

Annex B: IMPROVEMENT PLAN AND QUARTERLY REPORTING TEMPLATE

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| Title of Evaluation | IMPLEMENTATION EVALUATION OF THE RECAPITALISATION AND DEVELOPMENT PROGRAMME | Date of Publication of Evaluation Report | |
| Name of lead Department | RURAL DEVELOPMENT AND LAND REFORM | Date of Approval of Improvement Plan | |
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| Date of report | | | | |
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IMPROVEMENT PLAN FOR THE RECAPITALISATION AND DEVELOPMENT PROGRAMME IMPLEMENTATION EVALUATION

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| Improvement Objective 1 | To strengthen the design of Recapitalization and Developments comprehensive support program for rural development and land Reform. |
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| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
|---|----------------|--|--|---------------------|--------------------------------|--|----------------------|---|
| 1. Review the objectives of RADP to make them more clear and specific | H | <p>1.1 Conduct review session of RADP to ensure it take in consideration of recommendations of Evaluation which is inclusive of all key stakeholders within the sector</p> <p>1.2 Review the proposed RADP theory of change</p> <p>1.3 Review of RADP Objective inline the new Virtuous Cycle approach</p> <p>1.4 Defining the meanings of key terms used in the programme (e.g. distressed farms, recapitalization, development, commercial farmer, etc.).</p> <p>1.5 Amend RADP implementation manual based on reviewed Policy</p> | DDG: Land Redistribution and development | 31 July 2014 | RADP Policy RADP manual | DRDLR Strategic Plan and Annual Performance Plan | Use allocated budget | RADP Policy and Draft RADP manual are being reviewed in line with the CRDP virtuous cycle and Evaluation Findings |

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| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
|---|----------------|--|--------------------------------|---------------------|---|------------------------------|----------------------|--|
| 2. Develop communication strategy to ensure common understanding of RADP among its stakeholders | H | <p>2.1 Develop Communication strategy</p> <p>2.2 Engaging in an all-inclusive process to discuss the nature, operation, purpose and objectives of the programme during and after development of policy.</p> <p>2.3 Continuous assessment of effectiveness on implementation of Communication Strategy for RADP</p> | DDG Corporate Support Services | 31 September 2014 | Communication strategy Developed by 31 September 2014 | DRDLR communication Strategy | Use allocated budget | The Schedule to communicate RADP was developed but put on hold because of the current policy discussion and alignment of the Virtuous Cycle. |

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| Improvement Objective 2 | To improve the structure and skilling of RADP for both programme staff and beneficiaries |
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| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
|---|-----------------------|---|--|----------------------------|---|---------------------------------|-------------------------|---|
| 1. Establish a separate organisational structure for RADP | H | 1.1 A new RECAP structure approved to cater for all level of expertise | DDG: Land Reform, Corporate Support Services | 31 March 2014 | Achieved | APP: Corporate Support Services | Use allocated budget | Job evaluations has been completed and approved, migration process underway |
| 2. Provide additional and appropriately qualified personnel dedicated to RADP to improve its administrative and functional efficiency | H | 2.1 Advertisement of posts to capacitate RADP 2.2 Develop training program to capacitate employees | DDG: Land Reform, Corporate Support Services | 31 October 2014 | All key positions in the approved structure filled 31 October 2014 | HRM | Use allocated budget | Job evaluations has been completed and approved, migration process underway |

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| | | 2.3 Establish delegations of authority to decentralize decision-making, including approval of applications as defined by the virtuous cycle | All DDGs | 31 March 2014 | Establishment of approval structures and delegations | Policy unit | Use allocated budget | Work is underway to establish all governance structures |
| 3. Review the structuring of Strategic Partners agreement to enforce capacity building to beneficiaries | | <p>3.1 Establish Clear milestones and monitoring systems in strategic partners contract on required on-farm training</p> <p>3.2 Farm training (program) plan developed to enforce formal training through Agri-SETA and other training institutions</p> | DDGs (LRD & REID) | 31 July 2014 | Structuring the skill development model for RADP through virtuous cycle and ensure enforcement through legal contracts 31 July 2014 | APP: All brunches | Use allocated budget(relevant branch) | Work in progress to review strategic partners contracts |

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| Improvement Objective 3 | | To improve the RADP programme model | | | | | | |
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| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
| 1. Develop clear and specific selection criteria for beneficiaries and land reform farms for recapitalization and development in line with the objectives of RADP | H | Develop selection Criteria in line with the virtuous cycle i.e. rural development plans, SDF | All relevant DDGs and stakeholders | 31 June 2014 | Completed selection criteria aligned to Virtuous cycle by 31 June 2014 | Policy Unit | Use allocated budget | The department is doing consultation on the alignment of different programmes with the virtuous cycle to enforce CRDP collaboration which will inform the development of selection criteria |
| 2. Review selection criteria for strategic partners and mentors | H | Review the allocation of strategic partners in line with the assessment of the farmer and farm needs. Review the criteria for the appointment of strategic partners. Increasing the level of involvement by the department taking into account the years which funding is provided | All relevant DDGs and stakeholders | 30 June 2014 | Completed Selection criteria for Strategic Partners aligned with Virtuous cycle by 31 March 2014 | Policy Unit and Branch Land Redistribution and Development | Use allocated budget | The department is doing consultation on the alignment of different programmes with the virtuous cycle to enforce CRDP collaboration which will inform the development of selection criteria |

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| 3. Review the funding model to make it more flexible and adjustable | H | 3.1 Establish guidelines to Standardize the amount of RECAP funding for various enterprises. | DDG: Land Redistribution and development/ Chief Director: RADP | 31 July 2014 | Manual completed and approved by 31 July 2014 | Policy Unit and Branch Land Redistribution and Development | Use allocated budget | The department is doing consultation on the alignment of different programmes with the virtuous cycle to enforce CRDP collaboration |
| | | 3.2 Review funding model of RADP to address different types of beneficiaries and ownership of assets acquired. | All relevant DDGs and stakeholders | 31 July 2014 | Reviewed funding model by 31 July 2014 | Policy Unit and Branch Land Redistribution and Development | Use allocated budget | The department is doing consultation on the alignment of different programmes with the virtuous cycle to enforce CRDP collaboration |
| 4. Development of guidelines for RADP support to farmers without different Strategic partnership interventions. | M | 4.1 Conducting skills and needs assessment to determine the readiness of beneficiaries to carry out farming activities without a mentor/strategic partner. | DDG: Land Redistribution and Development | 31 July 2014 | Guidelines embedded in the RADP manual aligned with Virtuous cycle by 31 July 2014 | Policy Unit and Branch Land Redistribution and Development | Use allocated budget | The department is doing consultation on the alignment of draft manual in line with virtuous cycle to enforce CRDP collaboration |

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| | | 4.2 Reviewing the allocation of strategic partners in line with the assessment of the farmer and farm needs. | DDG: Land Redistribution and Development | 31 July 2014 | Complete and approved RADP manual aligned with Virtuous cycle by October 2014 | Policy Unit and Branch Land Redistribution and Development | Use allocated budget | The department is doing consultation on the alignment of different programmes with the virtuous cycle to enforce CRDP collaboration |
| 5.The RADP project cycle is not aligned to the farming operations | M | Alignment of RADP with CRDP virtuous cycle reviewed, RADP policy will takes into consideration of seasonality of commodity/the clustering of projects in line with Rural Development Plan report (aligned with Agricultural production timelines) | DDG: Land Redistribution and development | 31 July 2013 | Complete and approved RADP manual aligned with Virtuous cycle by 31 July 2014 | Policy Unit and Branch Land Redistribution and Development | Use allocated budget | The department is doing consultation on the alignment of different programmes with the virtuous cycle to enforce CRDP collaboration |
| 6. RADP spending per project is relatively high, questioning the financial sustainability efficiency of the program. | M | Review funding Model of RADP to address different types of Enterprises in line with sustainability of the projects | DDGs(REID,RI D and LRD) | 31 July 2014 | Reviewed funding model embedded in the manual aligned with Virtuous Cycle by 31 July 2014 | Policy Unit and Branch Land Redistribution and Development | Use allocated budget | The department is doing consultation on the alignment of different programmes with the virtuous cycle to enforce CRDP collaboration |