

Association For Rural Advancement

Strategic Plan 2007 – 2009

Funding Proposal

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Rural Advancement

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1 Background and Motivation

1.1 Introduction

Since its inception in 1979, the Association For Rural Advancement (AFRA) has ensured that it remains relevant in its functions in the South African context and true to its mission and the people it was established to work with. In our recent independent evaluation, which is undertaken every three years as part of our strategic planning cycle, it was suggested that

” AFRA continues to be a significant NGO in the land and rural sector in KZN and in South Africa. This is at a time when civil society is weakening rather than growing in influence and robustness. The organisation cannot rest on this with complacency however, for while there are strengths to build upon, there are critical weaknesses it will need to address. Moreover the coming few years are not likely to be comfortable ones for the organisation, and tightening internal practices will be important to engage meaningfully with this context, and to survive an increasingly tough funding environment.”

Guided by the outcomes of this evaluation AFRA has plotted its strategic path for the coming three years, 2007 - 2009, by refining its role, and getting far more focussed in its area's of work. At the same time there is a vast amount of work that must be done in the identified areas and the challenge remains for AFRA to implement this plan successfully with as much impact as possible.

This success will depend on AFRA's ability to stay focussed, to manage a stable work environment that allows staff to succeed and grow, to strengthen its relationship with the communities it works with and the social movements that represent them, and to build old and new networks of partners with both national and international organisations who align themselves with the work that AFRA does.

1.2 Mission Statement

Vision

AFRA is an independent land rights NGO that aims to redress past injustices, to secure tenure for all, and to improve the quality of life and livelihoods of the rural poor. AFRA works for a peaceful, secure, productive and prosperous society through the equitable redistribution of land, resources and opportunities. AFRA is committed to a non-racial society in which there is gender equality and participatory democracy.

Target Group

AFRA works with black rural people in KwaZulu-Natal whose land and development rights have been undermined, whose tenure is insecure and who do not have sufficient access to land and resources to fulfil their developmental aspirations or basic needs.

Method

AFRA will work towards this vision by:

- Empowering communities to engage with land reform processes to meet their needs;
- Promoting and protecting the interests of women and the poorest within the groups with whom we work; and
- Networking with other organisations to lobby for a just and effective land reform programme for the benefit of our target group within an integrated rural development framework.

Explanation of Mission Concepts

In AFRA's **independence** it implies that the organisation is independent of the government, political parties and even funders agenda's. It defines its role and activities based on its independent analysis and will seek alliances and partners based on a common analysis and actions.

However, while independent of specific community interests, AFRA is lead by the need for an **inter-dependent partnership** as a relationship with the target community it works with and for. This inter-dependence requires well defined parameters of where we partner and where we act independently.

The concept of **land rights** is viewed as a political expression of both the historical dispossession of land rights and land rights that everyone has a minimum right to. These two aspects find intersection in the notion of **citizenship**. While dispossession stripped people of land rights, it also marginalized and stripped people of identity in belonging, culture and basic access to minimum rights to life. While AFRA would advocate for land rights it would measure the success of obtaining such rights by what such rights do to establish or restore effective citizenship of disposed people.

The phrase "**redress past injustices**" again refers to the political nature of land rights and citizenship but also emphasises the political historical context of structured poverty. In using the term redress as opposed to address it is implied that AFRA supports the need for **active** transformative agenda's to obtain such redress.

In arguing for **secure tenure for all** AFRA understands tenure to be about the control over access to and use of land. This control and use that a person or group has over land is made possible by giving or conferring them with a number (or bundle) of rights to this land. The way in which these rights are obtained, recognised by society and supported will affect how secure they are. Insecurity in land rights arises when rights are contested and not adequately recognised. At the same time those who control access and use remain in or obtain a very powerful position in society, as this resource is so **critical to livelihoods and development**.

Securing tenure for all must then imply that the work of AFRA will be about contesting power relations in the interests of the target communities to ensure that they obtain control over their livelihoods and development.

Finally the concept and framework of **sustainable livelihoods** is viewed by AFRA as a way to look at how people function and what rural peoples' strategies are for survival in their complexity. This allows AFRA to **anticipate how to work with people** to build on these strategies to improve how they live. The analysis remains useful in that it encompasses many aspects of life and peoples relationships to institutions.

1.3 Context we work in currently and possible trends and problems that arise

South Africa re-entered the international arena on a very high note in 1994 following the first real national election and the establishment of a new dispensation that was hard fought for and won. While the decades long struggle for freedom highlighted the abhorrent racism in our society it also brought together an array of people and organisations in support of the African National Congress and its allies. Commitment came from many sectors of civil society to support the new dispensation to develop new legislation, policies and programmes to transform South African society.

Today in 2006, following twelve years of freedom, it is argued vociferously by a growing number of groupings in civil society as either too short a period of time to undo all the injustices of the past or an adequate amount of time to begin to show positive change in the lives of the millions of poor and disposed. The post 1994 civil society commitment and active support to the ruling party is waning as poverty levels grow and the realities of coping in a fiercely competitive global market are being brought to bear on transformation agenda's of the country. South Africa is part of the global economy and trends globally are being reflected in our national policies, which are having local impacts. A combination of dominant neo-liberal global economic forces and the South African governments desperate attempts to adhere to these forces conditions to obtain a foothold in this market, as a leader in the African continent, appears to be having a severely negative impact on the poor in South Africa. While this growing poverty can hardly be argued as a South African trend, as similar impacts can be found in many if not most developing countries economies, it has become a fundamental debate in the country between civil society and the state. The correct path (Laws, policies and programmes) to real transformation remains elusive.

The scramble for new markets in the developing world with the rise of China, the decline in many European economies, the growing USA deficit and the continuous instability from war over scarce oil make for an extremely volatile and competitive global market. The launch of NEPAD (New Partnership for African Development) can be seen as both an attempt to build a united force to compete in such a global market and an attempt to sell the African continent in an appealing light to this search for new markets. Either way the result has been less one of control in this market and more one of compromise. In South Africa this rapidly lead to the death of the people centred policies in the "infant" Reconstruction and Development Programme (RDP) to that of a market centred economic policy of Growth Employment And Redistribution (GEAR). Our markets were laid bare as tariffs and trade barriers were dropped and the country chased stability through inflation controls. . The orientation towards world markets saw us decreasing our protections and tariffs drastically where the average economic wide tariffs were reduced from 28% to the current 7.1%.

The impact on the national commercial agriculture market, and the ability of family farmers operating at small scale and subsistence levels has been severe. A recent research report compiled by the OECD stated that there were currently

about 45 000 commercial farms (defined as owner operated with labour) using about 86% of agricultural land. Most of these farms are said to be relatively small with low revenues. Subsistence and sub subsistence farming (family farming) makes up the remaining 14 % of the agricultural land. However, only the top 20% of commercial farms produce 80% of the total value of production. Which means that about 51%, or about 23000 commercial farmers earn less than R300 000 per year. Added to this is the fact that the importance of agriculture in the overall economy has declined from 6% (80's) to 3.6% (2002). It is also estimated that 10% of the employed in South Africa work on farms.

Food security remains a critical issue in South Africa. In sub Saharan Africa, it has been acknowledged, even by the World Bank, that there has been an increase in the percentage of people with incomes of less than 1dollar a day. Christian Aid has calculated that "local producers are selling less than they were before trade was liberalised." Suffice to say the OECD report confirms that rising unemployment has contributed to food insecurity and malnutrition. People's inability to access diversity in food products and access food consistently throughout a year remains a critical concern. South Africa has an estimated 1.5 million malnourished people and 9% of the population remains underweight

For land reform in South Africa this has lead us to a point where many people and institutions are arguing that we are really talking about a trade off between attaining equity in land ownership and achieving agricultural productivity that ensures decreased poverty. The two are seen to be mutually exclusive.

Hence, the political will behind land reform, and the protection and development of the poorest remains low. Land reform is slow and failing in meeting its targets of redistribution, restitution and of providing secure tenure to all South Africans. The new national programme of ASGISA (Accelerated and Shared Growth Initiative of South Africa) is proposed to do this, and there are promises of large injections of funds into programmes aimed at poverty eradication through labour absorbing economic activities. There is expectation that this will in large measure be merely chasing an already flawed development path under GEAR.

At a local level Local Government struggles to deliver services and address 'backlogs'. The problem appears to not be one of insufficient funds - we regularly see budgets under-spent in departments and at municipal level, but rather an inability ability to spend money, which could be an institutional weakness. Municipalities are still young institutions, but are the channel for local development. Planning frameworks for integration do exist in theory, and while improving are unevenly implemented. They do still provide local opportunities for improving planning and delivery of services, but do not offer vision. This is a limitation, but given the state of development, also perhaps an opportunity for proactive engagement.

1.4 Impact of the context on the people AFRA works with (target group)

Based on AFRA's continued work with farm dwellers across the province, through both supporting them to establish their own organisation and creating platforms for them to articulate their demands and needs, and through collaborating with other NGO's to provide affordable and accessible legal services it is possible to conclude that the plight of farm dwellers remain bleak.

Evictions and land rights and human rights abuses continue on farms, and farm dwellers remain largely unprotected by the state from abuse. There is a growing acknowledgement that the laws that should give farm dwellers rights (Land Reform (labour tenants) Act and the Extension of Security of Tenure Act) are flawed legal instruments, and this is combined with the lack of capacity of government to implement and support its own laws. There remains no dedicated programme to provide this category of people redress. People remain vulnerable, not only at the hands of white land owners but there a growing numbers of cases where new black landowners, cashing in on BEE supported initiatives in agriculture and tourism, are resulting in further relegation. The potential for conflict remains high as dissatisfaction with this situation grows amongst farm dwellers.

Restitution also draws rapidly to the end of its extended lifetime, with many rural claims (rural claims are more complex and conflict ridden) unresolved. From our work with both the complex Gongolo Reserve claims and the Dukuduku claims and through interaction with a number of other restitution claiming communities in the province it is clear that Restitution is taking place in a way that does not lead to real redress. AFRA's experience has seen the resolution of claims through poor processes of consultation and planning. Groups of people receiving title to lands are often left confused and disempowered by such processes. Redistribution was to be re-thought post the Land Summit, but all that has emerged is some talk of expropriation for restitution and even this threat is waning.

The Communal Land Rights Act (CLaRA) is not yet being implemented, and is being challenged in the Constitutional Court, creating further uncertainty about its future, and about tenure reform for the ex-homelands and the millions of rural people who live there. The plight of land reform beneficiaries who were made to purchase land under communal property institutions is dire as their fledgling institutions fail from lack of state support for such communal tenure systems. While the state lays the blame at community conflicts the realities of the difficulties of managing any organisation democratically are overlooked by the state.

For those who do succeed in obtaining land under land reform, some have managed to use this opportunity to secure their base, but too many are unable to utilise it to improve their livelihoods. There is no systematic support for land reform beneficiaries, and this is part of the larger lack of a vision or systematic programmes for agrarian reform, or to enable or support development, i.e. structural changes that create the basis for the majority of poor people to become economically active.

Some forecasts:

- The political priority of land reform will dip with the 'end' of restitution
- There will be declining space for a populist land reform agenda, but increased need for engaged critical voices on these and related issues
- AGRI-BEE is likely to dominate discourses around land and agriculture. With the transformation agenda and the Agri-BEE charter, we can expect to see more land rights infringements and evictions in future, and increasingly with black farm owners (we are already hearing things like "but these restrictions on land rights did not apply to whites before!).
- The land sector will still be fragmented, but there will be a continuing need for links and collaboration with others.
- There will be some funding directed to social movements, and the need for them to deepen their leadership and skills - maybe a continued high dependence on NGO's
- Pressing new problems will arise - unsustainable patterns of resource use, more conflicts over energy, water and other scarce resources, an increase in urbanization and urban poverty
- Continuing disjuncture between policies and practice/realities in relation to natural resource regimes
- Links between natural resource regimes, structural poverty and socio-economic rights will continue to be problematic
- Underlying all of these: the dominance of an industrial, capitalist models of agriculture, natural resource exploitation, and food production/distribution systems, both globally and in SA - these are resource hungry, environmentally destructive and exclude the poor, for whom food security will be a major problem.
- HIV Aids will increasingly be felt, and remain high on the agenda. Its linkages to other forms of vulnerability, poverty and gender and children, will be come clearer.

The question for AFRA is what is most critical to give attention to, given its own mission. Which challenges and opportunities should be the focus of attention, when so much is linked and clamours for priority?

1.5 AFRA's approach, role and effectiveness for target group in 2004

Shifting away from implementation to advocacy

While AFRA has had to review its relevance and role in society since its inception in 1979, in the past 6 - 9 years AFRA has struggled with defining its identity in the dynamic South African development environment. This can largely be attributed to the developing understanding of the government's development agenda and economic policies and the role of civil society in relation to this. While initially it seemed correct to participate deeply in the new establishment of government by supporting it to create new laws, policies and programmes growing criticism of governments failures by AFRA's target communities, lead NGO's to operate from a position of 'critical partners'. It is clear in hindsight that this was never a position that would be accepted by the state nor was it a position that would allow AFRA to effectively work with landless group's.

The emergence of social movements made up of many NGO's target communities raised the quandary faced by this sector even more. It has challenged the idea that NGO's can even be seen to be representative of the people it works with. Disagreements over strategies between NGO's, like the National Land Committee network members, and social movements, like the Landless Peoples Movement, highlighted this anomaly further and has forced NGO's to reflect seriously on their role in society.

AFRA's approach in 2004-2006 planning cycle was to base project work on three outputs:

- 1) **Community objectives** (which required good field work and facilitation methods and skills)
- 2) **Learning lessons** as AFRA and for communities and broader public (based on field work which requires good action research skills and documentation skills and methods)
- 3) **Lobbying and Advocacy** on lessons learnt and community issues (which requires good communication and networking skills)

However this approach, while sound in how the outputs are linked to one another, was not clear enough in where the focus was of AFRA's role. The evaluation of work done in 2004 -2006 highlights the varying focus between projects related primarily to where team member's skills lay eg. Some focussed on community field work, others on lessons and sometimes on advocacy.

1.6 AFRA's changing role and approach in the current context

Approach for 2007 - 2009

The evaluation of work done and the analysis of the current context point to the need for AFRA to clarify its purpose and its approach of achieving such. In this light AFRA has elected to work with the following principles:

- It is not a voice of the people it works with but rather it works with those people to support them to create an effective voice of their own in society;
- It is not an implementing arm of government waiting to do capacity building that government officials don't have time or skills to do but rather it works with target communities in a way that empowers them to engage more or most effectively with government programmes that are meant to better their lives;
- It is not a research institute that is measured purely by the academic research and investigations it undertakes and documents for others to learn from and use in developing alternatives but rather it has a responsibility to the groups that it works with to learn from and with them about what laws and policies and programmes work effectively to secure their tenure and improve their livelihoods so that these lessons can be better used to lobby and advocate for change.

The approach is premised on the understanding that the basis for interaction is for **lobbying and advocacy** for change. This is best achieved by:

- To empower farm dwellers and landless people to take charge of their own struggle. To do so through making people aware of their rights, and by supporting people to organise themselves in order to assert their rights and to mount challenges on their own behalf.
- To draw lessons in order to inform lobbying and advocacy for change. Lessons are drawn, from research and other interventions. Lessons are drawn both with target groups, and through our work with them.

1.7 Key content areas of focus for AFRA in 2007-2009

In an attempt to move towards a more advocacy based approach, which works to seek alternatives to current flawed programmes and policies and also recognises the leading role of peoples organisation in this process of change, AFRA's areas of work need to be more focussed to ensure more effectiveness in its impact.

There will be **four focus areas** for work over the coming three years:

- 1) Support to agrarian reform **Social Movements** to mount challenges, lobby and take charge of their own struggle
- 2) Recognising the **Citizenship Rights of Farm Dwellers**
- 3) Alternative **Agrarian Reform models** for economic development
- 4) **Communal property rights** and land administration options for economic development

1.8 Methodology

1.8.1 Advocacy

There is strong public communications component to advocacy that ensures that the public's attention is drawn to the plight of people in particular situations so that support can be given to them. It is about making people conscious of the plight and people through communications and public education. Support becomes primarily verbal rather than practical for the cause.

While advocacy is a type of communication it is useful to see all approaches of AFRA's work linked to the primary focus of advocating.

1.8.2 Advocacy and Communication strategy

The communication approach should be rooted in the advocacy orientation of the organisation. The primary form communication will take will be to support advocacy actions on positions and issues. Some profile would be given to communication forms that support lobbying actions. Marketing AFRA will be about "selling" the problem that AFRA works with and putting AFRA forward as part of the solution. Far less profile will be given to public relations than

advocacy, lobbying and marketing. This would mean that all staff have a part to play in communication and it should feature strongly in their jobs and task depending on their skill areas.

A plan will be developed specifically for communication based on the advocacy orientation covering the following aspects - Communication type, objectives, audiences, messages, tools and activities, resources, timing and evaluations.

The communication plan will arise from the focus areas actions and plans but all focus areas will base their work around what is being advocated for and how this will best be done.

1.8.3 Advocacy and Action Research strategy

Research is an important way in which AFRA can ensure it is thorough in its approach to piloting and developing options and alternatives to the problems it and the communities it supports are confronted with. Lobbying for changes is best achieved if it is rooted in the experiences of the people affected. It is also effective if it empowers affected people to lobby for changes themselves.

An action research approach would mean that AFRA roots its advocacy work in practical experiences of communities it works with and this approach is less one of extraction of information and more one of sharing and learning and ultimately empowering for the communities involved. EG. Ekuthuleni approach and farm dweller dialogue approaches are important guidelines.

AFRA would need to orientate staff towards these approaches and skills to ensure this method works effectively and consistently, so that the quality of work is recognised by other stakeholders.

1.8.4 Advocacy and Facilitation and fieldwork strategy

A key aspect of AFRA's unique contribution in the current context is that it builds relationships with the communities and people who are part of the target group. AFRA's interventions might become specific at times but the overriding approach is one of enduring support rather specific once off technical training interventions.

Given that AFRA has more space than the state or private sector to explore practical alternatives with communities and build relationships it is the unique position to also explore facilitation and fieldwork methods that can be used by others to empower people.

Ultimately it is whether people are empowered to undertake practical lobbying for themselves or take control of development processes around them that will become the measure of AFRA's success in facilitation methods.

1.8.5 Advocacy and Legal advice and support strategy

AFRA believe that it is the responsibility of the state to provide the indigent with accessible and affordable legal services, which give effect to their human rights as equal citizens. In this regard AFRA cannot be the sole or primary provider of day-to-day legal services for rural people with insecure tenure.

In the advocacy role AFRA needs to be lobbying for government to establish and affordable and accessible legal service. This can be done in a number of ways, including the interim provision of legal services to show the state why and how this might be done.

Over and above this AFRA, as a land rights organisation, would engage with the legal services system at various levels to ensure it does give effect to poor peoples rights, through offering training and capacity building and awareness on land issues to various sectors of the legal system, and through tackling precedent setting cases to highlight issues within legislation and publicly.

1.8.6 Advocacy and capacity building

AFRA understands that the building of capacity within our organisation, the communities we work with and in affected stakeholder groupings is not a neutral process. It is value laden in that AFRA will strive to engage with people's capacity to understand and address the issues of tenure insecurity or poor black rural people so that they can fulfil their development aspirations and basic needs.

2 Approach, Objectives and Actions in Focus Areas

2.1 SUPPORT TO SOCIAL MOVEMENTS

AFRA has been working for many years with social movements in their quest for access to land and resources. The recent evaluation has highlighted that it is appropriate now that the way we do this work changes. There are concerns around the current approach with building district structures in that they are not growing and are dependant on AFRA (they are often seen as AFRA's structures). There needs to be a shift from organizing to supporting. Organizing carries questions of accountability, and rightly this is the role and task of the social movement itself. AFRA's role now is to support - which means being very clear about the building mechanisms for a constructive partnership and mutual accountability with a quest for interdependence.

Approach:

- By 2007 we will work primarily with the LPM, with clear agreements on the parameters of the relationship.
- **Political education and skills development.** Capacity building will always have specific outputs defined and worked for. Skills training and then giving people opportunity to use those skills without us.
- **Solidarity support.** This need clear boundaries and terms of engagement.
- **Joint campaigns.** - Shift from organizing district structures to a campaign oriented approach with the Landless Peoples Movement (LPM)
- **Communication strategy**

Principles:

- People lead their own struggle: create local platforms for learning and struggle
- The LPM is the structure AFRA considers the legitimate social movement (because our missions are aligned, it is a national formation that occupies a public space, this is the only social movement currently on land issues)
- Agree on bottom lines that specify the parameters of the relationship
- Openness and constructive criticism on both sides (especially but not only on funds). This calls for regular review, each and together.
- Accountability to each other, but autonomy is respected. We work together on particular activities. We know about each other's accountability processes.
- We will not work with structures that undermine the LPM, and expect this both ways.

2.1.1 Overall Advocacy objectives

- 1) To strengthen the voice of landless people to speak for themselves by working with people

- 2) Recognition of the Landless Peoples Movement as a critical role player in Agrarian Reform by government and stakeholders
- 3) The social formation of landless people takes up and leads their land struggles - they are central
- 4) To social formation of landless people is accountable, democratic and transparent to ensure its growth

2.1.2 Objectives for 2007-2009

- 1) Work with Landless Peoples Movement (LPM) and other allied formations and individuals in KZN to develop a common understanding of land reform as a socio-political dynamic.
- 2) Support, through partnership, the growth and independence of a functional peoples agrarian reform movement
 - a. LPM is establishing relations with other stakeholders
 - b. Government engages the LPM on key issues
 - c. The provincial LPM is supported to be in place

2.1.3 Actions for 2007 - 2009

Advocacy actions

- Establish a partnership agreement of support and co-operation identifying joint actions for a three year period
- Organise and support cross visits to similar organisations nationally and internationally
- Support the implementation of methods for organising, mobilising and recruiting
- Support the development of media strategy and distribution of a quarterly newsletter aimed at members and new recruits and landless communities
- Establish a "friends of the social movement" network of provincial and national organisations and people (meet quarterly and use website and email updates)
- Draw allies into agreed joint campaigns

Learning actions

- Collaboratively with collegial NGO's and Academic schools, develop an ongoing programme (content, methods and times and dates) of local, district and provincial classes focussing on issues impacting on agrarian reform matters
- Develop a calendar of national and international events for cross visits and lobbying actions and engagements
- Support the development of methods for organising and mobilising and recruiting (6 monthly strategising meetings and ongoing research work)
- Implement a training programme on developing newsletters, pamphlets and handling public media
- Support the establishment of a functional provincial office, which can operate admin and finance systems that grow the organisation
- Produce position statements on key issues annually
- Produce one AFRA news annually

- Contribute quarterly to current news, reports and research findings on the AFRA website

Community actions

- Quarterly partnership engagements on joint strategies to implement lobbying actions at a local, district, provincial level
- Quarterly partnership engagements around class programme issues
- Quarterly identification, development and implementation of campaigns
- Quarterly implementation of campaigns at local and provincial level (2 local per quarter and 1 provincial per quarter)
- Support branches to identify and network with allies and stakeholders in their areas (annual analysis and monitoring quarterly and meeting support on request)

2.1.4 Indicators

- Regular joint strategic review meetings take place including allies assessing the partnership programmes and their impact
- The LPM (KZN), AFRA and allied organisations and people develop common positions on key agrarian reform issues (both critique and proposals) and support lobbying actions on these
- The LPM launches functioning branches which show local activity and whose numbers show a growing trend
- The group of allied organisations and people is established and undertakes actions and grows in size
- Various levels of government are engaging with the social movement formation on policy and implementation

2.2 AGRARIAN REFORM DEVELOPMENT OPTIONS AND ALTERNATIVES

We need to build alliances and lobby for ways of thinking about doing “development” that lead to transformation and sustainable economic growth for poor rural people. This includes aspects of: ways of thinking about and paradigms of working on economic development, land and livelihoods, and citizenship rights. While local government is the major target work with some other stakeholders could be strategic.

Approach:

- **Engage Local Government** on IDPs and how IDPs include land and related issues, where we are familiar with places. This must take in the range of land issues we are seeing as important. (overlapping rights, Agric BEE, tourism, conservation ...*not a comprehensive list*).
- **Learn with others** and their experience - such as in Limpopo.
- **Community participation** (in IDPs) is important to strategize about.
- This is **connected to and integrated with other work** that we do (e.g. campaigns)
- DLA is seeking to engage municipalities - seek to use this as an opportunity to broaden the agenda.
- Engage with the Department of Agriculture on these issues too.

2.2.1 Overall Advocacy objectives

- 1) An Agrarian reform which is viewed as a human rights obligation, meaning that people are consciously given rights of access to and control over land in a manner that guarantees secure tenure, and ensures that they have access to food to become self reliant.
- 2) An Agrarian Reform which leads to food security which encompasses access to effective and appropriate support (including post settlement), transforming support institutions and transforming power relations.
- 3) To effect a change in mindset in municipal socio-economic development planning to include needs of people with insecure land rights, through transparent processes that create space for community participation, so that appropriate and relevant alternative policy and delivery frameworks may be developed

2.2.2 Objectives for 2007-2009

- 1) Proactively engage at broad policy levels on Agrarian Reform frameworks with Land Affairs, Agriculture and Local Government
- 2) Formulation of alternative policies that restore dignity and facilitate participation in agricultural practices
- 3) Participation in developing a network of civil society organisations with a similar vision
- 4) Lobby Municipalities to establish an agrarian reform desk
- 5) Lobby for and participate in pilot areas where farm dwellers are actively involved in formulating Integrated Development Plan's, with focus on

- women's needs, short and long term service delivery options and access to land for food security.
- 6) Support the establishment of locally run land administration systems that highlight lessons and options for communal local systems that secure tenure and facilitate access to productive land for food

2.2.3 Actions for 2007 - 2009

Advocacy actions

- Share learnings from work with Gongolo community and Dukuduku community through research reports, media articles, and workshops.
- Lobby for and participate in pilot areas where farm dwellers are actively involved in formulating Integrated Development Plan's, with focus on women's needs, short and long term service delivery options and access to land for food security.
- Hold dialogue workshops on IDP's, rural village settlement options, food security and the right to food and the provision of basic services on farms

Learning actions

- Draw lessons and document processes and outcomes of support work to the Gongolo labour tenants and restitution claimants and the Dukuduku claimants
- Monitor, Review, revise and propose processes and objectives for negotiating land rights and planning land uses and establishing land holding entities and land administration institutions
- Develop alternative policies and legislation principles on the rights of access to homes, culture, and food, through action research workshops with farm dwellers and engaging other institutions and organisations through cross visits and communication (Workshops, Consultants, research actions, cross visits) - Consider:
 - Game farms, agri-villages, LED, ABET, Education, Health, basic services, family farming and small-scale programmes and commonages.
- Monitor and review IDP processes and outcomes with regard to improving tenure security and access to food and services
- Develop alternative options for achieving agrarian reform through IDP processes
- Develop an internal understanding of Agrarian Reform through holding regular internal discussions
- Produce position statements on key issues annually
- Produce one AFRA news annually
- Contribute quarterly to current news, reports and research findings on the AFRA website

Community actions

- Hold regular meetings with Dukuduku and Gongolo communities to monitor processes of their claims in securing their land rights and access to food.
- Design and hold workshops with Gongolo and Dukuduku communities to discuss and develop options around land uses, negotiating strategies and

land holding institutions to secure their land rights and access to food and development

- Conduct cross visits with similar communities to share lessons around approaches to securing tenure
- Hold annual workshops with social movements on the outcome of monitoring IDP's and participation in them to identify new strategies to achieve agrarian reform through IDP's.
- Support social movement groups locally to participate in IDP processes and forums
- Hold quarterly workshops in districts to discuss agrarian reform approaches and outcomes to develop peoples understandings and approaches to resolving their land rights and food security issues

2.2.4 Indicators

- At least four position papers are developed and lobbied with that propose alternative policies and processes for agrarian reform
- Establishment of network of allied formations and people who undertake joint advocacy actions, review of policy and development of alternatives
- Government departments engage with critiques and proposals both through attending AFRA events and through inviting AFRA to their events
- At least one municipality considers and acts on the establishment of an agrarian reform desk.
- At least one municipality engages in piloting alternative processes and theoretical analysis of agricultural land use and tenure options that are favourable to farm dwellers
- At least one community holding land communally pilots the use of local land administration systems

2.3 CITIZENSHIP RIGHTS OF FARM DWELLERS

Farm Dwellers are people who live on commercial agricultural land. As a category of people they are a group who has suffered in particular ways. This is acknowledged, but not specifically addressed. The lives and experiences of people on farms reflect the progress our society might be making in the process of redress, securing tenure and economic development. AFRA has worked with farm dwellers for many years and continues to see this group of people in our society as a critically important barometer of real change. Rights includes the constitutional elements of “respect, protect and advance human dignity”, tenure security and livelihoods advancement.

Approach:

- **Solidarity networking** - Campaigns with other organisations
- Policy proposals from **action research** based on Dialogues with farm dwellers, which are open-ended in terms of content, providing a process for enabling people to express and articulate collectively their realities, concerns and proposals, and to dialogue with stakeholders about these
- **Advocacy and lobbying** with alternative options for legislation, policy and programmes
- **Facilitation and Field work** with individuals, households and communities to empower them to engage more effectively with current programmes of land, development and services
- **Legal advice and support** in advancing their land rights

2.3.1 Overall Advocacy objectives

- 1) Farm Dweller rights of citizenship need to be recognised through improved legislation and policies and programmes, as they should not have to negotiate basic human rights and access to basic services
- 2) Farm dwellers must have access to administrative justice to ensure their human rights and tenure rights are protected
- 3) Farm dwellers should be enabled to obtain tenure security and rights on productive agricultural land to practice various modes of farming which bring about self sustainability

2.3.2 Objectives for 2007-2009

Advocate for:

- 1) Formulation of alternative policies and legislation that transforms, affirms and restores farm dweller dignity through facilitating their participation in agricultural practices
- 2) A decentralised accessible Justice system that brings about a decrease in evictions and court cases.
- 3) Development planning and government budgets that include the aspirations and issues of farm dwellers

2.3.3 Actions for 2007 - 2009

Advocacy actions

- Host public dialogues and symposiums on outcomes of action research (1 per quarter)
- Establish a farm dweller network of support organisations and people (meet quarterly and keep informed monthly)
- Release land rights abuses trends reports drawn from the database information quarterly to identified networks to highlight alternative issues
- Develop network of stakeholders in the justice system, labour and land affairs and academic institutions and legal forums to oversee the creation of pool of social justice lawyers
- Identify and take up precedent cases
- Publicise the call for a moratorium on evictions as basis to highlight ongoing abuses
- Campaign for service delivery on farms through highlighting lack and proposing options in workshops, meetings and public media

Learning actions

- Develop alternative policies and legislation principles on the rights of access to homes, culture, and food, through action research workshops with farm dwellers and engaging other institutions and organisations through cross visits and communication (Workshops, Consultants, research actions, cross visits) - Consider:
 - Game farms, agri-villages, LED, ABET, Education, Health, basic services, family farming and small-scale programmes and commonages.
- Research basis and content of class action on labour tenant cases
- Maintain database of legal case work and trends
- Research, develop and propose curriculum course for law schools on land rights matters and social justice (Workshops, forum meetings and research)
- Provide law clinics, SAPS and municipalities with quarterly training sessions on land rights and social justice laws
- Produce position statements on key issues annually
- Produce one AFRA news annually
- Contribute quarterly to current news, reports and research findings on the AFRA website

Community actions

- Develop network with local people to assist in monitoring and reporting land rights and human rights abuses
- Identify labour tenant cases for class actions with community members
- Participation in workshops on alternative policies
- Participation in local dialogues and provincial dialogues on alternative policies (1 per quarter locally and 1 per 6 months provincially)
- Provide day to day legal support and advice to farm dwellers facing human rights and land rights abuses in collaboration with UKZN and CLRDC and Justice Centres (LAB)(18 months)
- Support farm dweller organisations to participate in IDP forums and meetings

2.3.4 Indicators

- At least three position papers are developed and lobbied with that propose alternative policies and processes for agrarian reform
- The Department of Justice, Legal Aid Board and Department of Land Affairs agree to create permanent legal support in decentralised Justice Centres and budget and implement such an agreement
- Tertiary law schools and civil society law formations review current curriculum of law training and education with intention of developing a pool of lawyers willing and able to practice Civil law
- Integrated Development Plans are monitored and assessed by municipalities and provincial government processes for how they address issues of farm dwellers

2.4 COMMUNAL PROPERTY RIGHTS AND SECURE TENURE OPTIONS

There is a need for local land administration systems that are affordable, accessible and user friendly, and that are “formalized”, in that they are recognised and supported. Government is not taking this on, it is rather working within the strong paradigm that is supported by vested professional and economic interests. These are vested in a mode of private property that does not engage with the realities and needs of many rural people.

Understanding of this set of related issues has sharpened our analysis of much else relating to land rights. This understanding needs to be further internalised in AFRA. We also need more allies to understand and work with us on advocacy.

This encompasses issues of property rights, tenure security under various tenure systems from private property to communal property systems (including CPA’s and communal land under TAs), land administration systems, interaction with local government and land use management.

The implementation of CLaRA by government while not out-front at the moment is included in this approach.

Approach:

- **Strong Advocacy through networking and sharing lessons** - Raise the visibility of the issues and deepen understanding of them. Build a network of like-mindedness, through taking our work out to others. Engage with those who do not think like us to raise and clarify issues for them and us.
- **Engage with local government** to explore the de-centralization of land administration that is accessible and affordable.
- **Explore alternatives and document through action research** and reflection on other ways that institutional arrangements, linked to planning, can be set up.
- Define our **position on CLaRA**, so that we can engage with it. Engage with people on the ground on their position on CLaRA.

Principles:

- Advocacy work on tenure should also be integrated into all our own work.
- Ensure that tenure lessons and issues are accessible in written form and through workshop processes
- Learn from what we tried before - build on strengths and address weaknesses.

2.4.1 Overall Advocacy objectives

- 1) Equal recognition and support of all existing forms of tenure systems by the state under a unified tenure system, including local land administration systems
- 2) Legally secure tenure for all people

- 3) Recognition by the state of how tenure is supported by a variety of authority systems
- 4) A dependable, decentralised land administration system for communally held land is developed and supported by government

2.4.2 Objectives for 2007-2009

- 1) Support the establishment of locally run land administration systems that highlight lessons and options for communal local systems that secure tenure and facilitate access to productive land for food
- 2) Transparent and inclusive implementation of CLaRA.
- 3) Develop options around potential roles of traditional authorities and land administration
- 4) Develop options around potential roles of municipalities in local land administration in providing accessible and affordable government support systems in tenure arrangements
- 5) Identification of affordable property registration systems options
- 6) Establishment of a network of like minded formations to advocate on tenure issues

2.4.3 Actions for 2007 - 2009

Advocacy actions

- Build solidarity with civil society organisations on lobbying for alternative decentralised communal tenure systems and transparency in CLaRA implementation
- Develop papers for presentation at symposiums and seminars nationally and internationally

Learning actions

- Collate and improve training materials on understanding tenure, communal systems, land administration, and development planning
- Engage municipalities around tenure by offering training workshops on tenure materials
- Offer and run training sessions with civil society structures and social movements to encourage wider debate on key tenure matters
- Document work with communities and develop appropriate materials for sharing lessons and advocacy
- Produce position statements on key issues annually
- Produce one AFRA news annually
- Contribute quarterly to current news, reports and research findings on the AFRA website

Community actions

- Support two communities with communal tenure systems to develop land administration systems that improve secure tenure to enhance development options
- Offer advice and training to communities on communal tenure options

- Explore community mapping options that link to affordable registration systems and technical planning requirements
- Pilot the establishment of CPI's and local land admin institutions on private land and current tenure and development context in two areas

2.4.4 Indicators

- At least one community holding land communally pilots the use of local land administration systems
- At least one position paper is developed and lobbied with that propose alternative policies and processes that secure tenure and facilitate access to productive land for food
- At least one position paper is developed outlining potential roles of traditional authorities, municipalities as authority structures in accessible and affordable land admin systems
- A variety of property registration methods are explored and tested with affected communities and lessons documented and shared
- A network of formations engaging on tenure options and developing agreed options to lobby for is established

2.5 GENDER

Gender remains an issue that the organisation has a long history of seeking to integrate, which was being carried forward in a particular way by the previous gender officer which has left a legacy of expectation, and which is currently once again being tested. The key difficulty lies in the deeply patriarchal nature of our society, very powerfully expressed by rural Zulu communities, and inevitably the stated organisational position of gender equity is not simply experienced or expressed by staff members.

Gender continues to require a specific focus, as we seek to integrate and mainstream this in our work. It remains very difficult, as it is complex at every level - personal, organisational and in communities. Its link to "culture" adds complexity, and that there are many aspects to this issue, which express themselves at times differently.

Approach:

- **Capacity building**, both internally in AFRA, and with communities we work with. The aim is for people to be able to ask and to see what the implications of a patriarchal context are for men and for women.
- Revisit our **internal gender policy**
- Identify **specific areas** in which to take up gender relations **in our work**
- On going reflection, learning, affirmation and strategizing on what we are seeing, doing, thinking and finding.

2.5.1 Objectives for 2007-2009

- 1) Develop staff capacity through an internal capacity building process
- 2) Design an external programme to build capacity on gender issues and women and land issues in social formations we work with and implement

In each focus area:

1. **Farm dwellers** - undertake research into the legal position of wives on farms and the impact of evictions on them
2. Advocate for alternative approaches
3. **Tenure** - investigate/ research/ propose options on inheritance and ownership of land by women
4. Research the implications of CLaRA for women
5. **Agrarian reform** - Ensure development issues AFRA considers are also in relation to women's needs
6. **Social movement** - LPM programme encouraged to be gender sensitive through creating spaces for dialogues on gender

7. Encourage the LPM to identify women's rights and promote them within broader issues.

2.5.2 Indicators

- AFRA staff can articulate gender theory as it applies to their work and attempt to test field methods and document the results
- An external programme is developed and implemented in the engagements with social formations
- A position paper on the tenure of women on farms and the impact of evictions on women is developed and shared and lobbied with
- An options paper on inheritance is developed and shared

3 Organisational Requirements (Structure, skills and systems)

3.1 Governance

- A board that supports the analysis of the current context and an advocacy oriented approach.
- Quarterly board meetings to reflect on organisational strategic direction and governance.
- Dedicated finance and fundraising sub committee to meet quarterly to guide and support office management
- Regular meetings between the board and the Director to guide and supervise and support
- Annual General Meeting of board to reflect on direction and elect new board members

3.2 Staff Skills

Skilled in advocacy, communicating publicly, developing advocacy materials, documenting experiences / processes and methods, analytical learning skills, strategising for advocacy, highly developed OD facilitation and field skills and supporting growing organisations and conflict management and negotiation skills, designing field processes and research processes, research and analytical writing skills

All should be activists, with specialist knowledge on land rights and property rights issues, human rights, gender, political economy, social movements, advocacy and communication, basic research and documenting and writing, respect for organisational processes.

Staff development

AFRA has a strong staff development policy. However, in the next three-year period AFRA will encourage and support staff to undertake tertiary studies to enhance AFRA's ability to engage more critically with agrarian reform and development paradigms and to develop research capacity within the organisation.

Focussed attention and support will also be given to reviewing and improving fieldwork and facilitation methods that support the growth of social formations and allows the development of interdependence with communities AFRA works with.

An internal programme of regular learning and reflecting on both field practice and agrarian reform, and economic development theories will be established.

An internal programme on gender theory and practice will be undertaken.

Internships

AFRA established a healthy and successful internship programme in 2001, which it suspended in 2006 due to a shortage of funds. This programme had positive

spin offs for both interns and AFRA in that a pool of new land activities was developed, all of who successfully found employment after the internship. And AFRA was able to complement its staff's programme work with support that was not of a permanent nature in terms of long term costs.

AFRA hopes to find support to re-establish this programme.

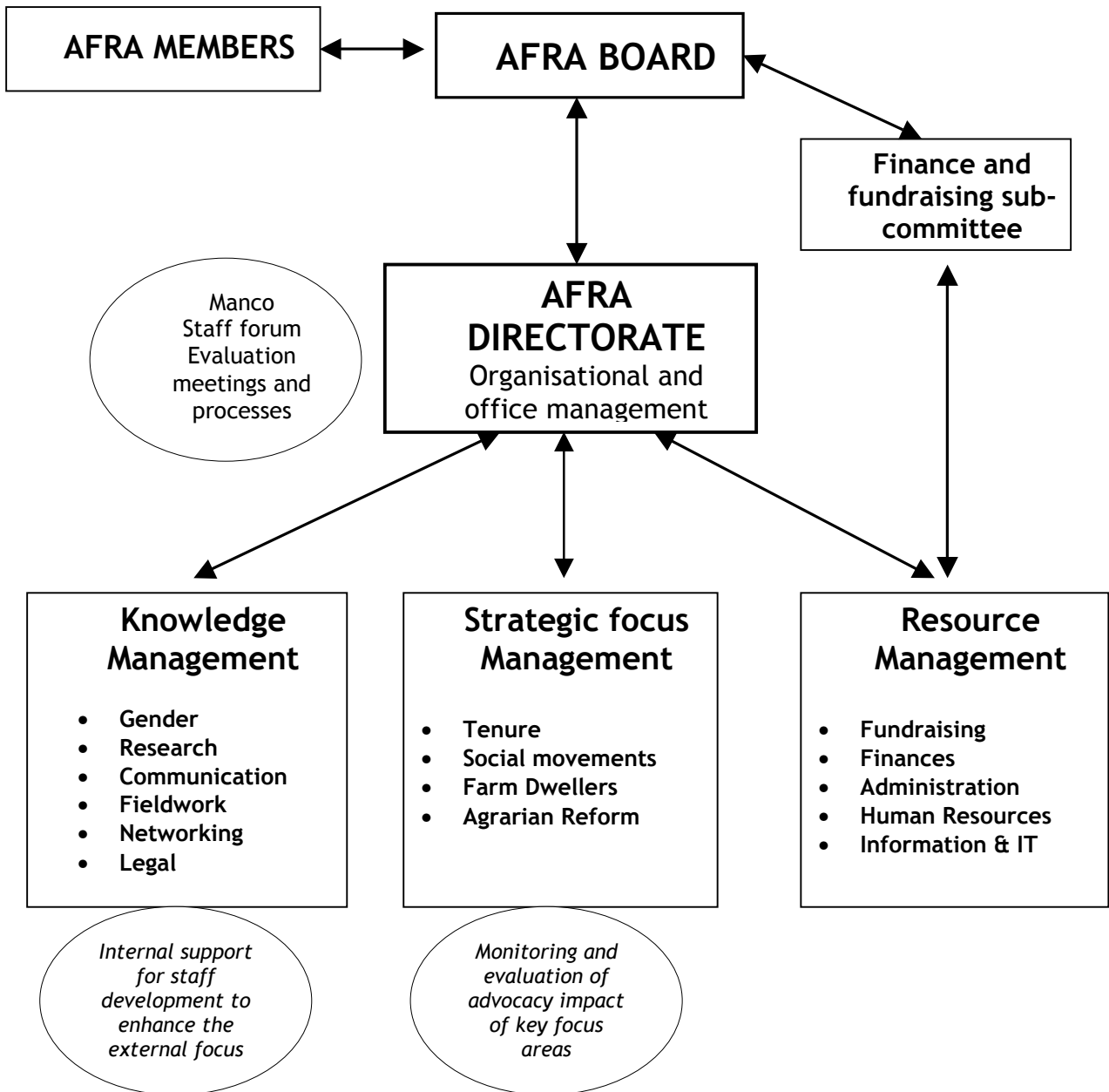
3.3 Structure

- Flexibility, allowing for specialised skill use across content areas - less structure (both in teams and time bound work) and hierarchy and more flexible teamwork.
- Less organisation management, eg. Admin and bureaucratic processes (can mean tighter approach to managing existing policy and processes - less tolerant or error - less democratic)
- Leaner organisation with more skilled up staff - expectation of staff is higher to be able to do specialised work in a few areas.
- Work is assessed on advocacy objective outcomes as opposed to doing all planned activities
- Work can still be planned drawing on project management skills eg. Goals, milestones activities, budgets etc. but all work and actions should be planned with advocacy outcomes - jobs not finished until one shows this impact!

3.4 Systems

- Board meetings for oversight and accountability - quarterly
- Board Finance committee oversight meetings and fundraising - quarterly
- Organisational management meetings (including finance) - quarterly
- Supervision/ performance of staff - quarterly
- Focus Team meetings - progress and impact - as planned weekly, monthly or quarterly

3.5 Operational Structure



4 Funds Required for 2007 - 2009

DESCRIPTION	2007	2008	2009
<u>STAFF SALARIES</u>			
TOTAL FOR PERMANENT STAFF	1,984,957	2,011,547	2,112,124
<u>CONTRACT STAFF</u>			
TOTAL FOR CONTRACT STAFF	509,937	267,717	0
<u>STAFF BENEFITS</u>			
TOTAL STAFF BENEFITS	374,563	383,396	393,110
<u>PERFORMANCE INCENTIVES</u>			
	153,532	140,262	129,977
<u>CONSULTANTS / INTERNS</u>			
	266,200	265,780	221,588
Consultants	143,400	72,700	77,200
Interns	72,800	80,080	88,088
Research	50,000	113,000	56,300
<u>BOARD COSTS</u>			
	18,000	19,800	21,780
<u>STRATEGIC EVALUATION & PLANNING</u>			
			100,000
<u>EVALUATION</u>			
	10,000	11,000	12,100
<u>ADMINISTRATION & OFFICE EXPENSES</u>			
Auditors Remuneration	41,800	45,980	50,578
Advertising & Recruiting	6,050	6,655	7,321
Bank Charges	15,684	17,253	18,978
Computer Accessories	6,500	7,150	7,865
Depreciation	41,000	45,100	49,610
Electricity & Water	26,400	29,040	31,944
Insurance	14,520	15,972	17,569
Legal Fees/Accounting fees	5,500	6,050	6,655
Postage	13,257	14,582	16,041
Rent	9,515	10,467	11,513
Repairs & Maintenance - Buildings	5,816	6,397	7,037
Repairs & Maintenance - Furniture	1,100	1,210	1,331
Repairs & Maintenance - Office Machines	6,600	7,260	7,986
Security Systems	15,730	17,303	19,033
Stationery & printing	39,345	43,279	47,607
Teas & Cleaning	22,220	24,442	26,886
Telephone	132,000	145,200	159,720
Workers Compensation	12,645	13,909	15,300
ADMINISTRATION & OFFICE EXPENSES TOTAL	415,681	457,249	502,974

DESCRIPTION	2007	2008	2009
<u>FUNDRAISING</u>	6,000	6,600	30,000
<u>TRAVEL EXPENSES</u>			
Reimbursement of Fuel	50,560	50,560	50,592
Vehicle Allowances (PERMANENT & CONTRACT)	398,523	358,088	329,781
Vehicle Leases	5,500	6,050	6,655
Claims for use of Private Vehicles	2,200	2,420	2,662
Travel to Conferences & Other Meetings	33,000	36,300	39,930
TRAVEL EXPENSES BUDGET TOTAL	489,783	453,418	429,620
<u>SUBSISTENCE</u>	198,732	188,556	204,608
<u>WORKSHOPS</u>	620,760	733,700	793,060
<u>CAMPAIGNS</u>	148,000	110,000	121,000
<u>MEDIA</u>			
AFRA News	90,000	99,000	108,900
Media statement	7,200	8,400	9,000
Annual report	45,000	45,000	49,500
MEDIA BUDGET TOTAL	142,200	152,400	167,400
<u>INFORMATION/RESOURCES</u>			
Publications for Resources Centre	4,400	4,840	5,324
Pamphlets/Printing	52,000	64,200	51,400
Electronic Documentation	13,433	14,777	16,254
RESOURCES BUDGET TOTAL	69,833	83,817	72,978
<u>TOTAL OPERATING BUDGET</u>	5,408,178	5,285,242	5,312,320
<u>STAFF DEVELOPMENT</u>	54,000	59,400	47,190
<u>TEAM BUILDING</u>	0	0	0
<u>CAPITAL EXPENDITURE</u>			
Furniture	2,200	2,420	2,662
Office Equipment	0	0	0
Computer Equipment & Software	18,000	19,800	21,780
TOTAL CAPITAL BUDGET EXPENDITURE	20,200	22,220	24,442
<u>TOTAL EXPENDITURE</u>	5,482,378	5,366,862	5,383,952