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THE COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME FRAMEWORK



MINISTRY OF RURAL DEVELOPMENT AND LAND REFORM

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Executive summary

Prologue

The Comprehensive Rural Development Programme (CRDP) is **strategic priority number 3** within the government's current Medium Term Strategic Framework. The design of the programme is predicated on lessons learnt from pilot sites selected through socio-economic profiling, community participatory processes and intergovernmental co-operation. A great deal of baseline data has emerged from the first two pilot engagements in Riemvasmaak in the Northern Cape, and Muyexe Village in Giyani in the Limpopo Province. The CRDP is therefore different from past government strategies in rural areas because it is premised on a proactive participatory community-based planning approach rather than an interventionist approach to rural development.

The CRDP is aimed at being an effective response against poverty and food insecurity by maximizing the use and management of natural resources to create vibrant, equitable and sustainable rural communities. A CRDP must improve the standards of living and welfare but also rectify past injustices through rights-based interventions and address skewed patterns of distribution and ownership of wealth and assets. The strategic objective of the CRDP is therefore to facilitate **integrated development and social cohesion through participatory approaches in partnership with all sectors of society**. This document therefore serves as the policy framework document for the Comprehensive Rural Development Programme - or 'CRDP'. The document therefore aims to set out the programme principles.

The vision of the CRDP is to create **vibrant, equitable and sustainable rural communities** include: contributing to the redistribution of 30% of the country's agricultural land; improving food security of the rural poor; creation of business opportunities, de-congesting and rehabilitation of over-crowded former homeland areas; and expanding opportunities for women, youth, people with disabilities and older persons who stay in rural areas.

The ultimate vision of creating vibrant, equitable and sustainable rural communities will be achieved through a three-pronged strategy based on:

- a coordinated and integrated broad-based agrarian transformation;
- strategically increasing rural development; and
- an improved land reform programme.

Agrarian transformation

Agrarian transformation is the rapid fundamental change in the relations of land, livestock, cropping and community. It will focus on, but is not limited to, the establishment of rural business initiatives, agro-industries, co-operatives, cultural initiatives and vibrant local markets in rural settings, the empowerment of rural people and communities (especially women and youth), and the revitalisation of old, and

revamping of new economic, social, and information and communication infrastructure, public amenities and facilities in villages and small rural towns.

Rural development is about enabling rural people to take control of their destiny, thereby dealing effectively with rural poverty through the optimal use and management of natural resources. It is a participatory process through which rural people learn over time, through their own experiences and initiatives, how to adapt their indigenous knowledge to their changing world.

Land reform is a national priority and is further entrenched in Section 25 (4) of the **Constitution of the Republic of South Africa, 1996** (Act No.108 of 1996). A three-pronged land reform programme aiming at *tenure reform, restitution and land redistribution*, was launched in 1994. In relation to the CRDP, the land reform agenda will focus on reviewing the Restitution, Redistribution and Tenure Reform Programmes. In relation to Restitution, the focus will be on expediting the processing of settled claims and the settlement of outstanding claims. In addition, the work of the Land Claims Commissions will be rationalized within the new Department of Rural Development and Land Reform. The focus of the Redistribution and Tenure Reform Programmes will be to develop less costly alternative models of land redistribution while reviewing legislation and policies that apply to both programmes.

The CRDP requires a coordinated strategy to meet the diverse needs of the communities and therefore the participation of various departments across the different spheres of government, non-governmental organizations, research institutions and communities are vital.

Central to the three-pronged CRDP is a job creation model. The job creation model will create para-development specialists at ward level that will be equipped to train and mentor selected community members so that they become gainfully employed. The refinement of the CRDP will continue through selected pilot sites nationally. The pilot phase is expected to run for a minimum of two years until a responsible agency (local government, proposed Rural Development Agency or other identified bodies) can assume management of the initial projects and other initiatives that arise from the CRDP. The CRDP will then be scaled up from the initial pilot sites into other sites nationally but linked to the overall planning frameworks within a province.

The types of projects and priorities that can be catered for include – but are not limited to – the following:

- Agrarian transformation
 - Livestock farming & related value chain development (exploring all possible species for food & economic activity)
 - Cropping & related value chain development (exploring all possible species, especially indigenous plants, for food & economic activity)
- Rural development

- The establishment of business initiatives, agro-industries, cooperatives, cultural initiatives and vibrant local markets in rural settings;
- The empowerment of rural communities, especially women and the youth, through facilitating and mediating strong organisational and institutional capabilities and abilities to take full charge of their collective destiny;
- Capacity building initiatives, where rural communities are trained in technical skills, combining them with indigenous knowledge to mitigate community vulnerability to, especially climate change, soil erosion, adverse weather conditions and natural disasters, hunger and food insecurity; and
- Revitalisation and revamping of old, and the creation of new economic, social and information communication infrastructure and public amenities and facilities in villages and small rural towns.

- Land Reform

Projects will be linked to the acquisition of and access to land through the three land reform programmes (redistribution, tenure and restitution). All projects implemented through the three programmes will be implemented efficiently but in a sustainable manner linked to the strategic objective of the CRDP. Some of the priorities include:

- Reviewing the land reform products and approaches
- Reviewing land acquisition models (including the Willing buyer-Willing seller approach)
- Fast-tracking the settlement of labour tenancy claims
- Facilitating secure access to land by farm dwellers
- Protecting the land rights and of farm workers
- Increasing the pace of settling outstanding Land Restitution Claims by:
 - Providing an analysis of outstanding claims
 - Adopting a developmental approach to the settlement of restitution claims

THE COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME

1. INTRODUCTION

The CRDP is a cross-cutting and comprehensive rural development programme. It develops through all sector departments and clusters through the Medium Term Strategic Framework (MTSF, 2009-2014) and the Government's Programme of Action. The CRDP encompasses three distinct components, namely agrarian transformation, rural development and land reform. This document serves as the policy framework document for the CRDP. The document therefore aims to describe the objectives of the CRDP and related principles.

2. POLICY MANDATE AND ALIGNMENT WITH GOVERNMENT STRATEGIC PRIORITIES

The initial concept document was developed by the Minister for Rural Development and Land Reform, the Honourable Mr G. Nkwinti and presented during the Minister's budget speech in June 2009. A number of other key policies and legislation shaped the formulation of the CRDP, including the national Rural Development Framework, the Constitution, the Reconstruction and Development Programme (RDP), the Growth, Employment and Redistribution Strategy (Gear), the MTSF, the land reform programme, agricultural and economic development programmes, as well as other government programmes and non-governmental interventions. The principles of agrarian transformation and rural development are premised on the resolutions taken at the 52nd Conference of the African National Congress held at Polokwane, Limpopo Province in 2007. Only the Constitutional principles, the electoral mandate and the MTSF are discussed below.

2.1 The Constitution

The Constitution (Act 108 of 1996) protects human rights, enshrines democratic principles such as equality and freedom, and guarantees all citizens the right to access to basic needs goods and services such as health care, water, food, and social security (see Section 27), as well as the right to access land on an equitable basis, subject, that is, to the state's capacity to realise these rights. Schedule 4 (Part A) of the Constitution regards **rural development** as a concurrent national and provincial competence. In the implementation of the CRDP there will be overlaps with local government functions but section 151 of the Constitution (*Status of municipalities*) provides in ss. (3) "*that a municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution.*" Schedule 4 also provides for national government "*when it is necessary to maintain national security, economic unity or essential national standards, to establish minimum standards required for the rendering of services, ...*"

Land reform is also provided for in the Constitution. Section 25 (4) emphasises that:

- “(a) The public interest includes the nation’s commitment to land reform, and to reforms to bring the equitable access to all South Africa’s natural resources; and
- (b) Property is not limited to land.”

Although **agrarian transformation** has not been defined in the Constitution, legislation administered by the Department of Agriculture, Forestry and Fisheries and the Department of Rural Development and Land Reform, provide statutory authority to provide “rapid fundamental change in the relations of land, livestock, cropping and community”. However, rural development legislation will be developed during the MTSF period.

2.2 The Electoral Mandate

The MTSF is informed first by the electoral mandate. The electoral mandate¹ states:

The national government’s mandate underscores the need to create a nation united in diversity, working together to weave the threads that will result in the creation of a democratic, non-racial, non-sexist and prosperous society. Indeed, now is the time together to do more, better.

The following objectives are identified:

- Halve poverty and unemployment by 2014
- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- Improve the nation’s health profile and skills base and ensure universal access to basic services
- Improve the safety of citizens by reducing incidents of crime and corruption
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia.

The priority areas to give effect to the above strategic objectives are:

- more inclusive economic growth, decent work and sustainable livelihoods
- economic and social infrastructure
- rural development, food security and land reform
- access to quality education
- improved health care
- the fight against crime and corruption
- cohesive and sustainable communities
- creation of a better Africa and a better world
- sustainable resource management and use

¹ Minister in the Presidency (Planning), *Together doing more and better: Medium Term Strategic Framework A Framework to Guide Government’s Programme in the Electoral Mandate Period (2009 – 2014)*, July 2009

- a developmental state including improvement of public services.

2.3 The Medium Term Strategic Framework

The basic thrust of MTSF 2009 – 2014 is to improve the conditions of life of all South Africans and contribute to building a better Africa and a better world. The MTSF outlines 10 strategic priorities. The CRDP arises from the strategic objective number 3: *comprehensive rural development strategy linked to land and agrarian reform and food security*. The MTSF has further stated that the CRDP will include the following elements:

- **Aggressive implementation of land reform policies**
- **Stimulate agricultural production with a view to contributing to food security**
- **Rural livelihoods and food security**
- **Improve service delivery to ensure quality of life**
- **Implement a development programme for rural transport**
- **Skills development**
- **Revitalisation of rural towns**
- **Explore and support non-farm economic activities**
- **Institutional capacity development**
- **Cooperative development**

The MTSF further states that *“given the variety of interventions straddling virtually all areas of public policy, the implementation of this strategy will enjoy leadership at executive level, with the primary focus being to coordinate government interventions across all sectors and agencies.”*²

3. TARGETING EFFECTIVENESS

There is no national legal definition for “rural areas”. In the past, Statistics South Africa (StatsSA) classified areas proclaimed as municipalities (mostly the cities and “white” towns and their associated “townships”) as urban, and everything else as rural. In the 2001 census these old boundaries were still used because it allowed comparison with data from previous census reports. However there are now wall-to-wall municipalities while StatsSA no longer reports on “rural” versus “urban” populations, in 2006 they reported that 43.74% of our population is rural. The *Rural Development Framework*, adopted by the Government in 1997, defined rural areas as *“sparsely populated areas in which people farm or depend on natural resources, including villages and small towns that are dispersed throughout these areas. In addition they include large settlements in the former homelands, created by apartheid removals, which depend for their survival on migratory labour and remittances.”*³ It is further noted that *“between 10 and 15 million South Africans live in areas that are characterised by extreme poverty and underdevelopment.*

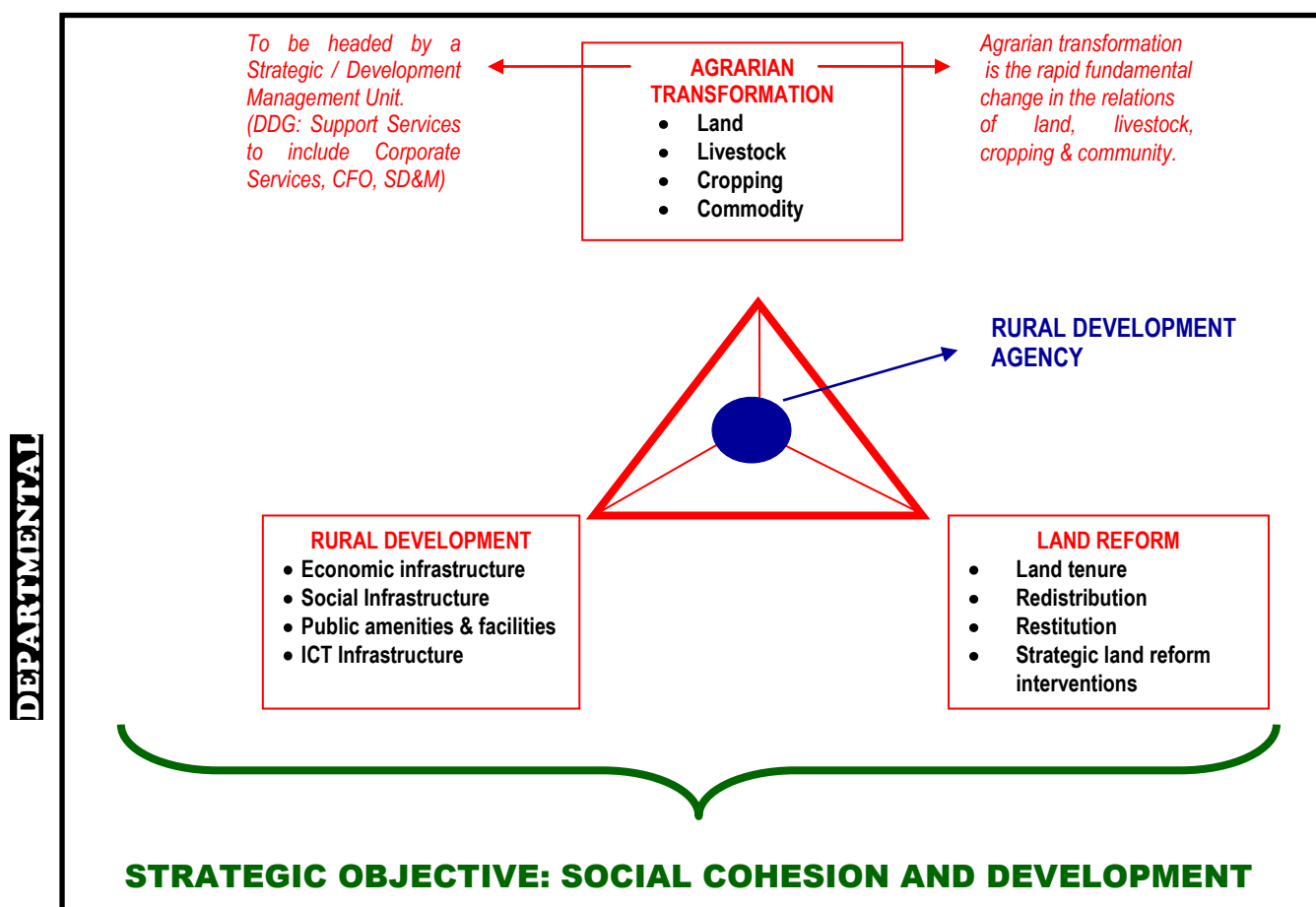
² Minister in the Presidency (Planning), Together doing more and better: Medium Term Strategic Framework A Framework to Guide Government’s Programme in the Electoral Mandate Period (2009 – 2014), July 2009

Largely rural, many of these areas have an average per-capita income approximately 9% of the national average.”⁴ In addition, the implementation of the Communal Land Rights Act, 2004 has the potential to become one of the largest programmes the Department will implement across the provinces with people living in communal areas as it potentially affects approximately 21 million people.⁵ The CRDP must seek to bridge the false dichotomy between the urban and rural space. The CRDP also seeks to empower vulnerable groups (women, youth, unemployed, people living with HIV/AIDS, people living with disabilities, child-headed households, and older persons).

4. THE COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP)

Based on the policy and legislative mandates discussed above, the CRDP (See **Figure 1** below) is aimed at being an effective response against poverty and food insecurity by maximizing the use and management of natural resources to **create vibrant, equitable and sustainable rural communities**. **Table 1** provides the conceptual definitions of “vibrant” and “sustainable rural communities”:

Figure 1: The CRDP Framework



³ Department of Land Affairs, 1997, *Rural Development Framework*, CTP Books, Pretoria [ISBN 0-621-27692-8]

⁴ Minister in the Presidency (Planning), Together doing more and better: Medium Term Strategic Framework A Framework to Guide Government's Programme in the Electoral Mandate Period (2009 – 2014), July 2009

⁵ Department of Land Affairs, 2005, *Land and agrarian reform in South Africa: An overview*: In preparation for the National Land Summit, 27 – 31 July 2005, NASREC, Johannesburg

Table 1: Conceptual definitions of vibrant and sustainable communities

VIBRANT	SUSTAINABLE
Innovation, new ideas and initiative: <ul style="list-style-type: none"> • Confront challenges and suggest solutions instead of succumbing (problem-solving orientation) • Teachable, going out to learn from other communities/ projects. • Testing new ideas/ projects/ technologies and learning • Entrepreneurial spirit 	Clear community rules on natural resource management: <ul style="list-style-type: none"> • Rules: veld management and rotational grazing; dealing with soil erosion, land degradation and desertification • Rules: Development and protection of forests and community woodlots • Rules: Protection of vegetation; in terms of veld fires • Rules: water resource management • Social relations and civil matters
Wealthy with Indigenous Knowledge System and productive assets: <ul style="list-style-type: none"> • Elders pass on knowledge and expertise to youth • Conserve and adapt appropriate technologies. • Every piece of natural resource is used productively. • Harvest and revenue from use of assets is invested for higher returns (beyond subsistence) 	Effective leadership and succession planning: <ul style="list-style-type: none"> • Visionary leadership that creates opportunities “<i>making the life flow in rural areas</i>” (President Jacob Zuma) • Accountable and responsible leadership (reporting on progress, challenges and interventions) • Development of youth leadership and involvement in practical projects for leadership experience • Mentorship and leading by example
High work ethic and industrious: <ul style="list-style-type: none"> • Each member of the family works hard for the welfare of all (<i>Phez'komkhono</i>) • Produce not only for family consumption but surplus for income generation • Diversify production and income generation (expand opportunities) 	Increased savings and investment into the future: <ul style="list-style-type: none"> • Promote household savings and use of savings for production inputs (e.g. savings from social grants/project revenues) • Create an enabling environment for savings (institutions, safety, incentives) • Identified high return investments (e.g. livestock, crops, processing, etc)
Adaptability: change and modern technology: <ul style="list-style-type: none"> • Enhance traditional knowledge with new technologies/ methods • Assess & Use technical assistance/ advice from professionals and practitioners • Work closely with Research Institutions/NGOs to improve knowledge. 	Preservation and transfer of knowledge, management and learning: <ul style="list-style-type: none"> • Revive/ Improve traditional story-telling approach to transfer knowledge from elders to youth • Use of community libraries/ museums for preservation and transfer of Indigenous Knowledge System • Strengthen education and training initiatives through centres of excellence
Economically active especially youth and women: <ul style="list-style-type: none"> • Train youth and women and equip them for all forms of production and business initiatives • Create employment through SMMEs and self help income generating initiatives • Able to think and act strategically, make sound decision and efficient 	Law enforcement, security, safety and order: <ul style="list-style-type: none"> • Active Community Policing Forum and strong Traditional structures to deal with crime and conflicts (e.g. protect teachers, field workers and nurses in the village.) • Neighborhood watch and unity and the strong sense of <i>Ubuntu</i>/ community. • Villagers committed to safety in their homes, dealing with juvenile

VIBRANT	SUSTAINABLE
project management.	delinquency, theft, etc
Dynamic social groups: <ul style="list-style-type: none"> • Sport clubs and recreation groups • Strong savings clubs/ cooperatives, • Effective governance structures (Clinic committees, Traditional Councils, Land Committees, ward committees, etc) • Strong Farmers Associations, Burial Societies, etc 	

The concept of “equitable” is raised in the Constitution but is referred to in relation to the national revenue. In terms of Section 227(1) of the Constitution, local government is entitled to a share of the income which is raised by national government. The proportion of nationally-generated revenue which goes to local government must be equitable. In other words, nationally-generated income must be shared fairly between national, provincial and local government, based on the functions each has to fulfil, and the amount of revenue they are able to generate on their own. Equitable development for rural areas is therefore about using the principle of fairness to create healthy, vibrant and sustainable communities of opportunity. Equitable outcomes can be achieved when targeted strategies are put in place to ensure that rural communities participate in and benefit from decisions that shape their communities and regions.

There are some basic principles that underlie equitable community development:

- The need to integrate strategies that focus on rural communities with those focused on improving places;
- The need to reduce local and regional disparities (poverty; social, public and economic infrastructure; unemployment)
- The need to promote fair investments that are catalytic, coordinated, and result in a triple bottom line;
- The need to ensure meaningful community participation, leadership, and ownership in change efforts.

Some of the positive impacts of equitable development are:

- Poverty-stricken communities transition into a mixed-income, mixed-wealth, and diverse communities, with new investments in housing, business and infrastructure.
- The social networks and services utilized by communities are maintained and improved.
- Existing businesses are supported while additional viable businesses are created in the community.

4.1 Piloting and Laying the Foundation for the CRDP

The initial area chosen for the pilot project and for laying the foundation for the CRDP is the Greater Giyani Local Municipality, Muyexe village in Limpopo Province. Pilot sites were selected in all provinces with the

exception of Gauteng, which has a particularly urban bias but will not necessarily be excluded. The initial approach to be followed in the pilot projects is the *War-Room-on Poverty and Poverty Campaign* approach but an appropriate approach that encompasses all 3 strategies of the CRDP will be refined and adopted in future. The War room on poverty approach utilizes household and community profiling methods to create base line information about the community's and household's interests/development needs which is then used towards planning, project and intervention development, and programme designs. The *Community Profiling Framework* for the *War on Poverty Campaign* states that "a community profile provides an overall understanding of the structure, history, institutions, resource base and quality and quantity of infrastructure and services that shape the livelihoods of households in a given community. Specifically, a community profile will comprise:

- The major patterns of resource use in the community, illustrated by maps;
- The **settlement patterns** of the community;
- The major **livelihood patterns** of the community and which groups of households are engaged in those patterns, illustrated by maps, rankings and seasonal calendars;
- The main visible, formal and traditional **institutions** presented in the community;
- The importance and accessibility of services in the community, illustrated by a Venn diagram; and
- A **historical profile** of the community, different groups within the community and resources and resource use over time, illustrated by timelines."⁶

The understanding provided by these profiles can assist in the development of a community engagement strategy and lead to more effective projects as they are tailored to the needs and characteristics of the people involved.

The first two pilot sites, Muyexe Village in Giyani, Limpopo and Riemvasmaak in the Northern Cape used the above-mentioned methods. In Muyexe, for example, a survey questionnaire was administered by local Community Development Workers and unemployed youth to 900 households. This survey questionnaire was further enhanced by other qualitative rural appraisal tools such as community mapping and workshops. These combined methods produced 21 priorities for the Muyexe community. Based on these 21 priorities identified by the community, various state departments began assessing the projects for which they will be individually responsible, including detailed costing assessments and eventual implementation. All projects prioritised in the pilot areas fall under the three strategies of the CRDP (agrarian transformation, rural development and land reform- **See 4.3**).

The key lessons emerging from the pilots have in turn provided some guiding principles for the rollout of the implementation of the CRDP:

- The Department of Rural Development and Land Reform act as an **initiator, facilitator and coordinator and catalyst** in rural development interventions:

⁶ War on Poverty Campaign, *Community Profiling Framework for the War room on Poverty*, July 2009, unpublished document

- **Initiator:** The Department will initiate interventions/strategies in rural areas as part of an integrated approach.
 - **Facilitator:** The Department will play an active role in the facilitation of communities and will also facilitate interventions in areas where the Department has no expertise/funding but has identified other sector departments/stakeholders to contribute to the CRDP vision for that area/province.
 - **Coordinator:** The department will coordinate strategies, policies and mobilise resources from stakeholders to contribute to the objectives of the rural development programme.
 - **Catalyst:** The Department will play a change agent role and assist in the complete transformation of the rural space in terms of policies, programmes and projects for the ultimate aim of achieving vibrant and sustainable rural communities.
- Inter-departmental collaboration (resources, coordination, project management) at all spheres of government is essential for the successful implementation of the CRDP
 - Projects must be undertaken in a manner consistent with the integrated development plans, provincial growth and development strategies, area-based plans and other planning frameworks.
 - Projects must be undertaken within a participatory community-based planning approach
 - Projects must be packaged and coordinated at provincial level in consultation with local level structures

4.2 Strategic Objective of the CRDP

The strategic objective of the CRDP is to facilitate **integrated development and social cohesion through participatory approaches in partnership with all sectors of society.**

4.3 Three-pronged strategy of the CRDP

The CRDP hinges on a **three-pronged strategy** with interrelated objectives (See **Figure 1**):

- a coordinated and integrated broad-based agrarian transformation;
- strategically increasing rural development; and
- an improved land reform programme.

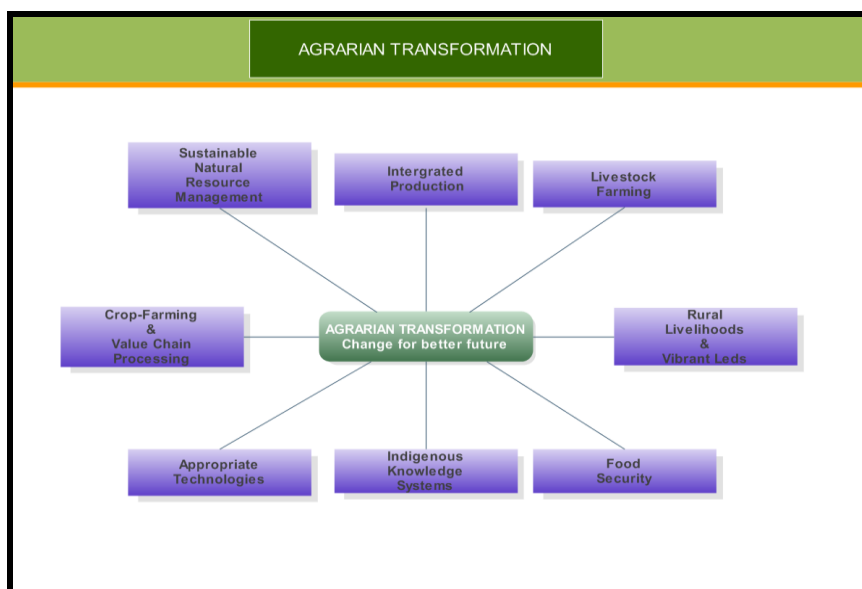
4.3.1 Agrarian Transformation

Agrarian transformation shall mean rapid and fundamental change in the power relations between land (as well as other natural resources, livestock and cropping) and the community. Some of the objectives of the agrarian transformation strategy include **but not limited to** (See **Figure 2**):

- Facilitating the establishment of business initiatives, rural and agro-industries, cooperatives, cultural initiatives and vibrant local markets
- Empowerment of rural communities to be self-reliant and able to take charge of their destiny

- Development of a mitigation and adaptation strategies to reduce vulnerabilities with special reference to climate change, erosion, flooding and other natural disasters
- Increased production and sustainable use of natural resources
 - Livestock farming and related value chain development (exploring all possible species for food and economic activity)
 - Cropping and related value chain development (exploring all possible species, especially indigenous plants, for food and economic activity)
- Strengthening rural livelihoods for vibrant local economic development. A livelihood is the means of living that rural people build through access to and use of the assets they need for this purpose.
- Use of appropriate technologies, modern approaches and indigenous knowledge systems
- Food security, dignity and improved quality of life for each rural household

Figure 2: Agrarian transformation strategy



4.3.2 Rural development

Rural development is about enabling rural people to take control of their destiny, thereby dealing effectively with rural poverty through the optimal use and management of natural resources. It is a participatory process through which rural people learn over time, through their own experiences and initiatives, how to adapt their indigenous knowledge to their changing world. Rural development can be achieved through self-help initiatives as well as through co-ordinated and integrated broad-based agrarian transformation; through strategic investment in economic and social infrastructure that benefits entire rural communities, and not only those involved in agriculture. Some of the objectives of the agrarian transformation strategy include **but not limited to**:

- Social mobilization to enable rural communities to take initiatives
- Establish savings clubs and cooperatives for economic activities, wealth creation and productive use of assets.

- Access to resourced clinics
- Non-farm activities for strengthening of rural livelihoods.
- Leadership training, social facilitation and conscientisation for CRDP and socio-economic independence.
- Democratization of rural development, participation and ownership of all processes, projects and programmes.
- Co-ordination, alignment and cooperative governance (Local Municipalities, Traditional Councils, Provincial Government)
- Participation of Non Governmental Organisations including faith-based organizations, Community Based Organisations and other organs of civil society.
- Social cohesion and access to human and social capital.

It is acknowledged that there have been major shortcomings in the delivery of rural infrastructure services. In South Africa alone, backlogs in infrastructure delivery are still very high and are particularly severe in rural areas that still receive less attention despite efforts made to self-finance their infrastructure in the past.⁷ The CRDP will therefore place great emphasis on the development of new and the rehabilitation of existing infrastructure in rural areas:

- **Improvement or development of economic infrastructure :**
 - Roads, Railways, Ports
 - Shearing sheds
 - Dipping Tanks
 - Milking parlours
 - Community gardens
 - Production/ Marketing Stalls
 - Fencing for agriculture
 - Storage warehouses
 - Distribution and transport networks
 - Rural electrification
 - Communication networks (land lines, cell phones, radio, TV, etc)
 - Irrigation schemes for small scale farmers
 - Water harvesting, water basin and water shed management systems (dams etc.)
 - Post Offices and Internet Cafes
 - Rural shopping malls

⁷ Bond P & The Infrastructure Research Team, WITS 1998. *Infrastructure investment and the integration of low-income people into the economy*. In: The impact of infrastructure investment on poverty reduction and human development. Development Bank of South Africa Discussion Paper No 4. DBSA: Midrand.

- **Improvement or development of Social Infrastructure:**

- Communal sanitation and ablution systems, showers, toilets, etc for improved health.
- Access to resourced health clinics
- Sports and recreation facilities especially for women and youth development
- Rural libraries for developing a reading nation
- Rehabilitation and development of schools as Centres of Excellence
- Community halls and museums
- ABET centres for capacity building and appropriate skills development

Such infrastructure development will become a catalyst to unlock the development potential of rural areas.

4.3.3 Land reform

“Awaking on Friday morning, June 20, 1913, the South African native found himself, not actually a slave, but a pariah in the land of his birth.”

These are the words of Mr. Sol. Plaatjie, the first Secretary General of the African National Congress, taken from his book **“Native Life in South Africa”**. On that date, the Natives Land Act No. 27 of 1913 drew a firm line between white and black land holdings by segregating Africans and Europeans on a territorial basis. African farming would only be allowed in the “native reserves”, comprising about 8 percent of all land at the time. In 1936, the Native Trust and Land Act no. 18 would add about 6 million hectares to the native reserves (later to become the homelands), bringing the total land set aside for blacks to 13.7 percent of the total land area. By 1994, the same highly unequal pattern of land ownership was still in place. This is the legacy of apartheid that the new democratic Government started to address when it came to power.

Land reform is a national priority and is further entrenched in Section 25 (4) of the Constitution of the Republic of South Africa, 1996 (Act No.108 of 1996). The case for the government's rural land reform programme and its scope and content were clearly set out in the initial policy document of the Reconstruction and Development Programme in 1994:

*'Land is the most basic need for rural dwellers. Apartheid policies pushed millions of black South Africans into overcrowded and impoverished reserves, homelands and townships. In addition, capital intensive agricultural policies led to the large-scale eviction of farm dwellers from their land and homes. The abolition of the Land Acts cannot redress inequities in land distribution. Only a tiny minority of black people can afford land on the free market. A national land reform programme is the central and driving force of a programme of rural development.'*⁸

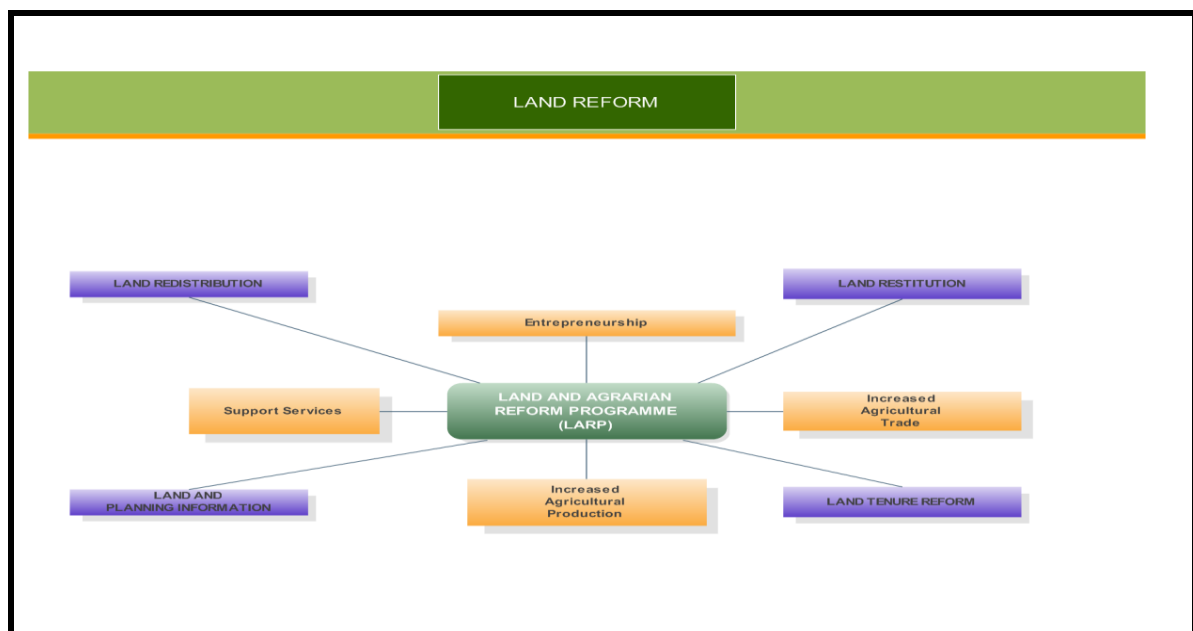
The objectives of the land reform programme are to address the:

- injustices of racially-based land dispossession;
- inequitable distribution of land ownership;

- need for security of tenure for all;
- need for sustainable use of land;
- need for rapid release of land for development;
- need to record and register all rights in property; and
- the need to administer public land in an effective manner

The Land reform programme encompasses three distinct components, namely restitution, tenure reform, and the redistribution programmes. The establishment of the new Department of Rural Development and Land Reform has also **re-confirmed** Government's commitment to revitalise and develop rural areas and that land should be seen as a catalyst for poverty alleviation, job creation, food security and entrepreneurship. In this sense, the revised land reform strategy will include (See **Figure 3**):

Figure 3: Land reform strategy



- Picking up the pace of Land Redistribution
 - Increased access to land by previously disadvantaged people, through the redistribution of 30% of white-owned agricultural land.
 - Reviewing the land reform products and approaches for greater effectiveness and relevance to the CRDP; including the implementation of related policies ('use-it or lose-it', leasing, post settlement support, etc.). Currently rural dwellers, who have an interest to secure their tenure and livelihoods and a willingness to produce commercially, and who have a need for both settlement and production and who qualify under the Settlement Production Land Acquisition Grant (SPLAG), can access both the SPLAG and Land Redistribution for Agricultural Development (LRAD) grants on the same land.

⁸ African National Congress, 1994, Reconstruction and Development Programme, pp19-20

- Reviewing land acquisition processes (focusing on value for money for each hectare of land bought),
- proposal for a special land commission for an audit of privately owned agricultural land,
- the productive use of land transferred to the landless,
- the effective development and beneficiation of land reform beneficiaries.

- **the categorization of beneficiaries through targeted allocation:** Land reform projects have often been criticized for ineffectual targeting primarily because the redistribution programme has been demand-driven. Beneficiaries will in future be stratified into 5 categories to target those with proven interest and skills in farming from the **rural areas** and farms so as to create developmental pathways appropriate to different target categories. The proposed categories are as follows:
 - **Category 1:** Landless households – those who have no space even for subsistence production and seek land for small-scale subsistence purposes, with or without settlement; including rights-based applicants such as farm dwellers
 - **Category 2:** Commercial-ready subsistence producers – those who wish and are capable of having a more commercial focus but need land and support, mostly on part-time basis; including rights-based applicants such as farm dwellers
 - **Category 3:** Expanding commercial smallholders – those who have already been farming commercially at a small scale and with aptitude to expand, but are constrained by land and other resources
 - **Category 4:** Well-established black commercial farmers – those who have been farming at a reasonable scale, but are disadvantaged by location and other circumstances, and with real potential to become large-scale commercial farmers
 - **Category 5:** Financially capable, aspirant black commercial farmers – established businesspeople who aspire to expand into commercial agriculture and who by and large will be part-time farmers

- Increasing the pace of Land Tenure Reform by:
 - Fast-tracking the settlement of labour tenancy claims, especially in KwaZulu-Natal and Mpumalanga.
 - Facilitating secure access to land by farm dwellers
 - Protecting the land rights and of farm workers, and creating decent jobs on farms
 - Dealing effectively and promptly with illegal evictions, which includes access to legal representation
 - Establishing agri-villages for local economic development on farms.
 - Providing basic needs for farm dwellers, including water, sanitation, electricity, housing, etc.

- Dealing effectively with State land administration
- Providing effective support to and capacity building of farm dwellers
- **Implementation of the Communal Land Rights Act, 2004 (CLaRA)** in order to stimulate economic growth in traditional communities, especially those in the former homeland areas, and promoting efficient and sustainable use of land and natural resources. The majority of the Communal areas are characterised by intense poverty. The Department therefore has an obligation to ensure that its measures ultimately result in the broader socio-economic development of the communal areas. The higher order objective of the programme is the social and economic development of the affected persons and communities. The provision of legally secure rights in land will contribute towards the socio-economic growth of the communal areas. Directly, this means that people will be able to use the newly acquired title to land as surety in order to participate effectively in the markets for the factors of production, distribution of the products and the consumption of the goods and services.

Security of tenure is vital for sustainable land management.

- Increasing the pace of settling outstanding Land Restitution Claims by:
 - Providing an analysis of outstanding claims (nature and type) and indicating related challenges and how these should be addressed to speed up finalization of the same. The Commission will also clearly indicate what is possible by the year 2011 and what, if any, will be outstanding.
 - Adopting a developmental approach to the settlement of restitution claims and its contribution to the CRDP.
 - Defining the strategy of dealing with land claims in the Land Claims Court, and ensuring that these are “winnable and strong cases” setting a good precedent; appealing cases that may set bad precedent and shortening the protracted processes.
 - Ensuring sustainability, beneficiation, and contribution to poverty eradication, economic growth and employment creation as well as the vibrancy of land restitution projects, going forward.
- Effective support to all land reform programmes through Land Planning Information by:
 - Providing a reliable and efficient property (deeds) registration system, by modernizing and digitizing our cadastres (e-cadastre) for synergistic results.
 - Contributing to economic growth and housing development by providing government and private agents with essential land information in order to engage in planning as well as economic transactions.

- Providing a basis for designing a land value tax, land valuation and sustainable land management.
- Providing surveys and mapping services to various clients for different needs.
- Providing spatial planning information and services to local municipalities and other public or private institutions that may require these services for development purposes.

Given the crucial role that access to and ownership of land plays in the livelihood strategies of people (and particularly rural people) and in the development of the rural economy, broadening access to land and securing the land rights that people currently have is central to these initiatives. The type of land, where it is to be located, how it should be utilized and what it should be used for, is dependent on the myriad other related factors including:

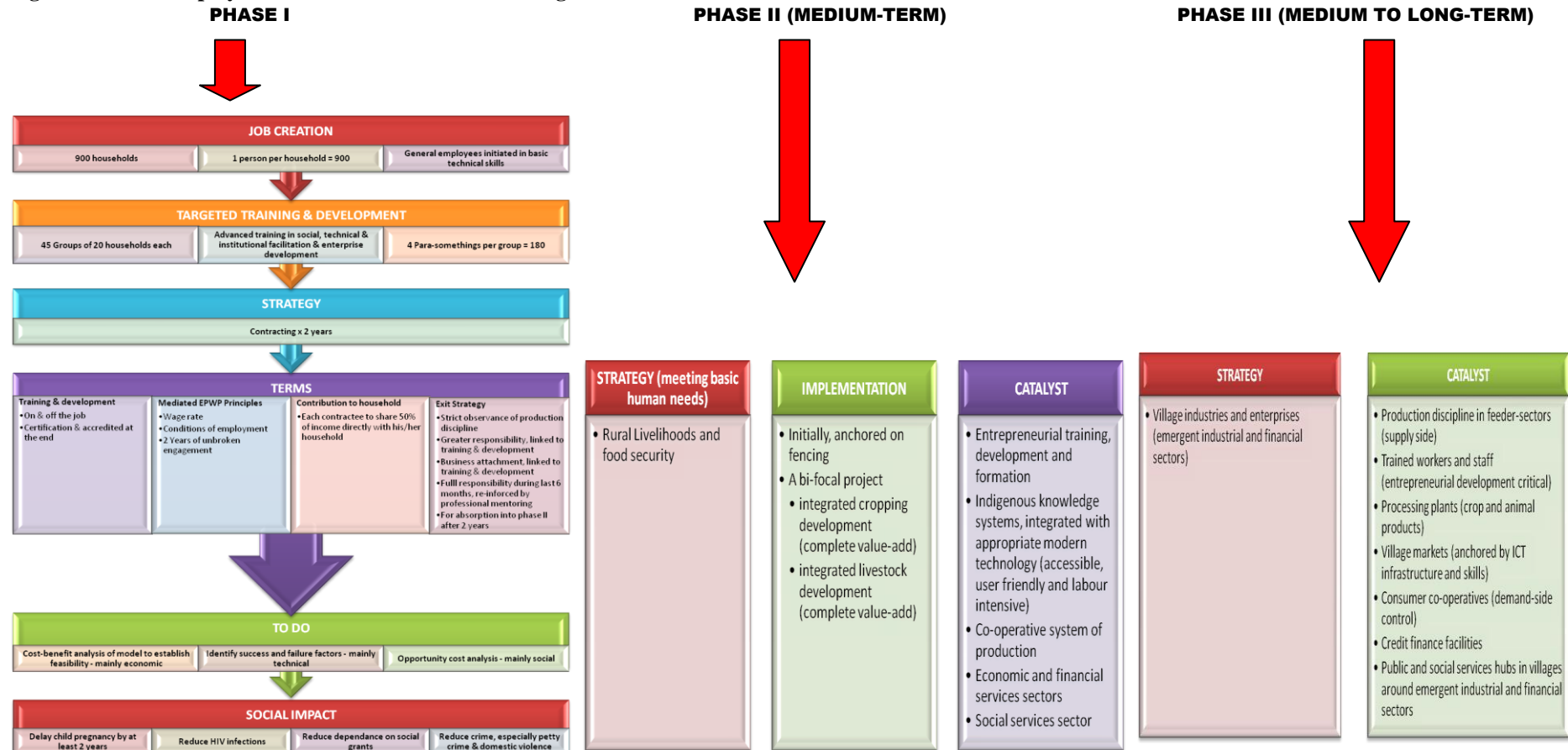
- the skills and competencies of rural people:
 - their financial capabilities,
 - whether they are aiming to be addressing only food security needs or
 - whether their intention is to link to the broader markets or production chains,
- access to water, transport, and other resources,
- rights issues (what rights do people have to the land and on the land);
- support structures to use the land efficiently and in a sustainable manner.

Decisions on land reform (and rural development) must therefore be made in terms of a broader integrated plan, which can then be cascaded down to the local and household level and in terms of the CRDP down to village/ward level.

4.4 Rural Employment Creation and Skills Training Model

Central to the three-pronged strategy is an employment creation model (**Figure 4**). This model will create para-development specialists at ward level who will be equipped to train and mentor selected community members who are unemployed. These community members will be employed for a minimum of two-years using the Expanded Public Works Programme principles. In Muyexe, for example, the job creation model can potentially secure 1 job per household, in effect creating 900 jobs. One of the conditions of this employment will be that each of the contractees share 50% of her/his wages with her/his household. Phase One of this model is regarded as an incubator, where the main driver is “meeting the basic needs”. Phase two is seen as the entrepreneurial development stage characterized by the development of medium to large scale infrastructure. Phase three shall see the emergence of rural industrial and financial sectors marked by small, micro and medium enterprises and village markets.

Figure 4: Rural Employment Creation and Skills Training Model



VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES

Phase I could be regarded as an incubator or nursery stage of the programme - meeting basic human needs as driver

Phase II could be regarded as the entrepreneurial development stage - relatively large-scale infrastructure development as driver

Phase III is the stage of the emergence of industrial and financial sectors - driven by small, micro and medium enterprises and village markets

4.5 Rural Development Management System

The importance of programme delivery structure that clarifies roles and responsibilities for all stakeholders cannot be over-emphasised. **CRDP** encompasses all aspects of rural life from rural housing to rural transport, local economic development, education health, agriculture, social development, water, etc. It is clear that the new department of Rural Development and Land Reform (DRDLR) cannot “go- it- alone” on this steep and rough road.

4.5.1 Critical Stakeholders (Strategy refinement, policy and budgetary alignment, Programme and product development implementation planning)

The CRDP is a programme that transcends the conventional organisational boundaries in planning, budgeting and implementation resulting in a number of departments/agencies/ministries responsible for particular aspects of the programme. Programme and project management and operational and strategic leadership will therefore become key components in the implementation of the CRDP. In playing its coordinating role it is important that the Department of Rural Development and Land Reform recognise the principles of cooperative governance and the provisions of the Intergovernmental Relations Framework Act, 2005. Partnering protocols will also be initiated so that clear roles and responsibilities are defined. The protocols will also ensure joint accountability for the implementation of the CRDP priorities.

The following sectors are seen as critical stakeholders:

- Agriculture, Forestry and Fisheries; extension, Land-care, Comprehensive Agricultural Support Programme, etc.
- Water and Environmental Affairs- domestic and irrigation water; National Action Plan to combat desertification and land degradation and other environmental initiatives
- Human Settlements- rural housing and sanitation;
- Department of Transport- Rural transport strategy (e.g. Shova Kalula programme has already contributed bicycles to the Muyexe pilot)
- Department of Public Works- Expanded Public Works Programme
- Department of Trade and Industry- Cooperatives Development
- Home Affairs, Social Development – Identity documents and Social cohesion
- Communities – Organizations and leadership;
- Traditional Institutions – strategic support;
- Municipalities – Integrated Development Plans and strategic institutional support.
- Relevant Provincial Departments – improved services for rural areas and strategic institutional support
- Others identified as per development need

4.5.2 Social and Technical Facilitation (implementation planning)

For development to be meaningful and sustainable the beneficiaries should not be seen as spectators but as contributors in their own development. It is also important to include the poor in decision making at local level by involving and consulting them in the process from the start in line with Batho Pele principles

It is important to recognize the contribution and strong commitment to poverty alleviation initiatives of civil society organizations, NGOs, faith based organizations, trade unions and traditional leader. NGOs can be particularly helpful in implementing participatory planning approaches adapted to the needs of the poor due to their close relationships with communities and households as they often intervene where government is absent or has failed to respond adequately. A process of planning which starts at a level lower than ward committee level in villages could assist community members to identify real needs and provide alternative development approaches and support to the traditional top-down planning approach in addressing these needs. This forum must also provide the community with an opportunity to report back on their plans, challenges and progress made in addressing their needs.

The following sectors/organisations/resource persons will aid in social and technical facilitation:

- Department of Rural Development and Land Reform
- Department of Agriculture, Forestry and Fisheries
- Community Development Workers
- Soil technicians
- Spatial Planners
- Engineers
- Others identified as per development need

4.5.3 Strategic Partnerships

These would include partners who would provide technical, financial and human resources to fulfil the objectives of the CRDP mandate. Partnership protocols will also be developed with these stakeholders.

The following sectors/organisations are currently recognised as strategic partners:

- Relevant Government Departments
- Development Bank of Southern Africa
- Independent Development Trust and other state-Owned Enterprises
- Non governmental organisations
- Land Bank and other development financial institutions
- Commercial Banks
- Others identified as per development need

4.5.4 Institutional arrangements in the implementation of the CRDP

4.5.4.1 Political Champions

Clear institutional arrangements should be considered if coordination of efforts directed to rural areas is to be achieved. The Minister of Rural Development and Land Reform is the national political champion of the CRDP.

At Provincial Level the Premier is the CRDP champion. The Premier may appoint an MEC with a rural development function to be the driver of the CRDP in the Province. The Premier shall assist the DRDLR in getting the commitment of all Stakeholders so that we can get the desired results from the integrated implementation of the CRDP. Other stakeholders will include local and district municipality Mayors (See **Figure 5**).

4.5.4.2 Council of stakeholders

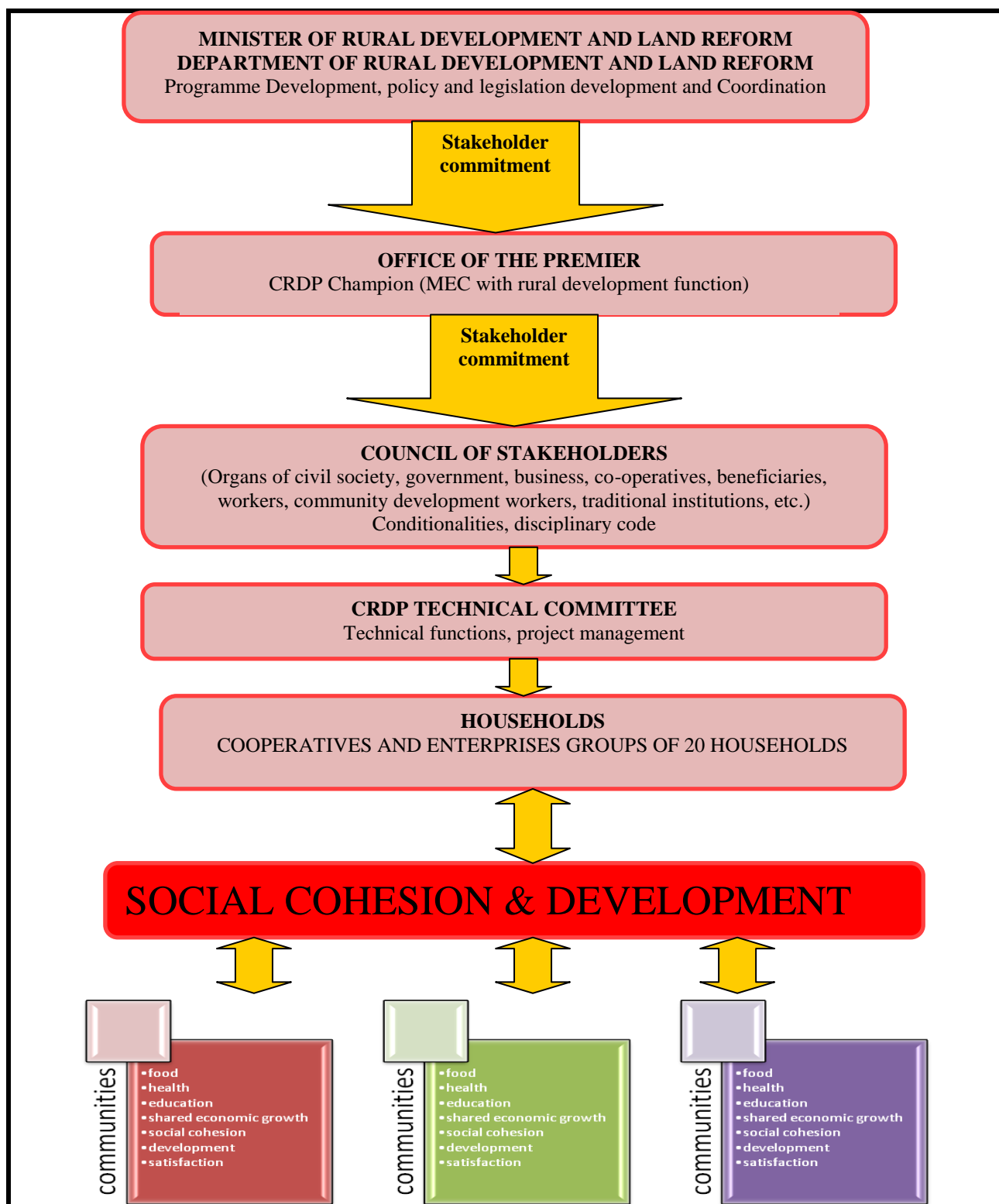
A **Council of Stakeholders (COS)** consisting of members of community based organisations and forums, school government bodies, government (national, provincial and local), community policing for a, ward committees, etc should be established. The Council of Stakeholders must, *inter alia*:

- enforce compliance with national norms and standards for the State's support to the CRDP beneficiaries;
- ensure compliance to agreed codes of conduct;
- Manage the implementation of the disciplinary codes; and
- support the disciplinary panels in the implementation of the codes.
- Identify community needs and initiate project planning
- Play a oversight and monitoring role

4.5.4.3 CRDP Technical Committee

The technical committee will implement decisions undertaken by the COS. These committees will comprised of provincial sector departments. They will primarily have a project management role and their composition will be dependent on the type of projects that will be implemented for a particular area. There can therefore be one or more technical committees as per the identified needs of the community.

Figure 5: Comprehensive Rural Development Management System



4.5.4.4 Operational groups/households

Below this structure will be manageable **Operational Groups** of twenty/ Co-operatives/ enterprises with the view of better co-ordination, collaboration, commitment and effectiveness and to ensure that households have technical people to train them and to create job opportunities. Each project will create jobs where one member of the household will be employed on a two year contract in line with the Expanded Public Works principles. Skills required by each project will be identified and compared with available skills in the community. Where such skills are lacking the support of the department of Labour and SETAS and other relevant stakeholders will be sought. Secondly the households will be profiled to determine their needs and who will be employed. Discipline within the groups is critical for successful implementation of sustainable rural development.

4.6 Financing the CRDP

The DRDLR has a capital budget to finance the land reform programme. In the 2009/10 financial year 25% or R500 million of the land reform budget has been set aside for rural development. In relation to this revised budget, the annual target is now revised to 776 333 hectares or less **138 417** hectares than the original baseline target of 914 570 hectares. In terms of the current baseline up to 2011- the DRDLR would only be able to deliver 2 369 863 hectares as opposed to 8 100 000 hectares. Additional resources are therefore critically needed in order to finance the CRDP in its entirety.

In order to co-finance their share of land reform and agrarian transformation projects, the Department of Agriculture launched the Comprehensive Agricultural Support Programme (CASP) in 2004. The primary aim of CASP is to provide effective agricultural support and to streamline the provision of services to different levels of clients within the farming continuum. The CASP focuses on six pillars:

- On and off farm infrastructure,
- Information and knowledge management,
- Financial assistance,
- Technical and advisory services,
- Training and capacity building, and
- Marketing and business development.

CASP specifically targets emerging farmers, including women in rural areas.

However, as stated earlier, strategic partnerships will be necessary to finance the entire CRDP.

4.7 Monitoring and Evaluation

The CRDP monitoring system should provide ongoing information (via indicators) on the direction of change, the rate of change, and the extent of change in relation to the programme objectives. An evaluation strategy for the CRDP must involve the systematic and objective assessment of programme including its design, implementation, and results. The aim is to determine the relevance and fulfilment of the CRDP objectives, development efficiency, effectiveness, impact and sustainability.

Monitoring and evaluation (M&E) will be factored in at all stages of the CRDP implementation. The M&E strategy objective would be to determine whether the CRDP is implemented as intended and is achieving the set objectives and reaching the intended beneficiaries.

During the needs identification stage in the pilot areas, baseline indicators were determined. Minimum baseline information is required to make informed decisions and enable an impact assessment of the CRDP. During the planning stages, monitoring and evaluation reports will be compiled to assist in planning, setting targets, identifying beneficiaries, clearly stating the desired outcomes and also ensuring that objectives are measurable.

Progress reports that provide both quantitative and qualitative assessments will be provided on a quarterly basis. This will feed into comprehensive evaluation reports annually. **Table 2** below provides a broad overview of the M&E strategy devised during the implementation of the Muyexe pilot in Limpopo. Each component (rural development, agrarian transformation and land reform) within the CRDP will cascade from the overall strategy and particular performance indicators and strategies will be developed to monitor and evaluate all 3 components.

Table 2: Monitoring and Evaluation Framework

Hierarchy of Objectives	Performance Indicators	M&E Strategy			Important Assumptions
		Source of Info	Baseline Data	Source of Info	
Impact Rural communities implements their development	Number of the rural communities implemented their development	pilot reports	pilot report/Spatial planning reports		Technical task team through Ministers office and Premiers they have everything in place, including pre implementation studies/surveys
Self sustainable rural communities	Sustainable rural communities	pilot reports	pilot report/Spatial planning reports		Technical task team through Ministers office and Premiers they have everything in place, including pre implementation studies/surveys
Vibrant (abuzz with socio-economic activities) communities	Indicator for vibrant communities	pilot reports	pilot report/Spatial planning reports		Technical task team through Ministers office and Premiers they have everything in place, including pre implementation studies/surveys
Outcome (What difference does it make) How has the client situation changed					
Rural communities apply skills both modern and indigenous to implement and manage their own development. Available Natural resources are used	Improved level of skill application for both modern and indigenous knowledge	Annual report, evaluation research, performance report,	Spatial Planning reports/pilot study		Technical task team through Ministers office and Premiers including our DDG they have everything in place, including pre implementation studies/surveys/Baseline

Hierarchy of Objectives	Performance Indicators	M&E Strategy			Important Assumptions
		Source of Info	Baseline Data	Source of Info	
for development projects (list the natural resources and their perceived use) • Indigenous knowledge is applied in development (List of indigenous knowledge applied for specific output/ projects)					
Output (What is done and to whom it is done) Has the client been served, with what?					
Employment created for rural communities in rural	Number of employment created for rural communities	Project Reporting template	Spatial Planning reports/pilot study		Technical task team through Ministers office and Premiers they have everything in place, including pre implementation studies/surveys
New cooperatives formed in local areas	Number of cooperatives formed in local area	Project Reporting template	Spatial Planning reports/pilot study		
Agricultural activities in local areas	Number of agricultural activities	Project Reporting template	Spatial Planning reports/pilot study		
Provision of irrigation systems	Number of irrigation systems provided	Project Reporting template	Spatial Planning reports/pilot study		
Agro-processing activities	Number of Agro-processing activities established	Project Reporting template	Spatial Planning reports/pilot study		
Availability and accessibility of schools	Number of children accessing school	Project Reporting template	Spatial Planning reports/pilot study		
Schools and clinic are provided with water and electricity	Number of schools and clinics provided with water and electricity	Project Reporting template	Spatial Planning reports/pilot study		
Proper sanitation provided	Sanitary facilities provided	Project Reporting template	Spatial Planning reports/pilot study		
Partnerships available between traditional authorities and government in local areas	Existing functional partnerships structure	Project Reporting template	Spatial Planning reports/pilot study		
Farm dweller cases submitted to the DLA are resolved	Land right confirmed for specified pilot village	Project Reporting template	Spatial Planning reports/pilot study		
Outstanding farm dweller cases are resolved (Types of cases with determine intervention required e.g. land, housing, water, electricity and other basic services)	Number of outstanding farm dwellers cases resolved,	Project Reporting template	Spatial Planning reports/pilot study		
Estimated number of farm workers	Estimated number of farm workers	Project Reporting template	Spatial Planning reports/pilot study		
Farm workers are encouraged to join unions	Number of farm workers registered with unions	Project Reporting template	Spatial Planning reports/pilot study		
Employment created through the EPWP	Number of jobs created	Project Reporting template	Spatial Planning reports/pilot study		

4.8. Feedback and control system

The CRDP will also be designed to adjust to the unexpected rather than react based on a belief in certainties. A feedback and control system will be developed to enable the CRDP project managers (Branch Heads), Director-General and Political Champions to obtain critical, continuous and real-time feedback on the progress of a given project, programme or policy. In terms of the public sector, this is vital as it will allow the Department to:

- Demonstrate accountability and show that they could deliver on the CRDP vision
- Aid organisational learning;
- Explore and investigate what works, what does not work and why. The public sector would need to take actions, as appropriate, to address any problems encountered and to keep on track towards agreed goals; and
- Gain support among stakeholders;
- Promote understanding of the programme; and
- Convince sceptics that the programme is workable.

Where necessary, legislation and policy frameworks may need to be reviewed and amended to support the feedback and control system.

4.9 Communication Strategy

Against the backdrop of the government's solid electoral mandate and the need to sustain the prevailing goodwill and hope for the South African population in the medium- to long-term, and in the face of the global economic crisis and its likely impact on the development plans of the country in the period ahead, government articulated clear priorities for the next 5 years, through the Medium Term Strategic Framework (MTSF 2009 – 2014). These priorities are critical to informing the communication scope, thrust, direction and depth in this period. The message that will be proactively communicated is **"Together we can do more – for sustainable and vibrant rural communities"**.

The strategic objectives of the communications strategy are threefold, namely:

- to create a conducive environment for the implementation of the comprehensive rural development programme, through raising awareness of the Ministry and Department's policies, programmes, services and projects as well as developing mutual understanding between Ministry / Department and its various stakeholders;
- to inform and educate stakeholders (beneficiaries, social partners, etc) of rights, benefits and obligations emanating from the CRDP; and
- to develop, promote and sustain a positive image of both the Ministry and the Department through profiling the Ministry and the Department positively in the public domain and managing the communication environment.

A detailed communication operations plan has been developed to meet the above strategic objectives.

4.10 The National Action Plan

The following Action Plan has been developed with short, medium and long term outputs.

4.10.1 Short term (11/05/2009 to 30/11/2009)

The objective for the short-term, that is, the period from the, is the establishment of the new Department of Rural Development and Land Reform (DRDLR). As part of that process, a number of critical activities and processes must happen, among them are the following:

- a) Visioning and re-branding BUT not starting from scratch;
- b) restructuring our current organisation (organisational development);
- c) profiling the current staff establishment;
- d) performance management development system, status; and,
- e) consultation with labour unions operating in the Department.

In addition the following activities have also commenced:

- Giyani – Pilot for Comprehensive Rural Development Programme: A Comprehensive Project Plan will be fully costed. Formal launch 17 August 2009.
- National Programme – Fencing
- For cropping
 - Complete economic value chain
- For Livestock
 - Complete economic value chain
 - Fifty/one hundred kilometres of fencing per Province
 - One Impact Project per Province – either for cropping or for livestock
 - Team of dedicated extension officers or vets from the Department of Agriculture Forestry and Fisheries
 - Community driven for: (a) technical training; (b) sustainability of enterprises; (c) social cohesion.

4.10.2 Medium to long term trajectory (11/05/2009 to 11/05/2011)

During this period, all the tasks defined as short-term must have been consolidated and fully operational. That is, (a) The Giyani Pilot Project; (b) the Fencing National project; and (c) the items listed under 'critical activities and processes'.

In the medium to long term the best vehicle for the coordination of the CRDP shall be the over-arching Rural Development Agency (RDA): The **Rural Development Agency (RDA)** shall among others be responsible for the following:

Coordination: ensuring the participation and support of the CRDP by all State Departments, Municipalities, State Owned Enterprises, NGOs, Donors, Financial Institutions, etc. This includes the coordination of development planning and social facilitation.

Planning and Resource Mobilization:

- Land Use planning
- Physical planning
- Material resource planning
- Human Resource Planning
- Financial Resource Planning
- Development of National and Regional Rural Development Plans

Monitoring and Evaluation:

- Site visits to ensure that projects and programmes are operating according to plan.
- Development of M&E tools and systems to monitor and access impact and effectiveness.
- Participatory appraisal and review mechanisms applicable across the board.
- Continuous assessment

Reporting systems and Accountability:

- Periodical progress reports (quantitative and qualitative narrative reports)
- Continuous feedback to community and relevant stakeholders
- Timely problem solving and appropriate interventions, conflict resolution and skills for dealing with group dynamics.
- Effective financial management systems which make regular financial reporting simple and possible.
- Effective and efficient use of financial resources; preventing and/or eliminating corruption and fraud.

Secondly, the Green Paper on Agrarian Transformation, Rural Development and Land Reform and related draft legislation must be ready for submission to the Cabinet by January 2010 and thereafter follows the white paper process, for approval by Parliament in 2011.

4.10.3 Long term (2011-2014)

Immediately after the approval of the Green Paper by Cabinet, the Department will put a team in place to draft a proposal on the form, content and funding model of the Rural Development Agency. This process must be concluded by the 11/05/2012.

APPROVED BY:

MR G NKWINTI (MP)

MINISTER OF RURAL DEVELOPMENT AND LAND REFORM

DATE: