

The Quest for Institutional Harmony to Deliver Zimbabwe's Land Reform Programme

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Situation Analysis

- | Land identification, acquisition, resettlement: LARR, Local Govt
- | Land information: DSG(LARR), Deeds(Justice)
- | Land valuation & administration: Local Govt
- | Agriculture, research, land use planning, extension: LARR
- | Infrastructure: Transport, Rural Resources and Water Development
- | Agro-marketing: LARR, private co's, parastatals
- | Agricultural financing: Agribank, Agro-financial units in commercial banks, Cottco, Dairibord, GMB, LARR
- | Farmer training: LARR

Are arrangements effective and efficient ?

- | Institutions have been caught unawares by reforms
- | Institutions are scattered in various ministries
- | Land information scattered in different organizations with insufficient integration
- | Focus and capacity geared towards current tenures on commercial and subsistence agriculture
- | Legal framework and instruments for land reform unstable
- | Infrastructure weak, financial resources unavailable

Re-engineering the Land Reform Programme

- “The fundamental rethinking and radical redesign of processes to achieve dramatic improvements, such as quality, cost and speed.” *M. Hammer, 1993*
- “Every exit is an entry somewhere else”
T. Stoppard

The Value Chain

**Land Tenure,
Markets**

**Land and Agric.
Policy, Infrastructure,
Support Services**

Land Reform > Agrarian Reform > Food Security > Economic Growth

**Agro-Marketing
and Industries**

Agricultural Financing

Challenges of LRP Change Management

- | Growth and survival of agricultural sector based on market development rather than product development
- | Focus on the future, creativity, knowledge of and decoding the business environment
- | Establish shared vision by ALL stake holders (goal congruence)
- | Institutional harmony and integration

Re-engineering strategies

1. Goal Setting

- | Vision and mission to portray statement of purpose, tangible goal, meaning, direction and image of results
- | Land resource requirements, ie. target quantum land and population
- | Stability, viability and sustainability of LRP
- | Process and timetable
- | Financial resources and sources
- | Institutions and role clarity

2. System Architecture

- Land Inspectorate
- Land Acquisition
- Land Allocation

- Land Survey, Mapping
- Land Information Mgt
- Registration/Leases
- Dispute Resolution
- Land Taxation

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- Land Use Planning
- Regulation

- Monitoring and Evaluation
- Environment Control

3. Financial re-engineering

- | Turnaround phase: investment in infrastructure (roads, water, schools, clinics), support services (extension, training)
- | Integration with private sector players
- | Agricultural finance through partnership with banks, donors
- | Equity, collateralisation of properties, taxation
- | Series of institutions to provide inputs and selling outputs
- | Appropriate/rational economic policies to promote investment.

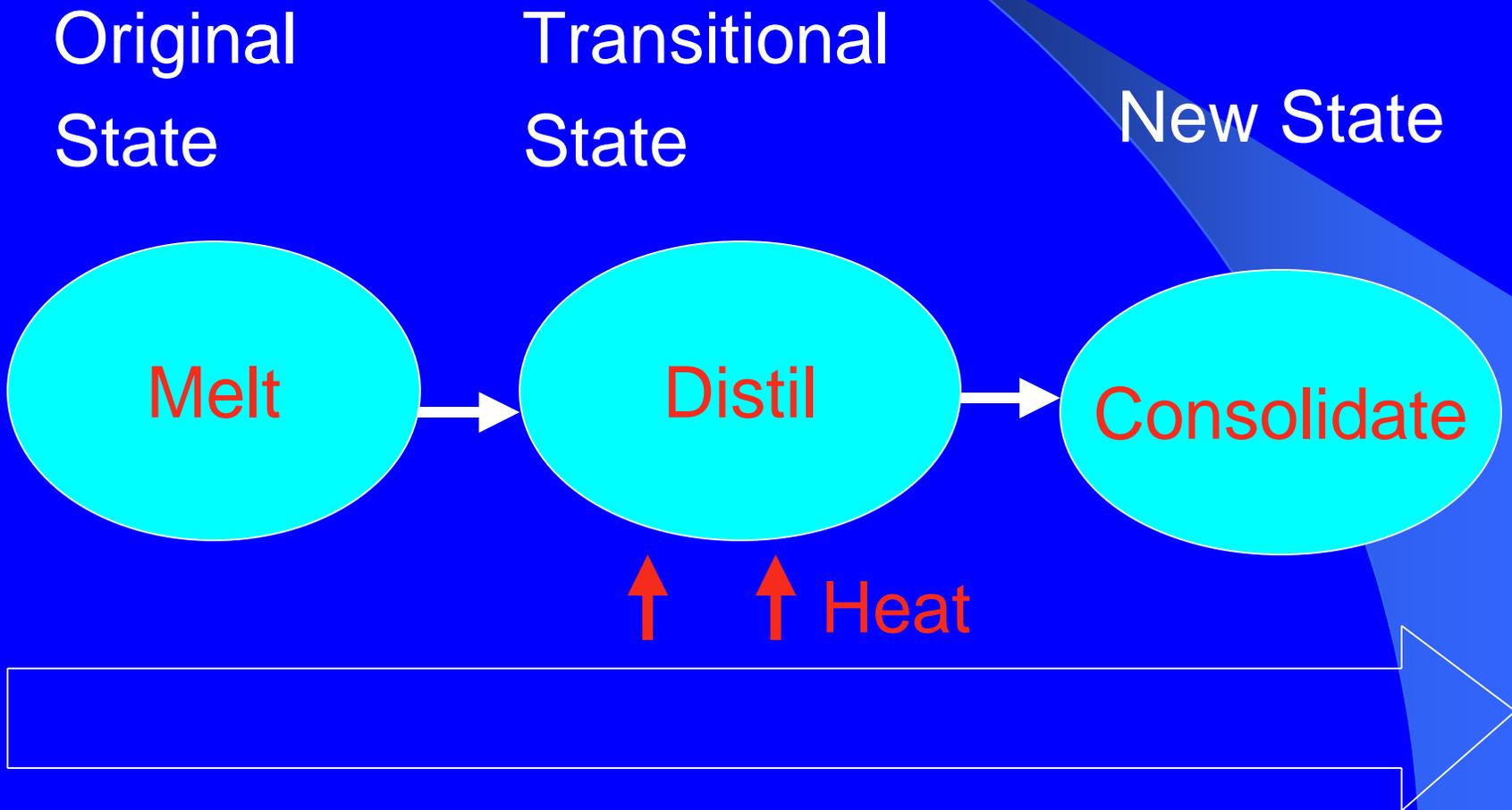
4. Human Resources and Development

- | Land administration, management, planning and land information sciences

5. Information Systems

- | Land information and land information management systems
- | Investment in appropriate technology
- | Integration of information systems for effective decision-making

Change Management Process



Benefits of re-engineering

- | Transparent, accountable reform process attracting local and foreign investment; high growth potential
- | Food import substitution, drought mitigation,
- | Achieve competitive advantage by revival of agro-processing industries through agro-output
- | Extensive distribution/marketing network,
- | Exploitation of regional trade protocols, access to forex,
- | Economic growth

Constraints

- | Current system inertia
- | Limited expertise, capacity in public sector
- | Reform affects private sector but is limited to public sector
- | Limited investment capacity by beneficiaries
- | Commercial and subsistence tenures
- | Marketing of idea, too many players

| Thank you

