

REPORT on Capacity building for the Grange community

DLA Reference Number: KNB/4/3/31/T

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The Legal Entity Assessment Project (LEAP)

1. INTRODUCTION

1.1 Background

The Grange community established a Communal Property Association (CPA), which is due to take transfer of land that they are acquiring under the Labour Tenants Act. The concern of the Department of Land Affairs was that the group be supported to undertake their responsibilities as common property landowners, and consultants were appointed to undertake capacity building. In the near future implementation of services is due to proceed, once the Transfer Agreement between the Uthukela District Municipality and the Department of Land Affairs is concluded. There are aspects of the responsibilities of the CPA that are to do with the internal management and development of the group and their land resources, and aspects that are about their engagement with external actors and stakeholders.

1.2 The plan for carrying out this project

Summary of the outcomes required by the terms of reference to the consultants:

- A set of usable, agreed to written rules is to be developed regarding resource allocation, use and management, as a working tool for community members.
- Processes and procedures for land, tenure and community management to be discussed, and be clear and agreed upon.
- Institutional relationships, ranging from the internal to the external, to be clearly defined.
- Appropriate record keeping systems and procedures are to be agreed on and developed
- People are prepared for managing and monitoring the implementation of planned infrastructural projects, and for maintenance of these.
- People are aware of the relevant issues regarding ownership liability that will face them.

1.2 Underlying assumptions of the team

If constitutions, plans and institutions are set in place that do not relate to people's real experience and risk-reducing strategies they do not "stick", and people "default" back to

previous practices in more or less unclear ways. This can set in place the dangerous dynamic of multiple and unclear authorities for decision making and arbitration. The management of resources needs agreements and the focus will be on what is realistic as well as what is desired. The outcome should be wide agreement and realistic goals. Key resources, which may be different in priority for men and for women, who tend to have different responsibilities and therefore priorities, will be identified and discussed.

This is not a large community, and this has advantages for communication and collective understanding. Since clear understanding and agreement is crucial for the successful carrying out of rules, the work should be conducted with a broader grouping than the committee. This will not only be sure to build on a broader base for understanding and agreement, it will be a support to the committee, as well as a challenge to them to work in an accountable way.

2. IMPLEMENTATION

2.1 The Plan

The plan included prior perusal of documentation, and introductory meeting with the community to agree on the timing and logistics of a series of workshops, and then the carrying out of 8 days of workshops. The plan set out a logic for the content of these workshops, but noted that the facilitators would adapt the content to what was emerging from the workshops – this was not a curriculum fully pre-planned, but rather a series of structured and responsive learning experiences. Visual methods would be used where appropriate to increase active participation and thus learning.

Methodologies used are described in detail in Appendix 1.

2.2 What happened

At the introductory meeting on the 10th February, which was well attended, a timetable was agreed upon that people felt would be realistic. This involved meeting every Sunday, the only suitable day in the week if wide participation was to be achieved, for 3 – 4 hours.

Workshops were held on the following dates:

3rd March; 10th March; 17 March; 24th March; 14 April; 21st April; 28th April; 5 May.

One final workshop will be held to present the report and also a re-worked constitution for them to consider as an amendment to their current constitution. This will be done on the time of the LEAP project and so is reported here but not charged for.

The process did not progress as envisaged as a fundamental issue affecting participation and progress was encountered. In consultation with the DLA project officer it was agreed that addressing these issues was important if the stated goals of this process were to met, although the outputs would be altered to an extent. This will be reflected on in more

depth further on in the report. To provide an overview of the purposes and outcomes of each workshop they are set out in a table form.

	Objectives	Outcomes
Workshop 1 3 rd March	To develop a base for work together by building a picture of current actual practices and peoples' understandings, of their goals, what they see as changing and what the tasks and challenges for them are.	A basis was established for the substantial work to follow. The issues we understood to be important could all be related to the concerns and ideas the group expressed. Both relationships to the outside (especially neighbouring Roosboom) and relationships on the inside were recognised as important and as offering challenges to them.
Workshop 2 10 th March	Community members develop guiding principles for managing their affairs and their land. Community members agree on the issues of membership expansion, from within and from the outside, and think through potential problems and how they can address these. People discuss site allocation and agree on how this should take place.	A base set of guiding principles was developed. Not all issues raised were principles, some were proposed rules and some issues of concern about future internal relations. Issues of expansion and site allocation were discussed. A long contentious discussion was held on whether only married men from within the community should be eligible for household sites when some unmarried women with children had 'contributed their names'. Also who was defined as "outsider" and who as "insider" was discussed but was not resolved. This was left as "homework" for households to discuss further and bring to the next workshop.
Workshop 3 17 th March	Community members: make a decision on the expansion of membership issue. clarify some issues mentioned in the previous workshops. develop indicators that would show them that principles they set for themselves are adhered to. discuss site allocation and agree on how this should take place (if time allows)	The objectives of the day were met except for developing indicators. People were an hour late in starting and became too tired to push on past the usual time. People had not had prior discussion but did talk about issues and procedures. It became clear that there are differences but that the unmarried daughters interests were "eaten by a vote", (as one member referred to the matter), and that dominant male household heads held sway. There being a division was voiced clearly for the first time - and that there are "amaHlubi and "amaNteshas", and that the latter fear their rights being abused and that they would prefer to stay where they are (on Verdun) as opposed to moving to Grange. We saw that attendance was dropping.
Workshop 4 24 th March	Community members: develop indicators that would show them that principles are adhered to; discuss participation in these workshops and develop proposals to improve this for those who do not currently reside in Grange. Clarify the status of the current	The indicators exercise was a bit too abstract for people, although it did indicate where their concerns remain. The issue of participation was a difficult discussion as it was acknowledged that Verdun people are no longer coming but people did not wish to discuss it. We did not know just how to gauge the size of this as a problem, or to understand the resistance to talking about it. We thus decided to hold a discussion about this with

	committee and the roles and tasks of the committee in future, and where people feel they need input.	the project officer before continuing. The current committee is completely non functional, some see it as only needing to become active once transfer has taken place. There are differences in understanding its role then and whether it should have one now.
	Discussions were held with the project officer and Rauri Alcock to seek to understand the issues arising and plan how to deal with them.	It was suggested that the problem may lie in a number of places, and that understanding them is essential to meaningful progress here. Moreover it is probable that these reflects typical problems, so there could be a broader value in unpacking it and finding a constructive way forward. It was agreed to delay the next workshop while Patrick sought to get the landowner to the meeting of a week later, and that Rauri would come as an external player and member of the Thukela Regional Council Working Committee on Land to try and understand and seek solutions to the issues.
Workshop 5 14 th April	To find a solution to the underlying problem blocking full participation by all households in the workshops To develop and agree on rules for managing our resources	The landowner was not available to come, but Rauri did attend the first part of the meeting. There was still reluctance to go into the issues. Verdun people were not there. However it did seem the following issues combined : The group from Verdun did not want to move but agreed as they felt “forced” by DLA. They also claim that the farmer promised them an extra piece of land, and more compensation, which is not now being honoured. On top of this the clan issue plus the Verdun group moving onto the Grange groups land puts them at a disadvantage and lower status position. The Grange group is anxious all this will hold up their land acquisition and thus angry about these issues being raised and not resolved. It was agreed Rauri would meet with the Verdun group, and that this series of workshops should continue. Rules for resource management were not discussed as it was felt everyone should be present for this.
	Rauri did meet the Verdun group, and the farm manager briefly	The Verdun group affirmed that these are their concerns, and also said that they did not see that these workshops were dealing with their issues. They also felt that when they had tried to raise their concerns the facilitators had put them aside. After the discussion they agreed to attend meetings again.
Workshop 6 21 st April	To develop and agree on rules for managing resources, namely: Livestock and grazing Firebreaks	The Verdun people attended. The past process was summarised, facilitator apologised for not hearing the Verdun group concerns. Patrick said he would try to bring the farmer to a meeting so

	Firewood and thatching	the “false promises” issues could be discussed. People put energy into developing rules. It was difficult for them to be realistic about enforcement. It did arise that Verdun people do not expect to have fields, as there is no more space for new fields.
Workshop 7 28 th April	<p>To agree on what happens from here forward</p> <p>To further develop rules for managing resources, including the respective roles of the committee and other community members in implementing these:</p> <p>Livestock and grazing</p> <p>Firebreaks</p> <p>Firewood and thatching</p> <p>Expansion of households within Grange</p> <p>To develop rules on site allocation for residential sites and cropping fields</p>	<p>Rules were further developed and useful discussions held on roles of the committee and the community generally. That people would be delegated to some specific tasks and given mandates to manage these areas was clarified. The previous confusion about the committee vs a structure of ‘amadoda’ was made clearer. Issues that need to be taken into planning were identified.</p> <p>In discussing site allocation the Verdun peoples’ concerns again came to the fore. There are no more good sites for residence on Grange, nor are there more cropping fields to allocate. Moreover the current living situation of the Verdun people is such that they will take a distinct drop in living standards if they move. They reiterated the need to hold discussions with the farmer, which Patrick is working on arranging.</p> <p>In preparation for the last meeting we briefly discussed the Grange CPA constitution – at which point people said they did not have copies, did not know it and could not remember ever discussing it apart from filling out questionnaires.</p>
Workshop 8 5 th May	<p>To relate the work we have done with what is in their constitution – to compare looking at differences, questions we are raising with the constitution and get agreement on areas that need clarification</p> <p>To agree on whether changes are needed to the constitution, what those are, and how that shall happen.</p>	<p>Some problem areas where contradictions exist in the constitution as well as areas where they now had new inputs were talked through to see what people wanted. Agreements made about what their understanding and agreements actually are. The issue of the rights of unmarried mothers who are beneficiaries of land reform grants was raised again. This led to a long discussion in which men and women were very divided in their views. This was not resolved.</p> <p>It was agreed that the consultants would return in early June, on their own project (leap) funding with a final report as well as a proposed amended constitution in English and Zulu for them to consider for adoption.</p>

2.3. Outcomes

In summary the first three outcomes planned for originally were met, while the second three were not. Since unexpected and fundamental issues emerged these were engaged with instead.

Unplanned outcomes are:

- The identification of problems that are impacting on how the project unfolds, acknowledgement of these problems and discussion with various parties on the issues, as the basis for their resolution;
- The identification of splits between Verdun and Grange residents within the group, and fairly open discussions on this and its potential impacts within the group;
- The identification of a strongly held difference between men and women on new residential site allocation to single women with children who are beneficiaries of grants;
- In recognition that the current CPA constitution is not understood by the community nor is it a sound legal document, proposed amendments are being drafted for possible adoption. The changes are to make it a stronger legal document that also reflects agreements made by the members of the CPA.

3. ANALYSIS OF OUTCOMES

3.1 Processes and procedures for land, tenure and community management: a framework for analysis

There are three primary rights holders to consider in common property; namely the group, households and individuals. A scan asking whether the tenure of each of these rights holders is understood and secure is the base to assess organisational performance of a common property institution.

Tenure concepts tend to be complex and abstract. In order to concretise them key events in tenure administration are useful to look at. These are:

- Application, defined as a formal request to get or give land, change land use or get help to resolve a land dispute.
- Recording, defined as creating evidence about the extent of a right (demarcation), the owner of the right (registration) and the nature of the right as a basis for adjudication.
- Adjudication, defined as resolving doubts about the rights held, which can involve dispute resolution.
- Transfer, defined as the moment rights in land move from one holder to another. The previous holder's rights are extinguished and the new holder's rights are created.
- Land use regulation, defined as the rules/practices about how members/individuals can use different portions of land and the mechanisms for enforcing this.

Within these indicators of functioning of common property institutions are:

- People have clear rights, they know what their rights are and they can defend them (noting that different land uses have different types of rights associated with them).
- Land administration processes are clear, known and used.
- Authority in these processes is clear, known and used.
- These processes do not discriminate unfairly against any group or person.
- The actual practice and legal requirements in terms of these processes are the same.
- There are places to go for recourse in terms of these processes and these are known and used.

3.2 Rights Holders

Being clear on membership, on who is a member and who is not, on what rights members have and how these are attained, exercised and protected, are basic elements for a common property situation to work well.

In this group we have a situation where the households currently residing on Verdun do not want to move to Grange. They will lose quality of life in that they currently have access to water and are not far from a road where there is transport to town for work and schools. Rebuilding their houses will cost them more than the compensation they will be receiving from the landowner. In addition there are no more good house sites on Grange. There are also no new cropping areas for fields than can be allocated. Verdun people do not have fields where they are now, and do not push this as a major factor – but it expresses that they would be ‘asking Grange people for sites’ and they would be in an inferior position, not an equal position. The fact that they belong to different clans brings further potential problems of difference in an unequal context, both parties say it is not a major factor, but that it is an element that could cause trouble. Why did they ever go into the agreement in the first place? There seem to be two elements: that they were told by the official that they could resist but the outcome would be uncertain so this was a risky option, and that the farmer promised them additional resources in compensation and land, which they say he is now renegeing on. Thus it seems they are seeking to minimise risk, and in so doing they are in, and are helping to create in Grange, a situation of uncertainty. They do not want to give up their rights in Grange, but also may not want to exercise them. The current constitution does not allow for members that are not resident – and indeed their rules for management would need to be adapted if this is to be the situation.

Membership definition:

Leap has seen many constitutions grapple with how to manage the dual definition of members as households and as individuals (*see Leaping the Fissures*). The constitution of the Grange CPA falls into the problem many others do, of contradicting itself. It suggests that households are members, but also that individuals are – and then proceeds to imply that household membership actually resides in household heads.

A new suggestion has emerged from the Grange that both reflects actual practice and is sensible in terms of law and its concern to protect rights. This is that membership of the community and the CPA is of all adult members that households recognise as belonging to them. All members have rights to participate in decision making, to elect structures and stand for election in structures, of access to information on the affairs of the CPA. These

may be called procedural rights. Rights to use of land, or substantive rights are the allocated according to agreed criteria and procedures. Households are an important unit which uses land for its collective purpose – thus residential, cropping fields and grazing rights (to an agreed maximum number of cattle) are allocated to these units, which then use and manage that land use right (within the limits of the agreed rules). There may be other units to which land use rights are allocated: e.g. a business right to an individual or group, a piece of land for a collective project, or even a temporary use right or rental to an external person or group (to road gangs was the example given). The internal arrangements of the unit are not the concern of the CPA, but through their procedural rights members can raise the need for recourse should their rights be compromised by these internal arrangements.

This will mean that membership is not defined as being the 9 households as the current constitution states, nor is it the 40 beneficiaries listed. Rather the 9 households are the basis for developing a list of members. The 40 beneficiaries in fact at this point do not have special and different rights, even in the current constitution. Since some members are now asking for this to be criterion for use rights allocation, and the status of Verdun people is uncertain, this remains unresolved at this point in time.

There is a cautionary lesson here that it is inadvisable to push people into decisions without the clear recognition that they may seek to overturn these. Thus it is not only that people themselves need to think through implications, but that DLA officials need to note implications and how these can undermine projects.

3.3 Allocation of substantive land rights

There is a clear gender division as regards the granting of a residential site (although initially the issue was raised and the women's argument strongly supported by a young man). It should be noted that the granting of a site goes along with the recognition of a new household, with the attendant rights to grazing for cattle and, theoretically, cropping fields. The two viewpoints are:

Men's position:

Sites should be granted to married men from existing households, as that is when a separate site is needed, i.e. there are family responsibilities to be fulfilled. Sites should only be granted when a new family is able to sustain itself.

We cannot allow unmarried women to have their own site, as they will bring in men from outside. We do not want the farm to be like a township. We will not have the power to prevent this, as we cannot control what happens inside peoples' houses. Daughters will be under their parents – if she has a problem she must leave the farm.

The concern is for community stability and family retention of land rights.

Women's position:

Sites should be made available to unmarried mothers whose names have been used to gain grants used to purchase the land. They have now used their subsidy and cannot get another to gain such rights anywhere else.

Once a woman has children she needs her own site as family conflicts start: she starts to have conflicts with her sister-in-law.

A woman who brings in men or other people from outside must be disciplined as anyone would, as she would be breaking rules

The concern is for women who have used their subsidies to have rights and choices and a way to deal with family conflicts

People were emotional in these discussions. The first time it came up it seemed that the male household heads got their way, but it did re-emerge. There was no compromise or solution to be found. The women know they have a new basis to argue for a right from (their subsidy right). They also clearly face real problems. They do acknowledge the problems the men are naming, but contend that the other rules can be brought into to manage unsociable behaviour.

It is recommended that the DLA state its own position clearly in terms of the women.

This matter should be left open for the moment in the constitution and allow them the space to work this out. The tension between keeping community cohesion and individual rights is a real one. A clear statement of the viewpoints shall be left on record with the suggestion they keep discussing this. The group's own principles that relate to this issue will also be set out, as well as constitutional and DLA principles. The women do have a basis on which they are asserting rights, but just how they are realised in this group does need to take account of the other concerns that are also real.

It is recommended in future that the implications of 'giving names' for grants and beneficiary lists is made clearer to all group members, so they can have these discussions before agreements are finalised.

3.4 Rules for resource management

A set of workable rules has been well-discussed and largely agreed upon by the broader community. These are written up in Zulu as a set of usable tools for them to refer to. Where relevant they have been incorporated into a proposed amended constitution that will be a tool for the group to use. The strength of this group is their experience in (cattle) farming, their recognition of the need for expertise and management, and what appears to be a realistic assessment of their capacity in this regard. This is not a complex operation they envisage, not is it a large unwieldy group, so it does seem very possible for them to implement their clear ideas about limits on cattle numbers, managing dipping, fire-breaks etc. The weakness lies in their wanting to resort to the law (the court or a lawyer) to resolve certain problems where this is not realistic. It points to where they feel insufficient, and where they anticipate problems that they are not certain they can manage. These are on the one hand dealing with incursions onto their land from

neighbouring Roosboom, and on the other with dealing with rule breaking from within. This latter point is related directly to the splits being expressed between Verdun and Grange groups, and between men and women on independent sites for unmarried mothers.

3.5 The Committee and Structures for Management

For good organisational functioning authority needs to be clear, known and used. Experience has shown that it is best to work with what is known and adapt that. A major reason for engaging consultants for this project was to ‘build capacity’ of this community to manage its affairs and implement its constitution. In order to adopt the constitution a committee was voted in. It has not undertaken any action after signing the constitution in November 2001. It became apparent that people were very unclear about its exact roles and what this meant for the rest of the community and their roles. This is not a community that particularly has experience of many committees, although various members express considerable capacity for organisation and management, and both the farm practices of management and their own community management practices form the base from which to build.

The committee consists of some household heads, some women and some youth. This bears the mark of a group selected to meet DLA requirements. Nonetheless this is accepted, and e.g. the young man who is the secretary is clearly a good choice in terms of his skills. When it came to looking in detail at rules and management it was clear firstly that some aspects needed a more single manager with skills than a committee – thus dipping should be given to one person to manage, and that person was pointed out. Equally the control of cattle numbers was recognised as “sensitive” and that there should be a person elected at 3 yearly intervals and delegated the specific authority by the community at large, to carry out this function. When it came to cattle management issues such as selecting which bulls to keep or purchase it was clear that the men whose cattle they are would not countenance a committee making such decisions, but that ‘amadoda’ (group of male elders/ household heads) would naturally do that. In striving to keep the formal procedures and the actual practices lined up we proposed that there be a sub-committee for cattle management. This sets a precedent for subcommittees and their relationship to the CPA committee, which can then be applied if and as other areas of specific work (water supply etc) come up here.

3.6 The Constitution

An indicator of well functioning community property association is that there is not a great divergence between the de facto and de jure situations. This focuses attention on the constitution, as a formal, legal document, being close to practice while fulfilling legal requirements. It becomes then an important “bridging mechanism” in the search to bring together practice and statutory law.

The TOR that this project responded to recognised that the constitution is not a document that reflects agreements that people understand and hold as their own. The constitution

reflects common contradictions found in such documents, primarily in the area of membership, and then in some others places due to the common practice of cut-and paste without proper checking for consistency and accuracy. In this case the community had also not ever received a copy of their constitution.

In going through the work we did with people and the constitution there are various amendments suggested to the current document. We are developing this into a draft in English and Zulu so that people can consider adopting it as an amendment. They may prefer to formally adopt the Zulu version, and then append the English translation for the use of those who cannot speak Zulu. The registering officer in DLA has been consulted on this proposal and sees no problem with it. The advice is that a resolution be passed stating that “the constitution is amended by being replaced”, should that be the groups choice.

4. ISSUES FOR PLANNING

The information to these consultants was that transfer should take place in the first quarter of 2002, and then the budget for detailed planning and implementation could be transferred to the District Council, and that phase could commence. There have apparently been delays, which have made the group anxious about raising the problems that emerged in this process, as they were afraid this could contribute to their failure to achieve transfer. Now it seems transfer is indeed in jeopardy. However, should planning go ahead it must build on the work done in this process, to work with community priorities and also to assist them to take forward the problem areas they identified.

Their major focus is on infrastructure that is related to cattle (the dipping tank is a priority) and on roads in order to have access to the world outside and its amenities (ambulance, schools, jobs in town) and water (water defines housing sites was the comment). There being suitable sites for residential purposes should be thoroughly investigated during planning, with the idea that options could emerge from this which offers the group new ways to consider the whole question of site selection and allocation. People are anxious not to have a closer settlement (“we do not want to be a township”), but clearly see the tension between this and having both more sites for future and also access to improved services.

The planners should seek and offer people options regarding sites and development infrastructure and services and ensure that full, broad discussion on this takes place. Planners must be familiar with the decisions the group has made as well as undecided issues, and how the tenure and resource administration systems are shaping up. Their work should build these systems. Planning should take into account what present and future needs are regarding residential and cropping sites - and this does depend on the resolution of the Verdun group’s status and also relates to the issue of the unmarried women who are beneficiaries who want their own residential sites. It will be best if the Verdun groups status can be resolved before the planning process, for this will determine needs. Also rules can be adapted if needed, for example of Verdun people will not reside

on Grange but will have access to grazing rights. Systems for management need to be discussed with the group in the light of decisions that are made. Systems for recordal of membership and of residential and cropping sites for households can be instituted once these sites are decided on. These records need to be appropriate for this group to maintain. It is suggested the planners talk to the Pilot in land Administration and Records (PILAR) project of the Association for Rural Advancement (AFRA) in this regard to draw on their experience.

5. CONCLUSION

Capacity building can mean many things, and is seen as the solution to many problems. However some fundamentals cannot be resolved through capacity building interventions. In this case the work with this group was limited and directed by certain fundamental project issues as described in detail above. Nonetheless some useful work was done that leaves this group better equipped to move ahead in their project, but successful progress does rely on factors that are not within their control. Firstly there is the transfer of land, which now lies between the DLA and the landowner. There is a limit to how far people can and will put energy into planning when it is uncertain if the land will be secured. Secondly the status of the agreement between the Verdun residents and the farmer and how this resolved fundamentally affects membership of the CPA and the relationship between the two subgroups from Verdun and Grange. This in turn will be a strong determinant on the functioning of the group into the future. The degree of internal cohesion will also determine how effectively they can act against external threats such as neighbours cutting fences and wood.

This group does have a capacity base it can draw on and develop as it goes. It will be important, if the project does proceed, to build into the planners terms of reference that they build on the work done here as recommended. Further capacity building should be undertaken only after the CPA is underway. A relationship with the Department of Agriculture to provide extension support with regard to stock farming is recommended. Some environmental education input regarding bush and range management will also be desirable.

It must be made clear to people what their recourse is if they do need to impound cattle from neighbours. DLA must be prepared to respond to calls for assistance in mediation regarding women's rights and for ending of membership as the CPA Act describes. Without external recourse it is likely that the less powerful members of the group will be discriminated against.

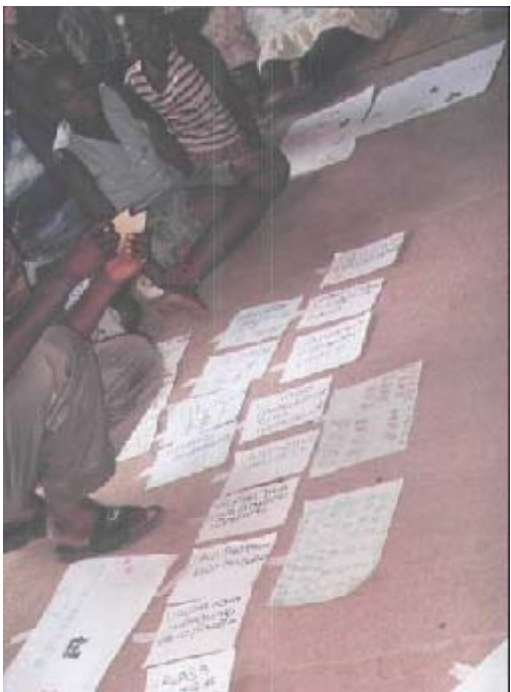
Appendix One



Methodologies used in Grange Capacity Building Project

LEAP 2002

The basic approach was that of participatory learning, with the facilitator/s preparing each workshop and facilitating processes in which past and current experience and perceptions of participants are expressed, future desires and concerns or fears are articulated, and group discussion is held to come to joint decisions for future action. The facilitators did at times introduce ideas and actions, but mostly their intervention came in the structuring and facilitation of the processes. Where it was appropriate and feasible visual methods were used and small group discussions were held in order to increase meaningful participation.

Specific methods are given for each workshop below. Note that detailed programmes and report for each workshop were prepared and submitted to the project officer.

Objectives	Methods
<p>Workshop 1 - 3rd March</p> <p>To develop a base for work together by building a picture of current actual practices and peoples' understandings, of their goals, what they see as changing and what the tasks and challenges for them are.</p> 	<p>Mapping: Maps or pictures of individual current households showing what and who is there. First we agreed on a code for animals together, using coloured stickers to represent different animals. Household members drew their place together. Once completed these were placed on the floor and with chalk the Grange farm was drawn in – showing boundaries, fences, roads, rivers, the dip, and mountains. From this a discussion on how things have been working was held, which elicited current and past practices and perceptions.</p> <p>Focus on future: people listed on cards what they wanted and did not want to see in the future. Then they listed and weighted – using coloured stickers – the challenges they foresaw facing them when the farm is theirs.</p> <p>Reflection: This worked well to form the base for future work, quickly giving a sense of the groups base to work with and from. Men who are household heads tended to dominate, and we noted the need to be careful of building in smaller group processes in the future to increase participation</p>

<p>Workshop 2 - 10th March</p> <p>Community members develop guiding principles for managing their affairs and their land. Community members agree on the issues of membership expansion, from within and from the outside, and think through potential problems and how they can address these. People discuss site allocation and agree on how this should take place.</p> 	<p>The workshop started by reiterating what was done the week before. A report with photographs was used by some there to explain to others who had not been present.</p> <p>After explaining what guiding principles are small buzz groups discussed what they thought guiding principles for Grange should be. What emerged was a mix of principles and what people wanted to see happening in future.</p> <p>After a discussion about how people understood “membership”, discussion turned to how membership could increase – both from outside and from internal expansion.</p> <p>Buzz groups discussed the question of who would qualify for allocation of a site, and what procedure should be followed. The answers were then debated long and fiercely in plenary. This is when the issue of unmarried mothers with children being eligible for sites of their own was first raised and discussed. There was also intense discussion on who would qualify to be considered an “outsider” or a household member – e.g. divorced daughters, or a grandson born out of wedlock living with his mother off the farm. The bringing on of new surnames is seen as problematic.</p>
<p>Workshop 3 - 17th March</p> <p>Community members:</p> <ul style="list-style-type: none"> • make a decision on the expansion of membership issue. • clarify some issues mentioned in the previous workshops. • discuss site allocation and agree on how this should take place (if time allows) 	<p>This started with simple plenary discussion with the facilitators asking for clarification of some issues from the previous workshop – which also served to revisit the previous week’s work. After a bit of discussion on the previous weeks unresolved issue a decision was accepted that unmarried mothers would not be eligible for sites, although there were signs of dissent these were not voiced clearly or strongly. Facilitators decided to leave this and to come back to it in a later workshop.</p> <p>A role play was then collectively developed to depict the process that should be gone through when allocated a new site to a new household from inside the community. People interjected actively as the role play proceeded, thus developing an agreed upon set of criteria and procedures.</p> <p>After this in buzz groups people were asked to explore the potential problems with site allocation. It was here that the concern around the two groups (Verdun vs Grange/ amaNteshas vs. amaHlubi) first emerged.</p>

<p>Workshop 4 – 24th March</p>	
<p>Community members: develop indicators that would show them that principles are adhered to; discuss participation in these workshops and develop proposals to improve this Clarify the status of the current committee and the roles and tasks of the committee in future</p> 	<p>After introduction of the workshop and explanation of the first exercise participants worked in 4 groups – 2 of men and 2 of women, Each group chose two principles to work on to develop indicators. The questions was: “what will tell us this principles is being met in Grange?” The groups work was reported back in plenary for discussion and agreement. This had the effect of people discussing the issues further and defining some of them better. Not all were able to develop meaningful indicators as the exercise was a bit too abstract for them.</p> <p>The other issues were simply a facilitated discussion in plenary</p>
<p>. Workshop 5 -14th April</p>	
<p>To find a solution to the underlying problem blocking full participation by all households To develop and agree on rules for managing our resources</p>	<p>This was held as a discussion in plenary.</p>
<p>Workshop 6 - 21st April</p>	
<p>To develop and agree on rules for managing resources, namely: Livestock and grazing Firebreaks Firewood and thatching</p> 	<p>The start was to agree on what a rule is, and to do one example together. The 4 small groups were formed, 2 of men and 2 of women. The women’s group took the issues of firewood and of thatching, while the men’s groups took cattle and grazing, and fencing. Each needed to answer the following: - What rules can be developed with regard to this aspect? - What will make these rules difficult to implement? - What do we need in order to be able to implement these rules? - Who will ensure that these rules are implemented? In reporting back people were asked to check that they thought the rules proposed are practical and workable, are necessary and can be implemented.</p> <p>The map was set out to refer to, and flexi-flans were made available, but in fact while reference was made to the map no-one used the flexis.</p>

<p>Workshop 7 - 28th April</p> <p>To agree on what happens from here forward To further develop rules for managing resources, including the respective roles of the committee and community members in implementation:</p> <p>Livestock and grazing Firebreaks Firewood and thatching Expansion of households within Grange To develop rules on site allocation for residential sites and cropping fields</p>	<p>After introduction and explanation we worked in plenary. Each set of rules developed the previous week was taken and discussion held on: What exactly will the committee do, what will the community do, where will specific people have responsibilities? These were then listed down as agreement was reached on each. This also had the effect of clarifying certain procedures and further developing some of the rules. The discussion on site allocation led, as hoped, to further discussion on the problems and expectations with regard to Verdun people moving onto Grange.</p>
<p>Workshop 8 - 5th May</p> <p>To relate the work we have done with what is in their constitution – to compare looking at differences, questions we are raising with the constitution and get agreement on areas that need clarification</p> <p>To agree on whether changes are needed to the constitution, what those are, and how that shall happen.</p> <p>Photos taken of the materials but mislaid</p>	<p>Material was prepared beforehand consisting of: Pictures representing structures and people discussed previously were on cards that can be moved around Key aspects within the constitution were captured on newsprint under the headings of Membership (individuals, households, rights and responsibilities), Meetings, Committee, Problem areas in the constitution. This was then gone through along with how this related to what they had said in these workshops.</p> <p>After a discussion on the constitution and the processes of drawing it up, which people feel completely unfamiliar with, we went through each aspect in plenary. However when it came to the issue of site allocation the previous conflicting views were expressed once more regarding unmarried women with children. This time after a heated discussion was going around in circles women and men were separately asked to set out their views, response to the other groups views, and proposed solution. In fact each group simply re-stated their own view. We moved on, noting that this was not agreed and must be kept open at this point, and not allowing the men to shut down the discussion this time – reminding them of their principles regarding freedom to express opinions and views.</p>