

NKUZI ANNUAL PLAN 2004

The Nkuzi Development Association plans for 2004 follow a similar format to the plans for 2003. Nkuzi is implementing four main programmes with changes to the previous year Programmes. Some of these programmes have sub-projects all having specific objectives which contribute towards the overall purpose of the organization. While separate projects are identified for better organization and monitoring of work there is a lot of integration of the work carried out within each programme and project.

Nkuzi Purpose:

The core purpose of Nkuzi is to enable and support marginalized rural and peri-urban communities in exercising their land and related rights. Our aim is to facilitate the acquisition of land and its productive and sustainable use.

In pursuit of this purpose Nkuzi have the following broad Objectives:

- To redress the present racially skewed pattern of land ownership, use and control in South Africa.
- To ensure equitable participation of youth and women in land initiatives.
- To promote creative and sustainable land use based on an appreciation of the value of land.
- To support the creation of a dynamic and critically aware land rights movement.
- To develop and promote pro-poor agrarian reform policies and methodologies.

Programmes for 2004

1. Land Reform Implementation Programme

- 1.1 Community Organizing and Training
- 1.2 Land Access Project (Restitution & Redistribution)
- 1.3 Livelihoods Support Project

2. Farm Dweller Programme

3. Research and Policy

- 3.1 Policy Analysis Research and Information
- 3.2 Area Land Reform Initiative
- 3.3 Special Projects

4. Legal Services Programme

These programmes are all supported by effective Finance and Administration Programme which forms a fifth area of work for Nkuzi. The tables that follow summarize the objectives, main activities, indicators, assumptions and resources for each programme area.

1. Land Reform Implementation

Goal: Landless people are empowered to drive a land reform process which shifts power relations so that the poor, rural and landless access and utilize land equitably and effectively.				
Objectives	Main Activities	Indicators	Assumption	Resources
<p>Prioritized land claiming communities have done everything necessary in order to gain land through the government land reform programme.</p> <p>A training programme that improve the consciousness and level of capacity of communities to understand the land claiming process and effectively manage their claims.</p> <p>Communities that have received land have and are implementing clear development and settlement strategies for improvement of their livelihoods</p> <p>Landless people are organized in strong critically aware and democratically run social formations that are able to articulate and push for the fulfillment of their interest</p>	<p>Conduct advanced community, deeds and archival research on claims. Identify and train claimant verification form fillers.</p> <p>Run workshops on legal entities, draft constitutions, facilitate elections of committees and register the legal entities. Organize training workshops, seminars and conferences that enable the communities to run their projects effectively.</p> <p>Support communities in developing land use plans and initiating sustainable livelihoods projects. Identify and involve other service providers that can assist the projects to be a success. Organize exchange to enable communities to share knowledge and experience. Support community organizing from a district to provincial level</p>	<p>Twelve communities worked with gain secure access and rights to land and another twelve are ready for settlements</p> <p>Improve capacity of community leaders to run their projects effectively and equitably.</p> <p>Strong and informed participation of marginalised groups especially women and youth in development initiatives</p> <p>Fifteen communities have been assisted to engage in sustainable land use and are improving their livelihoods from the production of food and other products.</p> <p>Structures of landless people are taking initiatives to organise and take forward their struggles for land and a broader agrarian reform.</p>	<p>RLCC expedite land settlement</p> <p>Communities will be more open to learn new things.</p> <p>Sufficient resources shall be secured to assist communities</p> <p>Landless people's structures will engage government more actively</p>	<p>One Programme Manager.</p> <p>Budget for training workshops and resource materials.</p> <p>Transport for field work and organizing.</p> <p>Budget for conferences.</p>

2. Farm Dweller Programme

Goal: Farm residents worked with are informed of their rights and assisted to access and exercise their human rights in particular evictions of farm residents are prevented or equitable alternatives are provided.				
Objectives	Main Activities	Indicators	Assumptions	Resources
Farm dwellers have access to information on legislation that protects their land and related rights	Run workshops and make direct visits to farms to inform farm residents of their rights and responsibilities in terms of the constitution and relevant legislation	Over 1,600 farm dwellers directly provided with information on their rights		Four project officers based in Limpopo Province (Polokwane, Elim, Modimolle and Acornhoek) and two project officers based in Gauteng.
Land owners and other stakeholders on farms know and respect the rights of farm dwellers as contained in relevant legislation	Initiate and facilitate negotiations and conflict resolution with land owners and support farm residents in negotiations. Where possible facilitate settlements through agreements	Increased number of cases on land rights violations and related rights are reported to relevant authorities		One Programme Manager
Farm dwellers are mobilized and organized to defend their land and related rights	Assist in laying criminal charges, bringing civil claims for damages and taking labour matters to the CCMA Arrange legal assistance where necessary and support residents during legal procedures in the CCMA and in court Liaise with relevant government departments, local governments and other potential service providers Monitor the progress of cases and continue to give feed back to the clients on new developments	Abuse of land and related rights prevented or compensated for in over 400 cases. Respect for legislation by land owners and a decline in violation of land and labour rights. Improved relations between the farmers and farm dwellers.		Transport for field interventions

<p>Farm dwellers get long term secure access to land and use this as a base of improvement of their livelihoods</p>	<p>Assist in preparing proposals for long term tenure security and submit to DLA or other relevant authorities. Support establishment of local eviction response and land rights forums involving local structures</p>	<p>Farm workers in at least 4 cases secure land for settlement and production and at least another ten have lodged applications and are ready for such a settlement</p>		<p>Budget for information and stakeholder workshops</p>
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3. Policy and Research

Goal: An improved level of debate among key stakeholders on pro-poor agrarian reform strategies and the importance of ensuring their implementation.				
Objectives	Main Activities	Indicators	Assumptions	Resources
Documented critical analysis and positions on key agrarian reform issues distributed and used in policy debates	Document and share learning's and experience from Area Land Reform Initiative. Monitor Land Reform debates and policy development Prepare critiques and draft submissions on key policy debates	Clearly documented models and experiences for alternative approaches to agrarian reform		Two full time Researchers/Project Officers
Completed research projects that provide new and credible information to support key land debates	Write four articles on land reform issues and publish in reputable forms of media Provide Nkuzi web site with up to date information on Nkuzi activities and agrarian reform debates Complete national Eviction Survey establishing scale, nature and impact of evictions Write report, publish, and distribute the eviction survey findings to the general public including a national conference and bilateral briefings of key stakeholders.	Documented positions and completed research reports The extent to which eviction survey shapes debate on the eviction question		One Programme Manager Support of consultants and temporary research staff for specific projects Budget for web-site updates
Improved ability of Nkuzi and structures of landless people to push for pro-poor positions in agrarian reform debates locally, provincially, and nationally	Make inputs to education and information workshops with Nkuzi, LPM and other land structures Assist Nkuzi and other landless people's structures in preparing and making policy submissions	Improved quality of poor and landless peoples inputs in land debates. Improved access of Nkuzi and landless peoples structures to information.		Transport Budget for conferences and workshops

4. Legal Services Programme

Goal: Quality legal and para-legal support available to enable rural people and communities' to exercise their land and other human rights.				
Objectives	Main Activities	Indicators	Assumptions	Resources
Make the legal system accessible to the poor and landless with a focus on farm workers and women	Informing and advising project officers on legal issues they encounter in their daily activities Assisting land claimants during negotiations with land owners to reach acceptable solutions to land conflicts and land claim settlement	Over 400 cases handled Out of court settlements are done through negotiations and provide reasonable settlements for clients with better relations between the farmer and the farm worker		Three attorneys in Limpopo Province Budget for legal books and reference materials
Provide legal services to indigent clients on land and related matters throughout the Limpopo Province	Opposing eviction applications in court and brings actions for civil damages where farm workers and the land poor have been wrongfully evicted or suffered other abuses	The number of evictions stopped and/or reasonable compensation obtained	Most cases shall be won	Three Candidate Attorneys
Advocate for the improvement of legislation through precedent setting judgements that improve land and human rights	Making inputs to government at provincial and national level on tenure, restitution and other laws which impact on land rights. Representing land claimants whose cases are in the Land Claims Court. Using cases taken to court to set	The number of people who secure land from restitution cases	Parliament will react	Litigation funds for outside counsel and disbursements

	important precedents that will influence the application of the Restitution of Land Rights Act			
Make inputs on legal aspects of policy debates which have an impact on land rights, with particular emphasis on the needs of the rural poor, farm workers and women	Monitoring and pushing for the full application of justice in cases of abuse of people's rights. Carrying out private prosecutions of land owners for illegal evictions in terms of the Extension of Security of Tenure Act	More cases taken to court and rulings in favour of landless people	Most cases shall be won	
Build legal and para-legal capacity to deal with land related cases	Defending farm dwellers and NGO workers faced with trespass charges and other threats Providing legal support to advice offices regarding land reform and land rights issues	Staff and clients understand the legal implications of their actions and are able to use the law in defending their rights and taking the work of Nkuzi forward	Project officers are interested and participate	

5. Admin and Management Programme

Goal: Good Governance of Organisation				
Objectives	Main Activities	Indicators	Assumptions	Resources
Create space for learning and reflection	<ul style="list-style-type: none"> -Develop a human resource development plan -Provides space for sharing in Bi-monthly planning meeting -Organise a retreat once a year for strategic planning or team building exercise 	<ul style="list-style-type: none"> -All staff members understand critical land reform issues -Improved relations among staff 	<ul style="list-style-type: none"> -Staff take interest in land reform issues 	<ul style="list-style-type: none"> -Consultants -Stationery -Venue
Ensure sufficient and proper control and accounting for Nkuzi's resources	<ul style="list-style-type: none"> -Employ different mechanisms to raise funds -Prepare monthly financial statements -Prepare the annual audited reports -Keep expenses within the budget of organisation -Prepare organisational budgets -Maintain and update asset register 	<ul style="list-style-type: none"> -Secure a minimum of 25% budget each quarter -Improved use of resources -Expenditure closely monitored 	<ul style="list-style-type: none"> -Donors will support Nkuzi 	<ul style="list-style-type: none"> -Accounting software -Computers
Nkuzi complies with all the country's legislation	<ul style="list-style-type: none"> -Update Nkuzi policies in relation to the country's legislation. -Ensure that Nkuzi make all the statutory payments prescribed by legislation. -Ensure that Nkuzi complies with all labour legislation 	<ul style="list-style-type: none"> -All statutory obligations are met. - 	<ul style="list-style-type: none"> -Board will be willing to amend policies 	<ul style="list-style-type: none"> -Computers -Staff
Positive public image and good relations with other organisations maintained	<ul style="list-style-type: none"> -Produce a flyer explaining the work of Nkuzi -Keep the website updated -Make presentations in different fora on 	<ul style="list-style-type: none"> -A public relations strategy is in place -Documents prepared for presentations 	<ul style="list-style-type: none"> -The public will be interested in the work of Nkuzi 	<ul style="list-style-type: none"> -Vehicles, -Computers, -Time

	the land issues. -Liaise with like minded organisations on programme implementation -Liaise with the media			
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