

## Contents

List of Tables, Figures and Maps – ix	
Abbreviations and Acronyms – xi	
Preface and Acknowledgements – xiii	
<b>1. An Embedded Tale</b>	<b>15</b>
Introduction – 15	
'The Struggle', 'Freedom and Consultation' and 'New realism' – 16	
The Struggle Era and the End of Apartheid – 17	
'The Freedom and Consultation Era' – 23	
The 'New Realism Era' – 34	
Concluding Remarks and Overview – 40	
<b>2. Critical Reflections on NGOs</b>	<b>41</b>
Introduction – 41	
Critically Considering the 'NGO Literature' – 41	
The Benefits of an 'Anthropology of Development' – 65	
Concluding Remarks – 72	
<b>3. Land and Politics</b>	<b>75</b>
Introduction – 75	
Land and Colonialism in South Africa – 75	
The Creation of Bantustans – 79	
After the Elections: the Land Reform Programme – 91	
Dilemmas of Local Government – 100	
The Eastern Cape Land Sector after 1994 – 106	
Conclusion – 107	
<b>4. MRA and the Dumped People of Thornhill</b>	<b>109</b>
Introduction – 109	
Reasons to Move to Thornhill – 111	
The Birth of the Albany Resettlement Association – 115	
Group Four – 117	
Cooperative Arrangements Between ARA and Group Four – 119	
ARA Becomes the Monti Rural Association – 124	
Group Four Becomes Thornhill – 126	
Conclusion – 129	
<b>5. Strategic Translations in Gasela</b>	<b>133</b>
Introduction – 133	
Gasela: an 'abandoned' farm – 133	
The Involvement of the Monti Rural Association – 138	
To Plough or Not to Plough... – 140	
The Image of Gasela as a Potentially Thriving Agri-village – 145	
A Market-Oriented Embrace and Strategic Translations – 151	
The Fundamental Problem of Participation – 160	
Conclusion – 162	
<b>6. MRA as a 'Learning Organization'</b>	<b>165</b>
Introduction – 165	
From 'Struggle' to 'Professionalism' – 165	
Struggling with 'Development' – 167	
The (im-)Possibilities of Organizational Learning – 180	

Internal NGO Dynamics: 'racial issues' – 189	
Conclusion – 196	
<b>7. The Government as Praying Mantis</b>	<b>199</b>
Introduction – 199	
NGOs as a 'Beacons of Continuity' – 199	
Lobbying 'Comrades' in the Late Nineties – 211	
Trapped by the Government's 'Market-oriented Embrace' – 221	
Conclusion – 224	
<b>8. The Impact of 'New Realism' and the Role of Donors</b>	<b>227</b>
Introduction – 227	
The Impact of 'New Realism': MRA's sustainability drive – 227	
Donors: Partners or Bosses? – 240	
NGOs and Private Sector Consultants: eroded boundaries? – 248	
Conclusion – 252	
<b>9. The Implications of Freedom</b>	<b>255</b>
Introduction – 255	
An Embedded Tale – 255	
NGO Myths: a revealing case study – 261	
Agendas for Future Research – 266	
Observations about Land Sector NGOs and Land Reform in South Africa – 268	
<b>Appendix 1: Methodological Notes</b>	<b>273</b>
<b>Appendix 2: Archival Sources, Formal Interviews &amp; Taped Exchanges</b>	<b>277</b>
<b>References</b>	<b>281</b>
<b>Endnote</b>	<b>291</b>