

**THE EVALUATION OF THE SUSTAINABILITY OF THE COMMUNAL PROPERTY  
ASSOCIATION FARMING PROJECT OF THE SHIGALO WA MUHUNGUTI COMMUNITY, IN  
VHEMBE DISTRICT OF THE LIMPOPO PROVINCE**

**BY**

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**(MINI-) DESSERTATION**

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## DECLARATION

I, **Magezi Johannes Nkuna**, declare that the mini-dissertation hereby submitted to the University of Limpopo for the degree of **Master of Development** has not previously been submitted by me for a degree at this or any other university; that it is my own work in design and execution, and that all material contained therein has been duly acknowledged.

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**Surname, Initials (title)**

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**Date**

## DEDICATION

This piece of work is dedicated and devoted to my family with love and honour. To you my lovely wife, **Nkuna Nyeleti Venus**, you deserve it because of the support, love and care you displayed when things were tough and I wanted to quit this study. To our daughters **Dzunani, Ntshembo, Nsuku** and our son **Mfuwo Treasure**, you deserve it for understanding when I needed some space to work on this document. Your mom and I have set the pace. How far will you follow? Like St. Paul we say, imitate us and you will enjoy the fruits of this world and of heaven.

To my Mom, **Mthavini N'wa-Ndhuvazi** and your late husband my father, **Masocha John**; you deserve it, for forcing me to attend schooling in my early years even though you, yourselves never did. The fruits of your endeavors are today as clear as daylight and enjoyed by many.

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## **ABSTRACT**

This research project unfolds within the Shigalo wa Muhunguti Communal Property Association farms at *Tshitungulu*, (Levubu) area, under Makhado Municipality in Vhembe District of the Limpopo Province, with the purposes to evaluating the sustainability of that Land Restituted farming project.

This is a case study research project where both the qualitative and the quantitative research strategies were used. Data was collected through structured and semi-structured interviews.

The analysis reveals that while the Land Reform programme has managed to restore land rights to the legitimate owners, the sustainability and continued productivity of such properties in the hands of the new owners remains a cause for major concern.

The findings reveal among other things the low literacy level, lack of farming skills, low interest and passion for farming, and high level of dissatisfaction of employees. Poor marketing of produce is also a cause for great concern.

Recommendations to address the above findings suggest that the Department of Agriculture should implement massive training programmes on beneficiaries, young farmers should be exposed to modern production system, regular meetings with employees could reduce their dissatisfaction, while the executive members could undergo vigorous training to get marketing skills to negotiate the sale of their produce.

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## CHAPTER 1

### INTRODUCTION

Land reform can be explained as the alteration in societal arrangements whereby government administers possession and use of land. Land reform may consist of government-initiated or government-backed real estate property redistribution, generally of agricultural land, or be part of an even more revolutionary program that may include forcible removal of an existing government that is seen to oppose such reforms. (Land Research Action Network, 2003:6). Land reform has always been a worrying issue in the whole world. It has been a recurring theme of enormous consequences in world history.

In the then South African regime, apartheid policies such as the Native Land Act 27 of 1936 pushed millions of the Black South Africans into overcrowded and impoverished reserves, homelands and townships (RSA Department of Land Affairs, 1997a:iv). The dispossession of Black people's land was a central part of the apartheid regime's systematic subjugation of Black majority, economically, culturally and socially. Therefore, in the absence of any meaningful land reform, the effect of this history of dispossession continues to keep people in poverty today. When South Africa's first Black government took power in 1994, it promised widespread land reform to reverse the apartheid land policy (South African Constitutional Assembly, 1996). Three land reform programmes were introduced, namely: Land Restitution, to restore land to the victims of forced removals between 1913 and 1994; Land Redistribution to transfer 30 percent of agricultural land to Black people by 1999; and Land Tenure Reform to address the insecurity of farm workers, labor tenants and people living on state and communal land.

The Land Restitution: When the Africa National Congress (ANC) took power in 1994, it promised to reverse this situation through the passing of the Restitution of Land Rights Act. The Land Restitution Programme originates from the constitution and was established by the Restitution of Land Rights Act 22 of 1994, with the purpose to assess the validity of claims, restore land, and or pay financial compensation to people who were dispossessed of their land rights as a result of racially discriminatory laws and

practices after 19 June 1913. It was also meant to restore land ownership or to provide compensation. The Institutional machinery to implement the program includes, provincially-based restitution commissions and Land claims court that acts as final arbitrator in restitution cases (RSA Department of Land Affairs, 1994, 18). It is one of the promises made by the African National Congress (ANC) when it came to power in 1994. Initially, land was bought from its' owners through willing seller by the owners and willing buyer by government and distributed. When it became evident that the restitution Programme was making little progress, the call of the review of the land process was made, and in November 1998, the commission was integrated into the Department of Land Affairs. This campaign increased the number of lodged claims from approximately 30 000 to 63 455 claims. By May 2001, 12 150 claims had been settled (Land Research Action Network, 2003:6).

The Shigalo wa Muhunguti community was dispossessed of their land, originally called "*Tshitungulu*" ( Levubu) south of Thsakhuma village as it is called today, that they had occupied since the 1800s, and were affected by the forced removals of 1938 and 1958. After the dispossession, "*Tshitungulu*" was demarcated into farms that have been claimed as: Welgevorden 120LT in 1938; and Soetfontein 137LT, Bendierfontein 138LT and Koedoesfontein 113LT, in 1958, which are in the Vhembe District of the Limpopo Province. This community then went and settled at Olifantshoek village (in the former Gazankulu homeland) from where they started lodging their land claims.

Despite the fact that Land Restitution has not progressed fast enough, the Shigalo wa Muhunguti Community has become one of the fortunate few communities to have started recovering parts of their land through the Land Restitution process and was restituted in 2004. After acquiring their land back through the Land Restitution process, it formed a Communal Property Association (CPA), under which the Shigalo Farm Management (SFM), (a management body that oversees the day to day running of the farm project) was established. The Shigalo Farm Management (SFM) then formed a Partnership with Umlimi, a public private partnership, which would assist in skills transfer and in managing of the farm. This lease agreement was signed on the 8<sup>th</sup> of December 2007, and was meant to last for 15 years.

The CPA has been established in terms of the Communal Property Association Act no: 28 of 1996, and was enacted to enable communities to achieve the following objectives:

- To enable communities to form juristic persons, to be known as CPAs in order to acquire, hold and manage property on a basis agreed to by members of a community in terms of a written constitution; and to provide for matters connected therewith;
- To enable the disadvantaged communities to establish appropriate legal institutions through which they may acquire, hold and manage property in common;
- To ensure that such institutions are established and managed in a manner that is non-discriminatory, equitable and democratic, and that such institutions be accountable to their members; and
- To ensure that members of such institutions are protected against abuse of power by other members.

Public-Private Partnership (PPP) is described as a government service or private business venture that is funded and operated through a partnership of government and one or more private sector companies. In some types of PPP, the government uses tax revenue to provide capital for investment, with operations run jointly with the private sector or under contract. PPP can also be described as a contractual arrangement whereby a private party performs part of a government's service delivery or administrative functions and assumes the associated risks. In return, the private party receives a fee according to predefined performance criteria (Schonteich, 2008:6).

The essential aspects of a PPP arrangement, as distinct from the direct intervention of public service by a government development agency, are a focus on the services to be provided, and a shift of the risks and responsibilities to a private provider for the activities associated with the provision of services. Service delivery through a PPP changes the means of delivery services, but does not change a government department's accountability for ensuring that the services are delivered (Schonteich,2008:6). The department's focus shifts from managing the inputs to

managing the outputs. This means that the department becomes a contract manager rather than a resource manager.

## **2. Problem statement**

The evaluation of the sustainability of the Land Restitution farming project to determine its impact on the lives of the beneficiaries through the probing of the Department of Agriculture and Land Affairs, the CPA Executive members, the project employees and the households members.

No research has ever been conducted on this CPA farming project. The present researcher would therefore take this opportunity to conduct this envisaged research to bring awareness to the CPA under study on the challenges that could hamper progress in similar farming projects. The study could further assist other CPA's on how to approach and also to avoid such challenges, which could benefit communities, beneficiaries and the country at large.

## **3. Aim of the Study**

To evaluate the sustainability of the Land Restitution farming project of the Shigalo wa Muhunguti Communal Property Association at "*Tshitungulu*" (Levubu), under Makhado Local Municipality in Vhembe District of the Limpopo Province.

## **4. Objectives**

The objectives of this study are to investigate:

- the role of the Department of Agriculture and Land Affairs on the restituted land
- the farming expertise and experiences of the executive members and that of the employees in the farming project
- the marketing and the selling challenges of the produce and
- whether or not the restitution project is benefiting all the beneficiaries.

## 5. Research Questions.

- What role does the Department of Agriculture and Land Affairs play on the restituted land?
- How are the farming expertise and the experiences of the executive members and the employees?
- What marketing challenges does the project experience in terms of the sale of the produce?
- How could it be ensured that the restituted farming project benefits all the beneficiaries?

## 6. Definition of Concepts

**Land Restitution:** is the provision for the restitution of rights in land to persons or communities dispossessed of such rights after 19 June 1913 as a result of past racial discriminatory laws or practices (South Africa, 1999).

**Communal Property Association (CPA):** is, in this context, a community association concerned with collective farming (CPA Act 28 of 1996).

**Shigalo Farm Management (SFM):** is a cooperative managing the Shigalo community farms in the Vhembe District of the Limpopo Province.

**Public Private Partnership:** Public-Private Partnership (PPP) can be described as a contractual arrangement whereby a private party performs part of the government's service delivery or administrative functions, and assumes the associated risks (Schoonteich, 2008:12).

## 7. Ethical Considerations

Ethics could be explained as principles governing human behaviors that may be either right or wrong. The researcher will first ask for the consent to conduct the research

about the farm project. After acquiring the permission, the researcher will indicate the purpose of the research as that of pure research purpose. He should then make a commitment amongst other things that he will ensure confidentiality, privacy and anonymity, he will never fabricate the information that he will be furnished with and that he will never deceive both the subjects and the respondents.

## **8. Significance of the Study**

The envisaged study is expected to improve the impact of the Shigalo wa Muhunguti CPA farm project within the area, by ensuring sustainability in terms of the instrument of Economic Development.

## **9. Outline of Research Report**

Chapter 1 presents the Introduction.

Chapter 2 presents the Literature Review

Chapter 3 presents the Research methodology

Chapter 4 presents the Data analysis and interpretation of the research findings

Chapter 5 presents the Summary and recommendat

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

##### 2.1.1 Undoing the injustices of the past

More than a decade after the first democratic elections the unequal distribution of land ownership remains one of the most significant characteristics of South African society, and land reform one of its biggest challenges. Hence, observations that land reform is “critical to the transformation of (our) society” (Mbeki, 2006:5), is important for national reconciliation and at the “heart of the country’s quest for liberation from political oppression, rural poverty and under-development”.

The primary objective for the government's land reform measures is to redress the injustices of apartheid and to alleviate the impoverishment and suffering that it caused. Because of the enormity of the injustices, the measures proposed can only go a small way to compensate people for the loss of their land, their homes and their capital assets. The primary focus of land reform is the 'historically disadvantaged' Blacks, those who have been denied access to land and been disinherited of their land rights. (De Villiers, 1996:18-20).

Land reform can make a significant contribution to the alleviation of poverty and injustice caused by past apartheid policies in both urban and rural areas. Given the poverty focus of the programme, it prioritises areas of greatest need. Much of the country's most severe poverty is located in rural areas, where the poorest 10% of the people are Africans and where women-headed households are particularly impoverished. Three-quarters of the children in rural areas were in households living below the minimum acceptable subsistence level, but the recent survey shows that grant income reduced poverty among individuals by 15% (Hoole. R. 2008:12). Clearly, social grants markedly reduce poverty by augmenting the income of poor households.

Land reform aims to help in redressing the appalling inequality of incomes and to provide the largely impoverished black rural population with basic needs and more

secure livelihoods. For the urban poor, access to land, secure tenure and phased provision of services is a key means of avoiding land invasions and resultant instability.

In rural areas the vision of government encompasses both productive and residential land uses. It envisages a well-balanced mix of farming systems and rural enterprise (livestock, annual and perennial crops as well as farm-forestry) with land held under a variety of forms of tenure by individuals, companies and communities. The objective is a flourishing rural landscape consisting of large, medium and small farms and enterprises developed by full-time and part-time farmers. A more balanced allocation of land and resources, partnerships between farm workers and farm owners leading to increased productivity, as well as the provision of secure tenure for all rural people are all part of this vision. (Hoole. R. 2008:12).

## **2.2 Policy matters**

The political, social and economic development of the country can only be realized in transformation of land reform. Injustices occurred under the previous political dispensation which has seen the rural areas dominated by poverty. It is here where the government places a major focus for development initiatives. The Rural Development Framework document of May 1997, as issued by the Department of Land Affairs, sets its focus on fighting poverty and in particular on the building of local democracy and development, local economic development and rural livelihoods, rural infrastructure, social sustainability and building local capacity.

The White Paper of South African Land Policy of April 1997, issued by the DLA, puts its focus on land redistribution programmes to grant an opportunity for the poor and the previously disadvantaged to buy or obtain land with the assistance of a settlement/land acquisition grant (RSA,1997a:vi). Much attention is given to marginalize, especially rural women in need, and to projects which can be implemented quickly and effectively (RSA, 1997a: ix).

The contents of this White Paper form the essence of the government land policies, of which the Communal Property Association (CPA) is one of the major policies in addressing the injustices of the previous dispensation.

### **2.2.1 The Communal Property Association Act (CPA Act 28, 1996)**

The CPA Act was created to enable communities to form juristic persons, to be known as communal property associations in order to acquire, hold and manage property on a basis agreed to by members of a community in terms of a written constitution; and to provide for matters connected therewith.

The provisions of this Act shall apply to a community which by order of the Land Claims Court is entitled to restitution under the Restitution of Land Rights Act, 1994 (Act No. 22 of 1994), where that Court has ordered restitution on condition that an association be formed in accordance with the provisions of the Act.

Policies like the (CPA Act 28 of 1996) are also crucial aspects in ensuring restituted land projects' sustainability. The community should therefore elect the CPA executive capable of holding their land in title, to govern all the activities of the CPA and who have the capacity to can implement those policies.

### **2.2.2 The communal property association program**

A monumental task faced the first freely elected government in South Africa in 1994, namely, redressing the country's land imbalance. The 1997 White Paper on South Africa Land Policy set forth a broad policy environment in which land redistribution was one goal. The Communal Property Association was a statutory model of just such a method of land reform under the Department of Land Affairs from 1996 until 2000 (RSA, 1996b:ix). Land for transfer was selected from willing sellers (usually white) and sold to historically dispossessed black communities with government assistance. To become a member of the CPA, interested parties were required to contribute their R 15,000 state social grant to a pool of money that would be used to purchase a farm. The number of

members was largely determined by how much money it took to purchase the target farm. Several CPAs in the Northern Province have over 300 members while some have fewer than 40. This reflects different costs involved in acquiring the specific plot of land. CPAs were designed to be run democratically with each member having a vote in the organization. An executive committee consisting of a chairperson, vice-chairperson, secretary, and treasurer would conduct daily tasks of administration. This body is responsible for making decisions regarding the operation of the farm, finances, and communicating to members. The constitutions of the CPAs forbid members from residing on the transferred land. The intention of transferring the land is for agricultural production rather than residential dwelling. The government stipulated the amount of start-up funding where each CPA was allocated with projects envisioned to be self supporting by the second or third year (Labuschagne, 2000:95).

It is crucial to note that communities getting their land back do so with the limited resources from the government grant. For the mere fact that the funding is done from the scarce resources, the community should ensure that the restituted land becomes more productive to can maintain its sustainability.

#### **2.2.2.1 The CPA objectives**

The creation of a Communal Property Association is one of the main pillars on which the land redistribution policies are based. To form a CPA is a way for individuals to form groups to gain access to the settlement/land acquisition grant to purchase bigger farm land on the willing seller willing buyer principle. On the other hand, the formation of a CPA aims to assist the Department of Land Affairs in managing and controlling communal farm projects. The creation of a CPA amongst other things, aims to enable the communities to form juristic persons which are able to acquire, hold and manage property on a basis to be agreed by members of the community in terms of written constitutions. Other CPA objectives are to enable communities to establish appropriate legal institutions and also to ensure that the institutions are democratically managed without any form of discrimination but with full accountability to all its members. The Act also ensures that members are protected from abuse of power by other members of the CPA.

Because the CPA is a juristic person, it is able to enter into negotiations and take decisions with strategic partners or any other stakeholder on behalf of all members of the association. The CPA is also eligible to sue or be sued (Sec. 8 (6) (a & b)).

The CPA holds the land in title and protects the rights of members and promotes equality. It administers the allocation of and utilization of land. The core of the CPA is communal or collective ownership and utilizations of the land which translates to collective decision-making.

### **2.2.3 The Communal Property Association (CPA) operation**

Because this research focuses on the sustainability of the CPA project, it is necessary to also indicate on how the CPA should operate to achieve its goal, sustainability. Below are some of the aspects to be seriously considered.

#### **2.2.3.1 The CPA Constitution**

Because the CPA is a juristic person or a legal structure holding the land in title, and that it can sue or be sued in its own name (Sec. 5(4)(c)) , it is important that it should have its own constitution that lays down how all CPA structures and individuals should conduct themselves.

The role of this constitution should among other things provide a legal framework for governance and ensure that all CPA members receive equal treatment. It should also define the rights and obligations of each member. Provisions for proper notification about meetings and for proper record-keeping on all CPA matters should be clearly covered by the constitution.

#### **2.2.3.2 The CPA Executive Committee**

The CPA should have the executive committee to assume the role of governing all its activities. It should ensure that all CPA members, the executive members included, follow the rules of the constitution. The executive should first understand the constitution to be able to implement it successfully. It is the responsibility of the executive to hold, attend, speak out and vote where necessary at regularly scheduled meetings. Because

it governs the CPA, it should ensure discipline within the members. It is its responsibility to hold regular meetings and disseminate information to all members. The CPA Executive should ensure that its committee members fulfill their responsibilities of acting in the best interest of all the members at all times. It should serve as the custodians of all CPA properties and to represent the CPA in meetings and negotiations.

### **2.2.3.3 The Membership Rights**

Sustainability in CPA projects can only be attained when all members feel the sense of ownership and encouraged to dedicate all their efforts into the project development. With dedicated active members, high yield is achievable and project sustainability certain.

This sense of ownership is only possible if members have rights in the activities of the CPA projects. Below, is a brief exposition of some of the rights according to the CPA Act No. 28 of 1996 (Sec, 9 (1) (c)).

CPA members should be afforded the right to share in joint ventures, more especially having the first opportunities for employment in business ventures set up under the Association. Members should have access to communal land and other communal facilities and amenities in line with conditions laid down by all members. They should be afforded the voting right in general meetings, including the right of access to documents, minutes, reports or any information pertaining to any business of the CPA. Members should actively participate in CPA activities by also having the corresponding responsibility to report any form of malpractice to the CPA (Sec. 9(1) (c)).

Membership rights should be limited if the CPA has to maintain discipline for its sustainability. The CPA can limit the right of the member to access the property of the Association if found guilty of misconduct with due regard to the principles laid down. If a member is found guilty of misconduct, an appropriate penalty should be imposed at a General meeting with due regard to the principles of administrative justice.

### **2.2.3.4 Reporting obligations and financial matters**

In terms of sec. 9(e) of CPA Act 28 of 1996, the CPA is obliged to ensure accountability and transparency in all activities of the CPA. Regular General Meetings and Annual

General Meetings should be held where annual operational reports and financial reports should be presented at an AGM. Note should be taken that all financial transactions must be in the best interest of all CPA members. Audited financial statements should thereafter be compiled and submitted to the Director-General of the Department of Land Affairs (RSA, 1997a:viii).

#### **2.2.4 Administration, Liquidation and Deregistration**

It is the responsibility of the Department of Land Affairs to ensure that the Land Rights of individual community property members are protected. Sec13 (1) of the CPA Act, 28 of 1996 have the following to indicate: “A division of the Supreme Court or a Magistrate's Court having jurisdiction in respect of the area in which the property of the association is situated or the area in which the land which may be acquired by a provisional association is situated, may, on application made by the Director-General, an association or provisional association or any member thereof, or any other interested person, place the association or provisional association under the administration of the Director-General or grant a liquidation order in respect of an association or provisional association, where the association or provisional association, because of insolvency or maladministration or for any other cause is unwilling or unable to pay its debts or is unable to meet its obligations, or where it would otherwise be just and equitable in the circumstances.”

It is crucial to ensure that CPA members are fully informed of the after-effects of the unsustainability in its project. Under the above-mentioned circumstances, the Director-General may manage or deregister the association if he so wishes. Where the court orders the liquidation of an association, it shall make such order as to the distribution of the assets of the association.

### **2.3 The Zimbabwe land reform process**

When Zimbabwe attained political independence in 1980, it inherited a racially divided dual economic structure. On one hand was the modern sector comprising urban

industrial large scale commercial farming sub-sectors which was controlled by the minority white population, while on the other hand, was a predominantly subsistence agricultural sector that provided a livelihood for the majority of the black population. The minority white farmers accounted for much of the agricultural output, export earnings and national income. It also enjoyed the best infrastructural facilities and services for socio-economic development. The subsistence agricultural sector had over a period of 90 years since colonization in 1980, steadily become under developed with deteriorating living conditions, low and declining agricultural production, increasing population pressure and land scarcity as well as rapid environmental degradation. Those areas that had been put aside for the blacks, known as communal farming areas, were essentially there to serve as cheap labour reserves for the modern sector of the economy. (Alagiah, 2002:14)

Following independence in 1980, a new black government came to power committed to a socialist transformation of the national economy and society as its long-term objective. A more immediate task was to redress the inherited inequalities in the allocation of resources between the 1% minority white population which settled on 70% of high potential agricultural land (ICG, 2004:22), and the majority black population. The redistribution of agricultural land was given high priority, partly to relieve population pressure within the communal farming areas through the resettlement of the landless people on former white-owned large-scale commercial farmland (Zinyama, 1986:48).

Because land has direct economic, political and cultural connotations for the rural population, the unequal land allocation between the minority white population and the black majority sparked the civil uprising which resulted in the achievement of political independence for the black majority of Zimbabwe in 1980 (Alagiah, 2002:15).

The Lancaster House Agreement of 1979 saw the British government offering to act as peace brokers by providing funding for the new independent government to buy underutilized land from white farmers for black settlement. The adjustment of the land acquisition act in 1985 and 1992 changed the spirit of the original agreement from the willing seller principles to the expropriation of white commercial farms. In 1997 the government issued the first 1471 white commercial farms to be expropriated (ICG, 2004:10).

The original target of settling 162 000 black farmers was not achieved because of inadequate planning and support for small-scale black farmers, linked to the allocation of farms to politicians and senior officials which resulted in a drastic fall in agricultural production. Only 72 000 black farmers were settled on 12 ha plots in terms of the family farm model by 2 000. The British government withdrew its support for the land reform program after only spending 3% of the original agreed funding (ICG, 2004:10).

The inability of the land reform programme to make a meaningful contribution towards land redistribution and economic development, increased political tensions. In early 2001 “war veterans” backed by the government, invaded white commercial farms. This move resulted in the drastic fall of agricultural production and the dramatic negative impact of the economy as foreign investors withdrew their resources and left Zimbabwe. The new land users have not been able to maintain agricultural production, resulting in the collapse of commercial farming which continues to compromise the country’s total economy until to date.

Since the Zimbabwe land reform experiences resemble that of South Africa in many ways, the researcher has decided to briefly refer to the Zimbabwe experiences.

The Zimbabwe land reform programme emanated from the following farming groups:

- **Large-scale commercial farming**
- **Small-scale commercial farming** and
- **communal farming**, where tribal authorities allocate land rights for cropping and residential use.

**The Zimbabwe settlement** programme was implemented under the following four models:

- **The Family Farm model:** The majority of Zimbabwe’s small-scale farmers, namely 90%, were settled under this model. Five hectares is allocated to a household for crop production and an additional 1 hectare for the homestead and vegetable/fruit garden. Communal grazing for between 5 and 20 livestock is also allowed. Settlers do not have title deeds. The government on a permit system

allocates land. This is generally accepted as the most successful model applied by Zimbabwe (De Villiers, 1996:20).

- **The Co-operative Farming model:** with the co-operative model, the Zimbabwe government issues a single permit to a group of 20 to 30 families to continue farming on a previous commercial farming unit. This is usually a dairy or irrigation farm unit. This model encountered a number of problems. The most important being the unwillingness of the participants to participate fully in commercial farming ventures. This model is presently the least successful model applied by Zimbabwe (De Villiers, 1996:20).
- **The Out growers Farmers model:** this model is linked to an existing commercial estate, normally tea, coffee or tobacco farming (Ibid). This model has limited application, but shows potential for further adaption and development. These farmers obtain leases and support services from the estate.
- **Schemes for Group Livestock Grazing model:** this model provides schemes for group livestock grazing by using state land for providing relief grazing to surrounding villages in the communal areas. (Ibid). This model has limited application and possibilities (De Villiers: 1996:19).

The family model seems to be perfect especially on those households that regard the availability of land as a major source of income, food security and economic development. In terms of the Co-operative model for farming and the Group Livestock Grazing models, great care should be taken to group people with the same passion for farming and caring for the livestock. Otherwise it could be a quick recipe to collapse the programmes. The Out growers model seems to be good, as long as there is proper monitoring by the government to ensure that the state funds are efficiently utilized. One last important issue about the land allocation models in Zimbabwe is the non allocation of title-deeds to settlers.

## **2.4 The South Africa land reform experience**

South Africa's thriving farming industry runs the risk of failing because of an ineffective land reform programme (RSA, 2009:8).

With the reputation of being one of the most prosperous nations in sub-Saharan Africa, South Africa is struggling with many of the same developmental challenges as its neighbours', high poverty levels; high crime rates and inequitable land distribution threaten the country's stability.

Much like its embattled neighbour, Zimbabwe, South Africa's colonial history resulted in unequal land tenure with the white minority owning the majority of farmland. The product is insecure tenure rights for black farm workers and the targeting of white owners for violent criminal attacks. In order to improve the equity of the situation, the government embarked upon an ambitious land reform program. The primary objective of the program is the transfer of approximately 30 percent of land to black ownership by 2014. The transfer of the land would take place through land restitution to people's disposed after 1913 and targeted land redistribution to vulnerable communities (RSA, 1999:8).

To have a better understanding of the land reform experiences in South Africa, it is crucial to first highlight the historical development that has taken place since 1910.

On 31 May 1910 South Africa was declared the Union of South Africa, by the British government, with a Governor-General being the head of the government. The Governor-General represented the United Kingdom and, therefore, British political, social and economical influences ran very strongly. In 1913 the Union of South Africa promulgated the Natives Land Act. Rights to own, rent or even share crop land in South Africa, since 19 June 1913, was dependent upon a person's racial classification (RSA, 1999a:9).

It is this Act of 1913 as well as South African Bantu Trust and Land Act, 1936 (Act No 18 of 1936) that the present government claims caused the injustices of the past. It was actually from here that commercial farming in South Africa landed in the hands of white farmers (RSA, 1999a:9).

The importance of land reform in South Africa thus arises from the scale and scope of land dispossession of black people which has taken place at the hands of white colonisers. For most of this century, indeed since the Natives Land Act, 1913, rights to own, rent or even share-crop land in South Africa depended upon a person's racial classification. (RSA, 1999a: ix).

Millions of black people were forced to leave their ancestral lands and resettle in what quickly became over-crowded and environmentally degraded reserved pools of cheap migrant labour for white-owned farms and mines. Under the Native Trust and Land Act, 18 of 1936, black people lost even the right to purchase land in the reserves and were obliged to utilise land administered by tribal authorities appointed by the government.

Black families who owned land under freehold tenure outside the reserves before 1913 were initially exempted from the provisions of the Natives Land Act. The result was a number of so-called 'black-spot' communities in farming areas occupied by whites. These were the subject of a second wave of forced removals which took place from the 1950s through to the 1980s. (Daniele, 2008: 13).

The government expelled most of these farmers to 'homelands', often without compensation for their lost land rights. Dispossession forced successful black farmers to seek employment as farm labourers. (Havey, 1993:89).

Meanwhile, the South African government continued to intervene in the administration of land within the homelands, where tribal chiefs were accorded special land-ownership rights and far-reaching powers over land allocation, often beyond those normally sanctioned under customary law. Some blacks who were moved from freehold land, and others removed from outlying pockets of tribal lands, became tenants of the South African Development Trust (SADT), which bought up farm land occupied by whites for the consolidation and enlargement of the homelands.

Some 3.5 million people were removed from rural and urban areas between 1960 and 1980. It was only from 1978, with the introduction of the 99-year leasehold system and in the mid-1980s with the abolition of influx control, that the state acknowledged that black people should have permanent land rights in urban areas. Yet land rights in rural areas have remained tenuous. (Havey, 1993:109).

The land reform programme addresses this legacy. It aims to create stability, provide resources for the creation of livelihoods, and contribute to the establishment of viable and well-located urban and rural settlements.

#### **2.4.1 The three pillars of the land reform programme**

As anticipated, in the 1994 RDP policy framework, and the White Paper on South African Land Policy, government laid down three major pillars for land reform (RSA, 1997a: 6).

**Land Restitution:** It deals with the restitution of land rights for communities who were forcibly relocated in terms of the Land Act of 1913 and 1936. It is used to restore land and to provide other remedies to people disposed of by racially discriminatory legislation and practice. They are being dealt with by a Land Claims Court and Commission, established under the Restitution of Land Rights Act, 22 of 1994. Affected people were invited to submit claims for the restoration of land rights or for financial compensation.

Thus far, the Commission on Restitution of Land Rights has settled 95% of claims lodged, enabling the restoration of at least 2.3 million hectares of land to victims of racial dispossession. The ever increasing property prices continue to serve as an impediment for the restitution process. A lot of claims are still in the land Claims Court for adjudication due to disputes. Coupled with the issue of community conflicts, all these factors are a constant challenge to the pace of the implementation of the restitution programme (Nkwiti, 2009:3).

We have communicated to Cabinet that we need additional funding to finalise the complex outstanding claims which involves high value commercial activities. Due to the complex nature of the outstanding claims, the Commission is engaging with several key role players in government and the business sector concerning the packaging and implementation of settlement models for these claims in order to ensure that the projects remain sustainable and also that the communities enjoy tangible benefits arising from the settlement of their claims. The Commission has targeted the 2009/2010 financial year (Nkwiti, 2009:3).

**Land Redistribution:** This aims to redress the discriminatory colonial and apartheid policies by providing the disadvantaged and the poor with access to land for residential and productive purposes. Its scope includes the urban and rural very poor, labour tenants, farm workers as well as new entrants to agriculture. The redistribution target is set at 30% of farm land by 2015 (RSA, 1997a: vii). The redistribution of rural land in South Africa is based on "willing buyer, willing seller" principle guided by market forces.

**Land tenure reform:** This is the third focus of rural land reform dealing with the reform of communal land in the former homelands of South Africa (RSA.1997a: xi). Land tenure reform, seeks to secure tenure for all South Africans, especially the more vulnerable, such as farm labourer tenants. Land tenure is being addressed through a review of present land policy, administration and legislation to improve the tenure security of all South Africans and to accommodate diverse forms of land tenure, including types of communal tenure.

#### **2.4.2 Agriculture and Land Reform in South Africa**

Land reform was one of the main promises made by the African National Congress (ANC) when it came to power in South Africa in 1994. The Government of South Africa inherited one of the most racially skewed land redistributions in the world. Whites owned 87% of agricultural land, while blacks owned only 13%. To support fundamental change in patterns of land ownership, the (World Bank) developed an extremely productive partnership with the Ministry for Agriculture and Land Affairs in the early 1990s, one that ultimately has played and continues to play a constructive role in land reform, agricultural policy, and rural development. In particular, the Bank and South African partners developed a new approach to land reform, based on a system of grants that eligible beneficiaries could use to purchase land on the open market. In addition, the partnership contributed to the formulation of the government's Integrated Sustainable Rural Development Program, and several publications on agricultural land reform. When apartheid ended in 1994, 87% of the rural land was controlled by 50 000 white commercial farmers, with the total rural black population dependent on the balance of land within the former homelands (RSA, 1997a: x).

Rural Land redistribution in South Africa proved a complex and slow-moving process because the land reform was based on the fair price and "willing buyer, willing seller" model, and more than a decade after the first democratic elections; the government had found itself defending its record on delivery.

Gugile Nkwiti, Minister of Rural Development and Land Reform, in delivering his strategic plan for 2009 to 2012, had to defend the slow pace of land reform by indicating that, in the previous year 2007-08 they spent 99.5% of their budget. They had exhausted their 2008-09 budget before they could reach their land delivery target, precisely because of escalating land prices where they were buying less hectares with every rand spent. They need no less than R15 billion per year to meet their 2014 land delivery target. Despite this, they remain committed to providing land to the landless people who are victims of our apartheid past racial land dispossessions. This is an interim strategic plan for the period ending 31 March 2010. Our performance during this period will be influenced by the funds available for Rural Development and Land Reform. This strategic plan is our response to the needs expressed by the people in need of land and those in support of land and agrarian reform. We have considered what can be done in the period between 2009 and 2012 (Nkwiti, 2009:4).

The first phase of rural land redistribution was based on a collective farming approach. Community Property Associations (CPA's) were formed for members to access Settlement and Land Acquisition Grants at R16 000 per household to buy white commercial farms (RSA, 1997:10). The objective of the strategy was to empower black farming communities to enter commercial farming on a cooperative basis. A total of 71 CPA's (The Shigalo wa Muhunguti CPA included) were established in the Limpopo Province with an average membership of 150 households per farming project (Labuschagne, 2000: 88). This approach seemed to be unrealistic in terms of available support services, management skills, and business cooperation. The Limpopo Department of Agriculture started de-registering CPA's, admitting the investment of R110 million to be costly but necessary lesson (Polokwane Observer, 09 February 2007).

The evaluation of CPA projects in the then Northern Province found that these projects foundered mainly for the following reasons: unrealistic business plans requiring high

level of technical and management skills, inadequate commercial farming experience amongst the beneficiaries, lack of technical and marketing support from government, and general lack of interest among beneficiaries for commercial farming. It was found that the motivation of up to 90% of the beneficiaries participating in CPA's was to obtain land for settlement and not for farming (De Villiers and Kwaw, 1999:38).

### **2.4.3 Comparisons of the SA and Zimbabwe Land Reform Experiences**

The Zimbabwe Land Reform and redistribution experience resembles that of South Africa in that both countries experienced British imperialism under the colonial system, the white minority owned the highest commercial land than the black majority, and both new governments implemented the land redistribution programmes, of which Zimbabwe implemented four settlement models while South Africa implemented three land reform programmes.

From the Zimbabwe experience it would seem that the most appropriate land settlement model with regard to the small-scale farmers would be the family farm model and the co-operative farming model, which resembles the way the CPA's function in South Africa, while South Africa fully implements its three land settlement programs.

The original target of settling black farmers was not achieved by both governments. Zimbabwe moved from the original agreement from the willing seller principles to the expropriation of white commercial farms, while South Africa is still maintaining the principle of willing seller-willing buyer.

An argument often heard from white commercial farmers in South Africa is that small-scale black farmers are not efficient producers. And therefore the transfer of productive farms from whites to black ownership will result in a fall in production and thus have a negative impact on economic growth and development. This view is understandable if the results of CPA's as farming ventures are considered. (De Villiers, 1996: 10).

The economic success of a rural land redistribution program is thus largely dependent on the design and implementation of functional farmer support programs. Results in South Africa with farmer support at homeland agricultural projects and with CPA's have

been mixed, from inadequate to reasonably successful (De Villiers and Kwaw, 1999: 22; Mtethwa, 2000:14).

## **2.5 Communal farming**

In communal farming, a group of small-scale farmers throw their grants together; buy a big farm and farm on a communal basis. A Community Property Association (CPA) is then constituted to plan for the project; draw up a constitution; implement the farming options; monitor and inspect the implementation, and to report back to the Department of Land Affairs (RSA, 1997a:viii).

Because of the fact that the research deals with the sustainability of the CPA farming project, some time will be spent on constituting a CPA and to indicate how it functions. This will be dealt with in full under policy matters below.

## **2.6 Sustainable farming**

### **2.6.1 The concept of sustainable development**

In this research, attention is focused mainly on the sustainability of the restituted land to The Shigalo wa Muhunguti CPA farming project.

The World Commission on Environment and Development defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland commission, 1987: 33).

#### **2.6.1.1 Sustainability in Agriculture**

Sustainability in Agriculture is also about the following three pillars:

- **Economic sustainability:** This is about the warning that people should never consume far more than their fair share, more especially in developing countries

like South Africa where there is population explosion of people aspiring to have high consumption lifestyles. To address this challenge, we need a sustainable model that could ensure fair distribution and efficient allocation of our resources. This pillar ensures that our economic growth maintains a healthy balance with our ecosystem (Yada Drop, 2011:10).

- **Environment sustainability:** This also warns us not to take our limited natural resources for granted, but take initiatives to protect sustainable agriculture through the practice of organic farming, tree planting and reducing deforestations (Yada Drop, 2011:10).
- **Social sustainability:** This pillar indicates that social disruptions threatening the wellbeing of people and our environment should never be neglected, but that something needs to be done about human inequality, social justice, and poverty. (Yada Drop, 2011:12).

Sustainable farming, which seems to be a major solution to all of the above pillars, can only be possible if all of the above is seriously taken care of.

Sustainable agriculture should therefore be regarded as a way of thinking or a philosophy and not a farming practice or method which is easy to define. It has also evolved mainly as a reaction to the adverse environmental and economic side-effects of conventional agriculture. (Aihoon, 1994:28).

The definitions above suggest that development should be capable of sustaining the livelihoods of the present and future generations and that such development should have respect for both human life and the environment.

Sustainability in farming is crucial in a growing economy like South Africa, as resources are always scarce to can always meet the needs of all farmers. With small-scale farmers like the CPA's farming, the main idea is not to get the farmers rich, but to place the farmers in a position to can survive and to improve their livelihoods. Since the government cannot always make funds available for the farmers, the small-scale farmers need to implement sustainable land use programmes to survive. (Aihoon, 1994:33).

## **2.6.2 Sustainability of Communal Property Associations**

Small-scale farming is usually unsustainable due to the many challenges they experience. Farming on its own is too demanding as it requires a lot of funding; knowledge in soil management, skilled personnel in farming; dedicated participants in the project; project who can break the wall that usually prevents small-scale farmers to access the resources, like accessing loans from financial institutions. Below is a brief exposition of some of these challenges.

### **2.6.2.1 Soil management skills**

The lack of soil management skills is regarded to be a major issue affecting production performance in farming. In this respect, participants do not pay much attention to the soil, more especially in community gardens, where farming activities take place without the fertility status of the soil being determined. The implication here is that the first years of production may yield good returns but as time progresses, a decline in production may be experienced, resulting in total crop failure. This is a stage where the soil is declared degraded (Laker, 1975:13; 1996:15; Aihoon: 1994: 42).

For increased productivity, studies need to be carried out in order to determine the fertility status of the soil. This will assist in the identification of the crop-type that will be suitable for cultivation on a particular soil area. Furthermore the study assists in identifying the correct type of fertilizes to be added to the soil. In this regard, participants frequently have a tendency of cultivating one type of crop throughout. This kind of practice has potential for loss of soil fertility (Laker, 1996:15; Aihoon, 1994: 42).

The kind of soil found in Third World countries and in particular in the Limpopo Province is said to be very fragile and need to be handled with care because it is easily exhausted. Should this happen, the cost of restoring its fertility status may be too high (Laker, 1996:15; Aihoon, 1994; 42).

### **2.6.2.2 Farming and management skills**

Swanepoel (1997:13) and De Beer & Swanepoel (1997:28), share the view that community development projects are not sustainable because people at grassroots level do not have project management skills. They also look at the historic background

of the South African Government, where many blacks were marginalized as the major cause of this problem. Massive training programmes are therefore necessary to address this problem.

McKay (2000:13) also indicates that lack of management skills in rural people results in their projects not being capable of sustaining their livelihoods. She cites low level of literacy skills that poor people usually have, resulting in poor dissemination of information on new farming methods and technologies as the major source of this problem. Performance can be guaranteed only when literacy programmes are fully implemented in the community in question.

Chauke (1999:11) regards the skills provision among black communities as of most importance. He indicates that, for the fact that black people were in the past excluded from farming activities, they lack experience in commercial farming. While the move to give back the land to its rightful owners is appropriate, the process is seen as lacking as black people are not empowered in order to prepare them to utilize their restituted land.

To ensure sustainability, the land restitution process should be coupled with training. In so doing, rural livelihoods will be sustained (Chauke, 1999:12).

### **2.6.2.3 Community participation**

Community participation has been singled as one aspect that is lacking in community development. Usually, people at grassroots level are not consulted on development issues, may be due to their literacy level. In most cases, development plans are made in urban areas by those claiming to have knowledge of the problems that the rural poor have. In such instances, it is often found that development projects so designed are often not compatible with the needs of the rural poor. This attitude thus creates a serious problem.

For increased performance, people at grassroots level need to participate in that which affects them. In the case where rural people are reluctant to participate, facilitators should visit their respective homes. This is referred to as the participatory rural approach (McKay, 2000:23).

Fruitful participation by project beneficiaries depends on the knowledge they have. The IDP workshops conducted by the Department of Rural Development and Land Reform to assist the Small-scale farmers, should be welcomed by all members. Usually the IDP supervisors would organize workshops for the community, only to find that very few members or none do attend. There is failure in understanding that both an IDP supervisor and project beneficiaries are crucial to the farming process. Their knowledge, guidance, and support are invaluable to the development of the members and to the long-term quality of the farming profession (Yada Drop, 2011:14).

#### **2.6.2.4 Project planning skills**

Many researchers' findings reveal that most community projects are not sustainable because they lack proper project planning. Participants usually attempt to develop strategies with the project implementation process already in progress. This strategy seems to have potential for failure because as the changes are made, resources that are relatively scarce get wasted. To ensure efficiency, project design should be in place before implementation could start (Aihoon, 1994:16; Swanepoel, 1997:14; Young: 2000:22).

Increased performance can be achieved if the planning phase of the project design takes the following aspects into consideration.

- **The technical aspects:** The technical aspects are major in the planning process, and are concerned with the project supplies and production of goods and services. In the planning stage, it is desirable to examine the possible technical relations in a proposed agricultural project and the main focus being the fertility status of the soil, the availability of water as well as the crop varieties and livestock species suited to the area. This endeavor is intended to check the project viability (Gittinger, 1992:13; Aihoon,1994:18; Young, 2000:10).
- **The institutional-organizational-managerial aspects:** Development projects are found to be failing because the institutional setting does not relate to the socio-cultural patterns of the participants. To ensure sustainability, the planning of the project should accommodate the customs and cultures of the prospective

participants. This should in no way compromise the good farming practice to be applied (Gittinger, 1992:18; Aihoon, 1994:22; Young, 2000:11).

- **The social aspects:** It is further more required that the analysis should consider the social patterns and practices of the clientele the specific project will serve. Here, there might be a need to examine the broader implications of the proposed investments since according to Gittinger (1992:14), this will guard against the mistakes of implementing projects that are not compatible with the needs of the people.
- **The commercial aspects:** The commercial aspects of a project include the arrangements for marketing the output produced by the project and the arrangement for the supply of inputs needed to build and operate the project. In analyzing these aspects, care should be taken about the proposed market for the project's produce. It is essential to ensure that there will be an effective demand at a remunerative price. On the other hand, appropriate arrangements must be made for farmers to obtain the supply of fertilizers, pesticides and high-yielding seeds needed for the project (Gittinger, 1992:17).
- **The financial aspects:** The financial aspects of project preparation and analysis should be the main focus in attaining sustainable development in community projects. It requires much attention in the planning process as well as encompasses financial effects of the proposed project on each of its various participants. As such, for each participant a separate budget should be prepared. This exercise makes it easier for accountability in order to check the financial efficiency of the project (Gittinger, 1992:18).

#### **2.6.2.5 Resource access skills**

The illiteracy level of most people, more especially rural women who are the back bone of the rural development and economy plays an integral part in failing the sustainability of the farming projects. This also has a negative bearing in terms of knowledge and skills to access the resources necessary for farming. They cannot have access to credit facilities and agricultural technological inputs, despite the fact that they are the spine of most development projects.

They cannot access proper infra structure. The infra structure in the rural areas are either non-existent or in a very bad state and it has a very bad state and it has a negative influence on the production costs. This is especially the case in the former homeland areas.

The lack of resources problem seems to be recurring and as such, sustainability in community farming projects will never be attained (Mosaka-Wright; Mokotong, 2000:12; Eicher & Staatz, 1990:23).

Chauke (1999:14) and Aihoon (1994:19) have also identified this challenge of lack of resources and indicated that, due to the lack of farming space, the activities of small farming projects take place at small-scale. As a result, they produce merely enough for home consumption. For increased production, participants should have bigger plots where they could produce surplus crops for sale at the market. In this way, the livelihoods for the rural poor will be sustained (Aihoon, 1994:18 & Chauke, 1999:12)

## **2.7 Conclusion**

In putting the restitution process above in a nutshell, the researcher would like to draw attention to the fact that the process unfolded in the following three phases:

The first phase bears an indication that initially the valley was conducive for farming looking at the world's average good for rain fall of 850mm which the valley used to receive. The government of the day then had to invite white commercial farmers to come and settle at the valley to start farming through the establishment of the irrigation schemes.

The second phase is the productive use of the land by the white commercial farmers. A high level of crop output was produced, which led to the development of a profitable subtropical fruit industry in the area. There is also an indication that those farmers received enough support in their farming effort, in that they had skilled extension officers, tractors, implements, credits and loans which made their farming a success.

The third phase shows up under the current government where it introduced the Land Restitution policies, leading to land claims that would affect those productive farms. By law, the original farm owners have to run the farm operations and then give a good portion of profits to the new land owners in the name of “Joint Venture, or Lease back”.

This research project takes place under the third phase process above. It is yet to establish whether or not those restituted farm projects, in particular The Shigalo wa Muhunguti CPA. Farming project is able or not to sustain itself through the production of yields, enough to sell to markets local and abroad.

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Research design

##### 3.1.1 Choice and rationale for design

##### 3.1.2 Qualitative research design: Case Study

This envisaged study will be a Case Study in nature. But the combination of both the qualitative and quantitative research strategies would work better in this envisaged study as it would also require a quantitative description of information. The Case Study is appropriate in this envisaged study because it would give an in depth understanding of the situation and meaning of those involved. Its interest is in the process, context and discovery; and it is particularistic, descriptive and heuristic (of a method of teaching and self discovery) in nature.

#### 3.2 Study area

The envisaged study was conducted within the community of the Shigalo wa Muhunguti CPA “*Tshitungulu*” (Levubu) area, under the Makhado Local Municipality in the Vhembe District of the Limpopo Province.

The Shigalo wa Muhunguti community has been restituted at “*Tshitungulu*” in the Levubu area, south of Tshakhuma village in the Makhado Local Municipality of Vhembe District in the Limpopo Province of South Africa. This was the finest farmland in the world. The world average for good farming was 850 mm, which was the average rainfall for the commercial farms in the Levubu valley.

Under a newly-created government irrigation scheme, commercial farmers were invited to settle in the valley in the 1930s, and approximately 250 commercial farmers farmed

there. Their properties were conservatively estimated to be worth around R700 million because of the high level of crop output. This was the hub of South Africa's sub-tropical production which included bananas, avocados, citrus, guavas, litchis, papayas and macadamia nuts. The macadamia and avocado crops alone earned at least R200 million per year while the total crop was worth R500 million a year. The Sub-Tropical Crops Department's developed an efficient, profitable subtropical fruit industry in the area, and high quality plant material was supplied. Extension services were also provided, with packing facilities constructed for local and overseas markets (Du toit, 2007:10).

### **3.2.1 Assistance**

Production assistance in the form of credit was created by granting long-term and revolving credit loans. Mechanical services such as tractors and implements were supplied at reasonable rentals to assist the farmers to plant, while extension services consisted of a highly competent team of officers whose task was to train farmers in modern methods of production (Du toit, 2007:10).

### **3.2.2 Levubu Commercial Farmers concerns**

When the ANC government took power, land claims had targeted 50 000 hectares of this productive farmland, and the insecurity, racial tension and lawlessness which had occurred since those claims were gazetted had added an ominous dimension to the future of the valley. Reverend Petrus Kriel, one of the farmers who lived there then, pleaded with the government to leave commercial farmers alone. His major concern was that, "Only 5% of South Africa has good quality agricultural land, and each hectare in Levubu is part of that 5%. If Levubu is simply given away, the whole area will be a squatter's camp in five years. The end of Levubu will be the end of subtropical agricultural farming in South Africa". (Du toit: 2007:12).

The land Restitution suggested that farmers should run the farm operations while the "owners" rake off a good portion of the profits. In some circles this is called mentoring,

or “joint ventures” or the latest idea “lease-back”, where the farm is handed over to claimants and leased back to the original farmer who must now hand over a percentage of his profit to people who have had no input into the farm’s productivity or profitability. The outgoing farmers warned that the new “owners” would not recapitalise the farm when it became necessary, and nor would the manager or the workers, thus the farm would be bled to death (Du toit: 2007:15).

Despite the assurances from the Department of Land Affairs that that would not happen in Levubu, it has happened all around South Africa. Examples can be quoted where the handing over ceremonies were replete with guarantees that the recipients would cherish what they had been given for virtually nothing. Yet except where there has been outside help, or mentoring, not one instance of a successful land handover can be found in South Africa. Why should Levubu be any different? One farmer asked. They further reiterated that Farming was remorseless and sited that in the early 1970s Bertie le Roux was one of the pioneers in macadamia nut farming. Macadamias put Levubu on the map. South Africa was then the third largest macadamia producer in the world after Australia and Hawaii.

“Our success is due to hard work, diligence, discipline and a lot of planning and risk taking. When we started with macadamias, many mistakes were made because we had no knowledge of the product or the market”, declares le Roux (Du toit: 2007:17).

Those farms were really smallholdings – around 40ha to 50ha. But when each hectare could produce a gross income of between R35 000 and R70 000 a year with bananas or macadamias, then the value of the land was obvious. They therefore pleaded with the government to utilise that land for emerging farmers, and left alone those who successfully produced food for the whole of South Africa. (Du toit: 2007:18).

### **3.3 Population**

Population in this context means the entire group of people who are the subject of research and about whom the researcher wants to determine some characteristics. (Bless and Higson-Smith, 1995:85). The following population will be used as the respondents to this study:

3.3.1 The Department of Agriculture and Land Affairs representative.

3.3.2 The CPA executive representative.

3.3.3 Claimants (males and females who are employees in the farming project).

3.3.4 Household heads (males and females who are not employees in the farming project).

### **3.4 Sample selection method**

#### **3.4.1 Probability sampling approach (Stratified method)**

This envisaged study used Stratified Sampling method seeing that the number of respondents was large. This sampling method allowed each samples an equal chance of being chosen (Welman et al., 2005:59). It also enabled the researcher to determine representativeness of sampled elements of the target population (Nkatini, 2005:38). 236 claimants were sampled, where the researcher divided the population into different groups or strata, so that each element of the target population belonged to one and only one stratum (De Vos. et. al. 2005:89). Males and females claimants who were employees in the farming project and the household heads males and who were not employees in the farming project were sampled and interviewed.

### 3.5 Data collection methods

Semi-structured questionnaires was used to collect data from the heads of households, Claimants males and females involved in the farming project, Household heads males and females, who are not involved in the farming project and the Provincial Department of Agriculture Land Affairs.

#### 3.5.1 Data collection process

- **Semi-structured:** The researcher used the scheduled interviews with the CPA executive representative members, the Claimants who were employees in the farming project, the Provincial Department of Land Affairs and the heads of households who were not employees in the farming project. The researcher prepared semi structured questionnaires to conduct face to face interviews.
- **Structured interview:** The researchers prepared structured questionnaires and send them to the respondents above if they could not be reached face to face, and those that could not read and write were assisted by their colleagues who could read and write to complete the questionnaires.

**3.5.1.1 Department of Agriculture and Land Affairs representative:** the combination of both structured and semi structured questionnaire was designed and used to collect data from the CPA executive member.

**3.5.1.2 The CPA executive representative:** the combination of both structured and semi structured questionnaire was designed and used to collect data from the CPA executive member.

**3.5.1.3 Claimants (males and females who are employees in the farming project):** A semi structured questionnaire was used to collect data in a group interview.

**3.5.1.4 Household heads (males and females who were not employees in the farming project):** A semi structured questionnaire will be used to collect data in a group interview.

### **3.5.2 Data Analysis Method**

Data analysis in qualitative research can be defined as the breaking down of data in search for codes and categories, which are then reassembled to form themes. (Holloway, 1997:24). It can also be explained as the process of looking at and summarizing data with the intent to extract useful information and draw conclusions. After data collection the researcher followed the following steps in analysing it:

- Read the data several times for better understanding
- Generated categories, themes and patterns
- Coded the data through key words extracted from the data
- Evaluated data i.e. trying to get sense out of the data
- Explored alternative explanations and meaning
- Wrote the report.

### **3.5.3 Ethical Consideration**

Ethics are principles governing human behaviors that may either be right or wrong. The researcher first asked for the consent to conduct the research about the farm project. After acquiring the permission from the CPA Executive and the respondents, the researcher indicated the purpose of the research as that of pure research purpose. He then made a commitment amongst other things that he would ensure confidentiality, privacy and anonymity, he would never fabricate the information that he would be furnished with and that he would never deceive both the subjects and the respondents.

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION OF THE RESEARCH FINDINGS

#### 4.1 Introduction

This section aims to analyze and to interpret the data findings that were obtained and collected during the research process. This analysis and interpretation was used to assist the researcher in drawing sound and comprehensive conclusions and recommendations. Data analysis can thus be explained as the process of looking at and summarizing the collected information with the intent to extract useful information to develop sound conclusion and recommendations.

#### 4.2 The Research findings

##### 4.2.1 The Department of Agriculture and the Department of Rural Development and Land reform

The responses received on the questionnaire (Annexure A) and the notes taken during the interviews held with the DA official revealed the following:

- The Department of Agriculture (DA) feels that they must be incorporated into the programmes when the small-scale farmers are identified to be established on communal projects.
- The small-scale farmers must be more committed to attend training courses offered by the DA to enable them to farm on a fulltime basis.
- The DA has challenges in conducting the training programmes in providing their expected support to small-scale farmers. As they find it difficult to even draw CPA members into training programmes.

- It has also been revealed that it is crucial that much attention be given to training, and where the department cannot conduct the training itself, it should employ consultants.
- The DA has shifted its support and responsibilities for the small-scale farmers to the Strategic Partners (SPs) which they seem to fail also in monitoring their efficiency.
- This shift of responsibilities is an indication that the DA has lost its mandate to exercise control over the use of South Africa's natural Agricultural resources, as mandated by the 'Conservation of Agricultural Resources Act 43 of 1993.
- The research findings have also indicated that beneficiaries lack soil management skills causing the soil to be degraded and to produce less quantity and quality of produce.
- It has also been revealed that beneficiaries lack farming skills as they participate in farming only on the basis of them being beneficiaries rather than having project management or good farming skills.
- Lack of soil management skills is regarded to be a major issue affecting production performance in farming. In this respect, participants do not pay much attention to the soil.
- The lack of farming skills within the community development projects is one of the major shortcomings as people at grassroots level do not have project management skills.
- Lack of Community participation has been singled out as one aspect that is lacking in community development.
- The lack of project planning skills is one of the problems because participants usually attempt to develop strategies with the project implementation process already in progress.
- The lack of resource access skills has a negative bearing in terms of knowledge and skills to access the resources necessary for farming.

#### 4.2.2 The Executive Members

The interpretation of information obtained from the CPA executive members through (Annexure B1) revealed the following:

- The executive committee members were elected from within the CPA beneficiaries and mostly from employed or retired teachers.
- The CPA executive members do not have skills in marketing and financial management within its ranks who could at least be involved in the day to day management of the project operations, thus only waits for the SP to give quarterly reports.
- The Executive members were concerned about the way the strategic partners (SP) operate as the sole produce marketers and sale prices negotiators which is so because there is lack of marketing and financial skills amongst the CPA beneficiaries.
- The research has also indicated that employment of the top management personnel rests with the SP only, which makes the general membership not to be happy about the whole setup.
- The Executive members were concerned about the fertility of the production fields as the yield seemed to deteriorate year after year.
- The SP is the only structure that has the responsibility to market the farm products and to negotiate the sale prices with the markets without the Executive participation in the whole process.
- The SP gets creditors to provide for financial and project equipments without the Executive taking part in the negotiations and agreements in terms of the costs to be incurred.
- Employment of top management personnel is the sole responsibility of the general manager who is not a beneficiary, but the employee of the SP (Umlimi).

- The Shigalo Farm Management (SFM) structure gives little room for claimants to take major decisions that could assist in the realization of the project objectives.
- Beneficiaries are at times impatient in demanding their dues or dividends.
- Members on the ground demand regular information about the progress in their farms, thus putting more pressure on the Executive that does not have all the answers all the times.

### **4.2.3 Views of employees**

#### **4.2.3.1 Formal training in farm management**

- A high percentage of beneficiaries have not received formal training in farm management, resulting in lack of quality in terms of competence within the beneficiaries.
- This situation creates great doubts as to the sustainability of the CPA farming project under study.
- Training whether formal or informal, develops individual skills and improves overall performance of a trainee, which helps the organisation to work more effectively.

#### **4.2.3.2 Academic Qualifications Analysis**

- The general analysis of the members' qualifications indicates that their education level is still low to can qualify to manage, administer and to run the project activities effectively.
- There is also a group of members that has never received any formal education.
- The youth holding the FET qualifications do not have interest and passion for farming, which is very detrimental for the project's sustainability.

#### **4.2.3.3 Analysis of other trainings received**

- A higher number of the respondents received training in reading while there is a smaller number that cannot read well.
- A great number of them received training in counting while a small number of them had not been exposed to such a situation and finds it difficult to can count properly.
- Some members received training in sewing, building and pottery.
- There are those that have never undergone any further training except for what they received in 3.7 above.
- This analysis clearly indicates that lots of members are contented with what they have achieved so far and lack willingness in furthering their studies for achieving more.

#### **4.2.3.4 Analysis of positions held**

The research with regard to positions occupied by members within the project revealed the following:

- Some positions are occupied on account of being beneficiaries rather than expertise.
- All skilled managers in the project are not beneficiaries but employees of the strategic partners (SPs).
- The unskilled administrators operating in the project are also non beneficiaries but employees of the SP.
- The project relies on the skilled, but old inherited drivers for transporting produce to regional and national markets should that opportunity arise.
- The project has an unskilled cashier, but who is a beneficiary.
- There is also one Debit/Credit clerk and one wage administrator in the project.

- The highest number of beneficiaries in the project is unskilled and serves as general workers.
- Males in this study are seen playing a pivotal role in active farming than females.

#### **4.2.3.5 Analysis of members with valid driver's licenses**

- The research has revealed that a small number of beneficiaries holding valid driver's licenses have little to no driving experience at all.
- Only two of the 18 members holding the valid driver's licenses qualify to drive the EC class trucks but lack previous experience.
- The project experiences lack of driving experience and skills within the few drivers' license holders.
- The success of any development project, to some extent, depends on the quality of people associated with its implementation and execution, but the project in this instance does not have quality drivers who are beneficiaries.

#### **4.2.3.6 Age Analysis according to interest in farming**

- This issue can be interpreted as having the lack of interest and passion in farming by the young to middle age generation as the elderly people are the highest employees in the farming project.
- This research has also indicated that the older people become their numbers decline in farming activities.
- The research has revealed that on average, more males are keen to be involved in active farming than females. This situation reveals that continuity to maintain the projects sustainability is uncertain and at a risk.
- Farming, being a challenging industry due to its challenging responsibilities, need people who are committed to taking responsibility, who are passionate in farming, who are still energetic and ready to take ownership of all the challenges that come with it.

#### **4.2.3.7 Analysis of the greatest fears of employees**

The research has under this category revealed different percentages of different challenges they view as detrimental to the sustainability of the farming project.

- 17.79% of respondents fear that the project may experience financial disaster because beneficiaries are not party to the daily operations of the project.
- 7.20% of the respondents fear that their project may collapse or liquidated.
- 28.81% fear theft as a major challenge that could bring the project to its knees.
- 1.69% of audited members fear that fights may negatively contribute to the project's production.
- 0.42% of respondents see safety standards as a threat to the project.
- The greatest fear of 43.22% respondents is that of job losses as they can't see the company surviving for long.
- 0.85% of respondents fear that lack of relevant skills could cost the project of its existence.
- The fear of lack of skills as major to can jeopardise the sustainability of the project under study

#### **4.2.3.8 Analysis of job satisfaction**

When members were asked about their job satisfaction, their response was interpreted in terms of percentages as indicated below:

- The largest number of respondents indicated to be satisfied with their jobs.
- The second largest number of members was dissatisfied with their jobs because of low salaries, lack of proper uniform and rude attitudes of supervisors towards the farm employees.
- The smallest number of the audited members was undecided.

- The research has also revealed poor attitudes of supervisors towards the farm employees which could be detrimental in the sustainability of the project.
- It could also be said that a large number of members are not satisfied about their jobs in the project, which is a quick recipe to collapse the project.

#### **4.2.3.9 Monthly Incomes**

When members were asked about their monthly income to determine their satisfaction in salaries they received from the project each month, their interpretation of the whole issue was as indicated below.

- The largest number of employees earned less than R1100 per month.
- The second largest number of employees earned between R1100 and R2200 per month.
- The least number of members earned from R2200 upwards.

This audit results may be interpreted that a large number of members earn less while the few elite earn high salaries each month. This situation also suggests that more members still serve in the project simply because they have nowhere to go. If it were so, they could leave, and the project could remain without workers which could be its end.

#### **4.2.4 Produce marketing and constraints**

##### **4.2.4.1 Marketing of produce**

- There are two fruit processing facilities namely: Valley Farms Processing Co, and Netrac (Trading as Valley Drying) that were bought for R20.5m by the LDA on behalf of the Levubu communities of which the Shigalo community shares in the use of the facilities.
- These facilities produce Fruit Concentrates and Dried Fruits which are sold to Local, National and Regional markets.

- Appointed managers run these companies and a bigger share of the produce is sold in local markets while there are no sales to the international markets.
- An improved information system would provide better knowledge of alternative prices, and could strengthen farmers bargaining position against the buyers.
- An efficient marketing sector is necessary to perform functions in order to achieve economic development.
- Marketing channels have to be developed and adopted to meet the characteristics of agricultural production in rural areas.

#### **4.2.4.2 Marketing constraints**

The sale of produce is explained as a major constraint because of a low production quality of produce, followed by the institutional constraints in this farming project.

- Other challenges that were revealed indicated difficulties in policies determining conditions of entering into markets.
- Poor timing in frequency of marketing and poor grading of produce in this project has made it difficult for the produce to effectively compete in international markets.
- Appropriate arrangements must be made for farmers to obtain the supply of fertilizers, pesticides and high-yielding seeds needed for the project.
- Grading of produce in the CPA under study was found lacking, and this affected the quality of produce offered for sale in the markets which makes it very difficult for the CPA's produce to effectively compete in national, regional and international markets.
- The establishment of regular markets, moving from place to place according to fixed quota could assist in injecting life into those impoverished communities.

- To assist the local small-scale farmers, it could be advisable to establish Regional Markets Societies emerging under the auspices of the Market Society, a national member-driven body to work with member communities, local government, representative bodies like farmers associations, government departments such as health and Agriculture, businesses, banks and NGOs to design, build and the run of markets.

#### **4.2.5 Income generation outside project**

When members were asked about their households' income to determine whether they had other sources that generated income to supplement what they received from the project, their interpretations were as indicated below.

- Few members were uncertain about their monthly house income because they did not have a guaranteed monthly income.
- The largest number of members received a monthly household income of less than R1000.
- The second largest number of members received a monthly household income of R2000.
- Households that received between R3000 and R5000 and more, gradually become less in number.
- It could also be said that a large number of claimants are not happy about the situation in the project as it is evident that only few members benefit more than the rest of the beneficiaries.

## **4.3 Discussion and implication of results**

### **4.3.1 Department of Agriculture and the Department of Rural Development and Land reform**

In concluding this section, it could be fair enough to indicate that while the land reform program has so far managed to restore land rights to the previously disadvantaged communities and individuals, the sustainability and continued productivity of such properties in the hands of new owners is a cause of major concern.

This has also been confirmed by the Limpopo Minister of Rural Development and Land Reform in his Budget Speech of 24 May 2010 when he said, 'Challenges in the Current Service Delivery Model Mr. Speaker, I have to acknowledge that the land reform programmes implemented to date have not been sustainable and have not provided the anticipated benefits to the recipients of the programme' (Nkwinti, 2009). As a result of the above challenges, production capital to fund operational expenses until the properties generate sufficient cash flow to fund its requirements is required.

The incorporation of the Department of Agriculture (DA) into the programmes when the small-scale farmers are identified to be established on communal projects could assist in encouraging them to be committing to attend training courses offered by the DA to enable them to farm on a fulltime basis, even though they, the (DA) find it difficult to even draw CPA members into training programmes.

The research has also revealed that as much as training needs to be given much attention, the department fails to conduct the training itself and has shifted its support and responsibilities for the small-scale farmers to the Strategic Partners (SPs) which they seem to fail also in monitoring their efficiency. This shift of responsibilities is an indication that the DA has lost its mandate to exercise control over the use of South Africa's natural Agricultural resources, as mandated by the 'Conservation of Agricultural Resources Act 43 of 1993.

Lack of soil management skills, soil management skills, farming skills, Community participation, project planning skills, and lack of resource access skills has been identified by the DA, as major elements that derail progress in CPA projects.

### **4.3.2 The Executive Members**

The interpretation of information obtained from the CPA executive members through (Annexure B1) revealed the following:

The research has revealed that the CPA executive members also do not have skills in marketing and financial management within its ranks who could at least be involved in the day to day management of the project operations, thus only waits for the SP to give quarterly reports. This challenge gives the Strategic Partner (SP) an opportunity to operate as the sole produce marketers and sale prices negotiators.

Some major concerns of the executive members included, the employment of the top management personnel which rests solely with the Strategic Partner, the SP as the only structure that has the responsibility to market the farm products and to negotiate the sale prices with the markets without the Executive participation in the whole process, and that the SP gets creditors to provide for financial and project equipments without the Executive taking part in the negotiations and agreements in terms of the costs to be incurred.

The Shigalo Farm Management (SFM) structure as it stands, gives little room for claimants to take major decisions that could assist in the realization of the project objectives which include being empowered through training by the (SP), by being hands-on and through observation of the whole process of managing the project in all departments.

The situation implies that no effective empowerment of beneficiaries will ever take place, which might result in the collapse of the project.

### **4.3.3 Views of employees**

#### **4.3.3.1 Formal training in farm management**

Training, whether formal or informal, develops individual skills and improves overall performance of a trainee, which helps the organisation to work more effectively.

In the project under study, a high percentage of beneficiaries have not received formal training in farm management, resulting in lack of quality in terms of competence within the beneficiaries, which creates great doubts as to the sustainability of the CPA farming project.

#### **4.3.3.2 Academic Qualifications Analysis**

The general analysis of the members' qualifications indicates that their education level is still low for them to can manage, administer and to run the project activities effectively. There is still are still members who have never received any formal education, while the youth holding the FET qualifications do not have interest and passion for farming, which is very detrimental for the project's sustainability. The implication here is that there might not be continuity in the running of the project because of lack of interest by the youth which threatens the project's sustainability.

#### **4.3.3.3 Analysis of other trainings received**

A higher number of the respondents received training in reading while there is a smaller number that cannot read well. There are those who received training in counting while there are those who have not been exposed to such a situation and find it difficult to can count properly. Amongst them, there are some members who received training in sewing, building and pottery, while there are those that have never undergone any further training.

This analysis clearly indicates that lots of members are contented with what they have achieved so far and lack willingness in furthering their studies for achieving more. The implication remains that of uncertainty in the project sustainability.

#### **4.3.3.4 Analysis of positions held**

The research with regard to positions occupied by members within the project revealed the following:

The highest number of beneficiaries in the project is unskilled and serves as general workers. Those holding positions, occupy them on account of being beneficiaries rather

than expertise. All skilled managers in the project are not beneficiaries but employees of the strategic partners (SPs).

The skilled, but old drivers in the project are not beneficiaries, but were inherited from the previous owners for transporting produce to regional and national markets should that opportunity arise.

Other positions held include that of an unskilled cashier, but who is a beneficiary, a Debit/Credit clerk and one wage administrator who are not beneficiaries. The situation as it stands does not give hope that the project might exist longer without the involvement and the expertise of the non beneficiaries.

#### **4.3.3.5 Analysis of members with valid driver's licenses**

The research has revealed that a small number of beneficiaries holding valid driver's licenses have little to no driving experience at all. Only two of the 18 members holding the valid driver's licenses qualify to drive the EC class trucks but lack previous experience. The project experiences lack of driving experience and skills within the few drivers' license holders.

The success of any development project, to some extent, depends on the quality of people associated with its implementation and execution, but the project in this instance does not have quality drivers who are beneficiaries, which threatens the collapse of the project should the two drivers leave.

#### **4.3.3.6 Age Analysis according to interest in farming**

Farming, being a challenging industry due to its challenging responsibilities, needs people who are committed to taking responsibility, who are passionate in farming, who are still energetic and ready to take ownership of all the challenges that come with it.

In this research, elderly people have the highest number among the employees in the farming project than the middle age and the young generation. On average, more males are keen to be involved in active farming than females, which suggests that continuity to maintain the projects sustainability is uncertain and at a risk.

#### **4.3.3.7 Analysis of the greatest fears of employees**

The research has under this category revealed different challenges employees view as detrimental to the sustainability of the farming project.

Respondents fear that the project may experience financial disaster because beneficiaries are not party to the daily operations of the project. Some fear that the project may collapse or liquidated, while others fear theft of resources as a major challenge that could bring the project to its knees. Fights among employees are also feared to can negatively contribute to the project's minimal production.

Some employees are concerned about safety standards as a threat to the project, while the most fear that they might lose their jobs as they can't see the company surviving for long. Above all, the fear of lack of skills is major to can jeopardise the sustainability of the project under study.

#### **4.3.3.8 Analysis of job satisfaction**

When members were asked about their job satisfaction, the following mixed reactions were revealed:

The largest group of employee's response indicated to be satisfied with their jobs, while the second largest group of employees was dissatisfied with their jobs because of low salaries, lack of proper uniform and rude attitudes of supervisors towards the farm employees. Amongst them there were those employees who were undecided possibly because of the fear of victimization.

The research has also revealed poor attitudes of supervisors towards the farm employees which could be detrimental in the sustainability of the project. It could also be said that a large number of members were not satisfied about their jobs in the project, which is a quick recipe to collapse the project.

#### **4.3.3.9 Monthly Incomes**

When members were asked about their monthly income to determine their satisfaction in salaries they received from the project each month, the research indicated that most employees earned R1100 per month, while others earned between R1100 and R2200 per month. The last minority earned R2200 and above

This audit results may be interpreted that a large number of members earn less while the few elite earn high salaries each month. This situation also suggests that more members still serve in the project simply because they have nowhere to go. If it were so, they could leave, and the project could remain without workers which could be its end.

The overall picture pointed out above, suggests that the project benefited the least elite in the expense of the bigger majority of beneficiaries who found it difficult to make ends meet, which has negative bearing on the sustainability of the project as the bigger majority may get discouraged and thus bring the production down.

#### **4.3.4 Produce marketing and constraints**

##### **4.3.4.1 Marketing of produce**

There are two fruit processing facilities namely: Valley Farms Processing Co, and Netrac (Trading as Valley Drying) that were bought for R20.5m by the LDA on behalf of the Levubu communities of which the Shigalo community shares in the use of the facilities. These facilities produce Fruit Concentrates and Dried Fruits which are sold to Local, National and Regional markets. Appointed managers run these processing facilities and a bigger share of the produce is sold in local markets while there are no sales to the international markets.

This implies that there is loss of income from the international markets, where the income could be greater as the produce could be purchased in stronger currencies than the Rand. The loss of these income also means the slow development of the project, of which has a negative bearing in the project's sustainability.

There is lack of improved information system that could provide better knowledge of alternative prices, and to strengthen farmers bargaining position against the buyers. There is also lack of efficient marketing sector necessary to perform functions in order to achieve economic development and lack of marketing channels that could be developed and adopted to meet the characteristics of agricultural production in rural areas.

#### **4.3.4.2 Marketing constraints**

The sale of produce is explained as a major constraint because of a low production quality of produce, followed by the institutional constraints in this farming project.

Other challenges revealed by this study have indicated difficulties in policies determining conditions of entering into markets. Poor timing in frequency of marketing and poor grading of produce in this project has made it even more difficult for the produce to effectively compete in international markets.

Grading of produce in the CPA under study was found lacking, and this affected the quality of produce offered for sale in the markets which makes it very difficult for the CPA's produce to effectively compete in national, regional and international markets.

There are no regular markets, moving from place to place according to fixed quota to assist in injecting life into those impoverished communal projects and that there are no establish Regional Markets Societies emerging under the auspices of the Market Society, a national member-driven body to work with member communities, local government, representative bodies like farmers associations, government departments such as health and Agriculture, businesses, banks and NGOs to design, build and the run of markets.

All the above marketing challenges could imply that the small-scale farmers would remain underdeveloped and run the risk of total collapse.

#### **4.3.5 Income generation outside project**

When members were asked about their households' income to determine whether they had other sources that generated income to supplement what they received from the project, their interpretations were as indicated below.

Most members were uncertain about their monthly house income because they did not have a guaranteed monthly income while others received a monthly household income of less than R1000 and R2000 respectively.

Households that received between R3000 and R5000 and more, gradually become less in number. The discussion above indicates without doubt that a large number of claimants are not happy about the situation in the project as few members seem to benefit more than the entire beneficiaries.

## CHAPTER 5

### SUMMARY AND RECOMMENDATIONS

#### 5.1 Summary

The aim of this study has been to evaluate the sustainability of the Land Restitution Farming project of the Shigalo wa Muhunguti CPA. The objectives of the study amongst others included the investigation of the role of the Department of Agriculture and Land Affairs on the restituted land, the farming expertise and experiences of the executive members and that of the employees in the farming project, the marketing and the selling challenges of the produce and to investigate whether or not the restitution project was benefiting all the beneficiaries.

The study commenced by the review of the background on past injustices of land allocation by the apartheid government through different policies they developed to oppress the majority of black people in South Africa.

The study further compared the Zimbabwe Land Reform experiences with that of South Africa by concentrating on the different models they employed to take the land back to its original owners. This effort led the researcher to the South African Land Reform model, "Land Restitution", under which the study in question was conducted. Different types and methods of farming including challenges that accompany them were also explored.

Different Land Reform policies, including the CPA Act 28, 1996 were explored. The CPA Act 28 of 1996 was fully explored in the review of literature as the study in question is the product of this policy and governed by it. The last aspect under the review of literature was the outline of the farming project area, the environment under which it operates, and a brief background about the state of the farms before they were restituted to their current owners.

The study then explored the actual problems affecting performance in the CPA farming project under study. The following four groups of respondents were selected: the Limpopo Department of Agriculture (LDA), The CPA Executive, the Beneficiaries and the Strategic Partner (SP). Data was gathered amongst the first three groups only because Umlimi, the (SP) was not interested.

The last part of the study was the Discussion and implication of the results. This part of the study revealed some major causes, problems and challenges that could lead to the project's unsustainability if they were not addressed. Below follow the conclusions that could be drawn from the analysis of data and its interpretation as outlined in Chapter 4 above.

### **5.1.1 The Department of Agriculture and the Department of Rural Development and Land reform**

- The DA is not drawn into the programme early enough when the small-scale farmers are identified to be established on communal projects and that there is lack of commitment on the side of the small-scale farmers to attend training courses offered by the DA.
- The DA lacks strategies to attract the small-scale farmers to attend their training programmes.
- The DA lacks capacity both in supporting the small-scale farmers and in monitoring the efficiency of the strategic partners (SP).
- The DA's blame of the beneficiaries for the poor quality and quantity of the produce spells out that it has lost its mandate as per, the Conservation of Agricultural Resources Act 43 of 1993.
- Lack of soil management skills was regarded as a major issue affecting production performance in farming due to the negligence of participants in managing the soil fertility, so that it remained productive for the success of the project.

- The study has also revealed that community development projects are not sustainable because people at grassroots level do not have proper farming skills due to their low literacy level.
- Participation of people at grassroots level has been singled out as one aspect that is lacking in community development.
- Most community projects are not sustainable because they lack proper project planning, as the participants develop strategies with the project implementation process already in progress which results in the waste of the resources.
- Successful planning should take into consideration aspects such as, the technical, the institutional-organizational-managerial aspects, the social aspects, the commercial aspects, and the financial aspects.
- The illiteracy level of most rural people plays an integral part in failing the sustainability of the farming projects in terms of lack of knowledge and skills to access the resources necessary for farming.

### **5.1.2 The Executive Members**

- The CPA Executive has been properly constituted according to the CPA Act.
- The Executive members are unhappy for being spectators while the Strategic Partner decides on the marketing and sale of the produce.
- The Executive members are also not happy for being left out when top management is employed.
- They are also concerned about the poor yearly yield of their produce.
- The available fruit processing facilities are run by non beneficiaries and that they can't produce enough for sale in International markets.
- Markets have very strict policies that make entry conditions very difficult.

- Poor timing in frequency of marketing and poor grading of produce is a major concern that prevents their produce to compete internationally.

### **5.1.3 Views of employees**

#### **5.1.3.1 Formal training in farm management**

- There is lack of quality in terms of competence within the beneficiaries because of lack of formal training.
- The sustainability of the project is not guaranteed if it has to be run by unskilled beneficiaries.

#### **5.1.3.2 Qualifications**

- The project lacks young educated beneficiaries having passion in farming, thus suggesting that the project's sustainability is at risk.

#### **5.1.3.3 Other trainings received**

- The fact that a higher number of members can read and count well is a good move for the project.
- The fact that some members hold other skills like sewing, welding and pottery, could count against the project should the opportunity arise as they may leave the project.

#### **5.1.3.4 Member's positions in the project**

- Beneficiaries lack skill to can hold managerial positions in the project.
- Because the current skilled drivers are old they will leave a gap when they retire and the produce is likely to remain and rot in the project.
- The fact that the unskilled cashier is a beneficiary is an investment to the project.

- The highest number of beneficiaries serves as general workers on their account of illiteracy.

#### **5.1.3.5 Members with valid Driver's Licenses**

- The small number of beneficiaries holding valid Driver's Licenses could benefit the project.
- The two members holding the EC class licenses could also benefit the project if kept and offered an opportunity to practice driving around the farms.

#### **5.1.3.6 Interest in farming according to ages**

- The young and energetic beneficiaries do not have interest in farming.
- The interested elderly weak beneficiaries gradually become few.
- More males are passionate for farming than females.

#### **5.1.3.7 Fears**

- Their fear ranging from financial disaster, liquidation, theft, fights, safety, job losses, and skills shortage could de-motivate them and thus cause decline in production which might put the project's sustainability at risk.

#### **5.1.3.8 Job satisfaction**

- The member's mixed feelings of satisfaction and dissatisfaction should be regarded as normal, but care should be taken to ensure that the majority of members are satisfied to can stay with the project.

#### **5.1.3.9 Monthly incomes**

- After the monthly salary analysis was done, it could be concluded that the project pays very high salaries to the top management. It could also be concluded that the project benefits the least elite in the expense of the majority of beneficiaries, which leaves the sustainability of the project at risk.

## **5.1.4. Produce Marketing and Constraints**

### **5.1.4.1 Marketing of Produce**

- There are two fruit processing facilities namely: Valley Farms Processing Co, and Netrac (Trading as Valley Drying) that were bought for R20.5m by the LDA on behalf of the Levubu communities of which the Shigalo community shares in the use of the facilities. These facilities produce Fruit Concentrates and Dried Fruits which are sold to Local, National and Regional markets. Appointed managers run these processing facilities and
- A bigger share of the produce is sold in local markets while there are no sales to the international markets.
- There is lack of improved information system that could provide better knowledge of alternative prices, and to strengthen farmers bargaining position against the buyers.
- There is also lack of efficient marketing sector necessary to perform functions in order to achieve economic development.
- There is lack of marketing channels that could be developed and adopted to meet the characteristics of agricultural production in rural areas.

### **5.1.4.2 Marketing Constraints**

Other challenges revealed by this study have indicated the following:

- Difficulties in policies determining conditions of entering into markets.
- Poor timing in frequency of marketing and grading of produce in this project has made it even more difficult for the produce to effectively compete in international markets.
- Grading of produce in the CPA under study was found lacking, and this affected the quality of produce offered for sale in the markets which makes it very difficult

for the CPA's produce to effectively compete in national, regional and international markets.

- There are no regular markets, moving from place to place according to fixed quota to assist in injecting life into those impoverished communal projects.
- There are no establish Regional Markets Societies emerging under the auspices of the Market Society, a national member-driven body to work with member communities, local government, representative bodies like farmers associations, government departments such as health and Agriculture, businesses, banks and NGOs to design, build and the run of markets.

### **5.1.5 Income generation outside project**

When members were asked about their households' income to determine whether they had other sources that generated income to supplement what they received from the project, their interpretations were as indicated below.

Some members were uncertain about their monthly house income because they did not have a guaranteed monthly income while some members received a monthly household income of less than R1000.

There were fewer members who received a monthly household income of R2000, while households that received between R3000 and R5000 and more, gradually became less in number.

It could also be said that a large number of claimants are not happy about the situation in the project.

## **5.2 Recommendations**

### **5.2.1 Introduction**

This research document has revealed quite a number of challenges the Shigalo wa Muhunguti CPA farming project is facing towards its development to self sustainability. The research has revealed different stake holders and their contribution to the project as the main concern for the project's success. The stake holders include amongst others, The Department of Agriculture (DA), The CPA Executive and their relationship with the Strategic Partner (SP), and the effect of skills held by the beneficiaries towards the project.

Below follow the recommendations that may serve as valuable guidelines to different stakeholders to support the project under study and other similar projects to ultimately achieve their sustainability.

### **5.2.2 The Department of Agriculture and the Department of Rural Development and Land reform**

- The transfer of land should be postponed until all stakeholders are prepared. This period could be used to establish proper structures, organize a needs assessment and prepare the community members for the farming activities.
- Government should increase production capital annually to fund operational expenses until the project generate sufficient cash flow.
- The Department should be drawn in at an early stage in order to prevent a “vacuum” period between the former and new landowners.
- A feasibility study should be undergone to assess the needs regarding the skills of the beneficiaries to make them aware of the significant change from being a subsistence farmer towards a commercial farmer.

- The Department should conduct regular evaluations regarding the progress of the project to trace challenges in an early stage.
- It should re-visit its mandate as per 'The Conservation of Agricultural Resources (Act 43 of 1993)', instead of shifting its responsibilities to the Strategic Partners (SP).
- The Department should develop effective strategies that would ensure that the small-scale farmers attend their training programmes in order to acquire management skills required for farming.
- The DA should be an ex- officio member of the CPA Executive and of the Strategic Partner (SP) meetings to ensure that the decisions taken in their meetings are sound and that are implemented.
- Government should ensure the full operation of 'Recapitalization and Development' model which aims to increase production, to guarantee food security, to graduate small farmers into commercial farmers and to create employment opportunities within the agricultural sector. Its core principle being the mentorship, co management and share equity.
- For increased productivity, studies need to be carried out in order to determine the fertility status of the soil and the suitable type of crops to be planted before the actual planting resumes.
- Massive training programmes should be implemented on beneficiaries to equip them with appropriate farming skills. Performance can be guaranteed only when literacy programmes are fully implemented in the community in question.
- In the case where rural people are reluctant to participate, facilitators should visit their respective homes. This is referred to as the participatory rural approach.
- To ensure efficiency, project design should be in place before implementation could start, taking into consideration the technical aspects, the institutional-organizational-managerial aspects, the social aspects, the commercial aspects, and the financial aspects.

- Vigorous trainings and workshops in ways of securing the project resources should be undergone before projects are handed over to beneficiaries.

### **5.2.3 The Executive Members**

- The CPA Executive members as business owners should undergo a vigorous training to get marketing skills to negotiate the sale of their produce.
- Government should take a lead in monitoring the relationship between the CPA and the Strategic Partners as they stand a better chance to be trusted than the SP, more especially when it comes to transparency in financial matters.
- At least one CPA Executive member should be an ex- officio member also of the SP Executive to try to build a relationship of trust between the two parties.
- Running a Processing facility productively needs marketing, management and administrative skills which the CPA Executive does not have. It is recommended that the current managers consider the marketing options that may need to be tried in order to achieve the expected price objective.
- In order to address the issue of strict market policies that make it difficult for them to enter with ease, they need to understand that communication and negotiation skills are essential in the new marketing milieu. It is therefore recommended that they take some youth for training to acquire such skills.
- In addressing the issue of frequency of marketing and poor grading of produce, it is recommended that production and marketing decisions be taken based on the business plan and that production be structured according to the satisfaction of consumer needs. This means that they should have a marketing plan and know their customers.
- In addressing the CPAs concern of low yield, it is recommended that the Government should make available resources like funds, extension officers, manure and new plants to revitalize the production fields.

#### 5.2.4 Views of employees

- The study has revealed that personal characteristics such as education level, age, gender as well as household incomes have various impacts on the farming project. For the project to be sustainable, it is expected that once the elderly die, the youth should be able to replace them and continue to run the project. However the study shows that there are more elderly members involved in the farming project than the youth.
- It is recommended that agricultural project training and education should focus more on the youth to ensure continuity in farming operations. Young farmers should be exposed to modern production systems and given the vision of the potentially prosperous, as well as well- developed agriculture in the country.
- The study has generally indicated lack of quality or competence within the project. The recommendations in 5.2.2 above could serve as a solution to this challenges as land could not be restituted to people without the assurance that they hold relevant skills to can run or manage the farm projects profitably.
- In terms of members holding other skills not related to the farming project, it is recommended that they be encouraged to strive more to acquire skills that could directly benefit their project.
- In addressing members' different kinds of fears, it would seem the main cause is lack of communication, where members lack more knowledge on the project's activities. It is therefore recommended that regular meetings between the management, the CPA and the general membership be regularly held, specifically for updating and encouraging each other.

This act could also address the issue of mixed feelings on job satisfaction and the possible understanding and acceptance of their monthly income from the project.

## **5.2.5 Produce marketing and constraints**

### **5.2.5.1 Marketing of produce**

- The Department of Agriculture and Land Affairs should establish more institutions that could accommodate even unsuccessful projects where their products could be sold without any constraints.
- Appropriate arrangements should be made for the upcoming farming projects to obtain the supply of fertilizers, pesticides and high-yielding seeds needed for the project.
- An improved information system should be developed the DA to provide better knowledge of alternative prices, which could strengthen farmers bargaining position against the buyers.
- The Department of Agriculture should establish an efficient marketing sector necessary to perform functions in order to achieve economic development.
- The DA should develop and adopt marketing channels to meet the characteristics of agricultural production in rural areas.

### **5.2.5.2 Marketing constraints**

- Policies determining conditions of entering into markets should be revisited and relaxed to accommodate developing and upcoming small-scale farming projects.
- The establishment of regular markets, moving from place to place according to fixed quota could assist in injecting life into those impoverished communities.
- The Department should provide the project with a well vested extension officer in market related issues to ensure that the marketing and the grading of produce is able to effectively compete in international markets.
- The establishment of regular markets, moving from place to place according to fixed quota could assist in injecting life into those impoverished communities.

- To assist the local small-scale farmers, it could be advisable to establish Regional Markets Societies emerging under the auspices of the Market Society, a national member-driven body to work with member communities, local government, representative bodies like farmers associations, government departments such as health and Agriculture, businesses, banks and NGOs to design, build and the run of markets.

### **5.2.6 Income generation outside project**

- Households that do not have other sources that generate income should be given food parcels of at least R300 per month.
- The farming CPA executive could start a community garden where some of the members who are not employed in the main project could develop and earn some income.
- The remunerations of members earning R3000 and R5000 respectively should be cut to half and the money be channeled to the establishment of the community garden project and to food parcels.

## **5.3 Conclusion**

### **5.3.1 The Department of Agriculture and the Department of Rural Development and Land reform**

The Department of Agriculture should have established proper structures, organize a needs assessment and prepare the community members for the farming activities before land was transferred to avoid the anticipated collapse of the project under study.

A feasibility study should have been undergone to assess the needs regarding the skills of the beneficiaries to make them aware of the significant change from being a subsistence farmer towards a commercial farmer. This could have given the Government an assurance to provide production capital to fund operational expenses of this project until it could generate sufficient cash flow to sustain itself.

The Government should re-visit its mandate as per 'The Conservation of Agricultural Resources (Act 43 of 1993)', instead of shifting its responsibilities to the Strategic Partners (SP). It should on its own conduct regular evaluations regarding the progress of the project to trace the project challenges in an early stage, and where necessary develop effective strategies to ensure that these small-scale farmers attend training programmes in order to acquire management skills required for farming as Performance can be guaranteed only when literacy programmes are fully implemented in the community in question.

To ensure efficiency, project design should have been in place before implementation could start, taking into consideration the technical aspects, the institutional-organizational-managerial aspects, the social aspects, the commercial aspects, and the financial aspects, and vigorous trainings and workshops in ways of securing the project resources could have been undergone before the project was handed over to these beneficiaries.

Government should have taken a lead in monitoring the relationship between the CPA and the Strategic Partners as they stand a better chance to be trusted than the SP, more especially when it comes to transparency in financial matters.

### **5.3.2 Executive members**

The CPA Executive members as business owners should have taken a lead in undergoing vigorous trainings in farm management and also to acquire marketing skills to negotiate the sale of their produce.

At least one CPA Executive member should be an ex- officio member also of the SP Executive to try to build a relationship of trust between the two parties.

In addressing the issue of frequency of marketing and poor grading of produce, it is recommended that production and marketing decisions be taken based on the business plan and that production be structured according to the satisfaction of consumer needs. I.e. they should have a marketing plan and know their customers.

In addressing the CPAs concern of low yield, it is recommended that the Government should make available resources like funds, extension officers, manure and new plants to revitalize the production fields.

In order to address the issue of strict market policies that make it difficult for them to enter with ease, they need to understand that communication and negotiation skills are essential in the new marketing milieu. They should take some potential youth for training to acquire such skills to can run the project successfully for many years to come.

Finally, the CPA Executive members should always keep in mind that they are the beneficiaries' representatives and that from time to time they owe them reports concerning the progress of the project.

### **5.3.3 Views of employees**

The lack of interest in farming within the youth in this project has emerged as the major concern. This means that continuity in the project is uncertain more especially that the education level including that of farm management, skills and expertise is either low or non existence. It is recommended that agricultural project training and education should focus more on the youth to ensure continuity in farming operations. Young farmers

should be exposed to modern production systems and given the vision of the potentially prosperous, as well as well- developed agriculture in the country.

In terms of members holding other skills not related to the farming project, it is recommended that they be encouraged to strive more to acquire skills that could directly benefit their project.

In addressing members' different kinds of fears experienced by both the employed and the non employed , it would seem the main cause is lack of communication, where members lack more knowledge on the project's activities. Regular meetings between the management, the CPA and the general membership should be regularly held, specifically for updating and encouraging each other.

This act could also address the issue of mixed feelings on job satisfaction and the possible understanding and acceptance of their monthly income from the project and also the building of patience of those that are not employed in the project.

#### **5.3.4 Produce marketing and constraints**

The establishment of more institutions that could accommodate even unsuccessful projects could be more beneficial.

The re-visitation of Policies determining conditions of entering into markets could assist in accommodating developing and upcoming small-scale farming projects.

The establishment of regular markets, moving from place to place according to fixed quota could assist in injecting life into those impoverished communities.

To assist the local small-scale farmers, it could be advisable to establish the Regional Markets Societies emerging under the auspices of the Market Society, a national member-driven body to work with member communities, local government, representative bodies like farmers associations, government departments such as health and Agriculture, businesses, banks and NGOs to design, build and the run of markets.

### **5.3.5 Income generation outside project**

The research has revealed that most of the households whose family members are not employees in the project do not have guaranteed income, which might mean that there is no income at all.

To address this challenge, the CPA Executive could start a community garden using half of the income of the highly paid employees or developing strategies on how they could give these households some food packages.

In concluding the objectives of this study as deliberated above, the researcher would like to indicate that it is of fundamental importance that the set legislations on land restitution, strategies, plans and reforms are translated into action to promote broad economic development in the form of sustainable post-settlement mechanisms that promote the objectives of food security, economic development, job creation and sustainable agricultural business development for the benefit of the immediate beneficiaries as well as the local and regional economy.

### **5.4 Issues for further investigations**

The researcher though, does not claim to have exhausted all avenues with regard to the sustainability of the Shigalo wa Muhunguti CPA Farming project, but believes that other researchers in conducting full Research Dissertations could bring to light more information and recommendations that could assist the project even better.

The researcher therefore, hereby recommending further research in this field as some issues having impacting contributions on the lack of sustainability of similar community projects such as 5.4.1 and 5.4.2 below might not have been covered in this study.

#### **5.4.1 The evaluation of different options of communal farming methods**

A further research on Different options of Communal Farming methods could be embarked upon.

As a **hypothetical example**: Instead of using a large CPA membership in the whole communal farming project. Beneficiaries could be divided into smaller groups where each group concentrates on its portion of the land to make it productive.

#### **5.4.2 The development of strategies to address challenges of the farming projects' unsustainability**

As a **hypothetic example**: Farm Management Skills; Soil Management and Project Planning skills.

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**ANNEXURE A**

**RESEARCH QUESTIONNAIRE FOR THE DEPARTMENT OF AGRICULTURE AND LAND AFFAIRS**

**INSTRUCTION:** supply the correct information. Where possible indicate your answer with a cross (x).

**NAMES:** -----, **DESIGNATION**-----

1. When does the Department get involved in the Restitution process? -----  
-----

2. What is your experience on small-scale farmers towards training? -----  
-----

3. Does the Department Agriculture (DA) experience challenges in providing support to the small-scale farmers? Yes-----, No-----

    If Yes, How is the Department trying to address them? -----  
-----

4. How does the Department of Agriculture and the Strategic Partner (SP), strategically work together to assist the small-scale farmers?-----  
-----

5. What are major shortcomings experienced by the (DA) in Community Development projects? -----  
-----

6. hoe is the Department trying to address them?-----  
-----

7. How easy or difficult is it for the small-scale farmer's projects to access markets? -----  
-----

8. What is the department doing in assisting them to access the markets with ease? -----  
-----

9. Are there special and major skills needed in farming projects? Yes-----, No-----

    If Yes, which are they?-----  
-----

**ANNEXURE B 1**

**RESEARCH QUESTIONNAIRE FOR THE CPA EXECUTIVE MEMBERS**

**INSTRUCTION:** supply the correct information. Where possible indicate your answer with a cross (x).

**NAMES:** -----, **DESIGNATION**-----

1. Was there any legal process followed in electing the CPA Executive members? Yes-----, NO-----

If yes, which policy? -----

2. Do the Executive members hold farm management skills? Yes-----, No-----

If not, how are the arrangements to acquire them?-----

-----  
-

3. Do the Executive members have Marketing skills? Yes-----, No-----

If not, how are the arrangements to acquire them?-----

-----

4. Do the Executive members have Financial Management skills? Yes-----, No-----

If not, how are the arrangements to acquire them?-----

-----

5. How is the mutual operation between the CPA Executive and the Strategic Partner (SP)? -----

-----

-----

6. How is the top project management employed? -----

-----

-----

7. What is the CPA's assessment of the produce yield? -----

-----

8. Does the project have enough markets where the produce is sold? Yes-----, No-----

If not, what is the CPA Executive doing about it?-----

-----

9. What role does the CPA Executive play in marketing of the produce and in negotiating the sale price? -

-----  
-----

10. How is the project equipments provided?-----

-----

11. How does the Executive ensure that the beneficiaries' voices are heard and are party to the project decisions? -----

-----

12. How often does the CPA Executive report back to the beneficiaries? -----

-----

13. Are the beneficiaries satisfied about the progress made after they have been reported? Yes-----, not-----

If No, what are their main concerns and how is the CPA Executive planning to address the issues to the satisfaction of all the beneficiaries? -----

-----  
-----

**ANNEXURE B 2**

**RESEARCH QUESTIONNAIRE ABOUT MARKETING AND SALE OF PRODUCE.**

**INSTRUCTION:** supply the correct information. Where possible indicate your answer with a cross (x).

1. Do you have processing facilities within the project? Yes-----, No-----

If yes, what are the products?-----  
-----

3. Who manages these processing facility(ices)?-----  
-----

4. How far are the products sold? -----  
-----

5. Is the CPA satisfied with the returns? Yes-----, No-----

If not, how do you plan to address this challenge?-----  
-----  
-----

6. How accessible are the markets-----  
-----  
-----

7. The products are doing well in these markets? Yes-----, No-----

If not, what are the challenges?-----  
-----  
-----

8. How do you plan to address the challenges?-----  
-----  
-----

**ANNEXURE C**

**RESEARCH QUESTIONNAIRE FOR THE EMPLOYEES IN THE FARMING PROJECT.**

*INSTRUCTION: supply the correct information. Where possible indicate your answer with a cross (x)*

**A. PERSONAL INFORMATION**

Names: -----

Gender: Male -----                      Female-----

Age: -----

Marital status: married-----      Single-----      widowed-----

**B. RESEARCH QUESTIONNAIRE.**

1. Have you ever received formal training in Farm Management? Yes-----, No-----

    If yes, which skills did you acquire?-----  
-----

2. If you could be given an opportunity to manage this farm project, accept the responsibility? Yes-----,  
No-----

    If yes, what changes would you bring about? -----  
-----  
-----

3. What academic qualifications do you hold? -----  
-----

4. Do you have passion for farming? Yes-----, No-----

    If not, why ?-----  
-----

5. What other trainings have you received? -----  
-----  
-----

6. What other trainings would you wish to undergo? -----  
-----
7. What position do you hold in this project? -----  
-----
8. Are you a beneficiary to the project? Yes-----, No -----  
If yes, do you feel you are getting what is due? -----  
-----
9. Do you have Driver's License? Yes -----, No-----  
If not, would you like to have one? -----  
-----  
If yes, what is the class of your Driver's License? -----
10. For how long have you been a driver in this project? -----
11. Do you have interest in farming? Yes -----, No -----  
If not, why? -----
12. What are your greatest fears about this project? -----  
-----  
-----
13. What could be done to address these fears? -----  
-----
14. Are you satisfied with what you are doing in this project? Yes-----, No-----  
If not, why? -----
15. Are you happy with your supervisors? Yes -----, No -----  
If not, why? -----
16. What is your monthly income? -----
17. Are you satisfied with your monthly income? Yes-----, No -----  
If not, how can you improve your income? -----  
-----

**ANNEXURE D**

**RESEARCH QUESTIONNAIRE FOR HOUSEHOLDS BENEFICIARIES.**

*INSTRUCTION: supply the correct information. Where possible indicate your answer with a cross (x).*

**A. PERSONAL INFORMATION**

Names: -----

Gender: Male -----                      Female-----

Age: -----

Marital status: married-----      Single-----      widowed-----

**B. RESEARCH QUESTIONNAIRE.**

1. Are you employed?      Yes-----,      No-----      If Yes, where? -----

2. Monthly household income: Less than R500-----, 1000-2000-----, 3000-4000-----, 5000+-----

3. Source of income -----

4. Highest qualification -----

6. What skills do you have? -----

7. What would you regard as the most important skill? -----

8. What other skills do you feel you need, and why? -----  
-----

9. Where is this skill trained? -----

10. Do you think the CPA Project is doing enough to eradicate poverty within the beneficiaries? Yes -----  
No-----, Why? -----  
-----

11. How do you think the CPA Project should effectively assist in eradicating poverty within the beneficiaries? -----  
-----

12. Have you ever been to the farm? Yes-----, No-----

If No, Why? -----

13. Can you describe what is happening in the farm presently? Yes-----, No-----

If No, Why-----  
-----

14. Can the farm provide for or support all the beneficiaries? Yes-----, No-----

If Yes, How? -----

15. Are you interested in working on the farm? Yes-----, No-----

If Yes, Doing what-----

16. Are formal project activities communicated to the Beneficiaries?

If Yes, by whom? -----

17. Are you satisfied on how the project is run? Yes-----, No-----

If No, how can it be improved?-----  
-----