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MANAGEMENT OF LAND REDISTRIBUTION FOR AGRICULTURAL DEVELOPMENT IN GAUTENG PROVINCE

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March 2014

DECLARATION

I declare that this report is my own, unaided work. It is submitted in partial fulfilment of the degree of Master of Management (In the field of Public and Development) in the University of Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other University.

Makita Johanna Makaepea
March, 2014

ABSTRACT

Land redistribution for agricultural development was introduced in 2001 when it was realised that SLAG implementation has many challenges. Since inception most LRAD beneficiaries have been struggling to generate income from the land that has been transferred to them. Most of the challenges arise during post-settlement phase. Since post-settlement phase is the last phase in implementation of LRAD there must be some inefficiency in the planning phase that makes it difficult for the beneficiaries to settle well on their land.

The aim of the research was to investigate factors leading to the problems encountered at post-settlement phase. The focus was on management, because that is where the direction for implementation of the post-settlement support plan takes place especially at planning phase.

The interview questionnaire was used as a source of primary data to gather information from the respondents. The findings of the research revealed that there are important factors of production that need to be taken into consideration. Planning as one of the aspects of management plays a role in reducing the challenges faced by the farmers during post-settlement phase. One of these is strategic planning, where the senior managers must establish ways of achieving the objectives of the programmeme or sub-programmeme and this must serve as a guideline during implementation phase. Department of Land Reform and Rural Development managers took actions that were needed for the Department to be more customer-responsive

The conclusion was that the planning phase is very important in the management of a programmeme and it is important to pay attention to the

actions needed for the Department to be able to achieve their goals and ensure customer satisfaction. The study also suggested that comprehensive support must be provided to the farmers instead of gradual support, since it has been proven that this does not make the desired impact. Comprehensive support can be done well if there is integration of all stakeholders involved.

DEDICATION

This research is dedicated to my loving, supporting and understanding husband Motlatjo Makaepea, my understanding children Ramoshima, Lesetja and Ntee Makaepea, as well as my parents Lesetja and Lebepa Dipela who have always believed in me.

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My appreciation goes to my supervisor, Dr Manamela Johnny Matshabaphala, for his guidance and support throughout the research process.

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Many thanks to the middle managers from GDARD and DPLRO as well as farmers from Lesedi who participated in this research.

A special thanks goes to my sister-in-law Maeshibe Makaepea for always taking care of Ntee and her brothers when I was studying.

Without their assistance the completion of this research would not have been possible.

Finally, my gratitude is due to my God the Almighty for giving me strength all the time. Your grace is sufficient for me always.

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

The research is an exploratory case study where the researcher examined the process of managing land redistribution for agricultural development in Gauteng. Land in Gauteng must be used for economic development as well as poverty alleviation. All the departments involved in achieving economic development and poverty alleviation motivated for the proposed spatial guidelines after they expressed concern regarding lack of a clear set of spatial priorities in government. Land is used for agricultural production, mining, health welfare, human settlement, retail and tourism. It is expected that the programmeme that has been used to address the socio-economic development issues using the limited land available in Gauteng, would be successful. Since 1994, concern has been raised in government about the spatial consequences of national investment and development programmemes. National Spatial Development Perspective (NSDP) has been initiated to address the problem.

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Land redistribution for agricultural development is a sub-programmeme under the land reform programmeme which assists in accessing land for agricultural development. This research outlines the challenges experienced when implementing LRAD which create difficulties in achieving the goals. The main focus was on the planning phase of LRAD since it is this phase that guides the implementation process of the sub-programmeme.

1.2 BACKGROUND

1.2.1. Introduction

Universally speaking, land reform processes aim (i) to ensure better redistribution of land among rural agricultural households, (ii) to improve productive efficiency and (iii) to remove poverty (Bandyopadhuyay; 2006). The success of land reform depends on the proper and timely implementation of the programmeme (Bandyopadhuyay; 2006).

Land reform programmemes have been implemented in other countries, therefore there are experiences globally, continentally, and regionally, as well as in South Africa within all the provinces. Research has been conducted into land reform in different countries, and this chapter will provide background on Land reform experiences globally, in the continent of Africa, in some countries from SADC region, some provinces in South Africa, as well as the experience in Lesedi local municipality within Gauteng Province. Research findings can make a difference in the implementation of the programme if taken into consideration.

1.2.2. Global best practices on land reform

There are experiences of land reform at a global level. The experiences varies from continent to continent as the different continents used different approaches and instruments and the conditions also vary.

Asian Tigers Japan, South Korea, Taiwan and later Malaysia, Indonesia and Thailand harnessed market forces to achieve impressive and sustained economic growth, whereas Latin American countries (Peru, Bolivia and El Salvador) stagnated and saw living standards fall (Mennen; ND). Asia's remarkable growth was characterised by an underlying social and economic structure that allowed all sectors of Asian society to participate in and collectively harness this growth (Mennen; year not known). Mennen in his

report explained that redistribution of wealth through land reform incorporated large sectors of the population into the formal market economies of the Tiger nations and positively impacted on industrialisation. These new policies according to Mennen (year not known) created a foundation that allowed once rural-based economies to adapt to the needs of international markets by creating a large land-owning and asset-holding middle class, and allowing previous landholders to make successful transition to industrial entrepreneurs.

The Latin American model placed its emphasis on redistribution of land while neglecting the rights, laws and policies that must accompany reform in order for it to be successful. Themes included communal ownership, collective production, forced redistribution, governance interference and lack of secure title (Mennen; ND).

According to Metelerkamp (2011), in India at the time of its independence in 1947, there was extremely unequal distribution in both the ownership and control of land. The state and other Indian parties embarked on a process of land reform which aimed to reduce levels of landlessness by transferring ownership of land to the landless (Metelerkamp; 2011). The aim of land reform was firstly to promote social justice associated with more equitable distribution of land assets. This was a fundamental principle within the political philosophy of the country at that time (Metelerkamp; 2011). The other aim of land reform was to introduce the developmental benefits of equitability, distributing scarce land resources across a labour-rich economy. This was seen as a means of improving agricultural efficiency while simultaneously allowing more people to participate in the growing economy (Metelerkamp; 2011). In India, implementation of land reform consisted of three main elements according to Metelerkamp (2011) namely: (i) abolition of intermediaries between the state and its tenants; (ii) tenancy laws to increase security of existing tenancy by registering tenants and often imposing restriction on the amount of rent they had to pay and condition of

eviction; and (iii) establishing laws which placed a ceiling on land ownership in order to allow the state to expropriate land held by any owner in excess of the ceiling and redistribute it to poor farmers or landless agricultural workers (Deininger and Nagarajan in Metelerkamp; 2011). Metelerkamp stated that by 2004 these ceiling and tenancy laws has succeeded in transforming about 10% of arable land to about 7.5% of the country's population.

1.2.3. Land reform best practices in the Continent

Africa revisited the land policy and created framework and guidelines on land in Africa which will support national and regional processes for land policy formulation. In a synthesis report (2010) by African Union (AU), African Development Bank and Economic commission for Africa consortium (AU), it was stated that in recognition of the central role land played in Africa's social, political, and economic development and sustainable resource management, and in achievement of peace and security in Africa, the African Union commission (AUC), United Nations, Economic Commission for Africa (ECA) and the African Development Bank (AfDB) embarked on a Land Policy Initiative (LPI) in 2006, with a view to developing a Framework and Guidelines on Land Policy in Africa (F&G). The aim of this framework and guideline (F&G) on Land Policy in Africa was to support national and regional processes for land policy formulation and implementation to strengthen land rights, enhance productivity and secure livelihoods, which would be submitted for endorsement by the African Heads of States and Government. The Land Policy Initiative (LPI) will also undertake programmemes to facilitate lesson sharing and peer learning, in addition to providing guide lines for policy formulation and implementation. According to the synthesis report (2010) LPI will also promote progress tracking in land policy reform and implementation on the continent.

Six activities were stated in the LPI synthesis report in order to achieve the objectives (taken from the Synthesis report; 2010):

a. **A consultative workshop:** The workshop took place in 2006 and this brought together representatives from African governments, regional economic communities and civil societies including farmers' organisations, African private sectors, centre of excellence and development partners. One aim of the workshop was to build consensus on the elements and thematic issues that would characterise the framework and guidelines of land policy and land reform in Africa. Another was to build consensus around the actions and sequential activities needed to develop a land policy framework and guidelines as well as building consensus around roles of stakeholders and partners and resources mobilisation.

b. **Expert group meeting on land indicators in Africa:** At the meeting held in May 2007, experts on land issues and indicators development established a road map of activities necessary for the development, review and advocacy of benchmark indicators and mechanism for tracking progress in land reform in Africa.

c. Regional assessments and consultations on land policy in Africa: Regional assessment studies were conducted in June 2007 and July 2008 in all five regions of Africa (Central, East, North, South and West) with a view to documenting and enriching the continental skeleton framework with regional specific issues, needs and initiatives.

d. Drafting and reviewing workshop of the Framework and Guidelines on Land Policy: A core drafting team comprising an African Task Force on Land Policy representing all regions of Africa and development, and various disciplines within land policy, gathered in Addis Ababa in September (2008) to draft a Framework and Guideline on Land policy in Africa. The Expert Consultative Team (ECT) then reviewed the

draft report of the F&G and provided comprehensive inputs for the revision of the documents. The document was also circulated to participants of previous LPI events for comments. It was envisaged that the document would receive extensive review by various stakeholders before it was finalised.

e. African experts meeting and meeting of African ministries responsible for land: Having improved the draft, the document was subjected to an extensive discussion by key experts from land-related line ministries of all AU member states. The outcome of the experts meeting was to be a refined draft of the F&G to be sent to a subsequent ministerial meeting. This meeting would produce a ministers' report and recommendations on the framework and guidelines on land policy in Africa.

f. The summit of Heads of States and Government: The ministers' Report and Recommendations on the Framework and Guidelines on Land Policy in Africa would be subjected to the policy organs of the AU Summit for consideration and adoption.

1.2.3. Land reform experiences in SADC region

Experiences from some of the countries in the Southern African Development Community (SADC) region will be shared in this chapter, as well as the lessons learned from the particular countries.

Zimbabwean Land Reform process has gone through three major phases and each had unique characteristics (De Villiers; 2003): i. Lancaster House (1980 – 1990) in which the main elements were: market driven acquisitions, returned exiles, displaced persons, priority on the market resettlement programmeme, availability of donor funds to assist with reform, a huge increase in small farmer activity, main distribution of marginal and underused land, 60% of land since independence distributed during the first decades. ii. Post-colonial land reform (1990-2000): the main elements were

different legal order, the first step of a social justice-driven acquisition programmeme, economic decline and drought, reduction of donor funds to a trickle, increased allegations of nepotism in the allocation of land, problems experienced with the implementation programmeme to sustain land reform and real distribution well below target. iii. Land invasion and occupation (2000). The main elements characterising this phase were a general absence of a clear and sustainable land reform policy, a legal framework that enable the taking of land without due process, termination of international aid, large scale illegal occupation, economic decline and famine.

Namibia chose not to adopt claim-based approach to land reform but rather acquire land as it become available to the open market. However, De Villiers stated that this choice left a bitter taste in the mouth of those who lost their ancestral land without any compensation and this remains a festering sore in that society.

1.2.4. Land Reform in South Africa

Land reform was initiated by the ANC government with the aim of making it possible for previously disadvantaged people to access land through redistribution, returning land or compensating victims for land lost because of racially discriminatory laws passed since 19 June 1913. The unequal distribution of land had a devastating effect on the majority of the African population in South Africa (Prinsloo, 2008). The Department of land reform and rural development, which used to be called Department of land affairs, is responsible of the implementation of the land reform programmeme. Land reform is divided into three elements: land restitution, land redistribution and land tenure. (May, Stevens and Stols, 2002).

1.2.4.1 Restitution

The goal of the restitution policy is to restore land and provide remedial options to people dispossessed by the past racially discriminatory legislation and practices. This is done to provide support to the vital process of reconciliation, reconstruction and development. The government's approach to restitution claims was to identify the different ways in which people have been prejudiced through dispossession (White paper). A broad distinction was made between the following (Prinsloo, 2008): (i) dispossession leading to landlessness; (ii) inadequate compensation for the value of the property; and (iii) hardship which cannot be measured in financial or material terms. Cases are dealt with through the Land claims court and commission, established under the restitution of Land Rights Act of 1994. Eligible cases are largely the victims of forced removals since 1913. Restitution policy was guided by the principles of fairness and justice and by the demands of claimants who have been dispossessed. The programme provides specific compensation to victims of forced "black spot removals"; that is, whole sale eviction of black farmers located in white areas undertaken since 19 June 1913. Claims in this regard had to be lodged before the end of 1998 (Mamphodo, 2006). According to Palmer (2000) in Mamphodo (2006), by the cut-off date in March 1999, more than 60 000 claims by groups and individuals had been lodged. Palmer (2000) further indicated that by March 2000 some 1450 property claims, mostly in urban areas, had been settled and about 300 rejected. The act was amended in 1999, mostly to define the level of compensation to which claimants should be entitled. The high cost of compensation was in danger of swallowing up the budget at the cost of other land reform components. The land claims court is responsible for adjudication claims.

1.2.4.2 Tenure reform

This seeks to improve tenure security for previously disadvantaged people of South Africa by bringing all people occupying land under a legally secure system of landholding (Khoza, 2007). This programmeme includes a review of current land policy, administration and legislation with a view to accommodating more diverse forms of land tenure. It also helps to resolve tenure disputes.

1.2.4.3 Redistribution

The programmeme was established with the aim of providing opportunities for the large number of black households who wanted to access land but did not have specific documentation to prove that their ancestors were forcibly dislodged, or who were not immediate beneficiaries of the programmeme of tenure reform. The programmeme is divided into Settlement Land Acquisition Grant (SLAG) and Land Redistribution for Agricultural Development (LRAD) sub-programmemes.

Settlement Land Acquisition Grant (SLAG)

SLAG was the first sub-programmeme of redistribution programmeme to be implemented, but according to a South African survey (1999-2000) transfer of land in Gauteng was only 1% and the number of hectares transferred was 530 300; the number of beneficiary households was 2 087. The grant was set at R15 000 per household in 1996 and increased to R16 000 per household in 1998 (Prinsloo, 2008). Only households earning below R1 500 were eligible for these grants. The group of people entering a claim establish a legal entity, usually a community land trust or communal property association (Nogantshi, 2011). The grant was regulated by the Provision of Land Act; 1993 (Act No. 126 of 1993) which provided for settlement and production purposes. The percentage of land transferred in Gauteng

province was low as compared to other provinces, but the pace of land transfer in all provinces was slow. The purpose of SLAG was to obtain land on a willing-buyer, willing-seller basis and the remaining funds could be used to provide some farm capital investment, investment of infrastructure and home improvement on the property (Prinsloo, 2008). The programme had problems: transaction costs were high, the process resulted in scattered projects often without regard to people's needs, no infrastructure or provincial or municipal plans to provide it, and the small size of the land reform grant. Faced with these problems, people began to form dysfunctional groups to purchase land in order to raise the sum necessary to meet the asking price (Adams and Howell, 2001). Other challenges were the slow pace of delivery due to excessive bureaucracy and a significant number of poorly appraised claims (Prinsloo, 2008).

Land Redistribution for Agricultural Development (LRAD)

There were many challenges experienced when implementing SLAG, including that the amount provided to individual beneficiaries was not enough. DLA and DoA were tasked to formulate an integrated redistribution programmeme, and LRAD was created in 2001 (Prinsloo, 2008). According to Land Affairs, the objectives of LRAD are to:

- Increase access to agricultural land by black people and to contribute to the redistribution of approximately 30% of the country's commercial agricultural land over the duration of the programmeme;
- facilitate structural change over the long term by assisting black people who want to establish small and medium-sized farms;
- Improve nutrition and incomes of the rural poor who want to farm on any scale;
- Overcome the legacy of the past racial and gender discrimination in ownership of farm land;
- Stimulate growth from agriculture;

- Create stronger links between farm and off-farm income-generating activities;
- Empower beneficiaries to improve their economic and social well-being; and
- Enable people currently accessing agricultural land in communal areas to make better productive use of their land.

The LRAD sub-programmeme provides a grant of R20 000 per individual and that was assumed to be better than, for example, if ten individuals were registered as a cooperative so that they could afford land that cost R200 000; or if the land was cheaper they would to be able to start production using the money that remained. Land reform can contribute to the economic development if transfer of land is accelerated and agricultural activities takes place on the transferred land. Adams and Howell (2001) asks whether land redistribution should be for the rural poor or those who are more able to contribute to the economic development.

Under the LRAD sub-programmeme, the beneficiaries can access grants on a sliding scale, depending on the amount of their own contribution in kind, labour and or cash. Those who make the minimum contribution of R5000 receive the minimum grant of R20 000. Those who make a higher contribution of their own assets, cash or labour receive a higher grant determined as a basic proportion of their own contribution. Production input costs are covered if there is money remaining after paying for the land. If there is no money remaining then the poor struggle to get money for production and therefore that land will remain inactive.

LRAD Project Cycle

Other researchers have outlined the challenges experienced by both Government and the beneficiaries in the implementation of LRAD. As mentioned earlier, the LRAD sub-programmeme works on the basis of a grant that is awarded to beneficiaries on a sliding scale, depending on the

amount of the applicant's own contribution (Nogantshi, 2011). In practise, grants are pooled into a fund that is administered on behalf of the beneficiaries. This fund is used to purchase land which is then transferred to the beneficiaries (Nogantshi, 2011).

The LRAD project cycle has five phases or stages: project identification process; project design; approval of the project; transfer of land, and post-transfer support (post-settlement phase) (Prinsloo, 2008). Land reform policy regards three months is regarded as enough to enable beneficiaries to secure a grant under the LRAD. Researchers have already proven that it was difficult to secure a grant within the indicated period and this is another example of planning that is not practical. Adams (2004) indicates that the problem is compounded when government fail to consider, during drafting phase, the cost of implementing policies and do not introduce more affordable options before laws are promulgated.

Project identification phase

The purpose of this phase is for applicants to approach the GPLRO to obtain information regarding the LRAD sub-programmeme and for the GPLRO to make information available to applicant (Prinsloo, 2008) Applicants had to identify suitable land then register the application. Once an application has been registered, a state official - referred to as the planner (Nogantshi, 2011) visits the site on which applicants live as well as the land they have applied to purchase, to assess their needs (Nogantshi, 2011)

Project application phase

Low staffing in the GPLRO results in project identification taking longer. The planner requests the district line authority of the department of Land Affairs to release a nominal sum of money to begin developing a proposal on behalf of the applicants (Nogantshi, 2011). These funds are used to commission various soil assessments, quantity surveying, and business plans.

Processing of the applications takes too long due to insufficient personnel. (Prinsloo, 2008)

Project design phase

Project design covers land valuation, feasibility study, business plan and the registration of a legal entity. The planning grant is used to secure these services. Planning is needed so that the beneficiaries know whether he condition on the land is feasible for the type of farming enterprise they want to undertake and the kind of resources needed (Prinsloo, 2008). A business plan helps in estimating the cost and income for the enterprise and the constitution which will help the beneficiaries with rules and regulations for group farming.

Valuation of land enables the DLA to enter into negotiations with land owners to purchase the land at a reasonable price. Business plans were compiled by the Department of Agriculture Conservation and Environment (DACE). In some instances the GPLRO appointed a service provider for business plan compilation. It could take more than three months for DACE to compile the business plans due to insufficient personnel (Prinsloo, 2008). Beneficiaries also have to form a legal entity to register the land in their names if it's a group of people. The process can take a month or more. The planner works with the applicant, as they will be compiling the project identification report which summarises the merits of the applicants (Nogantshi, 2011). According to Nogantshi (2011) the existence of the project identification report is an important milestone in the approval process because it signals that the applicant has an interest and background in farming to have warranted the release and expenditure of state resources to begin making the case for the grant.

Project approval phase

The planner submits the document to a district level screening committee of the Department of Land Affairs, where the applications will be screened so

as to improve their likelihood of approval when submitted for consideration to the Provincial grants approval committee. The proposed LRAD project is then assessed by the Provincial Grants Committee (PGC). This is the main committee tasked with granting final approval of the application. It has broad representation from all the role players, including officials from the Department of Agriculture, Survey General Office and local municipalities (Nogantshi, 2011). Whether the project is approved or rejected depends on whether the project proposal is consistent with government policy; for example does the project have the support of all the necessary role-players and will contribute favourably to local economic and social development? (Prinsloo, 2008). Anseeuw and Mathebula (2008) disagree with Prinsloo's statement because they highlight that the economic condition of acquisition and redistribution of land are not always a priority in land reform. They use an example of development of an income-generating activity to sustain a high number of beneficiaries and they say this has proven to be unfeasible.

Anseeuw and Mathebula (2008) also indicate that unadapted institutional structures at project level causes problems at post-settlement phase. They indicate that either the Department of Agriculture or Land Affairs organise potential beneficiaries into CPAs or trusts, usually following existing power structure, and this results in opportunities for illegal practices, and misuse of assets by those in power on behalf of minority of beneficiaries.

Transfer phase

Transfer of the title deed to the beneficiaries is done at this phase as well as payment for the sale of land to the seller. For transfer and registration of land to take place the GPLRO must appoint a conveyancer (Prinsloo, 2008).

Post-transfer phase (Post-settlement)

Under post-transfer phase, the business plan that was submitted for project approval has to be implemented. Support is given to the beneficiaries to ensure they are trained according to their needs. The project is then handed

to Department of agriculture for post-settlement support. In research by Maisela (2007) it was found that the provincial department of agriculture of Northern Cape became involved long after the beneficiaries of Vaalharts restitution had settled on the land and this made matters worse, before CASP which is the main support that the Department of Agriculture is providing. According to Prinsloo (2008), the support by DoA to LRAD beneficiaries includes the provision of agricultural advisory service and the provision of funds in terms of CASP and MAFISA for the establishment of agricultural infrastructure and the purchase of production inputs. In terms of constitution, agriculture is a provisional competency to be carried out within the framework of National Department of Agriculture. Advisory service is offered to farmers through decentralisation district offices to bridge the gap between available technology and farmers' practices by providing technical advice, information and training (Tregurtha and Vink. 2008). Advisory service was expected to be on a regular basis but according to Prinsloo (2008) due to a shortage of extension officers, visits were not made on a regular basis. This is supported by Maisela's (2007) findings that the extension of service by the Department of Agriculture Northern Cape is not visible on the majority of the projects and where support is given, then neither structured programmeme nor clear plans of support for those projects are provided. Maisela (2007) also indicated that limited farming skills emerged as one of the main challenge facing new farmers and very little training was offered to beneficiaries. They had to find their way through trial and error. Manenzhe (2007) argues that various academics have argued that the challenge for land reform in South Africa is the absence of clear and coherent strategy on post-transfer support.

Post-settlement phase is very important since it is the last phase where achievement of objectives must be reflected. The planning for post-settlement does not seem to be a priority; the emphasis seems to have been on the transfer of land. This was also indicated by de Villiers (2003) when reporting on Zimbabwe land reform. He indicated that infrastructural,

technical, educational and financial support programmemes required for new settlement were not adequately in place. Manenzhe (2007) argues that challenges for land reform in South Africa is due to the absence of clear and coherent strategy on post-transfer support and this has resulted in government getting private companies to assist beneficiaries to manage their farms in the name of strategic partners. Hall (2003) and Manenzhe (2007) indicate that absence of post settlement support has led to owners of land being unable to use land as a basis for their livelihood.

1.2.5 Land reform in Gauteng Province

The total number of farms (projects) purchased and transferred to beneficiaries in Gauteng was 108 from 2001 to 2006 (Prinsloo, 2008). The number was high compared to 34 farms transferred under SLAG from 1997 to 2001. The total size of land transferred from 2001 to 2008 was 5219.44ha. Gauteng Province does not experience a scarcity of markets for both inputs and outputs and the markets are competitive (Prinsloo; 2008). Infrastructure in the Province is relatively good and there is easy access to the specialist resources such as the Agricultural Research Council. The high price of land in Gauteng Province, according to the report from GDARD in Prinsloo (2008), is attributed to the fact that the biggest part of the Province is urbanised. Prinsloo (2008) stated that the process of land reform in Gauteng and in the country at large is very slow due to the government process.

1.2.6. Land reform in Lesedi local municipality

Lesedi is one of the three local municipalities under the district called Sedibeng. The other two are Emfuleni and Midvaal. Lesedi is dominated by farms and main enterprises are grains, poultry and livestock. Vegetable farming is mainly undertaken by those who own plots of less than 10 hectares.

Most of the farms in Lesedi were very expensive when the LRAD programmeme was active; started selling after 2006 when the Department of Land Reform and Rural Development introduced the strategy of PLAS. According to the list from Provincial Land reform office, the total number of farms purchased under LRAD programmeme was 10. Some of the beneficiaries could not be reached as contact details do not exist. During LRAD time, farms allocated under land reform were very few. Lesedi also benefited from the Land reform programmeme when the department of Land reform purchased land that was used as commonage. Communal land is purchased by DRDLR for the municipality with the aim of using the land for grazing and keeping the livestock from the residential area (townships).

1.2.7. Land reform beneficiaries in South Africa

Land reform beneficiaries, especially LRAD beneficiaries, require post-settlement support if poverty alleviation is to be achieved. Burkey (1998) emphasises the importance of management and accountability to ensure effective operation and to avoid corruption. Deininger (2003) supports the decision taken by the South African government as he emphasise that access to land and the ability to exchange it with others and to use it effectively are of great importance for poverty reduction, economic growth and private sector investment, as well as empowering the poor and ensuring governance. It must be clear as to how the two Departments (Agriculture and Land Affairs) will support the beneficiaries. The LRAD guiding documents highlight that Agriculture must provide extension support and a proper plan should be drafted on how Department of Agriculture will assist the beneficiaries with agricultural activity at the farms. Cousins (2009) highlighted that there is limited ability in the relevant departments as well as insufficient staff.. Cousins further points out that extension service is very weak. Adams and Howell (2001) remarked that adequate post-settlement support must also be provided if new farmers are to succeed. These imply that there is a need for empowerment within the relevant departments so that they can provide the support required by the beneficiaries of LRAD.

Burkey (1998) indicated that development can be possible if it starts within the individual; he says unless motivation comes from within, efforts to promote change will not be sustainable by that individual. Burkey (1998) highlights that if motivation is not from within, then the individual will remain under the power of others.

The grant is open to citizens of South Africa who are members of previously disadvantaged groups, including Africans, Coloured people and Indians who are willing to live on or near the land and operate or work on it and who are committed to using the grant to purchase or lease land for agricultural activities. Applicants must be 18 years or older. Men and women have equal access to all benefits under LRAD and women are actively encouraged to apply. Politicians who hold public office and civil servants do not qualify and will not be eligible for the grant. Successful applicants will be required to participate in training courses and activities designed to assist them in the successful operation of their farms (extracted from LRAD guiding document).

1.3. PROBLEM STATEMENT

Most of the beneficiaries of LRAD struggle to generate income and are unable to keep the farm active by through agricultural production. Much research has been conducted on the progress of land reform and challenges facing land reform beneficiaries but little is mentioned about the factors that need to be taken into consideration during the planning phase which will impact the settlement phase, also involving stakeholder in the planning phase. Statistics have shown that agricultural contribution to total GDP has declined from 8.1% in 1950 to 3.7% in 2003 (Roux, 2005).

A case study conducted by the Human Science Research Council in 2003 highlights the fact that LRAD is still struggling to meet the needs of the clients. Cousins (2009) notes that that National Treasury has been reluctant

to vote more money to land reform because of the failure of many projects and lack of evidence that land reform is making any impact on rural poverty. These raise a concern about the management of LRAD, especially the planning phase because that is where the means of achieving LRAD objectives is cemented. There is a need to investigate the planning phase of the LRAD sub-programmeme focusing more on post-settlement and establish if factors were taken into consideration in order to make post-settlement a success and whether there was inclusion of different stakeholders in the planning phase. Post-settlement is supposed to ensure that the beneficiaries are able to immediately start with agricultural production but post-settlement failure can be due to poor planning at the pre settlement phase. It must be clear from the planning phase which government department is responsible for which role and what can be expected from the beneficiary's side so that there is no confusion.

1.4. PURPOSE STATEMENT

The purpose of this research is to investigate factors leading to problems encountered at the post-settlement phase. The research will also investigate the inclusion of stakeholders at planning phase of LRAD, focusing at post settlement. The research will also investigate whether the roles and responsibilities expected from Gauteng Department of Agriculture and Rural development (GDARD), Department of Rural Development and Land Reform (DRDLR) as well as the farmers themselves (also called LRAD beneficiaries), are clear. The researcher will interpret and analyse the data, present the findings and make recommendations.

1.5. RESEARCH QUESTIONS

The research questions are more relevant for use in the qualitative studies whereas hypotheses are more likely to be used in quantitative studies (De Vos, et al in Nogantshi, 2011). According to Creswell (2009, 129-130) in

Nogantshi (2011), research questions in qualitative studies assume two forms: central questions and associated sub-questions. The central question is defined by Creswell as a broad question which asks for an exploration of the central phenomenon or concept in the research. The central question is followed by several sub-questions which narrow the focus of research but leave the question open (Creswell, 2009: 129 – 130) in Nogantshi (2009).

The central question that guided this research was: What are the processes involved in the transfer of land, and the key factors that are central to agricultural development? The sub questions will involve the following:

1. What are the factors leading to problems encountered by beneficiaries at post-settlement?
2. What are the trends in the management of Land Redistribution and Agricultural Development (LRAD)?
3. What are the strategies for consideration in the management of LRAD?

1.6 SIGNIFICANCE OF THE STUDY

The study seeks to have a better understanding of the factors that lead to the problems encountered at post-settlement phase. The process of LRAD implementation appears to run smoothly, with only minor challenges, starting from when the beneficiaries apply for land until the land is transferred to the beneficiaries. This phase is called pre-settlement. When the land has been transferred to the beneficiaries the post-settlement phase begins, and this is where most problems are experienced; problems that restrict the land allocated from being fully productive.

The study also attempted to assess the trends in the management of LRAD sub-programmeme. This was done with the aim of determining how

effectively the process of management is applied, and bearing in mind the importance of each process. The researcher is of the view that planning in management should have been able to assist in determining and addressing some of the major challenges experienced during the post-settlement phase. The researcher also intends to determine whether there was inclusion of the stakeholders when the LRAD was planned and implemented. The study will determine the theoretical framework in management that has been applied and also recommend the strategies for consideration in the management of LRAD sub-programme. The result of the study can be used when implementing the new sub-programme that is being used to address land reform since LRAD has been discontinued.

1.7 CHAPTER OUTLINE

Chapter One sets the stage by giving the general background on land reform programmes and the experiences of Land reform globally, within the whole continent, in the SADC region and in the country within the different provinces, as well as in local municipality in Gauteng. The chapter also highlights the research problem, research question and significance of the study.

Chapter Two deals with academic debates and background literature related to the subject of management, focusing on the planning of LRAD programme. In this chapter the researcher discusses the different theoretical framework of management and indicates the framework used during management of LRAD sub-programme. The roles of other stakeholders according to other researchers are also presented.

Chapter Three deals with the methodology utilised which includes research design, data collection, sampling method, limitations of the study and reliability and validity.

Chapter Four deals with presentation of data.

Chapter Five deals with data analysis and findings from the respondents, which are analysed and compared to the literature.

Chapter Six provides the conclusion and recommendations on whether management of LRAD in Gauteng contributed in the factors leading to problems encountered in the post settlement phase.

1.8 CONCLUSION

Land reform universally has the same aims but some countries and regions struggle to achieve these aims. Asia proved to be the continent that reduced poverty most successfully by successfully implementing land reform programmemes. The African continent revisited the land reform policy with the aim of improving the implementation of the programmeme by developing a framework and guideline to be used when implementing land reform programmeme.

The researcher looked at the experiences of land reform globally, at the continent level, at the regional, national and provincial level, as well as at local municipality level. The chapter also highlighted the problem statement which motivated the researcher to explore management of LRAD.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The chapter will present a review of literature on research into the LRAD during planning phase and integration of departments when planning for post-settlement. This review will highlight the gap in the literature. The purpose of a land redistribution programmeme is to provide the poor with access to land for productive uses, in order to improve their income and quality of life (White Paper: Land Reform, 1997). Such development should be observed in the people who benefited from LRAD subprogrammeme. The sub-programmeme is expected to be planned and implemented with the aim of achieving such development. The researcher will review the existing knowledge about the process involved during the transfer of land as well as the aspects that are central to agricultural development and management, as well as showing how other researchers view it and the importance of conducting a research on planning.

2.2 DEFINITION OF LITERATURE REVIEW

A literature review is the tabling of knowledge accumulated from studies done by other researchers with the intention of learning from this research and building on it (Neuman, 2006). Such a review outlines the direction of research on a question and shows the development of knowledge (Neuman, 2006). Thomas (2004) regards a literature review as a ritual, a chore that has to be endured before getting on to the real business of research. Neuman further points out that a good review places a research project in a context and demonstrates its relevance by making a connection to a body of knowledge. Neuman's statement is also supported by Tuinamuana

(2007) when he says a literature review should establish the need for the research and indicate that the writer is knowledgeable about the area.

What is the importance of literature review?

Literature review shares with the reader the results of other studies that are closely related to the study (Tuinamuana, 2007). It also relates a study to the larger, ongoing dialogue in the literature about a topic, filling in gaps and extending prior studies. When writing a literature review, the researcher has to summarise and explain what research has been done on the topic, citing sources of the research information (Tuinamuana, 2007). It also prevents the researcher from duplicating what has already been done (Hart, 2001).

The researcher should also highlight connections between the sources especially where one source built upon prior study. The importance of literature review and how it is written has been highlighted; the subsequent portion of the chapter will reveal information published that is related to the research topic.

2.3 MANAGEMENT PROCESSES AND THEORIES

2.3.1 Processes on management

Management can be defined as the process and functions of planning, organising, leading and controlling the resources of the organisation to predetermined goals as productively as possible (Smith, Cronje, Brevis and Vrba, 2007). Robbins et al. (2010) said a better explanation of management is “the process of getting things done, effectively and efficiently with and through other people”. It involves setting goals for the future, establishing detailed steps to achieve those targets and allocating resources to accomplish those plans (Kotter, 2001). Land reform was instigated with the aim of alleviating poverty by using land for agricultural purposes. Aliber and Maluleke (2010) states that what was observed when conducting their

research was that a common perception is that two of the biggest challenges faced by land reform beneficiaries are management and marketing.

2.3.1.1. Planning

Planning is the management function that determines the organisation's vision, mission and goals. In addition, Kotter (2001) and Smith et al. (2007) mentioned that planning involves ways of reaching the goals and finding the resource needed for the task. Poor planning can lead to failure during the implementation phase.

2.3.1.1 Organising

Organising is another concept of management where tasks, roles and responsibilities are defined and policies and procedures are established to achieve the goals. It involves developing a framework or organisational structure to indicate how and where people and other resources should be deployed to achieve the goals (Smith, et al., 2007).

2.3.1.2. Leading

Smith, et al., further define leading as directing the human resource of the organisation and motivating them in such a way that their actions are aligned with predetermined goals and plans.

2.3.1.3 Controlling

Controlling is the fourth concept of management, by which managers constantly make sure that the organisation is on the right course to attain and ensuring that they conform to plans to attain the predetermined goals. It enables management to identify and rectify any deviation from plans and to take into account the factors which might oblige them to revise their goals

and plans (Smith, et al., 2007). It has been highlighted above that management consists of four concepts but this research will focus more on planning. The researcher will show how planning is crucial in LRAD.

The research also discusses planning as the process of management that is also regarded as crucial before implementation of the project.

2.3.2 Theories of management

Management theories are categorised as historical theories which took place from 1890. (McNamara, 2014). Daft (1995) indicated that history in management matters to executives because it is a way of thinking, a way of searching for patterns and determining whether they recur across time periods. Daft (1995) emphasised that the study of the past contributes to understanding both present and the future. The early study in management began with what is now called classical perspective then followed human resource perspective, management science perspective and contemporary extensions.

2.3.2.1. Classical perspective

This perspective was based on the manufacturing, transportation and communication industries which were heavily staffed by engineers (Daft; 1995). Daft (1995) explained that such industries used to be small, with an average of eight employees, but later the industry began to grow, and take on with more employees and this resulted in mounting labour grievances. Since the factories were mostly small family owned businesses, they failed to deal effectively with grievances and the unhappy result was strikes. The experiences caused management to evolve as a unified body of knowledge (Robbins; et al.; 2010). Rules and principles were developed that could be taught and used in a variety of settings. Classical perspective includes the following theories:

- Scientific management: Robbins et al. (2010) described scientific management as the use of scientific methods to determine the “one best way” for a job to be done. Daft (1995) noted that standard methods for performing each job were developed,workers with appropriate abilities for each job were selected, and trained in standard methods; and that workers were supported by planning their work and eliminating interruptions. Wage incentives to workers for increased output were also provided (Daft 1995).
- Bureaucratic organisations: Daft (1995) explained that labour was divided with a clear explanation of authority and responsibility that legitimised official duties; positions were organised in a hierarchy of authority with each position under the authority of a higher one; and personnel were promoted based on technical qualifications which were assessed by examination or according to training and experience. Managers were subjected to rules and procedures that would ensure reliable, predictable behaviour.
- Administrative principles: Daft (1995) explain that it focused on the entire organisation. Robbins et al. (2010) indicated that 14 principles of management were identified, which are: division of work, authority, discipline, unity of command, unity of direction, subordination of individual interest to the general interest, remuneration, centralisation, scalar chain, order, equity, stability of tenure of personnel, initiative and esprit de corps.

2.3.2.2. Human resource perspective

Industry has recognised and directly responded to social pressures for enlightened treatment of employed (Daft 1995). Hawthorne’s studies showed that human relations are the factor that increased output. Employees’ output increased sharply when managers treated them in a positive manner.

2.3.2.3 Management science perspective

This concept emerged after World War II and it applied mathematics, statistic and other quantitative techniques to managerial problems (Daft, 1995). Operations research grew directly after the war. Operations management referred to the field of management that specialises in the physical production of goods or services (Daft 1995). After World War II, total quality management was also identified as the management philosophy devoted to continual improvement and responding to customer needs and expectations (Robbins et al., 2010)

2.2.2.4. Contemporary extensions

According to Robbins et al. (2010), most of the early perspectives focused on managers' 'concerns inside the organisation. Starting in 1960 management researchers started looking at what was happening in the external environment outside the organisation. Two major contemporary extensions are system theory and contingency theories:

- System theories: Robbins et al. (2010) defines system in management as a set of interrelated and interdependence parts arranged in a manner that produces a unified whole. There are five components of system theories. The first is inputs which include the material, human, financial or information resources used to produce the goods or services; Second is the transformation process which is management's use of production technology to change the inputs into outputs. Outputs include the organisation's products and services. The third component is feedback, acknowledgment of the results that influence the selection of inputs during the next cycle of the process. The environment surrounding the organisation is the fifth component and includes the social, political and economic forces (Daft, 1995). Systems consist of open and closed systems where

open systems must interact with the environment to survive and closed need not (Daft, 1995).

- Contingency view: This means that manger's response depends on identifying key contingencies in an organisational situation. Robbins et al., (2010) said that organisations, employees and situations are different and require different ways of managing.

2.4. CONCEPTUAL FRAMEWORK

The research will examine the perception of management, and the role and responsibilities of managers in Department of Rural Development and Land Reform who were responsible for the implementation of LRAD in Gauteng Province. These will also be guided by the theoretical framework mentioned earlier in the chapter.

Daft (1995) indicated that the other part of management definition is the attainment of organisational goals in an efficient and effective manner. Daft (1995) further defined organisation as a social entity that is goal-directed and follows deliberate structures, where social entity means being made up of two or more people and goal-directed means designed to achieve some outcome. In this instance, the Department Rural Development and Land Reform is the organisation as defined by Daft (1995) and it has the responsibilities of providing access to land and to extend rights in land with particular emphasis on the previously disadvantaged communities. Land and agrarian reform is key to eradicating poverty and underdevelopment within the context of transforming both the first and second economy (Department of Land Affairs Annual Report for 2004 to 2005). As it has been explained in the definition of management, the responsibility of managers in the Department of Rural Development and Land Reform is to coordinate resources in an effective and efficient manner to accomplish the land reform goal, focusing specifically on LRAD goals. Robbins et al. (2010) defines efficiency as doing a task correctly and getting the most output from the

least amount of inputs. They defined effectiveness as doing the right things by doing those work tasks that help the organisation reach its goal. Furthermore, efficiency and effectiveness are different, but they are interrelated. They indicated that some government agencies have been regularly criticised for being effective but extremely inefficient.

2.4.1 Management types

The four management functions (planning, organising, leading and controlling) must be performed in all organisations. Not all managers' jobs are the same. Managers are responsible for different departments, work at different levels in the hierarchy and meet different requirements for achieving high performance (Daft, 1995)

2.4.1.1. Top managers

These are the people at or near the top of an organisation. They are responsible for making decisions about the direction of the department and establishing the policies that affect all organisational members (Robbins et al., 2010). They have titles such as Head of Department, Director General, Deputy Director General, Chief Director and Director in the public sectors, whereas in private sector organisations their titles are Vice President, President, Chancellor, Managing Director, Chief Operating Officer, chief executive officer and chairperson of the board. Their main functions are planning and organising in the organisation. Robbins et al.; (2010) showed that top managers perform 28% of planning, 36% organising, 22% leading and 14% controlling.

As indicated earlier, planning is the management function that determines the organisation's vision, mission and goals. In addition to what has been mentioned by Kotter (2001), Smith et al. (2007) said that planning involves ways of reaching the goals and finding the resource needed for the task. Poor planning can lead to failure during the implementation phase.

Planning involves identifying ways of reaching the goals and finding the resources needed for the tasks. Plans are mostly made by top management and they vary in duration; possibly one to five years (Smith, et al., 2007). The company manages complexity first by planning and budgeting, setting targets or goals for the future Top managers were responsible for developing LRAD the project cycle which was used by middle managers, first line managers and non-managerial employees. The cycle has been discussed in the previous chapter.

Blackman (2003) highlighted the barriers of planning caused by lack of time or not having time to plan, not knowing how to plan, difficulty in getting the right people together, tentative planning because the future is uncertain and wanting to do things immediately because the need is urgent. He emphasises that project planning should be seen as an on-going process which involves learning by reflecting and acting. In an organisation, there are different types of planning:

Strategic planning

Strategic planning guides decision-making at all levels in an organisation, provides the guideline that all managers need to formulate the plans and goals for their own units, department and sections (Smith, et al., 2007). The strategic plan must outline measurable outcomes that will result from its implementation. The strategic planning focus must show that the past and future determines the present. It deals with an environment that is constantly changing, so an organisation that needs to be flexible. Therefore the strategic plan must be reviewed as often as possible to accommodate the environment that is constantly changing. What managers do to develop the organisation strategies is regarded as strategic management by Robbins et al. (2010).The strategic plan also assists in assessing internal environment (Smith, et al., 2007). Smith et al. (2007) further indicates that when assessing the internal environment management must evaluate the

organisation's capabilities as well as the opportunities and threats posed by the exchanging external environment. Lawton and Rose (1992) pointed out that strategic planning is done by the decision-makers meaning, senior management. Gordon (2005) stated that planning groups should be more rather than less, to avoid the problems that can result from less participation due to few stake holders involved. This is supported by Robbins et al. (2010) when he emphasises the importance of group decision-making which can generate more alternative solutions. Also, if more people participate in the decision-making then they will be more like to accept the decision and be able to convince others to accept it as well.

Manenzhe (2007) indicates that the challenges of land reform lie in the planning and design of agricultural and rural development strategies, as well as the design of support services and credit programmemes. Thomas (2009) discusses state-led land reform, suggests that top-down initiatives caused the land reform programmeme to miss out the important development on the ground and failed to enlist support from relevant actors. This is supported by Manenzhe (2007) where he indicates that involvement of beneficiaries for their project and livelihoods is critical. Thomas (2009) supported Manenzhe's (2007) statement when he reveals that locals in places like China collectively own agricultural land and enjoy significant power over the management of that land. Moseki (2008) showed the importance of planning when he pointed out that if land reform is not properly planned and implemented - a major concern raised by political economists - the programmeme can condemn beneficiaries to a situation where they have even lower living standards. The Minister of the Department of Agriculture and Land Affairs (2005, in Nogantshi, 2011) states that land reform projects in Limpopo were dysfunctional and she attributed this to poor design, negative dynamics within groups and lack of post-settlement support. Good planning is not only a result of developed senior management; it also involves availability of information needed for planning (Omekwa, 2003).

Brown (2006) says that senior management is a critical resource of organisations and that companies invest substantial time, money and effort in senior management development programmemes. This explains why Lawton and Rose (1992) regard senior managers are the decision-makers, because they are the ones in the organisation who are tasked with making the correct decisions. Brown (2006) further proposes that management development programmemes for senior managers can contribute to the formulation and implementation of strategies, management of change and strategic capabilities at both the individual and organisational level. He sees strategic issues as being the driver of senior management development, with opportunities being created for challenging existing strategies, problem-solving through the development of new strategies and learning through involvement in the strategic tasks of the organisation. The 2004/ 2005 annual report from Land Affairs mentions that human resource development has been a key focus for the Department in addressing both current and future human resource needs. The report indicated that human resource development was achieved through education, training, and development programmemes. The report also indicated that 35 senior managers completed the professional certificate in public management programmeme conducted by the University of the Witwatersrand.

Matshego (2011) indicates that the “new public management approach” which defines the role of the administrative executives of public institutions, should play a role in the implementation of government programmemes: the development of strategies for the efficient and effective achievement of LRAD programmeme, building a political support internally and externally for the strategic directions they intend to take; and ensuring that institutions have the necessary administrative capacity to function.

In the original policy document of the Department of Land Affairs, the programmeme was to be demand-led, meaning that only those who are able

to show considerable interest in and capacity to become productive farmers will be able to access the programme (Zimmerman, 2000). At the planning stage, demand-led targeting was construed to have several desirable components, such as beneficiaries would initiate the administrative programme eligibility and would have to make a contribution from their own resources toward the start–up costs of the new farming enterprise. Beneficiaries would also have to show that they were capable of becoming successful farmers and bear the risk of farming (Zimmerman, 2000). Through management development programmemes, the managers should be able to observe whether the strategy is achieving the goals at an earlier stage. In the chapter covering background, this researcher highlighted that SLAG was implemented in 1999 and substituted by LRAD in 2001, but CASP which was meant to support LRAD, was only implemented in 2004.

Brown (2006) observed that senior management development programmemes appear to have the potential to contribute to the strategic management task in organisations, enhancing strategy formulation and implementation and also helping to develop strategic management competencies in participants. He also realised that there are some challenging areas where under-achieving programmemes have been identified. He says the programmeme could not address leadership, strategic management and innovation and suggested that it should be enhanced to explore ways of filling the gap. Robbins et al. (2010) listed the managerial actions needed if they want to transform the organisation's culture to become more responsive to customers. They are as follows (Robbins, et al., 2010):

1. ***Selection***. Job applicant should go through an extensive interview process and the executives must carefully assess whether a candidate has the personality they want in an employee;
2. ***Training***. Hiring new employees is not always the best option, as management can make current employees more focused, and there

must be regular training updates because employees lose focus sometimes;

3. ***Organising***. Organisational structure needs to give employees more control;
4. ***Empowerment***. The organisation must allow employees to make on-the-spot decisions to completely satisfy customers;
5. ***Leadership***. Effective leaders deliver by conveying a customer-focused vision and demonstrating their by their continual behaviour that they are committed to customers;
6. ***Evaluation***. Employee performance needs to be evaluated on such measures as how they behave, their ability solve customer problems rather than simply on the measurable outcome they achieve; and
7. ***Rewards***. Management must reward good service if they want employees to continue to give good service.

2.4.1.2 Middle managers

These are found between the lowest and top levels of the organisation. The manage other managers and maybe some non-managerial employees and are typically responsible for translating the goals set by the top managers into specific details that lower level managers will see get done (Robbins, et al., 2010) Their titles in the public sector are Deputy Directors, and Deputy Managers whereas in the private sector they are called department/ agency head, project leader, district manager, division managers

Senior management may be capacitated and developed but they cannot implement the strategy on their own and the people who will implement the strategy also need to be developed. It is also up to senior management to deploy workers with relevant skills in order to yield more effective results. These take us to the second and third type of planning, tactical and operational planning

Tactical planning and operational planning

This type of planning is made by functional managers to support the organisation's long term plans. Operational plans are made by lower management to plan ahead for short periods such as weekly and monthly schedules. Empowerment is also important at this stage because it also affects achievement of the set goals. Logan and Ganster (2007) stipulate that empowerment has been used to describe a family of management practices that typically lead to increases in employee decision-making power. This type of empowerment is referred as role empowerment. The other type is called psychological empowerment, which is defined as the experience of intrinsic task motivation that embodies four cognitions: competence, self–determination, and impact and meaning (Logan and Ganster, 2007). They refer to an individual's belief in his or her ability to skilfully perform job activities. Self-determination refers to the worker having control over behaviours and process at the work places, while impact concerns the worker's level of influence over administrative and operating outcomes within the work unit, in other words the extent to which one views one's work as personally important and meaningful. Logan and Ganster (2007) further highlighted that to increase a sense of empowerment, interventions should the critical dimensions of behavioural and decision control as well as employee self-efficacy. They also mentioned that increased control and self-efficacy will have a positive direct on job satisfaction and organisational commitment. Cousins (2009) emphasises that staff members are not adequately trained, there are not enough of them and staff turnover is also high. If functional managers and managers at operational level can be empowered properly this can be prevented.

Project approval phase of LRAD is done by the top management. The Provincial Grants Committee (PGC) is responsible for these approvals. Before applications are forwarded to PGC they are screened by the district screening committee led by the middle managers from Department of Rural Development and Land Reform (DRDLR). The screening is done so as to

improve the likelihood of the applications being approved when they are submitted for consideration to the PGC (Nogantsi; 2011). The LRAD policy framework (2001) states that implementation of LRAD is decentralised and the district screening committee confirms that since it involves the Deputy Director from DRDLR and first line managers from the Department of Agriculture and Rural Development (DARD), first line managers (assistant directors) from DRDLR and planners (non-managerial employees) and extension officers (non-managerial employees) from DARD.

According to the Land Affairs 2004/2005 annual report, the department committed itself to filtering management development training in 2004 to middle managers (middle managers include level 9 to level 12). The training started in January 2005 with 75 middle managers. The University of Pretoria Continuing Education Department was the successful tenderer for this programmeme. The programmeme rolled out over three years, starting in 2005 (Land Affairs Annual report 2005/6).The programmeme included first line managers at levels 9 and 10.

2.4.1.3 First line managers

They are responsible for directing the day-to-day activities of non-managerial employees. They are often called supervisors, unit managers, or team leaders in the organisations, whereas in the public sector they are called assistant directors.

First line managers at DRDLR supervise the process of LRAD from project identification as soon as they are approached by the applicant; they are the officers who assign the planner. The planner does a needs assessment by visiting the site on which applicants live, as well as the land they applied to purchase (Nogantshi, 2011). First line managers get involved from the project design phase when a request for an extension officer for feasibility study is received. Both first line managers are also involved in the district

screening committee. After approval of land both supervisors continue with their responsibilities which have been mentioned in the Policy Framework Document of LRAD.

2.4.1.4 Non -managerial employees

Non-managerial employees in DRDLR are regarded as planners, and are directly involved in day-to-day work. They are involved in the implementation of LRAD as soon as project has been registered (Nogantshi, 2011). They first visit the applicants where they live and the land they have applied to purchase in the first phase of LRAD cycle. They continue their involvement into the post-settlement phase.

2.4.2 Organisational design

Robbins (2010) spoke about two common organisational designs which managers can choose from when making structural designs: traditional organisational design and contemporary organisational design.

2.4.2.1 Traditional organisational design

Traditional organisational design has three structures which managers must choose from. These structures are:

- Simple structure: this is a structure with law departmentalisation and departmentalisation is regarded as the basis on which individuals are grouped into departments and departments into the total organisation. There are approaches to structural design that reflect different uses of the chain of command in departmentalisation (Daft, 1995): (i) in functional structure positions are grouped into departments based on similar skills, expertise and resource use; (ii) Divisional structure is an organisational structure in which

departments are grouped based on similar organisational inputs; (iii) Matrix approach is an organisational structure that utilises functional and divisional chains of command simultaneously in the same part of the organisation. Robbins (2010) indicates that in this type of structure, there is a wide span of control and authority centralised in a single person. The strength of this structure is that it is fast, flexible, inexpensive to maintain and accountability is very clear, but the weakness is that this model is not appropriate as organisations grow (Robbins; 2010).

- Functional structure: this is the organisational design that groups similar or related occupational specialties together. The structure is the same as functional departmentalisation. The strength of the design is the economies of scale, minimal duplication of people, equipment. Employees are grouped with others with similar tasks and the weakness is that pursuit of functional goals can cause managers to lose sight of what is best for the overall organisation; also, functional specialists can become insulated and have little understanding of what other units are doing (Robbins; 2010).
- Divisional structure: this is the structure made up of separate business units or divisions. Each division has limited autonomy, with a division manager who has authority over his unit and is responsible for performance. The strength of this design according to Robbins (2010) is that it focuses on results: division managers are responsible for what happens to their products and services. The weaknesses are duplication of activities and resources, which can increase cost and reduce efficiency.

2.4.2.2 Contemporary organisational design

Managers realised that traditional designs are no longer appropriate for today's increasingly dynamic and complex environment (Robbins, 2010). Under contemporary designs, managers uses designs such as:

- Team structure: the entire organisation is made up of work teams that do the organisation's work. Employee empowerment is crucial because there is no line of managerial authority from top to bottom. The advantage is that the employees are more involved and empowered and barriers are reduced among functional areas, but the disadvantage is that there is chain of command, and pressure is on teams to perform.
- Matrix project structure: This model assigns specialists from different functional departments to work on projects but they return to their departments after finishing the work. The strength of the design is that it is a fluid and flexible design that can respond to environmental changes and s speed in decision. The weakness is the complexity of assigning people to projects. There can also be conflicts of tasks and personalities.
- Boundary-less structure: It is a structure that is not defined or limited to artificial horizontal, vertical or external boundaries and it includes virtual and network types of organisation. The strength is that it is highly flexible and responsive, utilises talent whenever it is found but one drawback can be lack of control and communication difficulties.

2.4.3. Applied management theory

Management theories are used with the aim of increasing organisational productivity. The Department of Rural Development and Land reform also operates in a manner which improves performance: this shows that there is theoretical framework is applied during implementation of Land Reform. The 2005/2006 Annual report shows that directorates were created in 2004 that promote enough support to the core line function.

The Director-General indicated that his office remains the central point of strategic management within the Department by ensuring effective reporting directly to the Director-General from various components, namely: (i)

Directive of Executive service which provides advice and coordinated administrative support to the Director-General; (ii) Internal Audit which provides an independent and objective assessment and appraisal service to the management of the Department. It has been indicated that this component assists the department to achieve its objectives by constantly evaluating and improving the effectiveness of risk management, internal control and governance process; (iii) Monitoring and Evaluation monitors who evaluate the performance of land reform programmemes by producing qualitative and quantitative evaluation reports that assess the performance of such programmemes and their impact on land reforms beneficiaries; (iv) Policy development and implementation is tasked primarily with the development of policy, the coordination and management of the process involved in policy-making, as well as advising the Director-General and Minister on policy-related issues. This component also involves in the development of a post-settlement support framework. (v) Human capital and organisational development involves human resource management dealing with employment equity, establishment of an employee wellness programmeme, management of absenteeism and filling of critical vacancies as well as dealing with senior management development, middle management development , internship and learnership programmemes, as well as workplace skills plans, project management for land reform implementers, and land information management (2004/6 Annual report from Land Affairs).

The annual report showed that there could be more than one management theory applied: system theory of management and contingency theory. Based on the annual report for 2004/5 and 2005/6, the organisational design followed the traditional approach and the functional structure was applied, because the report demonstrated that there are several chief directorates and directorates with relevant specialists who support the programmeme; they still have to report to the director general.

2.5. FACTORS CONTRIBUTING TOWARDS AGRICULTURAL DEVELOPMENT

The main issues reviewed with reference to LRAD beneficiaries included economic development and some of its factors of production are discussed. The factors are crucial as they can affect management of LRAD and they involve external factors that can determine the success of LRAD. Burkey (1998) explains economic development as any productive economic activity that involves the mobilisation and management of some combination of all or most of the factors of production. These factors include land, raw material, labour (skilled/unskilled), capital, energy, tools, machinery, plant, management and entrepreneurship (Burkey, 1998). Management as one of the factors of production will be discussed in detail in this research with reference to the LRAD programme.

2.5.1 Financial support

Land can be redistributed but for it to become functional involves many things such as infrastructure and production inputs. Since the targeted beneficiaries are the poor, the government should assist them to start with production. Government's intervention was crucial since most of the beneficiaries were blacklisted and financial institutions were reluctant to offer them a loan with no experience in farming (Department of Agriculture, 2004). In trying to address this lack of capital, the government introduced the Comprehensive Agricultural Support Programmeme (CASP). The aim of CASP is to provide post-settlement support to the targeted beneficiaries of land reform and to other producers who have acquired land through private means, and are for example, engaged in value-adding enterprises domestically or involved in export. CASP implementation started in 2004, whereas land redistribution in Gauteng had been going on since 1999. Since inception it has not proven to be the solution to the problem. MAFISA was later introduced with the aim of addressing the lack of finance for production inputs.

2.5.1.1 MAFISA

The government has developed an appropriate policy and system, the Micro Agricultural Finance Institute of South Africa (MAFISA) that will contribute to assisting the working poor to run existing agricultural businesses, start new agricultural businesses and be able to develop these into fully commercial operations. The government's motivation to establish MAFISA was driven by the following policy objectives:

- To re-establish an agricultural credit scheme through the Department of Agriculture, targeting micro and small agricultural and related businesses; and
- To provide capital to increase agricultural and other forms of related activities.

2.5.1.2. Comprehensive Agricultural Support Programmeme (CASP)

The aim of this programmeme is to provide post-settlement support to the targeted beneficiaries of land reform and to other producers who have acquired land through private means and are, for example, engaged in value-adding enterprises domestically or involved in export. The need for CASP flows from the recommendations of the Strauss Commission report which recommended that black farmers, especially the land reform beneficiaries, should be supported through the provision of farmer support services (Tregurtha and Vink, 2008).

The programmeme is a core focus for the department and will make interventions in six priority areas (CASP guiding document):

- Information and technology management
- Technical and advisory assistance, and regulatory services

- Marketing and business development
- Training and capacity building
- On/off farm infrastructure and product inputs
- Financial support.

Expected outcomes:

- Increased creation of wealth in agriculture and rural areas
- Increased sustainable employment
- Increased incomes and increased foreign exchange earnings
- Reduced poverty and inequalities in land and enterprise ownership
- Improved farming efficiency
- Improved national and household food security
- Stable and safe rural communities, reduced levels of crime and violence, and sustainable rural development
- Improved investor confidence, leading to increased domestic and foreign investment
- Pride and dignity in agriculture as an occupation and sector.

2.5.2. Integration of different stakeholders

Blackman (2003) regards stakeholders as people affected by the impact of an activity or people who can influence the impact of the activity. Cousins (2009) mentioned the importance of integration of the three Departments: the Department of Land Reform and Rural Development, the Department of Agriculture as well as the Department of Water Affairs. He says the ANC government is moving in the direction of integration but it does not provide details as to how it will be done. Pierce et al. (2005) recommended the involvement of all relevant stakeholders during the planning phase so that all stakeholders can understand what is expected during implementation phase. Matshego (2011) indicated the importance of the relationship between Provincial Land Reform Office (PLRO) and the Department of Agriculture Conservation and Environment (DACE) in North West. He indicated that the backlog on delivery of land under the LRAD

programmeme was a challenge and this was attributed to poor co-ordination between major role players (i.e. PLRO, Land Bank and the DACE in North West). Manenzhe suggests that the current land policy assumes that local government will be the leading role player in service delivery after the transfer of land to beneficiaries. Manenzhe (2007) further indicates that local government policies and programmemes give only marginal attention to this. Land reform beneficiaries are unable to access municipal services such as water, sewerage, electricity and roads after the transfer of land (Manenzhe, 2007). Pierce et al. (2005) explains that involvement of stakeholders, as well as encouraging their input can develop a sense of ownership in the project. Matshego (2011) further indicated that there was lack of integrated planning and implementation which often resulted in offers expiring and getting withdrawn due to delays from other role-players. According to Blackman (2003), stakeholder analysis should be conducted in order to identify the stakeholder and describe the nature of their stake, role and interest. The analysis can also identify who should be encouraged to take part in the project planning and implementation. In the discussion document compiled in September 2008 called *Towards an Anti-poverty Strategy for South Africa* it states that government's role is to focus on facilitating the involvement of other institutions, provide political leaderships and use its resources and other capacities to mobilise role players in the desired direction. This implies that it is Department of Land Reform and Rural Development's responsibility to ensure that other stakeholders are involved in the land reform project.

The statement made by Cousins (2009) also shows that in the planning phase the different departments should be involved because they can bring h different areas of expertise. The Human Research Council (2003) in their case study in three provinces on LRAD, found that the efficacy of post-settlement support is still in question. They say it was reported that the responsibilities of Land Affairs and the Land Bank stops in practice at hand-over, with the provincial Departments of Agriculture (PDAs) expected to take

over at that point. Nkunzi (2003) in Manenzhe (2007) argued that a critical challenge in post-settlement support is the coordination of services for land reform beneficiaries. The report argues need to decentralise roles and responsibilities to local government. They further found out that limited capacity for undertaking this mandate often makes it difficult for PDAs staff to take on this task. This is supported by Cousins (2009) when he talks about weak capacity in the relevant government departments. Prinsloo (2008) highlights problems that have been identified by other academics such as inadequate financing of projects, poor design of projects, group dynamics, lack of post-transfer support and a disregard of environmental factors.

2.5.2.1 Role of Gauteng Department of Land Reform and Rural Development

According to the former Minister for Agriculture and Land Affairs (2001:13), the LRAD sub-programmeme is supposed to be a joint programmeme where the Department of Land Reform and Rural Development must deliver land and the Department of Agriculture must provide agricultural support. The role of Land Reform and Rural Development as well as the Land Bank stops in practice at hand-over and PDAs are expected to take over at that point (HSRC, 2003). Cousins (2009) mentioned that there are insufficient staff members, many are not adequately trained and staff turn-over is high and he also finds agricultural extension to be very weak. Cousins is supported by research done by Anseeuw and Mathebula (2008) in Molemole Limpopo Province where they said the beneficiaries of LRAD were complaining about new officials coming in, having no knowledge of the different projects and having little experience.

2.5.2.2. Role of Provincial Departments of Agriculture (PDA)

Gauteng Department of Agriculture is supposed to provide pre- and post-settlement support to land reform projects (Maisela, 2007). Pre-settlement support involves evaluation of the agricultural potential of the farm to be bought and in some instances development of business plans. Post-settlement should include extension support, training and assistance with infrastructure development (using CASP) and advice on marketing of the produce. The practice is far from ideal according to Maisela's findings. HSRC (2003) indicated that PDAs in 2003 still did not have an institutional alternative to accepting the whole burden of training, mentoring and general capacitating.

2.6. CONCLUSION

The researcher used a framework for management in the organisation by Daft and Robbins to analyse the management in LRAD. The focus was on senior managers and their main roles in making LRAD a success. Other authors and relevant documentation were also used to substantiate the facts.

The importance of planning in management processes has been emphasised as it can result in a successful implementation of LRAD and therefore the main objectives can be achieved. Theories of management have been adopted by management in DRDLR but the ability of managers to practically apply all aspects needs to be tested.

Findings from other researchers showed that there are other factors that affect the successful implementation of LRAD and they also need to be given attention when planning for the programmeme.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This section outlines of the methodology followed in conducting the research and includes research design and data collection methods adopted. The analysis of the reliability, validity and relevance of the research is also covered.

3.2 WHAT IS RESEARCH METHODOLOGY?

Neuman (2006) indicates that a clear distinction should be made between research method and research methodology and observes that a research method is a specific technique used for data collection, whereas research methodology should be viewed as the over-arching philosophical basis for research method.

Williams (2011) defines research methodology as a way to find out the answer to a given problem on a specific matter, also referred as a research problem. Researchers can use different criteria for researching/solving the given research problem (Williams; 2011). Khothari (2004) defines research as a systemised effort to gain new knowledge. Some of the objectives of research are: explorative or formative research conducted with the objective of gaining familiarity, or to achieve new insights into it; descriptive research is done to portray accurately the characteristics of a particular individual, situation or group; diagnostic research is done to determine the frequency with which something occurs or with which it is associated with something else. It is important to know the most suitable method for the problem and the required level of accuracy.

There are different types of research methodology described by Khothari (2004) as follows:

- Descriptive versus analytical research method: Descriptive research includes survey and fact-finding enquiries. The main purpose is description a state of affairs as it exists at present. In analytical research, the researcher has to use the facts or information already available, and analyse these to make a critical evaluation of the material.
- Applied versus fundamental research: Applied research aims at finding a solution for an immediate problem facing the society or business organisation, and fundamental research is concerned with generalisation and formulation of theory.
- Quantitative versus qualitative research: quantitative research is based on the measurement of quantity or amount, of phenomena that can be expressed in terms of quantity. Qualitative research is concerned with qualitative phenomena. Denzin and Lincoln (2000) indicated that qualitative researchers stress the socially constructed nature of reality.
- Conceptual and empirical research: conceptual research is related to abstract ideas or theory, and is generally used by philosophers and thinkers to develop new theory or re-interpret an existing one. Empirical research relies on observation and experience alone without due regard for system and theory.

For the purpose of this research, qualitative methodology was used. Qualitative research provides a means through which a researcher can judge the effectiveness of a particular policy or practice. (Neuman, 2006). This research investigated the management of land redistribution for agricultural development by one Gauteng municipality.

3.3 RESEARCH DESIGN

3.3.1 Quantitative research design

Quantitative research design is the standard experimental method of most scientific disciplines (Laurel, 2003). Laurel further highlights that qualitative research helps us understand how to make things simpler and easier to use. Experimental and survey research uses the quantitative approach described by Creswell (2014) as follows:

- Survey research provides a quantitative or numeric description of trends, attitudes or opinions of a population by studying a sample of that population. Creswell (2014) indicated that it includes cross-sectional and longitudinal studies using questionnaires or structural interviews for data collection. Blankenship (2010) explained the purpose of survey research as to gather data that will describe the group being examined in order to better understand their characteristics, attitudes, preferences or beliefs.
- Experimental research seeks to determine if a specific treatment influences an outcome. Blankenship (2010) explains the experiment as the studies where research questions examine a cause and effect relationship. The researcher assesses this by providing a specific treatment to one group and withholding if from another and then determining how both groups score on an outcome. Creswell (2014) further states that experiments include true experiment with random assignment of subjects to treatment conditions and quasi-experiments that use non-randomised assignments.

The advantages of quantitative research design as indicated by Blankenship (2010) is that it provides an excellent way of finalising results and proving or disproving a hypothesis. This method remains standard across many scientific fields and disciplines. Quantitative research design

helps to reach a comprehensive answer after statistical analysis of the results and the results can be legitimately discussed and published.

The disadvantages of quantitative experiments is that they can be difficult and expensive and also require a lot of time to conduct (Blankenship, 2010). They also involve proper planning to ensure complete randomisation and correct designation of control groups.

3.3.2 Qualitative research design

Creswell (2013: 44) in his definition of qualitative research said, "*it begin with an assumption and the use of an interpretive/theoretical framework that informs the study of research problems, addressing the meaning individuals or groups ascribe to a social or human problem."*

Qualitative research uses an emerging qualitative approach in order to study this problem. Data collection under qualitative research is conducted in the field at the site where the participants experience the issue or problem under study (Creswell, 2013).

There are many characteristics of qualitative research such as: a natural setting where the researcher tends to collect data at the site where participants experience the issue or problem under study. The researcher does not bring individuals into the lab; the researcher is a key instrument and collects data himself through examining documents, observing behaviour or interviewing participants. Multiple sources of data such as interviews, observations, documents and audio-visual information and used, rather than reliance on a single method Creswell (2013).

Blakenhof (2010) and Shuttleworth (2008) indicates that qualitative techniques have been extremely useful when a subject is too complex to be answered by a simple yes or no. Shuttleworth (2008) further explains that

the qualitative research design is much easier to plan and carry out and useful when budgetary decisions have to be taken into account.

Careful planning and thought is very important to ensure that the results obtained are as accurate as possible. Qualitative design cannot be mathematically analysed in the comprehensive way that quantitative results can. (Shuttleworth, 2008).

The researcher made use of the qualitative method of inquiry. The study intends to establish whether management of LRAD is responsible for the failure of the sub-programmeme or whether there are any other factors that contribute to the failure of the LRAD sub-programmeme, especially at post-settlement phase.

3.3 RESEARCH APPROACH

The purpose of this research is to explore the processes of management used in the implementation of the LRAD sub-programmeme. An explorative approach will be applied in the qualitative study.

McNabb (2010) indicated that most explorative research is conducted for two purposes: (i) a preparatory examination of an issue in order to gain insights and ideas; (ii) information gathering for immediate application to an administrative problem. McNabb (2010) further explainsd that because of its limited scope, exploratory research is seldom used as a stand-alone design. Most exploratory research is conducted to investigate an issue or topic in order to develop insight and ideas about its underlying nature. Ackroyd and Hughes (in Phatudi, 2011) indicated that exploratory case studies are aimed at developing preliminary ideas or understanding of a particular issue, with a view to formulating and focusing questions for future research, through the active process of the production of knowledge out of the complexity of life.

As highlighted by McNabb (2010), exploratory research is seldom used as a stand-alone method. Tellis (1997) indicated that a case study is not characterised by the method used to collect and analyse data but rather by its focus upon a particular unit of analysis. In this research, the focus of analysis will be LRAD (Tellis, 1997).

3.4 DATA COLLECTION

The researcher collected data by making use of the following methods.

3.3.1. Interviews

The researcher conducted face-to-face individual interviews with four of the identified farmers (one representative from each group) and two middle managers. Neuman (2006) articulates that the interview is a short, secondary social interaction between two strangers, with the explicit purpose of one person obtaining specific information from the other. In this research the most of the subjects were familiar to the researcher and the interviews functioned as interactive sessions that yielded a great deal of information. The advantage of interviews is that the researcher can choose the respondents. The researcher chose respondents farming in the Lesedi local municipality.

Five farmers were interviewed at their farms and two officials were interviewed. One middle manager from the Department of Rural Development and Land Reform (DRDLR) was interviewed telephonically and a middle manager from the Gauteng Department of Agriculture and Rural Development (GDARD) was interviewed in his office. Only one official from each Department was interviewed, because were the only middle managers pertinent to the research. Tellis (1997) points out that interviews are one of the most important sources of case study information. A questionnaire was used for the interview and open- ended questions were

used which allowed in-depth interviews. Tellis (1997) says in an open-ended interview, key respondents are asked to comment about certain events, and they may propose solutions or provide insight events.

3.3.2 Observations

Four farmers were visited at their farms and a standard template for observation was established to enhance uniformity. The farmers which were not individual owners of the farms but were represented the group of beneficiaries who collectively owned the farm. The fifth farmer chosen for an interview could not be visited on the farm, as the researcher found the gates were locked because the beneficiaries no longer go to the farm. Neuman (2006) advises that researchers should watch and listen carefully in the field when using observation as a method of collecting data.

3.3.3 Telephonic interview

One farmer representing a group of beneficiaries who owned a farm was interviewed telephonically he was no longer staying at the farm, but had returned to his township home. The questionnaire was also used for uniformity and not limited when answering the questions.

3.4 SAMPLING METHOD

The sampling method used was purposive sampling; it helped to identify key informants for this research. Neuman (2006) described purposive sampling as a non-random sample in which the researcher uses a wide range of methods to locate all possible cases of a population that is highly specific and difficult to reach. Vogt and Johnson (2011) defined purposive sampling as a sample composed of subjects selected deliberately by researchers, usually because they think certain characteristics are typical or representative of the population. They also note that this method runs the risk of introducing an unknown bias.

The total number of farms purchased and transferred to beneficiaries in Lesedi local municipality from 2001 to 2006 was 12. Only five of the 12 farmers were interviewed and farm visits were conducted for observation purposes. The middle manager from Department of Agriculture and Rural Development (previously known as the Department of Agriculture, Conservation and Environment) was visited in his office and a formal interview was conducted.

A middle manager from the Department of Rural Development and Land Reform (formerly the Department of Land Affairs), Gauteng Provincial Land Reform Office was also interviewed on the phone and he emailed the documents detailing the total number of farms that have been purchased and transferred in Gauteng. The researcher identified the farms located in the Lesedi local municipality. The five farmers representing the groups of beneficiaries who collectively applied for the farms under LRAD sub-programmeme in the Lesedi local municipality were visited and the researcher explained the nature and purpose of the research. The researcher suggested that other member sof the beneficiary groups could join the interviews. The transfer of the land was done in 2002, 2002, 2003, 2005 and 2006. This background should assist in observing the success or failure of production at the farms.

Group or individual

All the five participants applied for an LRAD grant as part of a group to increase funds they were able to advance. In some cases the beneficiary group was a family group; e.g. parents and their children, with only one member committed to the day-to-day running of the farm. All the five farms are owned by more than one member.

3.5 DATA ANALYSIS

Data was collected and stored after the interviews. The gathered data was coded according to themes guided by the research questions raised at the beginning of the case study. Neuman (2006) indicates that qualitative researchers often use general ideas, themes or concepts as tools for making generalisations. Neuman (2006) notes that a qualitative researcher analyses data by organising it into categories on the basis of themes, concepts or similar features. Neuman (2006) further indicated that in case study analysis, ideas and evidence are mutually interdependent.

Creswell (2003) highlighted that data analysis involves making sense out of text and image data. In trying to make sense out of the data, the researcher read the transcripts, and made notes. The notes reflected feelings, observations and topics created from the transcripts. Codes were then created. A coding process was used to generate a description of categories and themes. The final step in data analysis involved interpreting the data and highlighting lessons learned. (Neuman, 2006).

3.6 LIMITATIONS OF THE STUDY

The population study comprised of two middle managers from the both Department of Agriculture and Rural Development in Gauteng and the Department of Rural Development and Land Reform, plus It also comprised of our farmers from Lesedi local municipality, each farmer representing the group of beneficiaries who registered a cooperative and collectively applied for a LRAD grant. The land was transferred to these beneficiary groups between 2002 and 2006.

Gauteng Province was chosen because the researcher resides in Gauteng and because some people do not believe that there is farming industry in

Gauteng. Farms in Gauteng are not large, and the province is dominated by small plots and few big farms. Lesedi is one of the three local municipalities under the district called Sedibeng. The other two local municipalities are Emfuleni and Midvaal. Lesedi is dominated by farms producing grains, poultry and livestock. Vegetables are the main produce of those who own plots of less than 10 hectares.

Most of the farms in Lesedi where very expensive when the LRAD programmeme was active, They started selling after 2006 when the Department of Land Reform and Rural Development introduced the strategy of PLAS. According to the list from the Provincial Land Reform office, 10 farms were purchased under LRAD. Some of the beneficiaries could not contacted. During the time of LRAD, farms under land reform programmeme were very few. Lesedi local municipality also benefited from the land reform programmeme when the department of Land Reform purchased land used as commonage. Communal land is purchased by DRDLR for the municipality for use as grazing, to keep livestock away from residential areas (townships).

3.7 VALIDITY AND RELIABILITY

Southwold and Schipper (2007) refer to *validity* as the accuracy and trustworthiness of instruments, data and findings in research, and *reliability* as to whether or not the researcher can replicate the answer. McBurney and White (2007: 129) regards *reliability* as the property of consistency of a measurement that gives the same result on different occasions, whereas *validity* is the property of a measurement that tests what it is supposed to test.

Vogt and Johnson (2011) refer to validity as the strength of the research design, and emphasise that validity requires reliability but the reverse is not true. Vogt and Johnson define reliability as the freedom to measurement

error; this informs the stability of a measure or observation. This implies that when repeated measurement of the same thing gives highly similar results, then the measurement instrument is said to be reliable. Neuman (2006) argues that perfect reliability and validity are virtually impossible to achieve but they are ideals that researchers should strive for. Standard interview questions where created and discussed with colleagues and other academics to ensure that they addressed the intentions of the research. Reliability was also tested after the interview took place in order to verify with the participants if the information represented an accurate description of people's views.

3.8 CONCLUSION

The chapter explained the difference between research method and research methodology as well explaining some types of research methodology. Quantitative and qualitative were also discussed.

The research under review was selected to explore an understanding of how LRAD is managed and implemented using real-life case studies. The assumption was based on the problems that are encountered at the last phase of LRAD, the post-settlement phase. The research focused on the three major questions based on the hypothesis that most of the problems are encountered in the post-settlement phase. The next chapter will deal with the presentation of data.

CHAPTER FOUR

DATA PRESENTATION

4.1 INTRODUCTION

Individual interviews were conducted with middle managers from the Gauteng Department of Agriculture and Rural Development and the Department of Rural Development and Land reform. Interviews were also conducted with LRAD beneficiaries who acquired land between 2001 to 2006. Seven participants were selected to reflect a representative sample of the various interest groups, including two managers as well as five farmers.

The researcher collected data by making use of the following:

4.1.1 Interviews

The interviews conducted were guided by the research questions summarised below.

Question 1: What are the factors leading to problems encountered by beneficiaries at post-settlement phase?

This question aimed at determining whether beneficiaries and farmers are able to identify the problems encountered and whether there are common problems that appear in the responses of officials and farmers. This will help in determining whether reviewing the programme will address the existing problems, especially those that are identified by the farmers. The question was directed to both middle managers and beneficiaries.

Question 2: What are the trends in the management of LRAD?

This question aimed at determining the involvement of other levels of management in the planning phase which will play a role at the post-settlement phase. It will also determine whether senior managers empower and support colleagues in the department so as to see better results, particularly with regard to middle managers. It will determine the ability of senior management to effectively enforce organisation culture and values.

This question was only meant for middle managers since the farmers do not participate in the planning phase of LRAD.

Question 3: What are the strategies for consideration in the management of LRAD?

This question tried to determine whether the middle managers and beneficiaries have alternative ways of making management of LRAD a success. The question will determine whether the middle manager and beneficiaries are able to identify the existing management strategies. It will also assist the researcher in examining the management of LRAD and whether the participants are happy with the way things have been done. The research will also determine whether participants are ready for change of management practices if necessary for the success of LRAD. It will also determine whether middle managers from GDARD also have an interest in reviewing the strategy from another department.

Data was summarised according to the themes that guided the research question. The responses were packaged in order to relate and place them in accordance with the research questions. Question 2 was only for managers; therefore responses were categorised as managers and beneficiaries of LRAD.

4.2 MIDDLE MANAGERS' RESPONSE

4.2.1 Theme A: Objectives of LRAD

Respondents from both departments understood the objectives of LRAD very well and acknowledge that the pace of achieving them is very slow but both Departments are actively working on achieving them. They both articulated them well and mentioned that all the objectives in the research report are definitely achievable but at a very slow pace. They believed that the objectives of LRAD can be more effectively realised if the management of LRAD can be reviewed often.

One factor they believe affects the rate at which objectives of LRAD are achieved is empowerment. They stated that most of the processes are very long and require the approval of senior managers. The respondent from DRDLR indicated that while a middle manager can sit in the PCG committee meeting to gain clarity, senior management sometimes return the applications for clarity which could have been done in the meeting if there was someone who had knowledge about the applications.

Respondents acknowledged that compared to during the era of SLAG there is a decentralisation of power since the senior managers established the district screening committee (DSC) led by the middle manager or the operational manager from DRDLR if the middle manager was absent. The operational manager was given the power to lead the DSC only when the middle manager was absent to avoid delay, because the DSC meets quarterly. The respondent from DRDLR acknowledged that the establishment of DSC improved the rate at which applications are approved because most of the applications that were recommended by DSC get approved, with the exception of those returned for lack of clarity or missing information.

4.2.2 Theme B: Support

The GDARD respondent indicated that support from their department to the LRAD beneficiaries was supposed to start pre- settlement if officials from DRDLR had decided to involve them before they take a decision to buy the land for the beneficiaries.

4.2.2.1 Pre-settlement support

Pre settlement support involved farm feasibility study, and drafting of a business plan. Feasibility study or farm viability was conducted to check whether the farm is would be able to produce what the beneficiaries intend to produce,. especially if the beneficiaries did not want to continue with the commodity or the previous owner was producing; or example, if the previous owner was cattle farming and the new beneficiaries wanted to move into vegetable production. The soil must be checked for suitability and to see whetehr it will need treament for the new enterprise.The GDARD manager indicated that the feasibility study is conducted by another directorate in the department called Technology Development and Support (TDS). Some farms were purchased without feasibility study being undertaken by GDARD but in such cases the evaluator would have recommended that the farm is viable and therefore can be purchased. The GDARD respondent further indicated that this directorate from GDARD would have also participated or consulted during the planning phase of the programmeme since they also play an important role in the programme. Also, the third directorate that would have been involved in the planning phase of the programme from GDARD would have been Agricultural Economics and Marketing. This directorate assists beneficiaries with business plans which enables the beneficiaries to seek funding from other financial assistance at other institutions. In essence, the middle manager from GDARD felt that the three directorates in the Provincial Agricultural branch would have participated in the planning phase or at least consulted for additional inputs before the draft could be finalised.

DRDLR indicated that the local municipality and GDARD, asas well as the Land Bank were involved in the pre-settlement phase in the Ddstrict steering committee meeting. In this meeting the different applications are scrutinised by committee members to check if the project will be feasible. However he acknowledged that some recommendations and are not adopted because of the pressure they of buying more land. There are recommendations like conducting a feasibility study first, checking if the beneficiaries have interest in farming. Sometimes the feasibility study has been done but there report is not yet back.

The DRDLR respondent explained that in cases where the feasibility study was not done and the land has been procured for the beneficiaries, the evaluator would have seen the potential of the land on sale or what the previous farmer was producing and this can help in deciding whether to buy the land. But he also saw the importance of the feasibility study especially because most of the time the beneficiaries do not continue with the same commodity that was produced by the previous farm owner.

4.2.2.2 Post-settlement support

According to the respondent from the GDARD, post-settlement support included extension advice, support and financial support. Financial support was in of the form of the CASP grant. Extension advisory and support included formal or informal training. If the beneficiaries are offered formal training then the department of Agriculture and Rural Development will have to cover training costs for the beneficiaries. Usually training is provided by, the Animal production institute or the Field Crop or Horticulture Institute. Informal training is offered by specialists from the technology development and support (RTDS) directorate within GDARD. Extension officers conduct a needs assessment with the beneficiaries and in addressing the needs the extension officers liaise with both specialists from technology development

(RTDS) and support as well as agricultural economics and marketing (AEM). If the assessment indicates that beneficiaries from different farms request the same training then the extension officer can establish a study group. Study group sessions are where farmers and beneficiaries are brought together and the challenges like lack of farming skills are addressed. According to middle managers, the study group sessions take place once a month. The extension officer may visit one to four times in a month depending on the level of experience the beneficiaries have. If the beneficiaries have access to information and they are able to understand when reading on their own the number of visits will at least be cut to once or twice in a month. But if the beneficiaries do not have access to information and they don't have experience in farming then the extension officer can visit at least once a week. The GDARD respondent explained that the beneficiaries are categorised according to their skill and education level. This was necessary to identify farmers at the lower level of experience, education and skills because they are the group that need more attention

Asked whether the beneficiaries got the support that was mentioned in the support plan, the GDARD respondent explained that they also provide this service to the farmers who bought their farms privately. This makes it difficult to provide beneficiaries of LRAD with everything they require as soon as the land is transferred to them. Aspects of production required by the beneficiaries are financial support, training, access to market and etc. For them to get financial support from other institutions in the form a loan they need a business plan and the shortage of agricultural economists means a delay in getting such business plans to the beneficiaries. The GDARD manager also highlighted that there is a serious backlog of CASP implementation. Initially in Gauteng, farmers who applied for CASP had to submit three quotation of each infrastructure they applied for with the assistance of the extension officer. This caused a delay in the approval and procurement of the infrastructure because in most applications the specifications where not the same, or some service providers did not comply

with PFMA policy that stipulates the service provider must provide the service first before payment is made. CASP implementation was severely affected by these challenges and this resulted in a serious backlog. The province had to change the approach and that is when they introduced the tender system to supply the most frequently required infrastructure like poultry structures, piggery structures, borehole drilling and equipping, fence erection, tunnels and irrigation systems. The other infrastructure continued to be procured through three quotation system. Due to more applications for infrastructure other pillars of CASP was compromised and this was also a serious challenge according to GDARD respondent.

This respondent indicated that the advisory service by the extension officer can be provided as soon as the extension officer is introduced to the beneficiaries by the planner from the Department of Land Reform and Rural Development. The tfirst step taken by the extension officer is to conduct a needs assessment with the beneficiaries as well as categorising the beneficiaries into either emerging farmers at level 1, 2 or 3. Sometimes the Department of Land Reform and Rural Development liaises with the Department of Labour on training of the beneficiaries if the beneficiaries do not have farming or business management skills. The Department of Labour funds the training which is conducted the farm. Both middle managers agreed that the training was supposed to be done as soon as the beneficiaries moved onto the farms so that theory and practice can be combined. However, if the infrastructure provided by CASP is not in place at the time of training, the training serves little purpose. By the time the infrastructure is in place, the beneficiaries have forgotten their training.

According to the DRDLR respondent, as soon as the transfer was finalised, the beneficiaries were supposed to benefit from CASP. Unfortunately that was not possible because the Provincial department had many applicants and the money allocated to the Province was never enough and therefore

resulted in a backlog. The DRDLR middle manager also indicated that they were informed about the implementation draft.

4.2.3 Theme C: Monitoring and Evaluation

The respondents highlighted that the support from both DRDLR and GDARD is not enough but the problem is financial constraints and shortage of staff. The planner from their office (DRDLR) was supposed to visit the beneficiaries at least once or twice in a month after the transfer but due to a shortage of staff this mostly does not happen. They are supposed to check if there are group conflicts amongst beneficiaries and be able to deal with the problems at an early stage but sometimes there are already serious conflicts amongst the beneficiaries by the time they visit, to the extent that thr group can no longer function. High staff turnover is another serious challenge in the two departments. The DRDLR respondent indicated that it is difficult to contact some beneficiaries because of the high staff turnover and the fact that file administration is not good, and contact detials for beneficiaries have not been updated.

Another challenge they are facing is poor communication between the officials who are visiting the beneficiaries from both departments. Sometimes they work in isolation so they are unable to communicate and see how they can collectively assist the farmers. Farmers also do not communicate the same problems to different officials because they don't understand clearly the roles of the planners and extension officers. Because of the poor communication amongst the officials, the beneficiaries end up having a negative attitude towards the official who is not able to provide assistance as and when needed.

The DRDLR respondent indicated that during the post-settlement phase a report submitted to managers shows progress at the farms. If there were deviations they were going to be able to pick it in the reports but sometimes there is nothing that can be done especially because the main role player in

the post- settlement phase was GDARD and this department official was hampered by backlogs. The main constraint was finance and if there is no finance then there is be no activity at the farms and the beneficiaries end up fighting because there is no income generated. Some beneficiaries ended up resigning from the cooperative and went to look for employment as it also affected their families if there is no income. The DRDLR representative mentioned that remaining beneficiaries recruit new member and the conflicts continue.

4.2.4 Theme D: Integration of stakeholders

Both respondents indicated the importance of aligning programmes starting from within the department. They indicated that the directorates are working in silos and this delays the achievement of LRAD objectives. They gave examples of procurement policies within the department which affect their performance and as well as the other systems used by other directorate. They gave examples of procedure followed when the agriculture advisor requests a feasibility study from TDS and then has to wait wait for them to come back with date for the visit.

In terms of integration of stakeholders, both respondent believe that there is still much to be done. They both see the importance of integration of stakeholder where the programmes from different stakeholders that are meant for rural development and poverty alleviation can be aligned. They believe all the stakeholders involved must be consulted so that the inputs of different stakeholders can be considered, especially municipalities. They mentioned the importance of involving the three spheres of government; the importance of including the Department of Water Affairs in the planning phase, and private stakeholders like commercial farmers who can assist in mentoring the land reform beneficiaries. In fact, the involvement of farming organisations emerged as crucial.

Both middle managers indicated that other stakeholders such as municipalities were also informed about the implementation draft which also include post-settlement support plan, but they did not participate in the decision-making regarding the draft. The GDARD manager reported that other stakeholders such as farming organisations and commodity groups should also be allowed input regarding implementation of the land reform programmeme. The DRDLR manager indicated that during the review of the plan, more stakeholders were involved.

4.2.5 Theme E: Turnaround time

Both respondents stated that project turnaround time was the major challenge. From project registration to post-settlement phase was supposed to take only three months but sometimes it took more than six months. The respondent reported that there some projects were approved within the given period, but very few. The respondent indicated that the turnaround time needs to be reviewed especially because it involves stakeholders other than those from the two Department.

4.2.6 Theme F: Management of LRAD

The managers understood the whole management process of LRAD, and they acknowledged that it has improved if compared to the SLAG era. Both respondents understood planning very well and its importance when implementing a project or a programme. They were both able to indicate the importance of strategic planning since it provides the guideline that senior managers need to formulate the plan and goals for their own departments. The respondent from GDARD did not know who was involved in the planning of LRAD programme including the post-settlement plan because he believes that was done in Department of Land Reform and Rural development but he knows that senior manager from GDARD was only invited to give input after the draft was created. The DRDLR respondent was not part of the team that drafted the post-settlement plan which was part of

the implementation plan of LRAD but there was consultation within their department and the department had some input were added in the plan. He indicated that the type of planning used to draft the implementation plan was strategic planning. He further indicated that strategic planning was only developed by senior managers that are in charge of LRAD sub-programme. The manager from DRDLR indicated that LRAD implementation forms part of the strategic plan of the whole programme of land reform.

He indicated that the plan was emailed to middle managers who forwarded it to operational managers. He was not sure whether all managers were able to read it and make an input. The external stakeholders consulted were the Provincial Department of Agriculture, National Office of Land Reform, and local municipalities from the Province.

The respondents understood their role in the implementation of land reform programmeme, and acknowledged it wastheir responsibility to make sure that the operational managers understood the goals of the department and of the different programmemes.

4.2.7Theme G: Strategies of management

The respondents stated that management in the two departments has improved. They acknowledged that senior managers with the guidance of human resource management and development were making sure that the employees are also given attention. They both stated that employees are rewarded for performance and they attend workshops and training for their development. Team buildingexercises and sports days arer provided and this helps all employees in the department to know each other better.

The respondents indicated that management of LRAD should improve in terms of involving the beneficiaries in the issues affecting them. The respondent from DRDLR acknowledged that there is a proper monitoring and evaluation (M&E) system but it is conducted from the national office and

they would like to also have the directorate in their provincial office. Integration of other programmemes starting internally was emphasised by both respondents.

4.3 LRAD BENEFICIARIES' RESPONSE

During the interviews it emerged that amongst the five beneficiaries, three of them never got started with production at their. Beneficiaries A and C will be regarded as the active beneficiaries because they were already producing at the farms and beneficiaries B, D and E are regarded as inactive beneficiaries. Themes that were used when presenting managers' data were also used when presenting beneficiaries' responses, with the exception of themes that address management.

4.3.1 Theme A: Objectives of LRAD

All beneficiaries mentioned that they knew and understood the objectives of LRAD very well and that motivated their applying for the grant. Farmer A indicated that she had already bought land and was still paying the bank when the extension officer told her about LRAD. Active farmers believe that extension officers understand their roles in achieving LRAD objectives, they are just frustrated by the red tape in government. They believe that farm visits done by the extension officers were enough and if they need them they are able to phone them and request them to visit the farm.

In contrast, the inactive beneficiaries expressed their frustrations caused by both Department of Agriculture and Department of Land Reform and Rural Development. They understood clearly the objectives of LRAD and they envisaged the programme as the solution to their unemployment problem. The lands owned by farmer B and D were transferred in 2002. The total number of beneficiaries in farmer B's group is 24. Immediately after the transfer of land farmer B was introduced to GDARD and it was explained to the group that GDARD was going to take over from where DRDLR had left

off. DRDLR also saw the importance of organising formal training for them since most of them did not have experience in farming. The training was funded by the Department of Labour. They received financial support from DRDLR but it was after a long time and some members had already resigned due to internal conflicts. With the remaining funds DRDLR bought them a second-hand tractor, but according to farmer B it was not in a very good condition, Implementation of CASP only started in the 2004-2005 financial year, so in 2003 when Farmer B really needed financial support GDARD could not assist, an could only provide advice. The previous owner tried to mentor them but due to severe conflicts the interest in farming waned. Some members in farmer B's group suggested that the land be divided into 24 small portions so that every beneficiary could use his or her portion effectively. But that was not a feasible arrangement because the land was designated for maize and broiler production.

4.3.2 Theme B: Support

4.3.2.1 Pre-settlement support

Active beneficiaries had a good working relationship with their extension officers and they met their extension officer at pre-settlement phase. Feasibility studies were conducted at the farms they identified so after the transfer of land the relationship continued.

4.3.2.2 Post-settlement support

Because of the feasibility, the extension officer and the planner from DRDLR were already working together. Two beneficiaries did not receive training, one active and one inactive. The active beneficiary (farmer A) already had experience in dairy production, which was considered sufficient, and DRDLR paid up the bond and she continued working closely with GDARD, whereas DRDLR never provided post-settlement support. She was able to generate income and employed three permanent workers. She was

supplying Clover SA with milk every second day of the week. Farmer A registered her business with her husband and two children, although she was the one in charge and they never had any group conflict. She applied for the CASP grant with the aim of replacing ageing milking machines, but R35 000 grant was not sufficient to replace them all.

The other active beneficiary (Farmer C) had funds remaining after purchasing the land, and these were used to develop the farm. They were able to buy the seeds, fertilizers and start with vegetable production. The timeous grant also helped with the practical training, because after learning the theory they would go and plant vegetables. As the training progressed the group was also gaining experience on the field in vegetable production. The remaining funds in farmer C's group stretched to the erection of a broiler structure but the structure was erected late so they could not get on practical training is this aspect of farming They applied the theory later and the extension officer was also helpful.

The two active farmers indicated that there was income generated in the business but they also acknowledged there were challenges experienced. Farmer A had a serious problem in winter, she did not have enough planted pasture so she had to spend a lot of money buying feed (bales) for their cattle. She only realised later that she cannot plant pasture because her farm, though reasonably big (300 ha) had a high percentage of clay and gravel stones. This was discovered by the soil scientist who was invited by the extension officer to come and check if the farmer was able to plant pasture to reduce feed cost during winter.

All the farmers also emphasised the importance of getting sufficient funds as soon as transfer of land is done so that the beneficiaries do not have to wait for a long time before becoming productive. They indicated that both Departments and where possible the local municipality must also be able to support them financially and DRDLR must also have sufficient funds

allocated for start-up, not only the funds remaining funds from land purchase. Some farmers are forced to take loans before they can even start producing anything on land. Farmer C was gave the example of the size of the broiler structure they got using the remaining funds: the structure could only house 1000 chickens and this was not sufficient to generate income for the 10 beneficiaries in the group. They both complained about the amount of funds they received from GDARD in the form of CASP grant.

4.2.3 Theme C: Monitoring and Evaluation

The respondents highlighted that the support from both DRDLR and GDARD was not enough but the problem is financial constraints and shortage of staff. The planner from their office (DRDLR) was supposed to visit the beneficiaries at least once or twice in a month after the transfer but due to a shortage of staff this does not always happen. They are supposed to establish if there are group conflicts amongst beneficiaries and be able to deal with the problems at an early stage but because some time elapses before these visits, by the time they do visit there are serious conflicts amongst the beneficiaries to the extent that they can no longer continue working together. The staff turnover is another serious challenge in the two departments. The respondent from the DRDLR indicated that it is difficult to contact some beneficiaries because due to the high staff turnover, files are not kept up to date and contact details have changed.

The other challenge they are facing is poor communication between the officials who visit the beneficiaries from both departments. Sometimes they work in silos so they are unable to communicate and see how they can collectively assist the farmers. Farmers also do not communicate the same problems to different officials because they don't understand clearly the roles of the planners and extension officers. Because of the poor communication amongst the officials providing services to the same beneficiaries, the beneficiaries end up having negative attitude towards the official who is not able to provide with assistance as and when needed.

The DRDLR respondent indicated that during the post-settlement phase a report was submitted to managers showing progress at the farms. If there were deviations they were able to pick it in the reports but sometimes there is nothing that can be done especially because the main role player in the post-settlement phase was GDARD and due to back logs there was nothing that GDARD official can do. The main constraint was finance and if there was no finance then there would be no activity at the farms and the beneficiaries end up fighting because there is no income generated. Some beneficiaries ended up resigning from the cooperative and looking for employment to provide their families with an income. The DRDLR respondent mentioned that often this lead into change of beneficiaries because the remaining beneficiaries recruit new member and conflict continues.

4.3.4 Theme D: Integration of stakeholders

All the farmers felt that support from the municipality is also crucial because there were cases like veld fire which requires minicipal services. They mentioned that during the veld fire they struggled to get assistance from the municipality. They both indicated the importance of involving the commodity organisations like Milk Production Organisation (MPO) immediately after land has been transferred as this will help in getting the support at an early stage.

The three inactive farmers also emphasised the importance of integration of stakeholders, saying that if this happened, it would not even be necessary for them to understand the role of each department but just to expect that they will get the service they requested regardless of which department they were communicating with. They all responded to the question of whether there is integration of different stakeholder thus: “There is no integration and it is very necessary in future to have it”.

4.3.5 Theme E: Turnaround time

All the farmers complained that they wait for a long period before they can get financial assistance from all government departments. They believe that this plays a large part in their failure as farmers. All the farmers emphasised that managers must review the systems they are using for farmer support.

4.3.6 Theme F: Group dynamics

Farmer C and the other beneficiaries in that group started having internal conflict in 2004 because the income generated was not enough. They started accusing each other of stealing the chickens and vegetables and that affected the profit and therefore their salaries. The conflicts became so severe that most of the beneficiaries had to resign from the business. In 2005 only one member remained in the business but there was no longer production at the farm and he decided to recruit new members who could contribute money and try to continue with farming.

Farmer B indicated that group dynamics were there because they were a big group so they blamed government for allowing the big group just for the purpose of qualifying for a bigger grant. The conflict became serious and the group divided into two factions and they ended up fighting with the service provider. According to farmer B they also had argument with the planner and extension officer because they felt that they were not getting support from them.

4.3.7 Theme G: Management strategies

They complained about high staff turnover as the main challenges they experienced. Farmer D mentioned that the planner who started working with him left the department when he had already purchased the broiler structure and was in the process of purchasing broiler chickens and feed for him. They suggested that managers must have a programme that can interest

the employees to prevent them from leaving the departments. Farmer D noted that he was still waiting for the feed and broiler chickens.

Both famers mentioned that the two departments are very important and they could not even differentiate them; they just saw each representative as a government official. That could also be observed by the researcher when the farmers used the words extension officer when they were in fact referring to the planner from DRDLR. Farmer D and E are still waiting for the infrastructure they applied for in 2007 so they believe that it is management's responsibility to reduce the turnaround period.

The three inactive beneficiaries lost trust in government programmes because they believe that the programmes look good on paper but when it comes to implementation it is something totally different. They believe that most of the extension officers do not have experience and they accused planners of not knowing anything about farming. They also indicated that extension officers takes a very long time before they visit.

Both active and inactive beneficiaries emphasised the importance of allowing the beneficiaries to participate in the amendment of policy or at have their input also be taken into consideration.

The researcher drafted astructured questionnaire for respondents to complete and some notes were also made for verification of some of the information provided by the farmers.This makes it impossible to be able to trace all the LRAD beneficiaries especially that now the emphasis is on PLAS. The official from GDARD also mentioned that some of the 12 farms are not traceable; it could be that they were not active and their files were removed from the active files so they never heard of them. This is also due to staff movement in the department. This will therefore make it difficult to verify the information we got from the farmers.

Summary of the responses from farmers are attached as Annexure A.

Type of farming practices

Most of the beneficiaries of land reform in Lesedi have more than one enterprise at their farms according to data from Gauteng Department of Agriculture and Rural Development (GDARD). Table1.1 shows the type of enterprise undertaken by the five farmers who participated in the study. Apart from one, the farmers who participated in the study have diversified farming practices.

Table 7.2: The type of farming enterprises practiced by the farmers who participated in the study

Farmer Identification	Number of beneficiaries	Farming enterprises
A	4	Dairy production
B	24	Grains and vegetables and Broilers
C	10	Vegetables and broilers
D	2	Vegetables and broilers
E	4	Vegetables and piggery

(Source: Gauteng Department of Agriculture and Rural Development)

4.4 OBSERVATION FROM THE FARMS

The template used for observation included current agricultural activity taking place at a particular farm; employment, condition of the farm; and which project beneficiaries were present during the visit.

4.4.1 Current activities

Agricultural activity refers to any agricultural production from the farm either by the farm workers or the owners of the farms. No activity at the farm referred to no agricultural production from that particular farm.

The activity taking place at Farm A is the same activity that was indicated in their business plan, that is milk production. They are still milking and selling sour milk to the informal market. Farm B was not visited because the project beneficiaries are no longer going to the farm so there is no activity taking place. According to one of the beneficiaries there were activities taking place about five years back but due to group dynamics activities stopped and they never generated income from the activity. Farm C is still producing chickens but changed from broiler to egg production and there were no vegetables planted at the time of visit but the area where vegetables used to be planted was identifiable because they had cleaned the area. This shows that there is an activity taking place in farm C although there is deviation from what was written on their business plans.

Farm D has a broiler structure that does not show that it has been used before and the curtains are not there. The owner indicated that the curtains were damaged by veld fire. He also indicated that the DRDLR did not complete their project with him: apparently he was still had money remaining from his grant and the Department was supposed to buy him day-old chicks and feed. In terms of broiler production there is no activity on Farm D but he sometimes plants vegetables for home consumption. There is no borehole so they use municipal water for irrigation.

Farm E only had fencing and a borehole they have been waiting for assistance since 2007.

4.4.2 Employment

Farm A had three permanent employees who are responsible for taking care of the cattle and milking and only one is able operate the pasteurising

machine. Farmer C is working on land with his wife and they don't have any employees. Farm D also has no employees because there is no agricultural activity at the farm.

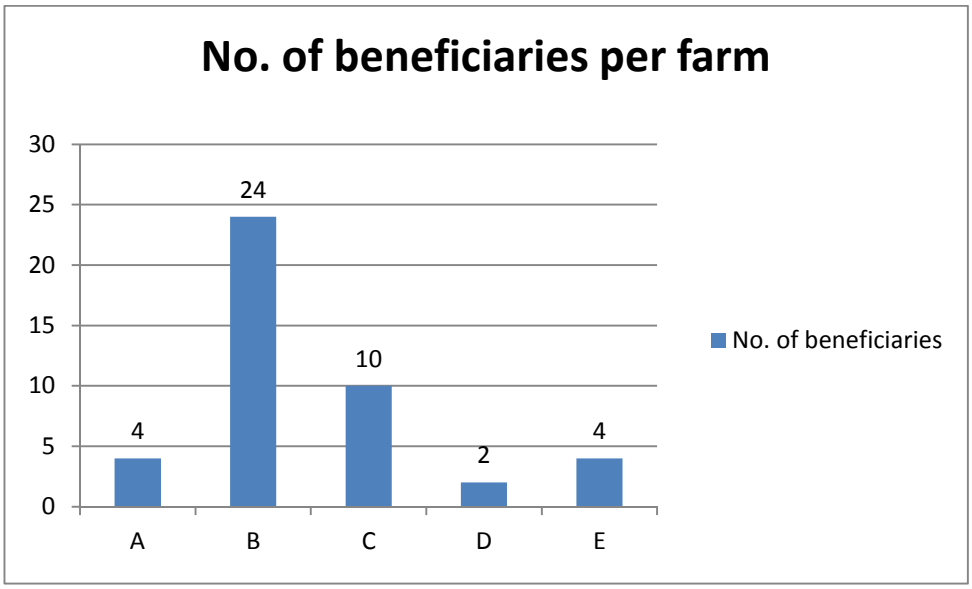
4.4.3 Condition of the farm

Farm A is still in a good condition, some old equipment in the milking parlour has been replaced by new equipment and they even have pasteurising machines which they did not have before. Farm C's condition is still good because they are live full time at the farm and they are still using the broiler house, but with cages for layer production. Farm D's farm is still in a good condition except for the broiler structure that was purchased by GPLRO and has been damaged by veld fire (curtains). Farm B is still in a good condition because the beneficiary is staying at the farm.

4.4.4 Project beneficiaries currently

Farm A consists of four beneficiaries and they are from one family. Only one member is full time at the farm. There are 24 beneficiaries registered for, Farm B. Farm C has 10 members but only two members are full time at the farm. Farm D consisted of two members but only one member was found at the farm. Farm E had four beneficiaries. Graph 1 below shows the number of beneficiaries from each farm.

Graph1: Number of beneficiaries per farm when land was transferred to their business name



4.5 CONCLUSION

The findings of the research were based on the interviews conducted with middle managers and beneficiaries of land redistribution for agricultural development in Lesedi local municipality under Gauteng province. Data was collected according to the objective of the study with the aim of finding answers to the research questions focused on investigating factors leading to the problems encountered at the post-settlement phase of LRAD, investigating integration of stakeholders as well as whether the expected roles and responsibilities of key stake holders were fulfilled,

The response by middle managers shows the importance of planning, especially strategic planning, as an important type of planning under management. The poor integration of stakeholders is highlighted in the findings. It also showed that the roles of the Department of Agriculture and Rural Development as well as the role of Land Reform and Rural

Development are not clear. Factors leading to the problems encountered at the post-settlement phase twere highlighted in the findings, such as shortage of staff. The next chapter presents the interpretation of data.

CHAPTER FIVE

INTERPRETATION AND ANALYSIS OF RESEARCH FINDINGS

5.1. INTRODUCTION

The previous chapter provided the units of analysis being studied. This chapter will be analysing and discussing the significance of the results as well as the commonalities and differences shared by participants at different categories, that is the middle managers and the programme beneficiaries. The finding were presented according to the themes in line with the research questions posed in the first chapter of the report. The purpose of the study was to investigate factors leading to problems encountered at post-settlement phase, to determine the trends of management in LRAD and the strategies used at planning phase and post settlement phase.

5.2. MANAGEMENT OF LRAD

Management in the organisation keeps evolving, it has been proven by other researchers that organisations cannot remain in the same theory of management for a long time if performance is expected to improve in that particular organisation. The Department of Rural Development and Land Reform has demonstrated the importance of reviewing management practices as management evolves. The DRDLR applied the traditional organisational design and used the functional structure. The 2004/2006 annual report showed that the department conducted thorough research on what can improve performance in the department focusing on human resource.

There were new chief directorates created for the sake of providing support to the land reform programmeme. The department took the actions recommended by Robbins to make the organisation's culture more customer responsive.

5.2.1 What went well in management of LRAD

The middle manager from DRDLR indicated that there was change in management strategy when they realised that implementation of SLAG did not go according to plan. There were allegations that employees within the department not have the skills and experience. The employees allegedly did not have experience in working with the community and the farmers, and they needed training.

They had to investigate the strategy they were using and whether it was appropriate for the implementation of the land reform with the goal of transferring 30% of land to the previously disadvantaged people. DRDLR just like other department, used the functional structural design where they have chief directorate of human resource, of finance, and three chief directorates representing each subprogrammeme of land reform. They only changed to chief directorate recently, they used to be directorates. In the 2004/2005 annual report they were still regarded as directorates.

The department went through organisational change and human resource was divided into two directorates that played a role in making sure that people with relevant skills are hired. Human resource management was responsible for the establishment of an employee wellness programmeme, employment equity, and filling of critical vacancies. The second directorate was called human resource development which examined training of the employees, both new and old; they are responsible for providing development programmeme to all the employees in the department. The two directorates were established particularly to focus on the development and motivation of the employees with the aim of ensuring high performance

and reducing staff turnover in the department. The training needs have to be determined: for example, the manager thought it necessary to provide the planners with training for project management because they wanted to apply a project management approach when implementing LRAD. The Directorate of Human Resource Development was responsible for organising training, demonstrating the alignment of the responsibilities from different directorates or chief directorates within the department. The alignment was done in a functional organisational structure The only challenge was that these tasks that were taken to change management strategy were implemented long after implementation of LRAD.

The policy framework document for LRAD has been created with the aim of describing the objectives of LRAD and sets out its operation principles. The document clearly explains the role of each department from the three spheres of government before and after settlement. This indicates that implementation of LRAD was properly planned and what need to be investigated is monitoring and evaluation of the sub-programme.

5.2.2. Areas of improvement

The department has played an important role of changing the management strategy used for implementation of land reform programmeme. The findings from the report that suggested change of strategy should have been implemented all at once so that the impact could be observed with the department. There are important factors leading to problems encountered at post-settlement phase.

5.2.2.1 Factors leading to problems encountered at post=settlement phase

5.2.2.2.1 Support

All the respondents emphasised the importance of providing sufficient support towards the beneficiaries of LRAD. It was clear that support must come from different stakeholders affected by LRAD programme. One of the objectives of LRAD is “to improve nutrition and incomes of the rural poor who want to farm on any scale”. This can be achieved if the beneficiaries are provided with sufficient support noting that most of them are the rural poor. The finding shows that support is there but it is not comprehensive. It was mentioned that more money every financial year is used to address the backlog of On- and Off-Ffarm infrastructure pillar and that affects the implementation of the other six pillars; therefore CASP is no longer implemented comprehensively as intended. This shows that GDARD is allocated insufficient funds hence the other pillars are being compromised. DBSA cited in Baloyi (2010) talks about the concept of support and lists general guidelines applicable to the farmer support programmeme as a whole and he emphasised that this should be implemented in the economic assessment programmeme. One of the guidelines is that the provision of support services should be comprehensive and all the elements should be provided in an integral fashion. This confirms what the respondents had to say. Hoaes (2009) advocates a multi-faceted approach to land reform with the emphasis on post=settlement support. She emphasised its fundamental importance if the policy objectives of poverty reduction, self-reliance in food security are to be achieved. Hoaes (2009) says further that for the development activities on acquired land to be sustainable and impact positively on the lives of beneficiaries, a comprehensive response and ongoing interaction between those requiring and determining the support they require, as well as those who provide such support, is crucial.

Support can be in the form of advice by the extension officers, financial support, training, and marketing advice. Cousins (2009) also notes the type of ‘support that is required to assist the new land owner to become

productive, which he says involves credit, farming inputs, water for irrigation, marketing arrangements, information and training. Cousins (2009) emphasised the importance of training, a view supported by Lubambo & Kirsten (2012) who state that beneficiaries should be given practical training based on their required skills by knowledgeable officials, and a post=training analysis should be done to ensure that the farmers have received appropriate training and that it has had the required effect. Prinsloo (2008) indicated that an advisory service by extension officers was expected to be delivered on a regular basis but due to shortage of officers these visits were not regular. The extension officers' conduct needs assessment before training but the problem is due to lack of funds. The farmers may have a long wait before they can be formally trained, and \ this could be the reason why the farms remain unproductive for so long. Extension officers and specialists do not seem to have enough skills.

Training as soon as the beneficiaries move to the farm is crucial, as is the start-up grant, so that the farmers can be trained and [u their new skills into practice before they forget the theoretical knowledge. The impact of extension officers and planners at the post settlement phase is not visible. Training by the Department of Labour was only provided to two of thefive farmers participating in the research. Due to lack of funds one of the beneficiaries in fact never used the knowledge acquired from the training the group broke up due to conflict. Shortage of staff in both departments is also contributing to the problems encountered in the post settlement phase.

During the planning phase senior managers should have identified staff shortages due to high staff turnover as a problem that might arise during implementation phase and identified possible solutions.

Inactive beneficiaries indicated that extension officers are not visible and this is confirmed by Maisela (2007) where in his findings he mentioned that extension service of Department of Agriculture in Northern Cape is not

visible on the majority of the projects and where support is given, then neither structured programmemes nor clear support plans are provided. The extension officers do not have a structured programmeme as it could be seen where beneficiaries received training, they had infrastructure to start production but they ended up fighting amongst themselves and stopped production.

Only two beneficiaries out of five were able to generate income and those who were assisted until income was generated could not continue with production for long. This shows that to sustain production beneficiaries must be able to inject their own money. The only farmer who survived for longer period was able to use her own funds while waiting for the department to assist. It clearly showed that group dynamics are a major in big groups. The bigger the group the more in-fighting. At the farm with 24 beneficiaries the group has disintegrated before they even started generating income ,whereas the group of ten beneficiaries managed to generate income but because the income was not sufficient they also ended up fighting.

5.2.2.2.2 Integration of stakeholders

It was very clear that there is no integration of different stakeholders. This became clear when respondents said that the DRDLR introduced new beneficiaries to GDARD with the expectation that the beneficiaries will be supported with training, advisory, financially. GDARD on the other hand has their own implementation plan of CASP where they assist private farmers and therefore they are unable to address the applications submitted in one financial year. These resulted in beneficiaries developing a lack of trust towards both the departments since they don't keep promises. It was mentioned by all the respondents that local government must also play role in the implementation of LRAD sub-programme.

The challenges faced by beneficiaries due to poor participation of municipality, and alignment of the programmemes in the three spheres of

government is not taking place and it is very important that is should. Cousins (2009), Matshego (2011) and Manenzhe (2007) advocate the importance of integration amongst government departments for the success of LRAD and Land reform programme at large.

5.2.2.2.3 Monitoring and evaluation

The monitoring and evaluation system does not seem to be effective because the DRDLR indicated that they depended on the planner's report after he visited the farms. The GDARD middle manager indicated that he has the support plan but he did not say whether monitoring is done according to what is in the plan. An effective monitoring and evaluation system would raise the alarm to the senior managers at an early stage, which could prevent beneficiaries having to wait for more than three to four years before they can receive support from the Department. Lubambo & Kirsten (2012) concur that the effectiveness of the existing support programmemes should be monitored to make sure that beneficiaries of land reform receive assistance. Nogantshi (2011) also identified lack of monitoring and evaluation of projects as the cause of late intervention by government, since without monitoring it is difficult to identify the problems in time.

5.3 CONCLUSION

The researcher managed to explore the management of LRAD using the information she got from the data collected. Managers in the DRDLR played an important role in making sure that performance is encouraged in the department. Acknowledging that there is something wrong with the way they are managing the programme is a big step on its own. The management of land reform was changed and the employees in the department were also given attention.

There are important factors which affect the success of LRAD and they need to be given serious attention moving forward if we want to see beneficiaries being able to generate income from the farms they are granted. The beneficiaries and middle managers were able to identify same factors.

Chapter six will deal with conclusions and recommendations of this report based on the analysis of the findings.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The purpose of the research was to investigate Management of Land Redistribution for Agricultural Development (LRAD) in Gauteng Province. The focus was on the planning phase as the important aspect of management since it is this phase where implementation of the whole sub-programme takes place. The anticipated problem was that since most problems were identified in the post-settlement phase then there must be problems that are not taken into consideration during the planning phase of LRAD. The research also investigated the factors leading to problems encountered at the post-settlement phase.

Three broad questions were created to ensure that the researcher focused on the process of planning of the implementation of LRAD, specifically the support plan to be implemented during the post-settlement phase. The study would indicate whether the planning phase is the one that causes the problems encountered in the post-settlement phase. The findings also indicated whether involvement of more stakeholders can reduce the factors leading to problems encountered at post settlement.

6.2 CONCLUSIONS

6.2.1 Factors

There are factors that are important and they contribute in the success of agricultural production. The farmers need support from the sphere of government in order to be able to generate income from agricultural production. The support can be in the form of technical advice provided by the agricultural advisors. The skilled agricultural advisors can make a difference in ensuring that the farmers with no skill develop skill in order to be productive at the farm. The farmers can be trained informally at the farm by the agricultural advisors and they can start with production before they can even attend formal training.

Support can be in the form of finance; it has been acknowledged that securing financial support from government takes a long time. The farmers end up losing trust in government because of the poor turnaround time. The lack of financial support seriously affecting production because even if the farmer is trained if there is no financial support then the farmer cannot do anything at the farm. The idea of comprehensive support was also raised; this will allow the farm to start with production as soon the farmer receive the support.

Integration of stakeholders has been emphasised to make comprehensive support to the farmers possible. Different stakeholders who are also involved in poverty alleviation programmeme must discuss strategy that can make sure that the farmers are supported comprehensively.

6.2.2 Literature

Literature was used to review knowledge accumulated from studies done by other researchers. The review revealed that there is a serious problem in most of the country when it comes to land reform programme. There are countries that are doing well, like Japan, and countries like South Africa can learn from them since the main objective globally is redress past wrongs alleviate poverty. Some countries used different approaches for addressing land reform.. Countries like Zimbabwe ended up changing from a market=driven approach to expropriation when they realised that the approach they were using did not increase the rate at which land was being transferred.

6.2.3 Methodology

The methods followed in conducting the research were outlined. The research adopted an exploratory research approach and qualitative research design. Data was collected by conducting interviews with five farmers and two middle managers. The researcher also observed the current situation at the farms when she visited.

Data was collected and stored after the interviews. The gathered data was then coded according to themes guided by the research questions.

6.2.4 Findings

The research indicated that management of LRAD did not promote participation and consultation of other stakeholders. The process involved towards the transfer of land was documented in the post-settlement support plan which was established in the policy framework document developed by management. Middle managers have access to the plan where they are able to see the expected support to be delivered to the beneficiaries but due

to challenges encountered during the postsettlement phase the support is not being given to the beneficiaries.

Management of LRAD findings showed that there are documents that can ensure that implementation of the programme is done perfectly in a way that results in achieving the objectives of LRAD but they are not communicated very well to the relevant stakeholders. A strategic plan has been developed but it does not seem to be used effectively, since it is supposed to be providing a guideline for all managers need to formulate their own plans in order to achieve the set goals. It is not clear how often the land reform strategic plan was reviewed. Problems like staff turnover do not seem to have been taken seriously during development of the strategic plan and support plan.

Comprehensive support for the farmers would provide the solution to the main problems encountered at the post-settlement phase. Where support is not comprehensive the beneficiaries are unable to start with production; training without infrastructure and production input is not enough. If support provided comes from different departments working in silos then it ends up being a waste of time because the beneficiary will still wait for support from the other department. Comprehensive support includes different types of support such as financial support, training and mentorship, an extension advisory service, production input, infrastructure, and market access to name a few.

The question that remains unanswered is whether post-settlement implementation be successful if these factors that lead to problems are given thorough attention? Will LRAD beneficiaries be active on their farms and increase production and therefore generate income?

6.2.5 Analysis and Interpretation

Findings were analysed and the significance of the commonalities and differences shared by participants were discussed. Findings were presented according to the themes in line with the research question posed in the first chapter of the report.

6.3 RECOMMENDATIONS

6.3.1 Lesedi local municipality

Currently there are more farms owned by DRDLR and leased by the beneficiaries under the Proactive Land Acquisition Strategy (PLAS). It is very important for the municipality and the DRDLR and GDARD to discuss the integrated development plan that will assist the beneficiaries of PLAS. Farms in Lesedi are big, the average size being 150 hectares. If the spheres of government influencing these farms ensure that there is production every time, then the objectives of land reform will be achieved. There must be meetings amongst the stakeholders involved, including the farmers, to discuss the challenges and the strategies that can be used to address the challenges.

6.3.2 Gauteng Province

The province has good infrastructure and there are three main fresh produce markets and two large abattoirs. The farmers need support so that they can be productive and supply the formal market. It is also important to make sure that employees are satisfied in order for them to perform well. Different municipalities can discuss with other relevant stakeholders how they can collectively support the farmers.

It is very important to conduct proper monitoring and evaluation so that some challenges can be identified at an early stage.

6.3.3 South Africa

Land reform in South Africa is slow but it is being implemented. It is important to continue reviewing the strategy sooner before the damage becomes severe, so that if need be, then the strategy can be changed. It is also important to review the organisational structural design applied in the department. The province that is transferring most land must share with other provinces the strategy they are using.

Participation of other stakeholders during the planning phase of the programme is very important and senior managers must ensure that it takes place. If some stakeholders cannot participate then there must be thorough consultation so that more stakeholders can still see their contribution in making LRAD a success. It is also important to involve middle managers since they are not far from operational managers and can easily intervene when a problem arises, as well as understand the strategic plan and implementation plan.. This will enable them to dentify any deviations from the plans.

Administration of an effective monitoring system which will assist in identifying the problems at an early stage should be prioritised,

Government must prioritise integration of stakeholders since this will address the problem of a lack of comprehensive support to the beneficiaries and the different stakeholders will be able to understand their roles clearly.

Factors of agricultural development are very important and they can ensure that the beneficiaries increase production at the farms.

6.3.4 The Southern African Region

Regions can learn from each other at a regional level since there are regions that are doing well in other continents. The countries can therefore learn from the regions. Some regions are more technologically advanced and this means they are ahead in terms of best management practices. There must land reform summits at a regional level to ensure that regions meet often.

6.3.5 Continent and Global

It is important to share experiences at this level. The continents must encourage each other since land reform has been one of the programmemes implemented globally. Some continents have already revisited the land reform policy so the lessons learned must be shared.
Further research should be undertaken to investigate whether integration of programmemes really reduces the challenges experienced by beneficiaries and whether it contributes towards poverty alleviation. When the research was finalised, LRAD had already been discontinued and PLAS was the strategy that is being implemented. The DRDLR is attempting to provide beneficiaries with comprehensive support under the recapitalisation programmeme. Further research should be conducted to see if this contributing positively towards the development of the country, province and municipality.

6.3 CONCLUSION

Management plays a very important role in the implementation of programmes. The theoretic approach is important so that the departments can determine whether the theory is working for them or it needs to be reviewed. The organisational culture, design and levels of management are very important before we can evaluate performance of the organisation/departments.

Management of LRAD is constantly being reviewed. Due to too many problems being encountered under LRAD, it was decided to discontinue LRAD and instigate a different approach. Further research is needed to determine if the Proactive Land Acquisition strategy that has been introduced is the correct approach to take.

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ANNEXURE A. SUMMARY OF RESPONSES FROM THE FARMERS INTERVIEWED

Questions to farmers	**A**	**B**	**C**	**D**	**E**
Stakeholder/ Institution involved since inception	GDARD, GPLRO	GPLRO, GDARD	GPLRO, GDARD	GDARD, GPLRO	GPLRO, GDARD, Land bank
Institutions involved post-settlement	GDARD	GPLRO, GDARD, Department of Labour	GPLRO, GDARD, Department of labour	GDARD, GPLRO	GPLRO, GDARD
Any institutions that should have been involved	Labour, GPLRO,GDARD, Local municipality. Enterprise organisation like MPO	Municipality, enterprise organisation such as Grain SA	Local municipality, enterprise organisations like SAPA	Local municipality, Department of Labour, GDARD and GPLRO	No idea but think GDARD and GPLRO are the most important departments
Support from different institutions that were involved	GPLRO only assisted by taking over the bond and paid it up. GDARD assisted by providing technical support and CASP grant	GDARD assisted with advisory but not enough because there was no financial support. GPLRO assisted with financial support. Department of Labour provided on farm training	GDARD assisted with technical advice, GPLRO assisted with financial support.	GPLRO support was very slow and they did not even supply everything they promised them. GDARD' s grant came very late but farm visit was always done	GPLRO assisted them with borehole, fence and GDARD only assisted with a business plan.
Is support sufficient?	No, GPLRO must also offer financial support and GDARD must be able to provide proper technical support. CASP was not covering production inputs. Extension officer s played their roles	No, the beneficiaries did not have implements to be able to plant but they were not assisted with the implement so they could not plant. Extension officers not experienced.	GPLRO did not encourage beneficiaries to work hard. GDARD should have assisted financially. Extension officers know their job.	No, that is why they are still not active at their farms. The extension officers were not experienced and not visible and kept on changing	Support was very slow, especially the grant from GDARD because they are still waiting for infrastructure they applied for since 2008. Extension officers keep on changing and they don't have experience

The period between transfer of land and support at post-settlement	The period was very short because she was already staying at the farm. Already process of CASP application had started in GDARD.	The period was not very long because after transfer the beneficiaries were introduced to the relevant extension officer.	The period was long, the land was transferred in 2002 and they got support in 2003 and 2004. Some beneficiaries were already giving up.	No, the two departments fail the farmers because of their slow pace. There must be enough technical support and financial support since the farm was transferred in 2002 but never produced chickens the way the beneficiary wanted because of lack support.	GPLRO financial assistance only came after two years of waiting and still waiting for GDARD's grant since 2008.
Improvement or changes at the farm since transfer of land	Positive changes because the grant assisted in improving the milking parlour, the kraal.	They tried to plant in the first year but due to group conflict they did not produce much.	After 2004 improvement was very slow because of group dynamics.	Instead of producing chickens the beneficiaries ended up producing vegetables while waiting for assistance. The plot is still in a good condition only because they are staying on it, not because it generates income.	The plot was bare land and now is fenced, there is a borehole, and a piggery structure although not in a very good condition.

ANNEXURE B: RESEARCH QUESTIONNAIRE FOR LRAD BENEFICIARIES

Project Name: ……..

Portion number:…….

Project year of inception:…….

Farming enterprise:…….

SECTION 1: What are the factors leading to problems encountered by the beneficiaries at the post-settlement phase of LRAD?

1.1 What are the objectives of LRAD? Do you have access to post-settlement support plan?

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1.2 How often do both Departments visit you in a month? Do they just visit or do you request to see them first?

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1.3. Do you think deviation from the support plan was well managed?

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1.4. How soon do the Department of Agriculture and Rural Development as well as other relevant stakeholder s, get involved in the programme?

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1.5. Did the beneficiaries get the support that was mentioned in the support plan and was it provided to them within the period that was specified?

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1.6 What kind of support did you get from the relevant stakeholder? Name the stakeholder and describe the kind of support given to the beneficiaries?

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1.7. Do you think the support was enough or do you feel it needed improvement?

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1.8. How long did it take to get support after the land had been transferred from two main departments involved?

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1.9 How long did it take after the land had been transferred before change could be observed?

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Section2. What are the strategies for consideration in the management of LRAD?

2.1.If you were allowed to change anything in the management of LRAD what wouldyou

change?……
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2.2. What is it that you are happy with in the management of LRAD that you would not change?
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2.3. How often do you think strategic management reviews should be conducted ?
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OBSERVATIONS

	Project inception	2011	Remarks
Activity			
Employment			
Condition of the farm			
Project beneficiaries			

CComments:

ANNEXURE C: RESEARCH QUESTIONS FOR IN-DEPTH INTERVIEWS WITH THE MIDDLE MANAGERS.

TOPIC: Management of Land Redistribution for agricultural development in Gauteng Province from 2002 to 2006

SECTION 2: What are the factors leading to problems encountered by the beneficiaries at post-settlement phase of LRAD?

1.1 What are the objectives of LRAD? Do you have access to a post-settlement support plan?

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1.2 How often do you monitor the progress towards achieving the objectives of LRAD programme?

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1.3. How do you manage deviation from the support plan?……
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1.4. How soon does the Department of Agriculture and Rural Development, as well as other relevant stakeholders, get involved in the programme?

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1.5. Did the beneficiaries receive the support outlined in the support plan and was it provided to them within the period that was specified?

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1.6 What kind of support was given to beneficiaries from the relevant stakeholder? Name the stakeholder and describe the kind of support given to the beneficiaries?

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1.7. Do you think the support was sufficient or do you feel it needed improvement?

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1.8. How long did it take the beneficiaries to get a support after the land had been transferred?

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1.9 How long did it take before change could be observed after the land had been transferred?

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Question 2. What are the trends in management of LRAD?

2.1 Explain the management system of LRAD and the role of different levels of management in your
Department.……
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2.2 Who was involved in the planning of LRAD and how were they selected?

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2.3 Do you think it was necessary for middle managers to participate in the planning phase of the programme and why?
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2.4 When and how were you introduced to the LRAD implementation support framework?
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Section3. What are the strategies for consideration in the management of LRAD?

3.1.If you were allowed to change anything in the management of LRAD what wouldyou
change?……
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3.2. What are you are happy with in the management of LRAD that you would not change?

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3.3. How often do you think strategic management reviews should be done ?

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Thank you for your participation.