



## human settlements

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**RESEARCH REPORT ON AGRIVILLAGE PROJECTS:  
CASE STUDY OF PROJECTS IN KWAZULU-NATAL RELATING TO HUMAN  
SETTLEMENTS**

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## **Executive summary**

Product Development Component undertook research in February 2010 to assess the extent to which the Department of Human Settlements can work together with its key stakeholders, that is, Department of Agriculture & Environmental affairs and the Department of Rural Development in an attempt to provide sustainable development to KwaZulu-Natal human settlements beneficiaries. The purpose of this study is to then follow up on this issue focusing particularly on agri-villages. It aims to record results with regards to the rolling out of the agri-village initiatives in Kwazulu-Natal.

KZN government called for a joint venture between different government Departments in relation to the agri-villages concept, hence the Department of Human Settlements assisted by Land affairs and farm owners have rolled out this initiative in a number of areas these include Ubuhlebezwe, Mpofana, Emnambithi and Mimosadale project.

Most agri-villages projects in the Province are meant for subsistence farming. The general idea around conception of agri-villages was that people could have gardens where they will produce for their own consumption instead of buying from the local markets.

The farm worker housing is also planned for subsistence farming but the Department of Rural Development is looking into enhancing the initial agri-village concept, by making provision for commercial enterprise. For example in some projects the Department of Rural Development has committed to giving funds to beneficiaries to plant fruit trees and the fruits can be sold at a larger scale. This then means that people will have their gardens for subsistence farming but also have little farms where they will work together as a community to drive a commercial initiative.

Unfortunately all agri-village projects are reported to have fallen far below what was planned. The agricultural part failed as a result of lack of support from the Department of Agriculture and other relevant stakeholders. Most farm worker housing projects are still in the planning stages, perhaps they will be able to revive the essence of this initiative but these projects have also been delayed due to challenges such as the issue of Bulk services, delays in approval processes by relevant bodies and sometimes farmers are resistant because of the perception that housing projects often open a leeway for criminals.

## **1. Introduction**

Product Development Component undertook research in February 2010 to assess the extent to which the Department of Human Settlements can work together with its key stakeholders, that is, Department of Agriculture & Environmental Affairs and the Department of Rural Development in an attempt to provide sustainable development to beneficiaries. The purpose of this study is to then follow up on this issue focusing particularly on agri-villages. It aims to record results with regards to the rolling out of the agri-village initiatives in KwaZulu-Natal.

## **2. Background**

In 1992, a new term of Agri-villages was presented to the Natal Agricultural Union (NAU) Congress. Agri-villages were presented as plots of land laid out in the form of rural village on a separate subdivision of land; the subdivision may accommodate the farm workers of one or two farmers. According to an article by Dave Huesy (1993), the motivation for establishment of such villages was that they will provide workers with security of tenure and the ability to own their own houses, and that such village will maximize the provision of bulk services at low costs. However the concept was not embraced by the farmers at the time.

In 1993 a workshop was held, consisting of organizations like NAU, Development Bank of South Africa, Institute of Natural Resources, the then Department of Regional & Land Affairs and other stakeholders to discuss the concept further (Marc Schneider, 1993). In these discussions four models of Agri-villages were discussed. The first option involved buying or expropriating the farmer's land to give or sell it to farm workers, the second option involved government buying land, building and leasing houses to the farm workers, the third and fourth options involved attaching areas earmarked for farm worker occupation to either an existing local authority or an existing traditional authority (Dave Huesy, 1993). From the readings one can tell that the discussion around this issue brought high emotions from farmers and farm workers as it touched a sensitive issue of farm worker housing and gave rise to issues of control that the farmers had consistently tried to gain over farm workers through the laws that resulted into apartheid.

While Agri-villages were a good initiative, Dave Huesy's brought some underlying concerns into the center stage. He concluded that firstly farmers may see such agri-villages as compounds to house their workers (this would be as a renewed attempt to entrench apartheid in rural areas); secondly there is also danger that agri-villages could affect land claims for particular farm communities such as farm labour tenants. The article also noted that additional problems may arise around the employment contract is distinct from housing and access to housing in agri-villages will remain tied to employment on a particular farm. It is evidence that the concept had reservations which placed it at a suspension for a while.

In recent events, it is evident that agri-villages are re-emerging. KwaZulu-Natal has established “the one home one garden” initiative, which is one of the strategies highlighted by the KwaZulu-Natal Government to fight poverty and improve the livelihood of the communities in the province with special emphasis on rural and farm dwellers. This programme encourages establishment of gardens through distribution of seeds and fertilizers for communities to commence their gardening activities.

KZN government also called for a joint venture between different government Departments in relation to the agri-villages concept, hence the Department of Human Settlements assisted by Land affairs and farm owners have rolled out this initiative in a number of areas these include Ubuhlebezwe, Mpofana, Emnambithi and Mimosadale project. This study aimed at assessing these projects by capturing what happened to bring it about, record best practices and bring to attention particular challenges for future reference.

### **3. International example: Aldeia Nova Mashav Project in Angola (extract from KZN-Human Settlements, (2011): Research Report; Alternative Rural Housing Models)**

Aldeia Nova Mashav is an agri-village in Angola that is regarded as a very successful project from which other countries could learn from. The Waaihoek Community Trust was chosen as the preferred site for this project. The Waaihoek site is a settled land claim located within the Emadlangeni (Utrecht) Local Municipality of the District. The project is a significant 11 800 ha in extent with a population of 1 621 that make up 261 households. The plan caters for the resettling of 261 households (1621 people) on community land claimed by the Waaihoek Trust. Each village will contain three clusters of 27-30 family units. The village centre will contain housing for non-farming families, and open spaces for public use. The centre of the development is communal space divided into three communal centers:

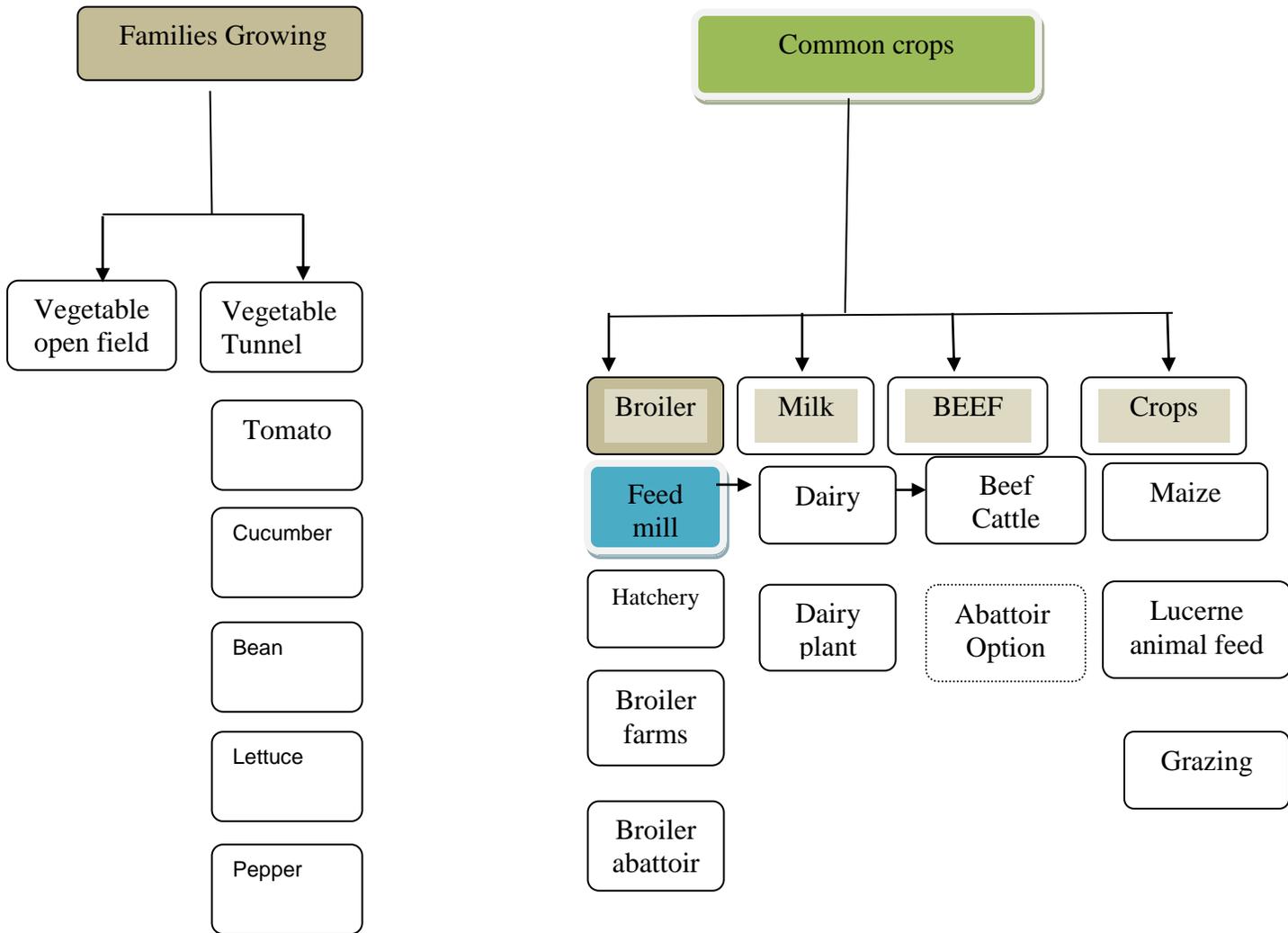
- *Civic centre*- This includes space for schools, offices, infirmary, church, clinic, shopping centre
- *Logistics centre*- This includes space for a gas station, processing stations for farming products, training and agricultural demonstration centre
- *External Commercial Centre*- The commercial centre is designed for possible a motel, farmer’s market and gas station.

Each family receives a house of uniform size, with all modern amenities. The family cares for its own small agricultural land behind the house, growing vegetables with modern technology. The main plot of land, dedicated to cooperative farming, is served communally by the village’s residents who are employed by the cooperative, receive a monthly salary, and also equally share the profits. The village is served by a school, a church and a clinic. It also has electricity and a supply system of purified water. Whilst retaining traditional structures, this novel form of communal living acts as catalyst for merging differences and for the emergence of local leadership. Working together in

harmony for a common goal allows people from varied, and even warring, backgrounds to thrive together. There is also room for growth and exploration, sustained by educational and cultural activities, both for youths and for adults. Regional development is crucial to the growth and strength of the community and thus a supporting logistics centre is built at the centre of the 3 village complex.

The products of all the farms and the communal enterprise – for example, milk, eggs, meat, vegetables and fruit – are collected and processed together. The centre gives both industrial and administrative support. Focusing on the individual farmer and his family ensures that aid reaches those who most need it and, equally, those who will most readily propagate it. This is an investment not only in the present, but also in the future, as the individual farmer will hand down his knowledge and the wealth of his experience to his children. A social plan has been developed for the project. The plan unpacks the cooperative concept. An understanding of the community was developed and the role of the community and single family was unpacked with respect to relations, cooperation and compatibility. The plan is also focused on the establishment of a social department and public services required for successful implementation. Training was also explored in detail in this plan.

An Agricultural plan was developed indicating the specific organization methods for cooperatives particularly with respect to crop farming. The plan deals with the specific types of agricultural crops to be farmed. The plan further deals with production processing considering agricultural production factories and services. A key element discussed is the issue of management and control. A business plan has been developed that considers data on each crop proposed; detailed economic analysis of each crop type; cash flow projects over 10-15 year period; profit analysis; working capital requirements; and present value and payback period calculations. Common crops and family crops are shown on the next page.



The project will create in total 496 work places for the trust-member families (2 work places for each home – one in the vegetable plot and another one as an employee in one of the project's initiatives), while hundreds of additional work places will be created during the construction of the project and in secondary and third circles of service providers and contract workers.

#### **4. Perspective of the farmers and farm workers**

KwaZulu-Natal Agricultural Union (KWANALU) and Association For Rural Advancement are recognized players in the farming community as representatives for farmers (KWANALU) and farm workers (AFRA). Attempts to engage with these organizations in terms of sharing information, identifying and discussing critical issues from their perspective were made however due to the political nature and sensitivity around the issue a difficulty in getting information was experienced. The response received from each organization is recorded below and information sourced from articles has also been included in the report which gave more detailed information.

##### **4.1. Association For Rural Advancement (AFRA)**

AFRA is an independent Non-Governmental Organisation working on land rights and agrarian reform in KwaZulu-Natal. AFRA's work focuses on black rural people whose rights to land have been undermined, whose tenure is insecure, and who do not have access to sufficient land to fulfil their development aspirations or even their basic needs (AFRA Website).

AFRA was contacted to request their views on the agri-village concept; this would form a platform for interrogation of challenges, concerns so as to draw up practical recommendations. As indicated above due to political nature and sensitivity of the issues in the farming community, AFRA was hesitant in engaging further with the Department. The association stated that there is no legal definition of the concept from their knowledge as they have just had it from the government with nothing concrete hence engaging on the matter would be a challenge to them.

However an article from the organisation's website conflicts the limited understanding of the concept stated as it makes reference to a workshop that the organisation undertook in Amajuba municipality in Newcastle on 21/06/2011. According to the article, the purpose of the workshop was to create a space for farm dwellers to engage in a critical analysis and discussion of the concept of an agri-village which is gaining popularity within government and is being dubbed as a resettlement model for farm dwellers.

It is noted that in the said workshop the communities agreed that the establishment of agricultural villages could facilitate a new model of evictions and resettlement and this will do nothing to secure their tenure on farms. The communities therefore proposed that an ideal land ownership model should be one that would not vanish their rights as

farm dwellers, when it comes to security of tenure, grazing, cropping and other rights. It was concluded that people are opposing agri-villages on the basis that they must not be moved to the sites identified for an agri-village for development to happen, development should be brought to where they are currently residing.

#### **4.1.1. Challenges faced by farm dwellers (extract fro an article retrieved from AFRA website).**

AFRA argues that abuse of farm dwellers in KwaZulu-Natal's commercial farming areas remains rife. The State seems unable to provide adequate protection, and interim measures are generally sought by civil society organisations to assist in improving the plight of farm dwellers. The high poverty level of this sector of society often requires the use and dependence on multiple livelihood strategies, many of which are strongly land-related. Abuse of farm workers refer to evictions, cattle impoundment or restricted access to water which can be enormous to those families critically dependent on these assets for survival. The article further states that too often the evaluation of the impact of these shocks is measured by landowners, the State and often the courts as merely being that of a loss of income and residence (narrowly viewed as a house).

Farm dwellers' rights in terms of the current land rights legislation – are frequently linked to a farm dweller having an historical agreement with, or currently rendering personal services to, the landowner. When this is considered alongside the impacts of the HIV/Aids pandemic, or even just old age, this has dire negative consequences on the security of tenure of a family, because of the number of terminal illnesses or deaths of the farm dwellers who have such “primary” relationships with landowners. Women farm dwellers in these circumstances are even more vulnerable, as their tenure is often primarily through their relationship with a male head of household’s tenure. Loss of his income, job or historical agreement puts added pressure on women, as they are seldom employed for hard labour activities on farms and, when employed, are usually paid lower wages. Child-headed households are also particularly vulnerable to eviction after the death of the parents or the household head.

There is currently a situation of paralysis in the processing of the labour tenant and farm dweller applications to the Department of Rural Development and Land Reform for grants to purchase land. Some landowners have withdrawn from the settlement processes due to delays from the government's side, and this situation fuels tensions between landowners and farm dwellers. Further to this, the current land reform framework deals questionably with issues of post-settlement support in terms of sustainable development and enhancing livelihoods.

The relevant laws passed as a result of the government's land reform programme require that farm dwellers know these laws and their consequent rights, in order to be able to move forward. Enforcing land rights through the courts has proven to be expensive and often impossible for most farm dwellers. Whilst it is noted that the primary responsibility of ensuring the enforcement of these rights for the poor lies with the State, to date the State is still unable to adequately meet this obligation. The establishment of the decentralised Justice Centres by the Department of Justice has not improved the situation as their primary focus and expertise lies in criminal and civil matters.

The key land rights laws which impact on farm dwellers and their tenure security and livelihoods coping strategies are the Extension of Security of Tenure Act (62 of 1997) and the Land Reform (Labour Tenants) Act (3 of 1996). Since their enactment, there have been concerns about the role which these laws really play in protecting the land rights of farm dwellers and providing access to tenure security or, conversely, in creating enabling mechanisms to 'legalize' the procedures for eviction and a diminishment of rights over time. The failure of the State to integrate roles and responsibilities between government departments in effecting protection of these rights (*e.g.* between the Department of Rural Development and Land Reform and the Department of Justice in ensuring appropriate access to the justice system when land rights have been compromised) has exacerbated calls by farm dweller structures and land NGOs for a complete review of these laws and the policy framework which informs their implementation.

As part of this review process the government has published the Land Tenure Security Bill (LTSB) which is aimed at addressing the failure of previous legislation. The Bill, in its present form, will abjectly fail in this endeavour. Although this is not expressly specified, it is abundantly clear from its overall content that the Bill is designed to consolidate the settlement of farm workers on commercial farms at the expense of all other forms of occupation. And, to this end, the tenure security of farm workers will be entirely dependent upon continued employment. As soon as they are dismissed they become liable to be evicted — along with their families. This is irrespective of whether or not they were born on the farm or whether there is any other place that they can call home.

Although the Bill attempts to render the eviction process more difficult (by adding further procedures that must be complied with in order to achieve a legal conviction). This will ultimately not benefit farm dwellers since the eventual outcome will be eviction. All this will achieve is to play into the hands of the wealthy landowners who can afford lawyers to represent them in overcoming these obstacles.

The expanded definition of eviction in the Bill is also not likely to benefit farm workers or dwellers since in some situations the concept is so broad that courts will have to narrow the definition in order to realistically implement it.

At the end of the day, unless and until it is recognised that certain farm dwellers justifiably regard the farm on which they reside as their only home and have nowhere else to go should they be evicted, the Bill will never even begin to address the problem of tenure security in rural areas. Instead the Bill attempts to deal with this by creating agri-villages (which are not defined) that will ultimately become nothing more than apartheid-style dumping grounds.

#### **4.2. KwaZulu-Natal Agricultural Union (KWANALU)**

KWANALU is a farmers association which aims to provide leadership on all key agricultural issues to commercial farmers (of all sizes) and related agricultural organisations in KZN (KWANALU website). The association represents farmers in KZN both emerging and established hence it facilitates communication between farmers and government.

A meeting was held with KWANALU on 6/12/2011, the following issues were noted by the organization:

- The organization noted their concerns due to lack of synergy between sector departments, it was noted that Rural Development has also requested for their inputs in this context. The organization therefore recommended that a custodian for this programme be identified and roles and responsibilities of other sector departments be clearly defined as that will allow for the farmers union to position and align themselves with this programme. This would also help in identifying economic activities that maybe available.
- It was also mentioned that some farmers had already organized housing for the farm workers referred to as “farm villages”, where provision is made in terms of access to basic services including schools and clinics. In a number of cases farmers have had difficulty in providing these basic services hence this emphasizes the need for defining where does responsibility and accountability lie in terms of service delivery in a programme of this nature.
- The organization, on request, indicated that they would ask their members permission for the department to profile a few of these “farm villages”.

Unfortunately this attempt failed as the association could not secure any participants in terms of visits to these sites.

## **5. Agri-villages initiatives in KwaZulu-Natal**

Most agri-villages projects in the Province are meant for subsistence farming. The general idea around conception of agri-villages was that people could have gardens where they will produce for their own consumption instead of buying in the local markets. Agri-village projects in the Province include Mziki, Roosboom, Mimosadale and Craigeburn projects, these are discussed below.

### **5.1. The Mziki Agri-Village project**

The Mziki Agri-Village project was approved on the 14<sup>th</sup> April 2003, for the provision of 385 top structures. A farmer, Mr Pieter Cornelius, transferred his land to the Ubuhlebezwe Local Authority to set up an agri-village for the people of Ubuhlebezwe. This project was meant for subsistence farming, the idea was to develop a self-supporting, independent community and improve living conditions for the people by building new houses and creating employment.

The project was a great idea, due to shortage of funds the project has had some challenges which resulted in the community not enjoying full benefits of the project. During the project planning phase a number of organizations and state departments substantially supported the development. However during the course of implementation an apparent lack of tangible support led to challenges being experienced in the opening of the township register which in turn resulted in private funding initiatives not being able to gain momentum due to the fact that applicants were not able to obtain legal access to sites that had originally being zoned for certain activities. To date the township register has not been opened and a number of waivers are being sought so that transfer to beneficiaries could be done.

It is also alleged that a number of beneficiaries do not wish to move into their houses until the area is electrified which may result in vandalism and theft of components of these vacant houses. The project was a real effect to create an agri-village with the potential to attract a number of economic development opportunities but could not live up to its expectations.

### **5.2. Roosboom Agri-village**

The Roosboom Agri-village project was approved on the 27<sup>th</sup> August 2002, for the provision of 200 subsidies, following the PHP subsidy mechanism and destined for subsistence farming. The project was initiated in 2000 by the Uthukela District Council. The beneficiary community requested that the houses be constructed from established

mud blocks (the community later revoked this request and wanted cement blocks instead).

The project is reported to have fallen far below what was planned. People are not using the land for agricultural purposes but at least they have full title on the land, they can still work on it. The agricultural part failed as a result of lack of support from the Department of Agriculture and other relevant stakeholders. The Department of Land Affairs had no role to play in this project because the land was bought out of the housing subsidy and everything else had to come from the same money.

### **5.3. Mimosadale Agri-village**

Mimosadale Rural Housing Project was approved on the 24<sup>th</sup> June 1999, for the provision of 500 project linked subsidies in the outskirts of Estcourt. Similar to the other projects that have been discussed above the project was meant to be a co-operative governance initiative and envisaged for subsistence farming as well. But the attempts to produce the anticipated outcome failed due to lack of co-operation however the housing part was achieved.

### **5.4. Craigieburn Agri-village**

The Mpofana Municipality in consultation with the Department of Land Affairs identified the Craigieburn (Farm Workers) Housing Project as a Greenfield / Insitu-Upgrade Housing Project. Subsistence farming is planned for the project. This need arose from the Craigieburn Estate workers in the Craigieburn area. The area itself was settled by farm workers and their families with very basic road and water service being provided by the owner in one section of the proposed development area.

The surrounding areas are commercial farming area where a percentage of the beneficiaries are currently employed. This resulted in the demand for housing development in order to give the residents full ownership of their houses and title.

This project is currently in the planning stages; therefore it is difficult to ascertain the impact it would have on the beneficiaries. It has been noted that there have been challenges with implementation of this project. According to the project monitor, a major challenge has been the failure of the Implementing Agent to deliver as per agreed milestones.

The Department has had continuous engagements with the Implementing Agent in this regard but these efforts have proven to be unproductive as the agent has not made progress on the matter. A way forward is being discussed with the relevant components (i.e. contracts and finance) and the municipality, as the situation calls for termination of the IA's contract.

## **6. Farm Worker Housing Projects**

Farm worker housing projects have proved to be very exciting yet complicated spectrum for housing projects, these include Vrystaat farm (Ebuhleni) and Sierra Ranch (Ekujabuleni) projects. These projects were identified by the Department of Land Affairs, after engagements with farm workers, the Department then bought land and started engaging with other departments to take part. The idea was to develop a village where people could work and live sustainably in the farms.

### **6.1. Vrystaat (Ebuhleni) farm**

The project is still in the planning stage and it is envisaged for subsistence farming, however the Department of Rural Development has committed itself to facilitating a commercial enterprise. In this instance, the department will give funds to beneficiaries to plant fruit trees and the fruits can be sold at a larger scale. This then means that people will have their gardens for subsistence farming but also have little farms where they will work together as a community to drive a commercial initiative.

To date 94 beneficiaries have been approved for the project. The project has not moved as swiftly as anticipated, one of the major challenges has been the unavailability of bulk services. The district Municipality had originally agreed to provide these services but at a later stage they communicated that they do not have sufficient budget to cover this. However ongoing engagements have been facilitated and an agreement has been reached with the municipality as they now plan to use their maintenance and operations budget to cover these costs.

Getting approval from relevant bodies has also been a challenge, this refers to approval of Basic Assessment Report by Department of Agriculture & Environmental Affairs; approval in this regard was expected by the end of July 2011. Construction of houses has since been planned for March 2012 as application for stage 2 & 3 and construction of internal services is yet to be undertaken.

### **6.2. Sierra Ranch (Ebuhleni) farm**

The project is in the planning phase as well and is meant for subsistence farming. To date 20 beneficiaries have been approved. The biggest challenge in this project is that it was planned interlinked to the Sierra grove development (development planned in Sierra Ranch which includes selling portions of land to private owners for developments such as golf estates).

The idea was that the Sierra Ranch farm would supply water for the whole Sierra grove development and the district municipality would pay them accordingly for this service, people from the low cost housing would also get employment from the variety of developments planned. The challenge has come up in that the Department of

Agriculture and Environmental Affairs have supported low cost housing development only and decline support for other projects. This has than stalled progress of the project as an Environmental Impact Report had to be resubmitted with amendments and the project awaits the feedback before it can move forward.

## **7. Impacts of the projects on development**

Agri-village projects envisioned by the department mostly focusing on subsistence farming. In this regard subsistence farming was meant to improve the lives of beneficiaries in line with the province's poverty alleviation strategies and creation of sustainable human settlements. However due to lack of support from other stakeholders the department could not fully realize its initial plan with regards to agricultural activities but houses were provided. Hence to a certain extent rural development was facilitated relatively to the department's mandate.

## **8. Challenges encountered by the Department**

In the context of farm worker housing, the major challenges in getting the projects to implementation has to do with the issue of bulk services, delays in approval processes by relevant bodies and sometimes farmers are resistant because of the perception that housing projects often open a leeway for criminals.

Looking at the agri-village projects, the brief description of these projects above highlights a number of challenges that were stimulated by external environments. But what is more evident and common among the is that other sector Departments that the projects were largely dependent on did not play their part in ensuring that the projects successful agri-villages, for example the agricultural component was not facilitated in any of these projects.

It is noted that while other departments did not execute their tasks in the projects, the department of human settlements also presented a loophole for stakeholders in that the submissions that were approved by the Housing Evaluation Assessment Committee in relation to these projects were vague about the other components of an agri-village. The submissions only mention that the proposed projects are to be an agri-village but does not go into details as to how the project will be implemented in its true essence.

It is also noted that lack of funds to sustain the project is one of the reasons why the agri-village initiative have failed. As discussed above this should be a cooperative governance initiative this then implies that each sector department will have to facilitate the execution of their mandate. Intergovernmental relations component (IGR) could assist in ensuring that the programme is well coordinated and buy in from sector departments has been received and roles and responsibilities clearly defined, then funds to sustain the projects should not be the issue. Political issues were also noted as a contributor to the evident failure of these initiatives.

## 9. Conclusion

The main aim of this exercise was to reassess the agri-village projects that the Department of Human Settlements had attempted to roll-out in the province. These projects were identified as agri-village projects, mostly focusing on subsistence farming. Unfortunately the other parts of the initiative were not realized as planned apart from the houses that were built. This therefore gives an indication that an urgent intervention is vital in this regard as all the projects failed to achieve the desired impact on development.

It is noted that it is hard and to a certain extent impossible for the Department of Human Settlements to be the champion of this initiative as other sector departments do not come to the 'party'. The Department of Human Settlements does not have powers to facilitate their involvement, except pleading for cooperation which may not materialize. The office of The Premier could also assist in this regard by facilitating this initiative through one of its cooperative governance structures, for instance the flagship programme where buy ins and projects schedules can be agreed upon and coordinated.

A very strong resistance is noted from farm dwellers as they view this programme as another form of eviction, this then brings into light that implementing farm worker housing is a complex task which requires extensive workshops and buy-ins from the farming communities.

It is without doubt that the agri-village initiative is an amazing concept that can with correct facilitation be a success beyond measure in terms of community empowerment and sustainability. People can be given a chance to be part of something sustainable. Maybe initiatives like this is what this province needs to change people's mind set in terms of being dependent on the state for grants and handouts. So often government departments are brought into question by the public and accused of not rising up to occasion, this can also be the right forum where sector departments can join hands to go the extra mile rather than providing a mandatory service, this can be achieved by working together.

## 10. Recommendations

It is recommended that:

- Engagements at a higher level be facilitated with the other Departments to discuss this concept further in terms of how a process of this nature can be coordinated for successful implementation. This emphasizes that the concept of agri-villages needs to be explored in the rural human settlements framework; this talks to engagements with the department of rural development and economic development.

- A suggestion be made to the Office of the Premier for it to play leadership role in facilitating engagements between sector departments involved in a project and ensuring that coordination and compliance to agreed schedules is enforced among departments.
- Point of contacts be established with associations representing farming communities such as AFRA and KWANALU in particular to farm worker housing to keep the department informed of issues on the ground which might affect the implementation of planned projects.
- Future submissions tabled for discussion at the Housing Assessment Evaluation Committee (HEAC) in relation to projects of this nature must provide details of what is required from sector departments and how engagements with them will be facilitated. There must also attach supporting documents highlighting that the relevant sector departments are onboard and aware of what is expected of them. For instance, departments could sign a memorandum of understanding prior to project approval, this is to ensure that all departments involved understand their responsibilities in support of that specific project and schedules as agreed upon.

## 11. Action matrix

Objective	Action to be undertaken	Party Responsible	Performance indicators
Align programmes with key sector Departments.	Engagements at a higher level be facilitated with the Department of Rural Development and economic development to discuss this concept further in terms of how a process of this nature can be coordinated for successful implementation.	Department of Rural development, Economic development, IGR, Project management, Product development, Integrated Planning.	Concept of agri-villages be explored in the rural human settlements framework; and engagements fostered with department of rural development and economic development
Have a central coordination point.	A suggestion be made to the Office of the Premier for it to play leadership role in facilitating engagements between sector department involved and ensuring that coordination and compliance to agreed schedules is enforced among sector departments.	Intergovernmental Relations (IGR) and office of the Premier.	Projects of this nature being monitored by the office of the Premier and Departments being held accountable to agreed schedules in terms of their contribution in the project.
Ensuring that the department is abreast of critical issues which might have an impact on implementation of projects in relation to the farming community.	Point of contacts be established with associations representing farming communities.	Intergovernmental Relations (IGR) & farming associations representing farmers and farm workers.	Department having open lines of communication with associations in terms of information sharing and discussions.
Detailed projects proposals in relation to agri-village projects.	Future submissions tabled for discussion at the Housing Assessment Evaluation Committee (HEAC) in relation to projects of this nature must provide details of what contribution is required from sector departments and how those will be facilitated.	Project monitors	Commitment to the projects from relevant departments is recorded.  For instance a department could sign a memorandum of understanding prior to project approval, this is to ensure that all departments involved understand their responsibilities in support of that specific project and schedules as agreed upon.

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### **Consultations with Inland facilitators:**

Jonh Foley , Project monitor : Inland region  
Richard Pandaram, Project monitor: Inland region  
Petros Mkhize, Project monitor: Inland region  
Thaba Ncube , Project monitor: Inland region  
Thabo Manyathi, AFRA  
Ms Sandy, CEO, KWANALU

### **Department of Human Settlements Archives:**

Contract documents for the projects discussed, accessed from Departmental Archives and informed discussions in this document.