



IMPROVING LAND GOVERNANCE FOR SHARED PROSPERITY AND INCLUSIVE GROWTH



ANNUAL REPORT
2016

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FROM THE CHAIR

The Road to Reform



....and so begins LANDnet's journey in 2016.

The Land sector in Uganda has consistently experienced growth with ever changing demands from both the state and the public. This is compounded by the evolving nature of land governance driven by macro-economic policies, the global pressures for land in the developing world and cutting edge technology changing the face of land administration through the application of fit for purpose approaches. Whereas all these innovations create opportunities for a solid sector able to move Uganda to a middle income country by 2040, the need for approaches and mechanisms to propel and catapult such innovations in an inclusive and participatory manner remain a quest for the land sector.

LANDnet is conceived and born to fill this void. It is a value network comprising a range of stakeholders acting together with the aim of having a significant effect on development outcomes from land governance initiatives. Central to LANDnet's work is to build and strengthen three kinds of relationships:

- a. Advocacy platforms to carry key messages and represent positions agreed to by non-state actors relating to land governance and associated sectors, carrying the key messages and

- taking action towards reform or actions that are agreed upon.
- b. Knowledge management and sharing platforms that will seek to generate new knowledge using participatory and inclusive approaches, package and share this new knowledge for policy influence and practice change in a manner that will be meaningful to the target groups of LANDnet's interventions. At the core of this is building the capacity of young professionals in the practice of different aspects of land governance.

Iti-stakeholder dialogues that aim at building consensus and raising a collective voice on key pertinent and emerging issues in land governance and the associated sectors in Uganda.

The emergence of LANDnet is not only much needed, it is necessary in bridging the capacity gap and knowledge gaps in 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.

Dr. Moses Musinguzi
BOD Chair

Executive Summary

LANDnet 2016 as the pioneering year of interventions commenced with great motivation and inspiration as staff came together for the first time from various backgrounds to forge a common way forward. With the Strategic Plan completed, efforts to launch operations and institutional reforms formed the premise of engagements in 2016. Key pillars of LANDnet's work in 2016 were:

1. Strengthening Partnerships
2. Leveraging internal capacity for LANDnet's flagship programs
3. Institutional Development.

Strengthening Partnerships

LANDnet as a value network thrives on strong and solid partnerships anchored on shared values and commitment to improving land governance in Uganda. To achieve this, LANDnet has identified and aligned itself with key priority partners to enable it achieve its goal.

- a. **Signing of Memoranda of Understanding with Key Government Departments.** among these are

No	PARTNER	AREAS OF COLLABORATION
1.	Ministry of Lands Housing and Urban Development Address	<ul style="list-style-type: none">• Understanding innovations in finding pathways for registration of Customary rights.• Supporting capacity development.• Addressing the urban issues.• Improving financing for the land sector.

2.	Ministry of Gender Labour and social Development	<ul style="list-style-type: none"> • Succession Amendment. • Reporting under CEDAW and the commission on the status of women (CSW) the status of women's land rights in Uganda. • Capacity Development on women's land rights. • Gender justice and equal opportunities for women in agriculture and land based investment.
3.	Uganda Women Parliamentary Association (UWOPA)	<ul style="list-style-type: none"> • Amendment of the Succession Act

b) **LANDnet Managed platforms**

Platform	Objective	Members
W o m e n ' s Land Rights M o v e m e n t (WLRM-U)	“To enhance and strengthen women's land rights for increased food security, agricultural productivity and economic development in Uganda.	Ministry of Gender, Labour and Social Development, Ministry of Agriculture Animal Industry and Fisheries, Justice, Law and Order Sector, Ministry of Justice, Ministry of Land, Housing and Urban Development, African Queens And Women Cultural Leaders Network (AQWCLN), Uganda Law Society, ActionAid International Uganda, LASPNET, CLEAR Uganda, BAHAI FAITH, UWONET, UCOBAC, NAWOU, FIDA U, LAW (U), Food Rights Alliance (FRA)

U g a n d a National Land Observatory	To undertake data collection, display and analysis to enhance accountability and transparency taking into account national context	CRED, Oxfam, ActionAid International Uganda, International Accountability Project, GLTN/UN- Habitat, SEATINI & ESAFF
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Leveraging internal Capacity for Landnet's Flagship Programs.

In 2016 LANDnet placed its efforts into developing two key portfolios of its strategy. Women's Land Rights and Capacity Development.

- a. Women Land Rights – A Women's Land Rights Strategy 2016 was developed to guide LANDnet's work on improving land governance through gender equality in Uganda. This strategy that is centred on multi stakeholder participation and grassroots women empowerment has registered key milestones in its first year of implementation with the revival of the Women's Land Rights Movement leading to the holding of the National Women's Land Rights Conference with 467 participants spanning grassroots women from across the country, civil society actors, academia, Parliamentarians and Government technocrats. The outcome was minimum demands for reforms on women's land rights over the next 5 years.
- b. Capacity Development – A five year Capacity Development program on Applied Land Governance for 5 African Countries – Kenya, Uganda, Tanzania, Rwanda and Zambia was developed together with Lantmateriet with funding from Sida. This program envisages strengthening collaboration and cooperation between state and non-state actors in implementing catalytic actions that will improve land governance particularly focusing on gender equality, transparency and accountability.

Institutional Development

LANDnet focused on systems development and strengthening. Central to this was undertaking an institutional and systems audit in a bid to identify loopholes and systems gap requiring strengthening. Resultant to this was the development of 11 comprehensive institutional policies and streamlining of the institutional structure at the onset of commencing operations for efficient, effective and sustainable institutional growth.

1.0. INTRODUCTION

LANDnet entered 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 to the AU; there are 3 land indicators in the New Agenda 2030 (SDGs) and; Uganda's vision 2040 in line with the VGGT require the land sector to *"make land reforms to 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. Supporting the Streamlining and development of a regulated and coordinated investment climate
4. Influencing the Increase in the Land sector budget
5. Fostering Stakeholder participation in development, implementation and monitoring of Land Policy

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.

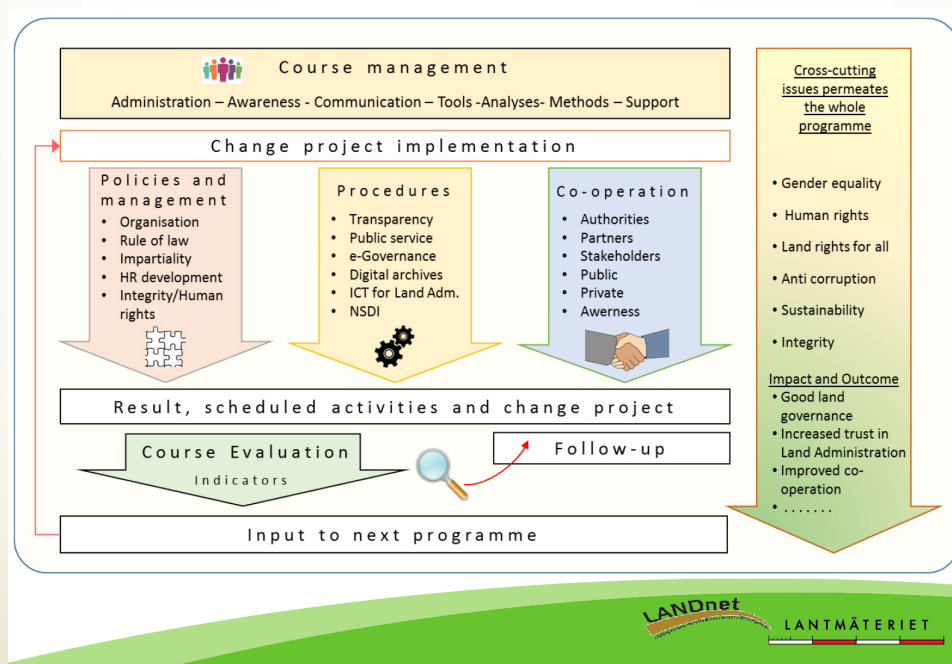
As such, LANDnet is about building on joint initiatives with partners and collaborators. LANDnet is not about duplicating the efforts of other organisations working on land governance in Uganda. Rather, LANDnet complements their efforts towards people centered land governance. If effectively done, this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

2.1 Capacity Development

Capacity Development 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 The Applied Land Governance Course 2016 – 2022 – Kenya, Rwanda, Tanzania, Uganda and Zambia.



The main purpose of the Applied Land Governance course is to strengthen the capacity of public institutions in their ability to effectively deliver services that would enhance people's, and in particular women's, land rights in a participatory and transparent manner. It is aimed at developing competence of participating strategic persons to carry out necessary reforms and organizational changes in the public land administration authorities. It is structured to create space for cooperation and partnership between different stakeholders with an aim of contributing to wider societal changes processes in the participating countries. 25 participants will be trained per year from 5 countries.

The Applied Land Governance Course integrates human rights based approach and gender equality perspective keeping focus on the poor and vulnerable groups in the society. This includes setting out the state responsibility to secure the respect of human rights, informing the public about their rights and to guarantee their options to take advantages of the rights, as well as ensuring that women's and men's rights, practical needs and strategic interests are taken into consideration. Both perspectives are essential to build capacity in the public institutions in order to formally approve and secure land tenure rights, irrespective of one's gender, ethnic and religious background, social status etc.

The Applied Land Governance Course is a Five year International Training Program (ITP) 2016 – 2022 financed by Sida. The training program is managed by Lantmäteriet and coordinated by LANDnet.

2.1.2 LANDnet's Young Professionals Program

The land sector in Uganda is lacking the necessary labour force to enable it effectively deliver on its mandate. This is not only in the Government sector. Civil society, the private sector as well as multi-lateral institutions lack a pool of professionals from who to draw the requisite skills for implementation of the much needed reforms. LANDnet looks to filling this void through its young professionals mentorship program. In 2016, LANDnet mentored 3 young professionals in the legal field. One of its mentees, Rebecca Atayo has since joined the LANDnet team as the Networking Officer.

Apprenticeship at LANDnet: By MARTHA KAMAKUNE NDURU



I joined LANDnet in 2016 having completed my LLB degree and at a stage when I was seeking to develop and understand my strengths and my passion for the law, especially as far as empowering those who do not know the law or their rights and thus linking them to such knowledge and power.

While at LANDnet I was exposed to the reality of the struggles that Ugandans, especially those upcountry face in trying to protect their

land and livelihood. I attended various workshops where among other things, the major problem solving techniques in overcoming such hurdles was through public interest litigation as well as sensitization of the public of these struggles such as land grabbing and the fight against compulsory acquisition of people's land before compensation is paid.

This exposure to the different dynamics in the struggle to uplifting such people has further built my desire in the work that I can do and therefore the role I should play in equipping people with the knowledge of the law which in turn will help them voice their needs and concerns whenever the need arises. Adding my voice to theirs is one way forward and I hope to build my contacts as I grow in my career so as to have the necessary influence to effect the change that is needed.

2.2. Research

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

2.2.1 Customary Tenure (Picture)

Constitutional land reforms in Uganda led to the emergence of a customary tenure regime the fuses customary norms and practices with statutory law. The resulting hybrid tenure makes use of localized land administration systems that are able to capture the nuances of customary norms and practices of a given locality or community as well as adhere to the rigors of statutory law. This publication made a case for:

- a. The design of the legal framework for the transmission of rights in a manner that ensures the flexibility and fluidity of customary tenure is maintained.
- b. The development of capacity for localized and decentralized land administration with inbuilt financial sustainability through appropriate costing and financing of land administration services.
- c. Implementation of security of tenure on customary land at scale through participatory processes that include all land users and stakeholders.

2.2.2 The Knowledge Learning Platforms

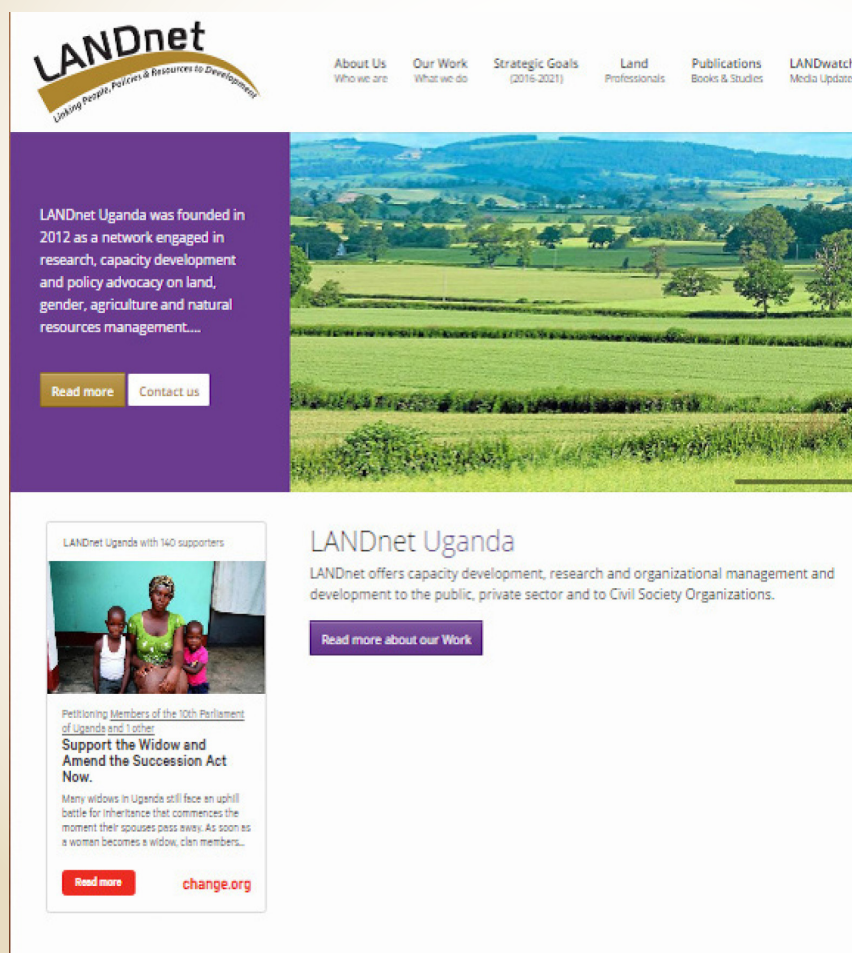
The Land Observatory Multi-stakeholder Platform

LANDnet will host the National Land Observatory, an open tool for collecting and visualising information about large-scale land acquisitions. The data represented **constantly evolves**, requiring a multi-stakeholder platform that generates, analyses and learns together in a bid to improve data quality. The multi-stakeholder platform for the National Land Observatory engages in continuous debate and involves of a wide array of partners in its set up and maintenance. As a tool, the land observatory will be used by potential investors, government entities, activists and

the wider international audience for research and analysis, management and policy formulation. It will further raise the country profile by increasing transparency in land governance. The Land Observatory will be launched in November 2017.

LANDnet Website

The LANDnet website provides a concise information break down of the organization,



it's thematic areas of operation, strategic goals, as well as a gateway into another portal aptly titled LANDwatch. This website was developed in line with the communication strategy to increase on the visibility of LANDnet while providing a platform. This website was developed with the average internet viewer in mind, this translated into a user friendly and dynamic website that is easily maneuverable.

The home page of the LANDnet website contains 6 categories of web pages, About Us,

Our Work, Land, Publications and Landwatch.. these webpages all contain easily accessible, identifiable and understandable information, giving the website the added benefit and appeal of simplicity an aspect that is attested by the ever increasing number of viewers on the website.

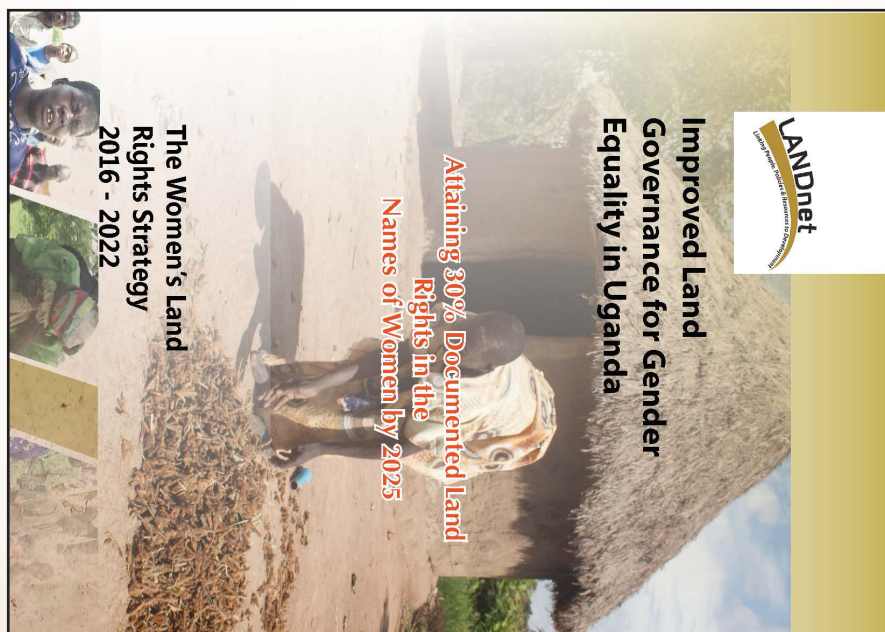
The LANDnet website has been exceedingly effective as a communication tool, primarily because of its interactive nature. This website is constantly updated with new and relevant information that falls under the thematic areas of operation of LANDnet.

The website has provided visibility for projects and campaigns run by LANDnet, one such campaign was the Succession Act media campaign saw the development of an online petition due to the interactiveness of the website, the online petition was posted on the LANDnet website and increased the reach of the petition to the various stakeholders and allowed them to participate in this activity while giving positive attention to the organization. This website simultaneously achieved two key objectives of a communication tool, visibility and stakeholder participation further demonstrating its significance.

2.3. Advocacy

To LANDnet, advocacy is an organised and sustained campaign to get the interest of the marginalised people represented and addressed in public policy, attitudes or practices. It is a deliberate, systematic and organised way of influencing effective implementation of existing land governance policies, change them or formulate alternative policies in favour of targeted area/group/issue. Our goal in advocacy is to challenge the powerful in favour of the deprived and disadvantaged ones.

2.3.1 LANDnet's Women's Land Rights Strategy 2016 - 2022



In 2016 LANDnet developed its Women's Land Rights Strategy that will guide its interventions for the next five years. LANDnet recognizes that land is a cultural issue in Uganda and there

is cultural diversity in gender relations and property rights. Approaches for strengthening women's land rights must be tailored to local circumstances and not just replicated from one place to another.

LANDnet's value proposition is to go beyond the rhetoric of gender mainstreaming and develop together with its stakeholders the gender footprint that marks how within the land sector there is progressive reduction in gender inequality both in the function of land governance and in the practice of tenure security.

LANDnet believes that change for women will come from women themselves. Building new knowledge on what practices are best to strengthen women's land rights is critical. Up to now what we know is more of theory than practice. Beyond being made more aware of their land rights, women must be invited to participate in collecting and analyzing data and sharing information about their own experiences and needs. These provide the women with a better basis for getting organized and collectively act on new knowledge acquired. LANDnet believes that this will best work through the strengthening of multi stakeholder platforms with best practices and lessons to inform next steps and develop programs at local and national level in a manner that reflects the needs of women.

2.3.2 Advocacy Platforms

The Women's Land Rights Movement – *A multistakeholder platform bringing together 3 key government departments, grassroots women, civil Society Organizations and the Academia.*

Secure rights to land for women is not the norm, neither is it the norm for women to participate in governance or in public matters in cultural Uganda; thus for women's rights to be secure, and for their voices to be heard in decisions that have an impact on their lives, both women and men must change how they view women's rights, roles and responsibilities with regard to land and resources. As women get organized, their voices are expected to become more coherent

and inspiring to a wider audience, hence the need to capture and share them widely to influence more stakeholders and the general public in favour of their cause.

The Women's Land Rights Movement is a platform that is spearheading increased awareness of and debate on women's land rights in Uganda. Increased awareness levels are expected to result into fundamental cognitive, behavioral, cultural and social transformations in the medium and long term towards greater tenure security for women.

2016 saw the reconstitution of the Women's Land Rights Movement with over 23 institutions engaging together and defining the roadmap for engagement over a five year period. LANDnet as the convenor hosted monthly meetings within its premises that enabled planning and joint implementation of key activities in the year, central among which was the 2nd Women's Land Rights Conference, reforming the succession law and the Kilimanjaro Initiative.

2.3.3 Reforming the Succession Law

In 2007, the Constitutional Court nullified these sections as being unconstitutional¹. The outcome of the Constitutional Court's declaration has served the purpose of rendering the blatant discriminatory provisions in the Succession Act redundant. However, the ripple effect has been to create ambiguity especially among the institutions that handle succession and administration.

Discussions and preliminary work to reform the succession Act have been undertaken with the participation of the Uganda Law Reform Commission, The Administrator General's Office, Justice Law and Order Sector, Uganda Women Parliamentarians Association and a select number of Civil Society actors including, Uganda Law Society, Law and Advocacy Uganda, FIDA, UCOBAC and LANDnet. Agreements were reached that a single bill be tabled through consolidated work under the Law Reform Commission, However these processes stalled over the last three years.

¹ *Law and Advocacy for women in Uganda Vs. The Attorney General - Constitutional Petition 05 of 2007*

In 2016, LANDnet together with the Uganda Women Parliamentarians Association (UWOPA) convened key policy makers including members of parliament, the Uganda Law Reform Commission, the First Parliamentary Council, the Justice, Law and Order Sector, the Ministry of Lands, Housing and Urban Development, The Ministry of Gender, Labour and social Development, key civil society organizations and development partners to fast track the amendment of the Succession Act towards gender equality. A campaign strategy has been prepared to follow through the passing of the Succession (Amendment) Act by the 11th Parliament of Uganda.

2.3.4 The Kilimanjaro Initiative – Joining in the Women’s struggle for land rights!



The Mini-Kilimanjaro event at Moru Apesur – soroti.

In their effort to achieve gender equality, women from different countries convened in Arusha to explore ways in which rural women assemblies can be used to advance the course of women's land and natural resource rights and how to strengthen their movement and voice in regard to land ownership thus the Kilimanjaro initiative, a symbol within the Women's movement for the struggle for gender equality. LANDnet in partnership with Action Aid and Trocaire hosted three mini Kilimanjaro events in soroti, Kapchorwa and Gulu. Two grassroots women from LANDnet's constituents joined the Kilimanjaro events in Arusha.

The Kilimanjaro initiative affords rural women space to engage with and seek accountability from decision makers at national and continental level, with a view to securing fundamental, irreversible shift and commitments on women's land property rights. The Kilimanjaro event gave focus and sense of unity to a wide range of activities, led by grassroots women themselves, aimed at advancing women's land and property rights and socially and ecologically sound production.

This should be part of a hoped for wider 'Our Land, Our Lives' land campaign and be a specific mobilisation of rural women to assert their rights to land and push for a fundamental and irreversible shift in the currently still marginalised position of women's land and property rights.

In the Assembly women shared their experiences, hear from activists from across Africa and other parts of the world and come up with a women's declaration on women's land and natural resource rights. The declaration addressed how women care for and ensure truly equitable rights to and effective use of our natural resources that humanity depends on for food and so much more. The writing of the declaration was accompanied by development of plans of how women acting in solidarity can ensure its full implementation.

The Outcomes of the Kilimanjaro initiative have been taken into consideration in the Women's Land Rights minimum demands and road map to 2022.

2.3.5 The Women's Land Rights Conference



467 participants at the 2n National Women's Land rights Conference 7-9 December 2016. –Kampala -Uganda

Over the past five years organizations working on women's land rights in Uganda made an effort to work in a coordinated manner to influence laws and policies with recognizable degrees of success. The concerted effort geared towards raising a common voice yielded results in the policy and legal spaces in Uganda.

Whereas achievement in policy and law were registered, there was a recognition that for women to realize their rights in practice, there was a need to work towards the implementation of the various international and national instruments governing women's rights to land. The 2nd National Land Conference was therefore conceived as a next step to forge a way forward on the work on women's land rights in Uganda, bridging the rural- urban divide among the women, the elite –ordinary women divide and thus providing an avenue for the women to share their experiences, challenges and will enable women to have a common voice on their land rights issues.

The minimum demands will form the advocacy campaign of the WLRM-U for the following 5 years. Emphasis was placed on practice change to enable women realize not only their rights to land but economic and political empowerment.

The conference was structured around the following thematic areas;

- ◆ Women in land administration
- ◆ Access to Justice for women
- ◆ Women's land, Housing and property rights
- ◆ Women, Agricultural productivity, access to markets and Food Security
- ◆ Women's land Rights, local governance and politics
- ◆ Women's rights in the commoditization and privatization of land

2.3.6 The Gender Strategy for the implementation of the National Land Policy

The National Land Policy laments fact that women generally unable to own or inherit land due to restrictive practices under customary land tenure. In general, customary practices in some areas of the country continue to override statutory law in recognition and enforcement of women's land rights. Attempts to redress this situation by outlawing discriminatory cultures, customs and practices in land ownership, occupation and use, and requiring spousal consent

to transactions have not been effective due to failure in implementation and enforcement. The glaring gap between formal land rights/dejure land rights and substantive land rights/defacto land rights. The National Land Policy also points out the gender disparities in access to, use of and control over land and associated resources. The gender structure of land rights in Uganda varies across the country but is highly unequal with women's rights being less secure than those of men, with major consequences for women.

LANDnet was one of the organizations identified by the ministry of Lands, Housing and Urban Development as a key stakeholder and partner in the development and implementation of the Gender Strategy for the implementation of the National Land Policy. The Gender Strategy was completed in 2016 and institutions assigned various mandates.

LANDnet is committed to providing capacity-building and training on women's rights and gender mainstreaming to actors charged with implementing land policies, laws and programming. LANDnet will continue to advocate for the adoption of clear, transparent and participatory gender planning processes, in line with women's rights to participation and be held accountable for effectively mainstreaming into all programmes.

3.0. INSTITUTIONAL STRENGTHENING

3.1 The Board of Directors



LANDnet's inaugural BOD commenced business with a BOD training 1-2 December 2016 at Nile Resort Jinja. The BOD training was aimed at equipping the new team with the necessary tools and skills to enable them undertake their mandate. LANDnet's BOD is comprised of technical experts in various fields of land governance. They are drawn from LANDnet Partner institutions and provide strategic direction to institutional development and growth. The Work of the BOD is complemented by the Management Committee which meets on a monthly basis

and provides oversight on a more regular basis. The Inaugural BOD will serve an initial period of five years. Below is LANDnet's BOD.

	NAME	Designation	SPECIALTY/	email
1	Moses Musinguzi (PhD)	Chair	Land Governance – Capacity Development	musinguzim@hotmail.com
2	Paul Onapa	Treasurer	G e n d e r , communications	onapap@yahoo.com
3	Stella Laloyo Apecu	Secretary	Social mobilizing & Gender	s.a.laloyo@gu.ac.ug
4	Chris Charles Oyua	Member	O r g a n i z a t i o n a l Development	chris.oyua@gmail.com
5	Abbey Mushega	Member	Human Rights	mushega@rogers.com
6	Rose Gamwera	Member	Local Governance	rose.gamwera@ulga.org
7	Rachel OdoiMusoke	Member	Access to Justice	rodoi@hotmail.com
8	Joyce Asekenye	Member	Grassroots organizing	asekenyejoyce@yahoo.com
9	Esther Obaikol	Member	Land Governance	eobaikol@gmail.com
10	Agnes Acan Ayari	Ex Officio	Finance	agnesodia@gmail.com
11	Rebecca Atayo	Board Liaison		atayo@landnetuganda.org

3.2. Institutional Review

LANDnet Uganda implements its programmes with financial support from partners and through entering joint initiatives and collaborations partners who share the same a similar vision. In that regard, LANDnet Uganda manages partner grants received for purposes of implementing the programmes. It is therefore important that LANDnet understands how efficient and effective its systems are to enable it manage resources entrusted to it. In 2016, LANDnet Uganda sought

to put in place adequate systems that ensure proper management of funds, both in terms of satisfactory financial management and in terms of physical programme implementation. Part of this process necessitated LANDnet to undertake a comprehensive systems review.

The scope of the review covered:

a) Governance

- ◆ Functioning Board
- ◆ Operational by laws/constitution
- ◆ Written vision and mission statement
- ◆ Written values
- ◆ Written and valid strategic plans
- ◆ Functioning organization structure

b) Finance and Administration

- ◆ Accounting policies and procedures
- ◆ Payments
- ◆ Cash and bank
- ◆ Internal Audit
- ◆ External Audit
- ◆ Budgeting
- ◆ Reporting and monitoring
- ◆ Information systems
- ◆ Procurement
- ◆ Human Resource
- ◆ Fixed Assets and Inventory

c) ***Management***

- ◆ Operating plan
- ◆ Reporting
- ◆ Participatory and transparent Management
- ◆ Sustainability
- ◆ Communication

In general the main areas of Governance, Finance and Administration and Management at LANDnet Uganda were all found to have Moderate Risk. Therefore the overall risk rating of LANDnet Uganda is Moderate. No area was found to have significant risk; the area of functioning board was the only area found to have high risk; the areas of human resource, accounting policies and procedures, cash and bank, information systems, and reporting were found to have moderate risk. The rest of the areas had low risk.

3.3 Institutional Policies



In 2016, LANDnet focused on developing tools to guide its operations. These tools comprise practice manuals, institutional policies and procedures. To enable it ground its systems, LANDnet undertook staff trainings on each of the developed tools and assigned responsibility of oversight and reporting the progress of their implementation. LANDnet seeks to use these tools to strengthen its systems and develop an institutional culture that is solid and sustainable of over the long term. A total of 11 tools have been developed to support institutional growth.

FUND ACCOUNTABILITY STATEMENT FOR THE YEAR ENDED 31ST DECEMBER, 2016

	Amount (UGX)
INCOME	
Grants	100,270,740
Partner Funding for Women Land Rights Conference	163,275,000
Other Income	58,807,681
TOTAL INCOME	322,353,421
EXPENDITURE	
Community Sensitisation	15,528,100
Women Land Rights Conference	192,275,000
Networking	6,178,250
Meeting Expenses	33,280,500
Administrative Costs	59,439,934
Mini Kilimajaro	16,387,000
TOTAL EXPENDITURE	323,088,784
SURPLUS OF INCOME OVER EXPENDITURE	(735,363)

About LANDnet

