

PROVINCE OF THE EASTERN CAPE



DEPARTMENT OF RURAL DEVELOPMENT AND AGRARIAN REFORM

PROJECT DEVELOPMENT AND MANAGEMENT POLICY

FOREWORD

The Department is mandated to coordinate rural development in the province and ensuring that the country and the province in particular, is food secured. Food security is seen as a Constitutional Right in South Africa and guarantees its citizens the right to have access to sufficient food and water, and that “the state must by legislation and other measures, within its available resources, avail to progressive realization of the right to sufficient food.” The Department reach or rollout of services is to the farmers and the community through projects that are initiated at ward, municipal, district and head office level. Over the years it has been noticeable that our project implementation approach is not standardised and service centres or Districts are using different approaches in managing and implementing projects. By developing this policy the Department strives to ensure it adopts an integrated and standardised project management approach and service delivery model.

In the development of this policy both internal and external stakeholders were extensively consulted and their inputs integrated into this policy document. The department undertakes to fully discharge its roles and responsibilities in implementing this policy, guided by available resources and other relevant public service and departmental policies to all farmers and rural communities without exception.

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ACRONYMS AND DEFINITIONS

- A PROJECT:** Refers to interventions of the Department that are outcomes based through the achievement of specific outputs that involve direct financial investment by the Department into fixed and movable farm assets and production inputs and employment creation in the fields of livestock and crop production and resources conservation and which focus on specific target beneficiary categories.
- CASP:** Refers to the Comprehensive Agricultural Support Conditional Grant Programme as specified in the respective annual Division of Revenue Bill of South Africa
- DAFF:** Refers to the Department of Agriculture Forestry and Fisheries of South Africa
- ECDRDAR:** Refers to the Eastern Cape Department of Rural Development and Agrarian Reform.
- EPWP:** Refers to the Expanded Public Works Programme Incentive Grant Programme as specified in the respective annual Division of Revenue Bill of South Africa.
- Landcare:** Refers to the Landcare Conditional Grant Programme as specified in the respective annual Division of Revenue Bill of South Africa.
- Letsema:** Refers to the Ililma-Letsema Conditional Grant Programme as specified in the respective annual Division of Revenue Bill of South Africa.
- The Department:** Refers to ECDRDAR.

1. INTRODUCTION

1.1 Background

In the promotion and support of rural development and agrarian reform in the Province, the Department invests into fixed and movable farm assets and production inputs through livestock and crop production interventions. Interventions, such as CASP, Letsema, Landcare, EPWP, are formulated, managed and implemented through a project approach having clear objectives as well as specific budget allocations that requires them to be efficiently and effectively managed. Each intervention is managed in a different way despite all having a similar project cycle. This has resulted in a fragmented service delivery process that contributes to a non-aligned and at times leading to haphazard service delivery processes that contribute to ineffective project management.

1.2 Purpose

The purpose of this policy is for the Department to reach consensus on a standard procedure for effective project development and management that is:

- 1.2.1. Consistent with the regulatory frameworks of respective grant funding; and
- 1.2.2. Eliminates potential misunderstanding by all stakeholders and beneficiaries.

2. OBJECTIVES

- a. To streamline project identification, implementation and management and foster alignment with other Government development programmes;
- b. To facilitate provision of infrastructure and production input support to farmers and rural communities through grant funding.
- c. To enhance levels of efficiencies in production, processing and marketing of products.
- d. To inform interested parties on how the Department extends its services to the public through projects
- e. To provide a guiding document for engagement with the private sector to leverage private sector funding;

3. REGULATORY FRAMEWORK

The following legislations and prescripts will guide the policy:

- a. Conservation of Agricultural Resource Act No 43, 1983

- b. Departmental Policy Speech(s)
- c. Eastern Cape Agriculture Development Act No 8, 1999
- d. ECRFC Act No 9, 1999 with Addendum --2012
- e. PGDP, 2004
- f. Preferential Procurement Framework Act No5, 2000
- g. Sector Plan for South African Agriculture, 2001
- h. Strategic plan for the ECDRDAR 2010/11 -2014/15
- i. Rural Development Bill, 2010
- j. Standard operating procedure for the Comprehensive agricultural Support Programme - 2012

4. PRINCIPLES, VALUES & PHILOSOPHY

- 4.1. In selecting the projects priority will be given to :
 - 4.1.1. Projects that provide the greatest socio-economic return on investment.
 - 4.1.2. Projects that promote environmentally friendly practices of sustainable resource management.
 - 4.1.3. Those projects that optimize the development of skills and capacity of historically disadvantaged persons.
 - 4.1.4. Those projects that optimize the achievement of the vision and mission of the Department.
- 4.2. All projects supported shall go through the Integrated Development Plan processes to minimize duplication.
- 4.3. Project interventions are to be demand-driven based on application by beneficiaries,
- 4.4. All project beneficiaries shall be capacitated as per peculiar need of the project.
- 4.5. The provision of support to rural communities in the Eastern Cape will always have a strong element of social responsibility whilst retaining appropriate elements of accountability and economic advancement.
- 4.6. The Project management practices and procedures shall be based on an evolutionary approach and will be in synchrony with the rate and scope of local agricultural development.
- 4.7. Project implementation and management is just one of the major/key inputs to enhance rural development and agrarian reform, and shall, therefore, be

implemented holistically with existing departmental programmes and other governmental initiatives.

5. SCOPE OF APPLICABILITY

- 5.1. The scope of the policy covers all development interventions of the Department that include direct financial investment into fixed and movable farm assets and production inputs in the fields of livestock, crop production and resource conservation.
- 5.2. Application of this policy will be biased towards previously disadvantaged individuals and entities in the province.
- 5.3. Land users including individuals, associations, cooperatives, trusts and NGO's formed by Eastern Cape citizens are all stakeholders and beneficiaries of this policy.
- 5.4. Government employees including its entities are regarded as key implementers of the policy.

6. IMPLEMENTATION PROCEDURES

The implementation process shall set out a sequence that will inform a standard procedure for project development and implementation.

Project phases are:

- 6.1. **Standard programme framework:** Each programme must have a standard framework reflecting on the objectives outputs and outcomes including qualifying criteria, target beneficiaries and incentives provided under the programme and expected roles from the beneficiaries.
- 6.2. **Programme awareness:** Advertise the programme to sensitize the prospective beneficiaries and stakeholders through local media, farmers/information days and notice boards.
- 6.3. **Participation in the programme:** Each prospective beneficiary shall tender his/her expression of interest through an appropriate application form.
- 6.4. **Data Base:** A central data base shall be established and updated based on applications received.

- 6.5. **Pre-feasibility evaluation:** Conduct initial investigation and confirm information on application form, as an input into the project selection processes.
- 6.6. **Project selection:** Present prospective project applications to established screening committees. These processes include interaction at local, municipal, district, provincial and national levels.
- 6.7. **Pre-selection feedback:** Provide written and signed feedback on applications received and pre-selected.
- 6.8. **Farm/project plan development:** Economic analysis (cost/benefit), Resource analysis (natural and financial) and business plans must be compiled as an input to the final selection of projects.
- 6.9. **Business plan screening and approval:** Plans presented to appointed committee
- 6.10. **Pre-Screening and Approval feedback:** Provide written and signed feedback on applications presented, approved or not approved.
- 6.11. **Draw up specifications:** Craft designs and compile plans and specifications for the approved projects.
- 6.12. **Acquisition and Procurement:** appoint suppliers and or contractors for acquisition and procurement of goods and services.
- 6.13. **Implementation:** Site hand over and delivery of procured service in line with bill of quantities/work schedule/construction.
- 6.14. **Monitoring:** Compile monthly progress report on project implementation.
- 6.15. **Hand-over:** Site inspections in line with work schedule and specifications should be done and contract signed before the project is handed over to the beneficiaries.
- 6.16. **Exit strategy:** Will be crafted based on the approved business plan.

7. ROLES AND RESPONSIBILITIES

The roles and responsibilities are to apply to the relevant project processes set out herein (section 6).

7.1. ECDRDAR

- 7.1.1 Development standard programme framework in line with National grant frameworks taking cognizance of Provincial priorities.
- 7.1.2 Programme/project awareness creation.
- 7.1.3 Processing of applications.
- 7.1.4 Participate in project screening and approval.
- 7.1.5 Conduct feasibility studies, develop farm/project plans and specifications.
- 7.1.6 Coordinate provision of resources (financial, human and physical infrastructure).
- 7.1.7 Facilitate and coordinate implementation of projects.
- 7.1.8 Monitor implementation and evaluate progress and impact.

7.2 Farmers and beneficiaries

- 7.2.1 Farmers must participate in the project screening and approval processes.
- 7.2.2 Assist in the security of project assets and proceeds.
- 7.2.3 Farmers must take ownership of the project and make contribution when necessary.
- 7.2.4 Enter into the required project agreement with the Department
- 7.2.5 Alert the Department of any current or potential matter that may compromise the success of the project and assist in the processes to overcome any such challenge.

7.3 Legal Advisor

- 7.3.1 Assess, evaluate and advise on legal matters relating to projects, including, but not limited to, contract management, land tenure, security of appropriate access and interest of relevant parties.
- 7.3.2 Assist in the development of appropriate legal documentation.

8. RESOURCE IMPLICATIONS

- 8.1. ECDRDAR will facilitate the provision of resources for the approved project.

- 8.2. Both ECDRDAR and the relevant Agricultural / Rural Development related entities shall establish units with appropriate skills (human) for the successful implementation and operation of the projects.

9. MONITORING AND EVALUATION

- 9.1. The Monitoring and Evaluation of Projects is the responsibility of the various service components of the Department as specified in the implementation procedure manual.
- 9.2. The M&E (Monitoring and Evaluation) unit of ECDRDAR at head office level shall develop an M&E tool for the purposes of getting feedback from the beneficiaries and participants to ensure satisfaction in the implementation and operations of the respective project(s).
- 9.3. A programme monitoring and evaluation committee comprised of all relevant stakeholders shall be established to conduct M&E functions guided by the following indicators:

Input indicators	<ul style="list-style-type: none"> a) Establishment of Data base b) Development of project implementation guidelines c) Participation in the IDP's d) Conduct pre-feasibility evaluations of projects e) Development of Business plans f) Applications by beneficiaries for project support g) Training of project beneficiaries and social mobilisation h) Establish partnerships i) Screening committees in place
Output indicators	<ul style="list-style-type: none"> a) Number of farmers who are captured in the data base b) Number of partnerships formed c) Number of suitable and sustainable projects approved and supported.
Outcome indicators	<ul style="list-style-type: none"> a) Improved, standardized and integrated project planning and implementation b) Improved economic emancipation of the beneficiaries in the Eastern Cape c) Poverty and unemployment reduced in the province

10.POLICY REVIEW

This policy shall be assessed in 5 years after its effective date to determine its effectiveness and appropriateness. This policy may be assessed before that time, if required, to reflect substantial organisational changes or any change required by law.

11.RECOMMENDATIONS AND APPROVAL

RECOMMENDED/NOT RECOMMENDED

Comments: *Recommended for effective project management*

[Signature]
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DATE: *28/03/2018*

APPROVED/NOT APPROVED

Comments: _____

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DATE *28/03/2018*