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*Successful Land Reform? A Critical Analysis of the Harmony Trust Land Reform
Project, Koue Bokkeveld, Western Cape.*

WESTERN CAPE

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the award of a Master of Arts Degree in Development Studies at the
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ABSTRACT

Successful Land Reform? A Critical Analysis of the Harmony Trust Land Reform Project, Koue Bokkeveld, Western Cape.

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Land reform can be an effective vehicle for addressing poverty and landlessness, especially in rural areas where these are prevailing conditions. For land reform to succeed, the land must be used in ways that contributes to improving the livelihoods of land beneficiaries. The literature over the past 2 decades largely focuses on the failure of land reform in South Africa. Little is known about the 10% of successful projects that exist.

The argument of this research project is that it is equally important to analyse how successful land reform projects have redressed racial imbalances in land, reduced poverty, improved livelihoods, developed the agricultural sector to create jobs, and ensured food security. It is essential for the well-being of the country to find successful land reform models to implement. By critically evaluating successful land reform projects, important insights and lessons in building a more effective land reform and rural development programme in South Africa may be offered.

The focus of the research is on the redistributive component of land reform, specifically the successful redistribution of agricultural land to improve the livelihoods of the rural poor. The research critically analyses the successful Harmony Trust land reform project located in the Koue Bokkeveld region in the Western Cape Province. The Harmony Trust project is a share equity project and farms profitably in a joint venture with a commercial partner, who also serves as the mentor. Livelihoods of the land reform beneficiaries have improved; for example, the beneficiaries were empowered, redistribution of benefits took place, and living and working conditions have improved.

Via the lens of the Sustainable Livelihood Approach, the research critically evaluated the factors that resulted in the Harmony Trust successes and assessed what lessons it holds for other land reform projects in the region and elsewhere in South Africa. Both qualitative and quantitative research methodologies are utilised but to a large extent the research is qualitative in nature. The Harmony case study was analysed through the qualitative approach and the data collection methods included semi-structured interviews with the management of the Harmony Trust, individual questionnaires to and focus group discussions with the 47 participants. Based on the findings of the research, recommendations are made for the project as well as other land reform initiatives.

8 May 2014



DECLARATION:

I declare that *Successful Land Reform? A Critical Analysis of the Harmony Trust Land Reform Project, Koue Bokkeveld, Western Cape* is my own work, that it has not been submitted for any degree or examination in any other university, and that all the sources I have used or quoted have been indicated and acknowledged by complete references.

Full Name:

Date:

Signed:



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Thanks Heavenly Father, for giving me the strength to persevere and complete my studies. Thank You for continuous blessings, guidance and mercy and for wonderful people, who grounded, motivated and assisted me through my studies.

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“Ons weet ons is agtergeblewenes, ma dit beteken nie ons moet da agter bly nie of ons moet laat ane mense ons da agter sit nie.”

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TABLE OF CONTENTS

KEYWORDS.....	i
ABSTRACT.....	ii
DECLARATION:	iv
ACKNOWLEDGEMENTS.....	v
TABLE OF CONTENTS.....	vi
ACRONYMS.....	ix
FIGURES.....	x
TABLES.....	x
GRAPHS.....	x
CHAPTER 1: INTRODUCTION.....	1
1.1. Introduction.....	1
1.2. Rationale for the Study.....	2
1.3. Aims and Objects of the Study.....	3
1.4. Chapter Outline.....	4
CHAPTER 2: LAND REFORM IN SOUTH AFRICA.....	6
2.1. Introduction.....	6
2.2. Rural Development in South Africa.....	7
2.3. Land Reform in South Africa since 1994.....	10
2.3.1. Land Redistribution Programme.....	11
2.3.1.1. Land Redistribution for Agriculture Development (LRAD).....	14
2.3.1.2. Share Equity Schemes.....	15
2.4. Debate on South African Land Reform.....	19
2.5. Chapter Summary.....	23
CHAPTER 3: THE SUSTAINABLE LIVELIHOODS APPROACH (SLA).....	24
3.1. Introduction.....	24
3.2. The Sustainable Livelihood Approach (SLA).....	25
3.3. The Sustainable Livelihoods Framework (SLF).....	27
3.3.1. Elements of the Sustainable Livelihoods Framework (SLF).....	27
3.3.1.1. The Vulnerability Context.....	28
3.3.1.2. Livelihood Assets.....	29
3.3.1.3. Institutional Processes and Organisational Structures.....	30
3.3.1.4. Livelihood Strategies.....	31

3.3.1.5. Livelihood Outcomes	32
3.3.2. Applying the Sustainable Livelihoods Framework (SLF)	32
3.4. Current Debate on the Sustainable Livelihoods Approach (SLA)	33
3.4.1. Critique on Sustainable Livelihoods Approach (SLA)	34
3.5. Sustainable Livelihoods Approach (SLA) – an useful approach?	36
3.6. Chapter Summary	37
CHAPTER 4: OVERVIEW OF THE CASE STUDY AREA	38
4.1. Introduction	38
4.2. Overview of the Case Study Area	38
4.2.1. Overview of South Africa (SA)	38
4.2.2. Overview of Western Cape Province	39
4.2.3. Overview of Cape Winelands District	41
4.2.4. Overview of Municipal Area	43
4.3. Overview of Case Study: The Harmony Trust Land Reform Project	45
4.3.1. Background on the Harmony Trust Project	45
4.3.2. Current Situation of Harmony Trust	49
4.4. Chapter Summary	53
CHAPTER 5: RESEARCH DESIGN AND METHODOLOGY	54
5.1. Introduction	54
5.2. Research Design	54
5.2.1. Case Study	55
5.2.2. Participants	55
5.3. Research Methodology	56
5.3.1. Data Collection	56
5.3.1.1. Document Study	57
5.3.1.2. Semi-structured Interview with Management	57
5.3.1.3. Questionnaire	58
5.3.1.4. Focus Group Discussions	59
5.3.2. Data Analysis	60
5.4. Ethical Consideration	60
5.5. Reflexivity – my role as researcher	61
5.6. Limitations of the Study	61
5.7. Chapter Summary	62

CHAPTER 6: PRESENTATION AND ANALYSIS OF DATA	63
6.1. Introduction.....	63
6.2. Representation of Participants	63
6.3. Primary and Secondary Documentation Analysis.....	65
6.4. Analysis of Data Collected through Semi-structure Interviews with Management, the Questionnaire and Focus Group Discussions.....	66
6.5. Findings.....	83
6.6. Chapter Summary	87
CHAPTER 7: CONCLUSION & RECOMMENDATIONS	88
7.1. Introduction.....	88
7.2. Main Findings	88
7.3. Recommendations.....	89
7.3.1. Recommendations to Harmony Trust	89
7.3.2. Recommendations to other land reform projects	90
7.3.3. Recommendations to Government.....	91
7.4. Limitations of the Study.....	91
REFERENCES	93
APPENDICE A: INFORMATION SHEET	104
APPENDICE B: CONSENT FORM.....	105
APPENDICE C: QUESTIONS TO MANAGEMENT.....	106
APPENDICE D: QUESTIONNAIRE	107
APPENDICE E: PHOTO GALLERY	108

ACRONYMS

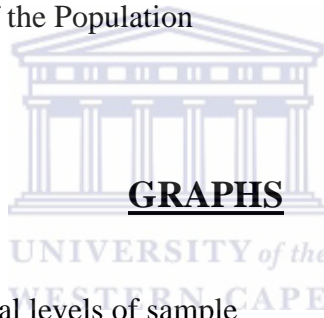
CASP -	Comprehensive Agricultural Support Programme
CDE -	Centre for Development and Enterprise
CRDP -	Comprehensive Rural Development Programme
DFID -	Department for the International Development
DLA -	Department of Land Affairs
DRDLR -	Department of Rural Development and Land Reform
IDS -	Institute of Development Studies
ISRDS -	Integrated Sustainable Rural Development Strategy
GCIS -	Government Communication and Information Services
GDP -	Gross Domestic Product
LRAD -	Land Redistribution for Agricultural Development
PLAS -	Pro-active Land Acquisition Strategy
RADP -	Recapitalization and Development Programme
RDP -	Reconstruction and Development Programme
SLA -	Sustainable Livelihoods Approach
SLAG -	Settlement and Land Acquisition Grant
SPLAG -	Settlement Production Land Acquisition Grant
SLF -	Sustainable Livelihoods Framework
WMSDF -	Witzenberg Municipality Spatial Development Framework

FIGURES

- Figure 1: Sustainable livelihoods framework
- Figure 2: Map of the Western Cape Province in South Africa
- Figure 3: Map of the Districts of the Western Cape Province, South Africa
- Figure 4: Map of the Cape Winelands District in the Western Cape Province
- Figure 5: Map of Witzenberg Municipality, Cape Winelands

TABLES

- Table 1: Sample of the Population



GRAPHS

- Graph 1: Educational levels of sample
- Graph 2: Was livelihoods improved?
- Graph 3: Ways to improve the project
- Graph 4: Success factors
- Graph 5: Lessons learnt

CHAPTER 1: INTRODUCTION

1.1. Introduction

Anne Bernstein (2005:5) of the Centre for Development and Enterprise (CDE) states that South Africa's (SA) land reform debate is influenced far more by the beliefs about the country's history than by plans for the future well-being of the country. Given SA's history, however, there is an understandable consensus that the main aim of land reform is the redress of historical racial imbalances. To this end, the government has committed itself to redistribute land to the landless, labour tenants, farm workers and emerging farmers for residential and productive uses in order to improve their lives (White Paper on South African Land Policy 1997; Cliffe, 2000:274). Moreover, land redistribution seeks to redress the racial imbalance in land holdings, create livelihoods for the rural poor, and develop the agricultural sector (Jacobs, Lahiff and Hall 2003:25).

Land reform thus seems to be an appropriate strategy to ensure sustainable agriculture and reduce poverty. The literature, however, largely focuses on the failure of land reform in SA over the past 2 decades. For example, Seekings and Natrass (2005:357) make an explicit link between changes in the agricultural economy and increasing poverty, which they link to the failures of land reform programmes. They further argue that government's macro-economic policies (i.e. taxation, ending subsidies to white commercial farmers, credit access, trade liberalisation and interest rate changes), have caused agricultural employment to fall dramatically, swelling the ranks of the unemployed.

Ntsebeza and Hall (2007:9-21) suggest that there are lessons be learnt from Latin America and Asia, like smallholder land reform models, smaller farming units, mobilisation of beneficiaries and decentralisation of processes. The most important lesson is that land reform needs to be a "people-driven" process. Ntsebeza and Hall further emphasise that land reform is not just about acquiring and transferring land; rather, for land reform to succeed, the people obtaining

access to land need to be able to use it in ways that contributes to improving their livelihoods.

Although rural development, including land reform, has been a priority for the government since 1994, there has been limited progress (Lahiff 2007; Cousins & Scoones 2009; Hall 2009; Tregurtha, Vink & Kirsten 2010; Hart 2012). Anseeuw and Mathebula (2008a:2) concur with Turner (2001) that land reform in SA is still primarily evaluated in terms of the quantity of land transferred from white farmers to the previously disadvantaged, as well as the number of people benefitting from land transfer. Greenberg (2010:4-11) claims that 29% of Land Redistribution for Agricultural Development (LRAD) projects implemented since 2001 have failed outright and that a further 22% of these projects were declining as a result of a lack of post-settlement support. In March 2010, after consultation and auditing by the Department of Rural Development and Land Reform (DRDLR), Minister Nkwinti claimed that 90% of all implemented land reform projects have failed (UBISI Mail 2010).

Therefore, it is understandable that there is a great deal of literature on the failure of land reform projects in SA (Lahiff 2007; Cousins & Scoones 2009; Hall 2009b; Tregurtha, Vink & Kirsten 2010); however, little is known about the 10% of successful projects (Hart 2012). The successful projects are often based within the same geographical location as the 'failed' projects. The argument of this research project is that it is equally important to analyse how successful land reform projects have redressed racial imbalances in land, reduced poverty, improved livelihoods and developed the agricultural sector to create jobs, and ensure food security.

1.2. Rationale for the Study

SA is classified as a self-sufficient country in terms of food production. However, 14 million people are vulnerable to food insecurity and 43% of household suffer from food poverty (Perret 2001). Poverty levels in the case study region - the Cape Winelands District- revealed a disheartening trend: between 1996 and 2004,

the number of people living in poverty increased from approximately 117 000 to 197 000, almost doubling over an 8 year period (Western Cape Government Provincial Treasury 2011:27). The afore-mentioned statistics raise the question as to how a country classified as self-sufficient in food production suffers such high levels of poverty, food insecurity and food poverty.

The study argues that land reform or the redistribution of assets such as land can play an important role in addressing poverty, food insecurity and food poverty. Numerous failed land reform projects have been analysed, lessons to be learnt recorded and recommended, and policies adapted accordingly. Still, almost two decades into a democracy, the rate of failure seems to increase rather than decrease.

There are successful land reform projects, but this side of the equation to a large extent remains unexplored and undocumented. The study is aimed at shedding light on the reasons contributing to the successes of land reform projects; reasons that may be duplicated in other projects to enhance their chances at success and sustainability. Hopefully, the findings will assist policy makers, planners and implementers to plan more effectively, make more informed decisions and roll out a more effective, successful land reform programme. It is hoped that the study would further assist the Harmony Trust land reform project in future planning and endeavours.

1.3. Aims and Objects of the Study

This research will critically analyse the successful Harmony Trust land reform project, which is located in the Koue Bokkeveld region in the Cape Winelands District of the Western Cape Province. The Harmony Trust project is located within the Witzenberg Municipality, the most impoverished area in the Cape Winelands District (Witzenberg Municipality Spatial Development Framework 2012:89), where the agricultural sector is still largely monopolised by white commercial farmers.

The project was implemented through the Land Redistribution for Agricultural Development (LRAD) programme and is a share equity scheme, whereby the Harmony Trust owns the land and half of the operating company responsible for the farming operations. An independent evaluation of the Harmony Trust project found that there had been improvement in the beneficiaries' lives (namely the trust's capital grew, dividends had been paid out, farming operations were expanded and the beneficiaries have decent housing), the project was profitable and had increased its capital (ZALO Capital 2011).

The Harmony Trust project is located in the same area where other land reform projects failed, i.e. been liquidated, sold and or lay fallow. This research will investigate via the lens of the Sustainable Livelihoods Approach (SLA), the factors that resulted in the Harmony Trust being transformed into a successful project and assess what lessons it may hold for other land reform projects in the region and elsewhere in SA.

The study seeks to answer the following research questions:

- i. What are the livelihood resources for Harmony Trust?
- ii. What are the livelihood strategies Harmony Trust utilised?
- iii. What were the successful outcomes?
- iv. What were the institutional processes ensuring strategies were employed and outcomes achieved?
- v. What were the obstacles Harmony Trust had to overcome?

1.4. Chapter Outline

This dissertation is presented in the following chapters:

The background, rationale, aims and objectives of the research study are described in the introduction, constituting *Chapter One*.

Chapter Two provides a broad review of the literature in terms of land reform in SA by looking at rural development and land reform in South Africa post 1994, as

well as the land reform programmes that have been rolled out since. In particular, the concept and roll out of the equity schemes as part of the land reform programme are explored.

Chapter Three provides a broad literature review on the SLA, with emphasis on the approach, the framework and its elements that can be utilised in assessing and developing livelihoods. The chapter further outlines current debate on and the applicability of the approach.

Chapter Four is a socio-economic and demographic overview of the case study area, providing a clear description of the area. The inception, implementation and current status of the Harmony Trust land reform project are presented in the latter part of the chapter.

Chapter Five describes the research design and methodology employed in this study, explaining the case study design, participants in the study, as well as the collection methods and analysis that were undertaken. **Chapter Six** presents the detailed research analysis and findings of the study, while **Chapter Seven** concludes with summary of the main findings and recommendations of the study.

CHAPTER 2: LAND REFORM IN SOUTH AFRICA

2.1. Introduction

Land, specifically land ownership, distribution and use in SA, as in many countries in the world, is an emotive and contentious subject. This complex legacy of SA is as a result of a history of conquest and dispossession through colonialism and racially motivated forced removals according the legislation of the day (Jacobs, Lahiff & Hall 2003; Hemson, Meyer & Maphunye 2004; Greenberg 2010). It is therefore essential to remedy the past injustices. The Constitution provides for access to land by the historically disadvantaged. According to Section 25 (5) of the Constitution, “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” (GCIS 1996). The vehicle used to redress the injustices is land reform.

The South African Government (DRDLR 2011a) agreed on 12 outcomes for focus areas, whereby government will perform key work until 2014 to improve the lives of its constituency. Land reform falls within the ambit of Outcome 7, which forms the mandate for rural development in SA. Outcome 7 aims to achieve “vibrant, equitable and sustainable rural communities” and food security for all through agrarian transformation. Outcome 7 is seen as the vehicle to fast track service delivery in rural areas to ensure rural people’s quality of life, access to quality services, livelihoods and income improvement. Giving effect to the aim of Outcome 7 is the Comprehensive Rural Development Programme (CRDP), which encompasses all aspects of rural life from rural housing to rural transport, local economic development, health, agriculture, social development, water, etc. The three pillars of the CRDP is strategically increased rural development, agrarian reform and an improved land reform programme. (DRDLR 2011a)

In SA, land reform encompasses both political and economic imperatives, whereby mostly through increased incomes reconciliation and poverty reduction

are to be achieved. The land reform programme consists of three components, namely:

- Land restitution covers claims of forced removals that took place after 1913;
- Land redistribution aims to provide the disadvantaged and the poor with access to land for residential and productive purposes; and
- Land tenure reform seeks to improve the tenure security of all South Africans and to accommodate diverse forms of land tenure.

(Everatt 2003; Everatt & Zulu 2001; Cliffe 2000; Lahiff 2007; DLA 1997b)

The focus of this research is on the redistribution component of land reform. As rural development is the overarching umbrella under which land reform falls, a brief discussion on rural development in SA since 1994 is afforded in this chapter. Then an overview of land reform in SA since democracy is provided, highlighting the land redistribution programme employed in SA. Detail will be provided on the Land Redistribution for Agricultural Development (LRAD), as well as on the concepts of joint ventures and equity schemes in agriculture. The chapter concludes with the current and continuous land reform debate, especially on the failures and successes of land reform.

2.2. Rural Development in South Africa

Chambers (1983:143) defined rural development as a strategy that enables a specific group of people, i.e. the poor rural men and women, to gain more of what they wanted and needed, for them as well as their children. Jha and Jha (2008:1) provide a more elaborate description of rural development as the process of developing and utilising resources (natural and human), technologies, infrastructural facilities, institutions and organisations as well as government policies and programmes that encourage and speed up economic growth in rural areas, provides jobs and improves the quality of rural life.

In SA rural development is defined by the DRDLR (2011c:8) as the actions and initiatives that are undertaken to improve the standard of living and quality of life

in villages, small towns and non-urban areas by mobilising and organising rural communities and institutions to plan and manage improvements in infrastructure, economic development, housing, environmental services and social services. Rural development is multi-sectoral.

Since 1994 rural development has been a priority for the government, starting off with the Reconstruction and Development Programme (RDP), which placed the emphasis on people-centred development, democratic participation and social goals. In 1999, the Integrated Sustainable Rural Development Strategy (ISRDS) was introduced, whereby rural development seemed to be making headway as limited development had been made in rural areas. The main principles underpinning the ISRDS were participation by local communities and the decentralisation of power to local structures and institutions with the aim to fast track service delivery in rural areas to ensure rural people's quality of life, access to quality services, livelihoods and improve income. The focus of the ISRDS, however, was on regional and provincial levels to ensure that effective implementation of services happened and also better coordination between the different spheres of government (DLA 2002; Everatt & Zulu 2001; Everatt 2003; Perret, Anseeuw & Mathebula 2005; Hemson, Meyer & Maphunye 2004).

The War on Poverty programme followed and subsequently, in 2009 the CRDP was introduced to address the development of the rural areas. The aim of the CRDP was clarified as to achieve “vibrant, equitable and sustainable rural communities”, food security for all through agrarian transformation and encompass all aspects of rural life, from rural housing to rural transport, local economic development, health, agriculture, social development, water, etc. (DRDLR 2011). Similar approaches followed, substituting each other, but did not aid in significantly developing the rural areas.

Hemson, Meyer and Maphunye (2004:5) described rural areas in SA as waiting on an initiative for rural poor to engage and utilise modern services, which could happen through a revival of agriculture and new forms of non-farm activities.

Scoones and Thompson (2009:4), citing the World Bank (2007), state that agriculture remains the main source of livelihoods for an estimated 86% of rural people (2.5 billion people), and for many countries, the main opportunity for sustained, employment-based growth.

Agriculture is an important factor and feature of SA's rural areas that cannot be excluded, although the rural poor people do not necessarily see agriculture as an answer to their plight (Hemson, Meyer & Maphunye 2004:5). According to James (2007:180), most rural households in this country engage in some form of farming, either for subsistence or for the market. She further argues that it has become difficult, if not impossible, for farmers to make a living from the land alone, especially at a time when South African agriculture has the lowest level of state protection of any country in the world.

Machete (2004:1) indicates that agriculture is the primary channel for achieving household food security and rural households engaged in agricultural activities tend to be less poor and have better nutritional status than other households. Agriculture and agriculture-related activities generate most of the employment in developing countries and is seen as an important vehicle to reduce rural poverty. Agriculture's impact on food security and poverty alleviation will be limited if agriculture does not reach some degree of commercialism (Machete 2004:1).

The emphasis on agriculture in land reform is not surprising. Agriculture is normally based in the rural areas, the beneficiaries are rural people (living in poverty, working in agriculture with limited education and skills) and agriculture is the most common type of land-use within land reform (Lahiff 2007a:6). According to Jacobs (2003:3), land reform can become the foundation for a sustainable rural development strategy, but then different land-uses and adequate support to participants to access complementary services to improve livelihoods are an integral part of the strategy.

2.3. Land Reform in South Africa since 1994

The aim of land reform in SA is to redress the injustices of and imbalances caused by the past, specifically the racial imbalances in terms of landholding arrangements. The land reform programme further aims to provide access to land for residential and agricultural purposes to improve the rural poor's livelihoods, develop a diverse agricultural sector, and ensure food security for all (DLA 1997b; Cliffe 2000; Jacobs, Lahiff & Hall 2003).

On the advice and proposal of the World Bank, the ANC as the government-in-waiting adopted the target of 30% of commercial agricultural land to be redistributed to 600 000 smallholding farmers in a 5 year period, constituting 30% of land to be redistributed by 1999. This target was reviewed and extended as the pace of land reform was extremely slow; less than 1% of land had been redistributed by 1999. Government then set a target whereby the 30% of white-owned agricultural land needed to be redistributed in 15 years, by 2015 (Ntsebeza & Hall 2007:8).

There is consensus that land reform has not been meeting the objectives and targets set out and that the pace of land reform is very slow, despite the pacing picking up since 1999 (Jacobs 2003; Ntsebeza & Hall 2007; Lahiff 2007a). As a result of the slow pace of land reform and the failure of land reform programmes, this target was again shifted to 2025, but the focus should rather be on increased production and sustainability than on obtaining a set target (Nkwinti 2013).

According to the Minister of the DRDLR, Gugile Nkwinti (2013:3), 4.123 million hectares have been redistributed from 1994 to 31st of January 2013. This distribution amounts to 4 813 farms to 230 886 beneficiaries, constituting 5.03% of hectares of the 82 million hectares of agricultural land. In March 2010, after consultation and auditing by DRDLR, Minister Nkwinti claimed that 90% of all implemented land reform projects have failed (UBISI Mail 2010).

2.3.1. Land Redistribution Programme

The purpose of the land redistribution programme is to provide the poor with access to land or residential and productive use to improve their livelihoods (DLA 2001:3). Redistribution is a goal in itself. The rural poor are among the poorest in any country and giving them any assets promotes equity. A more equitable distribution of wealth can promote efficiency, as it is argued that if poor people have more assets, they will be able to get more credit and better insurance, which will help them to invest more effectively (Banerjee 1999:1-2). Thus, the children of the beneficiaries of land reform may have better health and education, which can lead them to be more productive. The beneficiaries are able to start their own small businesses by pledging the land against the loans (Banerjee 1999:1-2).

Land redistribution is the focus of this study. A brief description of the redistribution programmes, strategies and grants implemented since 1994 follows.

a) Settlement/ Land Acquisition Grant (SLAG)

This grant system was the first land reform grant (post 1994) available for the acquisition of land for settlement (housing) and agricultural purposes (small scale and subsistence farming, as well as commercial farming) and provided ownership to the people (individuals, households or groups/ communities). From 2001, SLAG was only for settlement purposes, especially in terms of farm workers threatened by or facing eviction. The SLAG amounted to initially R15 000 and later grew to R16 000 and to qualify for the grant, the total income of the household had to be below R1 500 per month.

From 1995 to 1999, SLAG contributed to the redistribution of less than 1% of white-owned agricultural land. The slow pace of land reform during this period was as a result of the limited budgets allocated to land reform, overreliance on market forces, inflated prices for marginal land and the institutional weaknesses, including the complicated and drawn-out processes of government. Concerns were also raised that the process was demand-led and not necessarily reaching the target groups (the poor) and therefore limited impact on rural development and poverty reduction. Due to the aforementioned reasons, especially the slow pace of land reform, a new mechanism

was introduced in 2001 whereby land for agricultural purposes was redistributed, i.e. LRAD. (Jacobs, Lahiff & Hall 2003; Ntsebeza & Hall 2007; Lahiff 2007a; Anseeuw & Mathebula 2008a, 2008b)

b) Land Redistribution for Agricultural Development (LRAD)

This grant mechanism was available from 2001 for the acquisition of land for agricultural development. It provided ownership of land to people, both individual and collectives (formed in an entity) and included projects of 100% ownership in the land to the beneficiaries or a shareholding arrangement in a land-based enterprise with a white commercial farmer. LRAD is applicable to all farming types, i.e. subsistence, small scale & commercial farming. The balance of the LRAD grant (if applicable) was used for farming operations and developments.

The objective of the LRAD programme remained to contribute to the redistribution of 30% of agricultural land over 15 years, stimulate growth in agriculture, improve nutrition and income of the rural poor who want to farm, expand opportunities for rural women and young people, empower beneficiaries to improve their economic and social well-being, create stronger linkages between farm and off-farm income generating activities, as well as to extend the target group beyond the poor to include emerging black farmers (DLA 2008:22-23).

c) Settlement & Production Land Acquisition Grant (SPLAG)

This policy provided funding for land acquired for both settlement and agricultural purposes through ownership to people and were for small scale and commercial agriculture. The balance of this grant was used for the upgrade, repair or construction of housing and or farming operations or developments.

d) Commonage Programme

This programme catered for the acquisition of land for municipal commonage purposes. The land would be owned by the local municipality, who would lease the land to the poorest residents to use, develop and manage in terms of subsistence and small scale farming. If the size of the allocated land and the farming commodity allowed it, commercial farming could also be ventured into.

e) Pro-Active Land Acquisition Strategy (PLAS)

According to this strategy, the DRDLR first needed to ascertain the viability of a farm before acquiring the farm. The farm will be transferred in the name of the government and leased to a suitable lessee, identified through a selection process as prescribed by policy. The focus is the establishment of black commercial farmers and therefore the criteria to evaluate farms are generally commercially related.

f) Recapitalisation and Development Programme (RADP)

This program provides funding for farming after acquisition, whether it is a state farm or private land, acquired through funding from government or other sources. This funding is subject to stringent conditions, like a viable, comprehensive business plan and an agreement with mentor or strategic partner (DRDLR 2009, 2011b).

At present, the DRDLR employs only the PLAS to acquire land and the RADP to assist with farming. These are the only mechanisms employed in terms of the redistribution programme. The process of redistribution of land has been slow and government has continuously introduced new mechanisms to fast track the process. Various factors have been identified as slowing down the process; the two most commonly cited factors are budget constraints and the lack of skills and capacity within government to understand, address and implement land reform (CDE 2008; Jacobs 2003; Anseeuw & Mathebula 2008b).

As the case study under investigation was funded and implemented through the LRAD policy, the policy is explored in more detail.

2.3.1.1. Land Redistribution for Agriculture Development (LRAD)

The LRAD policy provides for grant system that allows for black South African citizens (inclusive of African, Coloured and Indians) to access land for agricultural purposes. The LRAD grant can be accessed on an individual basis and consist of a sliding scale of matching grants, depending on the own contribution provided by the individual. Collectives, like groups and communities, can apply for funding through the LRAD policy. When the LRAD was introduced in 2001, the minimum amount taken up was R20 000, up to a maximum amount of R100 000. The sliding scale was upgraded in 2008, when the minimum amount was R11 152 up until a maximum of R400 000. The LRAD grant covered the land acquisition and if there was a balance available after the acquisition, it could be used for land improvements, agricultural infrastructure investments, capital assets and short-term agricultural input (DLA 2001, 2003; Jacobs, Lahiff & Hall 2003; Anseeuw & Mathebula 2008b).

Eligibility in terms of the LRAD policy did not mean that people will automatically be awarded the grant. The awarding of the LRAD grant depended on the viability of the proposed project. If with the first awarding of the LRAD grant an individual or group did not receive the maximum amount, they could apply for an additional grant to the maximum amount to expand the farm operations; the policy refers to this as graduation. Graduation is based on evidence that the business grew and assets acquired through the first grant cannot be counted as an own contribution (DLA 2002:3-7).

A review of LRAD projects from 2001 to 2006 (DLA 2008:11-12) revealed that nationally 29% of the projects failed, 22% of the projects were declining, 28% of the projects were in the balance and 21% of the projects were successful. The review concluded that LRAD had a 49% success rate, as they established or increased agricultural production and the beneficiaries of the projects were

deriving some or most of their income from farming. The LRAD projects included in the review included all models, i.e. food security, small scale farming, 100% ownership (commercial) and equity schemes. The case study in this research falls under the share equity scheme model.

2.3.1.2. Share Equity Schemes

In the land reform domain, a strategic partnership, joint venture or other form of collaboration refers to the agreements between the beneficiaries of land reform and an established agricultural commercial firm. According to Lahiff, Davis and Manenzhe (2012:7), the arrangements may include the direct participation of members in agriculture, employment as workers in a commercial venture or receipts of profits without being directly involved in the farming. The beneficiaries have limited commercial experience and little or no access to finance or markets. These ventures have social and economic objectives like empowerment, transfer of skills and creating trading opportunities (Lahiff, Davis & Manenzhe 2012:7).

Lahiff (2007b:17-18) identifies critical areas to focus attention on in joint ventures/ partnerships, i.e. a realistic needs assessment of the community, capacity building, development of a variety of land-use options and the distribution of benefits. In addition, Lahiff, Davis and Manenzhe (2012:50-51) identify three main issues providing barriers to the success of joint ventures. These issues are 1) the complexity of such a venture, 2) the challenge of relative inexperienced beneficiaries involved in the venture, specifically management issues, and 3) accessing sufficient working and investment capital and grant funding not materialising or flowing on time, which leads to issues with creditworthiness and delayed farming operations as a result of seasonality.

The joint venture under investigation in the case study is a share equity scheme. This initiative was first employed by the private sector in the mid-1990 to contribute to the land reform programme. The DLA built on this experience through including it in its programme, expanding it and encouraging private sector

participation. These initiatives are also included in the White Paper on South African Land Policy (DLA 1997) and were viewed as broadening the base of land ownership, offering security of tenure and raising the applicants' income. The private sector partners share in the risk and responsibilities and would therefore ensure success as the farm production and income depend on the scheme (DLA 1997a, 2001b).

Share equity schemes are:

an arrangement where both land reform beneficiaries and private sector partners purchase equity in the form of shares in a land-based enterprise (either a land or operating company or a separate land and operating company). Participants receive returns in the form of dividends and capital growth (DLA 2001b:7).

These schemes can be of an agricultural and a non-agricultural nature and the funding from government would fall under different grant mechanisms, i.e. LRAD (agricultural) and SLAG or SPLAG (Non-agricultural). The criteria for the different funding mechanism would be applicable for the applicants of possible equity schemes, with the following objectives:

- Improving the working and living conditions of participants through the dividends and capital growth they receive from the shares, as well as increased job and tenure security;
- Empowerment and advancement of participants who wish to use share equity schemes as a stepping stone to dependent commercial production through increased participation in management, increase in number and value of shares over time and increase of commercial farming skills; and
- Support economic growth through supporting the restructuring of the agricultural sector to become globally competitive with worker empowerment, securing and creating employment opportunities and improving labour productivity (DLA 2001b:7).

The policy dictates that certain conditions are required, whereby the participants in an share equity scheme needed to go through a facilitation process to understand what the scheme and plan entail, as well as form part of the management structure, including a seat on the board of directors of the company, irrespective of their shareholding (DLA 2001b:10-13). According to CDE (2008:52), the strength of share equity schemes is that beneficiaries can tap into the land, as well as the value chain, which can help maximise profits. If equity is bought into the best companies, it can involve buying into globally competitive firms.

In June 2009, the Minister of DRDLR placed a moratorium on the implementation of share equity schemes because of concerns raised in terms of the effectiveness of equity schemes. Concerns included the lack of empowerment of beneficiaries and tenure security for resident farm workers, poor working conditions between managers and shareholders, as well as free-rider syndrome, where beneficiaries are not actively involved in farming activities but want the returns. The moratorium on the equity schemes were lifted in March 2011, subject to certain conditions in place, like all existing schemes to be reviewed and assisted if required and for new share equity schemes clear criteria for selecting beneficiaries, training in all aspects and sustainability of projects need to be clear (GCIS 2011).

Although not currently implemented, the relevance of share equity schemes came to the forefront again when organised agriculture was requested to make comments on a draft policy under discussion in the Green Paper for Rural Development and Land Reform, whereby share equity schemes could be revitalised. The proposal is that farm workers will be given shares equal to the number of years they are on the farm, whether through compensation or expropriation of the shares (Cape Argus 2013).

Share equity schemes should provide participants with steady income through dividend pay-outs and the assets of the scheme can grow over time, although it is

very risky, mostly dependent on single crops and vulnerable to changes in the export markets. Equity schemes were mostly initiated by commercial farmers who wanted to dominate because of their interest, whilst farm workers were unclear about their involvement. In addition, the schemes did not provide the beneficiaries with independent rights to the land or secure tenure to their houses, which were dependent on their participation and continued employment (Mayson 2003:9-16).

Vaca (2003:11-17) concurred and highlighted the security of tenure as a failing of share equity schemes, as well as the educational levels of workers that were not elevated. Fast (1999:3-11) raised concerns regarding share equity schemes in terms of the establishment of equity schemes, expectations and assessments by beneficiaries, power relations and skills transfers, as well as labour relations, gender issues, position of non-beneficiaries, tenure security and the entry to and exit from the scheme by beneficiaries.

Studying 9 newly operational share equity schemes projects in the Western Cape in the Elgin, Lutzville, Piketberg, Paarl and Stellenbosch region, Knight, Lynne and Roth (2003:246-249) identified limited empowerment, power relations where land reform beneficiaries had none or limited decision-making capacities as well institutional arrangements and management as barriers to good performances and success in these projects. They further highlighted goals that should be achieved in a successful share equity scheme, i.e.:

- Redistribution of wealth;
- Empowerment of workers;
- Improved power relations and worker productivity;
- Quality management
- Creditworthiness; and
- Provision for ownership and full control by beneficiaries

2.4. Debate on South African Land Reform

Lahiff (2007a:3-35) describes South African agriculture as highly dualistic in nature. On the one side is the highly-developed, large-scale commercial sector, controlled largely by whites on privately-owned land and on the other side, large numbers of small-scale and mainly subsistence-oriented black farms on communally-held land. Thus, this is a defining characteristic of South African land reform policy whereby beneficiaries – no matter how poor or how numerous – are required to step into the shoes of former white owners and continue to manage the farm as a unitary, commercially-oriented enterprise. Alternative models, based on low inputs and smaller units of production are actively discouraged.

Lahiff (2007a:3-35) further states that the well-developed agri-business sector that services large scale commercial agriculture has shown no more than a token interest in extending its operations to new farmers. In most cases, the emerging farmers are incapable of paying for such services. The principal explanation for this, of course, is that land reform beneficiaries are cash-strapped and not in a position to exert any effective demand for the services on offer, even if these services were geared to their specific needs. Recent experience has shown that the private sector has not supported the needs of land reform beneficiaries; needs differing from the established commercial farmers to the small scale farmers.

Seekings and Nattrass (2005:357) make an explicit link between changes in the agricultural economy and increasing poverty, linking it further to failures in land reform programmes. They argue that the government's macro-economic policies, like ending subsidies and credit access for white commercial farmers and taxation, have caused agricultural employment to fall dramatically, swelling the ranks of the unskilled unemployed:

Overall ... government policy has not succeeded in being pro-poor. Farm workers have experienced continued retrenchments and dispossession, despite supposedly protective legislation. Land reform has not benefited the poor significantly. The reforms that have been implemented have generally been to the benefit of a constituency that was already relatively advantaged. In this crucial

sector, the post-apartheid distributional regime has not resulted in improved livelihoods for the poor (Seekings & Nattrass 2005:357).

Aliber and Cousins (2013:158) found that the LRAD projects contributed very little to poverty reduction, as the projects catered for elite-oriented people that were better-off, better educated and well-connected, and who could seek and get assistance. The LRAD programme did not incorporate the poor and vulnerable people, thereby allowing a continuation of the large-scale commercial farming, whilst at the same time perpetuating unequal social relation between owners and workers. Although government identified the farm workers and farm dwellers as the targeted group, LRAD was an application-led programme, which meant farm workers were unlikely to apply (Aliber & Cousins 2013:158-159).

In addition, concern in terms of current land reform programmes are heightened because of the exclusion element for subsistence and small scale farming, as programmes seemed to be geared towards commercialisation. Government's programmes shifted largely to assist in establishing black commercial farms and provide assistance to these farmers through the RADP with stringent requirements and conditions. According to the Director General of DRDLR (DRDLR 2011a:4-5), the equitable distribution of land remains a fundamental policy and land reform should be measured through equity and productivity that will lead to food security for all, job creation and skills training and therefore, the RADP.

RADP aims to increase agricultural production on the farms to guarantee food security, graduate small farmers into commercial farmers, and to create employment opportunities within the agricultural sector. The RADP theoretically can assist all past and future transactions in terms of land reform programmes, as well as privately acquired land in SA since 1994. Not all farms qualify for RADP funding, however. Apart from budget constraints, farms are selected on viability and a comprehensive business plan. Another criterion is prioritising farms in distress, where government funding would prevent failure and steer the project to viability and sustainability. Strategic partners or mentors are encouraged to invest

their resources and prepare business plans, which form a basic guiding tool to measure profit of the enterprise (DRDLR 2011b).

According to Rusenga (2011), government provides access to land for beneficiaries, but pressurises beneficiaries to use the land according to government's command to avoid dispossession by not transferring land directly to the beneficiaries. The government sees the productive use of the land as producing for markets. The current demand for a demonstration of agricultural skills to qualify for access to land discriminates against the poor and benefits those with professional skills and resources. In Rusenga's opinion, it shows government's desire to perpetuate the capitalist model of land use in land reform projects and an unwillingness to spend resources on developing the production capacity of the beneficiaries.

Rusenga (2011) further argues that capitalist agriculture is not a viable way of using land to benefit the beneficiaries. Capitalist agriculture in SA is well integrated into global markets and its character cannot change to begin to benefit the poor, when it has exploited the poor for its success for more than 100 years. Small farmers are getting poorer, creating few jobs if any. Large-scale employment and poverty reduction cannot be achieved through the capitalist model of agricultural land use (Rusenga 2011). One has to concur with Rusenga that the current practices does not cater for the poorest of the poor, especially in terms of the provision of agricultural skills. However, there is an argument to be made for the existence of the commercial or then the capitalist model, especially in terms of contributing to the economy and reduction of poverty through job creation. In terms of small scale and subsistence farming, other models should be included in government programmes for land reform whereby the poor's needs are met and adequate resources are provided, which could lead to some of these farmers later graduating to the capitalist model.

Gran (2006:6-7) indicated that politicians and bureaucrats concur that the main blockage in land reform is the government having no shared and common vision

on what the character of the land reform should be. Decision making in government is too complex and fragmented and the outcome is seldom in line with the local demands. It hampers implementation and slows processes, leading to unsuccessful projects.

Authors have expressed various opinions on pre-requisites for successful and sustainable land reform. For example, recommendations ranged from smaller land parcels be redistributed for subsistence and small scale farming (Hall 2009a, 2009b; PLAAS 2009); a shift of land reform from rural to urban as the poor seek land for housing rather than farming (Bernstein 2005), greater attention be given to the management of projects and the provision of post-settlement support to projects (Aliber et al 2005).

The CDE (2008:43) recommends that any successful land reform programme should include the identification and release of urban and peri-urban for settlement, housing, job creation, farming and ownership reform. Further, the CDE argues that providing land alone will not lead to successful land reform. The CDE advises that equity-based BEE programmes should be explored further, as it ensures participation in the production cycle that can be more profitable than farming alone. Ownership should facilitate economic activity, competitiveness in the market should be ensured and a greater emphasis should be placed on post-settlement support (CDE 2008:43-44).

Ntsebeza and Hall (2007:9-10) state clearly that for land reform to succeed, the land must be utilised in ways contributing to improving the livelihoods of the people afforded access to land. Land reform can be an effective vehicle for addressing poverty and landlessness. It is essential for the well-being of the country to find successful land reform models to implement. By critically evaluating successful land reform projects, important insights and lessons in building a more effective land reform and rural development programme in SA may be offered. Lahiff (2007b:2) agrees that there are valuable lessons to be learnt from both successful and less successful ventures.

2.5. Chapter Summary

In the South African context, the main objective with land reform has been to redress the injustices and imbalances caused by the history of the country. Land reform, however, is able to address the inequalities like poverty that are so prevalent in the rural areas of South Africa. Land reform is a complex, contentious and emotive issue, but if planned and executed appropriately, can form the basis for an effective rural development strategy to ensure the well-being of the country. It has been a cause for concern rather than a beacon of hope for the poor and their livelihoods. Lessons to be learnt from implemented projects to achieve the aims of the land reform programme have mostly focussed on why projects failed, but a case can be made for learning from successful projects. The following chapter will provide a broad overview on the SLA as the theoretical framework for this research.



CHAPTER 3: THE SUSTAINABLE LIVELIHOODS APPROACH (SLA)

3.1. Introduction

The South African land reform programme focuses on improving the lives of the rural poor. An important aspect to remember is that the programme aims to positively impact on the lives of the poor people and alleviate their poverty. In analysing the impact of the land redistribution programme on the livelihoods of beneficiaries of such programmes, the question to be asked is what framework would best assist in making the analysis?

In some interventions the outcomes are difficult to measure. Through community participation, it is more likely to produce a set of outcomes that are desired by the community and perceived as positive by the community (Hoddinott et al 2001:57-58). Cernea (1985:443-533) indicated that development incompatibilities occur as poor people in poverty alleviation projects are not put first and emphasise that socio-cultural characteristics of the affected people must be taken into account for sound development strategies. Putting poor people first empowers them to make effective demands.

Swanepoel and De Beer (2006:36-48) concur with Cernea by highlighting that people will not rally together around needs identified by an expert, which community members cannot contextualise. Therefore, they recommend that the needs identification process should be participatory, as people will mobilise/organise themselves around a self-identified need. In essence, an evaluation of a project is an identification of needs, which include indicating needs already addressed and the impacts of the intervention.

The Sustainable Livelihoods Framework (SLF) describes participation as a key element to ensure that development is accomplished from the poor's point of view and it provides a realistic framework assessing the impacts on people's living conditions (Krantz 2001:2-4). The SLF is seen as the best suited theoretical

framework to undertake this research. Therefore, this chapter will explore the SLA, looking to define the approach and clarifying its principle and the framework used in this approach. The current academic debate regarding this approach, inclusive of the criticisms against it will be highlighted. The chapter will conclude with a discussion on the applicability of the approach.

3.2. The Sustainable Livelihood Approach (SLA)

Various scholars (Krantz 2001:6; Scoones 1998:5; Kollmair & St Gampher 2002:3) cite Chambers and Conway's (1992:9) definition of Sustainable Livelihoods:

A livelihood comprises the capabilities, assets (stores, resources, claims and access) and activities required for a means of living. A livelihood is sustainable when the people can cope with and recover from stress and shocks, maintain and enhance its capabilities and assets and provide sustainable livelihood opportunities for the next generation; livelihoods at local and global levels and in the short and long term.

Krantz (2001:7-8) cited the adapted version of the definition of sustainable livelihoods of the Institute of Development Studies (IDS) and the Department for the International Development (DFID), as a sound definition for sustainable livelihoods:

A livelihood comprises the capabilities, assets (including both material and social resources and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stressors and shocks, maintain and enhance its capabilities and assets, while not undermining the natural resources.

The objectives of the SLA are a) a more realistic understanding of poor people's livelihoods and the factors that shape them; b) building a policy and institutional environment that supports poor people's livelihoods; and c) support for development that builds on the strengths of poor people and provides them with

opportunities to improve their livelihoods (DFID 1999; Turton 2000; Morse, McNamara & Acholo 2009).

Kollmair and St Gampher (2002:3-4) highlight six core principles of the SLA, namely that the approach is:

1. people-centred – focus of support need to be the priorities of people and what matters to them, understanding the differences of groups and how to work with them to enhance their current livelihoods
2. building on strengths – people's strengths are analysed, the constraints minimised or removed and people capacitated so that they can realise their potential
3. holistic – poor people respond and participate by identifying their priorities and how to address their livelihoods priorities.
4. multi-level – emphasise micro and macro-level activities, structures and process to ensure the elimination of poverty, as it cannot be addressed on one level only
5. sustainable – sustainability has four key elements; economic, institutional, social and environmental sustainability and the balance between the elements should be found.
6. dynamic – the livelihood and the livelihood strategies are dynamic and it is therefore important for external support to respond flexible to changes in people's situations and develop longer term commitments.

Krantz (2001:10-11) emphasised three insights into poverty that underpins the SLA: Firstly, there is the realisation that economic growth is essential for poverty reduction but there is not an automatic relationship between the two, as it depends on the capabilities of the poor to take advantage of the expanding economic opportunities. Secondly, the realisation that poverty includes low income, but also other aspects like bad health, lack of services, vulnerability and feelings of powerlessness. Thirdly, the recognition that the poor know their situation the best and need to be involved in the design of policies and projects for their benefit.

The SLA refers to a way of approaching development, which incorporate all human livelihoods and focuses on the means whereby people obtain and make a living. Also included in this approach are risks and how people cope with the stresses and adapt to changes affecting their livelihoods. The SLA provides understanding of the livelihoods of poor (especially rural) people, by drawing on the main factors that affect the poor people's livelihoods and the relationship between them.

The basis of definitions of livelihood approaches is the different ways in which people in different settings make a living and this encompasses the resources used and activities undertaken to make that living. According to Scoones (2009:172), the watchword is diversity and complex rural development problems can be solved through livelihoods approaches as it fundamentally challenges single-sector approaches.

3.3. The Sustainable Livelihoods Framework (SLF)

The SLA can be used in planning new development activities and in assessing the contribution that existing activities have made to sustain livelihoods. The key components of this approach are the principles and the framework. The principles are flexible and adaptable to diverse local conditions and guides action to address and overcome poverty. The framework helps to understand the complexities of poverty.

3.3.1. Elements of the Sustainable Livelihoods Framework (SLF)

Scoones (1998:3-13) highlighted five elements of the SLA, i.e. the vulnerability context, livelihood assets, institutional processes and organisational structures, livelihood strategies and livelihood outcomes. In Figure 1, the SLF is illustrated with a model that makes it easier to understand the different elements and their interrelatedness:

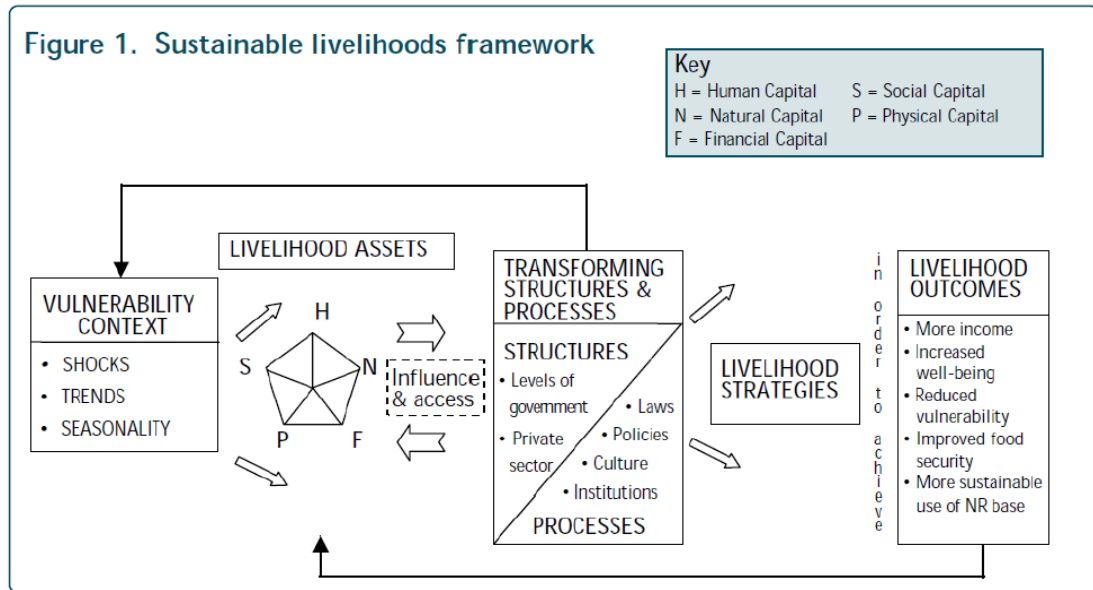


Figure 1. From DFID, 2000 p. 1 section 2.

According to the SLF, the key question to be asked in any analysis of sustainable livelihoods is:

Given a particular **context**, what combination of **livelihood resources** result in the ability to follow what combination of **livelihood strategies** with what **outcomes**? Of particular interest in this framework are the **institutional processes** which mediate the ability to carry out such strategies and achieve (or not) such outcomes (Scoones 1998:3, original emphasis).

The elements of the framework will briefly be discussed to provide clarity on what each element entails and how they relate and impact on a livelihood.

3.3.1.1. The Vulnerability Context

The vulnerability context describes the external environment people live in and its impact on the lives and assets of the people. The external environment includes population trends (people moving in and out of the community through migration, births and deaths), shocks (e.g. natural disasters and economic inflation) and seasonality (e.g. employment opportunities and production shifting with seasons). People have limited to no control over trends, shocks and

seasonality, which are not all negative; some can have positive influences on livelihoods. Vulnerability occurs when people face harmful external environmental factors that threaten their livelihoods and its sustainability and they have inadequate capacities and capabilities to respond effectively to these factors (DFID 1999; Krantz 2001).

3.3.1.2. Livelihood Assets

The framework moves from the premise that people need assets (tangible or intangible) to help achieve self-defined goals. It is essential to understand and analyse the assets that will be utilised to create positive livelihoods outcomes. The SLF identifies five types of assets or capitals for livelihoods:

1. Human capital; people's skills, knowledge, good health and ability to work, which support them in pursuing strategies and achieving their goals
2. Social capital; people's networks and connectedness, norms and rules, as well as memberships in formalised groups that people can draw on to achieve goals.
3. Natural Capital; the natural resource stocks and environmental services from which resource flows and services are derived. This could include air and biodiversity as well as water, land and trees for production.
4. Physical capital; the basic infrastructure and producer goods (tools and equipment that improve people's functioning) like adequate water supply, roads, affordable transport, secure shelters and access to information.
5. Financial capital; the regular inflow of money and available stock, which could be savings or access to credit.

(Scoones 1998; Krantz 2001; Morse, McNamara & Acholo 2009; Petersen & Pederson 2010)

Livelihood assets raise questions and challenges, especially in terms of the availability of resources and assets. For example, can one asset substitute another, can assets be traded off and what is the impact of external factors on assets? An important challenge is the access people have to livelihood assets. The access could be limited because of it being regulated or dependent on institutional

arrangements, organisational issues, power and politics or the lack of resources like poor services by municipalities or poor (non-existing) infrastructure in remote rural areas (DFID 1999; Krantz 2001; Kollmair & St Gampher 2002).

Bebbington (1999) has a multifaceted understanding of what an asset entails and posits that:

A person's assets, such as land, are not merely means with which he or she can make a living: they also give meaning to that person's world. Assets are not simply resources that people use in building livelihoods: they are assets that give them the capability to be and to act. Assets should not be understood only as things that allow survival, adaptation and poverty eradication: they are also the basis of agent's power to act and to reproduce, challenge or change the rules that govern the control, use and transformation of resources (cited by Batterbury 2008:10).

Bebbington's definition emphasise the access to assets as they provide the poor with opportunities and means to alleviate poverty and construct sustainable livelihoods. It is not just the amount of assets, but also the different types of assets and the meaning and capacity those assets provide to the poor, that help address poverty and sustainability.

3.3.1.3. Institutional Processes and Organisational Structures

Structures are the organisations (public and private), who set and implement policy and legislation, deliver services, purchase, trade and perform all other functions that affect livelihoods. The processes determine the manner in which structures and individuals operate and interact. Clearly, these processes will overlap, at times be in conflict and can be complex. The processes include policies, agreements, markets and legislation, as well as culture, societal norms and beliefs and power relations in terms of gender, race and class (DFID 1999).

Essential is analysis of the impact that structures and processes have on a livelihood, especially in terms of its composition, influence in decision making

processes and access to resources. The analysis will identify constraints and opportunities to positive and sustainable outcomes. Insight will be developed in terms of the social relationships and the power dynamics within a livelihood. The recognition of these structures and processes contribute to appropriate, inclusive interventions; it can be a complicated process.

3.3.1.4. Livelihood Strategies

Livelihood strategies refer to the range and combination of activities and choices people perform to achieve their livelihood goals, which strategies originate and develop from existing coping and adapting mechanisms and may vary from person to person, even within a household. These strategies adapt and change to threats and or opportunities just like people and change their goals as their capabilities change over time (DFID 1999).

According to Scoones (1998:10), three broad clusters of livelihood strategies are identified within the sustainable livelihood framework, i.e. agricultural intensification/ -extensification, livelihood diversification and migration. These strategies, or a combination of them, seem to be the only option open to rural people. Rural livelihood strategies are reliant on the natural resources. Therefore, a person can either gain by intensifying or extending his/her agricultural enterprises, diversifying his/her off-farm income earning activities, or moving away and seeking a livelihood elsewhere (temporarily or permanent). Most people follow a combination or a sequence of these strategies (Scoones 1998:10-11).

Livelihood strategies are a dynamic process. People combine their activities and choices to meet their various needs at different times. An important factor is the aspect of competition. People are in competition with each other, whether it is for jobs, income markets or better prices. It is essential to build up and strengthen people's ability to take advantage of opportunities. An important contingency is safety nets for people that remain unable to achieve their livelihood goals, possibly as a result of the competitive environment (DFID 1999).

3.3.1.5. Livelihood Outcomes

Livelihood Outcomes are the achievements of goals or outputs of livelihood strategies. For example, positive outcomes for rural people could be more income, reduced vulnerability or improved food security. Outcomes provide an understanding of the outputs of the different factors within the livelihood, as well as the motivation behind the behaviour of the stakeholders and their priorities. It provides an indication of how people would respond to new opportunities and which indicators can be used to support activities. Outcomes influence assets and can change their level, which can offer a new starting point for other strategies and outcomes. An essential part of livelihood outcomes is establishing indicators to assess outcomes.

3.3.2. Applying the Sustainable Livelihoods Framework (SLF)

According to Helmore and Singh (2001:4), the best way to understand how people's livelihoods can be more productive and sustainable is to understand their livelihood activities, assets and entitlements. The SLF aims to provide understanding of the vulnerability context, including the assets, activities, structures and processes of the specific subject community, whilst facilitating the development process.

The framework opens the thinking and debate about various factors that affect livelihoods, their interactions and their importance within a particular setting. The framework recognises the contribution by all sectors in a livelihood, especially in terms of the assets people can draw on to sustain livelihoods. This provides a basis for planning development activities and spending; provides an analytical structure to better understand livelihoods. Livelihoods differ; therefore the SLF does not have a specific explicit definition of poverty or a sustainable livelihood. The framework helps to organise the various factors that constrain or enhance livelihood opportunities and show how they relate to each other.

The SLF describes what development dictates poverty reduction should focus on to create sustainable livelihoods for the poor. Development must focus on people,

which means the focus is on what matters to the poor, how people and their cultures are different, and how this affects the way they understand and appreciate livelihoods. The poor identify the important aspects of their own livelihoods. They know what is crucial for them. Outsiders need to listen to people's priorities instead of assuming their own values and ideas are as good as or better than those of the people. Furthermore, donors need to facilitate the process to make the poor aware of their priorities and analyse their surroundings for resources. Therefore, participation and partnership are two essential factors in development work (Petersen & Pederson 2010:9-18).

As stated, the SLF describes participation as a key element to ensure that development is accomplished from the poor's point of view. When they are included in the process, their priorities in life and understanding of valuable livelihoods are made clear. Likewise they can give information on more difficult subjects, such as social norms that affect the access different people have to assets, how they value these assets, or which livelihoods strategies they pursue. The poor know what they have, what is working and what not, and how to make improvements in their livelihoods (Krantz 2001).

From a psychological point of view, however, the most important point in using participatory methods is that it empowers the local people and does not create dependency on help from outsiders. Local people are included in the process of gathering and analysing information, making choices on action and implementing plans. Through this process people gain valuable information and knowledge on how to act of their own accord in future. This is an important skill to make development sustainable (Petersen & Pederson 2010:9).

3.4. Current Debate on the Sustainable Livelihoods Approach (SLA)

According to Carney (2002:48), sustainable livelihoods are “a way of thinking and an approach to development not a clear-cut recipe ...” She further indicates that it should guide how to proceed with development. Generally, the SLA incorporates methods from other disciplines and areas of development.

There is no single unified approach to apply the SLA concept. A distinctive feature is the flexibility of the approach, which has been adopted by various organisations in different forms. Kollmair and St Gampher (2002:9) described the flexibility and openness to change of the approach as strengths, as it can be adapted to different local contexts. Additional strengths identified by Kollmair and St Gampher (2002:9) are utilising the approach as an analytical tool, helping to identify development priorities and new activities prior to any development activities and that it can be used as checklist or livelihood analysis to assess how development activities fit (Kollmar & St Gampher 2002:9-10).

The SLA is used at policy and project level. At project level it is used as an analytical tool to identify developmental priorities and how activities can fit within a livelihood. It can be used for monitoring and evaluation, as well as updating information, which can be helpful in rural areas where information is limited or not available. The SLA provides a coherent framework and structure for analysis. It identifies gaps and ensures links are made between different issues and activities. Livelihoods are constructed through complex and differentiated processes and to understand it an analysis of the different aspects is insufficient. The analysis would include institutional processes and organisational structures that link elements together.

3.4.1. Critique on Sustainable Livelihoods Approach (SLA)

According to Kollmair and St Gampher (2002:10), problems arise with the SLA when analysing livelihoods. Difficulties are experienced in analysing livelihoods assets, for example to measure and compare social capital, in addition, analysing differentiated livelihoods requires numerous time, financial and personal resources. They further argue that as it is a holistic approach, it may lead to an overflow of information, be difficult to cope with and prioritise. Morse, McNamara and Acholo (2009:59-63) concur with Kollmair and St Gampher that the work, costs and logistics in terms of the SLA is substantial and it could

become a cataloguing exercise that generates long lists of information and figures.

Clark and Carney (2008) agrees that too many components prevents going into depth with any one component and therefore characterised the SLF as too broad and superficial for assisting in the design and analysis of development. Too much emphasis is placed on the micro level. The focus should also be on the macro level, where laws, regulations and institutions are decided, effecting change from above and shaping the micro level (Clark & Carney 2008).

Krantz (2001:22-27) identified the weaknesses of the SLA as:

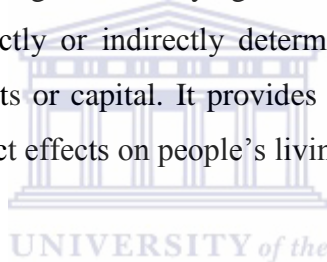
- no clear guidelines as to how to identify the poor that are the focus of development;
- informal structures of social dominance and power in the community influence people's access to resources and livelihoods opportunities, which can be invisible to outsiders; and
- SLA requires a flexible planning situation, however, planning for development projects starts with prerequisites from funders.

According to Scoones (2009:180), a recurring criticism of the SLA has been that it ignores politics and power. Scoones (2009:181-183) goes on to highlight the four main failings of the SLA. Firstly, critics felt that there is the lack of engagement with the processes of economic globalisation and the reference to economic aspects were not sufficient to make a lasting impact on livelihoods. Secondly, the SLA gives insufficient attention to power and politics and the failure to link livelihoods and governance debates in development, which have significant influence on development. Thirdly, critics argue that the SLA does not entertain and respond to environmental conditions; there is a lack of effort to effectively deal with climate change and the impact on livelihoods and their future planning. Fourthly, critics highlight that the SLA focuses on what is past and present and fails to engage with debates on the shifts in rural economies and wider

questions about agrarian change. Therefore, critics argue the SLA is not futuristic and needs to modernise to include crucial factors like the impact of globalisation.

Thinking on the SLA, however, has moved forward through recognising the afore-mentioned criticism. The continuously evolving global context is taken into consideration more and more. The fact that the SLA focus on people and addressing their needs should not be lost in this “upgrade” of the SLA, as it remains the core principle which other approaches have missed (Scoones 2009:183).

According to Krantz (2001:4), the SLA is a holistic view of the resources, assets or capital, inclusive of a combination of them, which are important to the poor. It facilitates an understanding of underlying causes of poverty by focusing on various factors that directly or indirectly determine or constrain poor people’s access to resources, assets or capital. It provides a more realistic framework for assessing direct or indirect effects on people’s living conditions.



3.5. Sustainable Livelihoods Approach (SLA) – an useful approach?

Krantz (2001:11) identifies three basic features that programs following this approach have in common, focussing on the livelihoods of the poor, rejecting the conventional procedure of a specific sector being the entry point for development and placing great emphasis on involving people in the identification and the implementation of activities.

The SLF is a tool that assesses community strengths through a process owned and managed by the community. The SLF initiates a dialogue and draws on community knowledge to assess their asset base. It provides an opportunity to identify and build on the strengths and capabilities of the community. An important component of the process is recognising the vulnerability factors that will help the community to build resilience to shocks and threats. Understanding the community’s resilience is critical in analysing vulnerability, as it includes the consequences of risk exposure into the analysis. Risk analysis is essential to

understand sustainability and design strategies to reduce the vulnerability of the community and lead to positive outcomes.

The SLA involves a holistic analysis of household and community context and resources can therefore be targeted where required, leading to increased impact in the community. The SLF provides the community the opportunity to participate, from the conceptualisation stage of the development project and thereby giving ownership to the community for planning. The SLA provides opportunities for partnerships and complements other developmental approaches.

This framework is a tool; therefore there is no explicit method to be followed. The SLA is flexible and can thus be implemented in different ways. The manner of implementation is dependent on the local context and the knowledge and expertise of the person making the analysis (Morse, McNamara & Acholo 2009:14).



3.6. Chapter Summary

The SLA is a holistic approach to development policy and planning. The livelihood analysis process begins and ends with the people. Within their context, the conditions of poor people are analysed, whilst recognising their self-respect and dignity. This, in essence, is the strengths of the SLA.

The SLA is not intended as a rigid set of rules or checkboxes, but should adapt to the context within which it is applied. The framework provides for five elements to be considered during analysis, which provides a wide variety of aspects to be explored. The SLF makes provision for the uncertainties and power relations to be included in development work. It is the responsibility of the researcher or development practitioner to ensure that uncertainties and power relations within the specific context are included in the analysis and planning.

CHAPTER 4: OVERVIEW OF THE CASE STUDY AREA

4.1. Introduction

The case study under investigation is the Harmony Trust land reform project in the Witzenberg municipal area in the Cape Winelands District. In this chapter, an overview will be provided on the relevant area within which the project is located, as well as a broad overview of the case study from its inception to the current status.

4.2. Overview of the Case Study Area

4.2.1. Overview of South Africa (SA)

Armstrong, Lekezwa and Siebrits (2008:11) highlighted that urbanisation is well advanced in South Africa, and cited Stat SA's Income and Expenditure Survey of households (2005) that found 65.1% of all households (58.8% of the population) resided in urban areas. The incidence of poverty, however, was much higher in the rural areas of South Africa. The poverty rates of households and individuals in the rural areas were 54.2% and 67.7%, respectively – more than double the corresponding rates for urban areas (21.9% and 32.7%). Hence, 57.1% of all poor households and 59.3% of poor individuals were rural dwellers, despite the fact that the rural areas house below a half of the South African population (Armstrong, Lekezwa & Siebrits 2008).

In the rural areas (particular the former homelands), poverty is pervasive. The majority of the poor reside in rural areas, of which 78% are likely to be chronically poor. Agriculture provides most of the employment and is seen as an important vehicle to reduce poverty at rural as well as urban and national level through job creation (in secondary agriculture like processing of products) and food security (Machethe 2004:1). Statistics indicate that 25% of the South African population can be categorised as ultra-poor. The majority of poor people live in the rural areas and amount to 72% of the poor, 14 million of the population is vulnerable to food insecurity and 43% of household suffer from food poverty. South Africa, however, is classified as a self-sufficient country in terms of food

production. South Africa is a lower middle income country with an agriculture share that is very low compared to most other countries in this category (Perret 2001).

According to the Human Rights Watch (2011:25-27), the agricultural sector is diminishing, although it is still a significant sector of the South African economy, employing 603 000 people and constituting South Africa's most labour-intensive export sector. The South African government identified the agricultural value chain as one of the six key "job drivers", expected to lead the creation of five million new jobs by 2020.

4.2.2. Overview of Western Cape Province

The Western Cape Province is the most southern province of the nine provinces in SA (see Figure 2) and the second richest province in the country after Gauteng, with a poverty rate of 28.8% (Armstrong, Lekezwa & Siebrits 2008). Stats SA (2007:17) reported that in 2007 the Western Cape population was made up out of 5 278 585 individuals and 1 369 180 households. According to the Provincial Government of the Western Cape (2010:68), 32% or 1.689 million people of the Western Cape's population live in the rural areas of the province.

Figure 2: Map of the Western Cape Province in South Africa



The Western Cape agriculture contributes considerably to SA's economy. The Western Cape agricultural sector is highly developed and accounts for approximately 21% of the agricultural production and 45% of the agricultural exports of SA. The province, with the greatest number of farm workers and the second-highest number of farming units in the country, produces a wide range of agricultural products (Western Cape Provincial Government 2010:68).

Although agricultural work is inherently seasonal, nearly half of the 121 000 agricultural workers in the Western Cape have work throughout the year. Generally the permanent workers live on the farms where they work; some families have lived on the farms for generations. As a result of the seasonality of agriculture, the vast majority of farms in the Western Cape require additional workers during the peak periods. More than half of the province's farm workers are casual or seasonal workers, working between three to six months of the year (Human Rights Watch 2011:26-28).

According to Prince (2004:3), agricultural workers in the Western Cape Province are worse off than workers in any other sector of the economy in South Africa. The majority of farm workers receive low wages, and have poor and substandard housing facilities, as well as poor access to education and health care. In terms of social circumstances, farm workers and dwellers continue to be dependent on farmers for employment, accommodation and transport. Most importantly, farm workers and their households experience great difficulties in accessing services, especially social and health services. This marginalisation places farm workers in a particularly vulnerable position and exposes them to human rights violations and abuse (Human Rights Watch 2011; Prince 2004).

4.2.3. Overview of Cape Winelands District

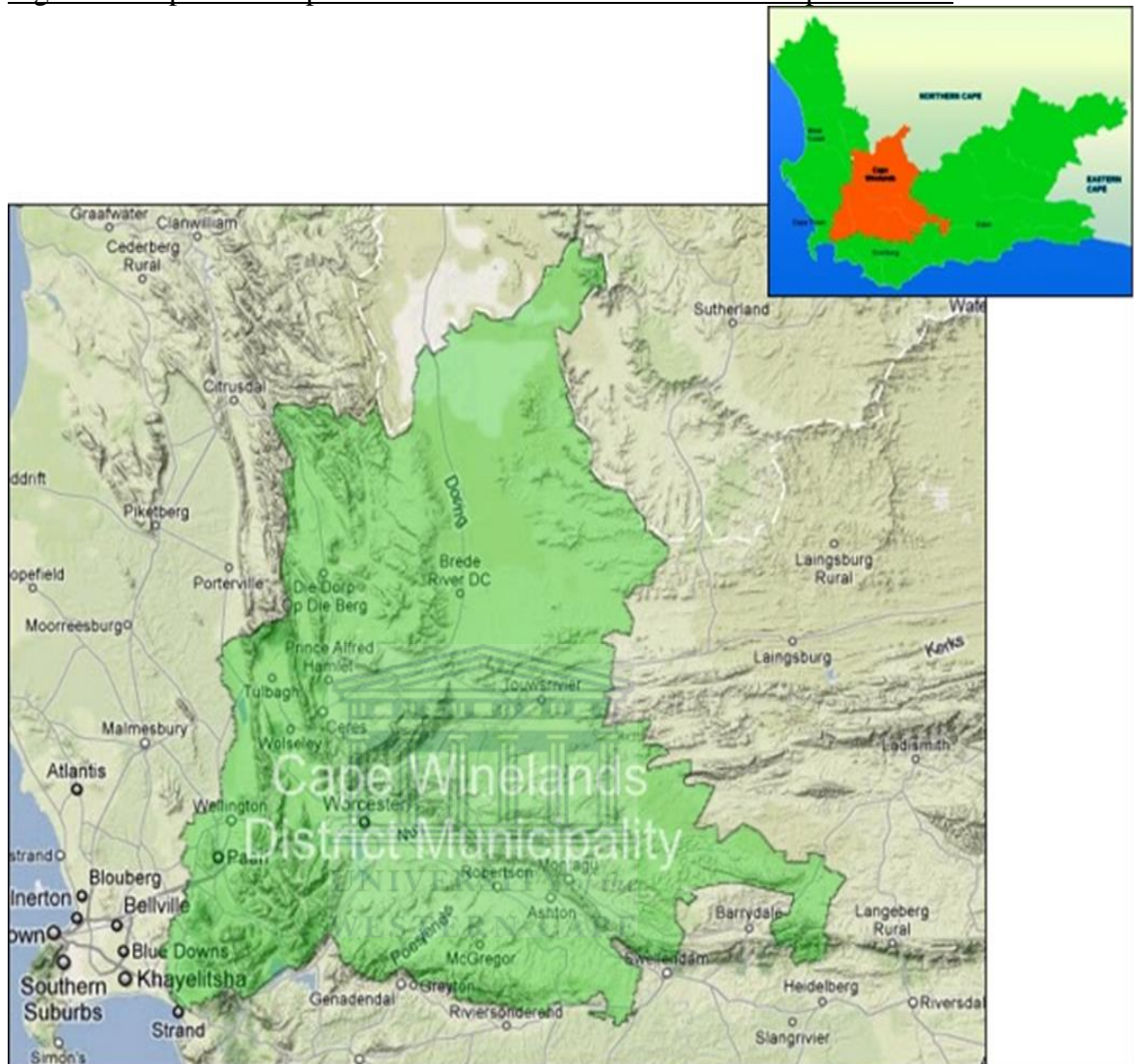
The Western Cape Province is divided into six districts, as illustrated in Figure 3.

Figure 3: Map of the Districts of the Western Cape Province, South Africa



The case study for this research is located within the Cape Winelands District, the second largest district in the province. The Cape Winelands District Municipality covers the Witzenburg, Drakenstein, Stellenbosch, Breede Valley and Langeberg local municipalities. According to Stats SA (2007:17), the Cape Winelands District is 21 473 km² in extent and was home to an estimated 13.2 % of the total population of the Western Cape in 2011. The Household Survey indicated that the population for Cape Winelands in 2007 was 712 413 individuals and 173 347 households (Stats SA 2007:17). See Figure 4 for a map of the Cape Winelands District.

Figure 4: Map of the Cape Winelands District in the Western Cape Province



The Cape Winelands District is known for its viniculture, cellars with award-winning wines and wine routes attracting tourists throughout the year. Agriculture and farming contributes significantly to the growth of the district and in 2011 contributed 7.9 % to the employment in the district (Western Cape Government Provincial Treasury 2011:3). According to De Satgé (2010:7), the Cape Winelands District provides 47% of provincial regular employment in agriculture and 54% of casual or seasonal farm employment, indicating the labour intensive farming enterprises in the district. The biggest specified employment contributors in CWD were agriculture (24.2%), manufacturing (14.6%), and community services (13.8%); confirming agriculture is an important employment generator (Stats SA 2007).

Statistics suggest that urban growth was high in relation to growth in the rural areas of the Cape Winelands District. Poverty levels in the Cape Winelands District revealed a disheartening trend; between 1996 and 2004 the number of people living in poverty increased from approximately 117 000 to 197 000, almost doubling over a period of 8 years (Western Cape Government Provincial Treasury 2011:27). The Gini coefficient (a summary statistic of income inequality with 0, perfect equality, to 1, absolute inequality) for the Cape Winelands District in 2001, 2007 and 2010 were 0.60, 0.60 and 0.59 respectively. Although there has been a slight improvement, inequality remains high and requires attention to narrow the gap in income inequality across the Cape Winelands District (Western Cape Government Provincial Treasury 2011:26-29).

Similarly, between 1996 and 2003, people living in poverty in the Western Cape almost doubled (Western Cape Government Provincial Treasury 2011:26). The highest poverty rate exist in the Central Karoo District Municipality with 32.5%, followed by West Coast (30.4%), Overberg (29.6%) and then Cape Winelands (25.7%) (Western Cape Government Provincial Treasury 2012:28).

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4.2.4. Overview of Municipal Area

Witzenberg Municipality is one of the 5 municipalities within the Cape Winelands District. According to Stats SA (2007:17), in 2007 the Witzenberg Municipality was home to 75 148 individuals and 24 410 households or 10.5% of the population of the Cape Winelands. The Witzenberg Municipality is the least populated municipality in the Cape Winelands District. The Witzenberg area is known for its agricultural produce, specifically fruits (apples and pears) and vegetables (onions and potatoes). Tourism is increasingly becoming an important sector, especially during the winter, when tourists flock to the snow in the Koue Bokkeveld area of the Witzenberg Municipality.

The Witzenberg Municipality Spatial Development Framework (WMSDF) (2012:89-109) confirmed that the Poverty Index indicated a gradual increase in poverty and unemployment levels in the Cape Winelands district. In the Cape

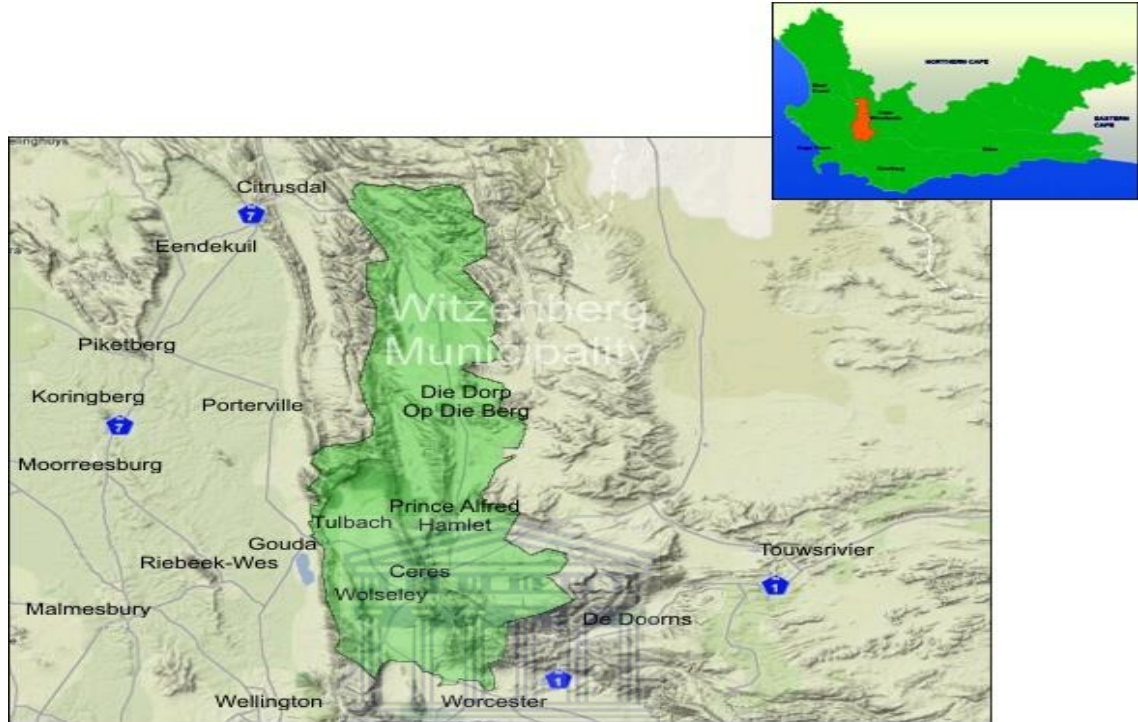
Winelands District, the Witzenberg Municipality ranked the highest on the poverty index with 21.42 points, which was confirmed by the recent Stats SA 2007 community survey. According to WMSF (2012:89), 30.1% of the population of Witzenberg Municipality live in poverty. Witzenberg Municipality's economy is the smallest in the district and contributes 9% to the regional Gross Domestic Product (GDP); the largest contributor is the agricultural sector with 20.7% (WMSDF 2012:89-109).

Agriculture in the Witzenberg municipal area happens on large scale farms and includes the producing and processing of products. Agriculture is a significant generator of jobs, with 64% of the population employed in agriculture (WMSDF 2012:89-109).

The case study is based in the most northern part of the Witzenberg Municipality, known as the Koue Bokkeveld area and is the most isolated area in the Witzenberg Municipality. According to the WMSDF (2006:9), there are approximately 120 large farms in the area and most of them are used as conservation reserves. On the majority of the farms, potatoes, onions and fruits are intensively and successfully farmed. The area is mountainous and hence is not suitable for intensive farming practices. The area is known for deciduous fruit, vegetable and livestock farming, and is characterised by a high employment rate, large farm worker settlements on the farms and high usage of natural resources like water and soil. Agriculture plays the biggest role in the Koue Bokkeveld area and contributed to nearly 80% of the total GDP of the Koue Bokkeveld (WMSDF 2006:9).

The Harmony farm is approximately 20 kilometres from Op Die Berg, the main town of this area (see Figure 5).

Figure 5: Map of the Witzenberg Municipality, Cape Winelands, Western Cape, South Africa



4.3. Overview of Case Study: The Harmony Trust Land Reform Project

4.3.1. Background on the Harmony Trust Project

According to the Harmony Trust Land Reform Business Plan (2005:1), 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 (Harmony Business Plan 2005:1-3).

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 (Harmony Business Plan 2005:1-3).

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 Môrester 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, farming with potatoes, onions and corn. Môrester Estate provided the finances and a 50/50 profit-sharing was applied, i.e. 50% for Môrester Estate and 50% 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 flowing 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 125 000 in 2003 and in 2006 was bought for R1.8 million. Agreements were formalised, whereby the Harmony Trust (beneficiaries of government funding) and the Môrester Estate (white commercial farmers) entered into a joint venture called Harmony Farming (an operating company). Each party holds a 50% share in Harmony Farming, who leases the farm from the Harmony Trust for agricultural purposes. The rental amount is determined annually and based on 50% of the profit on the produce. Additionally, a profit

sharing agreement exists where Harmony Trust receives an additional 3% profit (on top of their 50% profit) from the Môrester Estate whilst the joint venture continues (Harmony Business Plan 2005).

As part of the agreement with DLA, the Harmony Trust took up a production loan of R1 000 000 to ensure their share of the production side was covered. The farming activities included vegetables, specifically onions and potatoes (40 hectares), as well as livestock farming (80 cattle). With the balance of the LRAD grant, the farm was developed, i.e. building a dam, installing electricity lines and acquiring and installing irrigation equipment. In 2011 the Provincial Department of Agriculture (PDA) approved Comprehensive Agricultural Support Programme (CASP) funding with which a pack shed was built on the Harmony farm and completed in 2013 (Trust documentation 2006-2012; Harmony Business Plan 2005; Financials and Farm Plans 2006-2012).

As per LRAD policy (DLA 2001b, 2003), the Harmony Trust beneficiaries could graduate or re-apply until the maximum grant funding was received. During 2007, the Harmony Trust again applied to DLA for funding to acquire shares in the Middeltuyn Properties, a farming enterprise situated in the Clanwilliam region in the West Coast District. Môrester Estate is one of the owners of Middeltuyn and because of the success of Harmony Trust afforded the trust with an opportunity to become a shareholder in the business. A facilitation process was engaged in, whereby existing trust members (77) and new applicants (74) to the Harmony Trust were facilitated on the process and the business plan with input from the intended beneficiaries. The new entrants to the trust included workers from Middeltuyn and Môrester Estate, adding the total number of members in the Harmony Trust in 2008 to 151 (Middeltuyn Land Reform Project Business Plan 2007:3-12).

Middeltuyn's assets comprised of 1 463.3016 hectares of farm land, consisting of 97 hectares of citrus, 130 hectares of vegetables, 40 hectares of onion seedling nursery, 20 hectares of vineyards and tea, as well as a 20 hectare tea nursery

leased to another company at market value. The company and its assets were valued in 2007 at R28 150 000 and 26% amounted to R7 139 000. In 2008, the Harmony Trust bought a 26% share in the Middeltuyn company for a discounted price of R3 900 000. At the time of this transaction, Harmony Trust had no debt, had paid off the production loan taken up in 2006, and had a cash amount of R285 000 to contribute to the project. The Harmony Trust with 77 members took up another loan of R1 500 000 for production and to assist the 74 new entrants to purchase units (or shares as the beneficiaries refer to it) in the Harmony Trust. The total amount of LRAD funding the Trust received just covered the acquisition of the shares in the business and a small percentage of production costs on behalf of the beneficiaries (Middeltuyn Land Reform Project Business Plan 2007:12-24).

A review of the Harmony Trust was completed by ZALO Capital Financial Services (ZALO Capital). ZALO Capital is a company appointed by the Minister of DRDLR to evaluate all farm equity schemes. Harmony Trust project were included as a result of the joint venture with Môrester Estate and the 26% shareholding in Middeltuyn. ZALO Capital found that the project improved the livelihoods of the beneficiaries, based on the fact that:

- the trust capital grew from R7.1 million in 2010 to R8.5 million by 2011;
- the trust made a profit of R551 032 in 2010 and R1.7 million in 2011;
- the beneficiaries have received dividends on a few occasions amounting to between R10 000 – R12 000 per person;
- the beneficiaries lived in decent houses, i.e. 2 and 3 bedroom houses with water and electricity and an inside toilet;
- the project has high potential as it did not have any debts;
- good, transparent relations exist between all parties involved in the farming operations, as well as in the management of the trust; and
- the project is expanding the farming operations based on available resources and the value adding side of the business (building a pack shed) (ZALO Capital Services 2011:3-14).

The Harmony project had 2 designated mentors from Môrester Estate, but expertise could be pulled in from various sections of the Môrester business. The one mentor, Denzil van der Merwe, assisted with the Trust and its business with a view to function independently. The other mentor, Riaan Smith, was responsible for the production on the farm. In 2008 another mentor, Kobus Smit, was identified in the Clanwilliam business to mentor the new members in Clanwilliam.

The mentorship has contributed to the Harmony Trust functioning independently, through good institutional arrangements in terms of the management of the Trust and good governance by the elected members. The mentors were committed to develop and grow good, skilled and knowledgeable management, instilled good business principles with the trustees and assist with identifying possibilities for the Harmony Trust to grow and develop. The mentor provided training all the Harmony Trust members, whether it was life skills, work related or technical skills.

As a business partner in the joint venture, the mentor was committed and ensured profitability. The farm manager is the chairperson and members of the Harmony Trust and functions independently on the farm, reporting to the board of directors of the joint venture. Additionally the mentor assisted with getting the products smoothly into the local and export markets through marketing as well as establishing a recognisable and in demand brand for the products.

4.3.2. Current Situation of Harmony Trust

Currently, the Harmony Trust functions independently, with a membership total of 95 and responsible for their own entity. The elected leadership, i.e. the trustees, consist of 8 members and include members from Môrester 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.

At the inception the Harmony Trust had 81 members, which grew to 151 in 2008 with the Middeltuyn transaction and at present there are 95 members. The 56 members who left are mainly as a result of people no longer being in the employment of the farming enterprises, as per the agreed trust deed. The assets base of the beneficiaries started when they established a trust in 2003 with rules and norms to abide by as facilitated and agreed to by the members. The rules as outlined in the trust deed forms the basis for the functioning of the trust and can be drawn on to achieve goals.

With the balance of the LRAD grant the Harmony Trust equipped Harmonie farm with the necessary irrigation infrastructure to address their vulnerability in terms of water. Additionally, they secured additional water for expansion by entering into a joint venture with Môrester Estate. Funding was obtained from the Department of Agriculture, whereby a pack shed on Harmonie is under construction to become a fully-fledged facility where the produce of the farm will be packed. Currently the marketing and processing of the produce are done through Môrester Estate.

A Harmony Trust brand was established for the produce of Harmonie farm. The brand is not just about the packaging or logo and advertising, but everything that distinguish the Harmony onions and potatoes from other similar competitors. The value of the brand is commercial in nature and relies on the demand for the products as well as the reputation. The owner of the brand can therefore persuade customers to pay more and buy larger volumes. The value of the brand is also seen as a long-term asset on the balance sheet of a company.

The current audited financial statements for Harmony Trust were not available yet, but the preliminary valuation of the Harmony Trust's assets is between R18 and R19 million, inclusive of all assets. The preliminary value of a member's share in the Trust is approximately R47 000. A dividend policy was developed, agreed on and is currently employed in the Trust to ensure that the profit is divided to have money for dividend payments, building a reserve for pay-outs to

ex-members and capital investments and social responsibilities. It is envisaged that with the dividend policy employed since 2008, pay-outs to the members who left the Harmony Trust can occur in 2014. The members who leave the trust create a liability for the Trust and as there are 56 members who require a payment, it poses a threat to the sustainability of Harmony.

In the farming enterprise, the Trust holds 50% shares in the joint venture and 26% shares in Middeltuyn, with representation on the board of directors of both companies; the leaders of the trust feature in management and decision making. On the Harmonie farm, the farm manager is a member of the Harmony Trust and responsible for planning for the farm. Similarly, there is limited input (mostly strategic planning for the production – short and medium term and when required) from production mentors on the Harmony farm and the Middeltuyn farms without remuneration from the trust.

The mentorship agreements concluded and good relations are maintained, which afford the Harmony Trust the opportunity to access advice and guidance as required, without any cost. The Harmony Trust is a member of the local Agricultural Association and the local BEE Forum (consisting of other land reform projects), where support can be obtained or provided by Harmony Trust to other projects. Their membership to Potato South Africa led to opportunities for members, especially in terms of training.

Since 2003, the Môrester Estate signed profit sharing agreement with their management staff whereby, if they assist and have a positive attitude towards the Harmony Project and its members, they could be entitled to a bonus annually. This is additional to their salaries and other bonuses and Môrester Estate make an additional 3% profit available for these bonuses (Profit sharing agreement 2003). The agreement provided incentive to members of the management of Môrester Estate to help the land reform project to succeed. This included members of the Harmony Trust employed in the management of Harmony. The agreement assisted with the transfer of skills not necessarily as part of the skill development

plan as well as listening and addressing beneficiaries' needs outside of the project. Importantly the beneficiaries did not have to pay for it.

In terms of capacity building the members of the Harmony Trust have undergone training, mostly work related and on different levels. Other training afforded to the beneficiaries has been business related, as well as social. These trainings have been afforded and funded by Môrester Estate. The leadership of the Harmony Trust have 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 Môrester 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 after-care facility available, subsidised by Môrester 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 have to visit the members to ascertain needs and incorporate suggestions for bettering the project.

In terms of future planning, the Harmony Trust has acquired 20% 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 have 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.

4.4. Chapter Summary

This chapter provided an overview of the case study, located in the Koue Bokkeveld region, an area where agriculture makes a huge contribution to the economy and generates and provides continuous employment to the rural people.

The Harmony Trust Land Reform Project started farming on a small scale and subsequent to government funding acquired a farm and a 26% shareholding in another profitably agricultural business. The Trust is in a joint venture with the Môrester Estate, who leases and farms the Harmony Farm. The asset base of the Trust have increased and the Trust is involved in other non-farming ventures to improve the livelihoods of the members. The commercial partner played a role in ensuring continuation and expansion of the farming as well as improving the social welfare of the members and building their capacity.

The following chapter will look at the research methodology followed in this study.

CHAPTER 5: RESEARCH DESIGN AND METHODOLOGY

5.1. Introduction

The literature study in Chapter 2 and the conceptual framework in Chapter 3 lay the theoretical basis for this research. The purpose of this section is to present a detailed description of the research design and methodologies used in this study, through describing the type of research, the sample and profile of the population, as well as the methods for data collection and analysis. Lastly, this chapter will highlight the ethical considerations of the study as well as the reliability and validity of the research and methods used.

5.2. Research Design

The purpose of research is to discover answers to questions through the application of scientific procedures. Polit and Hungler (1999:155) describe the research design as a blueprint or outline for conducting the study in such a way that maximum control will be exercised over factors that could interfere with the validity of the research results.

For the purposes of this study, the researcher employed the qualitative approach, which is concerned with subjective assessment of attitudes, opinions and behaviour. The qualitative approach permits the analysis of the context in which people find themselves (Kumar 2005; Babbie & Mouton 2001; Kothari 1985), based on the fact that this research seeks to gain understanding from land reform beneficiaries on the success of their project.

The qualitative approach is suitable, as it endeavours to investigate meaning and experience. The strength of the qualitative approach is its ability to access subjectivity and so convey a sense of individual experience, while highlighting the political, social and cultural contexts. The approach provides a platform for participants to explain their experiences and ideas in their own words and encourages discussion and involvement from the participants (Kothari 1985; Babbie & Mouton 2001; Kumar 2005; Welman, Kruger & Mitchell 2005).

5.2.1. Case Study

A case study approach was employed in this research. According to Welman, Kruger and Mitchell (2005:193), the term case study does not refer to a specific technique that is applied; rather, it is the intensive study of a limited number of units of analysis (often only one) that look to understand the uniqueness and idiosyncrasy of a particular case in all its complexities. The particular case is typically of a social nature for example a family, community or participants in a project, institution and practice (Welman, Kruger & Mitchell 2005:25).

The case study is deemed the best suited approach for this research as a better understanding of a particular case, the successful Harmony Trust land reform project, is required. Case studies are characterised by rich, vivid descriptions of events relevant to the case, as well as analyses of the events. However, caution needs to be exerted, as case studies are prone to problems with observer bias, it can be time consuming and can result in massive unreadable documentations (Kothari 1985; Babbie & Mouton, 2001 Kumar 2005; Welman, Kruger & Mitchell 2005).

Generalisation refers to the empirical applicability of data on a wider population and it is important in research. Sometimes in qualitative research generalisation can be controversial and therefore it is important that some form of probability sampling needs to be in place; ensuring the sample is representative of the population (Welman, Kruger & Mitchell 2005:145).

5.2.2. Participants

The population refers to the study object and encompasses the total collection of all units of analysis about which conclusions will be made in research. The population consists of all potential participants and a sample for the field work is extracted from the population (Babbie & Mouton 2001; Welman, Kruger & Mitchell 2005).

The participants provide data that will be analysed in the research. The Harmony Trust land reform project currently has 95 members; 73 members live on farms owned by Môrester farms in the Koue Bokkeveld area and 22 members live on the Middeltuyn farms in the Clanwilliam district. The current members consist of 47 of the original members and 48 members who joined in 2008 (Harmony Trust documentation 2003-2013).

The intention was that the participants of this study would be the initial beneficiaries of the Harmony Trust, however, subsequent to learning that the new beneficiaries joined in 2008 (two years after the land transfer) and consisting of more than half of the current members, it was decided that the sample will be extracted from the 73 members who lived in the Koue Bokkeveld area, irrespective of when they joined the trust.

5.3. Research Methodology

Research methodology constitutes the path to finding answers to the research questions; it provides guidance to the research and prepares a plan of action whereby verifiable knowledge about the research problem is obtained, analysed and presented. Research methodology is a way to systematically solve the research problem (Babbie & Mouton 2001; Kumar 2005; Welman, Kruger & Mitchell 2005).

5.3.1. Data Collection

Polit and Hungler (1999:267) define data as “information obtained during the course of an investigation or study.” To ensure the data collected was reliable and valid, different methods of collecting data were employed in the study. The data collection methods decided on prior to the conduct of the research was a document study, semi-structured interview with the management and a questionnaire to be completed by individual participants. See **Appendix D** for an example of the individual questionnaire and **Appendix C** for the questions for the interview with the management of the Harmony Trust. The research/field work was conducted during September 2013.

5.3.1.1. Document Study

A document study involves the analysis of written material of information about the research subject. The documents can include personal, official and archival material, as well as media articles or reports. Information was provided by the management of the Harmony Trust and ranged from the business plans submitted for approval of government funding, Trust documents like the trust deed, and business documents like legal agreements for the joint venture, feasibility and viability studies and planning for the farming business.

The document study has advantages, such as the activities or attitude of the researcher does not affect the content of the documents. The documents also assisted with verifying data obtained during interviews with the management and the questionnaires completed (Welman, Kruger & Mitchell 2005).

5.3.1.2. Semi-structured Interview with Management

There are three types of interviews, i.e. structured, unstructured and semi-structured interviews. Unstructured and semi-structured interviews allow probing with a view to clarify vague responses or elaborate on incomplete answers. With unstructured interviews too much information can be obtained and the focus of the study can be lost. Therefore I choose semi-structured interviews, where the interviewer has a list of themes and questions that should be covered during the interview, but it could vary from one interview to another (Welman, Kruger & Mitchell 2005:165-67).

The semi-structured interview was utilised with management and assisted to obtain data in a versatile manner, as well as probe further to clarify vague responses. Two separate semi-structured interviews were held with the representation of the trustees (management) due to unforeseen weather conditions and operational demands on the farm. The management of the Harmony Trust consists of eight trustees and four trustees (two males and two females) were interviewed, which constituted 50% of the management in terms of the amount and gender. Convenience sampling were utilised in terms of geographical location

and availability. All of the trustees interviewed, were from the Koue Bokkeveld. The other 50% of management reside and work at Middeltuyn in the West Coast area.

This interview was held prior to the completion of individual questionnaires. The interview was guided by a list of questions, see attached as **Appendix C**.

5.3.1.3. Questionnaire

The random sampling technique was employed in this research, whereby all members of the population have an equal opportunity to be selected to be part of the research (Welman, Kruger & Mitchell 2005:59). Random sampling is a quantitative sampling technique and although the research is largely qualitative, both qualitative and quantitative research methodologies are utilised. The sample included 48 participants who were interviewed by completing a questionnaire.

A questionnaire is a set of questions presented in a structured way to a participant to answer (Kothari 1985; Kumar 2005; Welman, Kruger & Mitchell 2005). Closed-ended questions offer a range of answers, which participants can choose from and open-ended questions does not offer any answers; participants answer with their own words and without prompting (Welman, Kruger & Mitchell, 2005:174-175). The questionnaire utilised in the research applied a combination of both these type of questions.

The questionnaire was administered to each of the 48 participants in exactly the same manner, thereby minimising the possible influence the researcher can have. The questionnaire started off with a series of closed-ended questions and finished with open-ended questions for more detailed responses. The questionnaire assisted with the collection of information of a personal nature, as well as opinions and experiences of the life as a member of the Harmony Trust. By using a combination of the questions, more detailed responses could be obtained regarding the experiences and opinions of the participants. As stated, an example of the questionnaire (in English and Afrikaans) is included as **Appendix D**.

5.3.1.4. Focus Group Discussions

As a result of the weather and the pressure of planting season, participants were grouped together for the completion of the questionnaires. The participants work in the same teams or line of work. Whilst conducting the research, another data collection method spontaneously transpired, whereby individual participants waited for the other participants to complete the questionnaire and then they started to spontaneously talk about the project and their experiences in the project. With permission, the discussions were recorded for use in the research. Welman, Kruger and Mitchell (2005:192) described emergent designs in terms of research that are favoured by qualitative researchers as researchers adapting data collection procedures during the study to benefit from data of which they became aware during the field research process.

Focus groups can be described as in-depth group interviews and the group consist of a small number of individuals, who are drawn together for the purpose of expressing their opinions (Welman, Kruger & Mitchell 2005:201). Therefore, when the opportunity presented itself during the first session with participants, the researcher incorporated into other sessions and obtained information that could be clarified or elaborated on there and then. Most of the discussions took place in the board/training room of Sandrivier farm (premises of Môrester Estate), but also in the crèche, pack sheds, administrative offices, in the planting fields, and in the car of the researcher.

The participants were clearly comfortable and used to expressing their views in such a forum. In hindsight, these discussions clarified information from the questionnaires and would probably have been a better option, especially in terms of time management. The dynamics, or lack thereof, however, played a role and therefore the choice of focus group discussion would have to be dependent on the dynamics of the participants.

5.3.2. Data Analysis

After data have been collected, the researcher turned to processing and analysing the data to summarise and organise it in a manner that answers the research questions/objectives. Dawson (2002), Kothari (1985) and Kumar (2005) agree that the data processing operations include editing (examining the collected data), classification (arranging data in groups or classes on the basis of common characteristics or variations) and tabulation (summarising data and displaying in compact form for further analysis).

The aim of the data analysis was to look for themes or categories emerging from the data collection procedures. The focus is to have a holistic understanding of all data. The data was compared and concepts and data were examined and reflected on. The data was categorised according to themes, concepts and similar features. Data analysis was completed through: 1) content analysis of the documents; 2) transcribing interviews and discussions; 3) coding data and identifying commonalities and variations; and 4) identifying themes to assist in explaining the data (Welman, Kruger & Mitchell 2005:210-223).

5.4. Ethical Consideration

Researchers need to exercise care that the rights of individuals and institutions are safeguarded whilst conducting research (Polit & Hungler 1999:132). In terms of this research, ethical considerations are essential. Firstly, before commencement permission for this research was obtained from the Post Graduate Board of Studies and the Senate Higher Degree Committee of the University of the Western Cape.

Permission to conduct the research was also obtained from the management (trustees) of the Harmony Trust. It is paramount that participants in research be well-informed, therefore all participants were informed what participation in this research entailed prior to providing formal consent to participate. Participants were made aware of the fact that they should not feel unfairly coerced or pressurised to participate, but should freely consent. Participants were informed of

their right to withdraw from the research at any stage and for whatsoever reason, which they did not need to provide. Participants gave permission for audio recordings and photographs to be taken. The consent was obtained in writing from each participant and confidentiality maintained and enforced at all times. See **Appendix B** for examples of the consent form in English and Afrikaans. An information sheet was provided to all participants in the research, which contained their rights, as well as details of the researcher and the supervisor (see **Appendix A** for the information sheet).

5.5. Reflexivity – my role as researcher

As a researcher, I was aware that I should consider the reliability of the research process at various stages of the research. According to Welman, Kruger and Mitchell (2005:145), reliability is concerned with the findings of research and relates to the credibility of the findings.

In a document study the question of the trustworthiness of a document arises and a researcher has to evaluate the authenticity or validity and reliability of documents (Babbie & Mouton 2001; Welman, Kruger & Mitchell 2005). The researcher verified the documents and they also spoke to each other.

The researcher was aware of her own perceptions and ideas and therefore focussed on feedback and data collected from participants to provide a true, balanced and objective report of participants' lived experience in the case study.

5.6. Limitations of the Study

The researcher was limited by the scope of the mini-thesis, as well as the time constraints, not only in terms of completing the mini-thesis, but also as the research took place during a crucial time of the season, i.e. planting season. As a result of the rain and snow, the time for planting was reduced significantly because time was crucial and needed to be used cost-effectively. Therefore, it was agreed with the trustees that the participants could come in groups to complete the questionnaire, which led to the group discussions transpiring and provided lively

and interactive sessions where participants spoke openly and honestly. This assisted the data collected as clarity could be sought and provided confirmation of the information obtained via management interviews and questionnaires.

5.7. Chapter Summary

In this chapter, the choice of design and methods of the research were discussed. The qualitative approach was chosen, as it would assist to develop an in-depth understanding of the perceptions and experiences of the participants of the Harmony Trust land reform project and their livelihoods. The data was collected through a document study, a semi-structured interview with the management of the trust, a questionnaire and group discussions. It was then analysed through a process of content analysis, transcribing, coding and thematic analysis. The following chapter focuses on the presentation and discussion of themes that emerged from the analysis of the data.



CHAPTER 6: PRESENTATION AND ANALYSIS OF DATA

6.1. Introduction

This chapter presents the analysis and findings of the data that has been collected. The data collected will be streamlined into themes, concepts and commonalities, whereby a holistic explanation and understanding will be provided of the data. The analysis will answer the research questions as well as provide clarity on the successes of Harmony Trust project, what contributed to the success and what lessons there are to be learnt from the project.

Defining development success is challenging. According to Grant, Hudson and Sharma (2009:3-4), development success is dependent on a person's perspective, which could vary for different reasons, like social grouping, geographical location, theoretical or ideological views. It cannot be assumed that one successful approach can be duplicated exactly, without adaptation. It would rather be beneficial to identify a number of principles that if followed would increase the likelihood of development success (Grant, Hudson and Sharma, 2009:3-4).

For the purpose of the research the definition of Bebbington and McCourt (2007:211) will be accepted whereby development success is the "enhancement of human capabilities, in particular for the people who have the greatest capability deficits".

6.2. Representation of Participants

The 48 participants in the research constituted 65% of the members in the Koue Bokkeveld and 50% of the total 95 members of the Harmony Trust. The research participants further constituted 70% of the initial members, who still formed part of the Trust and 57% of the new members who joined the Trust in 2008, as illustrated in Table 1 below. The sample is representative of the Harmony Project, although none of the members from Middelduin, who joined the project in 2008, were interviewed.

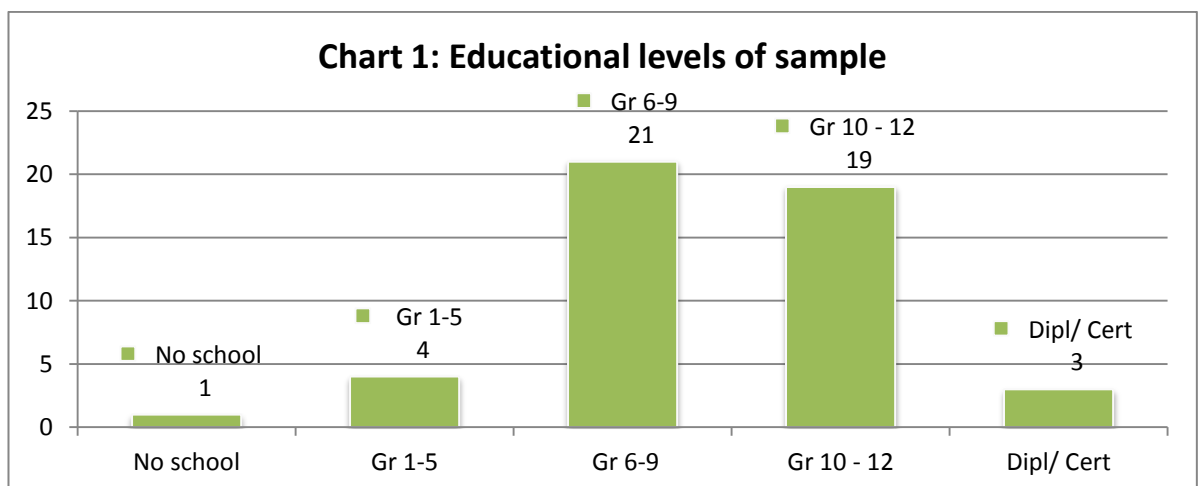
See Table 1 below for a comparison of the total members and the sample studied.

Table 1: Sample of the Population

Total Members	Males	Females	Sample	Males	Females	Sample %
47 Initial Members	28	19	33 Initial Members	20	13	70
26 New Members	12	14	15 new members	6	9	57
Current members in Koue Bokkeveld	40	33	Current Koue Bokkeveld Members	26	22	65
			Total 95 Members	26	22	50

The sample consisted of a relatively even spread in terms of gender with 22 females and 26 males, constituting 46% and 54% of the sample population respectively. The sample had good representation of the age groups 35-44 (47%) and 45-59 (38%), which constitutes the ages of the majority of the members of Harmony Trust. As indicated below in Chart 1, the educational level of the sample indicated a fairly literate group with the majority of participants reaching secondary school level (39.58% completed grade 10 to 12 and 43.75% completed Grade 6-9), which is a fair representation of the educational levels of the total population of Harmony Trust.

Chart 1: Educational levels of sample



6.3. Primary and Secondary Documentation Analysis

The document study confirmed that Harmony Trust acquired Harmonie farm (1 084 hectares in extent) in 2006 and developed and maintained the infrastructure of the farm, which added value to the property. The land use expanded to included 50 hectares of vegetables (potatoes and onions) and 150 cattle. There is adequate land for further development and additional water available because of the joint venture agreement. The asset base of the Trust was further increased in 2008 with the acquisition of 26% share in Middeltuyn farming enterprise. The farming practices were expanded in terms of the vegetables, as well as diversified (i.e. citrus, vineyards and tea) with the Middeltuyn transaction. The Harmony Trust also owns a 20% shareholding in the Cederberg Trust, a tourism development project, currently with one asset, land that needs to be developed.

The primary and secondary documentation further revealed that Harmony Trust is doing well, as:

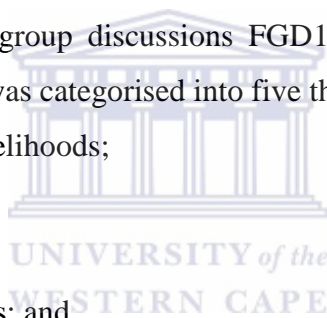
- the Trust's capital grew, the estimated value of Harmony Trust for 2013 is between R 18 and R19 million;
- the Trust continuously make a profit, for example R551 032 in 2010 and R1.7 million in 2011;
- the beneficiaries received dividends since inception of the Trust from 2003 and to date varied between R10 000 to R12 000 per member;
- the farming operations expanded due to expansion in production units, diversifying of farming activities and adding value in terms of the brand and the developing pack shed;
- the beneficiaries lived in decent houses, i.e. 2 and 3 bedroom houses with water and electricity and an inside toilet;
- the project has high potential as it did not have any debts; only a liability in terms of pay-out to previous members; and
- good, transparent relations exist between all parties involved in the farming operations, as well as in the management of the trust.

The document study shows evidence of the transfer of skills through training and mentoring as well as guidance and partnerships provided by the mentor. The mentors involved have been committed and have effectively transferred skills, knowledge and experiences for the Trust to function independently as well as capably in the farming side of the business venture. Formal agreements are adhered to and remain a reference point for all parties involved. Without remuneration, expertise within the Môrester Estate can be called upon when required.

6.4. Analysis of Data Collected through Semi-structure Interviews with Management, the Questionnaire and Focus Group Discussions

The coding the participants and the different collection methods are abbreviated as follows: for the semi-structured interviews Tr1 to Tr4, for the questionnaire Q1 to Q48 and for the focus group discussions FGD1 to FGD9. The data collected through these methods, was categorised into five themes, i.e.:

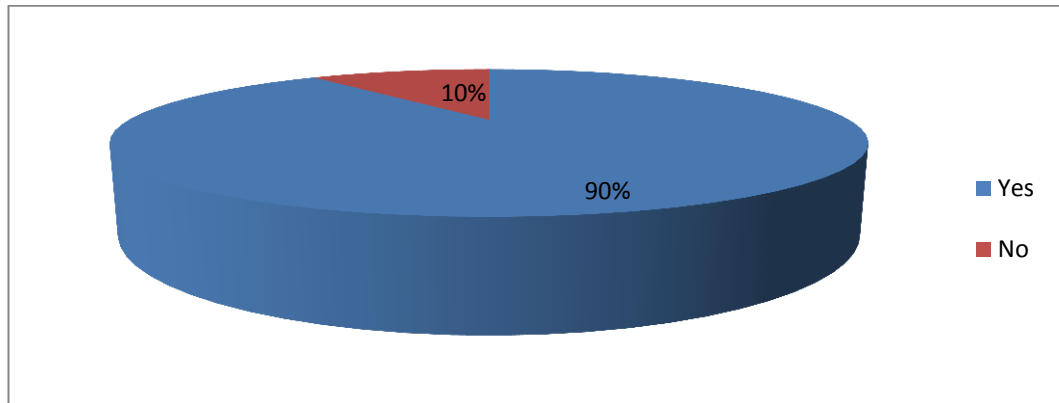
- Improvement of Livelihoods;
- Strategies Utilised;
- Challenges;
- Successful Outcomes; and
- Lessons Learnt.



Improvement of Livelihoods

Through the questionnaire, an overwhelming majority of the participants (90%) indicated that the project has improved their lives.

Chart 2: Was livelihoods improved?



The improvements experienced and mentioned by the participants ranged from owning a farm with water and infrastructure that can be developed further, extra income, better working and living conditions, better personal financial position, farming profitable, growing the business, established markets and brand, to receiving training, obtaining skills, creating better opportunities for their children and giving back to the community.

As Grant, Hudson and Sharma (2009) aptly note, development success means different things to different people. In this regard, one of the female research participants, Q9, states that: *“We are successful because when it goes well, we get something out then. Every year we received something and it grew bigger, so we must be successful and farm right.”*

Moreover, a female participant in FDG4 described the improvement of her life as:

What did we have? Nothing, just a wage every fortnight and getting by from week to week. Now we can count, we have a farm with water and infrastructure, buildings and pack sheds, we have a label for our vegetables, every year we get something extra in our pockets, which we can use how we wish. We make money with what we do and we can look at other things, like jobs for young people. It is more than what we planned.

Another female participant, Q12, highlighted personal acquisitions, debt-free circumstances as well as a bursary for one of her children as positive:

I have a television, stove, washing machine, fridge, all is mine and I don't owe anybody for it. It might be too little for other people, but it is mine. I wanted to be part of the project because I wanted more for my children than to live on a farmworker's wage and now it is better and also Harmony provides them with opportunities to study further.

Q14 (female) indicated the improvements as follows: “My husband and I used our payments to finish building our house in Sterkspruit and our child could finish school and we bought matric clothes for her. The house is finished, our house without debt. With this year's payment we just have to paint the house and after that we must work for the garage and the car.” Below see the picture of the house in Sterkspruit, Eastern Cape provided by Q14, originally from the Eastern Cape where they acquired the land and build the house as they wish to return there.



The social and living conditions of the workers on the farm were experienced as part of the improvements of livelihoods, although it is provided and maintained by Môrester Estate. Subsidised health services and child care facilities were also included as improvements, as highlighted by a female participant in FGD2:

Môrester renovated our houses and regular maintenance and repairs happens as required. All the houses received a fireplace this year. We have a clinic, crèche, after-school centre and community hall. Since the

project started, our relationship with Môrester improved and we can discuss our problems like housing with them.”

Participants identified improvements which included all five types of capital, i.e. human, social, natural, physic and financial, as identified by the SLF (Scoones 1998; Krantz 2001; Morse, McNamara & Acholo 2009; Petersen & Pederson 2010). The capitals could be classified in terms of individual asset as well as collective assets and how having access to one asset led to acquiring more assets through the actions of the Trust. The actions of the Trust were due to empowerment of the trustees and members of Harmony Trust through facilitation, participation, training and mentorship (acquiring and building human capital), afforded and funded by Môrester Estate. The leadership of the Harmony Trust were involved in formal training and extensive training from the mentor around management.

The participants linked the improvement of their livelihoods to how receiving a natural capital (land) led to 1) other assets being obtained, developed and grown; 2) the empowerment of beneficiaries; and 3) providing access to more assets and opportunities to alleviate poverty for the members of Harmony Trust as well as the rural community of the Koue Bokkeveld through providing access to capitals. This confirms Bebbington's definition of assets as being a means to alleviate poverty, capacitating people to act and giving meaning to the poor. It further encompasses and makes practical the academic definitions of rural development, especially that of Chambers (1983) whereby rural development is a strategy that enables poor rural people to gain more of what they want and need for them and their children.

The participants who did not feel that there was an improvement, motivated a negative response as the improvement was experienced as temporary, not on-going and it was not significant, as Q22 (female) declared: *“We receive a payment every year with which you pay your debts, maybe something to spoil the family. It helps to reduce your personal debts and relieve the stress for the time, but it is not*

an amount big enough to acquire something big like a house. So nothing much has changed.” This re-affirms that things like dividend pay-outs have different meaning to different people (Grant, Hudson and Sharma 2009), as all members received equal advantages.

There is a link between the participants who did not experience an improvement in their livelihood and their expectation and understanding when entering the project. These participants had a limited understanding of the project, were not involved from the inception of the project with intense facilitation and planning, although the project was facilitated and explained to them. The participants experiencing improvements due to the project were part of the intensely facilitated and planning of the project and the goals to be achieved. This supports research by Fast (1999) and Lahiff (2007b) raising beneficiaries’ expectations as a concern and crucial focus area for equity schemes. In the case of Harmony Trust the involvement in the facilitation and planning for the project, provided a baseline for realistic measurement and kick-started the capacitation and empowerment of the beneficiaries.

The main objectives of the project were to provide the members of Harmony Trust 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. Participants indicated that the objectives were achieved but the practices need to be maintained and expanded to continue growing the business, farming profitably and increasing income and assets for the benefit of the members. As a male participant in FGD5 indicated

Our circumstances have improved, it is not just the money, but we also work better, to live on the farm is nice, but we can grow bigger and can do better. We must continue with the joint venture with Môrester and get ready to farm independently later on. We must also save and get our other projects like the job creation for the youth up and running.

Farming is an ever changing business, especially dependent on the external environment and therefore planning and adaptation is constantly required. The Harmony Trust started off with small scale farming with cattle, then acquired the Harmony farm for commercial vegetable farming and later shares in another farming enterprise, Middeltuyn. The Harmony Trust adapted as opportunities and difficulties arise, to effectively address their sustainability, not just in terms of farming. The Trust has diversified into other ventures like tourism to address circumstances outside of their control or the vulnerability context (DFID 1999; Krantz 2001); trying to mitigate possible situations by having adequate capabilities and capacities to respond effectively.

Strategies Utilised

The majority of the participants indicated farming in a joint venture with Môrester Estate is the best strategy they employed. The venture helped to ensure continued farming operations, expansions, entering products into established local and export markets, developing a recognised Harmony Trust brand for products which led to customer demand, as well as assisted Harmony Trust with being competitive and profitable. Harmony Trust employed strategies of diversification through the joint venture and Middeltuyn as well as acquiring shares in non-farming businesses.

Q41, a male participant had the following to say on the partnership: *“If we were on our own, it would have been very difficult for us. The joint venture helped us because the mentor gave us guidance so we could farm right and make a profit. We have good relationships, we use them and they use us, like we use their implements and there we can save the cost of implements.”*

The Harmony Trust understood that the commercial partner would benefit from the joint venture, but as long as it is more beneficial for the beneficiaries, they will continue with the venture. The fact is that whatever the motivation of the mentors for doing this project, they are committed and have delivered as planned. Participants felt that without the joint venture the Trust would not be in the same

position, especially financially as the Harmony Trust would not have been able to afford to farm on the scale that they do and pay out dividends.

At the inception of the project, the Trust wanted to farm on their own in a short space of time, but experience taught patience as profitability would fall down immensely and sustainability would be in the balance. Q48, a female participant, commented on this learning process:

In the beginning it was difficult as it looked like the white people were still in charge, but then things started happening and the best was that they showed us the finances and now our people are in charge. The finances we can see and do; everything of the farming. If we did not have the joint venture, we would not have made it, we would not have so much money to pay to the people because we would need more money to farm and then the people would have been unhappy and riotous like on other farms.

Good relations exist between Harmony Trust and Môrester Estate and the roles and responsibilities are clear and formalised in agreements. The participants' perception of excellent mentorship is enhanced by the good relations as well as the assets and opportunities provided to the beneficiaries by the mentor outside of the land reform project, which contributed to the empowerment of the beneficiaries. Assets and opportunities included training, good housing, good working conditions, social, health and childcare facilities to meet the needs of the beneficiaries and their families. Q23 (male) viewed the matter as:

We have a good mentor that looks after our business, after us as farmworkers (which they do not have to, they only need to pay our wage) and after the farming. There are many projects in the Bokkeveld that did not make it because the mentor was cunning. We were cautious, but Môrester signed contracts with us and we have seen over time that made us farm correct and taught us about farming.

Through the joint venture other benefits for Harmony Trust were obtained from Môrester Estate, like they provide from their side an additional 2.5% profit to the

Trust as well as additional water as long as the joint venture continues. As stated other benefits derived indirectly from the joint venture include better living and working conditions and mentorship. To ensure good relations and the success of the land reform project, Môrester signed bonus incentive contracts with members of their management to maintain positive attitude to and good working relations with beneficiaries. According to participants, the bonus incentive to Môrester management created a platform for beneficiaries to address working and social conditions, as Q30 (male) indicated: *“Since the start of the project it is easier to take our issues to Môrester and they work on it. With the bonuses to the management, they ensure that managers listen to us whether it is about the work or our houses, even our children’s education.”*

Another strategy identified as crucial to the success of Harmony Trust was to keep the beneficiaries of the project motivated, keep them informed and involved through regular information meetings. The meetings include annual Mind Map Days where financial information are presented and explained to members, especially regarding the income and expenses. The leadership of the Trust made concerted efforts to know, plan for and address the community’s economic and social needs. There are continuous learning curves for the Trust and strategies are developed and adopted as matters arose, like nomination forms to avoid problems when members die without a will. A proud female participant, Q3, stated:

We have very good trustees that do their work and look after our interests. They keep us up to date, we don’t have frequent meetings anymore, but you can talk to your trustee and they will explain and listen to you. They explain everything, like the progress on the farming, what the plans are and what are our incomes and expenses for the vegetables. Every year after the financial year we have a meeting and then we know how much money we are getting and what happens with the other money.

The elected leadership of Harmony Trust underwent training in work related skills, basic business principles, business related courses and the responsibilities of trustees, directors, beneficiaries and shareholding. Mentorship have ensured

that at this stage the Trust functions independently and the trustees are aware of the task at hand, not just acting in the best interest of the members but also keeping them informed, involved and motivated. As Q11 (male) articulates his trust in the leadership of Harmony Trust *“We are informed and the trustees are there if you want to know something. Hein (chairperson of Harmony Trust) is as clever as the Môrester managers and he runs our farm. He ensures we know what is happening and if he does not know he will find out.”*

The trustees in turn realised that acting in the best interest of the beneficiaries of the Trust include looking at their other needs and exploring viable options to best address it if possible, without impeding the farming business. Through strategies intended to keep the members motivated towards the business, like continuing with sweat capital and having Mind Maps days regarding the finances of the Trust, assessments of the needs of the beneficiaries were undertaken. As one of the trustees (female), Tr4, indicated

The job of a trustee is to work for the big group and to do what is best, but nowadays it is about the farming, the work, the house and the child's school. It has less to do with the farming as they know what is going on. It has more to do with stuff not part of the land reform project. If you are a good trustee, you will assist them, because it will have an impact on how the project is viewed.

A dividend policy is employed, the strategy that helps to regulate dividend payouts as well as building a reserve through investment, savings and importantly building a reserve to pay members leaving the Trust. The policy will assist in reducing the liability, whilst the value of the Trust continues to grow and people continue to leave. Alternative options are explored but unfortunately the exit of members will continue due to migration as well as deaths. Tr1, a male trustee, described the policy as:

We have a policy, which clearly states the percentage to pay out for dividends as well as keep money to pay out the people who left and build a reserve for other possibilities. Hopefully this year we are going to pay out

many of the people who left. It also helps us to keep money, save it and look at developing our other businesses.

To ensure viability and sustainability the Harmony Trust has diversified their business ventures and bought shares in a tourism business, which intends to create jobs for the youth. The Harmony Trust as part of the Harmony Foundation give back to the communities (social responsibility project), especially bursaries for farm worker's children and donations to churches (money), the aged (air conditioning and building expansions) and the disabled (a braille machine for the school for blind). On the issue of social responsibility and impacting the larger community Q17, a male participant, responded *"We are also now like the big companies that can give back to communities, like the Old Mutual adverts. Who would have thought that we as farmworkers can give money to make the lives of other people easier."*

In terms of the SLF, positive livelihood outcomes indicate the achievements of more income, reduced vulnerability and improved food security. According to the majority of participants in the research these outcomes have been achieved. In obtaining these outcomes the Harmony Trust beneficiaries have obtained all five types of capitals, especially the human capital that supported the Trust in pursuing effective strategies to achieve the outcomes. The human capital was built from inception through participation in understanding and planning the project and further grown through capacitating the elected trustees to manage and distributing benefits equally. This promoted a sense of solidarity amongst members. This sense of solidarity and the development of human capital contributed to reduce the members' vulnerability, especially in terms of being farm workers classified as of the poorest and most vulnerable groups.

Challenges

The challenges are grouped under four main challenges. Management and participants expressed a vision of farming independently, but when it is beneficial for the Trust and its members. The participants want current successes to be

maintained and further expanded and not move backwards. The biggest challenge identified is funding, especially for expanding the business to increase profitability and more benefits to the members. An independent farming operation also requires its own implements, which the Trust does not have, as described by Q28, (male):

To farm on our own, we need money and implements of our own. We must buy it over time as and when we can afford it. Currently it is best if the joint venture continues, so that we can get a dividend, expand our businesses and buy implements. We have to look and know when is the best time to go on our own, so that we can farm on our own and make profits.

Another challenge identified, was the limited support from government as well as creating delays in farming practices due to long processes. Government provided funding for the acquisition of land and shares, water infrastructure development and the pack shed structure. Government funding was released slowly and delayed developments, in effect delaying the productive use of the land and the expansion of the business. The aim of the LRAD funding was to establish farmers who needed to farm continuously, productively and sustainably. However with no money to farm, it difficult to achieve, as Q48 (female) explained

We had to take up loans to be able to farm on two occasions. The government gave us the money to buy the farm and the shares in Middeltuyn and to build the dam and for irrigation infrastructure. We are thankful for the funding, but when government left us we did not plant or harvest yet. We were not yet fully fledged farmers.

This supports research by Lahiff, Davis and Manenzhe (2012), who found that one of the barriers to success of joint ventures is accessing sufficient working and investment capital and grant funding not materialising or flowing on time.

One of the male trustees, Tr3, elaborated on the impact of the delays of government funding:

The government approved funds for developments, but the funds took so long to reach us. The building of the dam took very long and the building of the pack shed started a year after the funds were approved. Farming cannot wait for government, things must happen and accounts must be paid, otherwise you cannot progress and compete with other farmers.

The dissatisfaction with government programmes are not just around a lack of funding for farming, but also a lack of support and involvement to ensure the establishment of fully fledged black commercial farmers. Tr1, a male trustee, reflected on the matter as follows:

Projects receive money from the government but after they get the money the government is no longer there and if they do not have people like Môrester things can go wrong. We only see the government when people come to investigate us like we have done something wrong and then we don't get feedback on their findings. The government wants to help black farmers, but you cannot get a farm and then there is no money to farm.

The third challenge centred around the Harmony Trust's liability of R2 million due to members leaving the Trust. Currently, the Trust has to pay out 56 members that left the Trust due to deaths, retirement and resignations. These members have to be paid the value of their membership in the entity, which is determined yearly by the auditors. This liability impacts on the use of profits made by the Trust. Q26, a male participant, viewed the problem as:

We have problems with people leaving the Trust and now we must pay them out. I understand that people want to leave and take their money, but as we grow in our business we have to pay out more money and even if we keep money for the payments, it does not grow fast enough to pay out everybody.

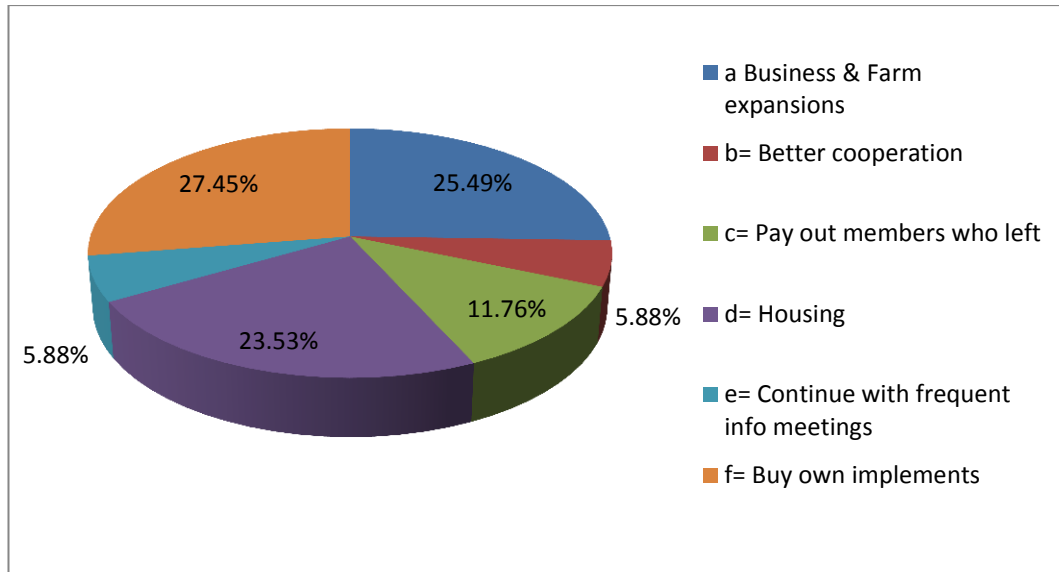
Participants acknowledge the fact that the farming aspect is the priority. However, the Harmony Trust is generally seen as a family and have provided the members with an ear on other matters like working conditions and other needs that can be

met as a secondary function of the Trust, like a better future for children addressed through foundation. The Harmony Trust is currently exploring options in terms of job creation for the youth. The pressing need for the community is housing and although not priority business for the Trust, participants feel that it is a matter that can be driven by the Trust, as there are no rural housing programmes by government.

Q25, a female participant, summed up the difficulty with housing as follows: *“We can live on the farm until our dying day but it is not my house and what will happen to your children, you must look after them. Harmony’s business is farming, but they have helped us with other things and many people need houses, so maybe Harmony can find a solution. The municipality does not look after farmworkers.”*

In terms of improving the project, participants proposed options in the questionnaire, as illustrated in Chart 3 below. The focus for 27.45% of the participants was the acquisition of implements, whilst 25.49% of the participants viewed expansion of the farming and business operations as paramount. These expansions included acquiring immovable assets like land and shares in other business over time. The pay-out of ex-members is seen as a priority by 11.76% and 23.53% feel that the trustees should prioritise the housing issue. The continuation of strategies to keep the members informed, involved and motivated, were seen as crucial by 10% of the participants to sustain and improve the project.

Chart 3: Ways to improve the project



Another challenge to the project is finding successors for the farm management and the trustees are aware that they need to start implementing a strategy to address this. The management view the project as successful, but the project must continue to access opportunities, farm profitably and increase income, whilst reducing vulnerability and risks, by identifying and training successors for the management of the Trust and the farm.

Successful Outcomes

The successful outcomes identified in the questionnaire by the participants are listed as follows:

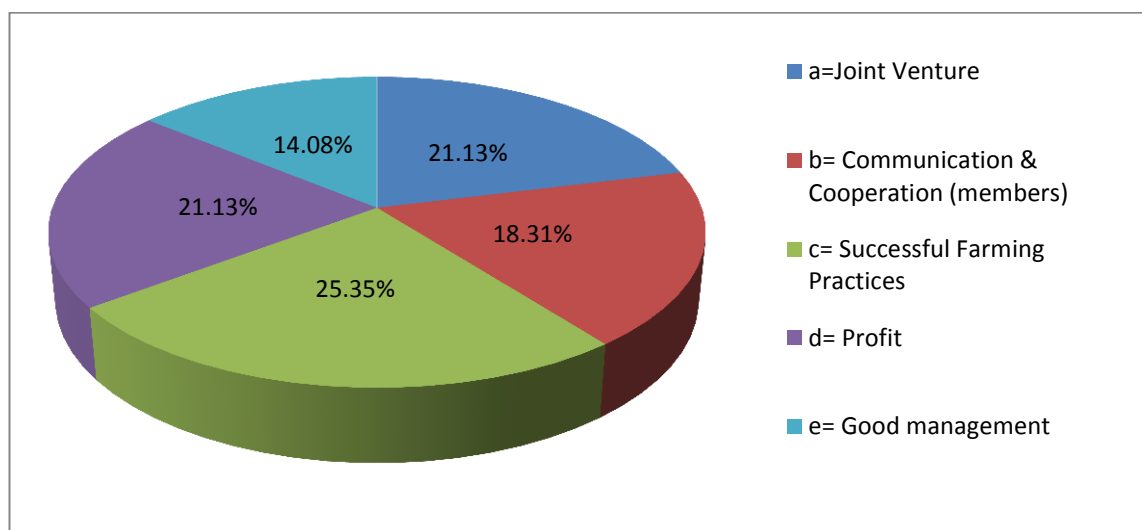
- Continued farming with assistance of the joint venture;
- Expanding the farming and business;
- Farming profitable;
- Own brand in market, well-established;
- Annual dividend paid since 2003;
- Better working and housing conditions;
- Trust functioning independently;
- Beneficiaries managing joint venture;
- Good working relations with mentors; and
- Continuous training (work, trust and life skills related).

All participants view Harmony Trust as a successful land reform project as objectives set initially remain the focus and have largely been met. Participants also measure the success in terms of other land reform projects in the area and what they have heard or read of land reform. The comparison is based on aspects like farming commercially, profitability, paying of dividends, living conditions of farm workers, relations with management in business, good leadership for the beneficiaries, knowledge of business and trust matters. A female participant in FGD8 indicated that

We as Harmony Trust are better off than many of the farmworkers in this area, just go and look at their houses then you can see what the landowners think of them. We are far from everything and it gets very cold here, but people have to live in those houses. Môrester looks after us, even people who are retired and that is not part of the project, so it shows they at least have regard for us.”

As illustrated below, participants highlighted five key factors that contributed to their success, i.e. successful farming practices, making a profit, being in a joint venture with Môrester Estate, the cooperation of and communication with the beneficiaries of Harmony Trust and electing good leaders to manage the trust and its business.

Chart 4: Success factors



Lessons Learnt

Chart 5: Lessons learnt

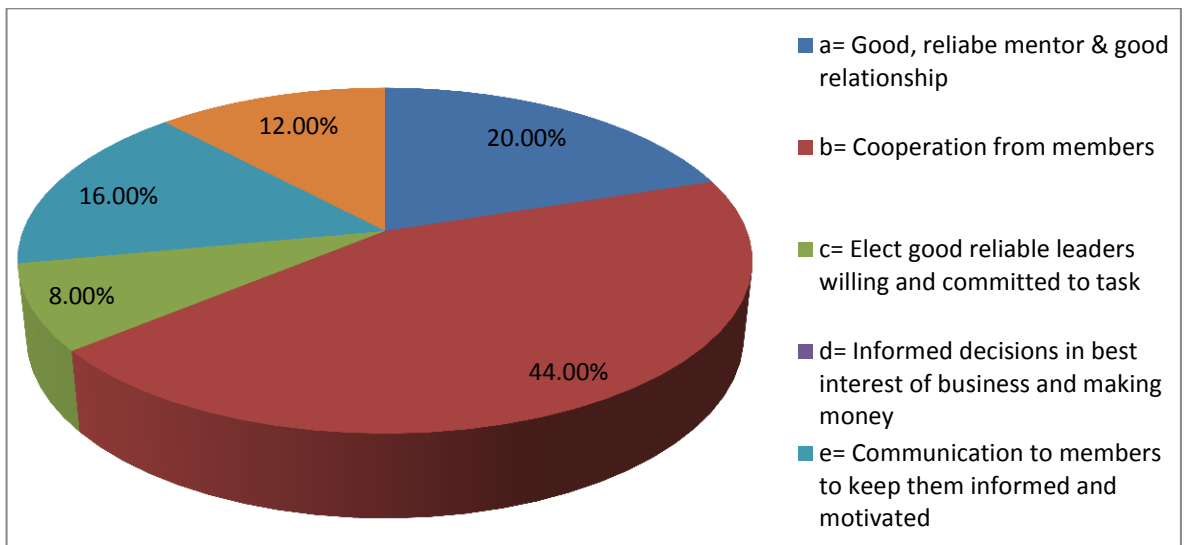


Chart 5 illustrates the main five lessons identified in the questionnaire by participants, lessons they felt that could work and be duplicated to contribute to success in land reform in SA. The most influential area identified was the cooperation of the beneficiaries (44%), which can be obtained through keeping beneficiaries focussed, motivated, involved and informed. Uninformed, uninvolved and unhappy beneficiaries can easily derail a project.

Beneficiaries cannot be absent, they need to be involved in the project, know what is going on and how things work. The beneficiaries are the owners and need to ensure that their assets are managed and maintained in a proper way so that they can reap benefits. If the beneficiaries, especially in a group setting, are not happy or uncertain of what is happening in the project; this will lead to speculations and suspicions and the project can be thrown in turmoil easily due to conflicts. The responsibility of ownership lies with the beneficiaries and they need to ensure that good leaders are elected, who will manage the Trust and its assets effectively.

Consensus about the importance of the beneficiaries role in land reform projects, were best summed up by a female participant in FGD4:

The beneficiaries work well together and if we have questions we go to our trustees. They weren't experts, but learnt from and with the white management and are knowledgeable to answer our questions. We are kept informed and they ask as what we want. We don't tell our business and issue everywhere, if we are unhappy we go to the people we elected and they will help us. We know our project is to farm and we make money and every year we get money, so we are happy.

Another important factor was for projects to have a mentor, but even more importantly the mentor must be competent, committed reliable and ensure skills and knowledge are transferred as well as instil sound business and farming practices. Participants acknowledge the joint venture is also beneficial for the commercial partner. The benefits for the beneficiaries lie in the expertise and finances the partner can avail to them as partner and mentor. Clear, formal agreements should be put in place between the parties to clarify the roles and responsibilities of each and could be referred back to. These agreements will also ensure that the mentor can be held accountable.

On mentorship Q16 (male) commented: *"Naas and Denzil (owners of Môrester Estate) told us about land reform and we were suspicious but nobody wanted to miss out if we could get something out of it. Môrester did not disappoint us, they taught us well and stood by us with correct advice and guidance and that is why we can farm successful. The farmers on other projects deceived the people so you have to be sure about your mentor."*

Participants highlighted that with ownership comes the responsibility to ensure optimal use of assets and effective running of a profitable business. Therefore decisions made, must be in the best interest of the business and to the benefit of the beneficiaries. Participants referred to the desire to farm independently but at present is not a viable option. To farm independently would mean selling some of the assets or taking up loans to generate the money; setting the project back.

Alternatives that do not impede the running of a productive and profitable business should be explored to address the other needs of the beneficiaries.

6.5. Findings

Harmony Trust is a successful project. This is the experience and view of the majority of beneficiaries, who feel objectives have been met and their livelihoods have improved. The 10% on the opposing side felt there were improvement but it has not been significant or constant. None of the participants stated explicitly that they felt the project was unsuccessful. The successes are stipulated in the previous section as well as the factors that contributed to the success.

One of the contributing factors is ascribed to the intense facilitation and planning that land reform beneficiaries were involved in. It ensured that the beneficiaries knew the objectives and had clear expectations when entering the project. The beneficiaries participated in facilitation and planning and regular sessions even just to share information were held for some years. The beneficiaries were empowered through participating in the process, asking questions and making decisions on matters affecting the Trust. The joint venture also became the platform to highlight and find solutions to pressing needs outside of the land reform priority.

None of the participants indicated a need to leave the trust, rather there was enthusiasm on the direction of the Trust. Members were clear on how and when you exist as well as the payment that needs to occur when leaving the Trust. This was a concern for the Trust as the exit of members created a debt for the Trust. Like other areas of concern the Trust has employed a strategy to address the issue, although not happening as fast as they wanted it to. The leadership of Harmony Trust is pro-active in planning and identifying needs and challenges, which clearly attributes to the confidence, trust and believe the members has in their leadership.

Harmony Trust diversified in terms of farming as well as other investments, to mitigate risks and create opportunities for members to meet needs identified.

Harmony Trust entered the project with scepticism, but was backed by formal agreements with their partner, which could be reverted back to. Farming in a joint venture and other incentives from the mentor provided Harmony Trust with a substantial asset base, which allowed for the Trust to distribute the wealth to members. Members decide on how the wealth will be utilised, personally by utilising the dividend and communally through social responsibility projects.

Harmony Trust has an excellent working relationship with Môrester Estate, reported by 100% of the participants. The relationship is not just in terms of the land reform project, but also in terms of the social, health, labour, housing and training needs of the beneficiaries. The beneficiaries of the Harmony Trust feel that through their leadership they can address issues and does not experience dominance from the partner, as they are running the joint venture, although ultimately still responsible to report on business to both parties.

The success of Harmony Trust lies in the empowerment of the beneficiaries, distribution of benefits, good governance, ownership and quality management of assets as well as diversifying and having multiple land-use options. Another contributing factor is the joint venture entered into, whilst full responsibility of the farm management and decision-making lie with the Harmony Trust. The Harmony Trust supports the goals to be achieved in successful equity schemes, i.e. redistribution of wealth, empowerment of workers, improved power relations and worker productivity, quality management, creditworthiness and ownership and full control by beneficiaries (Knight, Lynne and Roth 2003). It further collaborates that the focus areas to be address for successful equity schemes are capacity building, developing different land use option, ensure distribution of benefits (Lahiff 2007b) as well focussing on expectations of beneficiaries, power relations, skills transfer and labour relations (Fast 1999).

The example of Harmony Trust fits the definition of rural development (DRDLR 2011) as the community of Harmony Trust mobilised themselves to address their communal need and undertook initiatives and actions to improve their livelihoods.

It is still a process to address all aspects of their livelihoods significantly. Harmony Trust is no longer just a land reform initiative for workers of the Môrester Estate. It has been beneficial for the land reform beneficiaries as well as other farm workers and vulnerable people in the area. It confirms that land reform can form the foundation for a sustainable rural development strategy if different land uses are employed and participants can access complementary services to improve their livelihoods (Jacobs 2003). Harmony Trust further endorses the view of Ntsebeza and Hall (2007) that land reform can succeed if utilised in ways that contribute to the improvement of the livelihoods of the beneficiaries of the land.

Harmony Trust land reform project was implemented according to the government's land reform programme. However, the partner and mentor of Harmony Trust assisted the beneficiaries when in difficulties, like a lack of funding for farming. One can speculate on the motivation from the mentor and partner in terms of the land reform project and joint venture, but the mentor assisted to ensure benefits for the beneficiaries. The mentor assisted the beneficiaries in obtaining loans for production purposes as the beneficiaries did not have the cash or government funding to farm. This contradicts Lahiff's (2007a) view that the well-developed agri-business sector has not supported the needs of land reform beneficiaries, irrespective of the scale of farming, especially in terms of money where the emerging farmers are unable to pay for services and operations.

Government have provided limited input; apart from funding other assistance seem to be non-existence. The facilitation, capacitation and empowerment of the beneficiaries were driven by Môrester without continued monitoring and evaluation of the process by government. It is difficult to understand how government left a vulnerable group of farm workers without the necessary support in a joint venture with their employer of many years. Despite this, the Harmony Trust flourished and it could be that the limited input by government contributed to the success. Participants highlighted the support of government (funding) caused delays and hampered the implementation of the project. This confirms

findings by Gran (2006) that government processes are barriers to success as it hampers implementation of land reform projects.

The beneficiaries of the Harmony Trust land reform project were farm workers, described by government as pro-poor and vulnerable and the target of land reform programmes. It could therefore be argued that the targeted audience were reached in terms of this land reform project. Concerning is the fact that since inception more than 56 members have left the project, despite the success of the project. In terms of the identification of beneficiaries of agricultural land reform projects, it is not only the pro-poor status that needs to be considered. People not interested in this type of land reform can be accommodated through other means of land reform whether it is a different scale of farming or another type of land reform. It could be that the poor can be assisted through the social responsibility initiative of land reform projects, which government can make compulsory for profitable land reform projects. Further it seems that commitment of the beneficiaries of land reform need to be formalised so as not to exit the project prematurely and placing profitability and sustainability of a project at risk.

Lastly, a 100% of the participants in the focus group discussions indicated a desire or need for a house of their own. According to WMSDF (2006) large farm worker settlements on privately owned farms are a characteristic of the Koue Bokkeveld area. Farm workers live on the farms and in the houses owned by their employers and have a need for their own housing. It corroborates the research of the CDE (2008) recommending that housing should form part of a land reform programme as well as the research by Bernstein (2005) indicating that the poor seek land for housing.

All the beneficiaries of Harmony Trust understand that it is not the priority of Harmony Trust land reform project, but the belief that Harmony Trust will address the need is remarkable. Through another component of land reform as well as rural housing programmes of the Department of Human Settlements, the

issue could be resolved, without placing the sustainability and profitability of the Harmony Trust business at risk.

6.6. Chapter Summary

The research questions posed in this study were focussed on identifying the livelihood resources and strategies of Harmony Trust as well as the institutional process assisting the strategies and the obstacles the project overcame to reach successful outcomes. Through the people centred approach, i.e. SLA, data was obtained and analysed which identified and broaden the knowledge on the assets, strategies, institutional process and obstacles utilised and overcome by the Harmony Trust to ensure success. Therefore the research questions were answered.

The data analysis confirmed that the participants experience the project as a success, as the initial objectives were achieved to a large extent and the livelihoods of the beneficiaries were improved. Since the Harmony Trust was formed there have been continuous planning and reviewing. Objectives were adjusted to include new ventures and to increase the benefit for the beneficiaries and their families. Participants could identify the project's successes, contributing factors, obstacles that had to be overcome and lessons learnt from the project.

The following chapter will feature the main findings from this research and recommendations based on the findings.

CHAPTER 7: CONCLUSION & RECOMMENDATIONS

7.1. Introduction

This chapter concludes the study. The purpose of this study was to investigate the phenomenon that is Harmony Trust, a successful land reform project. The research was successful as the sample was representative and of a reasonable size, the data collection methods used gathered pertinent information and in the analysis of the data the research questions were answered. In this chapter the key findings of the research are outlined and in conclusion, recommendations are made and the limitations of the study highlighted.

7.2. Main Findings

Harmony Trust is viewed and experienced by the beneficiaries as successful, due to improvements of their livelihoods and objectives were met. In qualitative research participants' perceptions are reflected and in this case the beneficiaries indicated the land reform project was successful and improved their lives. Through a process of intense facilitation and planning the beneficiaries developed realistic expectations. The facilitation process initiated the empowerment and continuous involvement of the beneficiaries.

An important and contributing factor was the strategy employed to keep the beneficiaries motivated, involved and focussed on the project through communication, transparency, assessing needs, prioritising and addressing them, training and annual dividend pay-outs. The beneficiaries also elected good leaders, who received training and mentoring. The leaders plan pro-actively and act in the best interest of the Trust.

Farming in a joint venture contributed to the improvement of the beneficiaries' livelihoods as it assisted with continuation and expansion of profitable farming practices. The joint venture also provided opportunities for diversification of the business, secure markets for produce, increase income and assets and improve the social circumstances of the beneficiaries.

The commitment of the mentor was formalised via written agreements in terms of the mentorship as well as the joint venture, regulating the partnership.

It could be argued that the beneficiaries are not really independent or should be fully independent. However, in terms of the participants' perception and experiences they are independent, as they would have not experienced the benefits from cash to housing to opportunities for their children (to name but a few), if they were farming fully independently.

A holistic approach is adopted in the Harmony Trust project whereby the various needs of the beneficiaries, not just needs in terms of land reform and farming, are explored with a view of addressing the needs. Harmony Trust has become the vehicle for beneficiaries to ensure development and empowerment take place to provide them with sustainable livelihoods. Further, the Harmony Trust provides funds from their profits to give back to the community as part of their social responsibility, trying to uplift the rural community of the Koue Bokkeveld.

Government played a limited role in the success of the project. The roles fulfilled were funds for acquisitions and limited funds for developments. Funding for the crucial farming operations the Trust had to source through loans.

Another challenge is the pay-outs of the members who have left and are becoming an increasingly difficult burden to bear. The dividend policy employed by Harmony Trust assists in gradually making a dent in the liabilities. Alternatives to effectively deal with the liability are explored.

7.3. Recommendations

7.3.1. Recommendations to Harmony Trust

Recommendations to Harmony Trust are as follows:

1. Ensure that strategies that contributed to successes are maintained, like continuing with frequent information sessions with the beneficiaries that will keep them informed, involved and motivated.
2. Explore the option of amending the trust deed for people who have to leave the trust due to circumstances beyond their control, like retirement or ill-health. This could assist with reducing future liabilities but members need to make a decision on such an amendment.
3. Start as soon as possible with processes to identify and train successors in management positions, ensure there is an on-going training programme specifically for successors in leadership positions
4. Contact the Department of Human Settlements in term of programmes for rural housing, specifically farm workers and dwellers.

7.3.2. Recommendations to other land reform projects

Recommendations to other land reform projects experiencing difficulties are as follows:

1. Undertake a needs assessment of the beneficiaries and facilitate to ensure realistic expectations from the beneficiaries.
2. Ensure that the beneficiary group are always informed, even if they cannot make decisions about it. It minimises conflicts and ensures the smooth running of the business.
3. Elect leaders/ -management with potential and will be able to make decisions in the best interest of the business.
4. Build good relations with mentors, possible partners and other projects, where guidance, advice and other resources can be accessed.
5. Enter into formal agreements in terms of working relations which are binding and ensure it is beneficial for the beneficiaries.
6. Make informed decisions by researching and ensuring it is viable for the project. Also plan ahead not just in terms of finances but in terms of expansion and diversification.

7.3.3. Recommendations to Government

Recommendations to Government are as follows:

1. Set criteria for beneficiaries of land reform programmes and put formal agreements in place to ensure commitment from beneficiaries for a period of time; not exiting the project prematurely.
2. Facilitate the aims and goals of land reform projects with potential beneficiaries prior to entry in the land reform arena. There must also be clear criteria whereby success is measured for different models, i.e. subsistence, small scale and commercial farming, with clear strategies of how each will be addressed.
3. Funding land reform projects to become productive and function optimally is not viable or sustainable for government. Alternatives need to be explored like transferring assets to the beneficiaries with strict conditions, which will assist them to access resources or buying fully developed farms and provide the working capital for the first year.
4. Land reform is a component of rural development and should be performed as such in a holistic approach in dealing with rural inequalities. Through this approach other departments and organisations can be pulled in to address other needs of the community.
5. The concept of agri-villages should be refined and implemented to ensure the issues of housing is addressed in the rural areas, but also to address the issue of migration to the already overcrowded urban areas.
6. Ensure there is a component of social responsibility in the business, not just by providing money but through other manners, like job creation.

7.4. Limitations of the Study

This research is only based on one particular case and whilst the case study methodology can provide an in-depth analysis of a case, it is difficult to draw conclusions and generalise on the factors and strategies utilised in one project (the Harmony Trust project) that would be relative to other land reform projects. The representative sample provides a clear picture of what is attainable, if certain strategies that can lead to success are employed. As stated, strategies and success

should not exactly duplicate from one project to another. Adaptation in terms of context is required and by identifying and ensuring certain principles are in place, the likelihood of success for projects and in large land reform can be increased.

In terms of the research a limitation was not interacting with the mentor, as it could have provided a deeper insight into the success of Harmony Trust. From the research it is evident that the mentor played an important role in the success of the project and it could have provided a better understanding of how their participation ensured success. It could further have shed light on the motivation of the mentor.

A further limitation of the study was not engaging with the 56 ex-members of Harmony Trust. Such an engagement could possibly have provided an understanding in the analysis of the 10% of the members who were not so happy with the project and assisted the Trust in terms of a way forward in retaining members.

There is a need for a more comparative analysis of land reform projects to better understand the lessons they may hold for more sustainable and effective land reform and rural development programme. However in such studies the scale of farming should also be considered, as different scales of farming have different needs.

Recommendations for future studies would be:

- Studies around and with commercial partners and mentors in land reform initiatives as their willingness and commitment to land reform, especially transferring skills, is significant in joint ventures.
- Research in terms of why beneficiaries leave land reform projects – what are their decisions based on.
- Research where different land reform projects are interrogated and compared.

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(English Version)

INFORMATION SHEET

Project Title: “Successful Land Reform? A Critical Analysis of the Harmony Trust Land Reform Project, Koue Bokkeveld, Western Cape.”

What is this study about?

This research project is being conducted by Gertrude Elize Jacobs, a student at the University of the Western Cape. You are invited to participate in this research project as you are a member of the Harmony Trust land reform project. The purpose of this research project is to study the Harmony Trust land reform project, analyse the factors that resulted in the success at Harmony and see what lessons this project may hold for other land reform projects. The research will further look to provide recommendations to land reform policymakers and implementers that will hopefully contribute to a more effective land reform programme within the bigger context of rural development.

What will I be asked to do if I agree to participate?

You will be asked to share information, opinions and suggestions on the land reform project of which you are a part, and to ascertain whether it helped to improve your life. The interview will take about 30-45 minutes and will take place on the farm where the participants live and work. The interview will involve completing a questionnaire on your project. The questions will be on the history of the project, the success of the project, and how the project has improved your life.

In the case of illiteracy, digital recordings will be made, and the questionnaire will be completed with the answers and verified by another person as indicated by the relevant participant.

Would my participation in this study be kept confidential?

Your personal information will be kept confidential and participants may remain anonymous if they so choose. You will be required to sign a consent form to protect your confidentiality and privacy whilst taking part in this study. The identity of participants will remain confidential and identity details will only be provided voluntarily or used only with consent. The information contributed by participants will be kept safe and only used for the purpose of this research project. In the research report, your identity will be protected to the maximum extent possible.

In accordance with legal requirements and/or professional standards, we will disclose to the appropriate individuals and/or authorities information that comes

to our attention concerning potential harm to you or others. Confidentiality of information provided by participant is guaranteed.

As the researcher I am bound by the university ethics policy which provides ethical and legal obligations regarding my conduct. The policy makes provision for ethical conduct in the collection and use of information gathered during this research.

What are the risks of this research?

There are no known risks associated with participating in this research project. From the onset the aims and objectives will be made clear with all participants so that no unrealistic expectations are created through participation.

What are the benefits of this research?

This research is not designed to help you personally. The results of this research would assist the investigator in making recommendations to the participants as well as other land reform projects and initiatives on how to improve to land reform and rural development. It is hoped that in future it can assist in improving the livelihoods of the rural poor in other parts of South Africa.

Do I have to be in this research and may I stop participating at any time?

Your participation in this research is completely voluntary. You may choose not to take part at all. If you decide to participate in this research, you may stop participating at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits.

Is any assistance available if I am negatively affected by participating in this study?

There are no likely or anticipated negative effects that could arise from participating in this study.

What if I have questions?

This research is being conducted by **Gertrude Elize Jacobs (083 288 6442)**, a student at the University of the Western Cape. If you have any questions about the research study itself, please contact **Doctor Razack Karriem** at The Institute for Social Development (ISD), University of the Western Cape, telephone number, 021 959 3853.

Should you have any questions regarding this study and your rights as a research participant or if you wish to report any problems you have experienced related to the study, please contact:

Professor Julian May
Head of Department: Institute for Social Development.
School of Government
University of the Western Cape
Private Bag X17
Bellville 7535

This research has been approved by the University of the Western Cape's Senate Research Committee and Ethics Committee.



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INLIGTINGSTUK

Projek Titel: “Sukksesvolle, Grondhervorming? ‘n Kritiese Analise van die Harmony Trust Grondhervormingsprojek, Koue Bokkeveld, Wes Kaap.”

Waaroor handel die ondersoek?

Hierdie navorsingsprojek word onderneem deur Gertrude Elize Jacobs, ‘n student by die Universiteit van Wes Kaapland. U word uitgenooi om deel te hê aan die navorsing as ‘n begunstigde van die Harmony Trust grondhervormingsprojek. Die doel van hierdie navorsing om te kyk na watter faktore het gelei tot die sukses van Harmony en om te sien of daar enige lesse by julle te leer is wat ander projekte ook kan doen om suksesvol te raak. Die navorsing sal ook kyk om aanbevelings te maak vir beleidmakers en implementeerders wat kan ‘n bydrae kan maak tot ‘n meer effektiewe grondhervormingsprogram binne die breër konteks van landelike ontwikkeling.

Wat sal ek moet doen as ek instem om deel te neem aan die navorsing?

U sal gevra word om inligting, u opinie en voorstelle te deel oor die grondhervormingsprojek waarvan u deel is. Sodoende sal bepaal word of u lewens verbeter het. Die onderhoud neem 30-45 minute en sal op die plase van Môrester plaasvind. U sal ‘n vraelys oor u projek moet beantwoord en die vrae handel oor die geskiedenis en suksess van die projek en hoe dit u lewe beïnvloed het.

In gevalle waar persone nie kan lees of skryf nie, sal digitale opnames gemaak word en of die navorser sal die antwoorde skrywe soos deur die deelnemer gegee word. Een van die ander deelnemers kan verifieer of die antwoorde gegee is deur die relevante deelnemer.

Sal my deelname aan die studie konfidensieel gehou word?

U persoonlike inligting sal konfidensieel gehou word en deelnemers kan anoniem bly indien hulle so verkies. U sal skriftelike toestemming moet gee wat u konfidensialiteit en privaatheid verseker. Details van persone sal slegs gebruik word indien toestemming daarvoor verkry is. U stel vrywilliglik u besonderhede beskikbaar en besonderhede sal veilig bewaar word en slegs vir die doeleindes van die navorsing gebruik word.

Konfidensialiteit van die deelnemers word gewaarborg en moet in lyn met wetlike vereistes en of professionele standaarde kan inligting aan toepaslike individue of magte beskikbaar gestel word, indien ons bewus word dat daar moontlike skade vir die deelnemer kan wees.

As die navorser is ek gebonde aan die universiteit se beleid wat vereis dat ek eties en binne die wet moet optree. Die beleid maak ook voorsiening vir etiese handelswyse in die versamel and gebruik van inligting wat bymekaar gemaak is tydens navorsing.

Is daar risiko's verbonde aan die navorsing?

Daar is geen erkende risiko's verbonde aan deelname aan die navorsing nie. Van die begin sal die doel duidelik uiteengesit word vir alle deelnemers sodat daar geen onrealistiese verwagtinge by die deelnemers sal wees nie.

Wat is die voordele van die navorsing?

Die navorsing is nie ontwerp om u persoonlik te help nie. Die resultate van die navorsing sal die navorser help om aanbevelings te maak aan die projek, ander projekte sowel as beleidmakers en implementeerders. Dit word gehoop dat die navorsing 'n bydrae sal maak om die lewens van mense in landelike gebiede te verbeter.

Moet ek deel wees van die navorsing en mag ek enige tyd my deelname stop?

U deelname aan hierdie navorsing is vrywilliglik. U kan kies of u wil deel wees daaraan. U mag kies om nie deel te wees nie. U mag enige tyd besluit om nie meer deel te wees van die navorsing nie en u hoef nie rede te verskaf indien u nie wil nie. U sal nie gepeenaliseer word as u nie deel wil wees van die navorsing nie.

Sal hulp verleen word indien ek negatief geaffekteer word deur die navorsing?

Dis hoogs onwaarskynlik dat u negatiewe effekte sal ervaar as gevolg van die navorsing.

Wat as ek vrae het?

Die navorser is **Gertrude Elize Jacobs (083 288 6442)**, 'n student by die Universiteit van Wes Kaapland en u mag haar kontak. Indien u enige vrae het, mag u ook die navorser se supervisor, **Doctor Razack Karriem** by die Instituut vir Sosiale Ontwikkeling, Universiteit van Wes Kaapland (**021 959 3853**) kontak. Indien u enige verdere vrae oor die ondersoek en u regte as deelnemer aan die navorsing het of u ervaar probleme met betrekking tot die navorsing, kontak asseblief:

Professor Julian May
Hoof van Department: Instituut vir Sosiale Ontwikkeling
School of Government
University of the Western Cape
Private Bag X17
Bellville 7535

Die navorsing is goedgekeur deur die Universiteit van Wes Kaapland se Senaat Navorsings Komitee en Etiese Komitee.



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(English Version)

Letter of consent:

I,, have had the opportunity to ask any questions related to this study, and received satisfactory answers to my questions, and any additional details I wanted.

I agree to take part in this research.

I understand that my participation in this study is voluntary. I am free not to participate and have the right to withdraw from the study at any time, without having to explain myself.

I am aware that this interview might result in research which may be published, but my name may be/ not be used (circle appropriate).

I understand that if I don't want my name to be used that this will be ensured by the researcher.

I may also refuse to answer any questions that I don't want to answer.

Date:.....

Participant Name:.....

Participant Signature:.....

Interviewer name: **GERTRUDE ELIZE JACOBS**

Interviewer Signature:.....

If you have any questions concerning this research, feel free to call Gertrude Elize Jacobs at 083 288 6442 or schroeder.gertrude@gmail.com or my supervisor, (Dr. Razack Karriem, at 021 959 3858 or via email at akarriem@uwc.ac.za).



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APPENDIX
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INFORMATION SHEET
ADDITIONAL GUIDANCE FOR SPECIFIC ISSUES

Audio taping/Photographs/Digital Recordings

This research project involves making audiotapes and photographs of you. The taping of the interview is to ensure verbatim or voice record of the interview; the recordings will be transcribed into print and may be included in the research report. Only the researcher will have access to the recorded information and in the event of services of other parties being used such services will be bound by confidentiality provisions of the University. The information will be deemed property of the university. The tapes may be destroyed later.

- ___ I agree to be audio taped and/or photographed during my participation in this study.
- ___ I do not agree to be audio taped and/or photographed during my participation in this study.



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Toestemmingsbrief:

Ek,, het die geleentheid gehad om enige vrae met betrekking tot die navorsingstudie te vra en het bevredigende antwoorde gekry asook enige ander besonderhede wat ek wou weet.

Ek stem in om deel te wees van hierdie navorsing.

Ek verstaan dat my deelname in hierdie studie vrywilliglik is. Ek weet dat ek nie verplig is om deel te neem aan die studie nie en het die reg om enige tyd aan die studie te onttrek, sonder om te verduidelik waarom.

Ek is bewus dat hierdie onderhoud mag lei tot navorsing wat gepubliseer word, maar my naam mag / mag nie gebruik word nie (omkring waar van toepassing).

Ek verstaan dat as ek nie wil hê my naam moet gebruik word nie, die navorser dit sal verseker.

Ek mag weier om enige vrae te beantwoord.

Datum:

Deelnemer se Naam:

Deelnemer se Handtekening:

Navorser/ onderhoudvoerder: **GERTRUDE ELIZE JACOBS**

Navorser se Handtekening:

Indien u enige vrae rakende die navorsing het, voel vry om my, Gertrude Elize Jacobs te kontak op 083 288 6442 of schroeder.gertrude@gmail.com of my supervisor, Dr. Razack Karriem, op 021 959 3858 of per e-pos by akarriem@uwc.ac.za).



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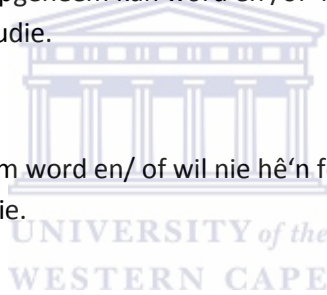
BYLAE
UNIVERSITEIT VAN WES KAAPLAND
INLIGTINGSBLAD
ADDISIONELE RIGLYNE VIR SPESIFIEKE KWESSIES

Audio opnames/Foto's/Digitale opnames

Hierdie navorsingsprojek sluit in die opnames en foto's van u. Die opname van die onderhoud is om te verseker dat u onderhoud akkuraat weergegee sal word. Dit beteken dat die opnames oorgeskryf sal word en mag ingesluit word in die navorsingsverslag. Slegs die navorser sal toegang hê tot die opnames en indien daar gebruik gemaak word van ander persone se dienste, sal die dienste verbind wees tot konfidensialiteit soos voorgeskryf deur die Universiteit. Die inligting sal beskou word as die eiendom van die Universiteit en die opnames sal later verwoes word.

_____ Ek stem in dat ek opgeneem kan word en /of 'n foto van my deelname geneem kan word tydens die studie.

_____ Ek wil nie opgeneem word en/ of wil nie hê'n foto van deelname moet geneem word tydens die studie nie.



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Project Title: "Successful Land Reform? A Critical Analysis of the Harmony Trust Land Reform Project, Koue Bokkeveld, Western Cape."

(English Version)

Questions:

Management Group (Semi-Structured Interview)

1. What was the original plan for the project?
2. Was the plan achieved? Yes or No
If yes, what changed?
Why did it change?
3. What did Harmony Trust acquire in 2006 and what do they currently own?
4. The Harmony Trust Project engages in :
 - a) Emerging or medium scale Farming OR
 - b) Commercial Farming

What does the farming activities include and the markets for each farming type?

Describe the management structure for the farming and trust.

5. What training has been afforded to the Harmony Trust members?
6. Name and describe the support provided by government to the trust and project since inception.
7. Name and describe other support the trust and project received since inception.

8. The commercial partner committed to being a mentor and transferring skills to the trust to farm independently. What did the mentorship entail?

If the mentorship still continues, describe the current arrangements?

What is the exit strategy?

9. Name the benefits the Harmony community has received due to the project.

10. Name the benefits the larger community of the Koue Bokkeveld has received due to the project.

11. Is the Harmony Trust project successful? Yes or No

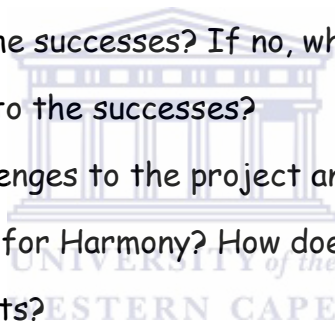
If yes, what are the successes? If no, why not?

What factors led to the successes?

12. Describe the challenges to the project and how it was handled?

13. What is the vision for Harmony? How does the future look?

14. Any other comments?



Titel: Suksesvolle, Grondhervorming? 'n Kritiese Analise van die Harmony Trust Grondhervormingsprojek, Koue Bokkeveld, Wes Kaap.

(Afrikaanse weergawe/ Afrikaans version)

Vrae:

Bestuursgroep (Semi-gestruktureerde onderhoud)

1. Wat was die oorspronklike plan vir die projek?
2. Is die plan bereik? Ja of Nee
Indien nee, hoekom is die plan nie bereik?
Wat het verander?
3. Wat het Harmony Trust in 2006 bekom en wat besit die Trust tans?
4. Die Harmony Trust Project is aktief betrokke in :
 - c) Opkomende of Medium Skaalse Boerdery OF
 - d) Kommersiële Boerdery

Wat is die boerdery aktiwiteite en die mark vir elke aktiwiteit?

Beskryf die bestuursstruktuur ten opsigte van die Boerdery en trust?

5. Watter opleiding het die Harmony Trust lede al ontvang?
6. Identifiseer en beskryf die ondersteuning wat die trust en projek vanaf die staat ontvang het sedert ontstaan van die projek?
7. Identifiseer en beskryf enige ander ondersteuning wat die trust en projek al ontvang het.
8. Die kommersiële vennoot het hom verbind tot mentorskap en die oordrag van vaardighede sodat die trust later onafhanklik kan boer.

Wat het die mentorskap behels? Bestaan die mentorskap nog? Indien wel, beskryf die huidige reëlins van die mentorskap?

9. Watter voordele het die gemeenskap van Harmony trust al beleef as gevolg van die projek?

10. Noem die voordele wat die projek vir die gemeenskap van die Koue Bokkeveld area het.

11. Is die Harmony Trust projek suksesvol? Ja of Nee

Indien Ja, wat is die suksesse? OF Indien Nee, hoekom onsuksesvol?

Watter faktore het tot die sukses *of* "onsukses" gelei?

12. Beskryf die uitdagings wat die projek moes hanteer en oorkom.

13. Wat is die vooruitsigte/ visie vir Harmony Trust?

14. Enige ander kommentaar?



Project Title: "Successful Land Reform? A Critical Analysis of the Harmony Trust Land Reform Project, Koue Bokkeveld, Western Cape."

(English Version)

Questionnaire: Individual Participants

(Circle where applicable)

1. Personal Details

Are you:

Gender: Male or Female

Disabled: Yes or No

If yes, describe your disability: _____

Employed: Yes or No or Pensioner

If yes, what work do you do: _____

How old are you? _____

Highest educational grade: _____

Where do you live? _____

Describe your house? _____

How many people live in your home: _____

Adults in home: _____

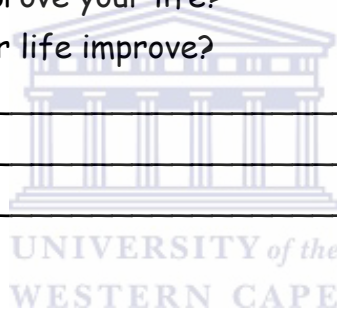
Children in home: _____

2. When did you become part of the project?

3. Why did you become part of the project / What did you want from the project?

4. Did you understand what the project would entail? Yes or No
If yes, how were you involved in planning the project?

5. Did the project improve your life? Yes or No
If yes, how did your life improve?



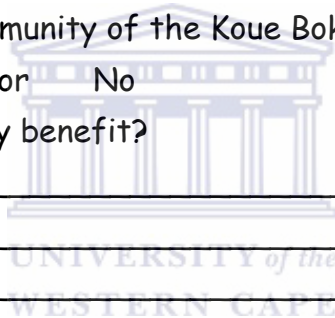
6. Have you received dividends since the start of the project? Yes or No
How many times did you receive dividends? _____
What did you do with the dividends?

7. Is the Harmony Trust Project successful? Yes or No
If yes, what makes it successful? If No, what makes it unsuccessful?

8. Does the project have problems? Yes or No
If yes, what were the problems encountered by the project?

9. Has the Harmony community benefitted from the project? Yes or No
If yes, how did they benefit?

10. Has the bigger community of the Koue Bokkeveld benefitted from the project? Yes or No
If yes, how did they benefit?



11. What do you think the project can do better or more to improve?

12. Where do you see the project in 10 years and what will be the challenges?

13. If you could make recommendations to other land reform projects from the lessons Harmony Trust have learnt, what would it be

*Thank you for completing
the questionnaire and
being part of the
research!*



Titel: Suksesvolle, Grondhervorming? 'n Kritiese Analise van die Harmony Trust Grondhervormingsprojek, Koue Bokkeveld, Wes Kaap.

Vraelys: Individuele Begunstigdes / Deelnemers

(omkring waar van toepassing)

1. Persoonlike Besonderhede

Geslag:	Manlik of Vroulik
Gestremd:	Ja of Nee
Indien Ja, beskryf u gestremdheid:	_____
Werk:	Ja of Nee of Pensionaris
Indien werk, watter tipe werk doen u:	_____
Ouderdom:	_____
Hoogste standard/ kwalifikasie:	_____
Waar bly u:	_____
Beskryf u huis:	_____ _____ _____
Hoeveel mense bly in die huis:	_____
Volwassenes in huis:	_____
Kinders in huis:	_____
Afhanklikes : volwassenes _____ / kinders _____	

2. Wanneer het u deel geword van die Harmony Trust projek?

3. Hoekom het u deel geword/ Wat wou u bereik deur deel te wees van die projek?

4. Het u verstaan wat die projek sou behels? Ja of Nee
Indien Ja, hoe het u verstaan; was u deel van die beplanning rondom die projek en hoe?



5. Dink u om deel te wees van die projek het gehelp om u lewe te verbeter?
Ja of Nee Indien Ja, hoe het dit u lewe beter gemaak?

6. Het u al 'n dividend ontvang sedert die begin van die projek? Ja of Nee


Indien Ja, hoeveel keer is 'n dividend uitbetaal? _____

Wat het u met die dividend gedoen?

7. Dink u die Harmony Trust is 'n suksesvolle grondhervormingsprojek?

Ja of Nee

Indien Ja, wat maak dit suksesvol? Indien Nee, wat maak dit onsuksesvol?



8. Het die projek probleme ervaar? Ja of Nee

Indien Ja , wat was die probleme en hoe is dit hanteer?

9. Dink u die Harmony gemeenskap het voordeel getrek uit die projek?

Ja of Nee Indien Ja, wat was die voordele vir die gemeenskap?

10. Was daar voordele vir die breër gemeenskap en indien wel wat was dit?

11. Wat dink u kan die projek beter doen of moet verbeter word en hoe?



12. Waar sien u die projek oor 10 jaar en wat is die uitdagings vir die projek?

13. As u aanbevelings vir ander grondhervormingsprojekte kon maak uit die lesse geleer en suksesse by u projek, wat sou u aanbeveel?

**Baie dankie vir die
voltooing van die vraelys
en dat u bereid is om
deel te wees van die
navorsing!!!**







