

**THE DEVELOPMENT OF A POST-SETTLEMENT SUPPORT FRAMEWORK FOR  
AGRICULTURAL LAND REFORM PROJECTS IN SOUTH AFRICA**

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Research proposal submitted in partial fulfilment of the requirements for the degree of

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Professor C.M. Adendorff (Supervisor)

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## DECLARATION

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#### **DECLARATION**

I, Ryan Oscar Newborn declare that the entirety of the work contained therein is my own original work. I am the owner of the copyright thereof (unless to the extent explicitly otherwise stated), and I have not previously in its entirety or in part, submitted it for obtaining another qualification.

**SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

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## ABSTRACT

After the fall of the Apartheid regime in 1994, South Africa was presented with a myriad of reform challenges that originated due to a segregational rule. Distribution of land to those who were previously disadvantaged would become and is increasingly becoming a major challenge that the African National Congress (ANC) led government would need to address. Land reform progress and performance has become a key indicator of the African National Congress' ability to govern after more than two decades as the majority party. The African National Congress led Government of South Africa proposed a target to redistribute thirty percent of agricultural land which was owned by the white minority by the year 2014, however as of 2012, only seven percent had been redistributed with an estimated ninety percent of the farms redistributed to black farmers no longer in commercial production (Lund, 2012). Numerous factors have been attributed to land reform failure in South Africa, including but not limited to, settlement support after receiving the land.

Broadly speaking, the processes leading of land reform is categorised into two fundamental categories namely; pre-settlement project fundamentals or criteria and secondly post-settlement support. The lack of or inadequate post-settlement support systems and programs is identified as a major constraint to land reform success. This research effort is aimed at gaining an understanding of what exactly the post-settlement support programs and targeted intervention are and designing an appropriate support framework that aims to reduce land reform failures and ultimately contributing to land reform success, a more inclusive rural economy and a food secure South Africa.

Lumet and Qualm quote Hall in their 2012 research as saying, "Land reform has become heavy on political rhetoric and short on detail." Whilst the ANC led government has ended the 'willing buyer willing seller' policy and is looking to introduce other policies to expedite land reform settlements, a significant void exists in the detail regarding post-settlement support of land reform beneficiaries to ensure success and to maintain the productivity of the reformed farms. This study aims at creating a post-settlement support framework which will add some detail as described as lacking above.

Ten research questions were formulated in which the answers to the questions collectively provide insight into the post-settlement support systems required for enhanced success. The research questions are not all directly related to the post-settlement function, but also speak to other factors that need to be adequately addressed for the post-settlement function to be framed successfully. The literature review aimed at providing a backdrop to the history of land reform policies, the success and failures thereof, but more importantly it sets the scene in which an

efficient post-settlement support framework must prevail. According to the interpretivist paradigm, it is assumed “that social reality is in our minds, and is subjective and multiple” (Collis & Hussey, 2009). Social reality is therefore affected by the act of investigating it. The research involves an inductive process with a view to providing an interpretive understanding of social phenomena within a particular context” (Collis & Hussey, 2009). The research effort uses an exploratory case study method. This selected method was the best approach to use to achieve the research objectives, to answer the research questions, and to test the listed propositions.

The purposeful sampling unit in this study refers to land reform projects which have been in existence for five years or longer since settlement. These black emerging farmers or farmer groups are beneficiaries of the South African governments’ land reform programme and they are therefore also beneficiaries of the post-settlement support functions. Purposeful sampling involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest while Spradley (1979) notes the importance of availability and willingness to participate, and the ability to communicate experiences and opinions in an articulate, expressive and reflective manner.

To ensure the validity of the research study, rich data that fully covered the field was obtained through detailed and varied interviews. The voice recordings of the interviews were then independently transcribed and the forty questions on the semi-structured questionnaire allocated to the research questions and propositions which they cover. A comparison was made of each of the interview question’s results between the embedded units of analysis. The positive correlations observed between the independent variables and the dependent variables were analysed.

The research effort succeeded in providing valuable insight into better understanding land reform in South Africa. It is common cause that land reform failure in South Africa can destabilise the entire economy and it is imperative that the government and role players get it right. The fact that the answers of interviewed respondents are aligned with each other and with that of the literature review is insightful. The challenges are not new challenges and the needs of the beneficiaries are aligned with each other which speaks to a government which is not realigning itself with the gaps it so drastically needs to fill. Lumet and Qualm quote Hall in their 2012 research as saying, “Land reform has become heavy on political rhetoric and short on detail.” It appears that the situation has remained the same up until 2017. Hopefully, this research provides insight into the detail so that better improved policies and frameworks can lead to the ideological “Better life for all”.

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## **ACRONYMS AND ABBREVIATIONS**

ANC	African National Congress
CASP	Comprehensive Agricultural Support Programme
DAFF	Department of Agriculture, Forestry and Fisheries
DLA	Department of Land Affairs
DRDLR	Department for Rural Development and Land Reform
FAO	United Nations Food and Agriculture Organisation
IQ	Interview Questions
LARP	Land and Agrarian Reform Project
LRAD	Land Redistribution for Agricultural Development
NDP	National Development Plan
OABS	Optimal Agricultural Business Systems
PALS	Partners in Agri Land Solutions
PLAS	Proactive Land Acquisition Strategy
RADP	Reconstruction and Development Programme
RECAP	Recapitalisation and Agricultural Support Programme
RO	Research Objectives
RQ	Research Questions
SADC	Southern African Development Community
SAMIL	South African Mohair Industries Limited
SLAG	Settlement and Land Acquisition Grant

## **CHAPTER 1: PURPOSE AND OBJECTIVES**

### **1.1 Introduction**

After the fall of the Apartheid regime in 1994, South Africa was presented with a myriad of reform challenges that originated due to segregational rule. Distribution of land to those who were previously disadvantaged would become and is increasingly becoming a major challenge that the African National Congress (ANC) led government needs to address. Land reform progress and performance has become a key indicator of the African National Congress' ability to govern after more than two decades as the majority party. In 1994, the African National Congress led Government of South Africa proposed a target to redistribute thirty percent of agricultural land which was owned by the white minority by the year 2014. However, as of 2012, only seven percent had been redistributed with an estimated ninety percent of the farms redistributed to black farmers no longer in commercial production (Lund, 2012).

Various factors have been attributed to land reform failure in South Africa, including but not limited to, settlement support after receiving the land. Broadly speaking, the factors leading to land reform success are categorised into two fundamental categories namely; pre-settlement project fundamentals or criteria and secondly post-settlement support. The lack of or inadequate post-settlement support systems and programs is identified as a major constraint to land reform success. This research effort is aimed at gaining an understanding of what exactly the post-settlement support programs and targeted interventions' objectives are and designing an appropriate support framework which aims to reduce land reform failures, contribute to land reform success, a more inclusive rural economy and ultimately a food secure South Africa.

The research effort aims to investigate topics such as factors leading to post-settlement land reform failure, extension failure and critical success factors of land reform success will also be addressed.

### **1.2 Background to the study**

Qalam and Lumet (2012) state in their research that the failure of the agrarian reform policies of the African National Congress (ANC) since the fall of apartheid in the early nineties has exposed the movement's failure to solve the land question in South Africa. South Africa's land reform promise stems from the ANC's 1955 Freedom charter (Potenza & Resha, 2005). The freedom charter is the movement's ultimate statement of principles which it used to successfully overthrow the apartheid regime. The ANC policy states that "all the land (would

be) divided amongst those who work it to banish famine and land hunger” and that “the state shall help the peasants with implements, seed, tractors and dams to save the soil and assist the tillers”, and that the rural masses would be entitled to “the right to occupy land wherever they choose”.

After the first inclusive general election in 1994, the African National Congress (ANC) made a promise to the broader society of South Africa to implement large-scale redistribution of land and to reverse the legacy of the apartheid regime. The new regime developed a policy framework through a consultative process with its traditional alliance partners which it called the reconstruction and development programme (RDP). This policy framework was the first application of guidelines under which agricultural land reform was to take place.

The new policy contained three broad outlines and focus areas, namely:

- improving land tenure rights for the poor;
- restitution of land to those who could prove that their families were dispossessed of their land during segregational rule; and
- the redistribution of thirty percent of the agriculturally productive land in South Africa to previously disadvantaged communities and citizens.

The implementation horizon for the above three focus areas was to be before the year 2000, however, a decade after that deadline not one of the above was realised and an estimated ninety percent of redistributed farms are no longer in production.

Lumet and Qalam quote Hall in their 2012 research as saying, “Land reform has become heavy on political rhetoric and short on detail.” Whilst the ANC led government has ended the “willing buyer willing seller’ policy and is looking to introduce other policies to fast-track land reform settlements. A significant void exists in the detail regarding post-settlement support of land reform beneficiaries to ensure success and to maintain productivity of the reformed farms. This study aims at creating a post-settlement support framework which will add some detail as described as lacking above.

### **1.3 Preliminary literature overview**

A literature review will be compiled to support the definition of land reform in South Africa, the drivers behind and the policies employed to implement the reforms, the impacts on food security and lessons learned by other countries who have embarked on a similar path. The literature review will specifically look to unpack land reform failure, identifying factors that support land reform success from both a pre-settlement and post-settlement point of view and then look at the failures of the policies with regards to implementation and post-settlement

support to beneficiaries of the policy implementation. Lastly, the section provides the base for the research gap which this research proposal attempts to address.

In 1994, an estimated 85.8 million hectares were owned by white farmers equating to eighty six percent of rural land. Approximately half of the black South African population equating to approximately fifteen million people were confined to living on approximately 14 million hectares known as the traditional “homelands” (Mkodzongi & Rusenga, 2016). Mkodzongi and Rusenga (2016) go on to say that by 2014 only 4 million hectares had been redistributed. Whilst the rate of transfer of land falls short of the set objectives, the failure to maintain commercial production on redistributed land is a significant cause for concern.

In South Africa, over 15 million people receive social grants due to unemployment which results in a significant portion of the population not having enough to access to nutritious food (Amusan & Kgotleng, 2015). It is of utmost importance that agricultural productive land, which is transferred to previously disadvantaged communities and/or farmers, remains productive and continues to contribute to South Africa’s food secure status. For land reform in South Africa to be considered effective, the quality of life of its beneficiaries needs to improve considerably and the acquired land must be utilised to its attained potential to further reduce food security risk (Qalam & Lumet, 2012).

Research conducted on behalf of the Western Cape Department of Agriculture to establish the reason for both the successes and failures states that limited or no mentorship and support is a major contributing factor to land reform project failure (University of Stellenbosch, 2014). Research conducted by the Business Enterprises Faculty at the University of Pretoria (University of Pretoria, 2015) states the lack of post-settlement support is a barrier to success in a comprehensive evaluation of the Comprehensive Agricultural Support Programme (CASP) and the Recapitalisation and Agricultural Support Programme (RECAP) instituted by the National Government in 2010 (Qalam & Lumet, 2012).

Binswanger-Mkhize (2014) identified the lack of or late arrival of post-settlement support as a significant contributor to land reform program failures around the world. In South Africa, the post-settlement function is mandated to the Provincial Departments of Agriculture, whilst the acquisition of land is a function of the National Department of Rural Development and Land Reform. Binswanger-Mkhize (2014) further states that it is therefore not astonishing that a disjoint can occur between the relevant departments and as such, poor post-settlement support be attributed to significantly undermining the goal of creating successful reform projects. Various support mechanisms have been created by government to try and remedy the situation, however, these have not entirely solved the complex support system that is

required. Many land reform projects are still identifying the lack of post-settlement support as a concern.

In his research, Van Der Elst (2007) states that Land Reform beneficiaries list the following barriers to success within their agricultural businesses and as such speak directly to an inadequate post-settlement support function.

- Incapacity and skills development services
- Lack of involvement of mentors / strategic partnerships
- Lack of land ownership and thus the inability to provide guarantees to access production funding
- Separation of support from settlement
- Not focused on whole farm planning
- Agricultural supply inputs often arrive late
- Inadequate involvement of a strategic partner or mentor
- Inadequate marketing support and market access
- Inadequate financial record keeping processes and assistance to projects
- Support systems exist in “silos” from various governmental departments
- Poor monitoring and evaluation of business plan implementation
- The distribution of land as focus of the land reform programme
- A lack of coordination and cooperation during the facilitation of post-settlement

The Van Der Elst (2007) research falls short of describing a conceptual post-settlement support framework of the required management arrangements.

In his research Masoka (2014) investigated and unpacked the fundamental issues related to the support rendered by the Provincial Department of Agriculture in Mpumalanga as well as the impact of specific support influences of the programmes. Masoka (2014) makes recommendations on what could be done to enhance post-settlement support while contributing towards achieving the objective of sustainable and inclusive rural development but again falls short of proposing a post-settlement support framework.

Hall, Jacobs and Lahiff (2003) research titled “Evaluating land and agrarian reform in South Africa” speaks to the broader research agenda of addressing the difficulties of land and agrarian reform in the Southern African Development Community (SADC). Whilst the paper discusses the need to establish institutional policies that are supportive of people-centered

land reform as a possible solution to land reform failures, little is provided as to what the institutional framework should provide.

In his research titled “Two decades of land reform in South Africa: Insights from an agricultural economics perspective” Lyne (2012) describes and elaborates on the challenges pertaining to policy implementation. Lyne makes suggestions for both functional and formal reforms to address the shortfalls in the implementation of policies and procedures. The purpose of Lyne (2012) research was to maximise land use potential, however, no conceptual framework with regards to the actual post-settlement support was tendered.

In his research Binswanger-Mkhize (2014) evaluates the successes of rural employment, demand for land and subsequent changes in agricultural output. He furthermore concludes that the failure of South Africa’s Land Reform efforts can be ascribed to “the late arrival or poor quality of post-settlement support and adjacent capacity problems within the civil service. Binswanger-Mkhize (2014) also argues that land reform policy needs fundamental change in strategy and application which will allow the relevant departments to focus on the sustainability of projects and thereby relieving the internal capacity constraints.

#### **1.4 Problem statement**

Considering the above, the need for research into the area of post-settlement support structures is evident. The problem statement is thus to explore the extent and impact of post-settlement support structures and to develop a proposed framework which can contribute to improved land reform success.

In their “Land Reform Policy Discussion Document”, the ANC (African National Congress, 2012) accepts that the agricultural efficiency of land reform has been curtailed by several contributing factors which include uncoordinated and inadequate support structures and implementation. Poor agricultural efficiency has limited the land reform programme from achieving its objectives and has resulted in only marginal economic benefits. The policy document also states that interdepartmental programme integration has been inadequate (African National Congress, 2012).

As successful land reform is critical to South Africa’s economic and political stability, a considerable amount of research has been concluded and is available on the subject. The research addresses the drivers of land reform, the slow progress of land reform in South Africa, the challenges land reform faces as well as the South African government’s failure to reach its land reform targets. The studies furthermore give evidence of the lack of or



inadequate post-settlement support, however few, if any, offer solutions as to a possible and adequate post-settlement support framework which will advance land reform success.

The definition of post-settlement support refers directly to the state's responsibility in aiding land reform beneficiaries after receiving the land in any of the policy frameworks be it restitution, redistribution or as rental from the state. The support includes extension assistance, training and skills transfer, capacity building, financing in terms of loans and grants, infrastructural development and market access facilitation. Van Der Elst (2007) points out that "the assistance must be planned and provided in a sustainable way". Lahiff (2007) states that beneficiaries must be empowered to utilise land to such an extent that poverty is reduced and their livelihoods become and remain sustainable in a medium to long-term period. Restoring land ownership without additional complementary support services is meaningless. An integrated framework must be set in place according to the respective farmer's needs for land reform to contribute to sustainable and ongoing livelihood development.

Against this background, the envisaged research aims to unpack the key challenges and success factors relating to the post-settlement support programme and develop a conceptual framework to enhance this critical support function.

## **1.5 Research Objectives / Objectives of The Study**

### **1.5.1 Primary Objective**

By 2014, approximately four million hectares of agricultural land had been redistributed to previously disadvantaged individuals. This falls very short of the Government set target of thirty percent or twenty-five million hectares as outlined in the original RDP framework. In 2014, it was also estimated that approximately ninety percent of the redistributed land was no longer in commercial production. Numerous factors have been attributed to land reform failure in South Africa including, but not limited, to post-settlement support systems. Based on the above the primary objective of this study is articulated as follows:

- **RO1:** To develop a Post-settlement Support Framework for Agricultural Land Reform projects which will contribute to project success and ultimately the government's objectives of successful land reform in South Africa.

### **1.5.2 Secondary Research Objectives**

The primary objective of this study is further articulated through the formulation of the following secondary research objectives:

- **RO2:** To conduct a literature review on the history of land ownership in South Africa, the advent of land reform in South Africa, the land reform implementation policies and mechanisms to date.
- **RO3:** To conduct a literature review and gain an understanding of land reform impact on food security in South Africa.
- **RO4:** To conduct a literature review and gain an understanding of emerging farmer needs.
- **RO5:** To conduct a literature review on the commercialisation process of emerging farmers.
- **RO6:** To conduct a literature review and gain an understanding on global patterns of land reform.
- **RO7:** To conduct a literature review on the post-settlement support frameworks to date.
- **RO8:** To conduct a literature review on success and failures in land reform to date.
- **RO9:** To identify the key factors (propositions) that impact the post-settlement support function.
- **RO10:** To select an appropriate research methodology and research methods for the study.
- **RO11:** To develop an interview guide and select a sample of land reform projects to interview.
- **RO12:** To collect data through interviews and analyse the data.
- **RO13:** To provide specific conclusions and recommendations based on the findings.

The above-mentioned objectives will be achieved through the following steps:

- Literature reviews
- Developing a theoretical framework
- Development of a structured questionnaire to be used in interviews
- Selecting a sample
- Conducting and recording interviews
- Transcribing interview recordings
- Data analysis
- Recording the results
- Interpreting the results and drawing conclusions

## **1.6 The Research Questions**

Ten research questions are formulated which, when answered, will collectively give insight into the post-settlement support systems required for enhanced success. The research

questions are not all directly related to the post-settlement function but also align to other factors that need to be adequately addressed for the post-settlement function to be framed successfully. The research questions are presented below:

**RQ1:** How is beneficiary profiling done, how should it be done and what is the impact on post-settlement support if not done properly?

**RQ2:** Is adequate funding available to successfully implement land reform?

**RQ3:** Is the Agricultural Public Sector adequately skilled and supported to implement land reform successfully?

**RQ4:** How do the institutional arrangements and corporate structures impact post-settlement support?

**RQ5:** Who are the strategic role-players and stakeholders that should be involved in land reform and what role should private sector mentors play in post-settlement support?

**RQ6:** How does the institutional ownership amongst project beneficiaries impact post-settlement support?

**RQ7:** What should the land reform ownership policy look like and how does ownership influence the post-settlement support function?

**RQ8:** What critical factors must be considered when designing and implementing a post-settlement monitoring and evaluation framework?

**RQ9:** What should the post-settlement policy development and implementation framework from government look like?

**RQ10:** What critical factors must be considered when designing and implementing a training and skills development program for land reform beneficiaries?

## **1.7 Research Design and Methodology**

The research effort will use an explanatory case study method. This selected method was the best approach to use to achieve the research objectives, to answer the research questions, and to test the listed propositions.

### **1.7.1 Qualitative Research Approach**

Given the nature of the problem statement and the research objectives in question, an interpretivism research paradigm is proposed. According to the interpretivist paradigm, it is assumed “that social reality is in our minds, and is subjective and multiple” (Collis & Hussey, 2009). ” Social reality is therefore affected by the act of investigating it. The research involves an inductive process with a view to providing an interpretive understanding of social phenomena within a particular context” (Collis & Hussey, 2009). It is against this backdrop that in the present study the research approach will be of an interpretivism perspective to gain an understanding of the post-settlement support framework and to investigate the factors leading to its perceived success. As a qualitative approach was followed, the research approach aims to describe and interpret the shared and learned patterns of successful post-settlement support and the factors leading to its success in the South African context.

### **1.7.2 Sampling Design**

Sampling involves the selection of elements from a target population (Babbie & Mouton, 2001). A sample can be described as a subset of a population or a group of participants carefully selected to represent the population or the main interest of the study (Collis & Hussey, 2009). The main aim of sampling is to produce a representative selection of the population element (Babbie & Mouton, 2001). In this regard, Babbie and Mouton (2001) also suggested that the sample must portray the same or similar characteristics or variations thereof as that of the population. The sampling unit in this study refers to land reform projects which have been in existence for five years or longer since settlement. These black emerging farmers or farmer groups are beneficiaries of the South African government’s land reform programme and thus also beneficiaries of the current post-settlement support functions. The sampling method associated with this study is referred to as purposeful sampling. Palinkas et al.(2015) state that purposeful sampling is a technique widely used in qualitative research for the identification and selection of information-rich cases for the most effective use of the limited resources. This is based on the work of Patton (1990). Creswell, Klassen, Clark and Smith (2011) state that purposeful sampling involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest. Spradley (1979) notes the importance of availability and willingness to participate, and the ability to communicate experiences and opinions in an articulate, expressive, and reflective manner.

### **1.7.3 Data Collection**

Concepts which lead to post-settlement support success will be identified from the literature, with the objective of developing a structured questionnaire to be used in interviews. The survey technique to collect the raw data will therefore be based on interviews with a representative sample of individuals using the structured questionnaire guide. The interview guide will assist the interviewer in asking specific questions and receiving commentary on specific statements regarding the post-settlement support structures. The Department of Agriculture's database of land reform projects will be used to identify projects to be interviewed and further interviewees identified as the snowball sampling method presents. Interviews will be recorded using a tape recorder and the respondent will be informed as such before the interview commences. The use of a tape recorder for this type of interviewing presents the following benefits to both the interviewer and interviewee:

- The researcher can listen carefully to the responses and formulate responses based on the question at hand without needing to capture the data either by hand or electronically during the interview.
- The data can be analysed repeatedly during the analysis phase to make the correct and accurate inferences.

The data collection and analysis process is guided by strict ethical practices which prioritises the protection of participants to possible or anticipated harms, respects confidentiality and intellectual capacity. It is essential that respondents feel comfortable with providing information accurately without fear of recourse and therefore care will be taken to maintain the strictest ethics and research principles.

### **1.7.4 Data Analysis**

The recorded interviews will be analysed using the conversation analysis and narrative analysis techniques. Conversation analysis is a technique during which the researcher studies respondent's answers and interaction from the recordings of the interviews with the aim of identifying themes, structures and language in speech. Conversation analysis adopts an inductive methodology, reasoning from the particular to the general, being interested in the sequential interaction of the conversation. (de Ruiter & Albert, 2017).

### **1.7.5 Reporting**

The results of the analysis will be reported through the development of a theoretical framework. The process of theoretical framework building research can be divided into three

phases namely: data collection, data analysis and the inference of new hypotheses (Kohlbacher, 2000).

Conclusions can be drawn from the data analysis. The result of the research approach is the development of an unproven framework which is formulated against the propositions identified in the literature review and then further developed using the interpretivist paradigm and interviews. It is essential to understand that the framework is not a theory that has been tested or validated through an imperial study which leads to a degree of certainty about the validity thereof. The theoretical framework presented can be further tested through a positivistic analysis, however, that falls outside the scope of this research.

### **1.8 Secondary Research**

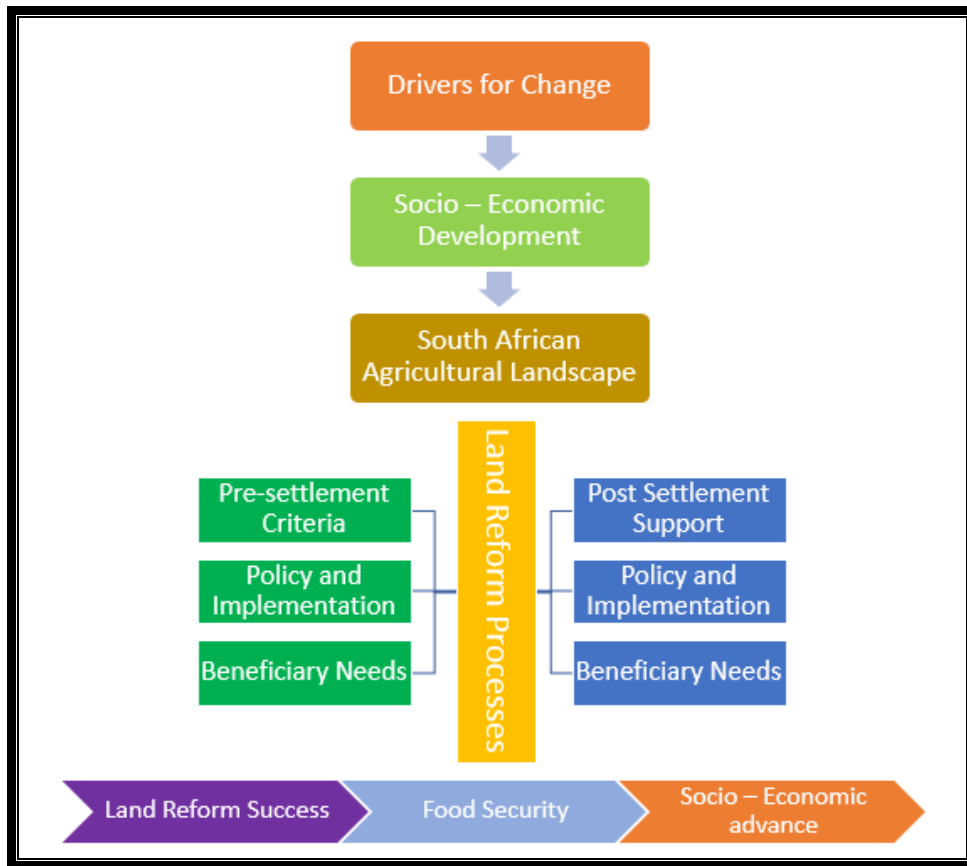
The comprehensive literature review will provide insight into as many factors as possible that influence the success of land reform in general, these factors are then further reviewed to determine those which fall under the auspices of the post-settlement support function. As post-settlement support does not function in isolation and as all the factors identified have the potential to impact the post-settlement function, it is critical to include them in the literature review and research questions. The literature review will include searches of the international and national university databases, private publications and reports on the broader topic.

### **1.9 Primary Research**

The primary research will be used to build on the literature review and propose a theoretical framework identifying the contributing factors to a successful post-settlement support framework. The case study analysis then augments the development of the theoretical framework.

### **1.10 Broad Theoretical Land Reform Framework**

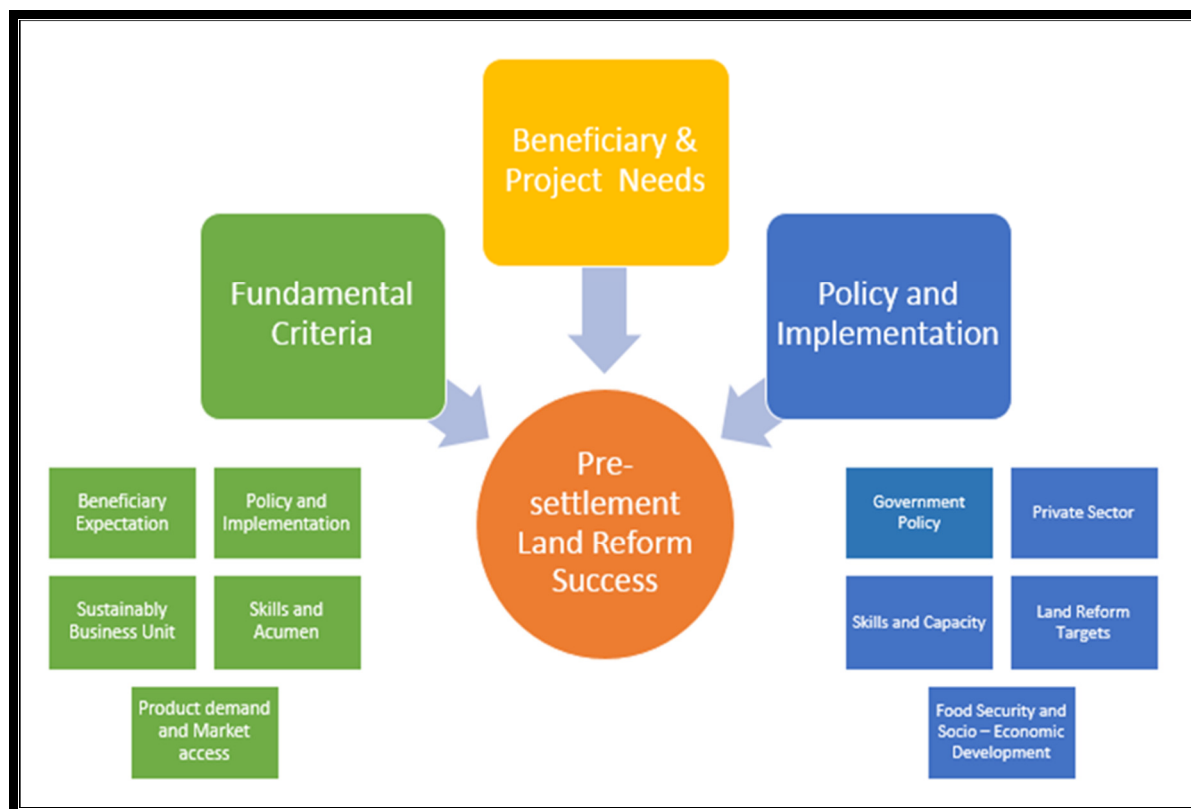
The initial literature study revealed several drivers and variables influencing the efficiency of the land reform objective in South Africa (see Figure 1). Based on these drivers and variables the following theoretical broad framework is presented for land reform in general in South Africa.



**Figure 1: Drivers and variables leading to land reform success in South Africa**

Based on the figure above it is clear that successful land reform is dependent on the successful implementation of two broad functions, i.e. pre-settlement criteria and post-settlement criteria. In both functions, needs of the beneficiary, the policy and implementation thereof are critical to the successful mitigation of the risk factors which could lead to land reform failure, food security failure and ultimately the failure of socio-economic advance of the black majority. Figure 1 depicts the dependent variable identified in the overall land reform success as the perceived success of the land reform objective in South Africa. Figure 1 makes it clear that the post-settlement support function is only one function of the land reform process. Other contributing factors such as pre-settlement criteria, beneficiary needs and policy implications can also impact land reform success in general.

## 1.11 Pre-Settlement Land Reform



**Figure 2: Pre - Settlement Land Reform Functions**

### 1.11.1 Definition of Key Concepts relevant to Land Reform Pre-Settlement

The following concepts are defined as they are used in this study.

#### **Beneficiary needs**

*Beneficiary needs* are the actual project needs to be addressed by post-settlement support to the land reform project to be sustainable and successful.

#### **Policy implications**

*Policy Implications* refers to government or state policy designed to enable land reform success and the implications of such policy on project success or failure.

#### **Beneficiary Expectation**

*Beneficiary expectation* refers to the expectations that beneficiaries have of the project's ability to create socio-economic benefits to themselves.



### **Sustainable Business Unit**

*Sustainable business unit* refers to the size of the actual land being redistributed and the inherent feasibility thereof to provide sustainable economic development to the beneficiaries.

### **Political Meddling**

*Political Meddling* refers to interference with the land reform process to garner political support of whatever nature.

### **Optimal Resource utilisation**

Agriculture is largely about converting natural resources into saleable products. *Optimal resource utilisation* refers to the optimum conversion rate which generates economic returns.

### **Product demand and Market access**

*Product demand and Market access* refer to the demand for the specific product being produced and the ability of the project to access the market from a supply and compliance point of view.

### **Business acumen**

*Business acumen* refers to the business skillset and application of the business skillset to successfully manage the business.

### **Technical expertise**

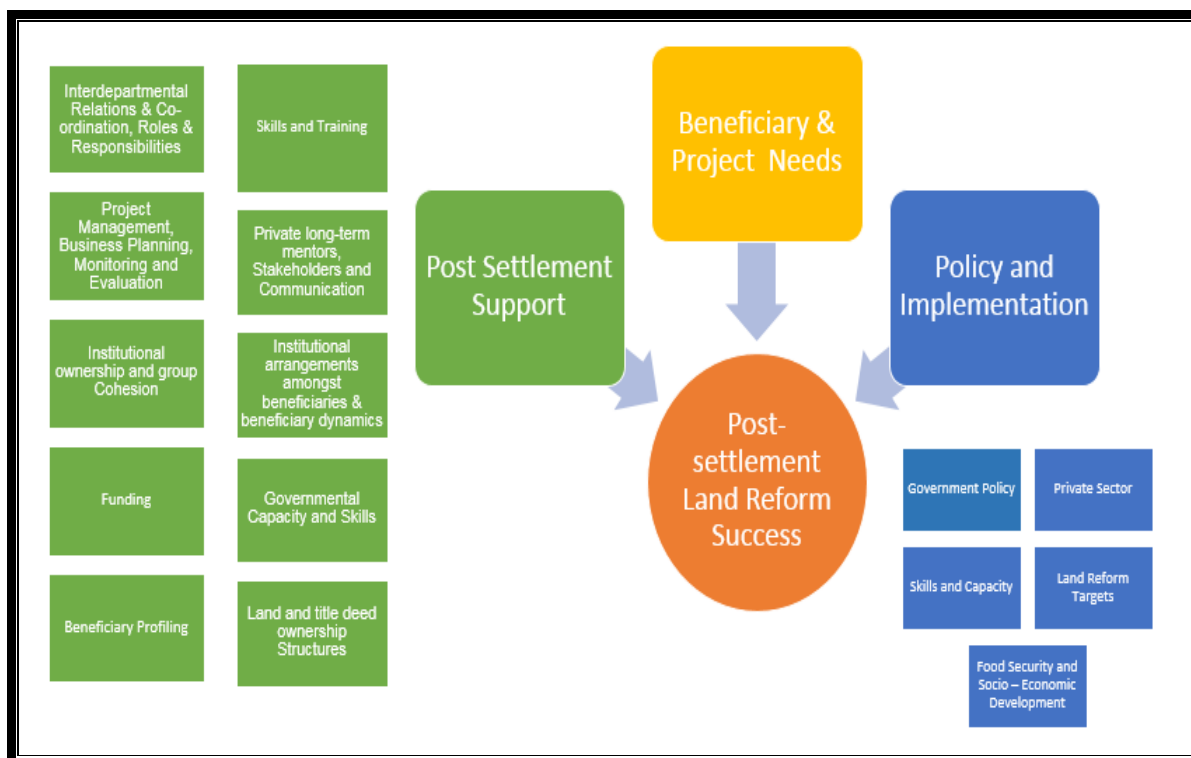
*Technical expertise* refers to the technical skillset and the application thereof to successfully manage the technical agricultural production.

### **Marketing expertise**

*Marketing expertise* refers to the marketing skillset and application thereof to successfully market the business products.

## **1.12 Post - Settlement Land Reform Support**

Various factors contribute to post-settlement land reform support and are depicted in the following figure:



**Figure 3: Post-settlement Land Reform Success Model**

### 1.12.1 Definition of Key Concepts relevant to Land Reform Post-settlement Support

#### **Beneficiary Profiling**

For this study, *beneficiary profiling* is defined as the process and selection criteria used when selecting land reform beneficiaries.

#### **Funding**

For this study, *funding* is defined as grant or loan funding awarded to the land reform projects after settlement has taken place to recapitalise the production environment as most beneficiaries do not possess sufficient own funding resources.

#### **Governmental Capacity and Skills**

For this study, *Government Capacity and Skills* is defined as the skillsets and resources of the South African government to effectively manage the land reform process in South Africa.

### **Institutional Arrangements, beneficiary dynamics and awareness amongst beneficiaries**

For this study, *Institutional Arrangements, beneficiary dynamics and awareness amongst beneficiaries* is defined as the social and business organisation of the beneficiaries and the social dynamics that exist between them.

### **Private long-term mentors, private stakeholders and external communication**

In this study, *private long-term mentors, private stakeholders and external communication* is defined as the engagement and communication with private agribusiness and commodity organisations to provide mentorship and guidance.

### **Institutional ownership and Group Cohesion**

For this study, *Institutional ownership and Group Cohesion* is defined as the educational ability of the beneficiary group to take responsibility for the agricultural production value of the land and work towards a common vision.

### **Ownership Structures**

For this study, *Ownership Structures* is defined as the land ownership policy applied during the settlement process i.e. projects settled during the LRAD policy phase received ownership and thus title to the land, however during the PLAS policy phase land is owned by the State and leased to the beneficiary entity.

### **Project Management, Business Planning, Monitoring and Evaluation**

For this study, *Project Management, Business Planning, Monitoring and Evaluation* is defined as ability of external stakeholders (both private and public) to plan, implement, monitor and evaluate progress of the land reform projects on ground level.

### **Interdepartmental Relations, Co-ordination, Roles & Responsibilities**

For this study, *Interdepartmental Relations, Co-ordination, Roles & Responsibilities* is defined as the ability of the two major implementation governmental departments (Department of Agriculture, Forestry and Fisheries & Department of Rural Development and Land Reform) to organise, co-ordinate and manage the roles and responsibilities of each effectively.

### **Skills and Training**

For this study, *Skills and Training* is defined as the educational upliftment of the land reform beneficiaries through the development and provision of sustainable educational programmes and initiatives, tailored to their respective requirements.

### **1.13 Scope of the Study**

According to latest estimates by the Department of Rural Development, there are more than 1 600 land reform projects in South Africa which vary in age, status and which fall under various policy frameworks under which they were implemented. This study evaluates six land reform projects all of which have been active for more than five years and have commercial farmer aspirations. It is essential that the projects have considerable experience of the post-settlement support function applied in South Africa to be able to make accurate assessments.

### **1.14 Contribution of the Study**

The secondary research and case study primary research will contribute useful information to develop relevant theory. Broadly speaking, the case study research provides methods to examine organisational processes over time, examining the interplay of post-settlement support interventions within the land reform context and strategy. It is expected that the study will contribute to a better understanding of the provision of the post-settlement support function to land reform projects in South Africa. It is expected that the post-settlement support framework can be used by both the private and public sector to devise policies which will contribute to land reform success and thus achieving the objectives of the National Development Plan of South Africa.

### **1.15 Structure of the Research**

**Chapter One** introduces the reader to the selected topic. It contains the initial literature review and sections of the research proposed which is designed to investigate and develop a post-settlement support framework based on the case studies of the selected projects which is the central objective of this research. This chapter will begin to discuss the origin of land reform in South Africa, the success or failure thereof, the challenges faced by land reform in South Africa, followed by the research objectives as well as the research questions. Chapter One further builds on the research methodology employed in the research which will be used as the basis to develop the proposed framework.

**Chapter Two** presents an in-depth literature review of the land reform process in South Africa to date, including the various policy frameworks employed by government to achieve the land reform objective. Chapter Two further discusses the challenges of land reform projects in South Africa. It must be understood that the post-settlement support function and subsequent

framework is but one contributing factor to the land reform objective. It is thus necessary to include land reform as a whole in the literature review and then focus on the specific function of post-settlement support within the broader context of land reform. The literature review thus attempts to develop the basis on which the case study research interviews will be conducted. The modus operandi of this chapter will therefore be to establish what the key factors are affecting successful post-settlement support and the successful management and implementation thereof.

**Chapter Three** will outline the interview process. The chapter will include the research instrument employed which is derived on the outputs of Chapter Two.

**Chapter Four** will concentrate on the key variables within the post-settlement support framework. The chapter will discuss the results of this research, with a specific focus on the variables and the framework in which they need to be addressed.

**Chapter Five** will conclude the study, and will contain a set of contextually-aligned set of practical recommendations to inform policy on the implementation of a more efficient post-settlement support framework for land reform in South Africa.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Introduction**

Land Reform in South Africa has become a central theme on the South African political landscape post-apartheid. The reversal of systemic inequalities triggered by colonisation and the subsequent apartheid regime is key to a prosperous South Africa. South Africa faces large-scale unemployment and poverty and as such the ANC government has spearheaded land reform policy to not only right the wrongs of the past, but also attempt to create welfare from South Africa's agricultural land for its people. The literature review aims at providing a backdrop to the history of land reform policies as well as the success and failures thereof. More importantly, the literature review sets the scene in which an efficient post-settlement support framework must prevail which will ultimately contribute to a more successful land reform programme in South Africa. The chapter also gives substance to the impacts of successful land reform on important socio-economic issues such as food security, sustainable economic development and sustainable agriculture. The literature review will furthermore provide insight into the post-settlement support scenario which is seemingly failing and thus provides the basis for the research and development of an efficient post-settlement support framework which is aligned with the programme's objectives of creating sustainable wealth from South Africa's agricultural land resource for its people.

### **2.2 Historical Background of Land Ownership in South Africa**

Jan Van Riebeeck arrived in South Africa amongst a party of Dutch settlers and as such is accredited with the beginning of colonialism in South Africa where after land is reported to have been expropriated from the indigenous and native people of South Africa. The British occupied the Cape from 1795 to 1910 and subsequently annexed present day KwaZulu Natal as a British colony in 1843. It is reported that during this time the white settlers acquired vast tracts of land through acts of bartering and in some cases violent encounters after the European settlers first encountered the Khoisan people. It is believed that the segregation of land ownership started around 1658 when the indigenous people were instructed to move from the area west of the Salt and Liesbeek rivers in modern day Cape Town (Rungasamy, 2011).

In her research, Rungasamy (2011) states that after gold and diamonds were discovered in South Africa around the mid to late 1800s, the scramble for land increased significantly, largely driven by the greed for precious metals. The indigenous people of South Africa were forced into becoming mine workers and farm labourers as they were seen as a source of cheap labour. Rungasamy (2011) goes on to say that the migration of labour as a result of

the above economic activities resulted in reserves being established and legislation and laws that restricted land ownership of Africans / Natives promulgated which included the Native Locations Act of 1879 (Cape of Good Hope, 1887), the 1894 Glen Grey Act (Rhodes, 1894) and the Squatter Laws Act 21 of 1895 (British Institute of International and Comparative Law, 1915).

The Native Land Act which was promulgated in 1913 is considered the major legislation which suppressed the African people in terms of land ownership and remained the fundamental cornerstone of apartheid until regime change in the early 1990s. Large-scale poverty in South Africa is to some extent attributed to the lack of access to land for household food production (Rungasamy, 2011). The Native Laws Amendment Act of 1937 further prohibited black people from buying land in urban areas. According to Rungasamy (2011), this law led to the displacement of an estimated 3.5 million people to the traditional homelands and townships.

The National Party came into power in 1948 and introduced laws which not only affected black people but also all other ethnic groups which were considered non-white. The National Party introduced the system of Apartheid, loosely translated from Afrikaans meaning “apartness”. The system not only forced separate development but also unequal development. Rungasamy (2011) states in her research that the 1966 Group Areas Act was the cause of the imbalance in land distribution as its provision provided for 102 million hectares of land to approximately 55 000 commercial white farmers while 11.2 million people were restricted to 17 million hectares of land in the predominantly traditional homelands.

Decades of separate livelihood development resulted in overcrowded reserves, poverty, large-scale unemployment and insecurity of land tenure. At the fall of apartheid in the early 1990s it was estimated that eighty seven percent of land in South Africa was owned by white people with the remaining thirteen percent being occupied by black people. The land question in South Africa has a long history racial discrimination and the correcting thereof became a cornerstone of the ANC's pre-and post-election promises.

### **2.3 Advent of Land Reform in SA**

The ANC has long based its policy on the Freedom Charter (Potenza & Resha, 2005) which was articulated in 1950. The document prescribes that the land shall be shared amongst those who work it and as a result, the reform and the redistribution thereof became a key policy driver at the fall of the apartheid government regime and the advent of the new South Africa (circa 1990). The abolishment of all racial restrictions with regards to land ownership and the use thereof by all racial components of the South African population became a key priority. These political drivers resulted in a series of land reform legislation and policies that would right the wrongs of the past.

Land ownership issues became a central and integral part of the overall negotiations towards a democratic South Africa and remain as such to this day. In the constitutional negotiations, the ANC put forward a series of policy proposals regarding the restitution and redistribution of land in South Africa. Shortly after becoming President of the Republic of South Africa in 1994, Mr. Nelson Mandela put into motion what he termed “the process of dismantling apartheid and transforming South Africa into a democratic, non-racial and non-sexist society”. This process became the cornerstone of the land reform implementation policies and mechanisms employed to date.

## **2.4 Land Reform Implementation Policy & Mechanisms**

The land redistribution programme referred to in section 25(5) of the constitution of South Africa (Republic of South Africa, 1996) states that the state must take reasonable legislative and other measures within its available resources to foster conditions which enable citizens to gain access to land on an equitable basis. The specific objective and approach of the redistribution programme are set out in the White Paper on South African Land Policy (Department of Land Affairs, 1997) as follows: the purpose of the land redistribution programme is to provide the poor with access to land for residential and productive uses, to improve their income and quality of life. The programme aims to assist the poor, labour tenants, farm workers, women, as well as emergent farmers. Redistributive land reform will be largely based on willing-buyer willing-seller arrangements. The Government will assist in the purchase of land, but will in general not be the buyer or owner, it will make land acquisition grants available and will support and finance the required planning process (Department of Land Affairs, 1997).

### **2.4.1 Settlement and Land Acquisition Grant**

During the period 1995 to 1999 the government introduced a policy framework which they termed the Settlement and Land Acquisition Grant (SLAG) (Department of Rural Development and Land Reform, 2008) policy framework. This framework allowed groups and individuals to organise themselves and acquire land on the open market. The government provided a grant of R15 000 per household which was in line with the housing subsidy at the time. The grant was later increased to R16 000 per household in 1998. In addition to the settlement grant, a planning grant of nine percent of the total grant amount was allocated for departmental services which include the drawing up of business plans and feasibility studies etc.

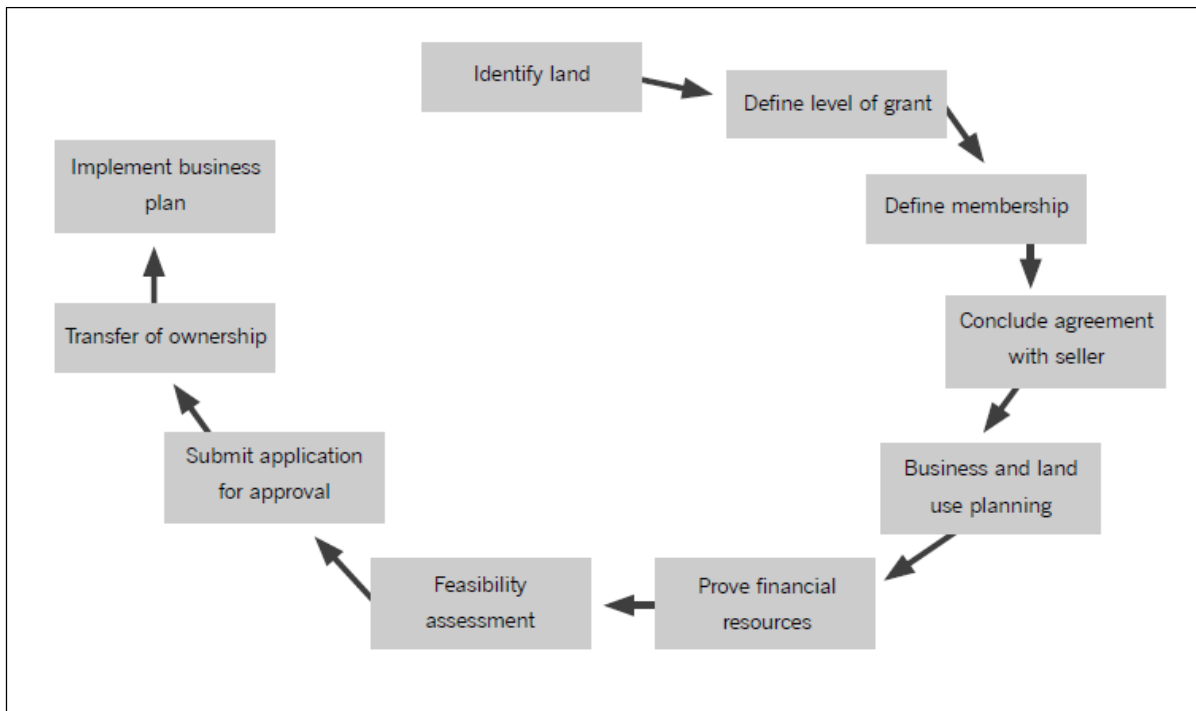
The policy framework encountered various problems including inflated prices of marginal land and more importantly for this research, a severe lack of any significant post-settlement support which was supposed to assist with developing the new black farmers into commercial farmers. The government acknowledged that a lack of integration between the then department of land affairs, the department of agriculture and other relevant stakeholders existed.



To achieve settlement targets, many groups of individuals were put together into business entities to achieve the funding thresholds required to purchase land, however, very little social and business cohesion existed within the groups which resulted in institutional breakdowns which burden the projects. The SLAG policy framework failed to advance the vision of the government at the time as it prioritised land delivery and settlement as opposed to developing aspiring black commercial farmers.

#### **2.4.2 Land Redistribution for Agricultural Development**

In 1999 the minister of land affairs reviewed the land reform policy framework and created a new framework that would include grants for aspiring black farmers, settlement grants for both urban and rural poor and introduced a commonage grant which would be made available to municipalities and tribal councils. The new policy framework was termed Land Redistribution for Agricultural Development (Ministry for Agriculture and Land Affairs, 2012) and became known as the LRAD scheme. The entire functionality of the Department of Land Affairs changed to accommodate the new LRAD implementation framework and thus it was agreed that LRAD would be: unified and basic, demand directed, decentralised and flexible to try and accommodate all types of aspiring black farmers. Again, the LRAD scheme was not well supported with adequate post-settlement support and while it is believed that the LRAD structure contributed significantly to the land reform objective, higher project costs did not translate into advanced support mechanisms. Like the SLAG framework the implementation of LRAD was managed jointly by the national Department of Land Affairs and the Departments of Agriculture. Although the implementation of the framework was supposed to be implemented jointly, there was a general perception according to Rungasamy (2011) that the post-settlement support function lies with the respective provincial departments of agriculture as it was stipulated in the LRAD policy. During the LRAD and SLAG phases the project beneficiaries received title to the land that was transferred to them. The LRAD policy was a significant improvement on the previous SLAG policy framework, but to improve project success after settlement the Comprehensive Agricultural Support Programme (CASP) was introduced.



**Figure 4: Generic pre-settlement process**

### 2.4.3 Comprehensive Agricultural Support Programme

The Strauss commission made the recommendation to adopt the Sunrise Package in their report, which led to a programme that supports the LRAD policy framework being developed and as such became the function of the Department of Agriculture. The objective of the Comprehensive Agricultural Support Programme was to improve post-settlement support. The fundamental components of the CASP programme is information and knowledge management, technical and advisory assistance, financial support, training and capacity building, marketing and business development and on-and off-farm infrastructure.

### 2.4.4 Land and Agrarian Reform Project

In 2007/2008 the presidency of South Africa challenged the Director Generals of the various departments to formulate a policy strategy which would drive impact on job creation, the eradication of poverty and improved land reform success. The Land and Agrarian Reform Project (LARP) concept document (Department of Agriculture, 2008) was devised as an accelerated project to fast-track land reform success. For the first time, the state-owned enterprises (specifically the Land Bank and state development agencies) were directly tasked to be involved in the process. The LARP was designed to be a “one-stop shop” at the service of land reform beneficiaries with all partners aligned in a well co-ordinated approach. The approach was designed to include business planning and the financing of agricultural businesses in a localised format which is easily accessible to beneficiaries. The LARP project

highlighted that government is aware of the importance of post-settlement support to beneficiaries for projects to be successful.

#### **2.4.5 Recapitalisation and Development Programme**

In 2010, the Recapitalisation and Development Programme (RECAP) (Rural Development and Land Reform, 2010) was introduced as a result of the previous programmes' and policy frameworks' sustainability being placed under question as a result of the transferred farm land not reaching the levels of productivity and others not being operational at all (Anseeuw, Liebenberg, & Kirsten, 2006). For the first time, the policy framework was largely aimed at increased production, food security, creating employment and with the view of graduating emerging farmers to commercial farmer status. The programme targeted distressed projects with the view of revitalising them to create vibrant, equitable and sustainable rural communities and food security for all. Importantly for this research effort the RECAP policy framework included two fundamental interventions which had been lacking in previous policies. Each project which qualified for RECAP assistance was equipped with a paid mentor or strategic partner and accountant during the implementation horizon and the beneficiaries played a key role in the selection of the mentors. The mentors must contribute resources, expertise and time to the projects in the form of business plan development, market development, monitoring and evaluation. The RECAP programme was implemented with stringent conditions and agreements in place.

#### **2.4.6 Proactive Land Acquisition Strategy**

All the land reform policy frameworks employed to date have been under the willing buyer, willing seller principle, however, due to the slow pace of transfer up until 2006 the government introduced what was called the Proactive Land Acquisition Strategy (PLAS) (Department of Land Affairs, 2006). This strategy was designed to be "pro-poor" and to accelerate the rate of land transfer, however, with one major difference: The Government became the "willing buyer" of land for redistribution by actively using market opportunities where they arise (Lahiff, 2009) and then this state-owned land can then be distributed to beneficiaries via leases ranging from one to five years. The PLAS scheme was designed to accelerate transfer of land, ensuring productivity and give government more control of the land on which land beneficiaries are farming. The PLAS scheme came with its own challenges, as within commercial agriculture the title to land is largely used as security to attract production and development finance, however, under the PLAS scheme, beneficiaries are excluded from this common practice.

## 2.5 Land Reform Policies – Successes and Failure

In 2014, the University of Stellenbosch stated that sixty two percent of land reform projects in the Western Cape Province of South Africa can be viewed as partially successful, but this was in stark contrast to the nine percent for the rest of South Africa (University of Stellenbosch, 2014). In her research Rungasamy (2011) stated that the government's efforts have been impressive in terms of settled claims, but that the entire land reform initiative in South Africa has not achieved much in terms of rectifying the imbalances of the past. The rate of transfer has been generally slow over the past two decades and the general success of projects have been dismal (Rungasamy, 2011). The land reform initiative has failed in producing sustainable commercial black farmers as most beneficiaries who have been settled either via resolution, SLAG, LRAD or PLAS have been unable to extract economic growth out of the settled land. The ideals of sustainable agricultural reform have not been achieved, as land reform project failure litter the rural areas in almost every district in South Africa. The lack of adequate post-settlement support is largely to blame and as a result projects fail due to the lack of farm management knowledge, marketing skills and inadequate access to credit amongst others. As mentioned earlier the departments have been blamed for not being very effective in the provision of post-settlement support and as a result the projects remain under stress and not contributing to the land reform objective.

Various assessments into the failures and dysfunctionality of land reform projects presented the following reasons for their dysfunction after receiving land:

- Insufficient training and skills transfer to beneficiaries receiving title to land;
- Failure to assess the land use needs of the persons who are to receive title to land in relation to the capacity and potential of the land;
- Poor intergovernmental relations as well as between the private sector and civil society;
- Identification of important role-players and stakeholders too late in the process;
- Lack of capacity and skills on the part of government to develop and implement business plans;
- Insufficient or lack of funding on the part of government/stakeholders and beneficiaries themselves;
- Communal ownership of land vs. legal entities to hold title (Difficulties arise with legal entities which are dysfunctional and not capacitated.); and
- No clear identification or guidelines on whose role it is to provide post-settlement support.

## **2.6 Small Farmer Development to Commercial Status**

The concept of smallholder farmer commercialisation can be complex and as a result has contributed to the varying definitions and emphasis given in the literature. An agricultural project is deemed to have reached commercial status when decisions are made based on the principles of profit maximisation rather than food security or subsistence. It should be obvious that as smallholder farmers graduate to commercial status, more labour will be required and employed on these farms, resulting in several socio-economic benefits.

The process of small farmer development to commercial status is both continuous and dynamic. The process flows from continuous planning to monitoring and evaluation. Once the monitoring and evaluation stage is reached, a clear conclusion should direct the realisation of the strategic objectives. If the set-out milestones were not reached, the details of the issues constraining this performance must be clearly understood. The necessary alterations or changes should be reincorporated into the planning phase to overcome the defined constraints. The following fundamentals are cornerstone concepts when developing small farmers to commercial status:

- Tenure security
- Optimum production (yield/ha) – land & water utilisation
- At least minimum economic unit size for the relevant production or cropping system
- Business acumen – management and administration
- Finance (positive cash flow and access to long- and short-term finance)
- Human resources development: training and capacity building
- Market arrangements and access
- Support services need to fill the expertise gap
- Technical expertise in production, finance, value adding and marketing

## **2.7 Emerging Farmers Needs**

In 2014, OABS Development and other agricultural economics professionals completed a study in the Western Cape titled: “A diagnostic and design evaluation of the service needs of different farmer categories”. The needs of the emerging farmers as presented by Louw (Louw, 2015) are presented in Table 1. It is evident from the 94 projects evaluated during the study that the majority of the subsistence and smallholder farmers require production inputs and financial inputs (capital budget items). The smallholder / commercial farmers also identified a need for skills development and information services in addition to the above needs.

Table 1: Project Needs according to Farmer Category

Farmer survey – Top 10 needs: Subsistence & Smallholder		
Subsistence Farmers = 65		
Service	Total	%
Equipment & Tools	15	23%
Bore hole & Water	13	20%
Compost/Manure	13	20%
Fencing	13	20%
Seed	9	14%
Electricity	8	12%
Financial Services/Capital Budget	4	6%
Breeding stock	3	5%
Feeding	3	5%
Better living and health, more security and jobs.	3	5%
Smallholder Lifestyle = 9		
Farming Equipment & Implements	4	20%
Irrigation equipment & water storage tank	2	10%
Plant Material & Seed	2	10%
Fencing	2	10%
Veterinary services	1	5%
Catchment dam	1	5%
Infrastructure	1	5%
Dam (catchment)	1	5%
Smallholder Commercial = 20		
Farming Equipment & Implements	7	35%
Fencing	6	30%
Plant Material & Seed	6	30%
Irrigation equipment & water storage tank	5	25%
Breeding Stock	3	15%
Infrastructure	2	10%
Strategic as well as practical planning - all aspects.	2	10%
Information with regards to local markets and prices.	2	10%
Fertilizer	1	5%
Research	1	5%

## 2.8 Post-settlement Support

It is the state's responsibility to provide a wide range of regulations and programmes to ensure an enabling environment for agricultural development. The poor provision of post-settlement support to land reform projects is a major concern and is a challenge to all state agencies supporting the sector. Transferring land to land reform beneficiaries without wider access to resources and services leaves beneficiaries without the resources to graduate to commercial status.

“Post-settlement support also known amongst others as settlement support, post-transfer support, post-distribution support or post-acquisition support has assumed various meanings and applications. The *locus* afforded to settlement support in land reform depends mostly on the form, purpose and prioritisation given to land reform in general and the post-acquisition phase” (University of Pretoria, 2013). The rigid distinction in South Africa's land policy between land delivery and agricultural development has resulted in post-transfer support being largely neglected (University of Pretoria, 2015).

The University of Pretoria (2015) also states that there is no comprehensive policy on support for agricultural development after land transfer and the agencies entrusted with this function

have made little progress in this regard. The resultant land reform policies of South Africa have not been able to implement restitution in a way that is consistent with its ends of reconciliation, reconstruction and development (University of Pretoria, 2015).

### **2.8.1 Beneficiary Profiling**

Beneficiary profiling is regarded as a fundamental cornerstone of successful land reform and as such the identification of land reform project beneficiaries should be done correctly. Hall (2008) states that there are many unresolved core questions of which land should be bought and who it is being bought for. Most land reform policies to date require beneficiaries to organise themselves in large groups in order to qualify for land grants, but this policy parameter brings people and beneficiaries onto the farms and projects who are not skilled to farm and more importantly have no ambition to farm (Lubambo, 2011). Lubambo (2011) goes on to say that in many projects only a few beneficiaries have the passion for farming while the rest wait for benefits which result in conflict in land reform beneficiary groups. This view is confirmed by Kirsten, Machethe and Fischer (2005). Bradstock (2005) adds that in circumstances where there is no structured and equitable allocation of resources, conflict is likely to arise.

According to Terblanche (2008), it is important that the selection of new farmers be done by means of the implementation of a screening instrument to enable the government to select the best candidates. Rooyen, Coetzee & Swart (2010) believe that it is virtually impossible to select potentially successful farmers with a high degree of accuracy from the outset. Lubambo (2011) states that there is a significant argument that nepotism and political meddling are key factors in the selection of potential beneficiaries. This contributes to the difficulty in ensuring that beneficiaries are objectively selected. Kirsten et al. (2005) note that conflicts within and among land reform beneficiary groups contribute to the failure of land reform projects because the active members do not want to produce and share the income generated with the other members who did not participate. Beneficiaries should possess the necessary technical capabilities, marketing capabilities and business acumen to run a successful business (Louw, 2014).

### **2.8.2 Funding**

The SLAG was the first funding instrument introduced soon after 1994 and was disbursed to poor households earning less than R1 500 per month. Despite the pro-poor nature of the grant, the grant size was too small for households to purchase farmland on their own. In 2001, a land reform review by the then Department of Land Affairs found that beneficiary households had to combine grants to purchase agricultural land. These projects eventually failed, as groups lacked cohesion, which led to conflict and dissolution. In 2001, the SLAG was replaced

by the LRAD grant, which entitled beneficiaries to larger grants based on a sliding scale determined by an individual's own contribution. The grant targeted any previously disadvantaged individual, although those interested in commercial agriculture were encouraged to apply. Despite LRAD grants being much larger than SLAG grants, purchasing land for farming remained unaffordable for most beneficiaries unless households pooled grants in order to increase their "own contribution" portion. In 2006, the introduction of the PLAS policy marked a clear break from the previous system of disbursing grants to beneficiaries and instead the State started purchasing strategically located commercial farms which were rented to beneficiaries for an initial three-year period. The PLAS policy farms, however, suffered from the same land tenure challenges, including financial institutions being reluctant to issue any loans and tenants being reluctant to invest in the land because of their insecure tenure. In 2009, the DRDLR introduced the RADP, as a response to the collapse of many land reform projects. The RADP provided funding over an initial five-year period to failed land reform and some land restitution projects. An evaluation of the programme in 2013 (DPME, 2013) revealed widespread shortcomings, the lack of technical knowledge transfer from the strategic partner to the beneficiary and unclear selection criteria used to identify beneficiary farms. While the RADP provided comprehensive post-settlement support (which is believed to be the biggest failure of the land reform programme), in so doing it overlapped with the Comprehensive Agricultural Support Programme (CASP) grant that is managed by the Department of Agriculture, Forestry and Fisheries (DAFF). This clear overlap between the RADP and CASP grants meant that much-needed resources could have been better used or combined to enhance the overall impact of the function. The changing nature of land reform funding suggests that the state is paralysed between equity and economic development considerations, resulting in an underlying tension between promoting pro-poor land reform and encouraging larger scale commercial agriculture. What is missing from the overall funding design are incentives for alternative land uses and the acknowledgement of a possible trade-off between equity and economic development. If the objective is simply to provide the land needy with access to land, the land reform programme's success should be measured by the amount of land transferred, irrespective of how households chose to use the land. However, these equity considerations may have to be foregone if the objective is economic development. By ignoring the fact that it may not be possible to achieve both objectives simultaneously, both goals could end up being compromised in the process. For example, current land reform policy only allows land to be leased to tenants who could continue leasing indefinitely while the RADP only benefits a small proportion of land reform farms, making post-settlement support inaccessible to other – possibly most – land reform projects. Another concern is the complete lack of transparency about how land reform grants are managed. The budget lumps together all the grants as a single line item and gives no breakdown of the grants, how many beneficiaries qualified for each grant, grant criteria, what was spent on each



grant and how these grants are being monitored. The RADP evaluation expressed a similar concern about transparency, especially in the way projects were selected (Stampfl, 2017).

Limited access to financial services is a major constraint for farmers and certainly affects their ability to take advantage of market-oriented production opportunities. Securing access to sufficient working capital, as well as the management of cash flow are major obstacles for emerging farmers and land reform beneficiaries in terms of Settlement and Implementation Support (Jacobs, 2003). Providing grants to acquire land without providing access to the necessary financial and other support for production may result in a loss of production potential (Kepe & Tessaro, 2014). According to Jacobs (2003), an effective agricultural programme requires adequate funding, sustainable production and income generation. Most of the time, land reform beneficiaries do not meet the required funding criteria. A further constraint highlighted in many studies is the slow turnaround time of government grant funding which places the projects in cash-strapped positions to remain functional.

### **2.8.3 Governmental Capacity and Skills**

The private sector believes the government frequently lacks the capacity needed to implement land reform quickly, fairly, consistently and in ways that leave land reform beneficiaries better off in the long run (Africa, 2008). Over the past two decades, less than ten percent of farmland has been redistributed and this is far too insignificant to alter the existing structure of agriculture and the rural economy. Furthermore, land reform requires governmental capacity to allocate resources such as finance, skills and support among others. Lack of funding for land restitution was one of the obstacles encountered by key land stakeholders in South Africa (Yejoo, 2017).

### **2.8.4 Institutional Arrangements, beneficiary dynamics and awareness**

According to Hall (2008), the policy approaches used to date makes redistribution contingent on the willingness of landowners to sell and limits the choice available to applicants to land that is offered on the market at any given time. The policy does not ensure that suitable land is acquired, in terms of size, location and quality. Hall further states that the main problem with the willing buyer willing seller approach is a contradiction between its three main elements:

- the grant structure;
- the cost of the land; and
- limits on group size.

The policy has become known as the 'rent-a-crowd' effect. This phenomenon was blamed for the mediocre performance of the previous Settlement/Land Acquisition Grant (SLAG) programme and LRAD schemes. The pattern persists under the current policy with the failure to increase the grants over time, while land prices have risen, and this has only aggravated the problem. The absence of a proactive mechanism to subdivide land means that, in most instances, farms must be bought in their entirety, thereby forcing people who might have wanted a small amount of land for themselves to take on a whole farm with a group of co-applicants with whom they may have little in common, leading to problems of defining rights and of co-operation in use. Recognition of problems in group dynamics led to the then Department of Land Affairs (DLA) imposing limits on group size – as low as 5–10 members per project in some provinces (Jacobs, Lahiff & Hall, 2003). This has meant that increasing the number of people to match the asking price for a given property is no longer allowed and effectively this is putting much land out of reach of would-be applicants who do not have their own capital. Thus, two factors, the grant structure and reliance on land being offered for sale, have led to a widely recognised mismatch between applicants' needs and the land available. This can lead either to projects not going ahead or to applicants opting for land or group sizes inappropriate for their needs.

#### **2.8.5 Private long-term mentors, other private stakeholders and communication**

According to Terblanche (2008), mentorship in the context of post-settlement land reform can be defined as the following: 'mentoring is simply someone who helps someone else to learn something the learner would otherwise have learned less well, more slowly, or not at all'. Terblanche (2011) states that mentorship is not about managing the enterprise, but helping empower less experienced farmers to do so'. In his report Terblanche (2011) concludes that the formation of partnership and linkages during the mentorship program is of immense importance. These linkages and partnerships will be crucial for the new farmer to continue farming activities and to have access to support services available from all possible service providers. Golole (2016) says in his work that the intention is to have an experienced farmer, who is nearby the new farmer, assist and show the new farmer in the running of the farm as a business.

The term "mentor" is not a new term and was established in historical times where more experienced people had the opportunity of contributing to the lives of inexperienced individuals. Mentoring is largely found in medical institutions, school structures and the sporting world. Recently the corporate world has entered this paradigm to better equip their workforce with skill and mental care. Mentoring is a process that occurs over a period. The individual is gradually sculpted, but also given the opportunity to add their own style to their own development as the new knowledge and wisdom is shared with them. Mentorship has advantages and disadvantages, but research findings show that the advantages supersede

the latter. Terblanche (2011) stipulates in his research titled “Mentorship a key success factor in sustainable land reform projects in South Africa” that problems associated with mentorship are:

**Mentors:**

- The unwillingness of the new farmers to participate fully and to be committed to the mentorship program.
- New farmers had to be pushed constantly by the mentors in everything.
- Poor attendance of group meetings.
- Lack of trust between new farmers and the mentor.
- New farmers were de-motivated and frustrated because of financial difficulties they were experiencing.

**New farmers:**

- They felt they do not need the full mentorship program and therefore do not need to attend all meetings.
- Mentors try to intrude in their private lives.

**2.9 Lessons from Land Reform Efforts of Other Countries**

Binswanger-Mkhize (2014) states that for land reform to be successful it must be combined with proper and well-co-ordinated post-settlement support. The separation of the support function from the reform function is often the focus of the problem. Binswanger-Mkhize (2014) goes on to say that to achieve empowerment and socio-economic benefit, land reform must be adequately funded and must include both the land acquisition funds, but the post-settlement function must be equally if not better funded.

International experience reported by Van den Brink, Thomas, Binswanger, Bruce & Byamugisha (2006) show that, in a typical market-based land reform project, the land costs are only part (thirty to forty percent) of the total costs of land reform. Funding for housing, resettlement, training and advisory, input provision must be adequate and timely. The overall off-farm costs of implementing a land reform programme must also be adequate. Some countries have found it prudent to set aside a specific amount of money to finance land reform programmes over a determined period (e.g. five-year period) rather than depend on an annual budget. It is important for government support to go beyond the provision of direct financial grant assistance to land reform beneficiaries and to include assisting them with access to additional funds by way of loans from financial institutions. Restrictions on land use, particularly the sale and rental of land, tend to limit the success of land reform programmes.

Land reform programmes have not been particularly successful in countries that have limited the functioning of markets to enable farmers to sell or rent their land. This suggests that governments should not only look at making land accessible but also create an environment in which land markets function properly and that land reform beneficiaries have the flexibility to sell or rent their farms.

Many countries that have implemented land reform programmes often succeed in redistributing land, but the production model adopted often fails to generate benefits for land reform beneficiaries. Unless land reform beneficiaries can generate profit from their farming operations, production is unlikely to continue, and this often results in the collapse of land reform programmes as has been observed in most land reform projects in South Africa.

It is essential for the success of land reform programmes to ensure that the production model is designed to generate benefits for land reform beneficiaries. A wrong choice of farm may lead to land reform beneficiaries failing to meet their financial obligations. Land reform beneficiaries have often found it difficult to farm profitably. The farms they were allocated are characterised by low quality soils, located too far from markets and have poor infrastructure. This seriously limits their ability to repay loans. Care should be taken when selecting farms for redistribution to ensure that the farms are not marginally productive. Prompt release of funds to land reform beneficiaries is crucial to the success of land reform programmes. Delays in releasing funds for land reform beneficiaries has been identified as one of the main reasons for the collapse of land reform projects. Cases of funds arriving long after they were needed for important farming activities have been reported in many countries. Delays in releasing funding can be disastrous for land reform beneficiaries, sometimes leading to permanent closure of their farms. Access to land must translate into tangible benefits within a reasonable period. Land reform programmes are often implemented to help the poor in many countries. Poor people cannot afford to spend lengthy periods working their land without benefits. Therefore, land reform programmes aimed at poverty alleviation need to incorporate farming enterprises that can generate immediate benefits for farmers. Access to land opens growth opportunities for farmer-beneficiaries, if it is accompanied by appropriate post-settlement support.

## **2.10 Land Reform Impact on Food Security**

The Constitution (Republic of South Africa, 1996) protects property rights and prevents confiscation of property without due compensation, however, it also provides a legal, political and moral basis for redress measures such as land reform. Flowing from the constitution and the subsequent white paper on land reform by the National Planning Commission (National

Planning Commission, 2011) allows for restitution, redistribution and tenure reform. The three principles underpinning the initiative are:

- Sustained production for food security
- De-racialising the rural economy
- Democratic and equitable land distribution across race, gender and class

South Africa is currently the most food secure nation in Africa, however, that does not mean the country does not have food security challenges. The current food security challenges in South Africa are borne out of uneven distribution and access thereto, amongst poverty stricken households etc.

In trying to address the land reform objectives as laid out in the Constitution, there is a risk that the food security challenges may be further transformed into a food security shortage if land reform farms fail to maintain optimum production. Key findings in the CASP policy evaluation states that while CASP has made progress towards achieving some of its intended objectives e.g. enhancing access to support services, increasing agricultural production, increasing income for beneficiaries, etc. Insufficient progress has been made in promoting commercialisation, market access, employment and achieving food security (University of Pretoria, 2015).

Purchase (2016) maintains in his article that Food security should not be threatened. A policy environment should rather be created where entrepreneurs and land reform beneficiaries are prepared to risk investment and skills with the goal of making a return on their investment. In doing so, land reform projects provide the country with food and contribute to tax. It thus goes without saying the post-settlement support is critical to not only addressing the current food security challenges in South Africa, but also reducing food security shortages because of land reform failure.

## **2.11 Sustainable Economic Development**

The most important asset in any agricultural based economy remains the land. Access to arable land provides opportunity for rural people to feed not only themselves but also to generate wealth therefrom, however, ironically world hunger is concentrated in the countryside or rural areas (FAO, 2004). Correctly implemented land reform can be a very powerful strategy to promote economic benefit and development, however, it is critical that it is successful as a poorly implemented land reform strategy can further marginalise the poor which it is directed to assist. It is common cause that in instances where people have ownership and secure land rights, they tend to be better environmental stewards of the said land to maintain fertility and future production and therefore, it makes sense that providing

access to land in the correct manner can be a significant driver of sustainable rural development.

The basis for sustainable development is laid down in section 24 of the Constitution (Republic of South Africa, 1996) and its provisions authorised the enactment of the National Environmental Management Act of 1998 (Ministry of Environmental Affairs, 1998). From a sustainable development point of view, for land reform to be considered successful, the quality of life of the beneficiaries must improve substantially, the land must be utilised to its full potential and environmental stewardship must be of the highest order. Mere transfer of land is not land reform. Without adequate post-settlement support, land reform in South Africa will not be sustainable, will not contribute to sustainable economic development and will not contribute to alleviating poverty as it was designed to do.

## **2.12 Conclusion**

In this chapter post-settlement support in the context of land reform has been defined as the government's responsibility in assisting land reform projects after they have received land to maintain land productivity, promote economic development and contribute to vibrant and inclusive rural economies. The chapter gives a background of land ownership patterns in South Africa's history which essentially became the driver of the land reform programme in South Africa. The chapter further provided insight into the advent of land reform to date since 1994 after the fall of the apartheid regime. The chapter takes a close look at the various policy frameworks and mechanisms used to implement land reform and highlights their successes and failures. A section is provided on the requirements to develop a small farmer into a commercial farmer and analysis the needs of various land reform beneficiaries. The chapter takes an international view of post-settlement support frameworks and recognises the absolute importance of successful post-settlement support as the results of unsuccessful post-settlement support in other countries is evident. The lessons learned from other countries are explored as well as the possible impacts of post-settlement support and successful land reform in the context of food security and sustainable economic rural development.

The conclusion of the literature review can thus be summarised as follows:

Post-settlement support is a dynamic and continuous process which should accompany the project from initiation and not only be added when the land is transferred to the beneficiaries. It should be an integral part of the entire process of planning, transfer and post-transfer phases in an integrated manner involving all role players. Numerous factors are identified as cornerstones of post-settlement support and these become the cornerstones of an envisaged framework. These issues must be addressed in the context of the provision of post-settlement support to ensure that projects become successful and sustainable.

In the context that many of the ills of the land reform programme point to a lack of post-settlement support, the next chapter will discuss the research methodology of the current research that will allow a greater understanding of the post-settlement support structures in place from both a strategic and operational point of view.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter discusses the methodology adopted to develop a deeper understanding of the post-settlement support and the way it is delivered. Wahyuni (2012) refers to methodology as “a model for undertaking a research process in the context of a particular paradigm”. The research process thus encompasses a body of techniques and methods of data analysis (Collis & Hussey, 2014).

Chapter 3 discusses the research paradigm and methodology, hence validating the method adopted in the identified paradigm. A comprehensive description of the research design, research process, method of data collection, method of data analysis and the application of the data analysis will also be examined. Chapter 2 discussed and confirmed the need for efficient post-settlement support and examined the elements critical to the South African situation. Chapter 3 validates the chosen research paradigm used in the analysis of key areas recognised and discussed in Chapter 2. The research effort applies a case study design methodology of the interpretive paradigm.

### **3.2 Research Paradigm**

Research paradigms address the philosophical dimensions of social sciences (Wahyuni, 2012). Collis and Hussey (2014) prescribe that there are two significant research paradigms under which a research effort can be conducted, namely the positivism and interpretivism paradigms. Positivism rests on the assumption that social reality is singular and objective, and is not affected by the act of investigation. Interpretivism assumes that social reality is born of the mind, is subjective and multiple (Collis and Hussey, 2014). For the research effort, the interpretivism paradigm approach has been utilised, thus making use of the qualitative research methodology.

### **3.3 Case Study Research Approach**

The case study research approach is associated with the interpretivism paradigm and therefore with the qualitative research methodology. The qualitative case study approach is a specific research method that facilitates investigation of a phenomenon (the case) in its context (Collis & Hussey, 2014). Multiple sources of information provide valuable insight which is utilised in problem solving through the verification of evidence. Yin (2011), finds the following methodological characteristics of a case study as relevant:

- A case study conducts an in-depth analysis of a contemporary phenomenon in a real-life context, particularly when the boundaries between phenomenon and



context is not clearly defined.

- A case study handles distinctive technical situations in which there will be many more variables of input than data points.
- A case study benefits from prior developments of theoretical suggestions to guide data compilation and evaluation.

Merriam (1998), suggests that purposive sampling is a key step in the process of designing qualitative research. Consequently, the case study research approach requires mindfulness when selecting a representative case as an interpretive case focuses on analytical generalisation (Wahyuni, 2012). Non-probability sampling was used to specifically select information rich cases based on matched criteria in the research objectives of the research effort. Yin (2011) agrees that qualitative research samples are likely to be chosen deliberately. Collis & Hussey (2014) concur that the case study research approach may be exploratory, descriptive or explanatory. For this research effort, the researcher adopted an exploratory case study method, using a single-case design with embedded, multiple units of analysis, hence validating the need for cases to be chosen carefully. The selection of the case is made considering the theoretical propositions of interest (Yin, 2014).

A single-case design with embedded, multiple units of analysis was chosen since emphasis is placed additionally on certain sub-units (Yin, 2014). The researcher focused on a single context, namely land reform projects in South Africa, and in a single case of the understanding the post-settlement support function on the land reform projects to date. The embedded, multiple units of analysis consists of different strategic individuals and discusses the defined units of analysis. The sub-units add significant opportunities for extensive analysis, enhancing the insights into the single case (Yin, 2014).

### **3.4 Case Study Research Design**

Research design acts as a framework to guide the researcher in the process of gathering, examining and inferring findings, as well as assisting in evading circumstances in which the findings do not address the primary research problem. The research process and selection is driven by the research question as it provides the characteristics of the case to be studied (Baxter & Jack, 2008). The purpose of the research effort was to develop an efficient post-settlement support framework for agricultural land reform projects of South Africa.

Yin (2014) suggests that the case study research design adopts the following five components:

- The case study's questions.
- The case study's propositions, if any.

- The case study's unit(s) of analysis.
- The logic linking the data to the proposition.
- The criteria for interpreting the findings.

Merriam (1998) considers five steps when designing case study research namely:

- conducting a thorough literature review;
- constructing a theoretical framework;
- identifying a research problem;
- crafting and sharpening research questions; and
- making use of purposive sampling.

This research effort adopted the five components of Yin's (2014) approach in research design and further incorporates Merriam's (1998) five steps of research design.

### **3.5 Case Study Questions**

Due to the nature of exploratory research, general questions are meant to provide opportunity for further examination of the phenomenon observed (Baxter & Jack, 2008). Exploratory case study research is suitable for resolving 'how' and 'why' questions in relation to the phenomenon under study (Yin, 2014). The case studies provide insight into the post-settlement support framework for agricultural land reform projects of South Africa. This was accomplished by examining the key functions of a post-settlement support system on the respective cases. To address the research propositions of the case study, the following investigative interview questions, which are supported by secondary sources of information, need to be considered for each embedded unit of analysis.

- Who are the major contributors to your business in terms of post-settlement support?
- Do you have needs for advice which are not covered by providers advising you now?
- Do you have an up to date business plan which you are currently adhering to?
- Who provides the Monitoring and Evaluation Support to your plans and would you consider it sufficient?
- Who else contributes in any way to your farm performance and at what percentage?  
How important are the roles they play in contributing to your farm's performance?
- Is there sufficient communication, data and information sharing among stakeholders involved in post-settlement implementation and support intervention?
- Do you think the departmental agricultural advisor of the Department of Agriculture assigned to you is sufficiently educated?
- Does the government provide adequate project management skills?

- Do they provide adequate Business Planning Skills?
- Would you consider the variation in quality of completed business plans (if available) and poor adherence to business plans a stumbling block to success?
- Would you say that there is clear identification or guidelines on whose role it is to provide post-settlement support? How would you define the responsibilities?
- Are there adequate institutional links between pre-settlement planning and post-settlement implementation?
- Are you as farmer mentored by any person or organisation except for the Departments?
- Who identified the key role players and stakeholders, and would you say it was at the right time or should it have been done at the outset on receiving the land?
- What are the three most crucial support aspects for progress of the farm?
- What other support would you like to have that you are not currently receiving?
- What are the three most critical challenges your farm as agribusiness will face in the years to come? What support services would you need to solve these challenges?
- What strategies can benefit South Africa's land reform post-settlement support functions?
- Would you consider the skills transfer and training prior to receiving the land to be sufficient?
- What would you do differently from a skills development point of view?
- What is your perception of interdepartmental relations as well as between the private sector and civil society – do you think they work well together or disjointed? What would you change?
- Would you consider Insufficient or lack of funding on the part of government/stakeholders and beneficiaries themselves as a major stumbling block to survival and growth of land reform projects?
- Have you received post-settlement funding, and did it come at the right time?
- From your point of view is Communal ownership of land vs. legal entities to hold title a major stumbling block to land reform success? What would you do differently?
- Would you say there is a lack of institutional ownership of projects by beneficiaries and could this be attributed to the “rent a crowd” strategy under LRAD where applicants have been put together to increase the grant kitty in an ad hoc manner?
- Does this lack of institutional ownership result in a lack of group cohesion? How would you do things differently?
- How were you selected to be part of a land reform project?
- Would you consider the profiling of prospective beneficiaries to be adequate?

- Who is responsible for the project management of the land reform programmes in your opinion?
- Would you say that the project management, monitoring and evaluation is of adequate standard?
- Are the legal entities dysfunctional and not capacitated due to their constitution being poorly understood?
- Is there sufficient emphasis on post-settlement support or would you say the government is just chasing settlement targets without being concerned with the growth of settled projects?
- Would you say there is an absence of customised (needs specific) post-settlement support mechanisms at project level?
- Would you consider the lack of continuous and relationship-based advisory services (e.g. single-use, in-and-out consultants, service providers and government interventions) a stumbling block?
- Would you say that unrealistic beneficiary expectations linked to lack of economic and feasibility assessments leads to project failure?
- Would you say that complex community dynamics and governance deadlocks stalls development and land use initiatives?
- To what extent have policy makers and decision makers at government level failed South Africans with regards to land reform post-settlement support and the management thereof?
- To what extent have policy makers and decision makers at government level successfully implemented land reform post-settlement support?
- What are the leading factors that are causing land reform projects to fail which has led to the farms being unproductive and not contributing to the objectives of the National Development Plan (NDP) 2030?

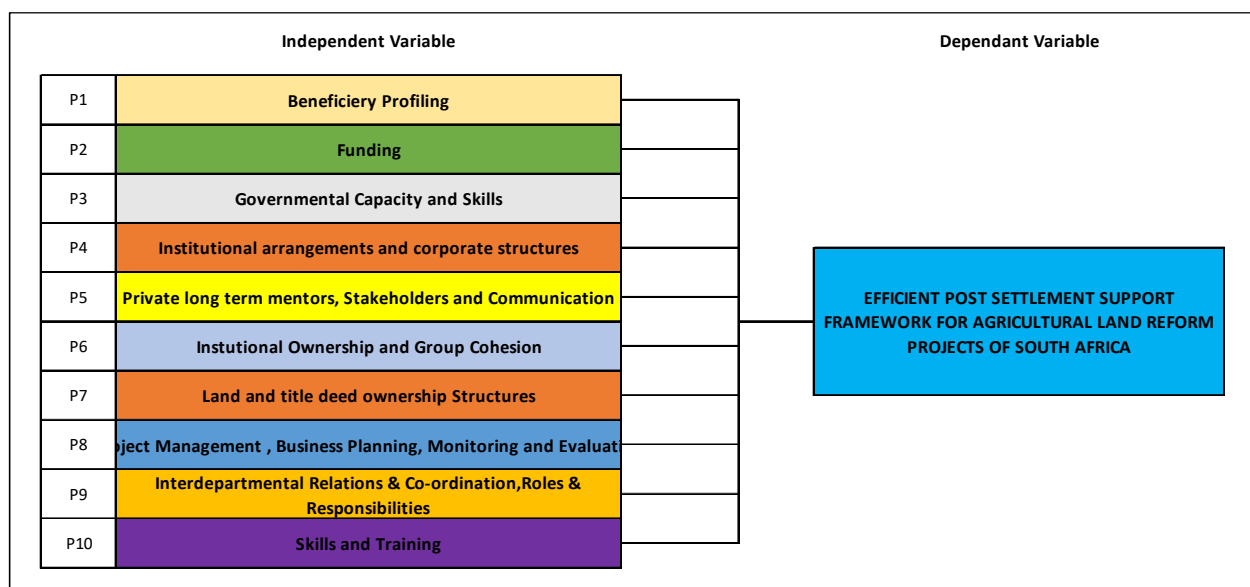
### **3.6 Case Study Proposition**

The case study proposition focuses attention on a pertinent area of the study that requires investigation (Yin, 2014). The primary proposition of this research is to gain an in-depth understanding of the South African post-settlement support to date and then develop a framework on how to deliver such support from a strategic point of view to improve the success ratio of land reform projects in South Africa. The research objective was achieved through the investigation of the following independent variables of the research effort, namely:

- Beneficiary Profiling

- Funding
- Governmental Capacity and Skills
- Institutional Arrangements amongst Beneficiaries & Beneficiary Dynamics and Awareness
- Private long-term mentors, other private stakeholders and communication
- Institutional ownership and Group Cohesion
- Ownership Structures
- Project Management, Business Planning, Monitoring and Evaluation
- Interdepartmental Relations & Co-ordination & Roles & Responsibilities
- Skills and Training

The propositions reflect on important theoretical issues and guide the researcher on where to look for evidence (Yin, 2014). The case study proposition directs the researcher to investigate what must be inspected within the scope of the study (Yin, 2014). To investigate the post-settlement support function, the dependent and independent variables thereof are identified and framed below.



**Figure 5: Independent and Dependent Variable relationships**

The figure above shows the relationship between the dependent variable as outlined in the research objective and the independent variables derived from the literature review in Chapter 2. The dependent variable is *an efficient post-settlement support framework for agricultural land reform projects of South Africa*. The independent variables as outlined in Figure 5 are to be investigated to show their relationship with the dependent variable.

### **3.7 Definition of variables**

The following concepts are defined as they are used in this study.

#### **3.7.1 Beneficiary Profiling**

For this study, *beneficiary profiling* is defined as the process and selection criteria used when selecting land reform beneficiaries.

#### **3.7.2 Funding**

For this study, *funding* is defined as grant or loan funding awarded to the land reform projects after settlement has taken place to recapitalise the production environment as most beneficiaries do not possess sufficient own funding resources.

#### **3.7.3 Governmental Capacity and Skills**

For this study, *Government Capacity and Skills* is defined as the skillsets and resources of the South African government to effectively manage the land reform process in South Africa.

#### **3.7.4 Institutional Arrangements and beneficiary dynamics**

For this study, *Institutional Arrangements, beneficiary dynamics and awareness amongst beneficiaries* is defined as the social and business organisation of the beneficiaries and the social dynamics that exist between them.

#### **3.7.5 Private long-term mentors, other private stakeholders and communication**

For this study, *Private long-term mentors, other private stakeholders and communication* is defined as the engagement and communication with private agribusiness and commodity organisations to provide mentorship and guidance.

#### **3.7.6 Institutional ownership and Group Cohesion**

For this study, *Institutional ownership and Group Cohesion* is defined as the educational ability of the beneficiary group to take responsibility for the agricultural production value of the land and work towards a common vision.

#### **3.7.7 Ownership Structures**

For this study, *Ownership Structures* is defined as the land ownership policy applied during the settlement process i.e. projects settled during the LRAD policy phase received ownership

and thus title to the land, however, during the PLAS policy phase land is owned by the State and leased to the beneficiary entity.

### **3.7.8 Project Management, Business Planning, Monitoring and Evaluation**

For this study, *Project Management, Business Planning, Monitoring and Evaluation* is defined as the ability of external stakeholders (both private and public) to plan, implement, monitor and evaluate progress of the land reform projects on ground level.

### **3.7.9 Interdepartmental Relations, Co-ordination, Roles & Responsibilities**

For this study, *Interdepartmental Relations, Co-ordination, Roles & Responsibilities* is defined as the ability of the two major implementation Governmental departments (Department of Agriculture, Forestry and Fisheries & Department of Rural Development and Land Reform) to organise, co-ordinate and manage the roles and responsibilities of each effectively.

### **3.7.10 Skills and Training**

For this study, *Skills and Training* is defined as the educational upliftment of the land reform beneficiaries through the development and provision of sustainable educational programmes and initiatives, tailored to their respective requirements.

## **3.8 Unit of Analysis**

A major component of research design is the researcher's efforts regarding the unit of analysis (Yin, 2014). Methods of data collection and analysis differ between the two research methodology approaches i.e. quantitative versus qualitative. As such, qualitative research uses participants' observations, in-depth interviews, document analysis and focus groups (Yilmaz, 2013). As previously mentioned and in staying with the research design, the study makes use of in-depth semi-structured interviews, open-source documents and documentation given to the researcher by the various embedded units of analysis. Yin (2014) considers two steps in the unit of analysis process: defining the case and bounding the case.

In defining the case, the unit of data analysis for the research effort is therefore the interviewee/representatives from the land reform projects. The study consisted of data collected from six interviews, thus consisting of six such units in a single context, namely the land reform beneficiaries.

Most critically, the units of study need to be an appropriate reflection of the main topic of study (Yin, 2014). The main topic of the research effort was the establishment of a strategic and

operationally efficient post-settlement support framework for agricultural land reform projects of South Africa. The understanding of data collection units at land reform project level leads to greater insight and thus strengthens the relationship between the level of data collection units and the study's main topic (Yin, 2014). Miles, Huberman & Saldana (2014) propose that binding the case through the definition of the case and context is sufficient, which ensures the study remains reasonably in scope. The techniques used to analyse the collected data consisted of pattern matching and linking the data to the propositions (Baxter and Jack, 2008). Yin (2014) asserts the need for the researcher to ensure that the data is converged to ensure understanding of the overall case.

### **3.9 Validity**

According to Collis and Hussey (2014) validity and reliability of the research are the two fundamental aspects which support the study and ensure results are credible. Reliability and validity are conceptualised as trustworthiness, rigor and quality in the qualitative paradigm (Golofshani, 2003). Validity and reliability of research can be impacted by the qualitative researchers' perspectives. Triangulation is used to eliminate bias and increase the research's truthful representation of a proposition within some social phenomenon (Denzin, 1978). Triangulation is defined to be "a validity procedure where researchers search for convergence among multiple and different sources of information to form themes or categories in a study" (Creswell et al., 2011).

Based on the above suggestions, validity in this case study research was assured by the rich data obtained from the respondent through the in-depth interview process. Subsequently, respondent validation was assured via the voice recording method adopted for the interviews and the semi-structured nature of the interviews. This enabled the researcher to ask clarifying questions where necessary, which lessened the chance of any misinterpretation issues.

### **3.10 Reliability**

Yin (2014) argues that research reliability is present when the operations of a study can be repeated with the same results. To ensure validity in a qualitative case study, Miles and Huberman (1994) compiled certain questions from various studies, which can be used by the researcher. For this research effort, the following questions were considered to ensure the reliability of the case study:

- Are the research questions clearly defined and are the features of the study design congruent with them?
- Are basic paradigms and analytic constructs clearly specified?



- Do multiple observers' accounts converge in instances, settings or times when they might be expected to?
- Were data connected across the full range of appropriate settings, times, respondents as suggested by the research questions?
- Were data quality checks for bias, deceit, informant knowledge etc. made?
- Do findings show meaningful parallelism across data sources?

Yin (2014) continues that the objective of reliability is to reduce errors and biases in a research effort and this is achieved through the application of multiple units of the analysis described herein.

### **3.11 The Logic Linking the Data to the Proposition**

In order to get accurate results and draw accurate inferences the analysis of the case study, data must be combined and assembled as a direct reflection of the initial case study propositions (Yin, 2014). The case study analysis relies on the theoretical propositions as the original objectives and design of the case study is based on these propositions, thus reflecting the set of research questions and the literature review. The method of data collection adopted yields analytical priorities, in turn guiding the case study analysis.

Pattern matching is the technique adopted to interpret the case study findings and to link the data to the propositions. The logic applied in pattern matching is of comparison in nature and as such compares the empirically based pattern, with a predicted pattern. Should the empirical and predicted patterns appear to be similar, the results can strengthen the internal validity of a case study (Yin, 2014).

The empirically based pattern in this research effort consisted of information gathered during the case study through the in-depth interview process and secondary data collected from the literature review and various pertinent documentations.

### **3.12 Conclusion**

Chapter 3 outlines the research process and gives specific insight into the key concepts of land reform in general and then the post-settlement support propositions to be tested in the case study analysis. It is clear from the literature review that various concepts and factors lead to the success of land reform in South Africa which are not limited to the post-settlement support function. These key concepts must be considered as cornerstones to any proposed post-settlement support framework.

## **CHAPTER 4: DATA ANALYSIS AND FINDINGS**

### **4.1 Introduction**

In the literature review in Chapter Two, the propositions that were considered to influence the dependent variable were discussed extensively. In Chapter Three, the research methodology and design were explained, and how the data collected from the interviews links to the propositions. In Chapter One, the primary research problem was stated that the research aims to unpack the key challenges and success factors relating to the post-settlement support programme and develop a conceptual framework to enhance this critical support function. The dependent variable was identified as a strategic and operationally efficient post-settlement support framework for agricultural land reform projects of South Africa by examining the following independent variables:

- Beneficiary Profiling
- Funding
- Governmental Capacity and Skills
- Institutional Arrangements amongst Beneficiaries & Beneficiary Dynamics and Awareness
- Private long-term mentors, other private stakeholders and communication
- Institutional ownership and Group Cohesion
- Ownership Structures
- Project Management, Business Planning, Monitoring and Evaluation
- Interdepartmental Relations & Co-ordination & Roles & Responsibilities
- Skills and Training

Critical to the research effort is the method used to link the data to the propositions. In this case study research pattern matching was adopted. In this chapter, the researcher reports the empirical findings and provides the answers to the propositions from the South African land reform beneficiaries consulted.

### **4.2 Description of Imbedded Unit**

As explained in Chapter Three, this research effort's case study made use of an embedded unit design approach where the focus was on the six interviews conducted. The semi-structured interviews which took place in July and August 2017 were captured on a dicta-phone and finally transcribed by a third party for increased reliability. The embedded units were defined as follows.

#### **4.2.1 Embedded unit 1**

Embedded unit 1 was Mr Jan Bostander, Trustee of Hoekskuil Boerdery Trust. The Hoekskuil Trust was registered on the 8th of July 2004 and consists of 18 beneficiaries, three of whom have resigned and a further two are deceased. The Trust originally applied in 2000 to the Department for Rural Development and Land Reform (DRDLR) for assistance to acquire a farm in terms of the Department's LRAD programme - a sub programme of the Land Redistribution Programme. In terms of this programme, the DRDLR would provide grants for the acquisition of land for emerging farmers who qualified for support. The 18 members of the Hoekskuil Trust pooled their own assets, mainly livestock, which, together with their sweat equity (Valued at R5 000,00 per individual) was used to contribute towards the acquisition of their farm. Additional funds were raised through loan finance through the Land Bank. The Hoekskuil Trust did take out a loan from the Land Bank which has already been paid back in full. Shortly after the registration of the Hoekskuil Trust in 2004, the DRDLR affected the transfer of a portion of the farm to the Trustees. The eighteen members of the Hoekskuil Trust come from one extended family and hence are considered extremely cohesive. The Bostander Family have been resident in the Beaufort West area for over 100 years having worked for white commercial farmers for generations.

They also had their own livestock which they grazed on the land of their employees. In 2000, the family had a herd of 130 Angora Goats. The Bostander family approached the DRDLR to acquire their own property so that they could increase their herds. Following the transfer of their farm in 2004, the Hoekskuil Trust has received support firstly from Standard Bank with a loan of R30 000 and secondly from the Department of Agriculture who provided them with a further 160 Angora goats. In 2007 the Department also provided the Trust with additional farming equipment such as fencing for their property. The Hoekskuil Trust has also entered into a profit share agreement with SAMIL and have a further business partner who has provided them with an additional 200 boergoat kapaters.

The semi-structured interview was conducted at Hoekskuil on 20 July 2017 in Beaufort West. A full copy of the interview is available in Annexure F.

#### **4.2.2 Embedded unit 2**

Embedded unit 2 was Mr Bertie Van As, Managing Director of Viskuil Boerdery (Pty) Ltd.

This project was initiated by promoter and sole proprietor, Bertie van As, in 2002. Mr. Van As is assisted in the business by his wife and family. The project applies mixed farming techniques on the Laingsburg property. Their main activity is centered on onion seed

cultivation under contract and egg production. In addition, Mr. Van As also maintains a flock of Dorper sheep and poultry for meat production.

The enterprise appears to be prospering under the competent leadership of the promoter and is considered to be in the mature-phase of the business cycle. All produce except for the onion seeds are sold locally to retailers and households. The onion seed contract allows the project a pre-determined price at the start of the season, payable once the harvest is delivered to the client in Oudtshoorn. The entire consignment is destined for the EU market.

The land size is 271ha, and it currently comprises 800 layers, but the potential is there to house 1 200 to 1 600 layers; currently 200 birds/month are slaughtered but the market need is for 1 000 slaughtered birds/month (broilers), 39 dorper ewes, 30 goat ewes plus 28 kids, 6ha of Lucerne and 2ha of onion seed. The livestock enterprise is very small and is managed very well. The poultry is managed well with local marketing to ensure sustainable cash flow. Supply is far less than the demand and therefore reasonable prices are obtained. The onion seed has only one harvest per season and many factors can influence the production until it is harvested in December each year. At this stage, it is the enterprise with the highest potential income. The Lucerne is managed very well and because it will be harvested at least six times during the growing season it is possible to expect a good average income.

This farm was originally leased by the beneficiaries and in 2002 it was bought within the LRAD policy framework. The region has an annual rainfall of 100mm. Temperatures vary from frost in the winter to 40°C in summer. On own cost broiler and layer units were erected and local markets were found. There is now a need to upgrade the existing facilities to ensure sustainability. In the project there is also 6ha of Lucerne with optimum production and sufficient water supply to irrigate 2ha of onion seed which are successfully managed. Harvesting of the Lucerne and onion seed is depended on the availability of a tractor.

This is essentially a family-run business under the competent direction of Bertie van As. The group has been engaged in farming activities since 2002 and has succeeded in transforming their business into a successful enterprise. This operation is in the “*mature*” phase of the business cycle and is ready to embark on a growth trajectory with proper financial assistance or external funding together with the establishment of new markets. With the correct funding in place they should be able to grow sales exponentially which would result in improved prosperity for the group.

The semi-structured interview was conducted at Viskuil on 17 August 2017 in Laingsburg. A full copy of the interview is available in Annexure F.

### 4.2.3 Embedded unit 3

Embedded unit 3 is Mr Achmad Brinkhuys, Managing Director of Chamomile Farming (Pty) Ltd. The current business, Chamomile Farming Enterprises CC, operates from within the Philippi Horticulture area on 1.6ha of farming land. The business was supported by the Department of Agriculture in terms of infrastructure, production inputs and advisory services. The project was initiated in April 2003 when Wadea Jappie, bought the first chickens to produce eggs. The business grew from 80 eggs per day in 2003 and by 2008 produced 4 000 eggs per day. The production of vegetables started in 2006 and in that same year Wadea Jappie was crowned as the Western Cape Female Farmer 2006; Informal Markets. This was barely 5 years after starting on the farm "Chamomile". By March 2008, the business was producing 5 000 lettuce heads per week after signing a memorandum of agreement with Cape Salads Pty (Ltd) for a period of two years. In 2009, the farms secured a contract with Freshmark Pty (Ltd) which has been renewed annually. The business has seen this opportunity as a logical second phase of development from semi-commercial to commercial farming. The current business is therefore considered as a base towards expansion to full mix commercial farming and to acquire the necessary infrastructure required to expand the business.

The main objectives is to optimally produce vegetables. To realise this objective, the project has successfully entered into a 5-year lease agreement with the Department of Rural Development & Land Reform on a 22-ha piece of land. With this land the project aims to expand market share, create jobs and opportunities (alleviating poverty) and generate a healthy cash flow to grow the business and enhance the quality of life of the family and staff as well contributing to the GDP of the Western Cape and the country.

The mission at Chamomile Farming Enterprises is to establish the business as a viable concern which contributes to its own growth and that of management and staff. Furthermore, the project aims to play an important role in both local and national economies and contribute to local socio-economic programmes via alleviating poverty by creating as many job opportunities as possible.

The project owners attend workshops and training programmes facilitated by local business and NGO's to enhance existing technical and managerial skills and to stay abreast of best practices in the industry.

The project is bordering on commercial status and the move from semi-commercial is a welcome challenge for the management of this business. The management has taken the initiative to approach possible mentors (commercial farmers) to assist where there is a shortage of skills, knowledge and experience. The professional bookkeeper did tax returns

and recordkeeping and will continue to mentor the financial manager. The semi-structured interview was conducted at Chamomile Farming on 28 July 2017 in Philippi. A full copy of the interview is available in Annexure F.

#### 4.2.4 Embedded unit 4

Embedded unit 4 is Mrs Vivian Kleynhans, Managing Director of Seven Sisters Wines (Pty) Ltd. African Roots Trust is a hundred percent black owned entity, all of them women. African Roots Wine Company was initiated in 2005 and is the holding company for *inter alias* the “Seven Sisters” wines brand. The brand will lay the foundation for all the other future brands.

The Trust focusses on the development of a financially sustainable legacy for the Brutus families involved. To establish a financially sustainable entity, the Board of Trustees developed three focus areas or business units/entities.

- A Production unit, registered in the name of African Roots Trust. Agricultural land of approximately 8.7 ha has been purchased in 2009, of which approximately 5 ha were established vineyards within the proximity of Stellenbosch.
- A Marketing entity – African Roots Wines (owned by the Trust) and trading under the name of “Seven Sisters”. The wine company was initiated in 2005 and is the holding company for *inter alias* the “Seven Sisters” wines brand. African Roots Wines is a virtual company which buys grapes from the coastal region and has their wines custom made into their styles and specifications. African Roots Wines has a strong relationship with Swartland Winery from which wine is (also) sourced, bottled and labelled under the Seven Sisters brand name and ultimately marketed locally and abroad. African Roots Wines used a “Top-down” marketing approach, first to establish their brand in the market and then vertically integrate backward into the supply chain - ultimately to produce their own wine. The wines are carefully selected and styled to match the personality and character of each one of the sisters, to celebrate their bond and devotion to one another. “**A Sisterhood Celebration**” indeed.
- A Hospitality entity – the proposed Newco to be established (owned by the Trust and located on the property) will focus on Agri-tourism and hospitality. The entity will entail a guest house, restaurant, conference facility, wine making and tasting facility and the selling of wine directly to the public.

The sisters grew up in a small fishing village called Paternoster which is situated on the West Coast of South Africa. Many years ago, in the apartheid regime their father who had been working for the only fishing company in the village for over 20 years lost his job and they they were evicted from our family home. Years later, after losing their parents the sisters decided to change their destiny, which they are indeed doing under the guidance of Vivian Kleynhans.

The African Roots Wine Company is the wine making and wine marketing entity and the holding company for the Seven Sisters wine brands such as the Seven Sisters Reserve, Cape Columbine, John Brutus Premium and Scarlett Organic.

The Seven Sisters brand is being marketed via Heritage Link Brands distribution network in 42 states in the United States of America. Their clients in the US market include Whole Foods, Supervalu, American Airline, Disney and Sam's Club. The long-term vision for the US market is that Seven Sisters will grow into a household name, with existing distribution in major retail chains such as Albertsons, Jewel Osco and Shaw's.

Heritage Link is the single largest organisation that supports African Roots Wine Brands, as they are procuring wine for the overseas market via African Roots and, hence they are African Roots' largest customer and trading partner. Heritage Link Brands first encountered South Africa black vintners at the first annual Soweto Wine Festival in 2005 where more than 500 wines from 86 producers were showcased in the Johannesburg Township in 2005. African Roots Trust vision is to establish a long-term financially sustainable business, creating a legacy to benefit current and future generations.

The project seeks a fair and responsible profit, enough to keep the company financially healthy for the short and long term and to fairly compensate owners and investors for the money and risk. The projects also intend to obtain national and international certification so that our products are internationally recognised and approved. This will assist in penetrating the regional and international markets." Further, they live with the understanding that they know where they come from and that they are laying the foundations of a new legacy for their families. The primary objective of African Roots wines is to establish themselves as a sustainable, profitable business entity in an extremely competitive wine industry.

Seven Sisters is a registered trademark of African Roots Wines Pty Ltd, a South African company seeking to enter the wine and hospitality industries. The company is majority owned by Vivian Kleynhans. The semi-structured interview was conducted at Seven Sisters Wines on 4 August 2017 in Stellenbosch. A full copy of the interview is available in Annexure F.

#### **4.2.5 Embedded Unit 5**

Embedded unit 5 is Mr William Toto, Trustee of Longtom Boerdery Trust. The Long Tom Trust was registered on the 22nd of April 2002 and consists of 3 beneficiaries, their spouses and descendants. According to the Trust members there are at present 9 beneficiaries of the Trust. Previously there were 12 beneficiaries but three have died since registration. The Trust comprises of three families who all trace their origins back to descendants who moved to the Beaufort West region from the Eastern Cape in the 1920s. The three original trustees all

worked, as did their parents before them, on farms owned by white livestock farmers. One of the Trustees eventually gained employment in Spoornet and the other in the Karoo National Parks. All three of the Trustees raised their own herds of small livestock on municipal commonage but farmed on their own. Growing herds and pressure on the commonage led the three Trustees to approach the Department for Rural Development and Land Reform (DRDLR) in 2000 for assistance to acquire a farm in terms of the Department's LRAD programme - a sub-programme of the Land Redistribution Programme. In terms of this programme the DRDLR would provide grants for the acquisition of land for emerging farmers who qualified for support. The 3 members of the Long Tom Trust pooled their own assets, mainly livestock, which, together with their sweat equity (Valued at R5 000 per individual) was used to contribute towards the acquisition of their farm. Additional funds were raised through loan finance through the Land Bank to the amount of R282 000. The LRAD grant amounted to R542 244 including their own equity contributions. A further R81 336 was allocated by the DRDLR as a planning grant. Approval for the purchase of the farm Long Tom (Skied Kop) 354, measuring 2 742 ha in extent was obtained in October 2002 by the Land Bank and thereafter by the DRDLR.

Initially, the Trustees struggled to establish their livestock farming operation on the farm Long Tom because the farm had no internal fencing. However, with the assistance of the Department of Agriculture in 2008 internal fencing was acquired and an additional 120 sheep were provided to the Trust.

The semi-structured interview was conducted at Longtom Farm on 21 July 2017 in Beaufort West. A full copy of the interview is available in Annexure F.

#### **4.2.6 Embedded Unit 6**

Embedded unit 6 is Mr Hein Juries, General Manager of Harmony Trust. The initiative started in 2002, a few years prior to the acquisition of land through government funding. Môrester Estate, a family-owned farming business established in 1912, went to their employees, informing them of the grants for land reform purposes. In 2002, Môrester Estate started with a facilitation process with permanent workers around the land reform procedures and processes, as well as finalising a business plan with input from various role players like the then Department of Land Affairs (DLA) and auditors and experts in terms of agriculture. The workers were given opportunities to engage in discussions to develop an understanding and could then choose to be part of a project.

After facilitation, 81 of the employees agreed to be part of a land reform project and made an application to the DLA in 2004. The main objectives of the project were to provide the 81 employees of Môrester Estate with an opportunity to improve their social circumstances, to



farm profitably and to increase their income and assets/capital over the short and long term. The employer committed himself to provide mentorship, training, and assisted with the development and expansion of farming operations. In 2003 the workers agreed on and formalised a legal entity, i.e. a trust. The choice was based on the number of members allowed within the entity and the fact that they could regularise the rules the beneficiaries agreed upon in a trust deed. Initially, the beneficiaries of the trust were 81 permanent workers of the M<sup>o</sup>rester Estate and in total, 177 people, inclusive of children under the age of 18, would benefit from the project. Harmony Trust started with a livestock farming enterprise on the mountainous area of their employer's properties in 2002. Once formalised in a trust, the beneficiaries started a joint farming venture on the Harmonie farm, growing potatoes, onions and corn. M<sup>o</sup>rester Estate provided the finances and a 50/50 profit-sharing was applied, i.e. fifty percent for M<sup>o</sup>rester Estate and fifty percent for Harmony Trust. The extensive planning and facilitation with the beneficiaries regarding a plan for the land reform project continued and a process with government (i.e. application, planning, approval, transfer of land and release of grant) was followed, whereby in March 2006, the Harmony Trust became the sole owner of the 1 084.3725-hectare Harmonie farm in the Koue Bokkeveld, through assistance of LRAD funding. The farm was valued at R2.125 million in 2003 and in 2006 was bought for R1.8 million.

The Harmony Trust functions independently, with a membership total of 95 and is responsible for their own entity. The elected leadership, i.e. the trustees, consist of 8 members and include members from M<sup>o</sup>rester and Middeltuyn who deal with decisions and matters regarding the Harmony Trust, with limited guidance and advice from the mentor as and when required, without remuneration from the Harmony Trust. The leadership of the Harmony Trust has also been involved in formal training and training from the mentor around management, especially in terms of managing a trust, the role of a trustee and director. The social and living conditions of the beneficiaries have also improved through good housing provided by M<sup>o</sup>rester Estate. The workers' accommodation was upgraded and is maintained continuously. A subsidised health clinic with a qualified nurse is also available three days a week for the beneficiaries and their families. A doctor also attends the clinic once a week. There is a crèche and aftercare facility available, subsidised by M<sup>o</sup>rester Estate. The trustees realised that their members have other needs, explored options and considered viability and the best way to address issues without impeding the farming business. In terms of keeping the members motivated towards the business, the trustees have employed various strategies like continuing with sweat capital, Mind Maps days to explain and lay open the finances of the Trust and are currently employing a strategy whereby trustees must visit the members to ascertain needs and incorporate suggestions for bettering the project. In terms of future planning, the Harmony

Trust has acquired twenty percent shares in Cederberg Trust, a tourism development initiative.

The Cederberg Trust has five shareholders (i.e. Harmony Trust and four other commercial farming enterprises in the area) with equal shareholding and currently owns land (mostly mountainous), intended for tourism development and with the possibility of job creation. As a social responsibility project, the Harmony Trust is part of the Harmony Foundation, providing funding to give back to the communities, especially the children, for example through bursaries to study further and donations to churches, the aged and the disabled. The Trust has assisted a school for the blind with a braille machine, air conditioning to an old age home and assisted with building material for another old age home. The semi-structured interview was conducted on 11 August 2017 at Harmony Trust in the Koue Bokkeveld. A full copy of the interview is available in Annexure F.

### **4.3 Organising the Data**

To make sense of the data, the forty interview questions are categorised into the ten research questions which link to the propositions identified in the literature review. The propositions are aligned as the independent variables which are purported to have an impact on the dependent variable, in this case the post-settlement support framework for agricultural land reform projects which will contribute to project success and ultimately the government's objectives of successful land reform in South Africa. By organising the data in this manner links can be made between the interview answers, the propositions/ variables and ultimately the dependent variable.

### **4.4 Interview Responses**

To address the research problem, the following primary research question was formulated: "How to develop a post-settlement support framework for agricultural land reform projects which will contribute to project success and ultimately the government's objectives of successful land reform in South Africa".

The transcribed interview responses per embedded unit of analysis are organised under the related research questions and then pattern matched in section 4.6.

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**RQ1: How is beneficiary profiling done, how should it be done and what is the impact on post-settlement support if not done properly?**

IQ28: How were you selected to be part of a land reform project?

### **Imbedded Unit 1**

*"I started out with Land Bank. A person had to put in an application for the land with a committee and they would choose who qualified. I used to work for SpoorNet and came from a farming community with a good reputation so a lot of us highly reputed farmers put in the application together which helped us considerably."*

### **Imbedded Unit 2**

*"We rented the place and then we did put in an offer to purchase. Then this thing came out with LRAD and then we went along with that process. This for me was a long road."*

### **Imbedded Unit 3**

*"We had to go for interviews and there were three people, but somebody fell out. I applied and then went for an interview."*

### **Imbedded Unit 4**

*"I applied because I needed a home for my brand and I needed to start looking towards the future, so I applied to have my own vineyards."*

### **Imbedded Unit 5**

*"I started farming on the commonage, that's where I started farming, and we grouped together with other farmers on the commonage and then applied."*

### **Imbedded Unit 6**

*"We were all working on the farm and together applied with Mōrester Group to be part of a project."*

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IQ 29: Would you consider the profiling of prospective beneficiaries to be adequate?

### **Imbedded Unit 1**

*"This is bit of a tricky question to answer with the right backing because I am not a part of that committee. The reason for this is the committee asks a series of questions that if you know*

*the right answers your application will more likely be approved. Based on that the selection process can be improved by ensuring that candidates who apply to in fact have a proper knowledge of farming skills. They can always improve on their selection process."*

### **Imbedded Unit 2**

*"I think they could do a lot better with this and they should bring people who maybe have experience in farming already and train those people. Then you get those people who haven't experienced being on a farm and they have the technical knowledge but know nothing about running a business. They can improve on how they chose people to place on the farms."*

### **Imbedded Unit 3**

*"No."*

### **Imbedded Unit 4**

*"The way I went through the vigorous profiling, I cannot really see that it isn't done properly because at one stage I thought, "my goodness, what else must I tell them!?" So, I would say that it the process is adequate in how they make their selections."*

### **Imbedded Unit 5**

*"Previously they didn't choose, but it was forced so that we had to go and convince some people to say that here is an opportunity for you to become a farm owner, so come and give your particulars so that we can fill them in and then you go. Currently I see some improvement in the profiling because there is a process that you need to go through before getting on the system, and that's through the DLRC system."*

### **Imbedded Unit 6**

*"In our case, yes, as we are an equity scheme, but in general, no."*

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## **RQ2: Is Adequate funding available to successfully implement land reform?**

IQ23: Would you consider insufficient or lack of funding on the part of government/stakeholders and beneficiaries themselves as a major stumbling block to the survival and growth of land reform projects?

### **Imbedded Unit 1**

*“If you have a little you will only be able to produce a little. If they can help with a few things, they will get that money back because the more you have the more you can make.”*

### **Imbedded Unit 2**

*“Yes, this is a big problem, like in our situation we had an outstanding balance and they had promised us the funds. We had to do a lot of paper work though and it took them two to three years which was a long time to wait.”*

### **Imbedded Unit 3**

*“Yes.”*

### **Imbedded Unit 4**

*“Yes, I do because we are still lacking lots of infrastructure, for instance in the wine industry we are still dependent on established farms to assist us in our production and in the processing of our grapes and it makes us stand last in the queue so that delays our production, and which delays our products to the client and this puts us in a very difficult situation,”*

### **Imbedded Unit 5**

*“I think it’s a crucial factor that’s holding us back.”*

### **Imbedded Unit 6**

*“Maybe with other projects but I mean when it comes to funding, they aren’t going to fund us for the developments that we would like to do. This means that we must go and borrow at a higher cost. We can still get it right this is what makes the new partnership so important, and probably why we currently can’t get the funding anywhere, and why we can’t grow. We can still wait until one day when we can, so we can still make plans.”*

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## **RQ24: Have you received post-settlement funding, and did it come at the right time?**

### **Imbedded Unit 1**

*“Yes, I think the process was too long. Once we got the quote out to purchase the farm there should have been assistance then already.”*

### **Imbedded Unit 2**

*“We got the funding but not at the right time. We had to make a loan with Absa because we had balances that were overdue, that we needed to pay so we couldn’t just sit there and wait for the funding to come through. That’s not the first time it happened, we also needed funding for the irrigation and that was last year already, and we still haven’t received anything.”*

### **Imbedded Unit 3**

*“Yes, but it did not come at the right time and they don’t give you what you request, they give you a portion of that. Then they want a report from you to say that it’s working, but I don’t want to lose the land, so I’ll tell them it is working.”*

### **Imbedded Unit 4**

*“I have received it, but it didn’t always come at the right time and could be more efficient. For instance, we waited for our re-cap for four years, and they were looking for a mentor, for a full year they were advertising every third month and after they told me that I said well let me bring a mentor to you, so they just left it and left it and left it, so for four years it was standing.”*

### **Imbedded Unit 5**

*“It took a long time for it to get to that stage that we received the funding, but it did make a substantial difference for us. It would be nice for that process to happen in a shorter time span so that things could happen immediately after settlement, and not to have this long waiting period before being assisted.”*

### **Imbedded Unit 6**

*“I think that LRAD came at the right time, we didn’t get it right away, but we still went through with it. After the project had begun, we still got funding and it wasn’t many times that the department’s time management calculations were correct but then we still did the application for the funding for irrigation so if I needed that in August, they gave it to me in November, so we are just glad that we are in a position that we can make a plan if the funds don’t come through timeously enough.”*

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**RQ3: Is the Agricultural Public Sector adequately skilled and supported to implement land reform successfully?**

IQ7: Do you think the agricultural advisor of the Department of Agriculture assigned to you is sufficiently educated?

### **Imbedded Unit 1**

*“Yes, for example Vianca manages a farm herself. This experience is the best education because she comes straight out of the school of agriculture and understands what happens on a farm. I can rely on her knowledge and experience for trustworthy guidance.”*

### **Imbedded Unit 2**

*“He wasn’t sufficiently educated. He needed more training.”*

### **Imbedded Unit 3**

*“No.”*

### **Imbedded Unit 4**

*“Yes, definitely.”*

### **Imbedded Unit 5**

*“I am happy with their services.”*

### **Imbedded Unit 6**

*“They are educated, the only problem that I have, and I speak especially about the extension officers, is that many of these people aren’t doing their work in the way that they are supposed to be doing it. I mean he must come and he must evaluate the project and try to anticipate your needs, and the thing that I can stress the most is we now have the market access program. There we get the most support and this compliments us because when there is a need that arises, they jump on top of it, but when I look at other extension officers, things don’t add up properly. They do a good investigation but fall short, like last week I did an inquiry if they could maybe help a little because I wanted to get some more help with the oxen, but they couldn’t assist me in time, so they are sufficiently educated but the problem is that they don’t really follow up on their work.”*

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### **RQ4: How does the institutional arrangements and corporate structures impact post-settlement support?**

IQ 32: Are the legal entities dysfunctional and not capacitated due to their constitution being poorly understood?

### **Imbedded Unit 1**

*“That is precisely the case, the legal entities don’t have a complete understanding of the constitution and this can inhibit the business dealings. There is no understanding.”*

### **Imbedded Unit 2**

*“I don’t think people understand those things, if I look at this side there was a trust of about 15 people, and everyone is away because there isn’t a proper understanding of how the constitution works. Say they get revenue in, nothing happens.”*

### **Imbedded Unit 3**

*“They are dysfunctional because they can’t work together.”*

### **Imbedded Unit 4**

*“We are in a trust, so I would say that it is a stumbling block because people don’t always understand how a trust works, not specifically on my farm but in land reform they don’t understand at all, not even how business works.”*

### **Imbedded Unit 5**

*“I think there’s an improvement, but I think there still needs to be more understanding and training so that people will understand it better.”*

### **Imbedded Unit 6**

*“I think we are beyond that stage. We are thinking in terms of looking again at the importance of having a trust or a company and what the benefits thereof would be. There are however many projects that don’t have a clear understanding of how a trust or a company operate, and this holds the project back because people struggle a little bit with that.”*

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**RQ5: Who are the strategic role-players and stakeholders that should be involved in Land Reform and what role should private sector mentors be playing in post-settlement support?**

IQ 35: Would you consider the lack of continuous and relationship-based advisory services (e.g. single-use, in-and-out consultants, service providers and government interventions) a stumbling block?



### **Imbedded Unit 1**

*“A mentor will still help even though you aren’t paying him for his advice, so relationship interventions will assist in a more helpful manner because you can ask questions outside of the billed capacity.”*

### **Imbedded Unit 2**

*“It’s better if we have a long-term relationship with someone who knows our history, who knows where we are and who we can phone for advice. They should know what’s going on.”*

### **Imbedded Unit 3**

*“You need a partnership, not just a business plan. Even if you buy feed, your feed supplier which would be Nova Profile or whatever, you need to go there and introduce yourself to them and build a relationship with them and ask questions like who is the guy that’s in charge of your logistics or who do you phone if the truck didn’t arrive on Friday? At our business, we believe in that face to face relationship. We want to know who you are, and we build a relationship. There’s a place that sent me a letter, “HIRE OUR TOOLS”. We’ve been with them for seventeen years. It’s the same with the feed and the chicken suppliers. We build a relationship. This in-and-out thing doesn’t work.”*

### **Imbedded Unit 4**

*“Definitely long-term support.”*

### **Imbedded Unit 5**

*“It’s better to have a long-term relationship with mentors but at the look of things within that process there are still some challenges whereby a man can say that some of them say that I am there for you indefinitely, but some would say that my services come at a price and when the money runs out the mentor is gone. I would prefer a long-term relationship.”*

### **Imbedded Unit 6**

*“In our instance, we had someone external come and advise us because we felt that if it’s someone from within the project, or from within the business, we can stay in an exceptional state, and that works for us because there is a continued support, because then we have the preference or the choice to go straight away to that person for advice whereas not everyone has that option. In most other projects, people come in externally and they don’t have that commitment continued relationship that has been built.”*

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IQ13: Are you as farmer mentored by any person or organisation with the exception of the Departments?

**Imbedded Unit 1**

*“Yes, Christie is my mentor and I work very well with him. We have very good communication. We make phone calls, have meetings. He also comes out to see me sometimes.”*

**Imbedded Unit 2**

*“There was once someone who was giving advice on the rearing of animals but I’m sure that there was nothing new that he could have taught me.”*

**Imbedded Unit 3**

*“Terblanche to a certain degree and then there is SAPA through my involvement with the chicken side of things.”*

**Imbedded Unit 4**

*“My neighbour mentors me.”*

**Imbedded Unit 5**

*“We’ve got a mentor, Johan de Vos who is private and there is Corne to a big degree from the market side.”*

**Imbedded Unit 6**

*“Yes, we are being mentored by the Môrester Group.”*

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**RQ6: How does the institutional ownership amongst project beneficiaries impact post-settlement support?**

IQ27: Does the lack of institutional ownership result in a lack of group cohesion?

**Imbedded Unit 1**

*"This is a big problem for the small holding farmers."*

### **Imbedded Unit 2**

*"It does result in a lack of group cohesion."*

### **Imbedded Unit 3**

*"Yes."*

### **Imbedded Unit 4**

*"Yes, absolutely."*

### **Imbedded Unit 5**

*"It does because currently when you look at Buffelsfontein, it's just fighting."*

### **Imbedded Unit 6**

*"I think one of the most important things that need to be done when it comes to the project is, we need to teach each other things, the information must flow. We try to have training sessions about four times a year so that each person stays informed and having the information gives him a good understanding, and then there are no excuses - he can't say that he didn't know."*

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IQ 26: Would you say there is a lack of institutional ownership of projects by beneficiaries and could this be attributed to the "rent a crowd" strategy under LRAD where applicants have been put together to increase the grant kitty in an *ad hoc* manner?

### **Imbedded Unit 1**

*"There is definitely a lack."*

### **Imbedded Unit 2**

*"That doesn't work well because say, for instance, a person gets a farm and they live there with their family, those people don't know what's going on there."*

### **Imbedded Unit 3**

*"It was one of the biggest mistakes because you will find people that own land and you will see that they didn't even step foot on that land, and then they sell it."*

#### **Imbedded Unit 4**

*"Yes, it's a big problem."*

#### **Imbedded Unit 5**

*"I would like to see smaller groups; the big groups don't work."*

#### **Imbedded Unit 6**

*"I think in our instance when we got the funding from LRAD, our application was all in order right from the beginning. You must be clear what your intention is in terms of the project itself because this can play a key role. Our strategy or our philosophy in this project is that we see all people on the same level, so each person is shared the same information as the people higher up and he sees precisely what goes on, because in other projects it often occurs that there is a little bit of precariousness in sharing the bigger picture with all the people that are involved, and for most of the people who are working on the farm or who are involved in the business, things are not made clear. In our instance, the people involved work for Môrester, they are part of the package. Everyone that's involved in the project lives on the farm, but in those instances where people are brought onto the farm from the town, if they need anything, they will come and get it. I don't believe in that system."*

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IQ37: Would you say that complex community dynamics stalls development and land use initiatives?

#### **Imbedded Unit 1**

*"Definitely, and it's a very important thing for the government to see this. We are 13 on our farm and the way we communicate with one another does influence productivity. We try our best to work together to come to the same conclusions but it's a problem sometimes because we don't always."*

#### **Imbedded Unit 2**

*"Yes, but it doesn't apply to us."*

#### **Imbedded Unit 3**

“Yes.”

#### **Imbedded Unit 4**

“Yes.”

#### **Imbedded Unit 5**

*“I would say that it’s their unrealistic expectations that cause the perception of stalling because when people see a farm they think it’s a piece of land with money growing on trees which is not the case.”*

#### **Imbedded Unit 6**

*“I think there’s a lot of room for improvement, we are a few projects in the area and I think we all have differences in how we operate so I think theirs is much room for improvement. There are some differences in expectations of the projects.”*

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### **RQ7: What should the land reform ownership policy look like and how does ownership influence the post-settlement support function?**

IQ25: From your point of view is communal ownership of land (vs. legal entities to hold title) a major stumbling block in land reform success?

#### **Imbedded Unit 1**

*“This doesn’t work at all.”*

#### **Imbedded Unit 2**

*“The policy should be one family one farm nothing else will work.”*

#### **Imbedded Unit 3**

*“I would give title deeds, but obviously with conditions and phasing in with a proper business plan and implementation of the business plan, and have proper markets. The first thing I will look at is the market.”*

#### **Imbedded Unit 4**

*“Title deed because then they take responsibility, it’s theirs and then they can access funding on the back of the title deed, because it’s always a thing of “it does not belong to me, and I*

*am scared to put in and put loans," because there is the fear that it will be taken away again in the future."*

#### **Imbedded Unit 5**

*"I would like to see smaller groups; the big groups don't work."*

#### **Imbedded Unit 6**

*"If a person has a title deed in their hand, they can say this is my land, I can do with my land what I would like to do. If a person has the title deed, they can invest in the land without worrying about someone coming along the next day and taking away from them what they have built."*

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#### **RQ8: What critical factors must be considered when designing and implementing a post-settlement monitoring and evaluation framework?**

IQ3: Do you have an up to date business plan which you are currently adhering to?

#### **Imbedded Unit 1**

*"Right now, we have the business plan that we have had drawn up with Recap that we are following."*

#### **Imbedded Unit 2**

*"Yes, we have a business plan."*

#### **Imbedded Unit 3**

*"Yes."*

#### **Imbedded Unit 4**

*"Yes."*

#### **Imbedded Unit 5**

*"We've been busy rolling out the plan with recap and are almost finished with that. There will be a new plan drawn up if we go into an expansion plan."*

## **Imbedded Unit 6**

"Yes."

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IQ4: Who provides the Monitoring and Evaluation Support to your plans and would you consider it sufficient?

## **Imbedded Unit 1**

*"Currently the mentor, Christie is monitoring and doing the evaluation."*

## **Imbedded Unit 2**

*"We do this ourselves."*

## **Imbedded Unit 3**

*"Yes, OABS is sufficient. We have a good relationship."*

## **Imbedded Unit 4**

*"We had two mentors who helped us through the processes which was very nice."*

## **Imbedded Unit 5**

*"The mentor and the accountant are providing the monitoring and evaluations support."*

## **Imbedded Unit 6**

*"One of the people who helped us with mentorship was Denzil van der Merwe. He was also the owner of the Môrester Group. He was our mentor and he also gave us guidance on the financial side of things. He had auditing experience with the Môrester Group, so he had the experience to give us advice on how to manage our finances. He played a significant role as financial advisor."*

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IQ9: Do the government provide adequate project management skills?

## **Imbedded Unit 1**

*"I must be honest I have nothing negative to say about them. Their provision of project management skills is adequate."*

**Imbedded Unit 2**

*"No."*

**Imbedded Unit 3**

*"No."*

**Imbedded Unit 4**

*"Yes."*

**Imbedded Unit 5**

*"Yes."*

**Imbedded Unit 6**

*"I think they have the information, but I think from their side they tend to fall flat with regards to the project management because there have been many times that I have called them up and they have asked where we stand with our project, and there have been many times that they have advised us on the phone, but I would have rather had someone come out and see us."*

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IQ 9: Does the government provide adequate Business Planning Skills?

**Imbedded Unit 1**

*"There is business planning skills development being provided. I think it's a healthy thing which they are giving us. The planning is very much needed. After their sudden influence in the veterinarian side of things, the entire business plan worked well for us."*

**Imbedded Unit 2**

*"She did help us a little when we did our application but Rihan from OABS ended up doing most of the work regarding that."*

**Imbedded Unit 3**



*"No."*

#### **Imbedded Unit 4**

*"Yes."*

#### **Imbedded Unit 5**

*"I think that needs to be upgraded a bit."*

#### **Imbedded Unit 6**

*"I think so, I think there is enough. We concentrate more on our new partnership with Morningstar, support comes from there much more but from the department or the government, there is enough in terms of skills development planning, etc."*

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IQ10: Would you consider the variation in quality of completed business plans (if available) and poor adherence to business plans a stumbling block to success?

#### **Imbedded Unit 1**

*"Absolutely, I have had many plans that I have followed and some I have just abandoned."*

#### **Imbedded Unit 2**

*"Look, Charl Du Plessis helped us a lot, that was a major help, but now there's no one here, so there isn't anyone who is helping us, so yes the quality of planning varies."*

#### **Imbedded Unit 3**

*"Farming or anything to do with agriculture is a lifestyle. If you have an extension officer or somebody from Government who aspires to move from this job to that job, he doesn't walk the walk with you, so he might do your business plan today and tomorrow somebody else comes because he's been promoted to another position. We need long term commitment. The funding models should complement you from the beginning stage as you move up. As an example, in our feasibility study, the consultant said that for us to be sustainable we need three cycle interventions meaning the government was helping. They approved that feasibility study meaning that they gave us one cycle. We went to them for another cycle, but they said, "No, you had enough." Now to leave me mid-air is more dangerous, they should have left me down there. A lot of things are intended well but it's not thought through. That's why in my*

*province you find a lot of houses have built but there are no roofs on. Meaning, a lot of small farmers have been helped, but haven't been carried through the process. There's a structure but there's no roof on. We've got nice facilities here with nice chickens but we're struggling, we nearly went six months without chickens. Their infrastructure is worth five million Rand and they're turning their back on us. You need committed officers to see beyond that and I mean we as our business, we are myself and my wife, and our two sons so we talk about legacy continuing instead of business so already now at the teething stages you're turning your back on us. How do you expect my young guys to go forward? I'm telling you, farming infrastructure is a lot of money but if you invest it in the right jockey, returns will be great. We're currently employing thirteen people, we're selling eggs up and down the entire day, and people come here and buy eggs, so where or how do they see these things? That is my biggest problem, and then when you get used to a minister, in the next five years there's someone else. There's a disjointedness and people's plans don't tie up with one another, that's why these big commercial guys, to a certain extent you can't blame them. There are some of them that are willing to walk a walk with you but there are some of them that are too busy because your business takes twenty-four hours of your day, so they're so busy in their business that they don't have the time to spend with you. Some of them will throw money at a project but ad hoc. It's difficult for me, or it's difficult for a commercial farmer to help a small farmer, to know that that small farmer is going to be his competition further down the line. That creates a barrier."*

#### **Imbedded Unit 4**

*"I think land reform projects come from a poor background first, so I think they're not fully geared for helping the processes through and people get stuck because they don't have the resources and the help takes a long time to come. It's difficult to plan around that so those are huge stumbling blocks."*

#### **Imbedded Unit 5**

*"Definitely. People don't follow the plans and that's hampering their business."*

#### **Imbedded Unit 6**

*"Yes."*

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IQ 30: Who is responsible for the project management of the land reform programmes in your opinion?

**Imbedded Unit 1**

*“Land Bank handled this originally. The Department of Agriculture didn’t get involved in this, but then there were institutions like LRAD who did play a significant role in the purchase. They handed out a certain amount in funding to each person which made it easier for us all and made us feel supported and not alone. Although the money was there it still wasn’t enough to purchase the land, and this is where they stepped in.”*

**Imbedded Unit 2**

*“I would say the Department of Agriculture.”*

**Imbedded Unit 3**

*“They’ve got extension officers that come take photos once a year.”*

**Imbedded Unit 4**

*“The Department of Agriculture.”*

**Imbedded Unit 5**

*“For it to succeed, in my opinion is that it will need a group effort from the Department of Agriculture and private sector so that they work together to project manage the process.”*

**Imbedded Unit 6**

*“I would say that this would be the Department of Agriculture. The Department of Land Reform are up to date, but The Department of Agriculture have more of a decisive strategy.”*

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IQ 31: Would you say that the project management, Monitoring and Evaluation is of adequate standard?

**Imbedded Unit 1**

*"This was all an adequate standard, which makes sense since it was their money adding to the funding it only stood to reason that they should come and look and see how things are going."*

**Imbedded Unit 2**

*"I don't know whether they know what they are doing."*

**Imbedded Unit 3**

*"They are not agricultural experts, they're just officials."*

**Imbedded Unit 4**

*"Yes."*

**Imbedded Unit 5**

*"It still needs some work."*

**Imbedded Unit 10**

*"No."*

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**RQ9: What should the post-settlement policy development and implementation framework from government look like?**

IQ 2: Do you have needs for advice which are not covered by providers advising you now?

**Imbedded Unit 1**

*"That's a bit of a difficult one because sometimes people ask about your veterinarian and the people that you are dealing with in the Department of Agriculture, and the outcome of your game rollouts but there isn't really a need for advice anymore because we know the market now."*

**Imbedded Unit 2**

*"I don't think we get all the advice that we need because we sometimes get information from Elsenburg, and they say that there are updates on this and updates on that, but we don't hear anything of it. It would be great if this can be improved, or that the information can be made available. Like if a farmer needs to do something, he needs to know how it must be done so he can be informed."*

### **Imbedded Unit 3**

*"Yes, there are, you see (I'm going to talk off the point now), what is important for me is the extension officers or their service providers, in this case government or whoever...if you just look at the normal income and expenditure of any business, you will see that the business can work, but the mistake that they make is that they don't ask the history or the background of the jockey. I will give you an example: they want to help me with ten thousand chickens, but I've been asking them for help for three years now so in that three years I had to beg, borrow and steal (not literally steal but in a proverbial sense). My first egg that I sold, I paid back the money that I owed because the system really takes so long to come to the party, for me to survive those three years I had to borrow money from my Aunt and my Uncle for diesel and the likes, so when I harvested my first crop I had to pay back that money because the people were looking at me, and the investors don't see that. Hence there are a lot of businesses failing because the focus should be on the enterprises of the business, yes, and on the jockey, because you see, we are as small farmers, we're so grateful when somebody says to you, we're going to help you with some ground funding or a piece of land, that we tend to be brave in our application. In other words when I say brave, we would make commitments to pay large sums just to get the piece of land, but when you get the piece of land you realise that you can't keep it up because you are competing with the big guys, like us in the vegetable industry-our moral is so low because we can't compete with the branches because they're big. You always remain a price taker, you can't become a price maker. Unless whoever helps you understands where you come from, you need to be open and honest and say, "I'm in arrears with my school fees, I owe that, I owe that, I owe that", and then whoever assists you must look at that and then say, "How can we build this in or how can we bring outside funding to alleviate this pressure?" because you must understand, small farmers, they want to farm. They've got the love for it, but they lack the know-how. If I must go to classes, some days I will be there behind the fence but some days I will go to the classes. So, the systems that are there, they can so work but they just need to take it a step back and say, "What are we dealing with?" and ask where the jockey comes from. Who is he and what is he bringing with him, because that is the special part of it, because now a lot of these funds gives you grant money to implement the actual job but the legitimate side of the guy's business, he is maybe a new guy, he doesn't have a cc, he is not VAT registered, he doesn't understand how VAT works so a lot of these funds don't cover that, so that's a major gap that needs to be filled. To get the applicant*

*legitimised in terms of the institutional arrangements. The reason why I tell you this is we have learned this through the process. We're in our tenth or twelfth year so we're only now getting to a point where we are now getting registered for UIF and getting all of those things sorted out, and it gives you a piece of mind because now you can understand that once you've taken care of that you can now focus on the primary core of the business, but when we started off it was like all heads in and feet in and we just went haywire, and when I look now in hindsight, I can highlight for you a couple of experiences that we had, but you always need to take a step back and focus, only through education and through committed training from people like OABS, people who don't just fill in their attendance register. No, they will phone you after hours, they will come."*

#### **Imbedded Unit 4**

*"Well you know when we started off, by planting the vineyards in 2013, we made a presentation and they were fully aware that it would take, after the plantings, about three years for production. Then because obviously we don't have any funds. In the way that they look at it; when we planted the first block and we did not ask the money up front. We planted the first block, which was the bottom, and they made funds available for that. The second year we planted the next block, and they made the money available for that. Then the third year they made a little bit of money available to help with the first production which was after two years and not after three years. They see it as them having helped us for three years where in fact it could have been a once off scenario, so I'm a bit stuck in the sense that I don't have labour. I cannot afford labour and I cannot afford the pesticides and the herbicides. I now must depend on my neighbours – these guys that you've just seen-it's my neighbours. They bought a second-hand tractor for me which they built up. Every time you use it something goes wrong and you must fix it so it's a continuous maintenance thing, and then the pump packed up twice which was over sixty thousand rand. I must fork that out, and they're not interested so I think as a woman that is almost a lone farmer, they should be a little more lenient, so we are stuck there now."*

#### **Imbedded Unit 5**

*"The assistance I am needing now is that I want to expand our operations and they don't give us that. The size of our land is too small."*

#### **Imbedded Unit 6**

*"I would say for us, now that because we are so far down the road, there is a lot of information that happens within the department, things that we as project beginners don't always hear about. Where do we stand with regards to finances, where do we stand with regards to development, if we want to grow, how do we go forward, that sort of thing. That is the sort of information we need. We have our extension officers from whom we receive a little bit of this information, but I believe*

*they could help us a more and give guidance on which way to go. There is definitely room for improvement regarding this.”*

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IQ5: Who else contributes in any way to your farm performance? How important is the role they play in contributing to your farm’s performance?

#### **Imbedded Unit 1**

*“Albie the bookkeeper is definitely a great contributor to our farm’s performance. The co-op is also a major help. With them I have a back door where if I need something I can just go get it. If I need a sack of mielies I can go and get it, if there is anything I need I can go and get it even if the cash flow is tight, they will extend me funding as far as I need.”*

#### **Imbedded Unit 2**

*“It’s just Rihan from OABS, it was just him that helped us, and he made a significant contribution and he also helped with our bookkeeping.”*

#### **Imbedded Unit 3**

*“We don’t have formal agreements with private mentors but my involvement with the industry, mainly being SAPA, I’m exposed daily to various private stakeholders, and then I learned quite a lot, things that you won’t learn through mentors, but have picked up business ethics, and how and what you need to look at. I am currently going to go and sit in on the Maize Trust now. I’ve got no idea what happens there but I ‘m learning because it does influence my business. I’ve only now discovered that egg production and broiler production has got nothing to do with poultry. Chickens have got nothing to do with poultry. It started with a little seed, and it ends up on the table. Poultry has got nothing to do with chickens. The value changed a lot.”*

#### **Imbedded Unit 4**

*“We have the viticulturist who is with the Department of Agriculture who comes here almost every second week to see that things are ticking along.”*

#### **Imbedded Unit 5**

*“I think it is Corne Nel from BKB that’s playing a significant role in contributing to the growth of our business, and whenever we need advice from the commercial farmers they are available, so they also assist us.”*

## **Imbedded Unit 6**

*"I think the department played a role to a certain measure, they seem to have contributed but on a superficial level, they played a part in helping with the breeding and then once we got the breeding right they left."*

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IQ6: Is there sufficient communication, data and information sharing among stakeholders involved in post-settlement implementation and support intervention?

## **Imbedded Unit 1**

*"I don't think there are any problems with regards to this. We communicate directly with one another, we speak often on the phone and have regular meetings. We have no problems with regards to that"*

## **Imbedded Unit 2**

*"I don't know, because each person concentrates on their own work. They don't come together very well."*

## **Imbedded Unit 3**

*"There are programs where they are supposed to work together but they work in silos because National Government is rural development,*

*Provincial Government is agriculture. Provincial Government is DA Government, National Government is ANC, so to get that you are always caught up between these two. If people were working together better, we could be so much further if we had that structure"*

## **Imbedded Unit 4**

*"It is silo based because I don't think they actually work together well (the Department of Rural Development with Agriculture)."*

## **Imbedded Unit 5**

*"They work in silos and don't really talk to each other."*

## **Imbedded Unit 6**

*"There is communication, but I think the flow of communication is very disjointed, so I don't think the communication always goes in the right direction, or that all the role players know exactly*



*where we stand and where we are heading so I think the communication is okay, but I think it can be improved.”*

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IQ11: Would you say that there is clear identification or guidelines on whose role it is to provide post-settlement support? How would you define the responsibilities?

### **Imbedded Unit 1**

*“It makes it difficult when the department doesn’t get more involved in getting the support systems right because you’re bound to the documents that you’ve been drawn up to and now it’s not working at all because there’s a thick batch of documents that are drawn up and they are difficult to work through. If maybe the batch of documents were a little thinner, it might be easier to work through.”*

### **Imbedded Unit 2**

*“I would say that the Land Bank should connect with the Department of Agriculture. When we look at land, when you do an application for land, the Department of Agriculture won’t give you an answer. That’s another department that gives you an answer. If you apply you need to make sure it’s well organised. These people don’t know what goes on in this area. We can’t get the land organised enough because every three years we need a new piece of land. Everyone knows precisely what they need to do but it’s a little bit disorganised.”*

### **Imbedded Unit 3**

*“They don’t know who is doing what and everybody is trying to help but it’s not really working. I’ll give you an example; rural development gives you a farm, they are supposed to be experts on land. They buy a farm from a commercial guy and the guy gives him nice numbers and when you get to the farm you realise that the infrastructure isn’t up to standard, there is no water rights, etc. Then they give you recapitalisation and you must wait two to three years and sometimes you even should wait five years. Then they have got no knowledge about agriculture, so they just give you the land, sign the land over which leaves you there. Then you must restart it over with a hand plough. Suddenly, you’re sitting with these twenty-two hectares, how are you going to work this land, and we ask the land department for tractors and they said “No, it is national’s land, we can’t give you this.” Nobody knows the responsibilities and there’s no specific guidelines that say the rural development will do this to this point, and then at that point it becomes agriculture, so nobody is talking to each other and it’s a very disjointed thing.”*

#### **Imbedded Unit 4**

*"I would say in a way, yes there is but I think there are lesser support maybe from the Department of Agriculture where agriculture businesses are concerned because I know that rural development when working with them, I also sit on the committee and if it wasn't for their sponsorships or funding, recap, it would have been a complete disaster"*

#### **Imbedded Unit 5**

*"I think there's still a little bit of greyness there because the people within the departments don't want to work together but with the new established deal of the department, it's working a bit better because people are starting to be more willing to work together"*

#### **Imbedded Unit 6**

*"I think that it is there, I just don't think it's distributed enough in terms of the role that they play. They know what needs to be done but they don't necessarily do it."*

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IQ12: Are there adequate institutional links between pre-settlement planning and post-settlement implementation?

#### **Imbedded Unit 1**

*"That link isn't there."*

#### **Imbedded Unit 2**

*"Not at all, they said that they would help us, but it never happened so there is a gap between pre-settlement and post-settlement planning. There's a sense of complacency. We did an application for funding to build a slaughtering house for the chickens because we were doing well with the chickens and it was declined two or three times. There was a need for the slaughter house and they didn't offer us the support that we needed in funding the project, and if the funds were made available we could have done well, so there is a big gap between what they should be doing and what they are doing."*

#### **Imbedded Unit 3**

*"Rural development is trying to put people on farms, but they don't talk to the post-settlement and once they're on the farm they don't assist with support going forward, and there are no adequate lengths that are being taken in that regard. The other thing is there is a difference*

*between a business plan and a farm plan. In your business plan, you look at your enterprise budget, but what is your plan on the farm, because your farm plan will speak to your funding, not your business plan, because let's say you started off with a hundred chickens and you see yourself having thirty thousand, so your funding should be structured accordingly but now you do your business plan for a thousand and they think that that's that. You can't grow, you stagnate just there, and that is the biggest problem. There needs to be a growth plan. The flip side of the coin is that they give a guy a farm with four hundred thousand chickens, and if he doesn't understand how it works, they give him infrastructure and they give him money. Six weeks down the line, not even six weeks, two months down the line, the birds eat each other because when he sold his first eggs he got two hundred and eighty thousand rand in and thought: 'This is it! Now I'm going to Sun City on holiday'. This happens, so for me it's from the word go so when the extension officer knocks on your door and says, "I've got the urge to farm" then you must put him through a course and say, "Why do you want to farm?" When he says it's because he wants to make money then that's the wrong reason. There's no co-ordination between pre-and post-settlement."*

#### **Imbedded Unit 4**

*"It's separated."*

#### **Imbedded Unit 5**

*"I'm going to speak of LRAD now, I think there wasn't adequate post-settlement planning. It seemed like they just wanted to place people on the farms but there wasn't that aftercare in terms of planning"*

#### **Imbedded Unit 6**

*"I think when we look at our business plan that was suggested to them, I don't think there is a clear difference between what we say we are going to do and what we end up doing. We can't reach everything that we had set out to do as the conditions aren't always favourable to do so."*

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IQ1: Who are the major contributors to your business in terms of post-settlement support?

#### **Imbedded Unit 1**

*"The greatest financial support came from LRAD. The rest of the loan came from the Land Bank but LRAD had a significant role to play in the purchasing of the land. Once we were established the Department of Agriculture then helped us. For us they were the greatest helping hand. They*

*helped us get the wiring and fencing right, and with setting up water troughs and tanks. In the past two to three years with the recap it's been the Department of Land Affairs that has offered us support. We've had mentors who are commercial farmers who have helped us also, not in a formal sense but with things like mentoring and advice, like when we bought our first lot of bucks, they gave us advice with what to do and what not to do. The helping hand was always there. They would even go out to PE themselves to see how everything looks and this helps a person to feel motivated when one sees how things work."*

### **Imbedded Unit 2**

*"There are a variety of people who were contributors with implementation and the ways forward and things, but it mainly comes from the Department of Agriculture. Land Reform also helped a lot-when we just got the place they guided us. The Land Bank helped us with funding."*

### **Imbedded Unit 3**

*"There have been various people, I think the Provincial Department of Agriculture have been very instrumental. Rural Development (because we're leasing a piece of and from them), and then through the Department of Agriculture we've got various interactions from guys like OABS and Heads-up which does our book keeping."*

### **Imbedded Unit 4**

*"The Department of Agriculture and the Department of Rural Development and Land Reform."*

### **Imbedded Unit 5**

*"It's the Department of Agriculture and it's the Department of Rural Development Land reform as well, they played a role with recap. The private sector didn't play much of a role. I can't remember the private sector having assisted us"*

### **Imbedded Unit 6**

*"Because we were involved from the very start of this whole project, Môrester was our partner in our business dealings, they were the ones who were willing to assist us as new farm owners but at that stage we also approached the Land Bank, we began with our application there until LRAD first started to come back to us in about 2003/2004 and they put us first on the waiting list, so we put the loan application on hold with the Land Bank. In 2006, we received the help we needed form LRAD and then we redid the application for the Land Bank loan for the production capital, so Land Bank and the Department of Land Reform and Rural Development, they played a significant role, and then the Department of Agriculture also played a key role."*

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IQ14: Who identified the important role-players and stakeholders, and would you say it was at the right time or should it have been done at the outset on receiving the land?

#### **Imbedded Unit 1**

*"If I had Christie there at the beginning when the land was purchased, we would probably be in a much better position today, because it came a little bit too late. The support came at the recap whereas it should have come at the beginning. We could have gotten much further."*

#### **Imbedded Unit 2**

*"It was the Department of Agriculture, but it didn't mean anything to us."*

#### **Imbedded Unit 3**

*"I cannot emphasise more, not even at the outset when you start on the farm, doing the initial ideas, you need the mentor right up front. He needs to be part of that idea. If the idea that you have is to plant twenty-six thousand cabbages and I make a rand on a cabbage, I make twenty-six thousand rand-you didn't calculate the manure and the fertiliser that you had to use. You'll be lucky if you make 20c. You need that mentor right up front when the project is still an idea. When you speak to small farmers, give him a pen and a page and tell him to write in five million, he won't know how many zeros are in a million. If you go, ask a businessman to write down five million he will put down the right number of zeros. Why? Because he's seen it! That guy didn't see it. He doesn't know it. It's a bad reflection on the institution that helps these people to say, here is a guy, he is about to make a million and he doesn't even know how many zeros are in a million."*

#### **Imbedded Unit 4**

*"The department got involved and they identified the mentors. It came later. If it had come more at the beginning it would have been better because in my case we had someone who did not come from the department and that was a complete disaster, so I think it would have been better if it was planned properly."*

#### **Imbedded Unit 5**

*"I think it came a little bit late to us from LRAD. If it was done earlier, we would have been far better off than we are now."*

## **Imbedded Unit 6**

*"I think at the beginning of the project we looked for permanent assistance and in the proposal, we put forth was that this farm came assisted by Môrester. So, they came with the proposal with these plans to go forward and then we were involved with the Department of Land Reform and Land Bank at that stage, but Morningstar played a crucial role in mentoring us with the purchasing of land and our start up. The assistance came at the right time in terms of start-up planning."*

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IQ15: What are the three most crucial support aspects for progress of the farm?

## **Imbedded Unit 1**

*"I think the mentorship has been very important. It is needed, especially advice from mentors when new rulings come in, and with regard to finance."*

## **Imbedded Unit 2**

*"Funding was a problem in the beginning, this was a bit of a struggle for us, and delayed implementation. Also, if we just had someone there to say that they would help us, and support us and follow through. We were let down once by someone who said that they would help but he didn't follow through. At that stage we were three-hundred and eighty-thousand rand in debt and we were just looking for someone to help us out with a pump. This person said that he had a pump for us to use but never followed through so people help halfway and then let you down."*

## **Imbedded Unit 3**

*"Cash flow, access to implements and feed input cost."*

## **Imbedded Unit 4**

*"Funding because like I said to you the funding that we received should have been one lump sum because we didn't do everything at the same time, so I would have needed more funding because I need to pay for certain things that I don't have and that is the one major thing, I won't say mentorship because it's adequate, we have that kind of help and support. Labour, which could help me if I had funding - point labour and sufficient labour. Market excess for the product is a bit lacking."*

## **Imbedded Unit 5**

*“The accountant, the mentor and the department. I’m also thinking of saying that I foresee that the commercial farmers have a critical role to play as well and Land Bank as far as financial security is concerned.”*

### **Imbedded Unit 6**

*“I think at this stage because we are also busy rolling out our business plan, we are looking at long term permanent objectives, so one of our needs is finance for plantings. We have the land. I did an application, but it wasn’t successful, but I think financially we are in a process, but if we can just get financing for the project then it will all fall into place – it will just be about planting the trees, and then I also need to get a watering license. We are in a process, so we hope and trust that we will eventually get it right. Then we could use more production capital. These are in my opinion the three most important things that we would require in terms of support.”*

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IQ 16: What other support would you like to have that you are not currently receiving?

### **Imbedded Unit 1**

*“If someone can help me a little more with cash flow and advice on running a business? I need a little more advice with my cash flow management, because now there isn’t any advice available.”*

### **Imbedded Unit 2**

*“What we need on this farm is to have some workers come in and help. We have asked for this on a few occasions, but no one can say that there is help available because we don’t have housing for the workers.”*

### **Imbedded Unit 3**

*“If I speak of a borehole, I would speak about two hundred thousand rand, and I don’t have two hundred thousand rand, but if I had access to two hundred thousand rand, I could make more than two hundred thousand rand with the borehole because it’s going to irrigate my whole piece of land. The farmers all around me have seen how I must struggle. If I were to ask the state for money for this, they would not be willing to help me. They would ask if I have done an enquiry for water rights and it would take about three years. I farm, I need water, and they can only help at a later stage with this. The farmer that has money can do it because he can afford it, but I can’t. When I ask for the funding they will find all sorts of excuses to decline, because they don’t understand, and they don’t even try to understand.”*

#### **Imbedded Unit 4**

*“Funding, market access development and funding for labour.”*

#### **Imbedded Unit 5**

*“I would be very glad if it can so happen that the private sector can come forward a little more and if we didn't have to call them and ask for their support. I would like them to be more available and more involved in the process.”*

#### **Imbedded Unit 6**

*“The three things mentioned in the previous question (finance for development, production capital and water rights).”*

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IQ17: What are the three most critical challenges your farm as an agribusiness will face in the years to come and what support services would you need to solve these challenges?

#### **Imbedded Unit 1**

*“My biggest dream in growing my business is the purchase of more land to allow growth. I will say the more intensive the costs get the more difficult it gets. I would say that I only have the space that I must work with which is 3 000 hectares, and that can only take me to a certain point so if I want to go a little but further in my growth I will have to purchase more land and the pressure that I have with the stakeholders is a scary thing so a little more support or assistance with growth from the Department of Agriculture will be appreciated so that our operations can go more smoothly. Maybe also a little more support from the commercial farmers as well might help because it's a big industry. So, the business is still too small to make any progress, if we can have just a little more growth then we can move forward.”*

#### **Imbedded Unit 2**

*“I would say floods would be one challenge. I did an application for funding for flood prevention or relief. It can happen to other people, not just us. There were other farms that were under water because of floods.....some of those peoples' land was taken away from them as a result. There are places where the river overflows quite high and others not so high, so if the part of the river that runs through your farm that overflows to a greater degree, you are in a position where you are challenged with a disaster.”*



### **Imbedded Unit 3**

*“Forward thinking, my production unit isn’t big enough, so I would need expansion funding. I can understand at some stage you need to go out in the private sector to arrange some funds because you can’t expect government to carry this all the time. You must also show commitment, but you’ve got to get to a unit size first and the financial institutes need to come to the party. They don’t pay much attention to the small farmers, they only take the commercial farmers seriously. That’s why we depend on guys like Land Bank, Mafisa fund, those funds to give us a capital boost or a foot in the door so that we can go to access other funds, so that we can tell them that we can raise twenty percent and ask that they can bring the rest. Those things are not readily or freely available to emerging farmers, and that’s going to impact the business in the future because this is what makes you a business. If you can strike a deal, then you can become a business person. You see when we started out this business, I was thinking I was going to have X amount of chickens, I’m going to do this and I’m going to do this...but now the game plan has changed, we are looking for partners. If we can partner somebody else then we can make not a hundred percent, but we can make fifty percent, but we would be happy, obviously the other fifty percent would go to risk and everything, so we are open to that kind of thing because we don’t see the business as a project anymore. It’s a business. That mindset comes to you as an entrepreneur. When I started off it was a project. Now we are a Pty (Ltd) as we have now changed from a cc. So, this is a business and if the price is right we will do the business.”*

### **Imbedded Unit 4**

*“I think land reform projects come from a poor background first, so I think they’re not fully geared for helping the processes through and people get stuck because they don’t have the resources and the help takes a long time to come. It’s difficult to plan around that so those are huge stumbling blocks.”*

### **Imbedded Unit 5**

*“One of the key issues is the size of my unit and one of the other critical issues are drought and climate change. We would like to have some more support from the Land Bank to increase the size of our land to accommodate the decrease in produce affected by climate change.”*

### **Imbedded Unit 6**

*“For us I think it would be the new developments that the farm is needing. This will be the apple and pear orchards that we would like to plant. This will help with our output as the issue has been about cash flow for us, so when we look at the financial situation that we are currently in this will help us. Where this will benefit us as a business is when there is a contract with Ceres we would*

*like to be involved in that package. That's one of the challenges and then at the end of the day it also boils down to water. We need to erect a dam, so that we can obtain the certainty of having water. Altogether it's the financial help that we are looking for, but we can get the help with our fruit projects and aim to get it right in the next ten years or so, but we would like to get the production going sooner than that. We'd like to do it in increments though because I don't want to end up buried in debt."*

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IQ18: What strategies can benefit South Africa's land reform post-settlement support functions?

### **Imbedded Unit 1**

*"The biggest problem is that the people in the institutions don't work well together so if they could work better together, there might be more progress. It would help if someone could bring these people to work together better. Having title deeds drawn up and if you put less people on the farm you'll see that those two things will make an enormous difference."*

### **Imbedded Unit 2**

*"People should get title deeds. The less people living off the land the better it is so less people per farm, smaller groups. You can't put twenty or thirty people on a farm, all these people must eat. It helps the people, but you get people that are given everything they need and the opportunities that they need to run the farm, but they don't use it. A person needs a title deed though, you can't go year by year. You can't plant something when you don't even know if it will grow in the following month because you might not be there anymore. They should run a fine-tuned selection process before putting the people on the farm. You can't just put anyone on a farm and expect them to make a success of it."*

### **Imbedded Unit 3**

*"Government should identify the suitable jockey, meaning look at his capacity, look at his ability, and all those things. Whatever lacks there, you capacitate him. Let's say that process can be a five-year process, so you link him with markets and everything. In the fourth or the fifth year when this guy shows that he's got the business skills you let him take a risk. You give him the title deed, coupled with the Land Bank loan of X amount and then grant fund him, you don't give him recap, you don't give him grant funding coupled with that so let's say his short-term business plan is five million, he must borrow one point five or a million, and then as he proves himself on that he can grow to the next level and that should be the strategy that they should follow. Then you make him sustainable, then you make him compete-able, and then you make it attractive for any other commercial farmer to say to him listen here, I like this guy next door. He has shown*

*that he is willing to take the risk, and he is invested in, let me help him. The quantity of jockeys being placed on a farm depends. For me twenty-two hectares is big, for another person that's his backyard. One also needs to take into consideration the cultural diversities as well. Like where the kings rule the land, these groups in the tribal areas rule, so there must be some way that they can be accommodated as well. Then when you come down more to the urban areas of farming, for example, Philippi and Atlantis, you're looking at maybe family businesses. Family businesses have got a lot of bad names, you shouldn't just think it is honey and roses."*

#### **Imbedded Unit 4**

*"I would say title deeds and one family per farm because those rent-a-crowd things don't work. If I had to listen to my crowd, I wouldn't be near where I am now, and I think a lot of other farms experience the same thing because there are always one or two people who are working, and the others are not."*

#### **Imbedded Unit 5**

*"LRAD put a lot of people on one farm and this can cause a stumbling block because of the amount of people from the DRC that have taken advantage of this, but the government has recently implemented change on this by stipulating that only one family will be allowed to inhabit each farm. I think that the strategy that the government is currently using in terms of the plus arrangement where the farm doesn't have title, is hampering support in a way - for you to get funding, it makes it impossible but there is a reason behind this. The reason is that, what happened previously was that whenever people would get the title deed they would sell off the land back to the commercial farmers, so there's the advantage of having the PLAS farm. The disadvantage of the PLAS farm is that you don't get funding."*

#### **Imbedded Unit 6**

*"There's quite a history with the rent a crowd strategy but I think here in the Witzenberg we have a very nice strategy which is the Partners in Agri Land Solutions (PALS) Project, this makes it possible to look at everything from an objective point of view, at what can work whereas a lot of the old LRAD projects can tune into and that ads up. Smaller groups for the bigger projects but the other groups from other projects can also benefit and I think that the ownership of the land can also help, so that the people who can benefit off this will have the opportunity to say it's not about the land but what you do with the land. They should have the opportunity to treat the land as their own and would be more willing to invest in it. That's also the important thing about mentorship, you can't take an old piece of land and put someone on it and just wait until that*

*person becomes successful with it, unfortunately it doesn't work like that. From the time that the site plan is drawn up the mentorship needs to be in place."*

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IQ22: What is your perception of interdepartmental relations as well as between the private sector and civil society? Do you think they work well together or disjointed? What would you change?

#### **Imbedded Unit 1**

*"In my opinion, they do need to communicate and link with another better, if they do this they will be able to make more of a success. If they don't link together with one another well then, they won't be able to move forward successfully. They do communicate well but they could do better."*

#### **Imbedded Unit 2**

*"It doesn't look to me like everyone is on the same page. Each person has their own agenda."*

#### **Imbedded Unit 3**

*"It's disjointed."*

#### **Imbedded Unit 4**

*"It's very disjointed because, where I find myself in the wine industry, there is not a lot of private or industry support."*

#### **Imbedded Unit 5**

*"At the look of things, I can't really feel that togetherness, but they are working towards being streamlined. Now, it's still disjointed."*

#### **Imbedded Unit 6**

*"I think they work very well together but here and there they could do a little bit better here and there, but I think they are very well tuned in. In our instance, we aren't yet in the fruit project, but we get information, so I think they work well together."*

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IQ33: Is there sufficient emphasis on post-settlement support or would you say the government is just chasing settlement targets without being concerned about the growth of settled projects?

### **Imbedded Unit 1**

*"I think they are going after a good target, but they don't take a personal interest in the actual person."*

### **Imbedded Unit 2**

*"That for me is a big problem. They would after a year set a target and but to set that expectation on a business, you need to go in there and help and to give advice, so you can see what's going on and you can help them find a way forward. Now, it just looks like they are chasing targets without being willing to guide people on the ways forward in terms of meeting those targets. Do they even know what happens on a farm themselves? They were looking for someone to run a piece of land and they got someone out from the Cape to come and farm here? There are small farmers here who are looking for a piece of land. Why not take those people? They need to choose people from the area, and not bring people in from other areas."*

### **Imbedded Unit 3**

*"It's all about targets and it's just about chasing settlement targets without being concerned about the growth and future off the settled targets. Politicians are just chasing numbers, you become a number to them, and they're just chasing and trying to put people on farms without worrying about how these people are going to survive afterwards."*

### **Imbedded Unit 4**

*"I think they are concerned about the growth but there could be more support."*

### **Imbedded Unit 5**

*"What I think is that they are chasing quantity and they are forgetting quality, so there needs to be a better balance."*

### **Imbedded Unit 6**

*"I think the ruling is that a lot of the projects stand together but I think it's the follow up to make sure that there is growth that isn't consistent or with all the projects because we sit in situations where we sit in a forum and we are in an environment where you sometimes hear about what goes on in another project and then I understand where the government is at and where they are falling short."*

IQ 34: Would you say there is an absence of customised (needs specific) post-settlement support mechanisms at project level?

#### **Imbedded Unit 1**

*“I would say that there is support but for me the support isn’t very strong. They could do better at this.”*

#### **Imbedded Unit 2**

*“They need to come in and look at what we are needing. Say if we are needing a hose, they will start giving us things that we don’t even need. Then they will go and give a hose to someone who doesn’t need one. There’s an absence of customised needs being met specific to different situational requirements.”*

#### **Imbedded Unit 3**

*“It must be customised. If you as an extension officer don’t understand...let me put it to you this way, my business plan is twelve million rand. That extension officer that has got to present my business plan, he earns three hundred thousand a year. He is not motivated to help you with a twelve-million-rand plan. If we get help, I am going to be richer than him. Your extension officer is critical. He comes from the college, he’s a freshman, he is still paying off his student loan. He’s got to do your application. He himself can’t even count the number of zeros in a million. He’s not interested in your specific business needs, he comes with a general approach. What he does is, he has got a horticultural economist who comes and inspects, and finds the person who manages the production is sicker than the animals so what pulled us through was that guy Wilton September. He was very committed, he came here the first day when I didn’t know about the Department of Agriculture. I asked him what he wants, and he said that he wanted to help me, and I told him to leave. He convinced me to let him help me and then he started the process. I dreamed about having a chicken farm with him and he put me through and set the process in motion, but if you don’t have an extension officer at the beginning who is committed like that, you’re gone.”*

#### **Imbedded Unit 4**

*“Yes, I think that would be better.”*

#### **Imbedded Unit 5**

*“I don’t think it’s adequate. It could be better, when I am looking at my farm because immediately whether you are 50 on a farm or whether you are 20, if you have been given that piece of land,*

*they take it that you are settled. It's not the case. There should be a process whereby it should grow so that you minimise your number of people on that same project because the reality in the Karoo is that to survive, or to farm sustainably here, is that one family needs a minimum of 6 000 hectares, and it doesn't cover that on the current system."*

### **Imbedded Unit 6**

*"I think the government only looks at certain projects, they don't look at all the projects to check what's going on and they don't always come out and monitor the project, and make sure precisely what is going on there. We are a project that don't just leave things hanging, we are successful, but I mean, let's ask ourselves why we're successful? When can then use that as an example, but there is a lack of post-settlement support."*

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IQ36: Would you say that unrealistic beneficiary expectations linked to lack of economic and feasibility assessments leads to project failure?

### **Imbedded Unit 1**

*"I will begin by saying that this is a very emotional topic for me because they really don't understand what farming is all about. They skip the steps and want to jump to success. They want the outcome but are not prepared with the realistic expectations of what it takes to get to the outcome. This for me makes it very emotional because there isn't a realistic understanding of the nature of the business."*

### **Imbedded Unit 2**

*"I think so."*

### **Imbedded Unit 3**

*"People through government create expectation but they haven't really done feasibility testing to see if those things are realistic. They haven't thought it through and that leads to project failure. If you say one hectare, one cow; I've got twenty-two hectares so would I have twenty-two cows? I would have to fence the land so that's unrealistic."*

### **Imbedded Unit 4**

*"Yes, definitely."*

### **Imbedded Unit 5**

*“Both government and sometimes the politicians put unrealistic expectations on these projects.”*

### **Imbedded Unit 6**

*“That one is a reoccurring case for me because I think the idea is brought across is from the ground up, I will give you an example of this, when we first got our funding from LRAD, we weren’t exactly sure of what we were fully meant to be doing with it, if the project is running late the person can’t put this money in his pocket because of the time that he is putting in and it must go either towards housing or towards another project. People can do an enquiry about where that money has been allocated to, so we like to have that ready before they ask but I would say that the government has an unrealistic expectation of how far they would like the funds that they provide must be extended.”*

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IQ38: To what extent have policy makers and decision makers at government level failed South Africans with regards to land reform post-settlement support and the management thereof?

### **Imbedded Unit 1**

*“They did begin with something but the way they had begun wasn’t correct. There needed to be a stipulation that for each farm there would be only one person or farmer assigned because there were too many people being assigned to each settlement.”*

### **Imbedded Unit 2**

*“If they could give us better support and faster, and if they could come out and determine precisely what our needs are, these long-winded processes don’t work so well. Also, instead of helping people that don’t use the help they should determine which people will make a success of it and help those people more. If they try to please everyone at the end of the day, they will end up pleasing no one. Recently they said they were going to choose the top 25 or the top 50 projects and help them but nothing came of that.”*

### **Imbedded Unit 3**

*“Number one, the selection process of the beneficiaries: that is important. You can’t put a guy who wants to farm cattle on a poultry farm. You see at that catchment point where you start with the profiling, if that isn’t right, then you’re gone. Now you can’t blame the politicians because they’ve got nice policies. It’s the officials.”*

### **Imbedded Unit 4**



*"I think it could be maybe that they are too thinly spread to adequately look after specific groups, if it was more targeted to what they are doing, for example they are now busy with these ten farms and then they've got a lot of other things to do and then another ten are coming on board and they are looking at those people and you are left behind so they are very thinly spread and they don't finish the job and they run all over the place and they don't get to everything and then if I look at myself and I look at myself and looking at organisational issues that I have to participate in, and they are in it every day so they are busy with the organisational issues, and structures and meetings and I cannot see how they can sufficiently assist the small farmers if they have so much of that other stuff going on at the same time. There is too much bureaucracy going on at the top and not much application on the ground level."*

### **Imbedded Unit 5**

*"Rent a crowd, and post-settlement support isn't there in time."*

### **Imbedded Unit 6**

*"I think, number one you can't just put a person on a piece of land and expect him to know how to develop it. After you put him there you need to first provide him with assistance because we must say that together we aren't commercial farmers, and when you give someone a piece of land and you are now waiting for him to farm or to start a business then you must take into consideration that guy doesn't have the commercial farming knowledge which is expected of him, whether he is black or white - it doesn't make a difference, the problem is you need to take that farmer with you to the department and give him training and skills transfer to teach him how to be a farmer. They put an untrained person on a piece of land and expect him to start a production, and bring profits and purchase assets."*

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IQ39: To what extent have policy makers and decision makers at government level successfully implemented land reform post-settlement support?

### **Imbedded Unit 1**

*"I think that what they did right was to think that the correct people need to be assigned to the land."*

### **Imbedded Unit 2**

*“They did help us with the acquiring of the land and they helped with the book keeping, but the most important thing is the funding, they need to get that right and speed up the process.”*

### **Imbedded Unit 3**

*“If you look at the numbers, they’ve given a lot of farms whether it’s working or not.”*

### **Imbedded Unit 4**

*“I think it’s got to do with the consultants that you’re working with and the passion that they must see the project succeed, and you can clearly see that when they move out maybe and someone resigns and somebody else comes in they’re not worried, they don’t care, so it’s largely dependent on the enthusiasm of the employees of the government.”*

### **Imbedded Unit 5**

*“I think what is now currently happening is that there is the PLAS strategy. I see very big improvement because there are smaller families on the farm and the potential for them to grow is much greater than previously.”*

### **Imbedded Unit 6**

*“I think they have brought great empowerment to the less fortunate and that has been a great plus. This has enabled people to obtain ownership, I just think that the handover procedures could use a slight improvement and the way they handle the skills transfer.”*

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IQ40: What are the leading factors that are causing land reform projects to fail which has led to the farms being unproductive and not contributing to the objectives of the National Development Plan 2030?

### **Imbedded Unit 1**

*“When you look at the processes, this is the thing that makes the process slow. If the process was a little quicker the outcome might be better.”*

### **Imbedded Unit 2**

*“There is too much red tape with the policies that are being implemented. It makes it difficult to arrive at the expectation. Also, the time span in which they end up helping people, this is a big issue. Those two to three years of waiting for funds can cause a problem. There are people who help them with something like accounts payable. They give them 400 or 500 eggs then*

*they buy the things they need. People aren't updated enough on how a business should be run. Some people farm systematically. They need to send in the right help to give advice to people on what decisions to make and they aren't currently doing that. As soon as there is ownership is as soon as it will also start to work better."*

### **Imbedded Unit 3**

*"Wrong jockeys, cash flow and no markets. To address those things, you've got to bring in the commodities number one, you need to have good extension, number two, you need to have the service providers which is the consultant, the OABs', the private sector, it's them and then also you also need to get onto the retailer board. Because of those that are not coming to the party, and because they're not synchronised and they're not working together, that's what's causing the land reform projects to fail. To give you an example, we supply to Shoprite and Checkers. So, our stuff goes through Terblanche. It's very rare that they will check our product because they know Terblanche. What Spar do is that they put on a sticker and say, this has a problem but you'll find Spar's agents in the market knows someone that sells spinach for example so if they want to buy spinach they will put them onto the person that they know who sells spinach, so there are problems there that you are not aware of so there's some unethical business practices that you as a small farmer are not aware of and that has an instrumental effect on your business."*

### **Imbedded Unit 4**

*"It's the lack of funding and the lack of monitoring the projects, looking after it, staying with it, because people know how to farm maybe but don't know how to run a business. It's not only agricultural skills that they need or to freshen up with, it's a business and I think a lot of people were also chosen on the fact that they've been on farms so they've got the skills but they don't have the business or the know how to run a business and I think that is important because I've seen a lot of people who don't know how, there is not funding so they have to eat their seed money and they don't keep for the next one so the business planning and the cash flow management and that sort of thing is a major issue that they need to look at."*

### **Imbedded Unit 5**

*"The challenges that I foresee that causes these projects to fail is that they put people on the farm without sufficient funding, also that Rent a Crowd is difficult to make decisions because of these big groups. It doesn't work. I also think that private sector is not doing enough. Another point that I would like to make is that in the beginning there was a fear factor from the side of the commercial farmers. I don't know whether they imagined this as a threat to*

*their business whatsoever, so they still need to come to the party as well. They've got a crucial role to play to ensure that land reform is a success.*

*It's a combination of those three factors. We need more private sector involvement, we need to get away from Rent a Crowd and we need funding at the point of departure, and skills development is very important. People should be skilled before being given - not only technical skills but also financial skills because many times you get people who know how to farm but when it comes to the side of finances, they are lost."*

### **Imbedded Unit 6**

*"In my opinion, it's the lack of skills in many instances and I think a lack of funding also and then mentorship - those three things. When your mentorship is interwoven with your business, you have an inkling of what's going on, and then if you have a business plan, things need to be communicated properly which opens your door in terms of communication. If you have the skills transfer, mentorship and funding then the power is there, you just need to see it through."*

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### **RQ10: What critical factors must be considered when designing and implementing a training and skills development program for land reform beneficiaries?**

IQ19: Would you consider the skills transfer and training prior to receiving the land to be sufficient?

### **Imbedded Unit 1**

*"There wasn't any training provided before I was placed on the farm. It's a business and you are basically purchasing it without any knowledge on how to run a business. I would see it as important for them to provide training and skills before placing someone on a farm. When a man begins, he's become a boss without any formal training on how to conduct himself as such."*

### **Imbedded Unit 2**

*"I think they could do more."*

### **Imbedded Unit 3**

*"No, completely insufficient."*

### **Imbedded Unit 4**

“Yes.”

### **Imbedded Unit 5**

*“I think it’s what I’d like to see before they put people on a piece of land. Skills Transfer. It’s very important. I also see that we have got commonage that is there that we can use as a stepping stone for skills development, where by all these departments like Agriculture and Land Reform will also have a part to play as well as commercial farmers to see to it that we graduate from the commonage to farms.”*

### **Imbedded Unit 6**

*“I think what makes our project unique is that we didn’t just jump in there thinking we would make a success, we knew there were going to be challenges, for myself - I was thrown in the deep end there, so I was out of my depth in managing this project, so I was thankful for the mentorship from Naas van der Merwe. So, when I found myself as the owner of the business, there was a lot of training that happened.”*

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IQ20: Would you consider the skills transfer and training after receiving the land to be sufficient?

### **Imbedded Unit 1**

*“You can never stop learning and you can learn new things every day. It is sufficient skills transfer but you must always keep developing your skills. It’s almost like a teacher; if the teacher does a decent job then the students will thrive. The department just needs to continue in their provision of skills development.”*

### **Imbedded Unit 2**

*“I think they could do much more because we didn’t get much training.”*

### **Imbedded Unit 3**

“No.”

### **Imbedded Unit 4**

“Yes, definitely.”

## **Imbedded Unit 5**

*“It must be an ongoing process because skills are changing daily, so that the skills and training should always be there.”*

## **Imbedded Unit 6**

*“There was a lot of training and we were a group of workers, so we had the skills transfer. There was enough.”*

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IQ21: What would you differently from a skills development point of view?

## **Imbedded Unit 1**

*“A small farmer needs to have business skills and training before they begin the establishment of their farm. So, if he wants to be a success he needs to have a plan in place and he needs to stick to it.”*

## **Imbedded Unit 2**

*“If we can communicate better and training of farm workers would help a great deal.”*

## **Imbedded Unit 3**

*“I would even go so far, and this is what we’re doing at SAPA now, we’re talking to the University of Pretoria to gather support to maybe have short term courses like six months to a year, but it’s intense. The big companies, Astral, those guys should also have hands-on facilities for training, i.e. go take a shovel and go clean a chicken house and go see how the birds work, and that is one aspect of it. Then your next half you spend on the business, the admin side of it and the record keeping because often we go on record keeping courses for a week or two weeks. The third week you forget about it. Whatever you learn must become a habit. If you don’t have a vehicle to implement it, let’s say a farm doesn’t have those structures, so when you come back you get the certificate and that’s about it and it just lies on the shelf.”*

## **Imbedded Unit 4**

*“No, I think a lot of the people’s skills get transferred which I think is sufficient. I think that the major skill that needs to be transferred is of running the business, the financial side.”*

## **Imbedded Unit 5**

*“It would be important to up-skill the people before they get the land.”*

## **Imbedded Unit 6**

*“I think what they do is enough, I just think there should be a lot more involvement from a lower level. Us guys at the bottom, if we were presently involved in the project, they will tell us how it works but we don't always necessarily understand so we sometimes struggle to get a greater understanding of how things work, like how a trust works etc. The training offered is very shallow, so that doesn't give people a good chance of making a success when starting out.”*

### **4.5 Interpreting the Interview Questions**

Before pattern matching to the propositions can take place the interview responses are analysed per interview question to identify common scenarios from which the propositions / independent variables are then supported or not supported. Each Interview question is dealt with separately below.

#### **RQ1: How is beneficiary profiling done, how should it be done and what is the impact on post-settlement support if not done properly?**

IQ28: How were you selected to be part of a land reform project?

- It is evident that most of the respondents had prior technical farming experience and were either farming on the commonage (communal municipal land) or farming for commercial white farmers. The respondents then went through a process of applying to be part of a land reform project and were thus selected accordingly.

IQ 29: Would you consider the profiling of prospective beneficiaries to be adequate?

- All the respondents agree that the profiling of beneficiaries is inadequate except for one who feels the process was exhausting and thus adequate in nature.

#### **RQ2: Is adequate funding available to successfully implement land reform?**

IQ23: Would you consider insufficient or lack of funding on the part of government/stakeholders and beneficiaries themselves as a major stumbling block to survival and growth of land reform projects?

- All the respondents agree that funding and access to funding is a major stumbling block to survival and growth of land reform projects.

RQ24: Have you received post-settlement funding, and did it come at the right time?

- All the respondents have received post-settlement grant funding, but all agree the timing thereof is poor and the lengthy process it takes to secure funding is not conducive to land reform project success.

**RQ3: Is the Agricultural Public sector adequately skilled and supported to implement land reform successfully?**

IQ7: Do you think the agricultural advisor (extension officer) of the Department of Agriculture assigned to you is sufficiently educated?

- Three respondents agree that the advisor is sufficiently skilled to implement land reform successfully whilst the one respondent said that the advisor was not adequately skilled. One respondent said that the advisor should be an agricultural specialist and not just an ‘official’ as is currently the case in his opinion. One respondent stated that the official is adequately skilled to perform the necessary functions but feels there is a lack of commitment to address the needs of emerging farmers.

**RQ4: How does the institutional arrangements and corporate structures impact post-settlement support?**

IQ 32: Are the legal entities (trusts and companies) dysfunctional and not capacitated due to their constitution being poorly understood?

- All the respondents agree that most land reform beneficiaries do not understand the functionality of the legal entities due to their constitutions being poorly understood which leads to incongruences within projects.

**RQ5: Who are the strategic role-players and stakeholders that should be involved in Land Reform and what role should private sector mentors be playing in post-settlement support?**



IQ 35: Would you consider the lack of continuous and relationship-based advisory services (e.g. single-use, in-and-out consultants, service providers and government interventions) as a stumbling block?

- All the respondents agree that short term individual use consultants and service providers is a stumbling block and that continuous and relationship-based advisory services is more conducive.

IQ13: Are you as farmer mentored by any person or organisation with exception of the Departments?

- All the respondents except one are mentored by private mentors and agree that this is a large contributor to land reform success. The one respondent stated that the mentor appointed for him was inadequate and could not teach him much.

**RQ6: How does the institutional ownership amongst project beneficiaries impact post-settlement support?**

IQ27: Does the lack of institutional ownership result in a lack of group cohesion?

- All the respondents agree that the lack of institutional ownership results in a lack in group cohesion which negatively effects project success.

IQ 26: Would you say there is a lack of institutional ownership of projects by beneficiaries and could this be attributed to the “rent a crowd” strategy under LRAD where applicants have been put together to increase the grant kitty in an *ad hoc* manner?

- All the respondents agree that the “rent a crowd” strategy under LRAD results in lack of institutional ownership.

IQ37: Would you say that complex community dynamics stalls development and land use initiatives?

- All the respondents agree that complex community dynamics stalls development and land use initiatives.

**RQ7: What should the land reform ownership policy look like and how does ownership influence the post-settlement support function?**

IQ25: From your point of view is communal ownership of land (vs. legal entities to hold title) a major stumbling block in land reform success?

- All the respondents agree that title deeds should be granted to the beneficiaries and that farming on communal owned land is a major stumbling block to land reform success.

**RQ8: What critical factors must be considered when designing and implementing a post-settlement monitoring and evaluation framework?**

IQ3: Do you have an up to date business plan which you are currently adhering to?

- All the respondents have up to date business plans which they are following.

IQ4: Who provides the Monitoring and Evaluation Support to your business plans?

- All the respondents agree that the Department of Agriculture provides the monitoring and evaluation support. One respondent said that it is done by a consultant appointed by the Department of Agriculture.

IQ8: Does the government provide adequate project management skills development?

- Three respondents agree that the government provides adequate project management skills development whilst three respondents disagree and feel this should be improved.

IQ 9: Does the government provide adequate business planning skills development?

- Four respondents said that they feel the government could provide better business planning skills development and felt that this is a very important component of post-settlement support.

IQ10: Would you consider the variation in quality of completed business plans (if available) and poor adherence to business plans a stumbling block to success?

- The respondents agree that the variation in quality of business plans is a major stumbling block to success. Some farmers disregard the plans as they are not of sufficient quality.

IQ 30: Who is responsible for the project management of the land reform programmes in your opinion?

- All agree that this should be a function of the Department of Agriculture and not a multi-department function as is currently the case.

IQ 31: Would you say that the project management, Monitoring and Evaluation is of adequate standard?

- The respondents have various views of this topic where some feel the project management, monitoring and evaluation is of adequate standard and others feel that it's just a case of officials coming to take photos once a year and can be improved. All agree however that this is a vital function of a post-settlement support function.

**RQ9: What should the post-settlement policy development and implementation framework from government look like?**

IQ 2: Do you have needs for advice which are not covered by providers advising you now?

- The respondents do have needs for advice which are not covered at present but feel it's not a case of the advice not being available but rather the communications channels of the said information are inadequate and can be improved. There should be a better flow of information.

IQ5: Who else contributes in any way to your farm performance? How important is the role they play in contributing to your farm's performance?

- The respondents listed various role-players in the respective businesses, but most agree that their respective accountants, private mentors and "field officers" of corporate buyer groups who buy the respondents products play a very important role in project performance. Interestingly the commodity organisations were not listed as being a major contributor.

IQ6: Is there sufficient communication, data and information sharing among stakeholders involved in post-settlement implementation and support intervention?

- All the respondents feel that there is insufficient communication, data and information sharing amongst the relevant stakeholders and this has an impact on support success. The successful collaboration between the various parties is a vital component in a successful post-settlement support system.

IQ11: Would you say that there is clear identification or guidelines on whose role it is to provide post-settlement support? How would you define the responsibilities?

- The respondents agree that there is clear identification and guidelines on whose role it is to provide post-settlement support but the fact that the various role players work in isolation causes incongruence in the results. One respondent stated that the Land Bank and Department of Agriculture should work closely together to provide this support.

IQ12: Are there adequate institutional links between pre-settlement planning and post-settlement implementation?

- All respondents agree that there is no institutional link between pre-settlement planning and post-settlement implementation and this is a major setback to project success.

IQ1: Who are the major contributors to your business in terms of post-settlement support?

- All the respondents stated that the respective Departments of Agriculture and Rural Development and Land Reform are the major contributors. One respondent stated that their strategic partner is the major contributor and designates their success to the strategic partners involvement. The market agents and financial service providers were also listed as major contributors in some cases. One respondent stated that the private sector and commercial white agriculture should be more forthcoming with support to land reform support.

IQ14: Who identified the important role-players and stakeholders, and would you say it was at the right time or should it have been done at the outset on receiving the land?

- In most cases the important role-players were identified by the Department of Rural Development and Land Reform in conjunction with the project itself. All the respondents apart from one (who had a strategic partner appointed in the pre-settlement planning stage) stated that if the key role players could have been involved from the outset of the projects they would have been more successful than what they currently are as the role players were appointed as “rescuers” after the business had stalled.

IQ15: What are the three most crucial support aspects for progress of the farm?

- All the respondents agree that access to adequate and timely funding, sufficient and timing of mentorship and market development are the three most crucial support aspects. Some respondents mentioned specific items such are water

rights, implements and funding for labour as crucial support aspects but these can be linked to the three crucial support aspects listed above.

IQ16: What other support would you like to have that you are not currently receiving?

- Production funding, finance for development, cash flow assistance, market access and development and skills development on running a business were the most common responses.

IQ17: What are the three most critical challenges your farm as an agribusiness will face in the years to come? and what support services would you need to solve these challenges?

- All the respondents except for one stated that their economic units on which they have been established are too small to create meaningful wealth for the beneficiaries. The cost squeezes and inflation is eroding growth potential and thus access to more land and funding is needed to make sure their businesses survive in the future.

IQ18: What strategies can benefit South Africa's land reform post-settlement support functions?

- The respondents listed various strategies which in their opinion can benefit the post-settlement support function. The most common strategies include, the granting of title deeds to beneficiaries, critical and careful selection of beneficiaries, congruency by all role players in the post-settlement support function and making sure the projects are economically viable before settlement.

IQ22: What is your perception of interdepartmental relations as well as between the private sector and civil society? Do you think they work well together or are disjointed? What would you change?

- The respondents all stated that the interdepartmental relations and those with the private agricultural sector and civil society are disjointed and siloed and that a more unified approach should be adopted.

IQ33: Is there sufficient emphasis on post-settlement support or would you say the government is just chasing settlement targets without being concerned about the growth of settled projects?

- The respondents all agree that there is insufficient emphasis on post-settlement support and that government is just chasing settlement targets without being concerned about the growth of settled projects. More emphasis is needed.

IQ 34: Would you say there is an absence of customised (needs specific) post-settlement support mechanisms at project level?

- All the respondents say that there is an absence of customised post-settlement support at project level and that the post-settlement support function must be designed and implemented in such a manner as to accommodate specific project needs.

IQ36: Would you say that unrealistic beneficiary expectations linked to lack of economic and feasibility assessments leads to project failure?

- All the respondents agreed that unrealistic beneficiary expectations are created by politicians and government for political reasons with little regard to the economic situation and feasibility of the project to create sustainable wealth. These unrealistic expectations lead to project failure.

IQ38: To what extent have policy makers and decision makers at government level failed South Africans with regards to land reform post-settlement support and the management thereof?

- The respondents stated that the current land reform system and policies failed South Africans as they have not selected the beneficiaries carefully to ensure success, they have tried to help too many people by placing too many people in projects together which ends up helping few if any and spreading the resources thinly over too many projects at the same time. The respondents also stated that some of the projects did not meet the economic unit size and thus will never be completely sustainable and self-sufficient.

IQ39: To what extent have policy makers and decision makers at government level successfully implemented land reform post-settlement support?

- The respondents all stated that there has been a vast improvement in the rate of land transfer to land reform beneficiaries and this was positive, but also stated that transferring land was not enough. The post-settlement support function must compliment the transfer process. One respondent noted that the current PLAS system is a vast improvement compared to the previous methods.

IQ40: What are the leading factors that are causing land reform projects to fail which has led to the farms being unproductive and not contributing to the objectives of the National Development Plan 2030?

- The respondents listed several factors which they believe are causing land reform projects to fail which include inadequate beneficiary selection, inadequate pre-settlement skills development and training, lack of congruency in post-settlement support functions, inadequate and lengthy (time consuming) processes to attract production and development capital and poor mentorship programmes and structures.

**RQ10: What critical factors must be considered when designing and implementing a training and skills development program for land reform beneficiaries?**

IQ19: Would you consider the skills transfer and training prior to receiving the land to be sufficient?

- All the respondents agree that the skills transfer and training prior to receiving the land is of utmost importance and in all respondent's cases was inadequate.

IQ20: Would you consider the skills transfer and training after receiving the land to be sufficient?

- The respondents stated that the skills transfer and training after receiving the land is sufficient but also stated that they continue learning new things all the time and that it is a vital function in the post-settlement support function. One respondent mentioned that communication could be improved that they could be made more aware of the training on offer both to them as project beneficiaries and for their staff.

IQ21: What would you do differently from a skills development point of view?

- The respondents have various responses to this question. One respondent asked for more skills development and training on the business side of farming, whilst another respondent stated that skills development prior to settlement on land must be emphasised. One respondent stated that the universities and commodity organisations should together develop courses specific for land reform beneficiaries.

#### **4.6 Pattern Matching**

Case-study design is appropriate for the investigation of highly-contextualised phenomena that occur within the social world. Case-study design is considered a pragmatic approach that

permits employment of multiple methods and data sources in order to attain a rich understanding of the phenomenon under investigation (Almutairi, Gardner & McCarthy, 2014). The methodology uses pattern matching to link the data to the proposition. Pattern Matching attempts to link two patterns, usually the theoretical pattern and then the observed pattern. In the present study, the theoretical proposition patterns are linked to those identified in the interview responses. As an arrangement of objects or entities, a pattern is non-random and issued to match recorded interview responses against the proposed, theoretical framework of patterns between the independent and dependent variables to validate the constructs (Yin, 2014).

#### 4.7 Linking the data to the proposition

Table 2 below links the data to the propositions. The research questions, interview questions and relationships are linked accordingly.

**Table 2: Proposition Pattern Matching**

PROPOSITION	RESEARCH QUESTION	INTERVIEW QUESTIONS	RELATIONSHIP
P1 Beneficiary Profiling	RQ1	28,29	Significant
P2 Funding	RQ2	23,24	Significant
P3 Governmental Capacity and Skills	RQ3	7	Significant
P4 Institutional arrangements and corporate structures	RQ4	32	Significant
P5 Private long term mentors, Stakeholders and Communication	RQ5	35,13	Significant
P6 Institutional Ownership and Group Cohesion	RQ6	27,26,37	Significant
P7 Land and title deed ownership Structures	RQ7	25	Significant
P8 Project Management , Business Planning, Monitoring and Evaluation	RQ8	3,4,8,9,10,30,31	Significant
P9 Interdepartmental Relations & Co-ordination,Roles & Responsibilities	RQ9	2,5,6,11,12,1,14,15,16,17,18,22,33,34,36,38,39,40	Significant
P10 Skills and Training	RQ10	19,20,21	Significant

#### 4.8 Conclusion

Chapter 4 addressed and provided insight into the propositions in the case study research effort. This chapter also reported the empirical findings by effectively organising the data under the proposed research questions listed in paragraph 1.6. Critical to the case study research effort, the data was then linked to the propositions, creating strong internal validity. Chapter 5 will comparatively evaluate the primary and secondary data and interpret the findings. Recommendations will then be made based on the empirical findings.



## **CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

In this chapter research objective RO13 is addressed. The research findings in the context of the study are interpreted and evaluated based on the empirical data and insights gained from the study. The first section of the chapter provides a summary of the study while the subsequent section focuses on the interpretation of the findings against the background of the original research problem and research objectives to reach a valid conclusion. In the closing section of the chapter, the researcher discusses the implications of the research results, presents specific recommendations with regards to future research opportunities in the field of the study, and describes the limitations of the study.

The focus in Chapter Four was on linking the data to the proposition using pattern matching. The following chapter contains a summary of the problem and the main findings. It includes some conclusions and limitations to the study and, finally, a section dealing with recommendations towards a socio-economic development.

### **5.2 Summary of the Research**

Inefficient and inadequate post-settlement support to land reform projects is highlighted as one of the leading causes of land reform failure in South Africa's bid to address the socio-economic reforms for which it was designed and implemented. This research was concerned with the development of an effective post-settlement support framework for land reform projects in South Africa which would assist land reform programmes in achieving the targets set out in the National Development Plan 2030.

The main research problem, as formulated and presented in Chapter One, was thus to investigate the extent and impact of poor post-settlement support structures and to develop a proposed framework which can contribute to improved land reform success. To address the research problem, the following primary research question was formulated: "How to develop a framework for land reform projects in South Africa which would assist land reform programmes in achieving the targets set out in the National Development Plan 2030". In accordance with the primary research question, specific areas of interest were identified, which included: historical background of land ownership in South Africa; the advent of land reform in South Africa; the social economy; the land reform implementation policies and mechanisms; successes and failures in the land reform programmes; emerging farmer needs; commercialisation of emerging farmers; post-settlement support; sustainable economic development; and finally the inherent shortcomings in the provision of the post-settlement

support. This conceptual framework is illustrated in Figure 4 was supported by the literature survey in Chapter Two.

The primary objective of the research, as stated in Chapter One was: to develop a framework for land reform projects in South Africa. This primary objective was supported by several secondary objectives listed in paragraph 1.5.2 and the achieved objectives are listed in Table 3.

The dependent variable was identified as a strategic and operationally efficient post-settlement support framework for agricultural land reform projects of South Africa by examining the following independent variables:

- Beneficiary Profiling
- Funding
- Governmental Capacity and Skills
- Institutional Arrangements amongst beneficiaries & beneficiary dynamics
- Private long-term mentors, other private stakeholders and communication
- Institutional ownership and Group Cohesion
- Ownership Structures
- Project Management, Business Planning, Monitoring and Evaluation
- Interdepartmental Relations, Co-ordination & Roles & Responsibilities
- Skills and Training

The positive relationships between these factors or variables were illustrated and presented in Chapter Four. The relationships were then empirically tested, therefore achieving the primary and secondary research objectives outlined in Table 3 below.

**Table 3: Secondary Research objectives met**

RO2	A literature review on the history of land ownership in South Africa, the advent of land reform in South Africa, the land reform implementation policies and mechanisms to date was conducted.
RO3	A literature review and gain an understanding on land reform impact on food security in South Africa was conducted
RO4	A literature review and gain an understanding of emerging farmer needs was conducted
RO5	A literature review on the commercialisation process of emerging farmers was conducted
RO6	a literature review and gain an understanding on Global patterns on Land Reform was conducted
RO7	A literature review on the post settlement support frameworks to date was conducted
RO8	A literature review on success and failure in land reform to date was conducted
RO9	The key factors (propositions) that impact the post settlement support function were identified
RO10	An appropriate research methodology and research methods for the study was selected
RO11	an interview guide / questionnaire was developed and a sample of land reform projects to interview was selected
RO12	Interviews were conducted with six land reform projects, the data analysed and linked to the propositions
RO13	Pertinent conclusions and recommendations based on the findings are presented

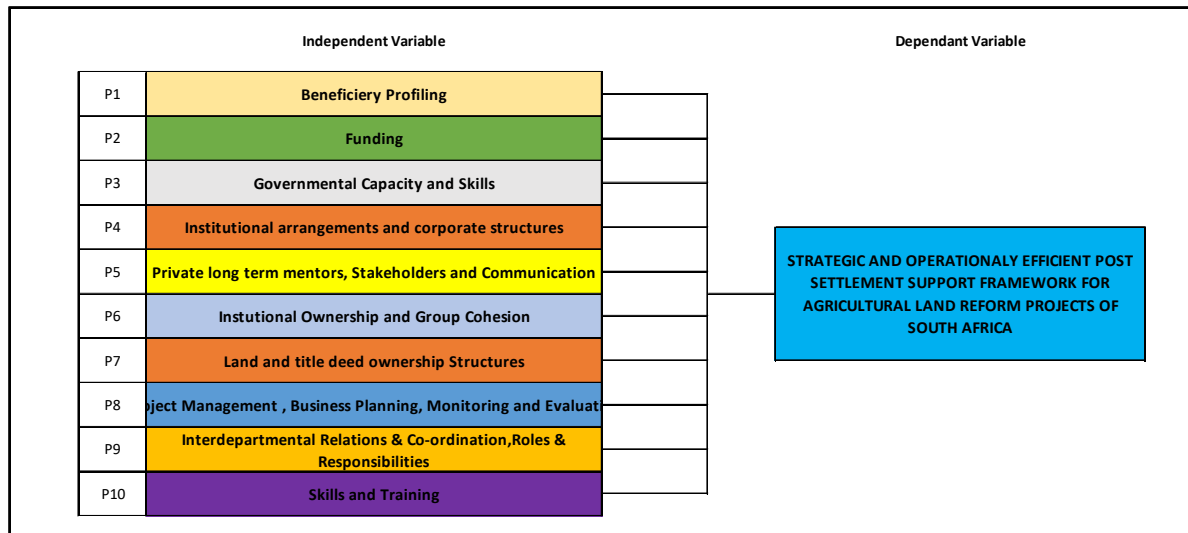
### 5.3 Conclusion from the Research Methodology

An interpretivist research paradigm was applied to the study to develop and test the theoretical model using a semi-structured questionnaire to source the primary data. The questionnaire was six in-depth, semi-structured interviews with six independent land reform beneficiaries who have first-hand experience in the post-settlement support structure for land reform projects in South Africa. The interviews were conducted in July and August 2017. The collected data was then analysed using pattern matching to establish a logical link to the proposition.

To ensure the validity of the research study, rich data that fully covered the field was obtained through detailed and varied interviews. The voice recordings of the interviews were then independently transcribed and the forty questions on the semi-structured questionnaire allocated to the research questions and propositions which they cover. A comparison was made of each of the interview question results between the embedded units of analysis. The

significant correlations observed between the independent variables and the dependent variable is shown in Table 4 below.

**Table 4: Independent / Dependent Variable Correlations**



#### 5.4 Interpretations of the Research Problem and Conclusions

The identification of factors that influence the success of a post-settlement support for land reform projects in South Africa forms the basis of the research problem. Whilst the rate of transfer of land falls short of the set objectives, the failure to maintain commercial production on redistributed land is a significant cause for concern and forms the research gap.

**Table 5: Secondary Research Questions Answered**

RQ1	<p>Correct beneficiary profiling is regarded as a fundamental cornerstone to successful land reform and as such the identification of land reform project beneficiaries should be done correctly. Most land reform policies to date require beneficiaries to organise themselves in large groups to qualify for land grants, but this policy parameter brings people and beneficiaries onto the farms and projects who are not skilled to farm and more importantly have no ambition to farm. In a considerable number of projects, only a few beneficiaries have the passion for farming while the rest wait for benefits which results in conflict to land reform beneficiary groups. Beneficiaries should possess the necessary technical capabilities, marketing capabilities and business acumen to run a successful business. Beneficiaries should be selected from areas where their social networks exist, and the process should be free of political meddling and nepotism. Projects should not be loaded with beneficiaries that are not actively</p>
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	involved in farming which creates unrealistic expectations on the projects and ultimately leads to friction and project failure.
RQ2	Adequate funding is available for land reform projects in South Africa, however, problems arise through excessively long application processes which results in projects receiving funding late.
RQ3	The research presents that the government officials are sufficiently educated to implement post-settlement support functions but need to be more results driven within the task at hand.
RQ4	In general, the institutional arrangements and corporate structures of land reform projects are not conducive to land reform projects. The projects are loaded in the “rent a crowd” scenario to raise adequate grant funding which in turn places unrealistic expectations on the project for beneficiary livelihood and development. Trusts with a lot of trustees and beneficiaries make decision making and implementation of decisions slow. This has a negative effect on post-settlement support functionality.
RQ5	Land reform success is not only a function of Government and post-settlement support should include the commercial private sector, commodity organisations, retailers, commercial banks, economic development agencies and civil society. Mentors play a fundamental role in skills transfer, business planning, Monitoring and Evaluation and providing guidance to the land reform beneficiaries. It is important that quality and remunerated mentorship is provided from the outset of the land reform project as the research identified this as a key success factor.
RQ6	Institutional ownership of projects has a significant impact on land reform projects and thus the provision of post-settlement support. Infighting and the general lack of congruency amongst beneficiaries creates a lack of institutional ownership which results in beneficiaries not working together in a common direction and this impedes the successful provision of post-settlement support.
RQ7	Post-settlement support policy should be designed as an inclusive and congruent function in a singular department as opposed to both the Department of Agriculture and the Department of Rural Development and Land Reform working in silos to achieve a common goal. The policy should make provision for private mentorship from the outset of the projects with sufficient and timeous provision of development funding. All projects should have quality business plans with accurate milestones and objectives and the monitoring and evaluation of the implementation of such plans should be managed meticulously to make sure the business reaches the milestones and objectives.

RQ8	<p>The critical factors to consider when designing a post-settlement monitoring and evaluation framework include:</p> <ul style="list-style-type: none"> <li>• Consistent business planning</li> <li>• Accurate assessment of realistic milestones</li> <li>• Accurate determination of targets</li> <li>• Accurate determination of support gaps to achieve milestones and targets</li> <li>• Accurate determination of strategies to achieve milestones and targets</li> <li>• Adequate and timeous provision of post-settlement support</li> <li>• Adequate funding to support the monitoring and evaluation function</li> <li>• Accurate monitoring and evaluation reporting</li> </ul>
RQ9	<p>Post-settlement support policy should be designed in such a way as to only support projects which are correctly planned and initiated from a pre– settlement point of view. Poorly designed land reform projects, i.e. those with large groups of beneficiaries trying to make a living on unsustainable and uneconomical business units (farm size) will not graduate to commercial status no matter how efficient or inefficient the post-settlement policy and implementation thereof is. The governmental implementation framework should be guided by specific project activities, outputs, outcomes and outcome indicators (jobs, turnover, quality improvements etc.).</p>
RQ10	<p>The critical factors to be considered when designing and implementing a training and skills development programme are as follows:</p> <ul style="list-style-type: none"> <li>• Emphasis should be placed on pre-settlement training and upskilling as opposed to post-settlement training and upskilling.</li> <li>• Programmes should include technical, marketing and business acumen training as a minimum.</li> <li>• Training programmes should be formalised through the Department of Higher Education and beneficiaries should be graded according to a skillset before being placed on farm.</li> <li>• Complete skills audits should be done annually on all land reform projects and beneficiaries incentivised to attend training and upskilling.</li> <li>• Training and upskilling budgets should be adequate for the function.</li> </ul>

Land reform in South Africa is complex and multifaceted. The research addressed the limitations of the study by ascertaining factors that might have an impact on the success of a

post-settlement support framework for land reform projects in the South African context. The factors, which have a substantial influence on the dependent variable, were acknowledged and reported in Chapter Four and the relationships were summarised in Figure 5.

The main research problem was reinforced by several secondary research questions as presented in section 1.6. The secondary research questions that were answered in the study are listed and explained above, in Table 5.

The following section contains a discussion of the noteworthy findings presented in Figure 5, with the interpretations and recommendations for each finding stated within the context of the research problem as well as the supporting research questions. The section is followed by a discussion of the significant relationships and their contribution to the study.

#### **5.4.1 Beneficiary Profiling**

For this study, *beneficiary profiling* is defined as the process and selection criteria used when selecting land reform beneficiaries. It is of utmost importance that beneficiaries of land reform projects are correctly profiled without the influence of political meddling and/or nepotism. Beneficiaries should be carefully selected based on their ability to make a success of the land reform project and in doing so achieve the objectives of the National Development Plan 2030. Projects should not be loaded with beneficiaries who do not partake in the actual day to day management of the farming business as large groups of beneficiaries who have no active part in the business place unjustified demands and expectations on the business which leads to conflict and a dysfunctional business environment. Beneficiaries should be profiled according to their technical capabilities, marketing capabilities, business acumen and commitment as these factors will lead to project success. Correct profiling and placement of beneficiaries will lead to a functional post-settlement support which contributes to successful land reform.

#### **5.4.2 Funding**

For this study, *funding* is defined as grant or loan funding awarded to the land reform projects after settlement has taken place to capitalise the production environment as most beneficiaries do not possess sufficient own funding resources. Adequate, sufficient and timeous funding of land reform projects is a key and critical function of a post-settlement support framework. It is imperative that production, development and infrastructural funding is made available and disbursed immediately after settlement has taken place in order that the project can remain productive or begin production immediately. This funding should be governed with strict conditions such is the case in the RECAP framework using remunerated and approved accountants with joint signing power on bank accounts. Funds should only be

spent on approved business plan items and according to the objectives and milestones of the business plan. Funding should be critically and continuously managed, monitored and evaluated to maintain strict fiscal policy.

#### **5.4.3 Governmental Capacity and Skills**

For this study, *Government Capacity and Skills* is defined as the skillsets and resources of the South African government to effectively manage the land reform process in South Africa. It is of utmost importance that the public sector mandated to implement land reform in South Africa is adequately capacitated and skilled to be able to provide post-settlement support to land reform projects. The primary research shows that there is variation in the perception of whether government is adequately skilled. The farmer support and development officials should be agribusiness specialists and not just officials. The function should be well coordinated, planned, monitored and evaluated accordingly. The capacity and skillset of the officials must be adequate to reach the planned objectives.

#### **5.4.4 Institutional Arrangements and Beneficiary Dynamics**

For this study, *Institutional Arrangements and Beneficiary Dynamics* is defined as the social and business organisation of the beneficiaries and the social dynamics that exist between them. The research found that the institutional arrangements and beneficiary dynamics within projects needs to be conducive to constructive land reform. Projects that are poorly constituted (rent a crowd scenario) leads to conflict and infighting. Conflict and infighting has a significant bearing on the post-settlement support function as officials are expected to involve themselves in conflict resolution in order that the agricultural objectives can be achieved. Projects should be constituted in a fair and equitable manner in order that the beneficiaries' socio-economic growth objectives are aligned with each other and are prioritised.

#### **5.4.5 Private long-term mentors, private stakeholders and communication**

*Private long-term mentors, private stakeholders and communication* is defined as the engagement and communication with private agribusiness and commodity organisations to provide mentorship and guidance. Both the primary and secondary research provides that mentorship and private stakeholder involvement i.e. commodity organisations and market representatives make a significant contribution to the post-settlement support function and should be further enhanced. The primary research showed that mentorship and private stakeholders should be identified and be involved from the outset of the projects and there should be no delay in appointing mentors after the land has been transferred. Communication



and alignment between the private stakeholders, mentors and public sector should be enhanced and responsibilities clearly communicated. Remunerated mentorship is a critical success factor of post-settlement support, planning, implementation, monitoring and evaluation.

#### **5.4.6 Institutional Ownership and Group Cohesion**

For this study, *Institutional Ownership and Group Cohesion* is defined as the institutional ability of the beneficiary group to take responsibility for the agricultural production value of the land and work towards a common vision. The primary research provides that in some land reform project cases there is an inherent lack of group cohesion and beneficiary institutional ownership is lacking. In some cases, the project output and profitability rests on the shoulders of a few individuals whilst other beneficiaries place unrealistic expectations on the projects without partaking and understanding the nature of the constraints. For land reform post-settlement support to be effective, group cohesion is a must. If the group of beneficiaries cannot work together to a common vision, post-settlement support effectivity is hampered or in some cases stalled.

#### **5.4.7 Ownership Structures**

For this study, *Ownership Structures* is defined as the land ownership policy applied during the settlement process. Projects settled during the LRAD policy phase received ownership and thus title to the land, however during the PLAS policy phase land is owned by the State and leased to the beneficiary entity.

#### **5.4.8 Project Management, Business Planning, Monitoring and Evaluation**

For this study, *Project Management, Business Planning, Monitoring and Evaluation* is defined as ability of external stakeholders (both private and public) to Plan Implement, Monitor and Evaluate progress of the land reform projects on ground level. Post-settlement support is usually only focussed on pre-project planning, while post project planning is neglected. Project planning, funding and sustainability will benefit from an integrated approach under which the relevant departments jointly make project decisions, co-finance the total project costs and monitor and support the project.

#### **5.4.9 Interdepartmental Relations, Co-ordination, Roles & Responsibilities**

For this study, *Interdepartmental Relations, Co-ordination, Roles & Responsibilities* is defined as the ability of the two major implementation governmental departments (Department of Agriculture, Forestry and Fisheries & Department of Rural Development and Land Reform) to

organise, co-ordinate and manage the roles and responsibilities of each effectively. To ensure involvement and meaningful participation there must be effective communication, co-ordination, collaboration, co-operation and integration between the different specialist government departments and institutions. One of the advantages of the joint approach is that it would avoid the piece-meal approach which sometimes leads to the collapse of agricultural production projects after land transfers.

Theories of good governance maintain that governance and democracy are essential conditions for the development of societies and governance is good only if government attains its goal of creating conditions that guarantee a satisfactory quality of life for each citizen. It is therefore important that good governance structures be maintained within the Department of Rural Development and Land Reform to ensure that the implementation of post-settlement support is sustainable.

#### **5.4.10 Skills and Training**

For this study, *Skills and Training* is defined as the educational upliftment of the land reform beneficiaries through the development and provision of sustainable educational programmes and initiatives, tailored to their respective requirements.

### **5.5 Limitations of the Research**

Limitations to the research included the following:

- Land Reform projects interviewed all fall within the Western Cape Region of South Africa where the success rate of land reform is significantly higher than the rest of the country
- The research did not include any land reform projects farming on communal land

### **5.6 Recommendation to Industry and/or the Profession**

Land reform in South Africa remains a hotly contested topic and it is of paramount importance that policy be shaped and implemented in such a way that the land reform process speaks to the National development plan and ultimately “creates a better life for all” as President Mandela first told the world from Robben Island and secondly continuously prescribed during his term as President of the Republic of South Africa. It is also of critical importance that there must be a distinct awareness about the potential impact of land reform projects on local and provincial socio-economic development and the failure thereof can have far reaching economic implications. The responsibility of remaining economically active should outweigh the political rhetoric associated with land reform and that the beneficiaries of the land reform

process must not be made promises which their projects and government cannot fulfil. The primary objective of this research effort was to develop a framework from which policy makers could draw inferences based on a better understanding of their policy implications on land reform project level. Based on the primary and secondary research outcomes of this study the various arguments can be put forward to the industry and/or the profession.

Land reform is part of the broader integrated rural development nexus and cannot be a standalone initiative as redistributing land does not on its own create 'a better life for all' It is only when the land remains productive, contributes to food and economic security and the beneficiaries of the land reform process lives are improved. To achieve this, land and agrarian reform must be part of a broader, integrated rural development process where government creates a rural environment under which land reform can thrive. Processes such a skills development, market access development and provision of economic drivers need to be included in the broader process. Part of the rural development drivers must include a significant effort to provide business acumen training as an aspect of post-settlement support. Most of the land reform beneficiaries in the rural areas are unskilled in business related functions and lack the business experience and expertise to develop and utilise the acquired land. In the same way proper profiling of beneficiaries must be done during the planning stage of the project to assess the land use needs and capabilities of the persons who are to receive title to land. Furthermore, business entity functionality is key to post-settlement support success. Difficulties arise with legal entities which are dysfunctional and not capacitated due to the constitution being poorly understood, land use rights not being clear, or the constitution does not indicate how benefits are to be shared amongst the beneficiaries.

One of the most prominent issues identified in both the primary and secondary research is the siloed government departments who are responsible for land reform success, each with a different mandate and set of priorities. The Department of Rural development and land reform being responsible for the settlement, restitution and redistribution and the Department of Agriculture who is responsible for making the settled projects work. It is clear from the research that government will need to rethink their strategy as there must be clear identification or guidelines on whose role it is to provide post-settlement support. There must be a partnership of sorts or integration between the Departments of Rural Development and Land Reform and the Department of Agriculture as well as between other relevant government departments, non-governmental service providers, NGOs and the private sector. What is critically important is that projects must be constructed along economically viable principles and production unit sizes to support the objectives of the land reform process. The Department of Agriculture cannot make a poorly initiated project viable, it needs to be correctly planned from initiation and in this regard proper, accurate and functional business plans must

be in place for all projects which must include advanced monitoring and implementation of the plans. There must be adequate institutional links between pre-settlement planning and post-settlement implementation. Monitoring and implementation should be a key component of the post-settlement support function. A business plan without proper monitoring and evaluation is of little value. Role players need to be identified at initiation stage as well. It is also of paramount importance that funding models and timing of funding is aligned with business or projects needs for funds. Funding cycles should be shortened, and processes should be harmonised with the changing and dynamic nature of agriculture. It must be understood that if a business plan is not adequately funded at the right time, the business plan essentially becomes inaccurate and the monitoring and evaluation according to the plan is hampered. All these key components of post-settlement support functions speak to an integrated rural development process.

### **5.7 Areas for Future Research**

Areas for future research include the following:

- Understanding the social dynamics and beneficiary expectations of the land reform initiative in South Africa
- Understanding the entrepreneurial & personality traits of the key land reform individual which lead to project success.

### **5.8 General Concluding Remarks**

The research effort has succeeded in providing valuable insight into better understanding land reform in South Africa. It is common cause that land reform failure in South Africa can destabilise the entire economy and it is imperative that the government gets it right. The fact that the answers of interviewed respondents are aligned with each other and with that of the literature review is insightful. The challenges are not new challenges and the needs of the beneficiaries are aligned which speaks to a government which is not realigning itself with the gaps it so drastically needs to fill. Lumet and Qualm quote Hall in their 2012 research as saying, "Land reform has become heavy on political rhetoric and short on detail." It appears that the situation has remained the same up until 2017. Hopefully this research provides insight into that detail, in order that enhanced policies and more efficient frameworks can lead to that ideological "Better life for all".

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## ANNEXURE B : PROOF REDAING CONFIRMATION

# MARIAAN VAN DER BURGH COPY-EDITING AND PROOF READING



17 November 2017

**TO WHOM IT MAY CONCERN**

### **CONFIRMATION OF EDITING AND PROOF READING**

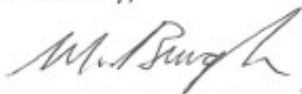
This serves to confirm that I have edited, and proof read the accompanying dissertation. I have done previous theses as well, which has been published and is available in the library of GIBS, University of Pretoria.

I hold a National Diploma in Marketing and will be finished with my copy-editing and proof reading course beginning 2018 with SA Writer's College.

I have 6 years' experience in proof reading, editing and writing articles for magazines and newspapers.

I am currently employed by OABS Development. I also do the proof reading of the final reports of the company.

Yours faithfully,



**MARIAAN VAN DER BURGH**

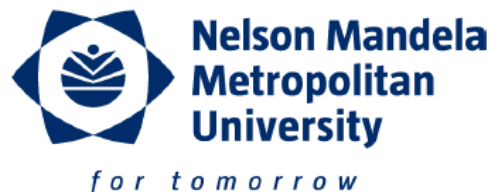


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7655

PHONE 0828767237

EMAIL [Mariaanvanderburgh@gmail.com](mailto:Mariaanvanderburgh@gmail.com)

## ANNEXURE C – INTENTION TO SUBMIT FORM



### INTENTION TO SUBMIT TREATISE/DISSERTATION/THESIS FOR EXAMINATION

TO: FACULTY ADMINISTRATION OFFICE  
PLEASE FAX OR EMAIL THE COMPLETED FORM TO THE RELEVANT FACULTY MANAGER:

FACULTY	MANAGER	FACSIMILE	EMAIL
ARTS	Ms D Nzioki	041 504 1057	Drucilla.Blaauw@nmmu.ac.za
BUSINESS AND ECONOMIC SCIENCES	Mr A Smith (2 <sup>nd</sup> Avenue Campus)	041 504 9804	Adanaan.Smith@nmmu.ac.za
	Mrs T Jonono (South Campus )	041 504 1820	Thembeke.Jonono@nmmu.ac.za
EDUCATION	Mr R Salie	041 504 9383	Ridaa.Salie@nmmu.ac.za
ENGINEERING, THE BUILT ENVIRONMENT AND INFORMATION TECHNOLOGY	Mr J Dorothy	041 504 9751	Jonathan.Dorothy@nmmu.ac.za
HEALTH SCIENCES	Ms N Isaacs	041 504 9463	Nouwaal.Isaacs@nmmu.ac.za
LAW	Ms N Terblanche	041 504 9660	Nikki.Terblanche@nmmu.ac.za
SCIENCE	Mrs L Roodt	041 504 2369	Lynette.Roodt@nmmu.ac.za

**DEADLINE FOR THIS FORM FOR POSSIBLE GRADUATION IN APRIL: 28 AUGUST 2017**

When the treatise/dissertation/thesis nears completion, the student must inform the relevant Faculty Administration Office in writing of his/her intention to submit it for examination. Such notice must be given at least 3 months before the prospective date of submission.

General Prospectus: <http://www.nmmu.ac.za/Apply/Admission/Quick-documentation>

#### STUDENT DETAILS

FACULTY	NMMU Business and Economic Sciences
NAME OF QUALIFICATION	Master in Business Administration
STUDENT NUMBER	20108205
FULL NAMES	Ryan Oscar
SURNAME	Newbom
STUDY ADDRESS	Code: 3A Vierlanden Road, Durbanville, 7550
TELEPHONE NUMBERS	Home: 0823052914 Work: Fax: E-mail: ryan@oabs.co.za
TITLE OF RESEARCH PROJECT	(Please confirm this with your supervisor and ensure correctness of title)  THE DEVELOPMENT OF A POST SETTLEMENT SUPPORT FRAMEWORK FOR AGRICULTURAL LAND REFORM PROJECTS IN SOUTH AFRICA
SUPERVISOR FULL NAMES AND SURNAME	Dr Chris Adendorff
EMAIL	Dr. Chris Adendorff (PhD) <powerhouse@alfresco.co.za>
TELEPHONE	Cell: 0027 83 651 6789
CO-SUPERVISOR FULL NAMES AND SURNAME	NA

#### PLEASE INDICATE WITH AN (X) IN THE RELEVANT BOX

<input checked="" type="checkbox"/>	This is to inform you of my intention to submit my Research Project for examination purposes for possible graduation in April
<input type="checkbox"/>	Non-submission for this cycle
<b>NB for Doctoral candidates: Kindly be reminded of the requirement for a publishable manuscript/article to be submitted in accordance with rule G5.6.7 in the General Prospectus</b>	

STUDENT'S signature

Date 24 / 07 / 2017

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Date 24/07/2017

**ANNEXURE D – PERMISSION TO SUBMIT**

D/116/13 (11-07-2013\_16h35)  
 D/116/13 (28-02-2013\_17h31)  
 (formerly D/823/05)



**PERMISSION TO SUBMIT A TREATISE/DISSERTATION/THESIS FOR EXAMINATION**

**NAME:** RYAN NEWBORN

**STUDENT NUMBER:** 20108205 candidate for the

**DEGREE:** MBA in the

**FACULTY:** BUSINESS & ECONOMIC SCIENCE **SCHOOL/DEPARTMENT:** BUSINESS SCHOOL

has today submitted his/her treatise/dissertation/thesis for examination.

1. Has this treatise/dissertation/thesis been submitted with your knowledge and support?

<b>YES</b> <input checked="" type="checkbox"/>	<b>NO</b> <input type="checkbox"/>
--	------------------------------------

*(Please tick the appropriate response clearly)*

2. Submission Recommendation:

<b>A.</b> Permission Granted for submission for examination	<input checked="" type="checkbox"/>
<b>B.</b> Permission Granted for submission for examination with reservations	<input type="checkbox"/>
<b>C.</b> Submission against advice of Supervisor	<input type="checkbox"/>

*(Please tick only the applicable response clearly)*

3. Did the candidate's research involve animal experimentation or human subjects as defined in the NMMU's Policy on Ethics in Research?

**YES**  **NO**

*(Please tick the appropriate response clearly)*

If YES, has clearance been obtained from the relevant Ethics Committee?

**YES**  **NO**

*(Please tick the appropriate response clearly) If YES, kindly provide ethics clearance reference number)*

4. Declaration for submission of articles *[Doctoral candidates only]*

Kindly state whether candidate has submitted a publishable manuscript as per the Policy

YES	NO
-----	----

*(Please tick the appropriate response clearly)*

If YES, kindly provide the following information:

A. Number of published articles including citation information for each		
B. Article(s) submitted to accredited journal but not published <i>[Kindly reference number provided by journal or copy of email confirming submission to be attached]</i>		
C. Submitted to supervisor in publishable format	YES	NO

Name of supervisor: PROF C M ADENDORFF

Signature: 

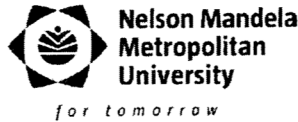
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Signature: \_\_\_\_\_

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# ANNEXURE E - ETHICS CLEARANCE FORM



**FORM E**

## ETHICS CLEARANCE FOR TREATISES/DISSERTATIONS/THESES

*Please type or complete in black ink*

**FACULTY:** Business and Economic Sciences

**SCHOOL/DEPARTMENT:** NMMU Business School


I, C. Adendorff, the supervisor for R. Newborn, Student Number 20108205, a candidate for the degree of Masters in Business Administration, with a treatise/dissertation/thesis entitled (full title of treatise/dissertation/thesis): **The Development of post settlement support framework for Land reform in South Africa : A case study approach**, considered the following ethics criteria (*please tick the appropriate block*):

	YES	NO
1. Is there any risk of harm, embarrassment of offence, however slight or temporary, to the participant, third parties or to the communities at large?		X
2. Is the study based on a research population defined as 'vulnerable' in terms of age, physical characteristics and/or disease status?		X
2.1 Are subjects/participants/respondents of your study:		
(a) Children under the age of 18?		X
(b) NMMU staff?		X
(c) NMMU students?		X
(d) The elderly/persons over the age of 60?		X
(e) A sample from an institution (e.g. hospital/school)?		X
(f) Handicapped (e.g. mentally or physically)?		X
3. Does the data that will be collected require consent of an institutional authority for this study? (An institutional authority refers to an organisation that is established by government to protect vulnerable people)		X
3.1 Are you intending to access participant data from an existing, stored repository (e.g. school, institutional or university records)?		X
4. Will the participant's privacy, anonymity or confidentiality be compromised?		X
4.1 Are you administering a questionnaire/survey that:		
(a) Collects sensitive/identifiable data from participants?		X
(b) Does not guarantee the anonymity of the participant?		X

(c) Does not guarantee the confidentiality of the participant and the data?		X
(d) Will offer an incentive to respondents to participate, i.e. a lucky draw or any other prize?		X
(e) Will create doubt whether sample control measures are in place?		X
(f) Will be distributed electronically via email (and requesting an email response)?		
<p>Note:</p> <ul style="list-style-type: none"> <li>• If your questionnaire <b>DOES NOT</b> request respondents' identification, is distributed electronically and you request respondents to return it <i>manually</i> (print out and deliver/mail); <b>AND</b> respondent anonymity can be guaranteed, your answer will be NO.</li> <li>• If your questionnaire <b>DOES NOT</b> request respondents' identification, is <i>distributed via an email link and works through a web response system (e.g. the university survey system)</i>; <b>AND</b> respondent anonymity can be guaranteed, your answer will be NO.</li> </ul>		

Please note that if **ANY** of the questions above have been answered in the affirmative (**YES**) the student will need to complete the full ethics clearance form (REC-H application) and submit it with the relevant documentation to the Faculty RECH (Ethics) representative.

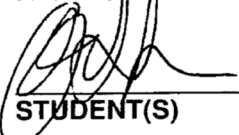
and hereby certify that the student has given his/her research ethical consideration and full ethics approval is not required.

  
 \_\_\_\_\_  
 SUPERVISOR(S)

12 April 2017  
 \_\_\_\_\_  
 DATE

  
 \_\_\_\_\_  
 HEAD OF DEPARTMENT

12 April 2017  
 \_\_\_\_\_  
 DATE

  
 \_\_\_\_\_  
 STUDENT(S)

12/04/2017  
 \_\_\_\_\_  
 DATE

**Student(s) contact details (e.g. telephone number and email address):**

RYAN OSCAR NEWBORN 0823052914 ryan@oabs.co.za

*Please ensure that the research methodology section from the proposal is attached to this form.*

## **ANNEXURE F – FULL SEMI STRUCTURED INTERVIEW TRANSCRIPTS**

### **IMBEDDED UNIT 1**

***After you bought your farm in 2004 who were the major contributors to your business in terms of post-settlement support?***

*The greatest financial support came from LRAD. The rest of the loan came from the Land Bank but LRAD had a crucial role to play in the purchasing of the land. Once we were established the Department of Agriculture then helped us. For us they were the greatest helping hand. They helped us get the wiring and fencing right, and with setting up water troughs and tanks. In the past two to three years with the recap it's been the Department of Land Affairs that has offered us support. We've had mentors who are commercial farmers who have helped us also, not in a formal sense but with things like mentoring and advice, like when we bought our first lot of bucks, they gave us advice with what to do and what not to do. The helping hand was always there. They would even go out to PE themselves to see how everything looks and this helps a person to feel motivated when one sees how things work.*

***Do you have needs for advice which are not covered by providers advising you now?***

*That's a bit of a difficult one because sometimes people ask about your veterinarian and the people that you are dealing with in the Department of Agriculture, and the outcome of your game rollouts but there isn't really a need for advice anymore because we know the market now.*

***Do you have an up to date business plan which you are currently adhering to?***

*Right now, we have the business plan that we have had drawn up with Recap that we are following.*

***Who provides the Monitoring and Evaluation Support to your plans and would you consider it sufficient?***

*Currently the mentor, Christie is monitoring and doing the evaluation.*

***Who else contributes in any way to your farm performance and at what percentage? How important are the role they play in contributing to your farm's performance?***

*Albie the bookkeeper is definitely a great contributor to our farms performance. The corporation is also a great help. With them I have a back door where if I need something I can just go get*

*it. If I need a sack of mielies I can go and get it, if there is anything I need I can go and get it even if the cash flow is tight, they will extend me funding as far as I need.*

***Is there sufficient communication, data and information sharing among stakeholders involved in post-settlement implementation and support intervention?***

*I don't think there are any problems with regards to this. We communicate directly with one another, we speak often on the phone and have regular meetings. We have no problems with regards to that.*

***Do you think the departmental agricultural advisor of the Department of Agriculture assigned to you is sufficiently educated?***

*Yes, for example Vianca manages a farm herself. This experience is the best education because she comes straight out of the school of agriculture and understands what happens on a farm. I can rely on her knowledge and experience for trustworthy guidance.*

***Do the government provide adequate project management skills?***

*I must be honest I have nothing negative to say about them. Their provision of project management skills is adequate.*

***Do they provide adequate Business Planning Skills?***

*There are business planning skills development being provided. I think it's a healthy thing which they are giving us. The planning is very much needed. After their sudden influence in the veterinarian side of things, the entire business plan worked well for us.*

***Would you consider the variation in quality of completed business plans (if available) and poor adherence to business plans a stumbling block to success? –***

*Absolutely – I have had many plans that I have followed and some I have just abandoned.*

***Would you say that there is clear identification or guidelines on whose role it is to provide post-settlement support? How would you define the responsibilities?***

*It makes it difficult when the department doesn't get more involved in getting the support systems right because you're bound to the documents that you've been drawn up to and now it's not working at all because there's a thick batch of documents that are drawn up and they are difficult to work through. If maybe the batch of documents were a little thinner, it might be easier to work through.*



**Are their adequate institutional links between pre-settlement planning and post-settlement implementation?**

*That link isn't there.*

**Are you as farmer mentored by any person or organisation with exception of the Departments?**

*Yes, Christie is my mentor and I work very well with him. We have very good communication. We make phone calls, have meetings. He also comes out to see me sometimes.*

**Who identified the important role-players and stakeholders, and would you say it was at the right time or should it have been done at the outset on receiving the land?**

*If I had Christie there at the beginning when the land was purchased, we would probably be in a much better position today, because it came a little bit too late. The support came at the recap whereas it should have come at the beginning. We could have gotten much further.*

**What are the three most crucial support aspects for progress of the farm?**

*I think the mentorship has been very important, this is something a man needs.*

*Advice from mentors when new rulings come in, and finance.*

*What other support would you like to have that you are not currently receiving?*

*If someone can help me a little more with cash flow and advice on running a business? I need a little more advice with my cash flow management, because now there isn't any advice available.*

**What are the three most critical challenges your farm as agribusiness will face in the years to come, and what support services would you need to solve these challenges?**

*My biggest dream in growing my business is the purchase of more land to allow growth. I will say the more intensive the costs get the more difficult it gets. I would say that I only have the space that I must work with which is 3000 hectares, and that can only take me to a certain point so if I want to go a little but further in my growth I will have to purchase more land and the pressure that I have with the stakeholders is a scary thing so a little more support or assistance with growth from the department of Agriculture will be appreciated so that our operations can go more smoothly. Maybe also a little more support from the commercial farmers as well might*

help because it's a big industry. So, the business is still too small to make any progress, if we can have just a little more growth then we can move forward.

**What strategies can benefit South Africa's land reform post-settlement support functions?**

The biggest problem is that the people in the institutions don't work well together so if they could work better together, there might be more progress. It would help if someone could bring these people to work together better. Having title deeds drawn up and if you put less people on the farm you'll see that those two things will make an enormous difference.

**Would you consider the skills transfer and training prior to receiving the land to be sufficient?**

There wasn't any training provided before I was placed on the farm. It's a business and you are basically purchasing it without any knowledge on how to run a business. I would definitely see it as important for them to provide training and skills before placing someone on a farm. When a man begins, he's become a boss without any formal training on how to conduct himself as such.

**Would you consider the skills transfer and training after receiving the land to be sufficient?**

You can never stop learning and you can learn new things every day. It is sufficient skills transfer but you must always keep developing your skills. It's almost like a teacher; if the teacher does a decent job then the students will thrive. The department just needs to continue in their provision of skills development.

**What would you differently from a skills development point of view?**

A small farmer needs to have business skills and training before they begin the establishment of their farm. So, if he wants to be a success he needs to have a plan in place and he needs to stick to it.

**What is your perception of interdepartmental relations as well as between the private sector and civil society – Do you think they work well together or disjointed? What would you change?**

*In my opinion they do need to communicate and link with another better, if they do this they will be able to make more of a success. If they don't link together with one another well then, they won't be able to move forward successfully. They do communicate well but they could do better.*

***Would you consider Insufficient or lack of funding on the part of government/stakeholders and beneficiaries themselves as a major stumbling block to survival and growth of Land reform Projects?***

*If you have a little you will only be able to produce a little. If they can help with a few things, they will get that money back because the more you have the more you can make.*

***Have you received post-settlement funding, and did it come at the right time?***

*I think the process was too long. Once we got the quote out to purchase the farm there should have been assistance then already.*

***From your point of view is Communal ownership of land vs. legal entities to hold title a major stumbling block in land reform success? What would you do differently?***

*This doesn't work at all.*

***Would you say there is a lack of institutional ownership of projects by beneficiaries and could this be attributed to the "rent a crowd" strategy under LRAD where applicants have been put together to increase the grant kitty in an ad hoc manner?***

*There is definitely a lack.*

***Does this lack of institutional ownership results in a lack of group cohesion? How would you do things differently?***

*This is a big problem for the small holding farmers.*

***How were you selected to be part of a land reform project?***

*I started out with Land Bank. A person had to put in an application for the land with a committee and they would choose who qualified. I used to work for SpoorNet and came from a farming community with a good reputation so a lot of us highly reputed farmers put in the application together which helped us considerably.*

***Would you consider the profiling of prospective beneficiaries to be adequate?***

*This is bit of a tricky question to answer with the right backing because I am not a part of that committee. The reason for this is the committee asks a series of questions that if you know the right answers your application will more likely be approved. Based on that the selection process can be improved by ensuring that candidates who apply to in fact have a proper knowledge of farming skills. They can always improve on their selection process.*

***Who is responsible for the project management of the land reform programmes in your opinion?***

*Land Bank handled this. The department of Agriculture didn't get involved in this, but then there were institutions like LRAD who did play a significant role in the purchase. They handed out a certain amount in funding to each person which made it easier for us all and made us feel supported and not alone. Although the money was there it still wasn't enough to purchase the land, and this is where they stepped in.*

***Would you say that the project management, Monitoring and Evaluation is of adequate standard?***

*This was all an adequate standard, which makes sense since it was their money adding to the funding it only stood to reason that they should come and look and see how things are going.*

***Are the legal entities dysfunctional and not capacitated due to their constitution being poorly understood?***

*That is precisely the case, the legal entities don't have a complete understanding of the constitution and this can inhibit the business dealings. There is no understanding.*

***Is there sufficient emphasis on post-settlement support or would you say the government is just chasing settlement targets without being concerned about the growth of settled projects?***

*I think they are going after a good target, but they don't take a personal interest in the actual person.*

***Would you say there is an absence of customised (needs specific) post-settlement support mechanisms at project level?***

*I would say that there is support but for me the support isn't very strong. They could do better at this.*

***Would you consider the Lack of continuous and relationship-based advisory services (e.g. individual use, in-and-out consultants, service providers and government interventions) a stumbling block?***

*A mentor will still help even though you aren't paying him for his advice, so relationship interventions will assist in a more helpful manner because you can ask questions outside of the billed capacity.*

***Would you say that unrealistic beneficiary expectations linked to lack of economic and feasibility assessments leads to project failure?***

*I will begin by saying that this is a very emotional topic for me because they really don't understand what farming is all about. They skip the steps and want to jump to success. They want the outcome but are not prepared with the realistic expectations of what it takes to get to the outcome. This for me makes it very emotional because there isn't a realistic understanding of the nature of the business.*

***Would you say that Complex community dynamics and governance deadlocks stalls development and land use initiatives?***

*Definitely, and it's a very important thing for the government to see this. We are 13 on our farm and the way we communicate with one another does influence productivity. We try our best to work together to come to the same conclusions but it's a problem sometimes because we don't always.*

***To what extent have policy makers and decision makers at government level failed South Africans with regards to land reform post-settlement support and the management thereof?***

*They did begin with something but the way they had begun wasn't correct. There needed to be a stipulation that for each farm there would be only one person or farmer assigned because there were too many people being assigned to each settlement.*

***To what extent have policy makers and decision makers at government level successfully implemented land reform post-settlement support?***

*I think that what they did right was to think that the correct people need to be assigned to the land.*

**What are the leading factors that are causing land reform projects to fail which has led to the farms being unproductive and not contributing to the objectives of the National Development Plan 2030?**

*When you look at the processes, this is the thing that makes the process slow. If the process was a little quicker the outcome might be better.*

## **EMBEDDED UNIT 2**

**Who are the major contributors to your business in terms of post-settlement support?**

*There are a variety of people who were contributors with implementation and the ways forward and things, but it mainly comes from the department of Agriculture. Land Reform also helped a lot- when we just got the place they guided us. The Land Bank helped us with funding.*

**Do you have needs for advice which are not covered by providers advising you now?**

*I don't think we get all the advice that we need because we sometimes get information from Elsenberg, and they say that there are updates on this and updates on that, but we don't hear anything of it. It would be great if this can be improved, or that the information can be made available. Like if a farmer needs to do something, he needs to know how it must be done so he can be informed.*

**Do you have an up to date business plan which you are currently adhering to?**

*Yes, we have a business plan.*

**Who provides the Monitoring and Evaluation Support to your plans and would you consider it sufficient?**

*We do this ourselves.*

**Who else contributes in any way to your farms performance and at what percentage?  
How important are the role they play in contributing to your farm's performance?**

*It's just Rihan from OABS, it was just him that helped us, and he made a substantial contribution and he also helped with our book keeping.*

**Is there sufficient communication, data and information sharing among stakeholders involved in post-settlement implementation and support intervention?**

*I don't know because each person concentrates on their own work. They don't come together very well.*

***Do you think the departmental agricultural advisor of the Department of Agriculture assigned to you is sufficiently educated?***

*He wasn't sufficiently educated. He needed more training.*

***Do the government provide adequate project management skills?***

*No.*

***Do they provide adequate Business Planning Skills?***

*She did help us a little when we did our application but Rihan from OABS ended up doing most of the work regarding that.*

***Would you consider the variation in quality of completed business plans (if available) and poor adherence to business plans a stumbling block to success?***

*Look Saal Du Plessis helped us a lot, that was a major help, but now there's no one here, so there isn't anyone who is helping us.*

***Would you say that there is clear identification or guidelines on whose role it is to provide post-settlement support? How would you define the responsibilities?***

*I would say that the Land Bank should connect with the Department of Agriculture. When we look at land, when you do an application for land, the department of agriculture won't give you an answer. That's another department that gives you an answer. If you apply, you need to make sure it's well organised. These people don't know what goes on in this area. We can't get the land organised enough because every three years we need a new piece of land. Everyone knows precisely what they need to do but it's a little bit disorganised.*

***Are their adequate institutional links between pre-settlement planning and post-settlement implementation?***

*Not at all, they said that they would help us, but it never happened so there is a gap between pre-settlement and post-settlement planning. There's a sense of complacency. We did an application for funding to build a slaughtering house for the chickens because we were doing really well with the chickens and it was declined two or three times. There was a need for the slaughter house and they didn't offer us the support that we needed in funding the project, and*

*if the funds were made available we could have done really well, so there is a big gap between what they should be doing and what they are actually doing.*

***Are you as farmer mentored by any person or organisation with exception of the Departments?***

*There was once someone who was giving advice on the rearing of animals but I'm sure that there was nothing new that he could have taught me.*

***Who identified the important role-players and stakeholders, and would you say it was at the right time or should it have been done at the outset on receiving the land?***

*It was the department of agriculture, but it didn't mean anything to us.*

***What are the three most crucial support aspects for progress of the farm?***

*Funding was a problem in the beginning, this was a bit of a struggle for us, and implementation. Also, if we just had someone there to say that they would help us, and just be there to support us and follow through. We were let down once by someone who said that they would help but he didn't follow through. At that stage where were three-hundred and eighty-thousand rand in debt and we were just looking for someone to help us out with a pump. This person said that he had a pump for us to use but never followed through so people help halfway and then let you down.*

***What other support would you like to have that you are not currently receiving?***

*What we need on this farm is to have some workers come in and help. We have asked for this on a few occasions, but no one can say that there is help available because we don't have housing for the workers.*

***What are the three most critical challenges your farm as agribusiness will face in the years to come, and what support services would you need to solve these challenges?***

*I would say floods would be one challenge. I did an application for funding for flood prevention or relief. It can happen to other people, not just us. There were other farms that were under water because of floods.....some of those people's land was taken away from them as a result. There are places where the river overflows quite high and others not so high, so if the part of the river that runs through your farm that overflows to a greater degree, you are in a position where you are challenged with a disaster.*



**What strategies can benefit South Africa's land reform post-settlement support functions?**

*People should get title deeds. The less people living off the land the better it is so less people per farm, smaller groups. You can't put twenty or thirty people on a farm, all these people must eat. It helps the people, but you get people that are given everything they need and the opportunities that they need to run the farm, but they don't use it. A person needs a title deed though, you can't go year by year. You can't plant something when you don't even know if it will grow in the following month because you might not be there anymore. They should run a fine-tuned selection process before putting the people on the farm. You can't just put anyone on a farm and expect them to make a success of it.*

**Would you consider the skills transfer and training prior to receiving the land to be sufficient?**

*I think they could do more.*

**Would you consider the skills transfer and training after receiving the land to be sufficient?**

*I think they could do much more because we didn't get much training.*

**What would you differently from a skills development point of view?**

*If we can communicate better and training of farm workers would help a great deal.*

**What is your perception of interdepartmental relations as well as between the private sector and civil society – Do you think they work well together or disjointed? What would you change?**

*It doesn't look to me like everyone is on the same page. Each person has their own agenda.*

**Would you consider Insufficient or lack of funding on the part of government/stakeholders and beneficiaries themselves as a major stumbling block to survival and growth of Land reform Projects?**

*Yes, this is a big problem, like in our situation we had an outstanding balance and they had promised us the funds. We had to do a lot of paper work though and it took them two to three years which was a long time to wait.*

**Have you received post-settlement funding, and did it come at the right time?**

*We got the funding but not at the right time. We had to make a loan with Absa because we had balances that were overdue, that we needed to pay so we couldn't just sit there and wait for the funding to come through. That's not the first time it happened, we also needed funding for the irrigation and that was last year already, and we still haven't received anything.*

***From your point of view is Communal ownership of land vs. legal entities to hold title a major stumbling block in land reform success? What would you do differently?***

*The policy should be one family one farm nothing else will work*

***Would you say there is a lack of institutional ownership of projects by beneficiaries and could this be attributed to the "rent a crowd" strategy under LRAD where applicants have been put together to increase the grant kitty in an ad hoc manner?***

*That doesn't work well because say for instance a person gets a farm and they live there with their family, those people don't know what's going on there.*

***Does this lack of institutional ownership results in a lack of group cohesion? How would you do things differently?***

*It does result in a lack of group cohesion.*

***How were you selected to be part of a land reform project?***

*We rented the place and then we did put in an offer to purchase. Then this thing came out with LRAD and then we went along with that process. This for me was a long road.*

***Would you consider the profiling of prospective beneficiaries to be adequate?***

*I think they could do a lot better with this and they should bring people who maybe have experience in farming already and train those people. Then you get those people who haven't experienced being on a farm and they have the technical knowledge but know nothing about running a business. They can improve on how they chose people to place on the farms.*

***Who is responsible for the project management of the land reform programmes in your opinion?***

*I would say the department of Agriculture.*

***Would you say that the project management, Monitoring and Evaluation is of adequate standard?***

*I don't know whether they know what they are doing.*

***Are the legal entities dysfunctional and not capacitated due to their constitution being poorly understood?***

*I don't think people understand those things, if I look at this side there was a trust of about 15 people, and everyone is away because there isn't a proper understanding of how the constitution works. Say they get revenue in, nothing happens.*

***Is there sufficient emphasis on post-settlement support or would you say the government is just chasing settlement targets without being concerned about the growth of settled projects?***

*That for me is a big problem. They would after a year set a target and but to set that expectation on a business, you need to go in there and help and to give advice, so you can see what's going on and you can help them find a way forward. Now it just looks like they are chasing targets without being willing to guide people on the ways forward in terms of meeting those targets. Do they even know what happens on a farm themselves? They were looking for someone to run a piece of land and they got someone out from the Cape to come and farm here? There are small farmers here who are looking for a piece of land. Why not take those people? They need to choose people from the area, and not bring people in from other areas.*

***Would you say there is an absence of customised (needs specific) post-settlement support mechanisms at project level?***

*They need to come in and look at what we are needing. Say if we are needing a hose, they will start giving us things that we don't even need. Then they will go and give a hose to someone who doesn't need one. There's an absence of customised needs being met specific to different situational requirements.*

***Would you consider the Lack of continuous and relationship-based advisory services (e.g. individual use, in-and-out consultants, service providers and government interventions) a stumbling block?***

*It's better if we have a long-term relationship with someone who knows our history, who knows where we are and who we can phone for advice. They should know what's going on.*

***Would you say that unrealistic beneficiary expectations linked to lack of economic and feasibility assessments leads to project failure?***

*I think so.*

**Would you say that Complex community dynamics and governance deadlocks stalls development and land use initiatives?**

*Yes, but it doesn't apply to us.*

**To what extent have policy makers and decision makers at government level failed South Africans with regards to land reform post-settlement support and the management thereof?**

*If they could give us better support and faster, and if they could come out and determine precisely what our needs are, these long-winded processes don't work so well. Also, instead of helping people that don't use the help they should determine which people will make a success of it and help those people more. If they try to please everyone at the end of the day, they will end up pleasing no one. Recently they said they were going to choose the top 25 or the top 50 projects and help them but nothing came of that.*

**To what extent have policy makers and decision makers at government level successfully implemented land reform post-settlement support?**

*They did help us with the acquiring of the land and they helped with the book keeping, but the most important thing is the funding, they need to get that right and speed up the process.*

**What are the leading factors that are causing land reform projects to fail which has led to the farms being unproductive and not contributing to the objectives of the National Development Plan 2030?**

*There is too much red tape with the policies that are being implemented. It makes it difficult to arrive at the expectation. Also, the time span in which they end up helping people, this is a bug issue. Those two to three years of waiting for funds can cause a problem. There are people who help them with something like accounts payable. They give them 400 or 500 eggs then they buy the things they need. People aren't updated enough on how a business should be run. Some people farm systematically. They need to send in the right help to give advice to people on what decisions to make and they aren't currently doing that. As soon as there is ownership is as soon as it will also start to work better.*

### **EMBBEDED UNIT 3**

**Who are the major contributors to your business in terms of post-settlement support?**

*There have been various people, I think the Provincial Department of Agriculture have been very instrumental. Rural development (because we're leasing a piece of and from them), and then through the Department of Agriculture we've got various interactions from guys like OABS heads-up which does our book keeping.*

***Do you have needs for advice which are not covered by providers advising you now?***

*Yes, there are, you see (I'm going to talk off the point now), what is important for me is the extension officers or their service providers, in this case government or whoever...if you just look at the normal income and expenditure of any business, you will see that the business can work, but the mistake that they make is that they don't ask the history or the background of the jockey. I will give you an example: they want to help me with ten thousand chickens, but I've been asking them for help for three years now so in that three years I had to beg, borrow and steal (not literally steal but in a proverbial sense). My first egg that I sold, I paid back the money that I owed because the system really takes so long to come to the party, for me to survive those three years I had to borrow money from my Aunt and my Uncle for diesel and the likes, so when I harvested my first crop I had to pay back that money because the people were looking at me, and the investors don't see that. Hence there are a lot of businesses failing because the focus should be on the enterprises of the business, yes, and on the jockey, because you see, we are as small farmers, we're so grateful when somebody says to you, we're going to help you with some ground funding or a piece of land, that we tend to be brave in our application. In other words when I say brave, we would make commitments to pay large sums just to get the piece of land, but when you get the piece of land you realise that you can't keep it up because you are competing with the big guys, like us in the vegetable industry- out moral is so low because we can't compete with the branches because they're big. You always remain a price taker, you can't become a price maker. Unless whoever helps you understands where you come from, you need to be open and honest and say, "I'm in arrears with my school fees, I owe that, I owe that, I owe that", and then whoever assists you must take a look at that and then say, "How can we build this in or how can we bring outside funding to alleviate this pressure?" because you must understand, small farmers, they want to farm. They've got the love for it, but they lack the know-how. If I must go to classes, someday I will be there behind the fence but someday I will go to the classes. So, the systems that are there, they can so work but they just need to take it a step back and say, "What are we dealing with?" and ask where the jockey comes from. Who is he and what is he bringing with him, because that is the intrical part of it, because now a lot of these funds gives you ground money to implement the actual job but the legitimate side of the guys business, he is maybe a new guy, he doesn't have a cc, he is not vat registered, he doesn't understand how vat works so a lot of these funds don't cover that,*

*so that's a major gap that needs to be filled. To get the applicant legitimised in terms of the institutional arrangements. The reason why I tell you this is we have learned this through the process. We're in our tenth or twelfth year so we're only now getting to a point where we are now getting registered for UIF and getting all of those things sorted out, and it gives you a piece of mind because now you can understand that once you've taken care of that you can now focus on the primary core of the business, but when we started off it was like all heads in and feet in and we just went haywire, and when I look now in hind sight I can highlight for you a couple of experiences that we had, but you always need to take a step back and focus, only through education and through committed training from people like ORBS, people who don't just train you to fill in their attendance register. No, they will phone you after hours, they will come, and extension officers as well.*

**Do you have an up to date business plan which you are currently adhering to?**

*Yes.*

**Who provides the Monitoring and Evaluation Support to your plans and would you consider it sufficient?**

*Yes, OABS is sufficient. We have a good relationship.*

**Who else contributes in any way to your farm performance and at what percentage? How important is the role they play in contributing to your farm's performance?**

*We don't have formal agreements with private mentors but my involvement with the industry, mainly being SAPA, I'm exposed on a daily basis to various private stakeholders, and then I learned quite a lot, things that you won't learn through mentors, but have picked up business ethics, and how and what you need to look at. I am currently going to go and sit in on the Maize Trust now. I've got no idea what happens there but 'm learning because it does influence my business. I've only now discovered that egg production and broiler production has got nothing to do with poultry. Chickens have got nothing to do with poultry. It started with a little seed, and it ends up on the table. Poultry has got nothing to do with chickens. The value changed a lot.*

**Is there sufficient communication, data and information sharing among stakeholders involved in post-settlement implementation and support intervention?**

*There are programs where they are supposed to work together but they work in silos because National Government is rural development, provincial government is Agriculture. Provincial Government is DA Government, National Government is ANC, so to get that you are always*

*caught up between these two. If people were working together better, we could be so much further if we had that structure.*

***Do you think the departmental agricultural advisor of the Department of Agriculture assigned to you is sufficiently educated?***

*No.*

***Do the government provide adequate project management skills?***

*No.*

***Do they provide adequate Business Planning Skills?***

*No.*

***Would you consider the variation in quality of completed business plans (if available) and poor adherence to business plans a stumbling block to success?***

*Farming or anything to do with agriculture is a lifestyle. If you have an extension officer or somebody from Government who aspires to move from this job to that job, he doesn't walk the walk with you, so he might do your business plan today and tomorrow somebody else comes because he's been promoted to another position. We need long term commitment. The funding models should complement you from the beginning stage as you move up. As an example, in our feasibility study, the consultant said that for us to be sustainable we need three cycle interventions meaning the government was helping. They approved that feasibility study meaning that they gave us one cycle. We went to them for another cycle, but they said, "No, you had enough." Now to leave me mid-air is more dangerous, they should have left me down there. A lot of things are intended well but it's not thought through. That's why in my province you find a lot of houses have built but there are no roofs on. Meaning, a lot of small farmers have been helped, but haven't been carried through the process. There's a structure but there's no roof on. We've got nice facilities here with nice chickens but we're struggling, we nearly went six months without chickens. Their infrastructure is worth five million rand and they're turning their back on us. You need committed officers to see beyond that and I mean we as our business, we are myself and my wife, and our two sons so we talk about legacy continuing instead of business so already now at the teething stages you're turning your back on us. How do you expect my young guys to go forward? I'm telling you, farming infrastructure is a lot of money but if you invest it in the right jockey, returns will be great. We're currently employing thirteen people, we're selling eggs up and down the entire day, and people come here and buy eggs, so where or how do they see these things? That is my biggest problem, and then when*

*you get used to a minister, in the next five years there's someone else. There's a disjointedness and people's plans don't tie up with one another, that's why these big commercial guys, to a certain extent you can't blame them. There are some of them that are willing to walk a walk with you but there are some of them that are too busy because your business takes twenty-four hours of your day, so they're so busy in their business that they don't have the time to spend with you. Some of them will throw money at a project but ad hoc. It's difficult for me, or it's difficult for a commercial farmer to help a small farmer, to know that that small farmer is going to be his competition further down the line. That creates a barrier.*

***Would you say that there is clear identification or guidelines on whose role it is to provide post-settlement support? How would you define the responsibilities?***

*They don't know who is doing what and everybody is trying to help but it's not really working. I'll give you an example, rural development gives you a farm, they are supposed to be experts on land. They buy a farm from a commercial guy and the guy gives him nice numbers and when you get to the farm you realise that the infrastructure isn't up to standard, there's no water rights, etc. Then they give you recapitalisation and you must wait two to three years and sometimes you even must wait five years. Then they have got no knowledge about agriculture, so they just give you the land, sign the land over which leaves you there. Then you must restart it over with a hand plough. Suddenly, you're sitting with these twenty-two hectares, how are you going to work this land, and we ask the land department for tractors and they said "No, it is national's land, we can't give you this." Nobody knows the responsibilities and there's no specific guidelines that say the rural development will do this to this point, and then at that point it becomes agriculture, so nobody is talking to each other and it's a very disjointed thing.*

***Are their adequate institutional links between pre-settlement planning and post-settlement Implementation?***

*Rural development is trying to put people on farms, but they don't talk to the post-settlement and once they're on the farm they don't assist with support going forward, and there are no adequate lengths that are being taken in that regard. The other thing is there is a difference between a business plan and a farm plan. In your business plan you look at your enterprise budget, but what is your plan on the farm, because your farm plan will speak to your funding, not your business plan, because let's say you started off with a hundred chickens and you see yourself having thirty thousand, so your funding should be structured accordingly but now you do your business plan for a thousand and they think that that's that. You can't grow, you stagnate just there, and that is the biggest problem. There needs to be a growth plan. The flip side of the coin is that they give a guy a farm with four hundred thousand chickens, and if he*



doesn't understand how it works, they give him infrastructure and they give him money. Six weeks down the line, not even six weeks, two months down the line, the birds eat each other because when he sold his first eggs he got two hundred and eighty thousand rand in and thought. "This is it! Now I'm going to Sun City on holiday." This happens, so for me it's from the word go so when the extension officer knocks on your door and says, "I've got the urge to farm" then you must put him through a course and say, "Why do you want to farm?" When he says it's because he wants to make money then that's the wrong reason. There's no co-ordination between pre-and post-settlement training.

**Are you as farmer mentored by any person or Organisation with exception of the Departments?**

Terblanche to a certain degree and then there is SAPA through my involvement with the chicken side of things.

**Who identified the important role-players and stakeholders, and would you say it was at the right time, or should it have been done at the outset on receiving the land?**

I cannot emphasise more, not even at the outset when you start on the farm, doing the initial ideas, you need the mentor right up front. He needs to be part of that idea. If the idea that you have is to plant twenty-six thousand cabbages and I make a rand on a cabbage, I make twenty-six thousand rand- you didn't calculate the manure and the fertiliser that you had to use. You'll be lucky if you make 20c. You need that mentor right up front when the project is still an idea. When you speak to small farmers, give him a pen and a page and tell him to write in five million, he won't know how many zeros are in a million. If you go, ask a businessman to write down five million he will put down the right number of zeros. Why? Because he's seen it! That guy didn't see it. He doesn't know it. It's a bad reflection on the institution that helps these people to say, here is a guy, he is about to make a million and he doesn't even know how many zeros are in a million.

**What are the three most crucial support aspects for progress of the farm?**

Cash flow, access to implements and feed input cost.

**What other support would you like to have that you are not currently receiving?**

*If I speak of a borehole, I would speak about two hundred thousand rand, and I don't have two hundred thousand rand, but if I had access to two hundred thousand rand, I could make more than two hundred thousand rand with the borehole because it's going to irrigate my whole piece of land. The farmers all around me have seen how I have been struggling. If I were to ask the state for money for this, they would not be willing to help me. They would ask if I have done an enquiry for water rights and it would take about three years. I farm, I need water, and they can only help at a later stage with this. The farmer that has money can do it because he can afford it, but I can't. When I ask for the funding they will find all sorts of excuses to decline, because they don't understand, and they don't even try to understand.*

***What are the three most critical challenges your farm as agribusiness will face in the years to come, and what support services would you need to solve these challenges?***

*Forward thinking, my production unit isn't big enough, so I would need expansion funding. I can understand at some stage you need to go out in the private sector to arrange some funds because you can't expect government to carry this all the time. You must also show commitment, but you've got to get to a unit size first. Plus, and the financial institutes need to come to the party. They don't pay much attention to the small farmers, they only take the commercial farmers seriously. That's why we depend on guys like Land Bank, Mafisa fund, those funds to give us a capital boost or a foot in the door so that we can go to access other funds, so that we can tell them that we can raise twenty percent and ask that they can bring the rest. Those things are not readily or freely available to emerging farmers, and that's going to impact the business in the future because this is what makes you a business. If you can strike a deal, then you can become a business person. You see when we started out this business, I was thinking I was going to have X amount of chickens, I'm going to do this and I'm going to do this...but now the game plan has changed, we are looking for partners. If we can partner somebody else then we can make not a hundred percent, but we can make fifty percent, but we would be happy, obviously the other fifty percent would go to risk and everything, so we are open to that kind of thing because we don't see the business as a project anymore. It's a business. That mindset comes to you as an entrepreneur. When I started off it was a project. Now we are a Pty (Ltd) as we have now changed from a cc. So, this is a business and if the price is right we will do the business.*

***What strategies can benefit South Africa's land reform post-settlement support functions?***

*Government should identify the suitable jockey, meaning look at his capacity, look at his ability, and all those things. Whatever lacks there, you capacitate him. Let's say that process can be*

*a five-year process, so you link him with markets and everything. In the fourth or the fifth year when this guy shows that he's got the business skills you let him take a risk. You give him the title deed, coupled with the Land Bank loan of X amount and then grant fund him, you don't give him recap, you don't give him grant funding coupled with that so let's say his short-term business plan is five million, he must borrow one point five or a million, and then as he proves himself on that he can grow to the next level and that should be the strategy that they should follow. Then you make him sustainable, then you make him compete-able, and then you make it attractive for any other commercial farmer to say to him listen here, I like this guy next door. He has shown that he is willing to take the risk, and he is invested in, let me help him. The quantity of jockeys being placed on a farm depends. For me twenty-two hectares is big, for another person that's his backyard. One also needs to take into consideration the cultural diversities as well. Like where the kings rule the land, these groups in the tribal areas rule, so there must be some way that they can be accommodated as well. Then when you come down more to the urban areas of farming, for example, Phillippe and Atlantis, you're looking at maybe family businesses. Family businesses have got a lot of bad names, you shouldn't just think it is honey and roses.*

***Would you consider the skills transfer and training prior to receiving the land to be sufficient?***

*No, completely insufficient.*

***Would you consider the skills transfer and training after receiving the land to be sufficient?***

*No.*

***What would you do differently from a skills development point of view?***

*I would even go so far, and this is what we're doing at SAPA now, we're talking to the University of Pretoria in honest support to maybe have short term courses like six months to a year, but it's intense. The big companies, Astral, those guys should also have hands on facilities for training, i.e. Go take a shovel and go clean a chicken house and go see how the birds work, and that is one aspect of it. Then your next half you spend into the business, the admin side of it and the record keeping because often we go on record keeping courses for a week or two weeks. The third week you forget about it. Whatever you learn must become a habit. If you don't have a vehicle to implement it, let's say a farm doesn't have those structures, so when you come back you get the certificate and that's about it and it just lies on the shelf.*

**What is your perception of interdepartmental relations as well as between the private sector and civil society – Do you think they work well together or disjointed? What would you change?**

*It's disjointed.*

**Would you consider Insufficient or lack of funding on the part of government/stakeholders and beneficiaries themselves as a major stumbling block to survival and growth of Land reform Projects?**

*Yes.*

**Have you received post-settlement funding, and did it come at the right time?**

*Yes, but it did not come at the right time and they don't give you what you request, they give you a portion of that. Then they want a report from you to say that it's working, but I don't want to lose the land, so I'll tell them it is working.*

**From your point of view is Communal ownership of land vs. legal entities to hold title a major stumbling block in land reform success? What would you differently?**

*I would give title deeds, but obviously with conditions and phasing in with a proper business plan and implementation of the business plan, and have proper markets. The first thing I will look at is the market.*

**Would you say there is a lack of institutional ownership of projects by beneficiaries and could this be attributed to the "rent a crowd" strategy under LRAD where applicants have been put together to increase the grant kitty in an ad hoc manner?**

*It was one of the biggest mistakes because you will find people that own land and you will see that they didn't even step foot on that land, and then they sell it.*

**Does this lack of institutional ownership results in a lack of group cohesion? How would you do things differently?**

*Yes.*

**How were you selected to be part of a land reform project?**

*We had to go for interviews and there were three people, but somebody fell out. I applied and then went for an interview.*

**Would you consider the profiling of prospective beneficiaries to be adequate?**

No.

**Who is responsible for the project management of the land reform programmes in your opinion?**

*They've got extension officers that come take photos once a year.*

**Would you say that the project management, Monitoring and Evaluation is of adequate standard?**

*They are not agricultural experts, they're just officials.*

**Are the legal entities dysfunctional and not capacitated due to their constitution being poorly understood?**

*They are dysfunctional because they can't work together.*

**Is there sufficient emphasis on post-settlement support or would you say the government is just chasing settlement targets without being concerned about the growth of settled projects?**

*It's all about targets and it's just about chasing settlement targets without being concerned about the growth and future off the settled targets. APPS are just chasing, you become a number to them, and they're just chasing and trying to put people on farms without actually worrying about how these people are going to survive afterwards.*

**Would you say there is an absence of customised (needs specific) post-settlement support mechanisms at project level?**

*It must be customised. If you as an extension officer don't understand...let me put it to you this way, my business plan is twelve million rand. That extension officer that has got to present my business plan, he earns three hundred thousand a year. He is not motivated to help you with a twelve-million-rand plan. If we get help, I am going to be richer than him. Your extension officer is critical. He comes from the college, he's a freshman, he is still paying off his student loan. He's got to do your application. He himself can't even count the number of zeros in a million. He's not interested in your specific business needs, he comes with a general approach. What he does is, he has got a horticultural economist who comes and inspects, and finds the person who manages the production is sicker than the animals so what pulled us through was that guy Walton September. He was very committed, he came here the first day when I didn't know*

*about the department of agriculture. I asked him what he wants, and he said that he wanted to help me, and I told him to leave. He convinced me to let him help me and then he started the process. I dreamed about having a chicken farm with him and he put me through and set the process in motion, but if you don't have an extension officer at the beginning who is committed like that, you're gone.*

***Would you consider the Lack of continuous and relationship-based advisory services (e.g. single-use, in-and-out consultants, service providers and government interventions) a stumbling block?***

*You need a partnership, not just a business plan. Even if you buy feed, your feed supplier which would be Nova Profile or whatever, you need to go there and introduce yourself to them and build a relationship with them and ask questions like who is the guy that's in charge of your logistics or who do you phone if the truck didn't arrive on Friday? At our business we believe in that first-hand quota. We want to know who you are, and we build a relationship. There's a place that sent me a letter, "HIRE OUR TOOLS". We've been with them for seventeen years. It's the same with the feed and the chicken suppliers. We build a relationship. This in-and-out thing doesn't work.*

***Would you say that unrealistic beneficiary expectations linked to lack of economic and feasibility assessments leads to project failure?***

*People through government create expectation but they haven't really done feasibility testing to see if those things are realistic. They haven't thought it through and that leads to project failure. If you say one hectare, one cow; I've got twenty-two hectares so would I have twenty-two cows? I would have to fence the land so that's unrealistic.*

***Would you say that Complex community dynamics and governance deadlocks stalls development and land use initiatives?***

*Yes.*

***To what extent have policy makers and decision makers at government level failed South Africans with regards to land reform post-settlement support and the management thereof?***

*Number one, the selection process of the beneficiaries: that is important. You can't put a guy who wants to farm cattle on a poultry farm. You see at that catchment point where you start with the profiling, if that isn't right, then you're gone. Now you can't blame the politicians because they've got nice policies. It's the officials.*

***To what extent have policy makers and decision makers at government level successfully implemented land reform post-settlement support?***

*If you look at the numbers, they've given a lot of farms whether it's working or not.*

***What are the leading factors that are causing land reform projects to fail which has led to the farms being unproductive and not contributing to the objectives of the National Development Plan 2030?***

*Wrong jockeys, cash flow and no markets. To address those things, you've got to bring in the commodities number one, you need to have good extension, number two and you need to have the un-serviced providers which is the consultant, the ORB, the private sector, it's them and then also you also need to get onto the retailer board. Because of those that are not coming to the party, and because they're not synchronised and they're not working together, that's what's causing the land reform projects to fail. To give you an example, we supply to Shoprite and Checkers. So, our stuff goes through Terblanche. It's very rarely that they will check our product because they know Terblanche. What Spar do is that they put on a sticker and say, this has a problem but you'll find Spar's agents in the market knows someone that sells spinach for example so if they want to buy spinach they will put them onto the person that they know who sells spinach, so there are problems there that you are not aware of so there's some unethical business practices that you as a small farmer are not aware of and that has an instrumental effect on your business.*

#### **EMBEDED UNIT 4**

***Who are the major contributors to your business in terms of post-settlement support?***

*The Department of Agriculture and the Department of Rural Development and Land Reform.*

***Do you have needs for advice which are not covered by providers advising you now?***

*Well you know when we started off, by planting the vineyards in 2013, we made a presentation and they were fully aware that it would take, after the plantings, about three years for production. Then because obviously we don't have any funds. In the way that they look at it; when we planted the first block and we did not ask the money up front. We planted the first block, which was the bottom, and they made funds available for that. The second year we planted the next block, and they made the money available for that. Then the third year they made a little bit of money available to help with the first production which was after two years and not after three years. They see it as them having helped us for three years where in fact it could have been a once off scenario, so I'm a bit stuck in the sense that I don't have labour. I*

*cannot afford labour and I cannot afford the pesticides and the herbicides. I now must depend on my neighbours – these guys that you've just seen- It's my neighbours. They bought a second-hand tractor for me which they built up. Every time you use it something goes wrong and you must fix it so it's a continuous maintenance thing, and then the pump packed up twice which was over sixty thousand rand. I must fork that out, and they're not interested so I think as a woman that is almost a lone farmer, they should be a little more lenient, so we are stuck there now.*

***Do you have an up to date business plan which you are currently adhering to?***

*Yes.*

***Who provides the Monitoring and Evaluation Support to your plans and would you consider it sufficient?***

*We had two mentors who helped us through the processes which was very nice.*

***Who else contributes in any way to your farm performance and at what percentage? How important are the role they play in contributing to your farm's performance?***

*We have the viticulturist who is with the Department of Agriculture who comes here almost every second week to see that things are ticking along.*

***Is there sufficient communication, data and information sharing among stakeholders involved in post-settlement implementation and support intervention?***

*Its silos based because I don't think they actually work together well. (The Department of Rural Development with Agriculture).*

***Do you think the departmental agricultural advisor of the Department of Agriculture assigned to you is sufficiently educated?***

*Yes, definitely.*

***Do the government provide adequate project management skills?***

*Yes.*

***Do they provide adequate Business Planning Skills?***

*Yes.*



**Would you consider the variation in quality of completed business plans (if available) and poor adherence to business plans a stumbling block to success?**

*I think land reform projects come from a poor background first of all, so I think they're not fully geared for helping the processes through and people get stuck because they don't have the resources and the help takes a long time to come. It's difficult to plan around that so those are huge stumbling blocks.*

**Would you say that there is clear identification or guidelines on whose role it is to provide post- settlement support? How would you define the responsibilities?**

*I would say in a way, yes there is but I think there are lesser support maybe from the department of agriculture where agriculture businesses are concerned because I know that rural development when working with them, I also sit on the committee and if it wasn't for their sponsorships or funding, recap, it would have been a complete disaster.*

**Are there adequate institutional links between pre-settlement planning and post-settlement implementation?**

*It's separate.*

**Are you as farmer mentored by any person or organisation with exception of the Departments?**

*My neighbour mentors me.*

**Who identified the important role-players and stakeholders, and would you say it was at the right time or should it have been done at the outset on receiving the land?**

*The department got involved and they identified the mentors. It came on later. If it had come more at the beginning it would have been better because in my case we had someone who did not come from the department and that was a complete disaster, so I think it would have been better if it was planned properly.*

**What are the three most crucial support aspects for progress of the farm?**

*Funding because like I said to you the funding that we received should have been one lump sum because we didn't do everything at the same time, so I would have needed more funding because I need to pay for certain things that I don't have and that is the one major thing, I won't say mentorship because it's adequate, we have that kind of help and support. Labour, which*

*could help me if I had funding- point labour and sufficient labour. Market excess for the end product is a bit lacking.*

***What other support would you like to have that you are not currently receiving?***

*Funding, market access development and funding for labour.*

***What are the three most critical challenges your farm as agribusiness will face in the years to come and what support services would you need to solve these challenges?***

*I'm not sure.*

***What strategies can benefit South Africa's land reform post-settlement support functions?***

*I would say title deeds and one family per farm because those rent-a-crowd things don't work. If I had to listen to my crowd, I wouldn't be near where I am now, and I think a lot of other farms experience the same thing because there are always one or two people who are working, and the others are not.*

***Would you consider the skills transfer and training prior to receiving the land to be sufficient?***

*Yes.*

***Would you consider the skills transfer and training after receiving the land to be sufficient?***

*Yes, definitely.*

***What would you differently from a skills development point of view?***

*No, I think a lot of the people's skills get transferred which I think is sufficient. I think that the major skill that needs to be transferred is of running the business, the financial side.*

***What is your perception of interdepartmental relations as well as between the private sector and civil society – Do you think they work well together or disjointed? What would you change?***

*It's very disjointed because, where I find myself in the wine industry, there is not a lot of private or industry support.*

**Would you consider Insufficient or lack of funding on the part of government/stakeholders and beneficiaries themselves as a major stumbling block to survival and growth of Land reform Projects?**

*Yes, I do because we are still lacking lots of infrastructure, for instance in the wine industry we are still dependent on established farms to assist us in our production and in the processing of our grapes and it makes us stand last in the queue so that delays our production, and which delays our products to the client and this puts us in a very difficult situation.*

**Have you received post-settlement funding, and did it come at the right time?**

*I have received it, but it didn't always come at the right time and could be more efficient. For instance, we waited for our re-cap for four years, and they were looking for a mentor, for a full year they were advertising every third month and after they told me that I said well let me bring a mentor to you, so they just left it and left it and left it, so for four years it was standing.*

**From your point of view is Communal ownership of land vs. legal entities to hold title a major stumbling block in land reform success? What would you differently?**

*Title deed because then they take responsibility, it's theirs and then they can access funding on the back of the title deed, because it's always a thing of "it does not belong to me, and I am scared to put in and put loans," because there is the fear that it will be taken away again in the future.*

**Would you say there is a lack of institutional ownership of projects by beneficiaries and could this be attributed to the "rent a crowd" strategy under LRAD where applicants have been put together to increase the grant kitty in an ad hoc manner?**

*Yes, it's a big problem.*

**Does this lack of institutional ownership results in a lack of group cohesion? How would you do things differently?**

*Yes, absolutely.*

**How were you selected to be part of a land reform project?**

*I applied because I needed a home for my brand and I needed to start looking towards the future, so I applied to have my own vineyards.*

**Would you consider the profiling of prospective beneficiaries to be adequate?**

*The way I went through the vigorous profiling, I cannot really see that it isn't done properly because at one stage I thought, "my goodness, what else must I tell them!?" So, I would say that the process is adequate in how they make their selections.*

***Who is responsible for the project management of the land reform programmes in your opinion?***

*The Department of Agriculture.*

***Would you say that the project management, Monitoring and Evaluation is of adequate standard?***

*Yes.*

***Are the legal entities dysfunctional and not capacitated due to their constitution being poorly understood?***

*We are in a trust, so I would say that it is a stumbling block because people don't always understand how a trust works, not specifically on my farm but in land reform they don't understand at all, not even how business works.*

***Is there sufficient emphasis on post-settlement support or would you say the government is just chasing settlement targets without being concerned about the growth of settled projects?***

*I think they are concerned about the growth but there could be more support.*

***Would you say there is an absence of customised (needs specific) post-settlement support mechanisms at project level?***

*Yes, I think that would be better.*

***Would you consider the Lack of continuous and relationship-based advisory services (e.g. single-use, in-and-out consultants, service providers and government interventions) a stumbling block?***

*No, I do have a long-term support.*

***Would you say that unrealistic beneficiary expectations linked to lack of economic and feasibility assessments leads to project failure?***

Yes, definitely.

**Would you say that Complex community dynamics and governance deadlocks stalls development and land use initiatives?**

Yes.

**To what extent have policy makers and decision makers at government level failed South Africans with regards to land reform post-settlement support and the management thereof?**

*I think it could be maybe that they are too thinly spread to adequately look after specific groups, if it was more targeted to what they are doing, for example they are now busy with these ten farms and then they've got a lot of other things to do and then another ten are coming on board and they are looking at those people and you are left behind so they are very thinly spread and they don't finish the job and they run all over the place and they don't get to everything and then if I look at myself and I look at myself and looking at organisational issues that I have to participate in, and they are in it every day so they are busy with the organisational issues, and structures and meetings and I cannot see how they can sufficiently assist the small farmers if they have so much of that other stuff going on at the same time. There is too much bureaucracy going on at the top and not much application on the ground level.*

**To what extent have policy makers and decision makers at government level successfully implemented land reform post-settlement support?**

*I think it's got to do with the consultants that you're working with and the passion that they must see the project succeed, and you can clearly see that when they move out maybe and someone resigns and somebody else comes in they're not worried, they don't care, so it's largely dependent on the enthusiasm of the employees of the government.*

**What are the leading factors that are causing land reform projects to fail which has led to the farms being unproductive and not contributing to the objectives of the National Development Plan 2030?**

*It's the lack of funding and the lack of monitoring the projects, looking after it, staying with it, because people know how to farm maybe but don't know how to run a business. It's not only agricultural skills that they need or to freshen up with, it's a business and I think a lot of people were also chosen on the fact that they've been on farms so they've got the skills but they don't have the business or the know how to run a business and I think that is important because I've seen a lot of people who don't know how, there is not funding so they have to eat their seed*

money and they don't keep for the next one so the business planning and the cash flow management and that sort of thing is a major issue that they need to look at.

## **IMBEDDED UNIT 5**

***After you bought your farm who were the major contributors to your business in terms of post-settlement support?***

*It's the Department of Agriculture and it's the Department of Road Development Land reform as well, they played a role with recap. The private sector didn't play much of a role. I can't remember the private sector having assisted us.*

***Do you have needs for advice which are not covered by providers advising you now?***

*To me assistance I am needing now is that I want to expand our operations and they don't give us that. The size of our land is too small.*

***Do you have an up to date business plan which you are currently adhering to?***

*We've been busy rolling the plan out with recap and are almost finished with that. There will be a new plan drawn up if we go into an expansion plan.*

***Who provides the Monitoring and Evaluation Support to your plans and would you consider it sufficient?***

*The mentor and the accountant are providing the monitoring and evaluations support.*

***Who else contributes in any way to your farm's performance and at what percentage?  
How important are the roles they play in contributing to your farm's performance?***

*I think it's Corne from BKB that's playing a significant role in contributing to the growing of our business, and whenever we need advice from the commercial farmers they are available, so they also assist us.*

***Is there sufficient communication, data and information sharing among stakeholders involved in post-settlement implementation and support intervention?***

*They work in silos and don't really talk to each other.*

**Do you think the departmental agricultural advisor of the Department of Agriculture assigned to you is sufficiently educated?**

*I am happy with their services.*

**Do the government provide adequate project management skills?**

Yes

**Do they provide adequate Business Planning Skills?**

*I think that needs to be upgraded a bit.*

**Would you consider the variation in quality of completed business plans (if available) and poor adherence to business plans a stumbling block to success?**

*Definitely. People don't follow the plans and that's hampering their business.*

**Would you say that there is clear identification or guidelines on whose role it is to provide post-settlement support? How would you define the responsibilities?**

*I think there's still a little bit of greyness there because the people within the departments don't want to work together but with the new established deal of shades, it's working a bit better because people are starting to be more willing to work together.*

**Are their adequate institutional links between pre-settlement planning and post-settlement implementation?**

*When I'm going to speak of LRAD now, I think there wasn't adequate post-settlement planning. It seemed like they just wanted to place people on the farms but there wasn't that aftercare in terms of planning.*

**Are you as farmer mentored by any person or organisation with exception of the Departments?**

*We've got a mentor, Johan de Vos who is private and there is Corne to a big degree from the market side.*

**Who identified the important role-players and stakeholders, and would you say it was at the right time or should it have been done at the outset on receiving the land?**

*I think it came a little bit late to us from LRAD. If it was done earlier, we would have been far better off than we are now.*

**What are the three most crucial support aspects for progress of the farm?**

*The accountant, the mentor and the department. I'm also thinking of saying that I foresee that the commercial farmers have a critical role to play as well and Land Bank as far as financial security is concerned.*

**What other support would you like to have that you are not currently receiving?**

*I would be very glad if it can so happen that they can come forward a little more and if we didn't have to call them and ask for their support. I would like them to be more available and more involved in the process.*

**What are the three most critical challenges your farm as agribusiness will face in the years to come, and what support services would you need to solve these challenges?**

*One of the key issues is the size of my unit and one of the other critical issues are drought and climate change. We would like to have some more support from the Land Bank to increase the size of our land to accommodate the decrease in produce affected by climate change.*

**What strategies can benefit South Africa's land reform post-settlement support functions?**

*LRAD put a lot of people on one farm and this can cause a stumbling block because of the amount of people from the DRC that have taken advantage of this, but the government has recently implemented change on this by stipulating that only one family will be allowed to inhabit each farm. I think that the strategy that the government is currently using in terms of the plus arrangement where the farm doesn't have title, is hampering support in a way- for you to get funding, it makes it impossible but there is a reason behind this. The reason is that, what happened previously was that whenever people would get the title deed they would sell off the land back to the commercial farmers, so there's the advantage of having the plus farm. The disadvantage of the plus farm is that you don't get funding.*

**Would you consider the skills transfer and training prior to receiving the land to be sufficient?**

*I think it's what I'd like to see before they put people on a piece of land. Skills Transfer. It's very important. I also see that we have got commonage that is there that we can use as a stepping*



stone for skills development, whereby all these departments like Agriculture and Land Form will also have a part to play as well as commercial farmers to see to it that we graduate from the commonage to farms.

**Would you consider the skills transfer and training after receiving the land to be sufficient?**

*It must be an ongoing process because skills are changing daily, so that the skills and training should always be there.*

**What would you differently from a skills development point of view?**

*It would be important to up-skill the people before they get the land.*

**What is your perception of interdepartmental relations as well as between the private sector and civil society – Do you think they work well together or disjointed? What would you change?**

*At the look of things, I can't really feel that togetherness, but they are working towards being streamlined. Now it's still disjointed.*

**Would you consider Insufficient or lack of funding on the part of government/stakeholders and beneficiaries themselves as a major stumbling block to survival and growth of Land reform Projects?**

*I think it's a crucial factor that's holding us back.*

**Have you received post-settlement funding, and did it come at the right time?**

*It took a long time for it to get to that stage that we received the funding, but it did make an enormous difference for us. It would be nice for that process to happen in a shorted time span so that things could happen immediately after settlement, and not to have this long waiting period before being assisted.*

**From your point of view is Communal ownership of land vs. legal entities to hold title a major stumbling block in land reform success? What would you differently?**

*I would like to see smaller groups; the big groups don't work.*

**Would you say there is a lack of institutional ownership of projects by beneficiaries and could this be attributed to the “rent a crowd” strategy under LRAD where applicants have been put together to increase the grant kitty in an ad hoc manner?**

*I agree fully with that.*

**Does this lack of institutional ownership results in a lack of group cohesion? How would you do things differently?**

*It does because currently when you look at Buffelsfontein, it's just fighting.*

**How were you selected to be part of a land reform project?**

*I started farming on the commonage, that's where I started farming, and we grouped together with other farmers on the commonage and then applied.*

**Would you consider the profiling of prospective beneficiaries to be adequate?**

*Previously they didn't choose, but it was forced so that we had to go and convince some people to say that here is an opportunity for you to become a farm owner, so come and give your particulars so that we can fill them in and then you go. Currently I see some improvement in the profiling because there is a process that you need to go through before getting on the system, and that's through the DRL system.*

**Who is responsible for the project management of the land reform programmes in your opinion?**

*For it to succeed, in my opinion is that it will need a group effort from the Department of Agriculture and private sector so that they work together to project manage the process.*

**Would you say that the project management, Monitoring and Evaluation is of adequate standard?**

*It still needs some work.*

**Are the legal entities dysfunctional and not capacitated due to their constitution being poorly understood?**

*I think there's an improvement, but I think there still needs to be more understanding and training so that people will understand it better. Is there sufficient emphasis on post-settlement*

*support or would you say the government is just chasing settlement targets without being concerned about the growth of settled projects?*

*What I think is that they are chasing quantity and they are forgetting quality, so there needs to be a better balance.*

***Would you say there is an absence of customised (needs specific) post-settlement support mechanisms at project level?***

*I don't think it's adequate. It could be better, when I am looking at my farm because immediately whether you are 50 on a farm or whether you are 20, if you have been given that piece of land, they take it that you are settled. It's not the case. There should be a process whereby it should grow so that you minimise your number of people on that same project because the reality in the Karoo is that to survive, or to farm sustainably here, is that one family needs a minimum of 6000 hectares, and it doesn't cover that on the current system.*

***Would you consider the Lack of continuous and relationship-based advisory services (e.g. individual use, in-and-out consultants, service providers and government interventions) a stumbling block?***

*It's better to have a long-term relationship with mentors but at the look of things within that process there are still some challenges whereby a man can say that some of them say that I am there for you indefinitely, but some would say that my services come at a price and when the money runs out the mentor is gone. I would prefer a long-term relationship.*

***Would you say that unrealistic beneficiary expectations linked to lack of economic and feasibility assessments leads to project failure?***

*Both government and sometimes the politicians put unrealistic expectations on these projects.*

***Would you say that Complex community dynamics and governance deadlocks stalls development and land use initiatives?***

*I would say that it's their unrealistic expectations that cause the perception of stalling because when people see a farm they think it's a piece of land with money growing on trees which is not the case.*

***To what extent have policy makers and decision makers at government level failed South Africans with regards to land reform post-settlement support and the management thereof?***

*Rent a Crowd, and post-settlement support isn't there in time.*

**To what extent have policy makers and decision makers at government level successfully implemented land reform post-settlement support**

*I think what is now currently happening is that there is the PLAS strategy. I see very big improvement because there are smaller families on the farm and the potential for them to grow is much greater than previously.*

**What are the leading factors that are causing land reform projects to fail which has led to the farms being unproductive and not contributing to the objectives of the National Development Plan 2030?**

*The challenges that I foresee that causes these projects to fail is that they put people on the farm without sufficient funding, also that Rent a Crowd is difficult to make decisions because of these big groups. It doesn't work. I also think that private sector is not doing enough. Another point that I would like to make is that in the beginning there was a fear factor from the side of the commercial farmers. I don't know whether they imagined this as a threat to their business whatsoever, so they still need to come to the party as well. They've got a significant role to play to ensure that land reform is a success. It's a combination of those three factors. We need more private sector involvement, we need to get away from Rent a Crowd and we need funding at the point of departure, and skills development is very important. People should be skilled before being given- not only technical skills but also financial skills because many times you get people who know how to farm but when it comes to the side of finances, they are lost.*

**EMBEDDED UNIT 6**

**Who are the major contributors to your business in terms of post-settlement support?**

*Because we were involved from the very start of this whole project, Môrester was our partner in our business dealings, they were the ones who were willing to assist us as new farm owners but at that stage we also approached the Land Bank, we began with our application there until LRAD first started to come back to us in about 2003/2004 and they put us first on the waiting list, so we put the loan application on hold with the Land Bank. In 2006 we received the help we needed from LRAD and then we redid the application for the Land Bank loan for the production capital, so Land Bank and the Department of Land Reform and Rural Development, they played a significant role, and then the Department of Agriculture also played a significant role.*

**Do you have needs for advice which are not covered by providers advising you now?**

*I would say for us, now that because we are so far down the road, there is a lot of information that happens within the department, things that we as project beginners don't always hear about. Where do we stand with regards to finances, where do we stand with regards to development, if we want to grow, how do we go forward, that sort of thing. So, we were needing that sort of information. We have our extension officers from whom we receive a little bit of information, they would give us a little bit of information about it, but I believe they could help us a bit more with guidance on which way to go, but there is definitely room for improvement regarding this.*

**Do you have an up to date business plan which you are currently adhering to?**

*Yes.*

**Who provides the Monitoring and Evaluation Support to your plans and would you consider it sufficient?**

*One of the people who helped us with mentorship was Denzil van der Merwe. He was also the owner of the Morningstar Group, he was our mentor and he also gave us guidance on the financial side of things. He had auditing experience with the Morningstar Group, so he had the experience to give us advice on how to manage our finances. He played a significant role as financial advisor.*

**Who else contributes in any way to your farms performance and at what percentage?  
How important are the role they play in contributing to your farm's performance?**

*I think the department played a role to a certain measure, they seem to have contributed but on a superficial level, they played a part in helping with the breeding and then once we got the breeding right they left.*

**Is there sufficient communication, data and information sharing among stakeholders involved in post-settlement implementation and support intervention?**

*There is communication, but I think the flow of communication is very disjointed, so I don't think the communication always goes in the right direction, or that all the role players know exactly where we stand and where we are heading so I think the communication is okay, but I think it can be improved.*

**Do you think the departmental agricultural advisor of the Department of Agriculture assigned to you is sufficiently educated?**

*They are educated, the only problem that I have, and I speak especially about the extension officers, is that many of these people aren't doing their work in the way that they are supposed to be doing it. I mean he must come and he must evaluate the project and try to anticipate your needs, and the thing that I can stress the most is we now have the market access program. There we get the most support and this compliments us because when there is a need that arises, they jump on top of it, but when I look at other extension officers, things don't add up properly. They do a good investigation but fall short, like last week I did an inquiry if they could maybe help a little because I wanted to get some more help with the oxen, but they couldn't assist me in time, so they are sufficiently educated but lack they don't really follow up on their work.*

**Do the government provide adequate project management skills?**

*I think they have the information, but I think from their side they tend to fall flat with regards to the project management because there have been many times that I have called them up and they have asked where we stand with our project, and there have been many times that they have advised us on the phone, but I would have rather had someone come out and see us.*

**Do they provide adequate Business Planning Skills?**

*I think so, I think there is enough. We concentrate more on our new partnership with Morningstar, support comes from there much more but from the department or the government, there is enough in terms of skills development planning, etc.*

**Would you consider the variation in quality of completed business plans (if available) and poor adherence to business plans a stumbling block to success?**

*Yes.*

**Would you say that there is clear identification or guidelines on whose role it is to provide post-settlement support? How would you define the responsibilities?**

*I think that it is there, I just don't think it's distributed enough in terms of the role that they play. They know what needs to be done but they don't necessarily do it.*

**Are their adequate institutional links between pre-settlement planning and post-settlement implementation?**

*I think when we look at our business plan that was suggested to them, I don't think there is a clear difference between what we say we are going to do and what we actually end up doing. We can't reach everything that we had set out to do as the conditions aren't always favourable to do so.*

**Are you as farmer mentored by any person or organisation with exception of the Departments?**

*Yes, we are being mentored by the Môrester Group.*

**Who identified the important role-players and stakeholders, and would you say it was at the right time or should it have been done at the outset on receiving the land?**

*I think at the beginning of the project we looked for permanent assistance and in the proposal, we put forth was that this farm came assisted by Môrester. So, they came with the proposal with these plans to go forward and then we were involved with the department of land reform and Land Bank at that stage, but Morningstar played a crucial role in mentoring us with the purchasing of land and our start up. The assistance came at the right time in terms of start-up planning.*

**What are the three most crucial support aspects for progress of the farm?**

*I think at this stage because we are also busy rolling out our business plan, we are looking at long term permanent objectives, so one of our needs is finance for plantings. We have the land. I did an application, but it wasn't successful, but I think financially we are in a process, but if we can just get financing for the project then it will all fall into place – it will just be about planting the trees, and then I also need to get a watering license. We are in a process, so we hope and trust that we will eventually get it right. Then we could use more production capital. These are in my opinion the three most important things that we would require in terms of support.*

**What other support would you like to have that you are not currently receiving?**

*The three things mentioned in the previous question.*

**What are the three most critical challenges your farm as agribusiness will face in the years to come, and what support services would you need to solve these challenges?**

*For us I think it would be the new developments that the farm is needing. This will be the apple and pear orchards that we would like to plant. This will help with our output as the issue has been about cash flow for us, so when we look at the financial situation that we are currently in this will help us. Where this will benefit us as a business is when there is a contract with Ceres we would like to be involved in that package. That's one of the challenges and then at the end of the day it also boils down to water. We need to erect a dam, so that we can obtain the certainty of having water. Altogether it's the financial help that we are looking for, but we can get the help with our fruit projects and aim to get it right in the next ten years or so, but we would like to get the production going sooner than that. We'd like to do it in increments though because I don't want to end up buried in debt.*

***What strategies can benefit South Africa's land reform post-settlement support functions?***

*There's quite a history with the rent a crowd strategy but I think here in the Witzenberg we have a very nice strategy which is the Pulse Project, this is makes it possible to look at everything from an objective point of view, at what can work whereas a lot of the old LRAD projects can tune into and that ads up. Smaller groups for the bigger projects but the other groups from other projects can also benefit and I think that the ownership of the land can also help, so that the people who can benefit off this will have the opportunity to say it's not about the land but what you do with the land. They should have the opportunity to treat the land as their own and would be more willing to invest in it. That's also the important thing about mentorship, you can't take an old piece of land and put someone on it and just wait until that person becomes successful with it, unfortunately it doesn't work like that. From the time that the site plan is drawn up the mentorship needs to be in place.*

***Would you consider the skills transfer and training prior to receiving the land to be sufficient?***

*I think what makes our project unique is that we didn't just jump in there thinking we would make a success, we knew there were going to be challenges, for myself- I was thrown in the deep end there, so I was really out of my depth in managing this project, so I was thankful for the mentorship from Naas van der Merwe. So, when I found myself as the owner of the business, there was a lot of training that happened.*

***Would you consider the skills transfer and training after receiving the land to be sufficient?***



*There was a lot of training and we were a group of workers, so we had the skills transfer. There was enough.*

***What would you differently from a skills development point of view?***

*I think what they do is enough, I just think there should be a lot more involvement from a lower level. Us guys at the bottom, is we were presently involved in the project, they will tell us how it works but we don't always necessarily understand so we sometimes struggle to get a greater understanding of how things work, like how a trust works etc. The training offered is very shallow, so that doesn't give people a good chance of making a success when starting out.*

***What is your perception of interdepartmental relations as well as between the private sector and civil society – Do you think they work well together or disjointed? What would you change?***

*I think they work very well together but here and there they could do a little bit better here and there, but I think they are very well tuned in. In our instance we are now we aren't yet in the fruit project, but we get information, so I think they work well together.*

***Would you consider Insufficient or lack of funding on the part of government/stakeholders and beneficiaries themselves as a major stumbling block to survival and growth of Land reform Projects?***

*Maybe with other projects but I mean when it comes to funding, they aren't going to choose to fund us for the developments that we would like to do. This means that we must go and learn at a lower cost. We can still get it right this is what makes the new partnership so important, and probably why we currently can't get the funding anywhere, and why we can't grow. We can still wait until one day when we can, so we can still make plans.*

***Have you received post-settlement funding, and did it come at the right time?***

*I think that LRAD came at the right time, we didn't get it right away, but we still went through with it. After the project had begun, we still got funding and it wasn't many times that the departments time management calculations were correct but then we still did the application for the funding for irrigation so if I needed that in August, they gave it to me in November, so we are just glad that we are in a position that we can plan if the funds don't come through timeously enough.*

***From your point of view is Communal ownership of land vs. legal entities to hold title a major stumbling block in land reform success? What would you do differently?***

*If a person has a title deed in their hand, they can say this is my land, I can do with my land what I would like to do. If a person has the title deed, they can invest in the land without worrying about someone coming along the next day and taking away from them what they have built.*

***Would you say there is a lack of institutional ownership of projects by beneficiaries and could this be attributed to the “rent a crowd” strategy under LRAD where applicants have been put together to increase the grant kitty in an ad hoc manner?***

*I think in our instance, where we got the funding from LRAD, our application was all in order right from the beginning. You must be clear what your intentions are in terms of the project itself because this can play a vital role. Our strategy or our philosophy in this project is that we see all people on the same level, so each person is shared the same information as the people higher up and he sees precisely what goes on, because in other projects it often occurs that there is a little bit of precariousness in sharing the bigger picture with all the people that are involved, and for most of the people who are working on the farm or who are involved in the business, things are not made clear. In our instance, the people involved work for Morningstar, they are part of the package. Everyone that's involved in the project lives on the farm, but in those instances where people are brought onto the farm from the town, if they need anything, they will come and get it. I don't believe in that system.*

***Does this lack of institutional ownership results in a lack of group cohesion? How would you do things differently?***

*I think one of the most important things that need to be done when it comes to the project is, we need to teach each other things, the information must flow. We try to have training sessions about four times a year so that each person stays informed and having the information gives him a good understanding, and then there are no excuses - he can't say that he didn't know.*

***How were you selected to be part of a land reform project?***

*We were all working on the farm and together applied with Môrester Group to be part of a project*

***Would you consider the profiling of prospective beneficiaries to be adequate?***

*In our case yes as we are an equity scheme, but in general no.*

**Who is responsible for the project management of the land reform programmes in your opinion?**

*I would say that this would be the Department of Agriculture. The Department of Land Reform are up to date, but The Department of Agriculture have more of a decisive strategy.*

**Would you say that the project management, Monitoring and Evaluation is of adequate standard?**

No

**Are the legal entities dysfunctional and not capacitated due to their constitution being poorly understood?**

*I think we are beyond that stage. We are thinking in terms of looking again at the importance of having a trust or a company and what the benefits thereof would be. There are however many projects that don't have a clear understanding of how a trust or a company operate, and this holds the project back because people struggle a little bit with that.*

**Is there sufficient emphasis on post-settlement support or would you say the government is just chasing settlement targets without being concerned about the growth of settled projects?**

*I think the ruling is that a lot of the projects stand together but I think it's the follow up to make sure that there is growth that isn't consistent or with all the projects because we sit in situations where we sit in a forum and we are in an environment where you sometimes hear about what goes on in another project and then I understand where the government is at and where they are falling short.*

**Would you say there is an absence of customised (needs specific) post-settlement support mechanisms at project level?**

*I think the government only looks at certain projects, they don't look at all the projects to check what's going and they don't always come out and monitor the project, and make sure precisely what is going on there. We are a project that don't just leave things hanging, we are successful, but I mean, let's ask ourselves why we're successful? When can then use that as an example, but there is a lack of post- settlement support.*

**Would you consider the Lack of continuous and relationship-based advisory services (e.g. individual use, in-and-out consultants, service providers and government interventions) a stumbling block?**

*In our instance, we had someone external come and advise us because we felt that if it's someone from within the project, or from within the business, we can stay in an exceptional state, and that works for us because there is a continued support, because then we have the preference or the choice to go straight away to that person for advice whereas not everyone has that option. In most other projects, people come in externally and they don't have that commitment continued relationship that has been built.*

**Would you say that unrealistic beneficiary expectations linked to lack of economic and feasibility assessments leads to project failure?**

*That one is a reoccurring case for me because I think the idea is brought across is from the ground up, I will give you an example of this, when we first got our funding from LRAD, we weren't exactly sure of what we were fully meant to be doing with it, if the project is running late the person can't put this money in his pocket because of the time that he is putting in and it must go either towards housing or towards another project. People can do an enquiry about where that money has been allocated to, so we like to have that ready before they ask but I would say that the government has an unrealistic expectation of how far they would like the funds that they provide must be extended.*

**Would you say that Complex community dynamics and governance deadlocks stalls development and land use initiatives?**

*I think there's a lot of room for improvement, we are a few projects in the area and I think we all have differences in how we operate so I think theirs is much room for improvement. There are some differences.*

**To what extent have policy makers and decision makers at government level failed South Africans with regards to land reform post-settlement support and the management thereof?**

*I think, number one you can't just put a person on a piece of land and expect him to know how to develop it. After you put him there you need to first provide him with assistance because we must say that together we aren't commercial farmers, and when you give someone a piece of land and you are now waiting for him to farm or to start a business then you must take into consideration that guy doesn't have the commercial farming knowledge which is expected of*

*him, whether he is black or white- it doesn't make a difference, the problem is you need to take that farmer with you to the department and give him training and skills transfer to teach him how to be a farmer. They put an untrained person on a piece of land and expect him to start a production, and bring profits and purchase assets.*

***To what extent have policy makers and decision makers at government level successfully implemented land reform post-settlement support?***

*I think they have brought great empowerment to the less fortunate and that has been a great plus. This is enabled people to obtain ownership, I just think that the handover procedures could use a slight improvement and the way they handle the skills transfer.*

***What are the leading factors that are causing land reform projects to fail which has led to the farms being unproductive and not contributing to the objectives of the National Development Plan 2030?***

*In my opinion it's the lack of skills in many instances and I think a lack of funding also and then mentorship- those three things. When your mentorship is interwoven with your business, you have an inkling of what's going on, and then if you have a business plan, things need to be communicated properly which opens your door in terms of communication. If you have the skills transfer, mentorship and funding then the power is there, you just need to see it through.*