being made on the senior-level staff both at national and at provincial level. Where the initial PSDS assistance to DRDLR in 2013 at the provincial level was to be managed by the Provincial Shared Services Centres (PSSC) and the youth employment NARYSEC program, these efforts proved fruitless. PSSC coordination remains predominantly administrative as of yet, and does not yet carry enough weight to promote coordination of the work of the provincial Branches. And despite earlier indications to the contrary, the NARYSEC program could not avail enough graduates and management support to complement present provincial Branches' coordination with PSDS additional human resources.
- With the establishment of the SPLUM Branch in DRDLR after the divulgation of the SPLUM Act in 2013, the provincial SPLUM offices can now make do with additional human resources for their mandate to urgently roll out integrated rural development plans in the 24 Priority Districts.
- Therefore the eventual geographic coverage of the PSDS is extended to 31 Districts Municipalities, with the 18 Local Municipalities receiving a particular action research focus.
- Eventually, 28 so-called Rural Development Planning Assistants were identified and recruited by PSDS to assist the provincial DRDLR SPLUM (60%) and other RID, REID, RADP, ...offices (30%).
- To assist the SPLUM Branch in their mandate to urgently roll out integrated rural development plans in the 24 Priority Districts, most of 2013 was dedicated to preparing the concepts, formulation and piloting of the baseline and follow-up surveys. This was also done in collaboration with REID, Rural Poverty Reduction Unit and SPLUM.
- Baseline and in-depth surveys will focus on institutional, resource and operational aspects of integration of DRDLR's and IDP planning and implementation, and coordination amongst relevant departments and partners. They aim to identify gaps and opportunities in coordination and integration at the intersection between provincial and

municipal level. A set of economic production services will be identified in the RADP, RID, and REID programmes in the CRDP sites in 18 pilot PSDS District Municipalities. They will then be related to needs identified in a 'participatory way' in the IDPs. A range of patterns for piloting improved coordination and integration may then be identified and formulated.

- A first baseline survey establishes through a structured self-assessment interview the present gaps and opportunities and areas of improvement. The self-assessment procedure will be complemented with secondary information sources (such as progress reports of the Branches and IDP Reviews).

- Follow-up surveys will after about 6 months monitor by means of semi-structured focus groups with the provincial and municipal officials, recent evolutions and explore joint suggestions for improved coordination/integration in line with the EU's "Common Assessment Framework (CAF) – Improving Public Organisations through Self-Assessment". The DRDLR and PSDS resources being availed in line with the DRDLR's "Virtuous Cycle" approach will thus be monitored and assessed (action research).

- Follow-up surveys will also include more structured questions into the details of the identified specific gaps and opportunities.

2.4 Performance output 2

2.4.1 Progress of indicators

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	Value year N-1	Value year N	Target year N	End Target
Number of RDLRP adopted by the Municipalities and incorporated into IDPs in pilot District Municipalities	Foreseen to be determined in Year N-1	0	0	To be determined in Year N-1	To be determined in Year N-1
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					

2.4.2 Progress of main activities

Progress of <u>main</u> activities ⁴	Progress:			
	A	B	C	D
1 Implement identified RDLRP institutional, resource and operational level improvements in selected municipalities				X
2 Monitor implementation and feedback to relevant policy frameworks e.g. IGR, RDLRP, land reform service delivery				X

2.4.3 Analysis of progress made

- 28 so-called Rural Development Planning Assistants were identified and recruited by PSDS to assist the provincial DRDLR SPLUM (60%) and other RID, REID, RADP, ...offices (30%). This was with a delay of 9 months, due to internal coordination problems within DRDLR.

- They have administered the first baseline surveys which focus on institutional, resource and operational aspects of integration of DRDLR's and IDP planning and implementation, and coordination amongst relevant departments and partners.

- The self-assessment by provincial and municipal officers in the first baseline survey procedure is complemented with secondary information sources (such as progress reports of the Branches and IDP Reviews).

- Funds initially foreseen for improved DRDLR area-based land reform and rural development planning practices through the deployment of NARYSEC youngsters in the first half of 2013 need to be re-allocated to pilot approaches in coordinated and integrated pre- and post-settlement support to beneficiaries. These pilots were identified jointly by DRDLR and civil society or the private sector, but are stalled in the process of approval by the Senior Management Committee.

- DRDLR has developed an Integrated Rural Development Framework that indicates how different departmental and governmental programmes can contribute to up-scaling the Comprehensive Rural Development Program and Government's Outcome 7. Outcome 7 aims to realize 'vibrant, equitable and sustainable rural communities and food security for all'. The department is now at the stage where it wants to operationalize and pilot this IGR framework. The PSDS has indicated at the end of 2012 its willingness to contribute to the practical piloting of IGR Framework for DRDLR, an exercise which has eventually only started in effect at the beginning of 2014.

⁴ 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.

2.5 Performance output 3

2.5.1 Progress of indicators

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 RDLRPs					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
RADP Implementation manual	0	95	100	100	130
FES Implementation manual	0	5	5	100	100
Training material for RADP	0	0	0	100	100
Training material for FES	0	0	0	100	100
Number of Provincial officers in PSSC, Other Provincial Government departments, Municipal IDP actors, Strategic Partners and Land reform beneficiaries trained	0	0	0	30	100
Satisfactory impact evaluation result from evaluation questionnaire by DRDLR on trainees implementing RADP and FES manuals	0	0	0	30	100
PSSC Performance monitoring system as per QRAM (year 3-4)	0	0	0	30	100

2.5.2 Progress of main activities

Progress of <u>main</u> activities ⁵	Progress:			
	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

2.5.3 Analysis of progress made

- The development of RADP manual and materials has been hampered by changes in the policy frameworks during 2012 and 2013. With 99% of the manual finalized, the service provider was awaiting the final approval of the RADP policy to complete the manual. The required time frame and outputs needed to be adjusted, which has slightly increased (less than 10%) the actual expenditure.
- After the policy had been approved in late 2013, the service provider submitted a final draft for approval.
- The recommendations of the external evaluation of RADP of late 2013 were then to be incorporated.

⁵ 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.

- The service provider is therefore asked to extend his work and negotiations of budget and planning are still ongoing.
- The development of a comprehensive FES manual has been put on public tender in March 2013. The service providers have been evaluated. However, in order to avoid a similar protracted process as under RADP, the tender will be relaunched once the FES policy has been officially signed off.
- The foreseen training activities and M&E of the impact of the RADP and FES manual have been stalled due to the unfinalized manuals.

2.6 Transversal Themes

2.6.1 Gender

The baseline and follow-up surveys in the 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 therefore a prerequisite that the identified areas of improvement will be screened for gender sensitivity. They will thence need to be translated into realistic and feasible gender specific interventions.

The gender composition of the Rural Development Planning facilitators is well balanced, with a 50-50 representation of females to males. However, training may need to be organised to improve the gender analysis and facilitation skills of these young graduates.

2.6.2 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 baseline and follow-up surveys in the 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. They may eventually lead to localised environmental interventions, for instance in the case of communal property associations on restituted farms

2.6.3 Other

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 for instance 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 as Rural Development Planning Assistants 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.

The deployment of two BTC Junior Assistants in DRDLR's REID Branch to assist in making data on social needs in highly poor districts available to identify immediate and short term needs for referral to other government services has also contributed to this transversal theme.

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). However, no specific activities within PSDS are geared towards alleviating the specific brunt of HIV/AIDS.

2.7 Risk management

Risk Identification			Risk analysis			Risk Treatment			Follow-up of risk	
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	Since 2011	development	high	high	D	The identification of better practices in pilot municipalities is specifically intended to reduce the risk of mismatch between departments, ineffective service targeting, high turn-over of staff, as well as inappropriate staffing levels and capacities at the local level.	PSDS	End of programme	As this is the core of implementation of PSDS (esp. output 2 and 3), progress monitoring is at the center of the PSDS' activities	On-going until end of project
The lack of coordination between departments and government levels (at national, provincial and local / district) may hamper the programme's performance						The programme also aims at clarifying and improving policy guidelines such as area-based planning, RADP and FES.				

Continued uncoordinated and weak service delivery of DRDLR may affect BTC's reputation	Since 2011	Reputation	Medium	medium	B	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.	PSDS	End of programme	As this is the core of implementation of PSDS (esp. output 2 and 3), progress monitoring is at the center of the PSDS' activities	On-going until end of project
						The deployment as of 2013 of additional staff at district level is intended to address inappropriate staffing levels and capacities at the local level				
						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				
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 2014	Reputation	Low	Low	A	PSDS' interventions are not linked to land acquisition policies as such. The newly developed policies thus far do not give explicit ground to such fears. Wide consultation and information sharing with non-governmental 'watch dog' stakeholders has taken place in 2012.				

3 Steering and Learning

3.1 Strategic re-orientations

A clear agreement needs to be reached on the exact activities and outputs to be expected from the support to provincial coordination and interface with the municipalities. This requires a firmer coordination arrangement between PSDS, DG's Office, SPLUM, REID and RADP.

3.2 Recommendations

Recommendations	Actor	Deadline
Clarify conditions under which conditions to continue with present project outline and time frame	JSC	End of March 2014
Intensify ownership especially between SPLUM, REID, and Land Reform	JSC	End of March 2014
Revise Log frame and time frame project	JSC	End of April 2014

3.3 Lessons Learned

Lessons learned	Target audience
A complex and programmatic institutional support approach requires a regular updating of outputs, activities and time frame, with provisions for trial and error and learning. A strict project time and logic brings in criteria which may hamper such learning.	BTC HQ, DRDLR
It is important to maintain the provision of feedback missions	BTC HQ, DRDLR

4 Annexes

4.1 Quality criteria

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					
<i>In order to calculate the total score for this quality 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>					
Assessment RELEVANCE: total score		A	B	C	D
				X	
1.1 What is the present level of relevance of the intervention?					
X	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.			
	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.			
	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.			
	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.			
1.2 As presently designed, is the intervention logic still holding true?					
	A	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).			
	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.			
X	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.			
	D	Intervention logic is faulty and requires major revision for the intervention 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					
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D</i>					
Assessment EFFICIENCY : total score		A	B	C	D
					X
2.1 How well are inputs (financial, HR, goods & equipment) managed?					
	A	All inputs are available on time and within budget.			
X	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.			
	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.			
	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.			

2.2 How well is the implementation of activities managed?	
	A Activities implemented on schedule
	B Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
x	C Activities are delayed. Corrections are necessary to deliver without too much delay.
	D Serious delay. Outputs will not be delivered unless major changes in planning.
2.3 How well are outputs achieved?	
	A All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
	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.
	C Some outputs are/will be not delivered on time or with good quality. Adjustments are necessary.
x	D 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				
<i>In order to calculate the total score for this quality 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>				
Assessment EFFECTIVENESS : total score	A	B	C	D
			x	
3.1 As presently implemented what is the likelihood of the outcome to be achieved?				
	A Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.			
	B Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.			
x	C 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.			
	D The intervention will not achieve its outcome unless major, fundamental measures are taken.			
3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?				
	A The intervention 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.			
	B The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.			
x	C The intervention 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 intervention can achieve its outcome.			
	D The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.			

4. 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).				
<i>In order to calculate the total score for this quality 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</i>				
Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
			x	
4.1 Financial/economic viability?				
	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.		
x	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.		
	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.		
	D	Financial/economic sustainability is very questionable unless major changes are made.		
4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?				
	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.		
	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.		
x	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.		
	D	The intervention 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 intervention and policy level?				
	A	Policy and institutions have been highly supportive of intervention and will continue to be so.		
x	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.		
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.		
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.		
4.4 How well is the intervention contributing to institutional and management capacity?				
	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).		
	B	Intervention 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.		
x	C	Intervention 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	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.		

4.2 Decisions taken by the steering committee and follow-up

Decision to take					Action			Follow-up	
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Pick up speed of PSDS implementation and ownership	19/03/2013				Task team with REID, SPLUM, Narysec and Land Reform	Narysec		None	Improvement on rate of expenditure to be expected with deployment of Rural Development Planning Assistants
	06/06/2013								
	12/9/2013								
	26/11/2013								
Repeat communication to PSSC and provincial Branches to inform of PSDS and include PSDS in their standard activities to start PSDS work in provinces	06/06/2013 26/11/2013				Emails en memos	DDG		irregular	Unsuccessful hence ongoing
Finalize RADP manual	06/06/2013 12/9/2013 26/11/2013					CD RADP			- Completed but returned for further new additions - extension of scope for service provider
Substitution of Zululand for Amajuba District as pilot district	06/06/2013					PSDS			
Finalize recruitment of provincial rural development planning assistants (RDPA)	19/03/2013				Delay in 72 NARYSEC youth to be selected and deployed to be resolved	NARYSEC/D BSA		none	
	06/06/2013				Delay in 72 NARYSEC youth to be selected and deployed to be resolved	NARYSEC/DB SA		none	
	12/9/2013				DRDLR Management Accounting advised against cost of outsourcing human resources management of 28 RDPA to DBSA				Narysec discarded; replaced with SPLUM management
	26/11/2013				Process of 'appointment on ambiguity clause' approved	JSC		finalized	

IGR Framework and Strategy	19/03/2013 06/06/2013 19/12/2013 26/11/2013				ToR to be updated	IGR Coordinator		TOR finalized	ongoing
Backstopping Mission	06/06/2013				Communication and approval	BTC		finalized	
Mid-term Review	06/06/2013 12/9/2013 26/11/2013				Communication and approval	BTC			2014
Study Tour to EU on integrated rural development	06/06/2013 26/11/2013				To be planned and held in 2014	DDG/PSDS			2014
Audit	12/9/2013				Audit to be planned and held in 2014	BTC			2014
Baseline and follow-up surveys on integrated/coordinated rural development in pilot municipalities	06/06/2013 12/9/2013 26/11/2013				Presentation and approval	PSDS			ongoing
FES manual	19/03/2013 06/06/2013 12/9/2013 26/11/2013				Tender to be republished once FES policy is signed off	RADP			On hold
Other local pilot implementation initiatives of integrated rural development with civil society and private sector	06/06/2013 12/9/2013 26/11/2013				Proposals to be coordinated at Senior Management Committee level	DDGs			On hold

4.3 Updated Logical framework

The LOGFRAME was foreseen to be updated in terms of indicators and activities in 2013. However, due to the delays, this will be done in 2014, while taking into consideration some of the recommendations from the Mid Term Review of early 2014.

4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	No
Baseline Report registered on PIT?	26 September 2012
Planning MTR (registration of report)	02/2014
Planning ETR (registration of report)	05/2015 (estimate)
Backstopping missions since 01/01/2012	1

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

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

Project Title :	Post Settlement and Development Support to Restitution Beneficiaries		
Budget Version :	D1	Year to month :	31/12/2013
Currency :	EUR		
YTM :	Report includes all closed transactions until the end date of the chosen closing		

	Status	Fin Mode	Amount	Start to 2009	2010	2011	2012	Expenses Total	Balance	% Exec	
A RESULTS			0,00			0,00		0,00	0,00	7%	
01 Result area 1: Inter-governmental relations			0,00			0,00		0,00	0,00	7%	
01 Result area 1: Short term consulting services		COGES	0,00			0,00		0,00	0,00	7%	
02 Result area 1: Consultation (information)		COGES	0,00			0,00		0,00	0,00	7%	
02 Result area 2: Service delivery			0,00					0,00	0,00	7%	
01 Result area 2: Mentorship and training		COGES	0,00					0,00	0,00	7%	
02 Result area 2: Short term consulting		COGES	0,00					0,00	0,00	7%	
03 Result area 3: Area based planning			0,00			0,00		0,00	0,00	7%	
01 Result area 3: Short term consulting		COGES	0,00			0,00		0,00	0,00	7%	
02 Result area 3: Staff		COGES	0,00					0,00	0,00	7%	
03 Result area 3: Workshops		COGES	0,00					0,00	0,00	7%	
B IMPROVED SETTLEMENT AND			4.612.125,00			220.370,00	547.000,00	529.000,00	1.296.370,00	3.315.755,00	28%
01 Analysis of coordination and integration of			219.972,00			106.010,00	84.230,00	0,00	190.240,00	29.732,00	86%
01 General Overview and analysis of present		COGES	48.932,00			48.930,00	6.790,00	0,00	55.720,00	-6.788,00	114%
02 Baseline Survey: pilot municipalities;		COGES	171.040,00			57.080,00	77.440,00	0,00	134.520,00	36.520,00	79%
02 Rural Development and Land Reform Plans			3.951.827,00				423.970,00	470.380,00	894.350,00	3.057.477,00	23%
01 Implement identified RDLRP institutional,		COGES	3.610.127,00				338.570,00	450.380,00	788.950,00	2.821.177,00	22%
02 Monitor implementation and feedback to		COGES	341.700,00				85.400,00	20.000,00	105.400,00	236.300,00	31%
03 The frameworks for and the actual delivery			440.326,00			114.360,00	38.800,00	58.620,00	211.780,00	228.546,00	48%
01 Development of RADP (+FES) manuals and		COGES	114.360,00			114.360,00		0,00	114.360,00	0,00	100%
		REGIE	890.000,00			59.937,34	162.757,25	162.749,33	385.443,92	504.556,08	43%
		COGEST	5.160.000,00			256.000,00	547.000,00	689.000,00	1.492.000,00	3.668.000,00	29%
		TOTAL	6.050.000,00			315.937,34	709.757,25	851.749,33	1.877.443,92	4.172.556,08	31%



Budget vs Actuals (Year to Month, Last 5 Years) of SAF0601511 Printed on vrijdag 29 februari 2014

page: 1

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

Project Title : **Post Settlement and Development Support to Restitution Beneficiaries**

Budget Version : **D1** Year to month : 31/12/2013

Currency : **EUR**

YtM : **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2009	2010	2011	2012	Expenses	Total	Balance	% Exec
02 Training on aspects of RADP (+FES) on		COGES	74.300,00				38.800,00	0,00	38.800,00	35.500,00	52%
03 Improving and updating RADP manuals and		COGES	68.616,00					33.620,00	33.620,00	34.996,00	49%
04 Updated Training on RADP (training,		COGES	110.450,00					25.000,00	25.000,00	85.450,00	23%
05 DRDLR: monitoring and evaluation of impact		COGES	72.600,00					0,00	0,00	72.600,00	0%
X CONTINGENCIES			147.875,00					0,00	0,00	147.875,00	0%
01 Contingencies			147.875,00					0,00	0,00	147.875,00	0%
01 Contingencies national execution		COGES	147.875,00					0,00	0,00	147.875,00	0%
Z GENERAL MEANS			1.290.000,00			95.567,34	162.757,25	322.749,33	561.073,92	708.926,08	45%
01 Staff			696.000,00			55.320,54	143.383,73	149.000,45	347.704,72	348.295,28	50%
01 Senior programme manager		REGIE	600.000,00			55.320,54	127.538,86	131.094,86	313.954,26	286.045,74	52%
02 Programme officer		REGIE	96.000,00				15.844,87	17.905,59	33.750,46	62.249,54	35%
02 Operating expenses			530.000,00			37.647,72	19.373,52	166.579,54	223.600,78	306.399,22	42%
01 Logistical support (workshops, steering		COGES	400.000,00			35.630,00		160.000,00	195.630,00	204.370,00	49%
02 Programme technical requirements - short		COGES	0,00					0,00	0,00	0,00	7%
03 Logistical support (workshops,meetings,...)		REGIE	130.000,00			2.017,72	19.373,52	6.579,54	27.970,78	102.029,22	22%
03 M&E, audit costs			64.000,00			2.599,08		7.169,34	9.768,42	54.231,58	15%
01 Audit		REGIE	24.000,00					7.169,34	7.169,34	16.830,66	30%
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	7%
98 Conversion rate adjustment		REGIE	0,00					0,00	0,00	0,00	7%
		REGIE	890.000,00			59.937,34	162.757,25	162.749,33	385.443,92	504.556,08	43%
		COGEST	5.160.000,00			256.000,00	547.000,00	689.000,00	1.492.000,00	3.668.000,00	29%
TOTAL			6.050.000,00			316.937,34	709.757,25	851.749,33	1.677.443,92	4.172.556,08	31%



Budget vs Actuals (Year to Month, Last 5 Years) of SAF0601511 Printed on vrijdag 29 februari 2014

page: 2

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

Project Title : **Post Settlement and Development Support to Restitution Beneficiaries**
 Budget Version : **D1**
 Currency : **EUR** Year to month : 31/12/2013
 YtM : **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2009	2010	2011	2012	Expenses	Total	Balance	% Exec
99 Conversion rate adjustment		COGES	0,00					0,00	0,00	0,00	7%

REGIE	890.000,00				59.937,34	162.757,25	162.749,33	385.443,92	504.556,08	43%
COGEST	5.160.000,00				256.000,00	547.000,00	689.000,00	1.492.000,00	3.668.000,00	29%
TOTAL	6.050.000,00				315.937,34	709.757,25	851.749,33	1.877.443,92	4.172.556,08	31%



4.6 Communication resources

A PowerPoint presentation of involvement of Junior Assistants in DRDLR, is attached to this report as a separate document.