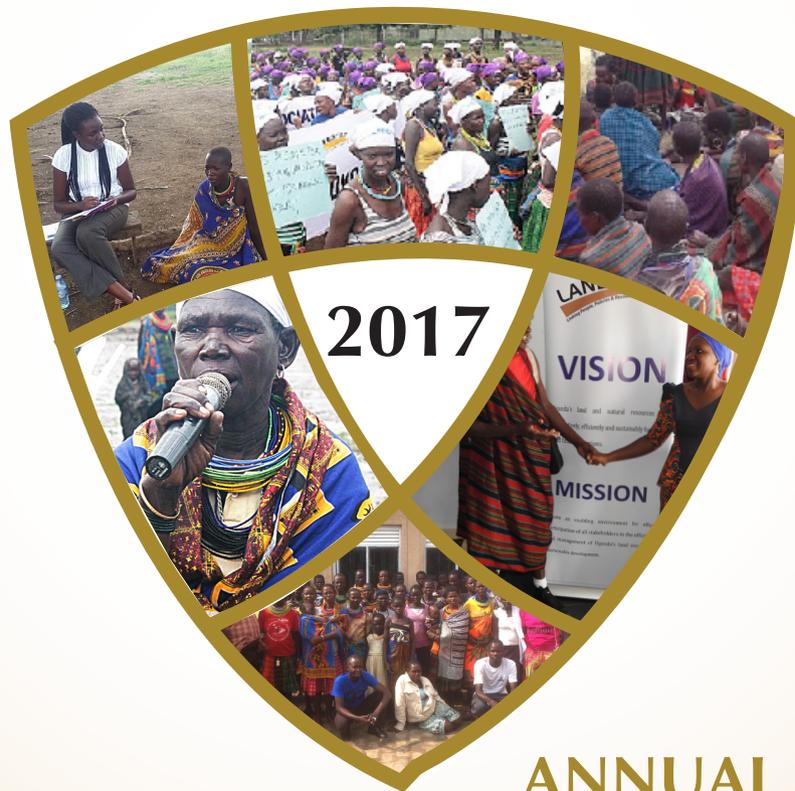




# IMPROVING LAND GOVERNANCE FOR SHARED PROSPERITY AND INCLUSIVE GROWTH



ANNUAL REPORT  
2017



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## A Word from the Chair



In 1815, Germany's General Music Journal published a letter in which Mozart described his creative process – *"When I am, as it were, completely*

*myself, entirely alone, and of good cheer... it is on such occasions that my ideas flow best and most abundantly. All this fires my soul, and provided I am not disturbed, my subject enlarges itself, becomes methodized and defined, and the whole, though it be long, stands almost finished complete in my mind, so that I can survey it, like a fine picture or a beautiful statue at a glance. Nor do I hear in my imagination the parts successively, but I hear then, as it were, all at once. When I proceed to write down my ideas the committing to paper is done quickly enough, for everything is as I already finished; and it rarely differs on paper from what it was in my imagination."*

This cannot be farther from the truth as LANDnet. LANDnet's creativity was at the centre of programming in 2017. There was no genius or magic as in the case of Mozart. Work was the soul of creativity at LANDnet. Work meant getting up early and going home late, turning down dates and giving up weekends, writing and rewriting, reviewing and revising,

rote and routine, staring down the doubt of a blank page, beginning when we did not know where to start, and not stopping when we could not go on. Themes moments were often not fun, romantic or for the most part even interesting. The beauty of the first sketch is that it breaks the blank page and the only bad draft is the one not written

LANDnet stepped into 2017 to paint the blank page in the Land Sector from work on security of tenure for women, to capacity development and research. It was in these everyday moments and times when LANDnet staff achieved the highest.

The emergence of LANDnet as technical organization has drawn much respect among land sector as it furthers its mission of improving land governance for shared prosperity and inclusive growth in Uganda.

I welcome you on this journey with LANDnet, as we together work to transform the Ugandan society and economy, using land as an engine for growth, national security and sustainability.

A handwritten signature in blue ink, appearing to read 'Musinguzi', written in a cursive style.

**Dr. Moses Musinguzi**

**BOD Chair**

# TABLE OF CONTENTS

<b>1.0 INTRODUCTION .....</b>	<b>9</b>
LANDnet's Vision, Mission and Strategic Goals .....	10
<b>2.0. PROGRAMME ACTIVITIES ACCOMPLISHED .....</b>	<b>12</b>
2.1 CAPACITY DEVELOPMENT .....	12
2.1.1 Enhanced Capacity of Land Sector Actors .....	13
2.1.2 LANDnet's Young Professionals program .....	16
2.2 RESEARCH .....	19
2.2.1 Increasing the evidence base for advocacy through knowledge generation .....	20
2.2.2 A functional Knowledge Management Platform .....	22
<b>2.3. ADVOCACY .....</b>	<b>23</b>
2.3.1. Increased Security of Tenure for Women .....	23
2.3.2 Grassroots organizing .....	25
2.3.3 Campaigns for Policy and Practice Change .....	27
2.3.4. Alliance building .....	29
2.3.5 The Uganda Land Observatory .....	33
<b>3.0 INSTITUTIONAL STRENGTHENING .....</b>	<b>34</b>
3.1 LANDnet Governance Structure .....	34
3.2 Program Management .....	35
3.3 Progress in implementing LANDnet's strategy .....	36
<b>4.0 FINANCIAL STATEMENTS FOR THE YEAR ENDED 31STDECEMBER 2017 .....</b>	<b>39</b>

# EXECUTIVE SUMMARY

Leveraging on the successes of 2016, LANDnet commenced 2017 with a view of rolling out programs at local and national. The Key pillars of LANDnet's work in 2017 were:

- ✓ Strengthening Women's Land Rights through law reform
- ✓ Capacity Development
- ✓ Research
- ✓ Advocacy
- ✓ Establishment of multi-stakeholder Platforms for policy dialogue

## Strengthening Women's Land Rights through Law reform

LANDnet in partnership with Trocaire embarked on support towards the reforming of the succession law. A total of 108 policy makers have engaged in this process. 70 of these have been women hailing from Parliament, Government departments, academia and research institutions as well

as civil society. Central to this work has been building of trust between institutions to ensure coherent and transparent engagement.

## Capacity Development

LANDnet in partnership with Lantmateriet and supported by Sida commenced the International Training Program on Applied Land Governance for 5 African Countries including Uganda, Kenya, Tanzania, Rwanda and Zambia. Work to expand this program to two more countries of Liberia and Zimbabwe has commenced. A total of 25 participants were trained on property formation with emphasis on development of change projects to be implemented in-country.

Furthermore, partnership with UN-Women supported training of local governance leadership in Gulu and Moroto were undertaken on Gender Equality and

Economic empowerment in a bid to break barriers to women's economic empowerment. A total of 239 leaders were trained of these 143 were women.

LANDnet in partnership with Trocaire undertook training for Kampala based organizations on gender mainstreaming in policy and law. It also delved into approaches for gender analysis of policy and law. This skills enhancement aimed at strengthening the capacity of these organizations to meaningfully engage in law and policy reform processes.

LANDnet staff underwent internal skills enhancement supported by Trocaire, GIZ and UN-women. Central to this was financial literacy for program staff, and support to improvement of financial systems and reporting, procurement training, communication and advocacy and project planning and management.

## Research

LANDnet believes in evidence-based advocacy. To this end with the support of Trocaire and UN-women, three (3) studies were conducted that supported law reform processes on the Succession Act amendment and the Marriage Bill. A total of 25 participants were trained, 6 of them men.

LANDnet in partnership with GIZ developed the Private Mailo Tenure Handbook. This handbook was developed through a consultative process drawing from practical experiences as well as answering the commonly asked questions regarding Mailo. The Handbook will be used by land professionals, Trainers, paralegals, community workers and NGOs seeking to deliver land services on Mailo tenure.

## Advocacy

In 2017, LANDnet's advocacy efforts focused on strengthening women's land rights. The key success in 2017 was the inclusion of a gender field in the Land Information system making it possible now to capture gendered data on land.

LANDnet in Partnership with UN-Women hosted the International Rural Women's Day, commemorated in the districts of Gulu and Moroto. A total of 1,644 people participated of which 15 were men.

LANDnet in partnership with Trocaire contended several dialogues aimed at influencing the succession (Amendment) Bill. This ranged from Legal practitioners' meetings, Core Group of key JLOS bodies responsible for law reform, Parliamentarians particularly the Uganda women Parliamentarians Association, and the Women's Land Rights Meetings. These processes led to the reaching of an

agreement on a set of clauses that need reform. These processes reached a total of 108 stakeholders of which 38 were men.

LANDnet's advocacy work has included radio talk shows, use of social media, posts on the LANDnet website and LANDwatch and community outreach. Through community outreach, LANDnet sensitized a total of 9,389. Of these, 6819 were women.

LANDnet engaged in budget advocacy contributing to CSBAG budget framework paper position papers on land governance and Human Rights. LANDnet furthermore contributed to the CSO position paper on the status of land sector implementation based on the Land Sector Joint Sector Review.

### Establishment of multi-stakeholder Platforms for policy dialogue

LANDnet in partnership with GIZ set up the Private Mailo Tenure Platform that has so far seen 100 participants. The aim is to

initiate a platform on private Mailo land as fora for exchange of ideas and information between key stakeholders.

LANDnet in partnership with Trocaire initiated the National Engagement Strategy. The National Engagement strategy, an international Land coalition's (ILC) implementation strategy in-country, is a framework for multi stakeholders inclusive and participatory planning, decision making, information sharing, influencing, within a long-term framework for future engagements and transformation on Land Matters. Startup activities saw the participation of 10 organizations and the Ministry of Lands, Housing and Urban Development. LANDnet was mandated to coordinate the establishment of the NES. A total of 25 participants participated in the startup discussions on the establishment of NES.



## 1.0 INTRODUCTION

LANDnet built its 2017 work on the achievements of 2016, with a mission of creating an enabling environment for effective participation of all stakeholders in the efficient use and management of Uganda's land resources for sustainable development. Through this, LANDnet aligned itself to existing global frameworks such as the Sustainable Development Goals (Agenda 2030), the Voluntary Guidelines on the Responsible governance of Tenure of Land, Forests and Fisheries (VGGT) and

Africa Framework & Guidelines on Land Policies in Africa. The achievement of the stated mission requires commitments within LANDnet along with dedicated support from External experts. LANDnet's approaches are participatory and results oriented, the stakeholder needs being the core of our business.

Central to our work is the awareness that Uganda committed to reporting progress on the implementation of the AU

Declaration on Land Issues and Challenges in Africa, localizing the Agenda 2030 and implementing the VGGTs all in line with Uganda's vision 2040 which requires the land sector to "make land reforms facilitate faster acquisition of land for planned urbanization, infrastructure development, and agricultural commercialization among other.

**As such we prioritise these issues:**

1. Promotion of gender Equality – By 2025, 30% of documented rights should be in the names of women.
2. Improving capacity to deliver sector wide reforms.
3. Influencing law reform processes
4. Fostering the development of multi-stakeholder platforms for engaging on policy reform and implementation.

**LANDnet's Vision, Mission and Strategic Goals**

**Vision**

Uganda's land and natural resources used productively, efficiently and sustainably for present and future generations.

**Mission**

Create an enabling environment for effective participation of all stakeholders in the efficient use and management of Uganda's land resources for sustainable development.

**Strategic Goals**

**Strategic Goal 1:** Enhance Capacity Development for Land Sector Actors

**Strategic Goal 2:** Influence policy and practice through Research

**Strategic Goal 3:** Influence Policy and Practice through Advocacy

**Strategic Goal 4:** Enhance Democratic Governance and Accountability

LANDnet is focused on innovation. It

understands that the land sector in Uganda suffers from lack of the requisite skills necessary for the implementation of its reformed legal and policy frameworks. Working with the responsible Government departments and civil society organizations within the land sector through catalytic interventions will enable the incremental implementation of the National Land Policy, the Land Act, the Rangelands Management Policy, the Oil and gas policies and laws among others. LANDnet offers solutions to real problems faced by the Land Sector in a participatory manner that ensures knowledge and skills transfer for sustainability.

As such, LANDnet is about building on joint initiatives with partners and collaborators. LANDnet is not about duplicating the efforts of other organisations working on land governance in Uganda. Rather, LANDnet complements their efforts towards people centered land governance. If effectively done, this can lead to improved land

policies, land information systems and land governance and subsequently improved conditions and sustainable development opportunities for all, especially for vulnerable groups and those living in poverty in Uganda.



## 2.0. PROGRAMME ACTIVITIES ACCOMPLISHED

The annual report 2017 highlights LANDnet's results/ achievements from the program interventions which are in line with the organisation strategic goals.

### 2:1 CAPACITY DEVELOPMENT:

Capacity development at LANDnet aims to support and enhance a locally driven process of learning by leaders, coalitions

and other agents of change in the land sector and related sectors that brings about changes in socio-political, policy and legal, as well as institutional factors to enhance stakeholder ownership of processes and the effective & efficient use and management of Uganda's land resources.

## **2.1.1: Enhanced Capacity of Land Sector Actors.**

### **2.1.1.1 The Applied Land Governance Course 2016- 2022- Kenya, Rwanda, Tanzania, Uganda and Zambia.**

The course that drew 25 participants from 5 countries commenced in Gavle Sweden 9-30 September 2017. The training program aims to facilitate improvements in land governance at country level through building trust among land sector actors in-country. How and what to improve have been elaborated and discussed within each of the country teams, consisting of a mix of representatives from CSOs, NGOs, private companies, national as well as local government on land. The discussions have initiated country driven initiatives for changes on how to enhance women's and vulnerable people's land rights in a participatory and transparent manner through property formation.

The Participants are at the stage of implementing change projects that are

aimed at improving cooperation between the various stakeholders.

### **2.1.1.2 Capacity of non-state actors to respond to women's land rights issues:**

The non-state actors such as the religious leaders, traditional leaders, council of elders, clan heads, women advocate, the male champion's and the women land rights movement members. These actors play a very important role in advocating for change in access, control and ownership of property rights by women. These actors were trained in the districts of Moroto, Gulu and Kampala.

A total of 32 Women's land rights activists received training in gender analysis of legal and policy frameworks as well as on developing appropriate tools for community awareness raising on succession and inheritance with a gender lens. This training resulted in increased activism on the amendment of the Succession Act which will be tabled in 2018.



Mr. Alex Matovu, Partner at Signum Advocates training members of the Women Land Rights Movement on Succession and the law.

A total of 239 community women’s land rights champions were trained. 143 of all trained forming 60% of those trained were women. The training aimed at enhancing response capacity of community leaders on the protection of women’s rights to land and women’s economic empowerment. The trained leaders will work in groups of

10 per parish playing the role of community facilitators and educators, as well as first contact people where community disputes arise. Their capacity in legal referral systems was enhanced to enable them facilitate community members on the best place to file a complaint.

**TABLE 1: SHOWING THE SUMMARY OF THE TRAINED ACTORS:**

DISTRICT	TRAINED ACTOR	NO OF FEMALE	NO OF MALE
Gulu and Moroto	Women Advocates	30	35
	Male champions	30	38
	Traditional leaders	83	23
Total		143	96

### **2.1.1.3 Developing a Guide to Peaceful co-existence on Private Mailo land – A Private Mailo Handbook**

The Private Mailo Tenure Handbook provides hands on tools for all stakeholders engaging in tenure security on Private Mailo enabling them to amicably resolve the Mailo tenure impasse through improved documentation of land rights on Mailo tenure and resolving emerging conflicts. The Private Mailo Handbook contains the practical steps that land administrators need to undertake and the instructions on how particular functions should be delivered, the roles of the tenants and landlords in these processes, their rights and obligations.

This Private Mailo Handbook consolidates all the information in one manual, making it easy for reference, but also in a language easily understood by the land administrators at a lower level, the communities who need the information and

the rights seeking public. The Handbook is designed in a manner beneficial to an array of stakeholders in particular, the landlords, the tenants, the local council officials, the local land administrators, the sub county chiefs and land officers working in Mailo areas.

The Handbook is produced in English and Luganda, the predominant languages in Mailo Tenure areas.

### **2.1.1.4 Developing a Training of Trainers Guide for the Private Mailo Handbook.**

The Training of Trainers guide is designed to support trainers who will be using the Mailo Tenure Handbook to translate it into simpler modules for use at different level training and for different audiences. The Training guide emphasized that a model of training selected should convey three aspects of learning i.e. knowledge, skills and change in attitude. Whereas

specifically developed for Mailo Tenure, it is robust enough tool to guide trainers and develop trainers the land sector.

#### **2.1.1.5 Training of Trainers on Land Administration**

With the support of GIZ, LANDnet together with the School of Built Environment Makerere University, undertook a training of trainers for 25 land professionals in land administration. The trainees were drawn from the Ministry of Lands, Housing and Urban Development, the District Land Offices as well as the Ministry Zonal Offices. This was in a bid to create a pool of trainers that would consequently undertake district level training.

#### **2.1.1.6 Training for Area Land committees and district Land Boards**

With the support of GIZ, LANDnet together with the School of Built Environment Makerere University, undertook training of decentralized land administration structures on their roles and responsibilities in the administration of land. The training

was implemented in Soroti and Katakwi Districts of Eastern Uganda. A total of 50 land professionals were trained. This model will be replicated in Mityana and Mubende in 2018.

#### **2.1.2 LANDnet's Young Professionals program.**

The program aims at mentoring young professionals who have interest in developing a specialty in land governance. After a period of internship, the interns may choose to take up employment with LANDnet or progress to other institutions working on Land Governance.

##### **2.1.2.1 LANDnet's Internship Program**

a) LANDnet received one (1) intern from the faculty of law, Uganda Christian University, Mukono (UCU)



### **MY STAY AT LANDnet: BY BETHEL KISAARWOT.**

My stay at LANDnet began on the 3rd of June 2017 as an intern. All present were hospitable and I was given the basics like the profile to read and know more about LANDnet being the first day which was concluded with an orientation given by Achan Agnes around the office and finally by Esther Obaikol about how things go about and are to be done with expectations.

Working with LANDnet has been a great journey with lots of wonderful experiences and key lessons learnt therein in all aspects of life be it work related, social orientation and etiquette, saving culture, computer literacy, administrative work among others including learning how to use a printer and photocopying machine. And these have clearly helped me in many ways including exposure to different people in the legal field at large most especially during the baseline survey project.

Among the things I was privileged to learn from LANDnet include; computer literacy thanks to Martin Mugaba the IT consultant. Administrative work for example during the field work in Gulu while paying community awareness facilitators, buying fuel, stationery and sodas. Writing formal emails, making reports, taking down minutes, doing research work among others.

Working at LANDnet has been a smooth journey which implies that the challenges faced while there are very minimal. These include unavailability of key stakeholders during the baseline survey exercise, delayed procedure of the NGO registration process to mention but a few.

My experience with LANDnet has been an easy one because all the employees there are friendly, hardworking, flexible and understanding making my stay and work progress easy and interesting.

In conclusion, it has been a blessing working with LANDnet Uganda and hope to get another opportunity some other time. May God bless all that LANDnet gets involved in including the employees as a whole since they are the ones that make LANDnet what it is now. Thank you again for the opportunity and God bless you all.

b) LANDnet Supported to research interns from Utrecht University pursuing Master of Science in Sustainable Development (International Development Track).

The researchers focused on Large-scale land investment in Uganda: “The impact and perspectives of four FDI’s in the agricultural sector in Uganda.” Jimmy

Mulkens conducted her research on Sugar Corporation of Uganda Limited in Buikwe District and Vicky Kerckhoffs performed her research on Kakira Sugar limited which is located in Jinja district. Lisette Goes conducted research from Mubende district at the Kaweri Coffee Plantation while Chiel de Block focused his research on the New Forest Company also in Mubende district.



Chiel de Block, Lisette Goes and Jimmy Mulkens pose for a photograph with the Director Democracy, Governance, and Accountability Mr. Bob Anyuru at the LANDnet offices, shortly after their arrival. (Photo Credit: Joseph Muruye)

The report from the research interns shade light on the impact of large scale land acquisitions on local communities, as well as provided critical data on these investments which was utilized to inform global statistics through the Land Matrix Initiative.



### 2.1.2.2 Supporting Young Professionals at the work Place

In 2017, LANDnet took on an intern Rebecca Atayo as a fulltime staff working as its Networking and Partnerships officer. With mentorship support Rebecca can now represent LANDnet at international for a, presenting papers and holding discussions. She also leads LANDnet's work on the amendment of the Succession Act.

Joseph Muruye Wangusa joined LANDnet as the communications officer. He now confidently leads the development of the Uganda Land Observatory and work on large scale land acquisitions. He also takes charge of supervising journalists who generate information for the LANDnet website – [www.landnet.ug](http://www.landnet.ug)

### 2.2 RESEARCH:

Research at LANDnet aims to generate measurable and testable data that will gradually add to the accumulation of new



Rebecca in Karamoja carrying out an interview on women's Land Rights

knowledge on land governance in Uganda. Core to LANDnet's work is action research - a participatory, democratic process concerned with developing practical knowledge for purposes of increasing empowerment of Uganda's citizenry in responding to land governance challenges. Action research will seek to bring together action and reflection, theory and practice using participatory approaches. The process and results are aimed at finding practical solutions to identified land issues of pressing concern to people,

and more generally the social-economic advancement of individual persons and their communities.

### **2.2.1 Increasing the evidence base for advocacy through knowledge generation**

LANDnet believes that for advocacy to be effective, it must be based on research. In 2017 LANDnet undertook research to support advocacy towards the amendment of the Succession Act and the revisions to the Marriage and Divorce Bill 2017.

#### **2.2.1.1: Baseline Survey on the amendment of the Succession Act.**

With support from Trocaire, LANDnet conducted a baseline survey to establish the progress of development of the succession amendment Bill, an assessment of the status of succession and inheritance in Uganda was documented making use of the records in the office of the Administrator general, Law chambers and the Family Division of the High Court of Uganda. This process also enabled the understanding of the different the level of stakeholders' engagement in

developing the Succession (Amendment) Act.

This exercise enabled LANDnet identify more stakeholders and the key issues around succession and inheritance that need to be addressed through the succession amendment process.

#### **2.2.1.2 The Issues Paper for the amendment of the Succession Act**

With support from Trocaire, LANDnet developed an issues/position paper for the amendment of the Succession Act. The aim of the paper was to draw attention to key concerns around inheritance and succession warranting law review. The process involved research and consensus building among legal experts. It was submitted to the First Parliamentary counsel. Law Reform Commissions and the Administrator General's Office. The issues paper informed the drafting of the Successions (Amendment) Bill 2018.

### **2.2.1.3 The Drafting of the Succession (Amendment) Bill**

This process commenced in 2017 but will be completed early 2018. The consultative process that involved legal experts, government Departments and the Uganda women Parliamentarians Association (UWOPA) saw a total of 350 people consulted. The draft Bill will seek to bring gender equality into succession and inheritance in Uganda's legal framework. This process has been supported by Trocaire.

### **2.2.1.4: The Memorandum on the inclusion of Land and Property rights in the Marriage and Divorce Bill 2017.**

LANDnet developed prepared a memorandum on the Marriage Bill 2017 which was presented to the Uganda Law Reform Commission on the 18<sup>th</sup> of August 2017. This included an analysis on women's right to land and property under the Marriage Bill and the effect of the proposals to the most vulnerable women who are the majority in Uganda. The

Memorandum informed the improvement in the marriage bill particularly clauses on Land and property rights which were previously overlooked in the drafting process.

### **2.2.1.5 Private Mailo Tenure: The Legal Premise for the Development of a Handbook**

This study makes the case that Land administration is an important factor in the maintenance of community identity, i.e. sovereignty. The State has a residual duty to ensure that its land resources are not used in such a manner as to sabotage the public welfare. This more often than not is expressed in legislation to regulate land use and defend public interest. The quality of land rights is often enhanced and not eroded when account is taken of the overall goals and aspirations of the judicial principles, which create and protect them. Thus, Land rights are only as secure as the political and social context in which they are required, enjoyed and transacted. Land Administration is an important factor

in the constitution and enjoyment of property rights as it converts tenure regimes into resource management, challenges and strategies. The study highlights the significant achievements of law and policy on land administration in Uganda.

### **2.2.2 A functional Knowledge Management Platform**

LANDnet improved its website [www.landnet.ug](http://www.landnet.ug) as a knowledge sharing Platform. The website is easy to navigate. The website hosts the LANDwatch website <http://www.landnet.ug/landwatch/>, which is an information hub for current issues and land related news in Uganda. The LANDwatch website is used as an advocacy platform to reach the public.

#### **2.2.2.1 Modification of LANDnet's thematic publications to meet International Standards**

LANDnet Uganda has established itself as a key contributor in the land sector to the body of knowledge by emphasizing

research as a key component to the vitality of advocacy on land issues. Central to this is the publication of research based information materials that speak to key and emerging issues in the land sector. In a bid to ensure that LANDnet conforms to international publication standards, International Standard Book Numbers (ISBN's) were procured by the organizations and assigned to its publications, allowing intellectual property protection and instantaneous identification of the organizations publications on a national and international level. Two series of working papers are published by LANDnet. The Women's Land Rights working Paper Series, the Land Monitoring Series. These publications can be found at <http://www.landnet.ug/publications>

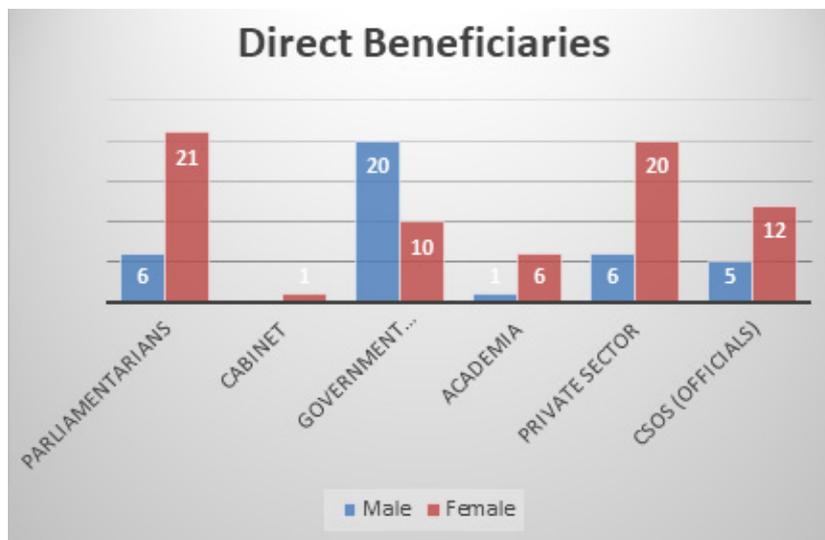
## 2.3. ADVOCACY

### 2.3.1: Increased Security of Tenure for Women.

#### 2.3.1.1 Enhancing Women's Land Rights through the reform of the Succession Law in Uganda

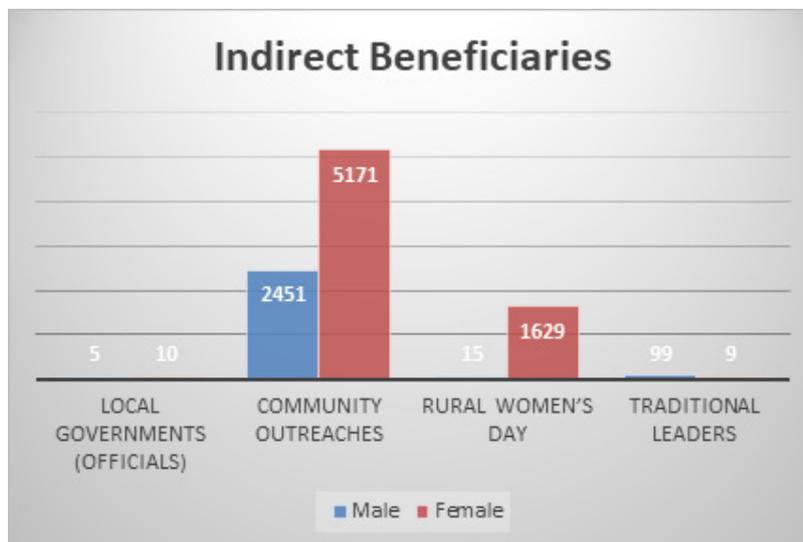
A total of 108 individuals directly benefited from LANDnet piloted program of Enhancing

Women's Land Rights through the reform of the Succession Law in Uganda with a total of 27 parliamentarians, 1 cabinet member, 30 government department officials, 7 academicians, 26 members of the private sector and 17 members of the civil society organizations benefiting from this program with the gender variance being 30 men and 70 women.



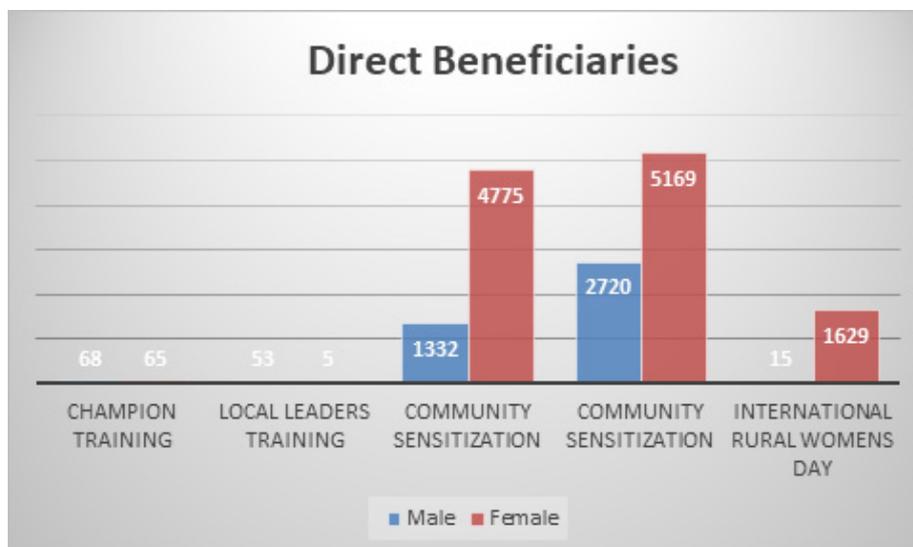
A total of 9,389 individuals indirectly benefited from the program to Enhance Women's Land Rights through the reform of the Succession Law in Uganda, with 15 local government officials, 7622 community members reached, 1644 women and men

partaking in rural women's day and 108 traditional leaders indirectly impacted by this program. The gender variance of those indirectly benefiting being 6819 women to 2570 men.



**2.3.1.2**

**Increasing Women's Economic Empowerment through Tenure Security in Uganda: Enhancing Women's Access, Control and Ownership of Land in Gulu and Moroto Districts.**



Under the UN-Women funded program of “Increasing Women’s Economic Empowerment through Tenure Security in Uganda: Enhancing Women’s Access, Control and Ownership of Land in Gulu and Moroto Districts,” the communities of Moroto and Gulu were targeted with a total number of direct being 15,771 individuals. Of these, 11,643 were women and 4,188 were men from 103 villages from across Moroto and Gulu. 10 radio talk show broadcasts were made reaching approximately 163,980 individuals.

### 2.3.2 Grassroots organizing

#### 2.3.2.1 Commemorating the International Rural Women’s Day

The International Rural Women’s Day is celebrated on the 15th of October every year to celebrate and recognize the rural women’s contribution and also urge governments to develop programmes that enhance women’s ability to increase production, access markets, and increase rural women’s participation in development

programs. The 2017 International Rural Women’s Day was celebrated under the theme **“Challenges and Opportunities in climate resilient agriculture for gender equality and empowerment of rural women and girls”**.

The rural women’s day celebrations is an innovation that LANDnet introduced the Women Land Rights Movement and Moroto District Leadership as a way to recognize the role of women in agriculture and ensuring food security. The day therefore provided the rural women of Moroto district a platform to raise the woman’s voice in tenure security and agriculture as a result of this Moroto district committed to celebrating this day every year and also to ensure that the rights of the rural woman are protected and also benefits from the government programs like Operation Wealth Creation. The Moroto celebrations were reported in the New Vision dated 24th October 2017 in order to create awareness of the day (rural women’s day). The celebration attracted over 400 rural women.



*Women champions preparing themselves to march the streets of Moroto town in celebration of the International Rural Women's Day (Photo Credit: Joseph Muruye).*

### **2.3.2.2 The Male champions in Gulu and Moroto**

A total of Thirty (60) male champions were identified and trained in Gulu and Moroto. 30 Champions were trained in each district in basic knowledge of gender norms and relations that promote women's property and land rights, skills required in handling human rights violations that may occur within their respective communities and enhance a better understanding among the participants of an effective referral

pathways in both the informal and formal access to justice mechanisms.

The Male champions are each expected to go and work with 10 men in their parishes, building a discipleship of Men4Gender equality on land and property rights.

### **2.3.2.3 Organizing of local leaders (traditional authorities, clan heads, opinion leaders, women leaders, and religious leaders and youth leaders) on women's rights to own land and other productive assets**

A total of 58 local leaders from the 3 project sub-counties in Moroto, were trained on women property rights and their role in production of food crops and cash crops. It is envisaged that this will promote inclusive participation of women in decision making at the local level and increase women's participation in local land governance.

### **2.3.3 Campaigns for Policy and Practice Change**

LANDnet with the support of Trocaire is spearheading the amendment of the succession Act. In order to achieve this, LANDnet has had to build alliances and undertake campaigns for this purpose.

#### **2.3.3.1 The LANDnet Website**

In 2017 LANDnet launched its website through which it intends to broaden its

advocacy work. LANDnet worked towards using crowd sourcing to promote its advocacy on topical issues, particularly identifying strong influencers who would be the message carriers. This for LANDnet is a cost effective approach that reaches thousands with key messages in a short span of time.

#### **2.3.3.2 The Use of ICT in campaigns for the amendment of the succession Act**

LANDnet has used social media to promote the issues of succession and inheritance, the most effective medium so far has been tweeter with the messages reaching parliamentarians in minutes. LANDnet will do more of this in 2018.

Testing the use of online petition through the [www.change.org](http://www.change.org) resulted in 140 sign ups and 200 further information requests. This generated interests and LANDnet will design new approaches in 2018 using the same methodology to increase the number of signatories that can be used to support the submission of a petition to Parliament

for the discussion of the Succession (Amendment) Act. This can be found at <http://www.landnet.ug/>

### **2.3.3.3 Radio Talk shows**

In order to enable an in-depth understanding of the Succession Act as well as facilitate mass awareness on its provisions, gaps and interventions, three one-hour talk shows were conducted on Radio Simba and these were held on 16th of June 2017, 27th of July and 23rd November 2017 from 7:00-8:00pm.

The sessions were facilitated by a representative from the Administrator General's Chambers, a member of FIDA Uganda and Uganda Law society. The radio talk shows have not only dealt with the gaps but have been an avenue for mass public sensitization on succession and inheritance issues and challenges. A call was made to public to appreciate the value of Will writing and the public views were that there is need for a law to protect the

most vulnerable especially widows and orphans. The public also appreciated the talk shows and called for more sessions in order to reduce on the unfair distribution of property steered by customary heirs and family/clan elders.

In order to increase the outreach of the sensitization programs, a total of Six (6) Radio Talk shows each lasting one hour were aired on local radio stations in the local languages.

### **2.3.3.4 News Paper Articles**

Ear Pieces run on the 5th April, 16th June and 27th July 2017 calling for the amendment of the Succession Law in order to protect women's land rights. They were published in both the New Vision and Daily Monitor Newspapers. It was also a reminder to legislators that the rights of women's rights to land were being affected by lack of an amended Succession Act. Sample of published Ear piece in the New Vision on 16th June 2017.

## 2.3.4. Alliance building

### 2.3.4.1 Strengthening collaboration with government departments for implementing land related Programs at LANDnet

#### ***a) Collaboration with the Ministry of Lands, Housing and Urban Development***

LANDnet signed a Memorandum of Understanding with the Ministry of Lands, Housing and Urban Development and one of the areas of engagement is urban development. LANDnet has developed the Urban Land Development Strategy that it will roll out implementation. The Strategy focuses on enhancing the participation of women in urban planning and decision making on public space and urban livelihood patterns.

#### ***b) Collaboration with the Ministry of Gender, Labour and social Development***

LANDnet signed a Memorandum of understanding with the Ministry of Gender, Labour and Social Development. This memorandum has seen Ministry to conduct

training for the women's Land Rights Movement on Gender Analysis of laws and policies. Through LANDnet's continuous engagement with the Ministry of Gender, Labour and Social Development, LANDnet was able to have an audience with the Minister of Gender, Labour and Social Development to present its case on the Succession Act amendment. LANDnet was included in the roundtable meetings of women oriented non-governmental organizations held monthly at the Ministry and chaired by the Minister.

#### ***c) Membership to the Justice, Law and Order Sector (JLOS) land justice cluster.***

LANDnet is a member of the land cluster under the Justice Law and order sector. This cluster supports program implementation and identifies critical issues and areas that require attention. Through this LANDnet is ably pushing for the inclusion of the Succession amendment into the 2018-2017 financial year budget.

#### **2.3.4.2 Strengthening Alliances for the Amendment of the Succession Act**

##### **a) *Strengthening relationships with the Uganda Women parliamentarians.***

The Uganda Parliamentary Women's Association (UWOPA) a parliament caucus comprising of all women members of parliament but open to male members as associates or honorary members is an Association established with the aim of engendering the legislative process proceeding under Articles 31(2) and 247. Through engagement with UWOPA, many of the members of parliament requested for training on issues of succession and inheritance to enable them understand and ably table and discuss the bill in parliament. A total of 25 Parliamentarians as well staff from the UWOPA secretariat were trained. As a result of is, LANDnet was able to get the commitment from the UWOPA that it would second a Mover of the Succession (Amendment) Bill and also members of the round table. They pledged to influence support of 2/3 of the parliament to support the passing of the Bill in 2018.

As the mover of the motion along with the seconders of the motion members of UWOPA took upon itself to undertake stakeholder meetings in their constituencies to garner support towards the passing of the Bill.

##### **b) *Cementing relations with relevant departments of Government.***

In order to strengthen relationships with government departments relevant for the passing of the Succession (Amendment) Bill, consultative meetings were held with the meeting was attended by representatives from the Administrator General's Chambers, First Parliamentary Council, Uganda Law Reform Commission, Ministry of Gender, Labour and Social Development, Uganda Law Society, The Justice Law and Order Secretariat and civil society. Through confidence building, the government departments outlines the roles LANDnet should play in this process as

- i. Convene Quarterly meetings with the women Parliamentarians in preparation of moving a motion in Parlia-

- ment for tabling the Bill
- ii. Carry out advocacy meetings with the legal committee of Parliament so that the bill is a priority.
  - iii. Hold advocacy meetings with the members of parliament.
  - iv. Development of policy briefs on specific issues.
  - v. Organize media coverage of the bill.

As a result of these engagements, a core group of actors was established on 13th June 2017 comprising Uganda Women Parliamentary Association (UWOPA), Law and Advocacy for Women in Uganda (LAW-Uganda), FIDA Uganda, UCOBAC, Administrator Generals Office Uganda Women Parliamentarians (UWOPA), Justice Centers Uganda (JCU), Uganda Law Society (ULS) and VEDCO. The purpose of the core group was to fast-track the passing of the Succession (Amendment) Act.

These efforts resulted into the Office of the Administrator setting up a committee to ensure that the five laws governing the administration of estates are amended. These include:

- ✓ Administration of Estates of Persons of Unsound Minds Act (Cap 155)
- ✓ The Administrator General's Act Cap 157
- ✓ Estates of Missing Persons (Management) Act 1973 Cap 159
- ✓ Probate Resealing Act Cap 160
- ✓ The Succession Act (Cap 162)



The Administrator General and Core Group at the Consultative meeting on the succession amendment Bill.

### ***C) Engaging the Private Sector***

LANDnet engaged the Legal fraternity particularly advocates of the High Court working with the administration of estates. The legal fraternity supported the refining of the issues paper and position paper on the succession Act. As the users of the court system in Uganda, representing the rights seeking public in succession and inheritance matters, Advocates of the High Court have the knowledge, experience and know-how to address complexities in the administration of estates and as such

provide workable solutions to complex problems. The convening of the Lawyer's expert's meeting enabled LANDnet put together well thought through and practical solutions to identified issues for the amendment of the Succession Act.

### ***d) The Women's Land Rights Movement's role enhanced in advocacy on the Succession Act Amendment.***

The advocacy work for the passing of the succession (Amendment) bill hinges on the role of the Women's Land Rights Movement. A team of 25 people was trained in gender analysis and continuously held

strategic meetings aimed at taking forward the recommendations. The Women's Land rights Movement was at the centre of media advocacy for the amendment of the Succession Act.

#### **2.3.4.3 Strengthening Alliances for interventions on Mailo Land**

With the support of GIZ, LANDnet established the Private Mailo Tenure Platform as forum for the exchange of ideas and information among key land sector stakeholders. The three dialogues organized attracted a wide range of participation from the donor community, Parliamentarians from the Mailo tenure areas, local governments, Government departments, civil society, the Academia and a representation of Land Lords and tenants from the grassroots.

The success realized in these meetings have resulted in the demand for localizing the dialogues at district level. In 2018 District Mailo Tenure Platforms will be held in Mityana and Mubende districts in central Uganda, where Mailo tenure is the

dominant tenure.

#### **2.3.5 The Uganda Land Observatory**

##### **The national land observatory**

<http://www.landnet.ug/landwatch/category/landobservatory/> is a multi-stakeholder platform that is being established in Uganda that will be involve extensive research on large scale land based transactions with the aim of fostering transparency and accountability in the lands sector. This platform is constituted of a multi-stakeholder platform that utilizes data collected through this platform to enhance collective decision making on aspects affecting the land and investment, as well as present a unified voice on key issues needing reform.

In 2017, LANDnet staff underwent training by the Land Matrix <http://www.landmatrix.org/en/> to provide leadership in the establishment of the national land observatory in Uganda which will be only the fourth national land observatory in Africa. Data collection and reporting will commence in 2018



## 3.0. INSTITUTIONAL STRENGTHENING

LANDnet's vision and mission is ambitious given that it is a young organization. For it to achieve the set goals and targets, it is important that it focuses its attention on institutional strengthening, ensuring that efficient and effective systems are in place that can be sustained over a long period of time. LANDnet's approach to work, particularly leveraging on the strengths of its partners and collaborators combined with external expertise is critical to the

achievement of its strategic goals.

### 3.1 LANDnet Governance Structure

LANDnet's governance structures were fully operationalized in the year. Two Board Meetings were held in 2017 and 4 Management Committee meetings were held. These enabled the delivery of the annual workplan and budget as well as provide strategic direction to LANDnet's programming. The high profile of LANDnet

Board members has enabled LANDnet gain trust and improve its collaborative arrangements with government departments.

### 3.2 Program Management

LANDnet's actions require a strong institution with good governance arrangements so that delivery can be well designed, directed and monitored. At the same time, LANDnet needs proper staffing as executing its strategy requires multi-disciplinary expertise within its team.

#### 3.2.1 Development of the LANDnet's Strategy M&E Framework

LANDnet Recruited a consultant to develop its M&E framework that will enable it to regularly track progress against milestones set out in its log frame for outputs and outcomes and 5year annual work plan. Furthermore, it involved designing a methodology for assessing impact (both positive and negative) and value added on investments that LANDnet would like

to claim to have had some influence in realizing. The M&E system also included a component for evaluative studies that assess impact of LANDnet's work.

#### The following were delivered as part of this assignment:

- ✓ Monitoring and Evaluation Framework and Implementation Plan
- ✓ Theory of Change, Log frame
- ✓ Results Framework
- ✓ Performance Monitoring Plan
- ✓ Risk Management Plan.
- ✓ Materials for staff training on M&E

#### 3.2.2 Recruitment of a Programs Director

LANDnet recruited a Director in charge of Programs Ms. Berna Bakkidde. The Programs director is a lawyer with expertise in access to justice. This role is in charge of planning, implementing and executing specific organizational goals or policies.

LANDnet's monitoring associated budgets, allocation of project resources and motivating and managing the programme's team members has greatly improved in the year. LANDnet's reporting to donors ensuring deadlines are met in a timely and efficient fashion was also greatly enhanced by the filling of this position.

### **3.2.3 Purchase of the PASTEL Financial Management Software**

Following the institutional review in 2016, LANDnet committed to improving its financial management systems. With the support for Trocaire, LANDnet was able to purchase the Pastel financial management Software that has improved its financial management.

LANDnet was further able to recruit a Finance Officer to enable the separation of duties within the Finance department. However, the Department faced a high staff turnover as two finance directors resigned

their portfolios in the same year.

Despite this, there was increased efficiency in funds utilization and management.

### **3.3 Progress in implementing LANDnet's strategy**

The LANDnet in its second year of implementation has achieved 20% progress in implementing its strategic Plan. Progress has been realized in each of its strategic goals. Most progress have been on women's land rights and capacity development.

LANDnet looks at commencing its work on customary tenure in 2018, increasing its research capacity and its work on accountability and governance.

#### **3.3.1 Recruitment of New Staff**

In order to improve its performance, LANDnet recruited five new Staff in the year.

- a) Programs Director Berna Bakkidde
- b) Communications Officer Joseph

MuruyeWangusa

- c) Finance Officer Vincent Hasahya,
- d) Front Desk Officer BeautriceAriokot
- e) Janitor Winston Byarugaba

### 3.3.2 Staff Capacity Building

#### 3.3.2.1. Training on Project Cycle Management

LANDnet staff were trained by a Management Development Consultant on the Project Management Cycle. The main focus of the training was to equip staff with skills to be able to develop projects and programs in line with the organization's strategic plan to deal with land issues. The Staff have since been able to:

- ✓ Master the project management cycle and translate that into their work.
- ✓ **Develop their strategic thinking in their day to day work** including developing a clear project vision/

purpose of the project, crafting meaningful objectives, defining the project scope and defining the deliverables the project will produce.

- ✓ **Test and develop their strategy ideas** including resource and financial planning
- ✓ **Map out their detailed implementation plans** with clear milestones including how to develop a quality assurance plan
- ✓ **Know what** results look like and how to report progress within the project organization chart

#### 3.3.2.2 Training in Financial Management

Staff were trained in financial management for non- financial managers. The training was enhanced by ongoing support to staff for a period of six months to ensure the transfer of skills and knowledge was achieved. The training enabled staff to -

- ✓ Understand the financial consequences of running an

institution

- ✓ Get to grips with accounting fundamentals
- ✓ Undertake effective cash management
- ✓ Prepare and use a financial budget as part of your planning
- ✓ Evaluate opportunities financially
- ✓ Understand and utilize procurement practices and procedures.

capacity development is Monitoring and Evaluation. LANDnet staff were trained on monitoring and evaluation to enable them track progress in the implementation of the Annual workplan and to write results oriented reports.

The Development partners of LANDnet - Trocaire, UN-women and GIZ further oriented the finance team in their financial management practices which greatly helped with compliance of donor financial reporting requirements.

### **3.3.2.3 Training on monitoring and evaluation**

LANDnet has as its strategic objective to build its staff capacity to better perform and deliver on their mandates in a sustainable manner. One of the areas identified for

## 4.0. FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2017

LANDnet experienced a steady increase in its budget that is matched by its staff capacity. 100% of its budget was donor funded. LANDnet therefore needs to diversify its income sources and build its endowment for sustainability.

<b>Code</b>	<b>Account</b>	<b>2017 UShs</b>
	<b>Income</b>	
3000	Grants	715,307,349
3100	Gain on Exchange	323,260
	<b>Total</b>	<b>715,630,609</b>
	<b>Expenditure</b>	
	Capital Expenditure	14,400,000
	Administrative /operational costs	95,821,140
4000	4000 (Hold meetings to Reconstitute the Core team .)	8,321,000
4005	Campaign strategy for passing of the succession Admendment act	12,290,000
4010	4010 (Hold harmonisation working meetings.)	12,675,000
4020	Baseline survey	7,000,000
4030	Meeting with Specialized Lawyers	8,910,000
4040	Prepare adraft succession admended bill taking into account emerging chan	11,280,000
4050	T rocaire T ravel and workshop	900,000
4055	WLRM	12,780,000
5000	Conduct awareness workshops for community leaders in Gulu and Moroto di	59,908,614
5020	Conduct legal awareness meetings for women on tenure security and WEE	10,927,186
5030	5030 (T rain a select number of women as champions	31,046,000
5040	5040 (Prepare policy briefs on women's rights	2,820,000
5080	Undertake training of local leaders	57,612,300
5155	Radio T alk Show	12,158,000
5156	Pubilications	1,000,000
	Personel Cost	106,168,596
5180	Rural women's Day	21,738,100
6500	Secondary Data Analysis	13,264,832
6501	Private Mailo Handbook Development	20,924,000
6503	Hold validation meeting	4,714,000
6505	Hold monthly mailo Land platform meetings	1,290,000
	Community Sensitisation	-
	Women Land Rights Conference	-
7000	Networking	1,430,000
7080	Capacity Building	42,982,000
7090	Advertisment Expenses	1,400,000
8102	Meeting Expenses	2,000,000
8110	Mini Kilimajaro	1,000,000
	<b>Total</b>	<b>576,760,768</b>
	<b>Surplus of Income Over Expenditure</b>	<b>138,869,842</b>



LANDnet Uganda  
Plot 213 Semwogerere Zone  
Mukalazi II Bukoto  
P.O. Box 14170, Kampala  
Email: [info@landnet.ug](mailto:info@landnet.ug)  
Tel No: +256-414-666703