

# WHY LAND REFORM SCENARIOS?

Vumelana helps communities in the Land Reform Programme to put their land to productive use by establishing properly structured commercial partnerships.

While some progress is being made, the complexity of the context is increasing rapidly. It is clear that we cannot make the contribution we hope to make by working on our own. We think that there are others inside and outside Government who also draw the conclusion that more concerted action is required.

But as Ruth Hall pointed out at the 2013 Land Divided Conference, **South Africans disagree on almost everything when it comes to questions of land:** What to do? Why? How? Where? When? For whom?

In the absence of clear answers, the Land Reform Programme tries to balance competing objectives. Confusion and mistrust both cause and are compounded by poor administration. Policy uncertainty undermines decision making.

If progress is to be made, the level of resource (human, financial and institutional) must increase. However, the resource demands exceed what Government, or any other actor, can mobilise independently. If a broader national effort is to be made a more coherent story will be required of what needs to be done, how and by whom.

We think that a starting point would be to map out alternative stories for how land reform might play out from the perspectives of different interest groups. We have thus decided to support the development of land reform scenarios for South Africa.

**We would like you to join us on a journey to see if plausible alternative futures can be described.** We hope that through this process a range of actors from different points of view will construct a set of relevant, challenging, plausible, and clear stories about what *could* happen – not about what will happen (a forecast) or about what *should* happen (a wish or proposal) – and that we may then all be able to act on what we have learnt in a more coherent way than is currently possible.

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## WHAT ARE WE TRYING TO DO?

- Change the pattern of land ownership?
- Restore rights?
- Improve livelihoods?
- Create small scale farmer class?
- Deracialise commercial agriculture?

## WITH WHAT PRIORITY?

- Tenure reform for 19 million people living in former homelands and on commercial farms?
- Restitution for those who can prove historical dispossession?
- Redistribution which has had the major share of funds a greatest land transfer?

## WHY?

- What is the vision for social relationships and economic structure? What mix of:
  - Group based ownership and production?
  - Subdivision into small family farms?
  - Maintenance of the large scale commercial farming structure?

## HOW?

- Land acquisition
  - Willing disposal?
  - Forced disposal?
- Land development
  - State managed?
  - Market driven?
- Post settlement support
  - Public sector?
  - Private sector?
  - Non-profit sector?

## WHERE?

- In high potential areas that might be identified in the National Spatial Development Framework?
- Wherever project opportunities arise?

# TRANSFORMATIVE SCENARIO PLANNING

Scenarios are relevant, challenging, logical stories about what is possible in the future

Sometimes we get stuck. There is not enough agreement among leading actors about what is happening or what could or should happen, for the system to be able to move forward. Confusion and conflict impede progress and create the risk of regress.

In such contexts, **Transformative Scenario Planning** can be useful. This process enables groups to work together to construct a shared understanding of what is happening and what could happen in their system, and then to act on the basis of this understanding.

The focus of Transformative Scenario Planning is the development, dissemination and use of a set of scenarios (structured narratives or stories) about what is possible. These scenarios provide a shared framework and language for strategic conversations within and across stakeholder groups about the situation they are part of and what actions they can, must, and will take to address it. Transformative Scenario Planning thereby offers a way for social systems to get unstuck and to move forward.

## Five steps to Transformative Scenario Planning

1. **Enroll a team** of people from across a whole system who want to—and together are able to—influence the future of that system. This system can be a community, a sector, or a country: any social-political-economic whole that is too complex to be grasped or shifted by any one of its parts.
2. **Build a shared understanding** of what is happening in the system which they want to influence. The stakeholder team come to this work with differing positions in and perspectives on the system, and so this process requires them to go beyond their established views and to see with fresh eyes. It requires them to see not just their part of the

### Examples of challenges Reos has worked on using Transformative Scenario Planning

- South Africa: Community-led resilience in the Northern Areas of Port Elizabeth
- Tanzania: future of independent education
- Colombia: Ending violent conflict
- United States: Planning electricity infrastructure
- The Americas: Solving the drug problem
- Brazil: Strengthening civil society

system but more of the whole system, and to open up and inquire and learn.

3. **Construct a useful set of scenarios** about what could happen in and around the system. To be useful, the scenarios must be relevant, challenging, plausible, and clear. Useful scenarios open up and enable movement in the thinking and acting of actors across the system.
4. **Reflect on what the scenarios tell the stakeholders** about what they can and must do. These conclusions may be about actions that they need to take to adapt to things they cannot influence, or about actions to influence things they can.
5. **Act to transform the situation.** These actions can take any number of forms: campaigns, meetings, movements, publications, projects, initiatives, institutions, or legislation. The actions might be private or public, short-term or long-term.

### Transformative Scenario Planning:

- Forges relationships across the system
- Deepens understanding of shared challenges
- Creates commitment from stakeholders
- Catalyses initiatives

Reos helps businesses, governments, and civil society organisations address complex social challenges.

Reos convenes, designs and facilitates initiatives on issues such as employment, health, food, energy, the environment, security, and peace.

The approach is systemic, creative, and participative.

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