



## HOW TO ESTABLISH A LAND SECTOR NON-STATE ACTORS MECHANISM

*SECURING LAND AND PROPERTY RIGHTS FOR ALL*

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# 1. INTRODUCTION

Non-state actors are non-sovereign entities that exercise significant economic, political, or social power and influence at a national, and in some cases, international level. There is no consensus on the members of this category and some definitions include trade unions, community organizations, religious institutions, ethnic groupings and universities. Land Sector Non-State Actors (LSNSA) include civil society organizations working with the landless, squatters and small landowners, professional associations, community based organizations and the private sector.

Individual organization's purpose in coming together and working on land matters to form LSNSA varies depending on the political environment, status of land reform programmes and the openness of government to involve non-state actors in the land agenda. Generally, the underlying goal would be to ensure comprehensive land reforms through an inclusive and transparent engagement of stakeholder in the land agenda leading to good land governance. The objectives may include, but are not limited to the following: establishment of an effective, vibrant and coordinated network of actors to advocate for comprehensive land and natural resources reforms; enhanced participation of land stakeholders, especially disadvantaged groups in the land agenda; and to create awareness and enhance essential knowledge on sustainable land and natural resource management approaches.

This guide outlines the factors that influence the set up and effective operation of a non-state actor mechanism in the land sector, particularly during a land reform process. Non-state actors (NSA) for the purpose of this guide include civil society organizations, the private sector and professional associations. A land sector non-state actor (LSNSA) mechanism is a means by which a group of NSAs coordinates their interventions and support to enhance their impact in the land sector, particularly during land reform processes.

Land reform processes involve a number of diverse actors who in most cases, bring conflicting perceptions into the discussions making the process complex and lengthy. The NSAs play a catalytic role, ensuring that the all experiences and perceptions are tabled in these processes. This guide has been developed using lessons from the LSNSA mechanism in Kenya; however, the process of establishing a mechanism may be adapted to a specific country context according to the stage it is at in the land reform process, the political will for reform that exists and the level of development partner interest in supporting LSNSAs.

The guide is not intended to be a blueprint for a non-state actor mechanism, but it is expected to provide viable ways to establish such a mechanism and to inform decision-makers engaged in the land sector, including national governments, bilateral and multilateral implementing agencies, about LSNSAs and their value-adding in land reform processes.

## 2. UNDERSTANDING THE LAND SECTOR CONTEXT

Land usually plays a central role in a country's economic, social and political development and the context is often defined by historical, cultural and political influences. A country's long-term national development strategy usually defines how land issues are to be addressed and it links the land sector to other related sectors for social, economic and political development. As a natural resource, land often determines the livelihoods of poor people in a developing country. In any country, access to land defines people's wellbeing, so LSNSAs must be able to take stock of and represent the needs of the poor to ensure that policy and reform is relevant and that it reflects the needs of citizens at all levels.

Land is one of the most sensitive political issues in any country and the political will for reform is reflected in a government's willingness to have an

open, consultative and inclusive land reform agenda. Often, vested interests create conflict and hinder the effectiveness of land reform processes, so an LSNSA entity needs to engage stakeholders at various levels and build key relations with decision makers and interest groups in order to understand their views and positively influence the reform process. The LSNSAs' ability to engage often depends on whether the government driving the land reform agenda includes and consults with NSAs. Without clear political will, land reform processes are delayed and disrupted, which makes it difficult for NSAs to push for and be part of land reform processes. In addition, land has many technical and legal complexities and NSAs need to have the expertise to interpret and contribute to policies and legislation in the land sector.

### 3. IDENTIFYING STRATEGIC AREAS OF ENGAGEMENT

A land reform process may be at various stages and the LNSA mechanism should be prepared to adapt and respond accordingly. The following summarizes some typical stages in the reform process and the potential scenario for an LNSA mechanism to evolve and respond. The establishment and success factors for LNSA should be cognisant of the country's democratic context and the government's openness to NSA participation. The following represent contexts

in which the governments are open to the existence and participation of NSAs against strategic options for NSAs:

During the LNSA evolution, it is expected that it will build its capacity and, where necessary, the capacity of its members to participate effectively in the LNSA mechanism and land reform processes. Section 7 summarizes the critical tools and management processes to enable this.

Political will for land reform	Evolution of LNSA mechanism
Government is adverse to reform and changing the status quo	LNSA mechanism's inception allowing for: a coordinated approach; building a common, powerful voice; and making the LNSA mechanism visible to stakeholders.
Government accepts the need for land reform and starts a participatory, consultative policy formulation process	LNSA strategically positions itself to participate in the policy formulation process by: continuing lobbying activities and civic education; influencing key decision makers; performing research to inform policy advocacy; and providing technical expertise in working groups set up for policy formulation.
Government does not create a policy in a participatory consultative process and the policy is rejected by stakeholders.	LNSA mechanism increases dialogue with key stakeholders; continues lobbying and advocacy and brings media attention to the cause.
Government creates a policy in a participatory and consultative process that is accepted by stakeholders; and policy implementation plans are developed in a similar approach.	LNSA strategically positions itself to: continue participating in technical working groups; researches, lobbies and provides input in legislation drafted to enable implementation; influences key decision makers; considers increasing LNSA membership to build expertise in key aspects of the policy implementation; and educates citizens on the policy and legislation.
Government has an on-going implementation of policy	LNSA increases its monitoring of the policy implementation and continues the above activities based on the on-going reform process.

## 4. CHOOSING A MECHANISM FOR ENGAGEMENT

Depending on how the LSNSA mechanism is initiated, it may be a loose coalition, a structured programme or something in-between. It may be a network of organizations for information exchange or it may be a coalition where a group of networks come together for an agreed purpose.

The following diagram shows the range of factors that influence the type of mechanism that could be created:

reform process. For example, being a loose coalition during policy advocacy may be suitable, but where there is significant on-the-ground land reform implementation and monitoring, a more structured programme with key management functions may be necessary to ensure a well-organized and managed programme. Further, a mechanism may exist for only a specific period when it is understood that

Loose network/coalition		Structured Programme
<ul style="list-style-type: none"> <li>• NSA initiated</li> </ul>		<ul style="list-style-type: none"> <li>• Donor initiated and/or supported</li> </ul>
<ul style="list-style-type: none"> <li>• Self-funded</li> </ul>		<ul style="list-style-type: none"> <li>• Donor funded</li> </ul>
<ul style="list-style-type: none"> <li>• Revolving leadership</li> </ul>		<ul style="list-style-type: none"> <li>• Dedicated secretariat with full time staff and a governance body</li> </ul>
<ul style="list-style-type: none"> <li>• No structure, Memorandums of Understanding, systems, reporting</li> </ul>		<ul style="list-style-type: none"> <li>• Standard tools &amp; templates with systems and structure</li> </ul>
<ul style="list-style-type: none"> <li>• Plan, discuss and meet on a needs basis as issues arise</li> </ul>		<ul style="list-style-type: none"> <li>• Defined programme framework with indicators and work plans</li> </ul>
<ul style="list-style-type: none"> <li>• Technical dialogue</li> </ul>		<ul style="list-style-type: none"> <li>• Implementing partners</li> </ul>

A LSNSA mechanism may change completely over time depending on changes in the land sector context. It is important that the mechanism is regularly assessed to ensure that its mode of operation is relevant to what it wants to contribute to the land

its contribution as a mechanism, distinct from the contribution of its members, will add value only at a particular point in the land reform process.

Some of the key advantages and disadvantages of each type of structure are:



## Structured mechanism

### Advantages:

- The mechanism's corporate identity is well-established
- Partners' competencies are appreciated
- Changing dynamics may be addressed in a coherent manner in land reform processes
- NSAs have stronger bargaining power in the sector
- There is greater ownership by the constituency of the agenda because it is generated by them on a needs basis

### Disadvantages:

- The mechanism may not be member driven
- Funding donors may dictate the agenda
- Organizations lose their individual identity

## Loose mechanism

### Advantages:

- There is spontaneity which enables a quick response to emerging issues on land reforms
- Motivation amongst members evident without external pressure
- Innovative approaches are encouraged
- Administration costs are low

### Disadvantages:

- Stronger organisations' agendas may dominate
- Individual organization mandates may conflict with each other
- Efforts may be duplicated if there is no coordination
- The network would have no institutionalization at organization level leading to individuals driving it

## 5. NSA CRITERIA AND CHARACTERISTICS

The minimum criteria for potential members of an LNSA mechanism include:

- Commitment to land reforms
- Track record/demonstrated impact
- Skills and expertise
- Approval from constituency
- Legal body with systems (however, if an NSA lacks capacity, it could still join with capacity improvement conditions and support provided)

The following characteristics, as a minimum, would be expected of participants in a well-functioning LNSA mechanism. They would:

- Have no undue influence in the land reform process
- Buy in to ideas of national land reform initiatives
- Have a sense of urgency

- Be dynamic: have the flexibility to respond swiftly to issues
- Have a gender balanced composition
- Be collaborative: believe in the spirit of partnership
- Be willing to learn from each other and share information
- Be transparent and accountable

To ensure it is effective, a LNSA mechanism should consider mapping key areas of expertise and experience that it requires based on the land reform process and policy. Its relationship and participation with other existing networks may be considered so that there is no duplication of effort and effective partnerships are developed.

The following lists a number of areas that could be represented in the LNSA mechanism depending on the national land policy and reform process:

• Policy advocacy	• Private sector	• Urban poor
• Research	• Grass roots	• Youth
• Civic education	• Land tenure	• Pastoral
• Networking	• Land use management	• Coastal
• Legal expertise	• Land administration	• HIV/ AIDS
• Technical expertise	• Human rights	• Refugees/ Internally Displaced People
• National focus	• Environment	• Vulnerable groups*
• Regional focus	• Women's rights	• Minority communities

\* Vulnerable groups include: subsistence farmers, pastoralists, agricultural labourers, unskilled and low skilled workers, unemployed youths, people with disabilities, people living with HIV/AIDS, orphans, slum and street dwellers and the aged.

## 6. KEY SUCCESS FACTORS

As an LSNSA mechanism develops, it will be successful if there are some key factors in place. The earlier that members recognize and address the following factors in the LSNSA mechanism development process, the fewer challenges they will face as it moves forward.

- **Commitment of members:** NSAs should have a strong commitment to the land reform agenda and adequate capacity to participate. NSAs that may not have the capacity but are clearly important and committed should not be excluded. Adequate support may be given to them either through funding (if available) or through mentoring by a well-established NSA.
- **Inclusive:** Bringing diverse NSAs with different skills, expertise and geographical spread together in a LSNSA mechanism will ensure effective NSA interventions at all levels of land reform. For example, some NSAs may be more effective at policy advocacy while others will be more active at the grassroots level educating citizens on key aspects of land reform. This also ensures a wide reach to different constituencies and that a range of constituents can be involved in the land reform process.
- **Strategic use of comparative advantages:** Combining NSA strengths provides a platform for greater synergy and impact. Use of comparative advantages should limit competition amongst the NSAs in the mechanism as they each work to their proven strengths. In addition, having technical expertise within the LSNSA mechanism increases its credibility for providing a meaningful contribution to the land reform process.
- **A common framework and set of goals:** This ensures cohesive action by NSAs through an LSNSA mechanism that gives NSAs collectively a powerful voice in successful lobbying and advocacy.
- **Effective coordinating structure:** An LSNSA mechanism will function well if it has a central coordinating body, usually a secretariat, which has the capacity and resources to coordinate with the confidence of the LSNSA members.
- **Relationships with key stakeholders:** NSAs having links with key decision makers make it easier for an LSNSA mechanism to influence the land reform agenda. Building relationships and therefore, credibility is essential for the mechanism's voice to be heard. The LSNSA mechanism should have dialogue processes set up amongst its participants and with other stakeholders to maintain relationships. A positive relationship with the key government body (usually the Ministry of Lands) coordinating the reforms will enable LSNSA to influence the land reform agenda. Participation in technical sector working groups where possible will ensure inclusion of the LSNSA mechanism's input in policy and planning.
- **Appropriate focus areas:** An LSNSA mechanism must have the right set of objectives at the appropriate stage of the reform process to ensure its intervention is relevant.
- **Good systems, tools and structure:** Strong governance structures and management systems with the rights tools will ensure a well-functioning, well-coordinated LSNSA mechanism. Decision-making mechanisms will be in place with clear transparency and accountability amongst participants that will inspire trust and openness between them.
- **Planning and strategy:** An LSNSA mechanism needs to plan and to be strategic in its thinking to be sustainable and to ensure its set up aligns with land reform needs. This enables the mechanism to be more proactive as opposed to reactive in its approach. However, there must be some degree of flexibility so that the LSNSA responds to unan-

anticipated issues in a timely, active manner. Strategy must be regularly reviewed, especially when land reforms gain momentum to enable the LNSA mechanism to remain proactive. Sometimes, the mechanism may need to exist only for the specific period in which it adds value to the land reform process.

- **M&E:** Monitoring and evaluation is a key component of the feedback on the LNSA progress and enables it to continuously improve and remain relevant by using lessons learned. M&E should also be used to communicate success stories and to provide credibility to the LNSA mechanism.
- **Visibility:** LNSA must communicate effectively to stakeholders and maintain visibility to encourage interest in its progress. Depending on the political context and the democratic principles of a country, LNSA may want to attract media attention to get adequate coverage of land related issues and progress.
- **Availability of resources:** The availability of resources will determine the mechanism's sustainability and enable it to plan for the longer term. Promoting results and maintaining relations with development partners may generate interest and potential funds. Timely disbursement of funds from donors is also essential for the success of the LNSA and its ability to implement planned activities. NSAs as members of an LNSA mechanism should not be funds driven but should have clear focus on the results to be achieved. Competition for available funds amongst NSAs can be avoided through equitable sharing of funds
- **Risk management strategies:** These are important to enable the mechanism to be preventative/proactive rather than reactive in managing crises. Although some risks may not be within the LNSAs' control, it should be aware of them and monitor them to mitigate any repercussions.

## 7. TOOLS FOR EFFECTIVE LSNSA MANAGEMENT

Various tools may be used to coordinate, plan and manage an LSNSA mechanism. Key management processes for efficient and effective operation of the LSNSA mechanism are:

(MoUs) with the other members, disbursing funds, managing the M&E and performing any other key tasks necessary to ensure the LSNSA mechanism is functioning well. The secretariat is often critical

CATEGORY	DESCRIPTION
Governance	Involves decision-making mechanisms that follow the rule of law and are consensus-oriented; internal policy guidance; programme oversight; conflict resolution and alignment to strategy.
Programme management	Coordination, planning and monitoring of activities to ensure the objectives of the programme as defined are met through delivery of expected results with the efficient and effective management of resources.
Financial management	The planning, directing, monitoring, organizing and controlling of the financial resources of the LSNSA mechanism by all the members of the mechanism.
Human resource management	The management of the LSNSA mechanism's staff, individually or as a group, by mobilizing and developing them with the objective of efficiency and greater productivity. This may be more applicable when the LSNSA mechanism has an independent secretariat set up with its own staff.
Information communication technology	The use of electronic technology and systems to collect, store, use and disseminate data efficiently.
Monitoring & evaluation (M&E)	Processes of monitoring the LSNSA mechanism and evaluating its impact on land reform to assess the success and gaps in programme implementation.
Grant management	Focuses on the operations of grant making within the LSNSA mechanism, from contracting to disbursements. It includes grant-making policies, procedures, compliance, and data and records management. Grants may be between a donor and the LSNSA mechanism as well as between members and the lead organization/secretariat.
Conflict management	Practice of identifying and handling conflict in a sensible, fair and efficient manner with a focus on the overall objectives of the LSNSA mechanism, using skills such as effective communicating, problem solving and negotiating. As in any process, tension is natural and having an approach to deal with it is essential for the effective performance of a LSNSA mechanism.

There are a number of key tools that may be used to enhance the performance of an LSNSA mechanism and their use will depend on the context and the type of LSNSA mechanism (types of LSNSA mechanisms are explained in section 4). Examples of these tools are.

- **Secretariat:** This is the main body managing the LSNSA mechanism. It may be an independent team recruited especially for the mechanism hosted by an NSA member or it may use the staff of a member NSA that has the capacity to perform this role. Its responsibilities include arranging meetings, coordinating activities, reporting to the donor, entering memorandums of understanding

for the effective functioning of the mechanism and will be the key representative. Its level of authority and that of the steering committee (or similar governing body) needs to be clear from the start to avoid conflict. Also, it is important that there are mitigating strategies in place for potential conflicts of interest in performing a secretariat function. Conflicts of interest, such as whether the secretariat may be an implementer, should be addressed early.

- **Steering committee:** is the main governance body providing leadership in terms of: decision-making mechanisms; internal policy guidance;

programme oversight; conflict management and strategic alignment. It should be representative of the mechanism's members and is likely to comprise of selected members of the LNSA mechanism, possibly on a rotational basis. Donors may potentially be members of the committee. Other external actors may also be invited to be members of the steering committee to provide independent input and advice.

- **Memorandums of Understanding (MoUs):** These are agreements between members and the LNSA mechanism – represented by its secretariat to facilitate implementation and partnerships by documenting roles, responsibilities and specific financial and programmatic commitments agreed.
- **Terms of reference:** This is a set of guidelines at governance, organizational or individual level, to define the objectives, roles and responsibilities for accountability and transparency.
- **Strategic plan:** A roadmap giving direction to the LNSA mechanism in the medium to long-term (usually three to five years) showing its vision, mission and objectives. It is usually developed in a participatory manner by consulting members and other stakeholders (where appropriate) and taking stock of progress to date. Strategies are reviewed and updated periodically to remain relevant.
- **Strategic reviews:** The operating environment for an LNSA mechanism will be constantly changing. Often, risks that may be taken at one time may not be appropriate at another. Therefore, it is important that the LNSA mechanism periodically reviews and adapts itself as the land sector context changes to ensure it remains relevant and responsive.
- **Partnership principles:** These are the founding principles, shared values and guides to the interaction between LNSA members as to how they will work together towards a common aim with a shared sense of responsibility.
- **Code of conduct:** This is the behaviour that a member and/or an individual representing a member must adhere to in its actions as an LNSA member;
- **Membership admission criteria:** This is a list of agreed criteria for identifying and accepting new members. The criteria will ensure that a potential

member meets the required minimum characteristics required in the partnership.

- **Member assessment tool:** This is a review and monitoring tool of a potential or existing member to determine whether it meets the membership criteria and other relevant parameters. It may use external resources for independence or the secretariat if it has the capacity. Parameters may include reviewing in detail the member's capacity, management systems, structure and experience.
- **NSA mapping:** To identify and generate a detailed database of the NSAs' work within the land sector. Mapping may be by geography, comparative advantages, key focus areas and contribution.
- **Operational guidelines:** These provide policies and procedures for LNSA members to follow and they ensure there is consistency in implementation methodologies and actions as an LNSA member.
- **Monitoring & Evaluation framework:** This is an overview of the M&E system developed during the design phase of the LNSA mechanism and included in the programme design document. Often a logical framework model is used to define the key goals, purpose and outputs to be achieved with clear indicators and means of verifying them to determine progress and results. Risks and assumptions must also be considered in such a plan.
- **M&E plan and reporting tools:** This describes the system to monitor and evaluate, with data collection methodologies and tools as well as a standardized way of reporting the consolidated results by the members of the LNSA mechanism.
- **Implementation plan:** An activity plan aligned to the M&E framework or strategic plan that identifies outputs, timeframes and responsibilities for each activity.
- **Budgets:** These are aligned to the implementation plan and show the cost of implementing the activities.
- **Communication strategy:** The method by which information relating to the LNSA mechanism will be communicated both internally and externally in line with the overall programme objectives.

The more structured the mechanism, the more of the above tools it will have in place. However, as a minimum, whether a mechanism is loose or structured, it should have partnership principles, some

form of governance body and terms of reference so that expectations are clear from the beginning.

The following matrix summarizes the tools that will assist in specific management processes:

	GOVERNANCE	PROGRAMME MANAGEMENT	FINANCIAL MANAGEMENT	HUMAN RESOURCE MANAGEMENT	INFORMATION COMMUNICATION TECHNOLOGY	MONITORING AND EVALUATION	GRANT MANAGEMENT	CONFLICT MANAGEMENT
Secretariat	✓	✓	✓	✓	✓	✓	✓	✓
Steering Committee	✓							✓
Memorandum of Understanding	✓						✓	✓
Terms of reference	✓			✓			✓	✓
Strategic plan/review	✓	✓				✓		
Partnership Principles	✓							✓
Code of Conduct	✓							✓
Membership admission criteria	✓	✓						
Member assessment tool						✓	✓	
NSA mapping		✓						
Operational Guidelines		✓	✓	✓	✓	✓	✓	✓
M&E framework		✓				✓		
M&E plan and reporting tools		✓	✓			✓	✓	
Implementation plans		✓				✓		
Budgets		✓	✓				✓	
Communication strategy		✓			✓			

## 8. RISKS

There are several risks that need to be managed/mitigated in a LNSA mechanism to ensure that it achieves its goals. Some key risks and their mitigating strategies are.

- **Mechanism collapses:** Depending on how long a mechanism is planned to exist, sustainability may be an issue if there is not enough donor support or the NSAs themselves cannot use their own resources. Over-dependence on one or two donors will not be sustainable. Further, the right systems, structures and strategy need to exist for the type of mechanism that is expected in the “loose versus structured” spectrum to avoid any risk of collapse which may fragment NSAs’ response to land reform. Good governance will be critical with clear conflict management policies to ensure that any tensions arising during the evolution process are addressed transparently to avoid collapse.
- **Not sustaining goodwill:** If relationships with key stakeholders are not maintained, especially with the coordinators of the land reform process, a LNSA mechanism may lose momentum and may not be able to influence the land reform process effectively. The mechanism could lose credibility, which will affect its relationship with development partners who may not be interested in providing further support. Therefore, ensuring regular dialogue with key stakeholders for example, by the LNSA mechanism hosting quarterly dialogue forums on pertinent themes and inviting all key stakeholders will help maintain relationships and increase goodwill.
- **Loss of key members/individuals:** There is always the threat when new institutions are established during the land reform implementation process that key individuals may be lost. This may be an opportunity too, however, as LNSAs will have established relations with the institutions. Therefore, having succession planning early on and ensuring institutional memory exists mitigates the risk of dysfunction.
- **Funding:** Irregular funding may affect the LNSA’s implementation, especially when there is a limited source of income. Lack of a clear plan to engage development partners may also be detrimental. Therefore, the LNSA mechanism must promote itself and its results to attract the attention of development partners interested in the land sector. It must also ensure that it has a good M&E system that enables timely reporting to donors so that funding delays are avoided.
- **Reputation:** A LNSA mechanism and its members may risk its reputation if it is lax in responding to land reform issues, particularly as a result of: poor planning and coordination, not being proactive, or it ineffectively uses its members’ comparative advantages. This may be mitigated through a well-functioning governance body and clear terms of reference that include keeping abreast of these issues and ensuring that members are accountable for their performance in the mechanism.
- **Not making a difference:** LNSA may risk not making an impact by not being visible on the ground or not effectively representing the voice of the poor, and therefore not making a difference during the land reform process. If this happens, a LNSA mechanism’s relevance as a key player in land reform may be questioned. Effective periodic strategic reviews, strong oversight and meaningful dialogue with key stakeholders will help to mitigate this risk.



## 9. CONCLUSION

An LSNSA mechanism's set up, operation and approach will be dependent on the context in which it operates, particularly whether there is the political will for reform and an acceptance of the NSAs' participation in the reform process. Further, the availability of resources will determine the type of LSNSA mechanism structure and its sustainability during the reform process. Therefore, the LSNSA mechanism approach must be adapted to the needs and situation in each country and the stage each country is at in the land reform process.

Irrespective of context or political will, there are some key success factors and risks that the NSAs should be aware of to ensure the wanted results are achieved and that the LSNSA mechanism is successful and makes a positive difference to the land reform agenda.

This guide will be useful to key stakeholders interested in setting up, supporting or interacting with an LSNSA mechanism.



## **UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME (UN-HABITAT)**

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## **THE GLOBAL LAND TOOL NETWORK (GLTN)**

The Global Land Tool Network GLTN aims to contribute to poverty alleviation and the Millennium Development Goals through land reform, improved land management and security of tenure. The Network has developed a global land partnership. Its members include international civil society organizations, international finance institutions, international research and training institutions, donors and professional bodies. It aims to take a more holistic approach to land issues and improve global land coordination in various ways. For further information and registration visit the GLTN web site at [www.gltm.net](http://www.gltm.net).





## ABOUT THIS PUBLICATION

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The guide is not intended to be a blueprint for a non-state actor mechanism, but it is expected to provide viable ways to establish such a mechanism and to inform decision-makers engaged in the land sector, including national governments, bilateral and multilateral implementing agencies, about LSNSAs and their value-adding in land reform processes.

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