



**Land and
Equity Movement
in Uganda (LEMU)**

*We promote and defend our customary
land, our heritage, our pride, our identity*

LEMU Strategic Plan 2023 - 2026



After a community meeting organised by LEMU, residents of Opwateta parish in Pallisa district resolved to challenge Arab Contractors, an investor whose rock mining activities violated the community's rights through noise and air pollution, causing health hazards to infants and older people, and the destruction of houses in the surrounding villages. Photo credit: Alex Ssebukalu, LEMU, November 2022.

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Acronyms

AJWS - American Jewish World Service
 CCO - Certificate of Customary Ownership
 CBR - Centre for Basic Research
 CLA – Community Land Association
 CSO – Civil Society Organisation
 DLG – District Local Government
 FDI – Foreign Direct Investment
 FPIC - Free, Prior, Informed Consent
 GBV – Gender-based Violence
 GPS – Global Positioning System
 ICRW - International Centre for Research on Women
 IDLO - International Development Law Organisation
 IDRC - International Development Research Centre
 IIED - International Institute for Environment and Development
 ILC - International Land Coalition
 JLOS – Justice, Law and Order Sector
 LASPNET - Legal Aid Service Providers’ Network
 LEMU - The Land and Equity Movement in Uganda
 LIS - Land Information System
 MISR - Makerere Institute of Social Research
 MLHUD - Ministry of Lands, Housing and Urban Development
 MOU – Memorandum of Understanding
 NLC - National Land Coalition
 NULP - Northern Uganda Land Platform
 PPRR - Principles, Practices, Rights and Responsibilities
 RAI - Responsible Agricultural Investments
 RELAPU - Responsible Land policy in Uganda
 SDG – Sustainable Development Goal
 UWA – Uganda Wildlife Authority
 VGGTs - Voluntary Guidelines for the Governance of Tenure of Land, Fisheries and Forests

Introduction

This is LEMU's sixth strategic plan since its formation in 2003. These strategic plans have all together defined LEMU's work in the last 20 years (2003 to 2022), which focused on creating an understanding of customary land tenure and on advocating for its legal recognition and support.

As we celebrate LEMU's 20th anniversary, this 6th strategic plan continues to pursue LEMU's special interest in customary land tenure, but also begins a transition into other thematic areas, all related to the issue of land rights and the interaction between customary land tenure and the other three land tenure systems recognised by law in Uganda (mailo, leasehold and freehold).

In the last 20 years, LEMU's worked in the regions of Lango, Teso, Acholi, Karamoja, Bunyoro and West Nile. As it promoted customary land tenure rights in these regions, LEMU operated in partnership with traditional institutions to document customary land rules, worked with communal land owners to strengthen the management of their communal lands through communal land associations, and worked with like-minded civil society actors to advocate for the recognition of customary land tenure in the 2023 National Land Policy. It also supported customary land rights holders in the resolution of numerous land disputes, and increased public awareness about the importance of customary land rights among local communities and policy makers alike. LEMU also partnered with relevant government bodies such as the Ministry of Lands, Housing and Urban Development (MLHUD) and the Justice Law and Order sector (JLOS) to enhance the protection of customary land rights and improve land justice for the poor.

The intended audience for the present document are LEMU staff, the Boards of Directors and Advisors, donors, beneficiaries and relevant government institutions. It is anticipated that the plan will inform LEMU's operational work; its fundraising efforts; its communication work; monitoring, accountability and evaluation; and contribute to building new relationships.

Over the years, LEMU has been able to successfully undertake its activities thanks to the support of many stakeholders: local and national authorities, funding partners, local communities, interested and committed individuals, and other civil society organisations. All are very much thanked for their on-going support and we look forward to their continued cooperation as we set out to implement this new Strategic Plan.

Therese Auma O. Eilu, PhD
Executive Director

The 2023-2026 strategic plan at a glance

The 2023-2026 Strategic plan affirms LEMU's vision of "An empowered and flourishing society with securely held and productive land". As its mission, "LEMU supports vulnerable communities in Uganda to secure their land rights under customary tenure and to achieve sustainable and productive land use".

This Mission will be implemented, in the course of the next 4 years through 5 strategic objectives:

1. Support communities secure their land rights
2. Support communities to manage land conflicts
3. Change the perceptions of customary tenure as being relevant and productive
4. Promote sustainable and productive land use under customary tenure.
5. Build LEMU's capacity to achieve its mission and objectives

This reflects trends in the changing environment in which LEMU's work is situated (such as the rise of a land market, demographic trends resulting in land shortages and social differentiation caused by poverty, urbanisation and education, climate change evidenced in degraded natural resources and in more land being devoted to industries and other non-green purposes.

This strategic plan therefore encompasses several new initiatives, amongst which:

1. Tackling land issues beyond land protection.
2. Improving customary land administration/registration in sensitive contexts, rather than rejecting registration outright.
3. Targeting the youth as a key category in customary land management and use, besides the clan.
4. Adopting cultural approaches (the use of traditionally inherited values, practices and customs in land and environmental management) to guide LEMU'S work to address emerging challenges in different areas.
5. Engaging with different types of land markets and investments and exposing their consequences.
6. Begin working on climate change resilience in the context of customary tenure.
7. Documenting and publicising stories of land rights violations, success stories, and stories of change in communities.
8. Reviving LEMU's research agenda focusing on key issues related to customary land (See cross-cutting strategy 2 below for details)
9. Adopting the use of digital technology in programming, including the use of digital land mapping and increasing online visibility.
10. Creating avenues to reduce donor dependence.
11. Focusing on the new areas of the Land Act amendment (2023), as this will be the priority for government and donors in the coming years.

Part I: About LEMU and its strategy to date

1. LEMU's institutional profile

The Land and Equity Movement in Uganda (LEMU) is a national NGO mandated to contribute to the recognition and protection of land rights held under customary tenure in Uganda, at both local and national levels.

Based on grounded action and research since 2003, LEMU has effectively engaged various stakeholders (State, non-State and academia) in an attempt to reduce inequality where customary tenure prevails, to promote land rights and to prevent dispossession of the most vulnerable sections of society. LEMU thus aims at mobilising the collective power of the vulnerable sections of the population and empowering them to analyse their own situation and effectively engage with actors and factors that undermine their rights to land and other natural resources. One of LEMU's major achievements at the national level has been successful advocacy leading to the recognition of customary land tenure as equal in law to other land tenure regimes in Uganda.

LEMU comes uniquely placed as a single-issue organisation focused on customary-held land. Over the last 20 years, it has engaged with and partnered with clans/traditional institutions, State agencies in the land administration and land justice arena, and customary landowners to generate key areas of consensus around what customary land is, what it is not, security of tenure, and the impact of the land market. It has documented principles governing the management and redistribution of customary land and promoted the delineation of customary land using traditional boundary trees and GPS maps.

In the course of these 20 years, LEMU's work focused on the regions of Lango, Teso, Acholi and Karamoja where customary land tenure prevails. LEMU currently has four offices located in Kampala, Moroto, Soroti and Lira. These support LEMU's regional and national interventions. LEMU has also signed MOUs and developed working relationships with District Local Governments in the Northern, Eastern and Karamoja regions, where its current projects are being implemented. It also works closely at the national level with the Ministry of Lands, Housing and Urban Development (MLHUD).

In addition, LEMU has engaged other relevant stakeholders: it is a member of the International Land Coalition (ILC) and currently hosts the National Land Coalition (NLC), a platform that brings together all land actors in Uganda for collective advocacy, with the aim of promoting a people-centred approach to land governance. LEMU is also an active member of other national and regional networks, such as the Legal Aid Service Providers' Network (LASPNET) and the Northern Uganda Land Platform (NULP). Furthermore, LEMU participates in global land policy dialogues, having made presentations at the World Bank Land Conferences from 2015 to 2019.

Donor partners that have worked with LEMU from the time of its formation in 2003 include the Berkley Family Trust – UK, Namati Inc., Cordaid, the American Jewish World Service (AJWS), Trocaire (with financial support from USAID, UKAID and IrishAid), the International Centre for Research on Women (ICRW), the International Development Law Organisation (IDLO), the International Development Research Centre (IDRC), Dan ChurchAid, the International Land Coalition (ILC) and GIZ-Responsible Land policy in Uganda (RELAPU).

Finally, LEMU is fully registered as a Company Limited by Guarantee (registration number 60601) and has an operational permit valid until February 2027 (permit number 7424). LEMU is governed by a seven-member Board of Directors and a twelve-member International Advisory Board composed of land and development experts that guide its strategic interventions on the land question in Uganda, especially with regard to customary tenure.

Please visit our website at www.land-in-uganda to view our publications and information on our latest interventions.

2. The outgoing plan: achievements and challenges

Some of LEMU's key achievements under the outgoing strategic plan (2018-2022) have included the following:

- Promoting and implementing the demarcation and documentation of customary land rights using traditional boundary trees and fit-for-purpose technology, such as the GPS/ GIS applications to strengthen evidence of land rights, especially women's and community rights, in Lango, Teso and Karamoja.
- Strengthening communal land governance and formation of 27 Communal Land Associations (CLAs) in the Karamoja region.
- Reducing gender-based-violence (GBV) in relation to land by supporting community and traditional structures to adopt gender-responsive approaches to land conflict resolution.
- Strengthening strategic alliances at local, national and international levels, such as by having working MOUs with all Local Governments, by forging memberships with relevant National CSOs and with international strategic institutions, such as ILC
- Introducing the concept of "Responsible Investments" in the communities where there is an emergence of local and foreign investments. This intervention has strengthened the community's participation in claiming their rights and ensuring that investments are productive and responsible in the areas of Lango, Teso and Karamoja.

There have, however, also been constraints experienced in the course of implementation. One of the key weaknesses has been the funding deficits, especially in relation to finding the nexus between promoting customary land rights and sustainable land use, strengthening customary land institutions and furthering LEMU's research agenda. These deficits in the implementation of the outgoing strategic plan have been taken into account when defining new areas of intervention in this strategic plan.

3. From one strategic plan to the next.

The three major contextual trends that the previous plan responded to included (a) a rapid increase in the demand for land (including in areas where customary land prevailed), (b) a persistent misrepresentation of customary land tenure, especially in policy-influencing institutions, and (c) confusion and weaknesses in customary land management. The outgoing plan therefore focused on overcoming challenges such as misunderstanding and misrepresentation of this form of tenure, and the confusion arising from legal pluralism, highlighted by the competing and contradictory roles of customary land management structures and State institutions/laws.

These trends have continued and still provide a justification for the focus of this new strategic plan. The new plan however departs from the previous one as it strives to create new synergies and strategies by considering land from a more holistic perspective than has previously been the case. This plan thus draws on the close links that exist between land and other thematic areas, including the drivers of conflicts around land: these include investments in land and other market forces, the impact of climate change, gender and poverty issues, as well as the opportunities that can arise from secure land tenure (such as increasing productivity through sustainable land use practices). While the outgoing strategic plan mainly focused on protection of land rights, the new strategy also combines land rights protection work with promoting sustainable land use, where applicable.

Part II: Developing the new Strategic Plan

1. The development of the new strategy

Developing this strategic plan was both participatory and reflective. The process took place from August 2022 to April 2023. Participation mainly involved the LEMU staff and Board of Directors who implemented the outgoing plan, to reflect on its impact, areas of challenges, and any improvements that could be made in the coming period. The reflection process thus teased out the gap in the outgoing strategic plan vis-à-vis new challenges posed by the current context. The following activities specifically took place:

1. A series of 12 online meetings between and among the 18 members of LEMU staff from Kampala, Lira, Soroti and Moroto offices in October and November 2022.
2. Two physical meetings between the staff and a facilitator in Kampala in October 2022.
3. Stakeholder consultations during inception meetings for the IDRC-funded project on “Preventive Legal Empowerment in the context of land-based investments” with district and community leaders in Soroti, Pallisa, Amudat, Katakwi, Amuria, Kalaki, Kaberamaido, Moroto, Gulu, Amuru, Nwoya, Pader, Kitgum and Lamwo districts between August and December 2022.
4. One physical consultative meeting between the Board of Directors, the LEMU staff and the facilitator in December 2022 and April 2023.
5. An online consultation meeting with nine member organisations that manage the National Land Coalition at a steering committee meeting in December 2022.
6. Consultations during the training of community-investor dispute resolution committees in Dokolo and Amolatar districts in December 2022 and January 2023.

2. Key success factors

During the discussions and reflections to develop this strategy, three major factors were considered: what LEMU’s environment allows it to do; what LEMU wants to do and what LEMU can do. The intersection between these three factors were considered as informing the feasible strategies that can be successfully implemented.

Key success factors for this strategy are therefore those factors that are derived from what the environment allows LEMU to do (such as continued funding, or government laws and policies in favour of NGO operations in Uganda), what LEMU wants to achieve (as encapsulated in its mission statement) and what LEMU can do (such as its long expertise and experience in working on issues related to customary land tenure, or having the governance, staff and capacity to deliver on projects and activities).

For this strategic plan to succeed, LEMU’s management will therefore work towards ensuring that the following are in place:

- ▶ Comply with all legal and taxation requirements
- ▶ Continuously raise funds to implement the strategic plan and build strategic alliances
- ▶ Continue to research, document and publicise its work on customary land tenure to demonstrate its expertise and prove to be the lead organisation in its field
- ▶ Increase the visibility of its work by strengthening online communication
- ▶ Recruit, train and retain competent staff and board of directors
- ▶ Continuously monitoring the risks to the organisation and the achievement of its strategic development goals

Part III: The context

1. Contribution towards international and national frameworks and development agenda

As shown in the study of the national context presented below, this strategic plan recognises the need to take into account global processes, relevant frameworks and guidelines, including the sustainable development goals.

LEMU strives to make contributions to those global agenda that are most relevant to its work. Thus, given the increased demand for land for investments, facilitated by the Uganda Government's promotion of Foreign Direct Investment (FDI), there has been increased competition for land between (foreign) investors and local communities over land. In some cases, investments have violated the rights of local communities and even caused physical displacements. To reduce such negative effects, various international guidelines and frameworks have been developed (including the Voluntary Guidelines for the Governance of Land, Fisheries and Forests in national contexts (VGGTs) championed by FAO; and the Principles for Responsible Agricultural Investments (RAI) authored by the Committee for Food Security. To promote responsible investments in the context of customary land tenure, LEMU will therefore contribute towards the implementation of the VGGTs and the RAI principles.

This strategic plan will also contribute towards the implementation and achievement of five Sustainable Development Goals: Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 6), Reduced Inequality (SDG 10), Climate Action (SDG 13) and Peace, Justice and Strong Institutions (SDG 16).

At the national level, LEMU will focus on the implementation of relevant laws and policies, such as the Land Act, the National Land Policy, the Physical Planning Act, the National Development Plan 3/ Vision 2040. These contain provisions for natural resources management, the environment, climate change, land and water management, community mobilisation and mind-set change, as well as governance and security programmes under which the work on land justice falls.

2. The current context and its implications for LEMU

During the strategic plan development process, several factors were identified in LEMU's operational context, both within Uganda and internationally that influence or will influence its interventions in the coming period. The following section outlines these factors, the changes taking place and the implications for LEMU.

1. The rise of a land market. Everywhere LEMU intervenes, one notices the rise of a land market with regard to customary-held land, a trend that is to continue over the coming period. The consequences of this commodification include the emergence of land conflicts, growing landlessness, as well as increased investments on land as a business, the transfer of land from the poor to the rich, increased government involvement in land acquisition and more brokerage over land transactions, often accompanied by fraud. One however also notices increased resistance to these trends, depending on the power exercised by a particular investor or investors in a particular location. During the implementation of this strategic plan, LEMU will therefore develop information materials on the different types of land markets (such as local land markets involving small-scale transactions among community members versus large-scale sales where "outsiders" target to buy poor community members off their land) and conduct awareness raising on their implications for society. LEMU will provide (directly or through trained local actors, such as clans) legal support where violations occur. LEMU will also promote the renting of land, rather than its sale, and will integrate land use interventions into its land rights protection work, by promoting alternative sources of livelihoods and productive land use practices.

2. Demographic trends and divisive social factors. The rise in population in LEMU’s programme areas has posed challenges regarding land access and use, with land scarcity and landlessness observed in several locations. In addition, social changes in LEMU’s operational areas include an increase in land fragmentation and “individualisation”, an increase in gender-based violence over land issues, higher poverty levels, and more unemployment after loss of land. Youth, especially, are increasingly involved in selling land, rather than using it for productive purposes. This leads to protracted generational land conflicts between the youth and the elders, and to an increase in youth migration to urban centres, where they adopt alien cultures, and often become unemployed and poverty-stricken.

- In response to these factors, LEMU will intensify its work to strengthen dispute resolution mechanisms, and protect individual land rights as well as family/community lands. It will seek to influence policy, especially to guard against the conversion of customary land into a sellable commodity, and it will advocate to operationalise the National Land Policy, effectively putting customary tenure at par with other tenure systems. LEMU will also increase awareness on customary land rights, embrace land use issues alongside securing land rights by providing skills on raising the productivity of land and conducting financial literacy training for communities.
- In doing so, LEMU will embrace inclusive approaches for the protection of the land rights of vulnerable groups, including women, youth, and people living with a disability. LEMU will therefore include the youth and mainstream gender in all its interventions. This will entail the use of youth- friendly communication strategies (e.g. social media) and the promotion of sustainable land use practices and alternative land-based livelihoods among the youth. LEMU will also support an appreciation of traditional cultural norms and practices that stipulate how land is inherited and distributed among various categories of the population; it will sensitise youth to value their land rights and to embrace relevant positive cultural norms while adopting profitable land-sharing practices through the various existing wealth creation and youth-focused initiatives.

3. Cultural institutions and perceptions of customary tenure. Clans and other cultural institutions are currently facing challenges caused by poverty, the rise of market forces, State policies and social differentiation caused by poverty, urbanisation and education. Thus, clans with wealthier, schooled and politically connected leaders are stronger than clans with poorer and less educated leaders whose decisions on controlling land sales are often ignored. There is also “cultural degeneration” in the many cases where family and clan consent is ignored for the allocation, redistribution and sales of customary land. One also witnesses growing conflicts with church institutions over land boundaries and religious leaders’ interference with clans in land management. Further, customary tenure is continuing to be perceived by “outsiders” as abundant, inferior and archaic compared to other forms of tenure. It is also seen as denying women land rights, as ungoverned or even not owned, and difficult to sell.

- It is therefore expected that powerful individuals interested in taking land may frustrate LEMU’s interventions. LEMU will work with clans as the core institution that governs customary land and carefully work with cultural institutions to avoid the risk of promoting the agenda of wealthy individuals who scheme to access land through the clans. LEMU will also document and publicise success stories to showcase the positive attributes of customary land, such as protection of women’s land rights, its productivity, as well as progressive changes within customary tenure (e.g. allowing individual control over land which has been purchased by the individual, instead of the clan insisting to have control over it. Many clans are progressively controlling the sale and allocation of customary land which has been inherited while allowing the land which has been purchased to be controlled, an even resold by the individual such as for use in business ventures and getting credit from the bank). LEMU will thus draw from positive cultural practices to counter the current degeneration in the way customary land tenure is managed and used. LEMU will work towards ensuring that the role of family and clan, as governance units central to the management of customary land, are acknowledged and respected for all land transactions and allocations, both within families and clans and when dealing with outside actors such as government agents and investors.

4. Government policies. While allowing NGOs such as LEMU to operate, Government policies and laws also present obstacles. Thus, legislation regulating NGOs present a growing risk of discontinuation in case of non-compliance. With regard to land legislation (land laws, conservation laws, mineral laws, compliance regulations) challenges related to customary tenure, according to government, can be met through the one-way policy solution of conversion to other forms of tenure through registration. Government also favours the allocation of land to large-scale investors at the expense of poor small-holder farmers. This undermines cultural institutions in their land governance roles as conflicting State laws threaten flexible customs for the protection of land rights.

- In response, LEMU will identify potential discriminatory bills and resist them through policy advocacy, documentation and publicising cases of fraud where communities are tricked into giving up their land for “development” purposes. LEMU will also create awareness on contract agreements and support communities to enter into fair agreements with investors. Where necessary, this will involve regional parliamentary groups and the National Land Coalition or other national actors to influence policy.

5. Global trends. The scramble for arable land in Africa is reflected in Uganda, where the Acholi and Karamoja regions are especially targeted, given their perceived land abundance and the predominance of customary tenure. Land is then increasingly turned into a commodity and a key factor for investments. Besides the customary rules used by people to manage their land, and the relevant Uganda State laws, global efforts at governing land are emerging, including the application of international frameworks (such as the Voluntary Guidelines for the Governance of Tenure on Land, Fisheries and Forests - VGGTs). Globally, however, land-related ideologies promote its individualisation and commodification. Conflicts therefore arise between those scrambling for land for capitalist agricultural production and those who need it for subsistence food production. This also affects customary land management in communities, where cultural norms clash with external forces and precepts, often resulting in increased displacement and evictions of rural populations from their land.

- In response to these factors, LEMU will document and publicise the risk associated with a global land market. It will facilitate fair community-investor agreements, promote land rentals instead of land sales, mitigate conflicts around land resources, and forge alliance with global think-tanks that counter large-scale commodification of land.

6. Climate change and natural resources use. Climate change, as elsewhere, is occurring in LEMU’s operational areas. This is evidenced in degraded natural resources (such as wetlands), in more land being devoted to non-green purposes (industrialisation), in a shift towards growing cash crops and increasing food shortages, in the loss of productive land by communities and finally in increasing poverty. It is also expected that more land will be gazetted for conservation purposes (“green grabbing”) and that donor priorities will increasingly focus on climate change.

- In response to these changes, LEMU will position itself to adopt cultural approaches (traditionally inherited norms, values and practices) that conserve the environment and protect land rights. It will seek funds towards climate change interventions.

7. Technological change: The digital era has resulted in lesser use of cadastral mapping and in a shift towards digital mapping (GPS). This has been accompanied by a decline in donor funding towards organisational costs and physical assets (such as vehicles and other operational equipment) towards remote working. The urban population and youth have also migrated to digital technology while the older generation and the rural-based populations are left out. With such a gap in digital literacy, one sees a rise in land fraud using digital spaces/technology. Further, digital storage of land information is risky: it exposes rural land owners to dispossession through the market because semi-literate community members often cannot safely keep their land documents, yet this data (details of GPS coordinates) is already with outside parties, thus raising the risk of this data being used to sell off the land or even engage in fraudulent land registration without necessarily reaching the site where the land is located. In the massive “fit for purpose” land mapping projects being undertaken throughout the country, land actors are therefore beginning to raise concerns about the safety and control of the data being generated. In most cases, the sub-

county, district and even the Ministry of Lands is not the custodian of this valuable data, which is owned and stored in foreign countries where the projects are being funded. This is also because this data is not always captured in the Land Information System (LIS) where cadastral data should be transparently stored for public access. In the short term, though, boundary conflicts can be reduced thanks to the use of accurate digital mapping software and applications (GPS maps).

- In response, LEMU will incorporate the use of digital mechanisms into programming, embrace e- communications, increase its use of digital applications in project implementation and monitoring, build the capacity of staff on digital storage, and on its use of social media and new digital applications. LEMU will also promote the use of GPS mapping in boundary demarcations, and work towards bridging the digital gap between those who are currently excluded (the elderly and rural population) and those included (the urban population and the youth) in the dissemination of land information.

8. Contradictory donor priorities and LEMU's dependence on donors. With dwindling donor funding in recent years as a result, among others, of the Covid-19 pandemic, LEMU finds itself in a context of increased competition for funds with other NGOs carrying out interventions in the land sector in Uganda. There is also a shift in funding from land rights protection to funding land use and productivity measures. There is also an increase of funding on land registration. Some NGOs actively seek such funds while others (such as LEMU) are reluctant to solicit such support, incurring the risk of being isolated for being a critical voice with regard to land registration. Although LEMU has identified key intervention areas during the development of this strategic plan, such as overcoming the crisis of landlessness brought about by the land market, interventions are shaped by donor interests and there is a likelihood of LEMU not obtaining sufficient funds to intervene in its chosen areas. Further, donors are increasingly focused on funding consortiums/ alliances rather than individual organisations.

- LEMU will therefore continue to “educate” mainstream donors through advocating for broadly funding land rights protection (such as the customary land rights protected by local clan leaders), rather than “reducing” land rights protection to only land registration. It will also increase its work involving alliances sympathetic to its positions, in order to become more competitive in securing funds. Finally, it will seek to create its own capital base to prevent the risk of closure resulting from donor dependence.

Part IV: Contents of the strategic plan

1. What is new?

Following an assessment of LEMU impact and relevance at the end of the previous plan period, the table below summarises what LEMU needs to stop doing, actions in the outgoing strategic plan that need to continue and new activity areas. This therefore provides an overview of the continuity and discontinuity between the outgoing and incoming strategic plans.

| STOP | START | CONTINUE |
|--|--|---|
| <ul style="list-style-type: none"> • Stop focusing on land rights protection only: also include productive land use and conservation • Avoid working with cultural traditional/ institutions, where they are aligned to the interest of the State in land • Stop limiting operations to Lango, Teso, Acholi, Karamoja, by focusing on all areas where customary tenure prevails • Stop direct mediation of conflicts, except in critical cases (but carry out capacity building of local stakeholders to do so) • Stop using boundary demarcation using concrete pillars and sketch maps • Stop relying on elders (clan leaders) alone in matters of land governance but include the youth • Guard against alliances with CSO's that have approaches that conflict with those of LEMU, especially negative perceptions about customary land • Stop aligning staff to specific projects but their contribution should be towards the core work of LEMU • Stop working with donors that undermine LEMU's internal operational policies and procedures | <ul style="list-style-type: none"> • Work on CCO's (Certificates of Customary Ownership) • Widen the strategy (tackle issues on climate change and related themes); Focus on both land-use and land protection. • Embrace new technology in protecting customary tenure, such as the use of GPS maps to determine boundaries. • Adopt culturally-aware approaches to LEMU'S work to address emerging land- related challenges in different areas • Increase community participation in land governance to ensure inclusiveness • Work with clan structures in an inclusive manner (considering the youth, women, elders, clan leaders) • Prioritise community sensitisation on land laws (support transition to local laws) • Advance other life skills to communities (e.g. leadership skills, financial literacy) • Build the capacity of identified community champions to support LEMU's activities • Build the capacity of stakeholders to carry out conflict resolution (e.g. taking on mediations) with LEMU in a supportive role • Build the capacity of community associations, such as mining associations • Conduct land registration where other large land registration projects have already been undertaken and the main mode for accessing land is through the market, rather than customary inheritance and where community land rights are affected or where there is a pending government land acquisition • Strengthen documentation of stories of change and success stories • Intensify media visibility, such as use of social media, to disseminate success stories. • Fundraising for youth empowerment. • Establish an economic wing/ profit making arm to help build LEMU's reserve fund. • Attempt to own land that can be rented/ leased and used for office construction • Amend LEMU governance policies to suit the current corporate governance trends and requirements such as safeguarding against sexual exploitation which is now a requirement by many funders. • Start to own fixed assets and shift from donor dependence • Keep an updated inventory of resources/assets • Build staff capacity in M & E • Administration staff to be part of field trips. • Protect all LEMU data (intellectual property rights). | <ul style="list-style-type: none"> • Preserve and protect customary land rights • Conduct needs assessment for handling cases • Resolution of land conflicts • Pursue land rights advocacy • Uphold alternative dispute resolution systems • Pursue community land ownership awareness about land laws, policies, land rights and responsibilities • Empower community leaders to support all LEMU's interventions. • Work in alliances with other CSOs • Build staff capacity on key thematic areas such as data collection, M&E • Continue doing research and publish • Aggressive fundraising |

The new initiatives in this strategic plan can therefore be summarised as follows:

1. Tackling land issues beyond land protection.
2. Improving customary land administration/registration in sensitive contexts, rather than rejecting registration outright.

3. Targeting the youth as a key category in customary land management and use, besides the clan.
4. Adopting cultural approaches (the use of traditionally inherited values, practices and customs in land and environmental management) to guide LEMU'S work to address emerging challenges in different areas.
5. Engaging with different types of land markets and investments and exposing their consequences
6. Begin working on climate change resilience in the context of customary tenure.
7. Documenting and publicising stories of land rights violations, success stories, and stories of change in communities.
8. Reviving LEMU's research agenda focusing on key issues related to customary land (See cross-cutting strategy 2 below for details)
9. Adopting the use of digital technology in programming, including the use of digital land mapping and increasing online visibility.
10. Creating avenues to reduce donor dependence.
11. Focusing on the new areas of the Land Act amendment as this will be the priority of government and donors in the coming years.

2. Vision, mission, values and strategic objectives.

Compared with the vision and mission statements in the outgoing strategic plan, the new formulations maintain a focus on protecting the customary land rights of vulnerable sections of the Ugandan society but also embrace new areas, reflecting the necessity to have the protection of land rights accompanied by supporting productive land use practices, reflecting a more holistic approach to development and poverty eradication.

Vision

An empowered and flourishing society with securely held and productive land

Mission

LEMU supports vulnerable communities in Uganda to secure their land rights under customary tenure and to achieve sustainable and productive land use.

Values

LEMU's work and relationships are guided by core values:

Equity: promoting fairness with regard to the land rights of vulnerable people.

Transparency: being open, practicing what we say, being accountable and truthful.

Voluntarism: willingness to do voluntary work when called upon without expectation of personal gain.

Respect for cultural institutions and their positive values.

Dialogue as a way to find solutions, offering alternative strategies to achieve land rights, sometimes amidst conflicting interests.

Humanity; respect for mankind and values that sustain life

Integrity; honesty and trustworthiness

Strategic Objectives

To implement the strategic plan, LEMU will undertake the following main objectives:

1. Support communities secure their land rights
2. Support communities to manage land conflicts
3. Change the perceptions towards customary tenure as being relevant and productive
4. Promote sustainable and productive land use under customary tenure.
5. Build LEMU's capacity to achieve its mission and objectives

Cross-cutting strategies

While implementing its plan, LEMU will adopt the following strategies across all its activities:

1. Work closely with other key stakeholders and institutions to ensure that LEMU continues to bring local evidence and perspectives into national policy dialogues.
2. Embark on research-based advocacy.
3. Focus on the youth, on gender equity, on GBV issues and on the most vulnerable groups including children, the disabled and the elderly.

3. Programme activities

Programme activities are developed to contribute to specific strategic objectives and cross-cutting strategies as listed below.

Strategic Objective 1: Support communities to secure their land rights

This objective reflects the growth in the last three decades of land markets under customary land tenure. While this trend may promote access to land for production, it also generates negative consequences for poor-rural communities. This objective therefore envisions promoting security of land rights by controlling land sales, increasing evidence of customary land rights and including previously marginalised groups into land management practices.

Activities

- Mobilise and sensitise communities to rent, rather than sell their land, especially at the family level.
- Create awareness on the implications of land sales, laws and policies
- Advocate for district by-laws against land sales.
- Document customary rules for land management, as well as ordinances and bye-laws for customary land protection
- Support communities to form communal land associations
- Support communities to document land through certificates of customary ownership, especially where land individualisation has taken place such as at trading centres, or where other CCO projects have already been implemented and land sales have increased.
- Facilitate the documentation of land rights using both traditional methods of land demarcation such as planting boundary trees and digital technology (such as GPS applications).
- Strengthen the capacity of clan leaders to protect land rights.
- Strengthen the capacity of vulnerable groups (youth and women) to productively use and own land.
- Increase community participation in land governance to ensure inclusiveness e.g. through mining associations.
- Facilitate free, prior, informed consent (FPIC) among communities affected by investments

Strategic Objective 2: Support communities to manage land conflicts

This objective is premised on the fact that land conflicts within communities have increased in the last few decades due to factors such as increase in land sales, population pressure and land scarcity, increased demand for land for investments and urban settlements. This objective therefore aims at supporting communities to manage these conflicts and reduce the harm that may result from them.

Activities

- Train and support traditional leaders on alternative dispute resolution approaches, especially mediation, relevant to land conflicts
- Create awareness among communities on both state and traditional means of seeking redress.
- Support communities to prevent land conflicts through land demarcation.
- Represent/ support communities in court in critical cases
- Distribute Principles, Practices, Rights and Responsibilities (PPRR) booklets to communities to be used as a guide/tool for conflict resolution
- Form community actor groups/ structures with high moral standards and equip them with the

required skills to protect and defend community interests and rights, in case of any investment - community grievance. Train clan leaders and other vocal local leaders willing to champion the cause of the affected community.

- Work closely with relevant district and sub-county officials to draft or amend ordinances to regulate land related anomalies.

Strategic Objective 3: Change the perceptions towards customary tenure as being relevant and productive

This objective attempts to overcome the continued bias against customary land tenure as a backward system, as discriminative and counter-productive. These biases are embedded within State laws (regarding land, in human rights laws and development approaches), in the attitude of professional lawyers who overrate State laws as superior to customary-social norms, and in the practice of NGOs, funders and implementers who undermine the key principles of customary land tenure (such as communal sharing of resources) by prioritising the individualisation of land through land registration.

Activities

- Document and publicise the positive role of clans in managing customary land.
- Document and publicise success stories and positive attributes related to customary land.
- Document and create awareness on abuses embedded within customary tenure.
- Use a range of communication channels (publications, print media, social media, internal publications, and mass media).
- Use African culture (traditionally inherited norms, values and practices) to protect rights and promote land use.

Strategic Objective 4: Promote sustainable and productive land use under customary tenure

This objective seeks to close the gap in LEMU's programme work in the previous years between rights to land and a productive use of that land, hence answering the question "protecting land rights for what?" This objective therefore seeks to promote sustainable land use practices and initiatives in locations where LEMU is carrying out protection of land rights for vulnerable communities.

Activities

- Collaborate with other development partners at grassroots levels, such as those supporting livelihoods and poverty eradication initiatives.
- Protect land rights of the vulnerable groups (women and youth) as a means to promote sustainable land use.
- Form farmer groups/fora for dialogues to enhance knowledge on existing grievances and factors affecting land productivity to contribute to the design of amicable solutions.
- Support the combination of traditional farming practices with innovation for sustainable land management, including integrating food crops with tree planting and climate change adaptation and farmer-to-farmer training. This will involve facilitating community planning, implementation and monitoring to preserve the four pillars of human, social, economic and environmental resources in their vicinity, thus ensuring that land use is economically viable, environmentally friendly and guarantees social equity for the larger good of the community.
- Research and advocate for the preservation of traditional crops, fruits, vegetables and herbs.
- Integrate land conservation best practices into clan rules/laws, such as mandatory tree planting for every clan member.
- Create awareness on global environment concerns, highlight regulations and policies that empower farmers/investors to reap benefits without affecting the environment and the sustainable use/productivity of that land.
- Disseminate information on other land use options, besides what already is known and practiced within given communities.
- Advocate for policy interventions where farmers/investors are not only empowered but also held accountable for the destruction of existing productive ventures, destruction of the environment

and the ecosystem, displacement of local populations (through bye-laws, ordinances) etc.

Strategic Objective 5: Build LEMU's capacity to achieve its mission and objectives

This objective focuses on addressing the administrative and human resource gaps caused by donor restrictions in funding administrative costs and the asset base of organisations. LEMU currently experiences deficits, among others, in key human resource positions (monitoring and evaluation officers, human resource officer). Further, there is very little budgetary provision for capacity development for the existing staff.

1. Human resource

- Develop for all staff relevant skills, knowledge and competences by involving them in various programme/projects activities.
- Create opportunities to attract and retain high-calibre staff through internships, volunteering, training, coaching, mentorship, delegations etc., necessary to deliver LEMU's objectives effectively.
- Establish avenues to strengthen and enforce all the policies, practices, and procedures used to develop career growth, confidence and programming capacities at all levels.

2. Resource mobilisation and networking.

- Engage various donors, coalitions, networks and consortiums to create fora where staff can be provided continuous participation in fundraising activities.
- Establish sustainable programmes and projects through which LEMU can fund its unbudgeted costs, including purchase and maintenance of assets and the establishment of permanent offices in project areas.
- Strategically widen LEMU's programmatic sectors to include some donor/globally driven issues of concern, but of relevance to LEMU's mission, such as climate change and environmental protection.

3. Governance

- Open channels of communication between the key staff members/secretariat and the Board for effective maximum implementation of the strategic plan.
- Provide new staff, management and board members with opportunities for induction/orientation to enable smooth co-operation during programme/project implementation.
- Develop and enforce appropriate controls through which all staff, management and board members are compliant with respect to LEMU's statutory obligations and operational requirements.
- Review and enhance organisational documents which guide staff, management and Board operations.
- Continuously engage the Advisory Board to guide LEMU's strategic intervention areas.

4. Communication and technological diversity.

- Recruit, retain and train staff with sufficient skills and knowledge to accommodate the changes in soft and hardware technologies related to the land sector.
- Create a digital system for storage and maintenance of LEMU's records and sensitive but relevant information.
- Develop approaches of allowing both modern (virtual work spaces) and traditional methods (physical presence) to coexist without compromising LEMU's vision and mission when dealing with its staff, donors, partners and beneficiaries.

Cross-Cutting Strategy 1: Work closely with other key stakeholders and institutions

This cross-cutting strategy acknowledges that the impact and sustainability of programmes will be enhanced when conducted in alliance with other stakeholders. It also recognises the new trend where funders are more likely to support collective efforts (in consortia) than individual organisations.

Activities

- Work closely and build partnerships with public institutions and offices (land and environment,

- natural resources and forestry) to manage, protect and preserve fragile bio-diversity resources
- Sign long term MOUs with relevant districts, government ministries and parastatals (such as the Uganda Wildlife Authority and the National Forestry Authority)
- Work closely with government structures (UWA, NFA) to protect community lands.
- Work hand in hand with the relevant parliamentary groups.
- Join and contribute to national strategic alliances of other key stakeholders, such as NLC, NULP, LASPNET
- Work through community structures such as clan leaders, youth groups, saving groups, religious groups, community-based organisations, paralegals and champions.
- Join and contribute to international strategic alliances of other key stakeholders, such as ILC
- Develop programme proposals in consortium/partnership with other local, national and international organisations
- Write position and research papers for submission and attend important international conferences such as the World Bank Land and Poverty Conferences, and the Global Land Forum organised by ILC.

Cross-Cutting Strategy 2: Embark on research-based advocacy

This strategy is premised on the conviction that, without evidence from the ground, it is not possible for LEMU to make convincing arguments that can lead to policy change.

Activities

- Agree with the Board of Directors and Advisory Board on a research agenda. Stemming from LEMU's past work and the context identified in this strategic plan, critical areas of research could be focused on the following topics: the role of customary leaders in land management besides State authorities, the impact of the land market on poor populations and how it can be managed, women's land rights within customary land tenure, policy recommendation for better management and protection of customary land tenure, youth land rights within customary land tenure, and linking secure rights to customary land with improved productivity of land.
- Form alliances with research institutions at global and national levels (e.g. the International Development Research Centre (IDRC), the International Institute for Environment and Development (IIED), Makerere Institute of Social Research (MISR), and the Centre for Basic Research (CBR).
- Hold consultation meetings with key stakeholders (donors, CSOs, communities, government) to inform LEMU's advocacy strategy.
- Mobilise key stakeholders to respond to relevant Bills and regulations that affect the land rights of vulnerable people.
- Carry out specific studies on the implementation of existing laws to inform further advocacy initiatives.
- Hold public events to launch and disseminate new research findings.
- Embark on advocacy on other land-related themes, including sustainable agriculture and climate change.

Cross-cutting Strategy 3 - Focus on the youth, gender equity, GBV issues and on the most vulnerable groups including children, the disabled and the elderly.

This strategy seeks to enable LEMU fulfil its mandate, specifically with regard to the customary land rights of vulnerable sections of the Ugandan population. It acknowledges the youth as an emergent part of these vulnerable groups, besides women, children, persons living with a disability and the elderly.

Activities

- Support efforts to sensitise local and traditional leaders, officials and others stakeholders with decision-making power over land distribution/management and equip them with knowledge to

protect the right to land of youth, women, the elderly, and people living with a disability. Raise awareness on the negative implications of excluding youth, women and other vulnerable groups from land management processes.

- Strengthen community structures that provide remedies to land conflicts involving youth and persons with special needs; and dialogue with traditional leaders for the increase of youth and people with special needs in land governance to ensure inclusivity.
- Support awareness raising and access to information for youth about existing land-related legislation and policies, including where to turn to get assistance to claim land or to protect against land grabbing.
- Explore new, effective communication channels in order to prevent dependency on traditional ways of disseminating information that tend to leave out women.
- Encourage young women's participation in some mainstream activities in the community to enhance the sustainability and effectiveness of community projects/activities.
- Build the capacity of youth and persons with special needs to adopt new technological means in land protection, for example by having the youth take a lead in land mapping and documentation using the GPS technology.
- Encourage inclusive land based transactions, for example by promoting access to land by youth and women within families and clans through inheritance, donations and renting as appropriate.
- Support change agents such as religious leaders, both men and women, who question discriminatory norms, through dialogue or by providing fora for these change agents to reach a larger audience.
- Sensitise youth and other vulnerable groups on their rights and responsibilities through radio talk shows and spot messages, translated brochures with pictorials, and music, dance and drama
- Facilitate the legal representation of youth and persons with special needs in the courts of law and other formal and informal tribunals in cases of land disputes.

Part V: Implementation and monitoring of the strategic plan

1. Process of reviewing the strategic plan

This strategic plan will mainly be reviewed by the staff and Board of Directors of LEMU during planning, evaluation and reporting processes such as during the development of annual work plans, annual budgets, monitoring tools based on the logical frame and results framework, annual audits and annual reporting.

It is therefore expected that during the four-year period of this strategic plan (2023-2026), there will be a total of three reviews. These reviews will contribute to the updating of this strategy, but also the development of the new strategy as this period comes to a close in 2026.

2. Risk management strategy

Risk management will entail activities such as ensuring statutory and legal compliance with State laws and regulations, carrying out audits, strengthening human resource management to ensure efficiency, working in alliances and consortia to avoid being targeted by State institutions, and documenting and publicising stories of land rights violations in communities while avoiding direct confrontation with State agencies.

3. Fundraising strategy

LEMU's existing stand-alone resource mobilisation strategy will be regularly updated to guide resource mobilisation during the implementation of this strategic plan. Targeted sources of donor funding for implementation of the plan include bi-lateral donors, corporate partnerships with private institutions,

national NGO funding, bidding for consultancies, foundation donors, multi-lateral donors, global movements and social movements, and university think-tanks. Resource mobilisation strategies will be both direct (grant applications) and indirect (building on LEMU's impact, positive publicity and increasing institutional profile).

Broad resource mobilisation approaches will include collecting donor intelligence, ensuring high impact at the local level to ensure local reference to donors looking for partners within LEMU's areas of operation, working in NGO consortiums, ensuring online media presence and visibility, creating a resource mobilisation team within the staff and the Board, carrying out constant monitoring, evaluation, learning and accountability, carrying out regular SWOT analyses to maximise the enablers (strength and opportunities) and minimise the pains (weaknesses and threats), developing resource mobilisation work plans, as well as building staff capacity in programme development and proposal writing.

4. Communication and advocacy strategy

Acknowledging the current move towards digital and mobile communication, LEMU will invest time and staff skills in the documentation of field stories and its dissemination through social media platforms.

This will be prioritised because of the potential to reach a wide audience through such media at minimal cost, compared to conventional communications means which are expensive and limited in reach, such as TV shows. A digital communication strategy will be adopted to target urban and younger audience while the mass media (e.g. use of FM radio stations) will be prioritised to reach the rural and older audiences.

5. Networking/movement-building strategy

Networking and movement-building will be carried out, using a "bottom-up" approach: during the implementation of different activities and projects, LEMU will cause awareness on strategies that land owners and their local leaders need to undertake to champion their land rights.

LEMU will then continuously document and publicise the views and aspirations of land owners to the regional, national and international levels and use these to mobilise like-minded individuals, institutions and think tanks (at both national and international levels) to collaborate and support the realisation of the aspirations of local communities towards addressing their land-related needs.

6. Monitoring and evaluation framework

When implementing this strategic plan, LEMU will constantly engage in Monitoring, Evaluation, Learning and Accountability across all programming areas. A programme log-frame is annexed and will guide the monitoring and evaluation of progress towards the realisation of this strategic plan. The log-frame will also guide LEMU's periodic planning e.g. annual, quarterly or monthly.

In the log-frame, the results will be further detailed and targets adopted, initially at the inception of the implementation but also annually as the annual implementation plan is developed.

Monitoring and evaluation will be informed by base-line surveys, project mid-term evaluations, end-line evaluations, documentation and dissemination of success stories, reviews of staff performance, reporting template designs, audits, and reflection meetings between the staff, the Board of Directors and the Advisory Board. The strategic plan will itself be evaluated to gauge the success or otherwise of its implementation.

7. Financial requirements

The financial requirements for the implementation of this strategic plans is estimated at U.shs 3,184,600,000.

Annexes

1. Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis

| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> - LEMU has extensive expertise on customary land issues; this is reflected in LEMU's reputation as a reputable bank of customary land knowledge, which keeps us relevant in the land sector in Uganda. - LEMU has gained the trust of the local communities and local stakeholders - LEMU has gained the recognition of relevant local and national government authorities as a major actor in the land sector, especially the Ministry of Lands. - LEMU has well-qualified personnel, from the Secretariat in Kampala to the field offices. - LEMU has well located regional offices, thus enhancing its reach. - LEMU has a history of 20 years of well-documented research and advocacy in the area of customary land tenure. - LEMU has retained an image as the lead NGO on customary land issues. - A strong Board of Directors that has steered the governance and transitions within the organisation to a level where it is now sustainable. - A legally registered NGO with the permission to operate in project locations, and with well documented policies. - LEMU has good working partnerships with DLGs, Police, Justice Centres, Cultural Institutions, CSOs and relevant ministries, thus enhancing relevance and influence. - LEMU receives financing from donors, which has allowed the organisation to remain stable and operational. - LEMU is engaged in research to ensure that the organisation has the right information from the communities before implementation of activities. - The availability of the LEMU reserve fund which can be built and provide finance when there is limited donor support. | <ul style="list-style-type: none"> - Limited personnel capacity building due to limited funding for staff training - Fundraising constraints lead to the implementation of the strategic plan being only updated during annual budgeting exercises, rather than on a quarterly basis. - Many administrative and equipment maintenance schedules and replacements are not financed - Lack of a digital record keeping system (for old records and files) risks the loss of such records which may be necessary for future reference - Previous strategies did not consider working directly on other customary land tenure-related topic areas such as climate change and famine. These not only endanger the existence of customary land, but are also attractive targets for donor funds. - LEMU's primary focus on customary tenure alone makes others who work on other land-related issues to consider LEMU as irrelevant, even in circumstances where it can make relevant contributions. - Customary tenure is considered by some formal institutions and opinion leaders as stale and backward and therefore see LEMU as irrelevant - Negative perception by policy makers and educated elite regarding customary tenure (as backward) hinders the implementation of pro-customary tenure reforms. - Donor limitations in funding the entire organisation's strategic plan makes it difficult to deliver all planned activities in the strategic plan. - The M+E department is weak and underfunded, and LEMU has many undocumented success stories in the land sector which, being unknown, undermine its influence. - In recent years, limited funding for research and critical work with traditional institutions has reduced LEMU's aggressive contributions with empirical data to disapprove some of the mainstream assumptions and influence policies in a new direction in land matters. There is therefore a need to rethink how to keep this momentum and offer critical feedback from local communities, even in a context of shrinking funding for such aspects of work. - Insufficient personnel with all the key competencies to run LEMU and deliver the strategic plan forces the few with those competencies to drift from their core roles. For example the ED being involved in implementation may compromise on strategic roles, such as fund raising. Even though M&E is an important aspect of the institutional functioning, limited funding prevents LEMU from institutionalising this role - Limited funding for staff reflection events and M&E meetings in person (as opposed to on-line) has compromised much needed opportunities to meet and rethink our progress as a team. |

| Opportunities | Threats |
|--|---|
| <ul style="list-style-type: none"> - Customary land is receiving increased attention at the national level, and LEMU has the ability to make a significant impact on policies regarding customary land. LEMU is constantly involved in most government debates over customary land because of its understanding of customary tenure. This may result in funding possibilities that could help LEMU realise its goal. - With the emergence of large-scale investments on customary land, LEMU is at the forefront of promoting best practices on customary land, such as developing investment guidelines and engaging investors on behalf of the concerned communities - There are many options that can secure customary tenure (such as fit for purpose land documentation using GPS technology, use of traditional boundary demarcation practices) rather than cadastral surveys/freehold titling that LEMU can continue to build on to promote secure land tenure - LEMU can continue to draw from its previous achievements and contributions within customary land tenure to remain influential in the land sector. - LEMU can also advance from using conventional media platforms such as print and TV to using social media to disseminate and publicise its work. - LEMU can combine the intellectual and professional strength of its current staff, Board of Directors and Advisory Board to strengthen its research agenda. - The existence of National land fora such as NLC, grazing interest groups partners in Karamoja, where LEMU is a member, can be used by LEMU to serve as a link between the target communities and national alliances. - Documenting success stories and project storylines. - Be part of relevant NGO networks and work with other NGOs and state institutions for a common cause. - Using LEMU's past contribution and its current strong brand in the land sector to influence reforms and policies around customary land, but this needs to be backed by research-based advocacy. - LEMU track record and integrity can be used for successful fundraising. - LEMU's ability to sustain long-term relationships with some donors, partners, and stakeholders. | <ul style="list-style-type: none"> - LEMU is now directly or indirectly confronted by the state because of interventions in investment projects promoted by the State. This puts LEMU at risk of closure. - The reduction of funding in the land sector (especially to NGOs), with most funders such as the World Bank preferring to fund the government directly, while some carry out implementation themselves, thus reducing LEMU's potential funding base. - Some of LEMU's positions regarding land titling may be rejected by many actors who view this approach as "complicated" and undermining their preferred individual approach to land rights. - Customary tenure is being opposed by literate people and certain stakeholders; it is a costly goal to pursue because it does not have the support of many policy makers who see the tenure as backward. - Poverty amongst the population makes the population concentrate on basic needs rather than on issues such as longer-term livelihood options. The preference of poor people for relief aid is higher than for developmental interventions. Poverty also entices people to sell their land instead of putting it into productive use - The multiplicity of actors in the land sector increases competition for funding and influence, affecting LEMU. - Inflation in the country has resulted in the high cost of implementation of activities, while donor budgets have not increased to match this. |

2. Logical framework for LEMU Strategic Plan 2023-2026

| | Intervention logic | Objectively verifiable indicators of achievement | Sources and means of verification | Assumptions and Risks |
|----------------------------------|---|--|--|--|
| Overall Objective/ Impact | Vulnerable communities in Uganda have securely held and productive land under customary tenure | <ul style="list-style-type: none"> - Customary land tenure treated as equal to other systems provided by law - Threats of land tenure under customary tenure eliminated - Land conflicts under customary tenure significantly reduced | <ul style="list-style-type: none"> - National Social and Economic survey reports - Reports of studies on the region - Demographic and household survey reports | <ul style="list-style-type: none"> - The law giving citizens the rights to hold their customary land will not be changed - The continuous undermining of customary land tenure management practices and norms poses a threat to vulnerable people accessing secure rights under customary tenure. |
| Strategic Plan Goal | LEMU support significant increases in security of land rights under customary tenure and the sustainable and productive land use. | <ul style="list-style-type: none"> - Reduced threats to land tenure under customary tenure - Reduced land conflicts under customary tenure - Improved food security among customary land tenure communities - Increased production of market oriented crops by customary land tenure communities | <ul style="list-style-type: none"> - Annual reports - Periodic local authority reports - LEMU activity reports - LEMU periodic reports | <ul style="list-style-type: none"> - Land governance and land use policy will continue to support local communities owning and using their land - The current government push for large-scale investments may compromise access to sustainable land use by the local people |
| Expected Results | Result 1 Communities better able to secure their land rights | <ul style="list-style-type: none"> - 160 community sensitisation campaigns on implications of land sales and the need rent rather than sell their land - 3 advocacy activities for district by-laws against land sales and for customary land protection - 3 communities supported to document customary land management rules and document land through certificates of customary ownership - 400 land rights documentations facilitated through traditional and digital technology - 30 activities held to strengthen the capacity of clan leaders to protect land rights and of vulnerable groups to productively use and own land | <ul style="list-style-type: none"> - LEMU Annual reports - LEMU activity reports - LEMU periodic reports - LEMU M&E reports - Annual report - Project periodic reports to donors - Progress reports to donors - GPS maps | <ul style="list-style-type: none"> - There will be continuous funding for LEMU to carry out the planned number of interventions - The communities mistaking land documentation/ registration interventions to be “land grabbing tricks” may lead to rejection - Difficulty in enforcement of traditional norms and rules for management of land - Inability to raise funds to conduct all the planned activities |

| | Intervention logic | Objectively verifiable indicators of achievement | Sources and means of verification | Assumptions and Risks |
|--|---|---|--|--|
| | <p>Result 2 Increased capacity in the communities to manage land conflicts</p> | <ul style="list-style-type: none"> - 600 actions taken to support traditional leaders in use of ADR approaches and distribute PPRR booklets to communities to be used as a tool for conflict resolution - 60 actions taken to educate communities on both state and traditional means of seeking redress and support them in court in critical cases. - 45 community actor groups formed and equipped with skills to protect and defend community interests and rights, in any investment-community grievance - 9 actions to work with district and sub-county officials to draft or amend ordinances to regulate land related anomalies. | <ul style="list-style-type: none"> - LEMU Annual reports - LEMU activity reports - LEMU periodic reports - LEMU M&E reports - LEMU case data base for both family land cases and investor- community land cases - Community dialogue reports - Mediation reports and consent agreements | <ul style="list-style-type: none"> - Continuous funding for LEMU to carry out land conflict resolutions - Parties involved in conflict willing to resolve land disputes outside courts - Increased respect for ADR and the role of traditional leaders in land conflict resolution - Reduced donor funding for family land conflicts - Inability for decisions made by ADR actors to be enforced. |
| | <p>Result 3 Improved perception of customary tenure as being relevant and productive</p> | <ul style="list-style-type: none"> - 12 documents and activities to publicise the positive role of clans in managing customary land. - 12 documents and activities to publicise success stories and positive attributes related to customary land. - 10 documents and activities to create awareness on abuses | <ul style="list-style-type: none"> - National policy provisions in support of customary tenure - Policy documents written by LEMU | <ul style="list-style-type: none"> - Willingness of policy makers and the educated class to accept the positive attributes of customary tenure. - Use of social media will reach a wider audience of mainly |

| | Intervention logic | Objectively verifiable indicators of achievement | Sources and means of verification | Assumptions and Risks |
|--|---|--|--|---|
| | | <p>embedded within customary tenure.</p> <ul style="list-style-type: none"> - 4 communication channels to change the perceptions on customary land tenure - 3 activities to use African culture to protect rights and promote land use | <ul style="list-style-type: none"> - Success stories disseminated - Social media reports - Activity reports - M&E reports - Annual reports - Donor reports | <p>youth and educated people who have a negative perception on customary tenure</p> <ul style="list-style-type: none"> - The women's movement which has promoted negative perceptions against customary tenure for long will be receptive to new findings and positive stories being disseminated - Limited donor funding to implemented the planned interventions that promote customary land tenure |
| | <p>Result 4 Enhanced sustainable and productive use of land under customary tenure</p> | <ul style="list-style-type: none"> - 4 activities to work with development partners at grassroots levels supporting livelihoods and poverty eradication initiatives. - 30 farmer groups formed for dialogues on grievances and factors affecting land productivity to design amicable solutions and of activities by the groups - 15 instances of supporting the combination of traditional farming practices with innovation for sustainable land management - 5 research and advocacy activities for the preservation of traditional crops, fruits, vegetables and herbs. - 5 activities to integrate land conservation best practices into clan rules/laws | <ul style="list-style-type: none"> - M&E reports - Project progress reports - Annual reports - Activity reports - Research reports and publications | <ul style="list-style-type: none"> - Customary land owners will continue to have secure tenure rights - Government enforcement of environmental protection laws and policies strengthened - Government creation of regulations to guide responsible and sustainable use of land by commercial farmers/agricultural investors. - Commercial farming/agricultural investments practicing unsustainable land |

| | Intervention logic | Objectively verifiable indicators of achievement | Sources and means of verification | Assumptions and Risks |
|--|--------------------|---|-----------------------------------|--|
| | | <ul style="list-style-type: none"> - 5 activities to create awareness on global environment concerns, highlighting regulations and policies that empower farmers/investors to reap benefits - 10 actions to disseminate information on other land use options, besides what already is known and practiced within given communities. - 20 actions to advocate for policy interventions where farmers/investors are not only empowered but also held accountable for the adverse effects of their activities - 15 actions or events taken to promote land consolidation among customary land holders - 15 activities to promote responsible investments on customary land | | <ul style="list-style-type: none"> use practices for profit maximization - Poverty among rural customary land owners may limit the adoption of sustainable land use practices - The rise of land values driving poor people to sell of their land instead of putting it to productive use |

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|--|--|---|--|---|
| | <p>Result 5 Enhanced LEMU</p> <p>capacity to achieve its mission and objectives</p> | <p><i>Human resource:</i></p> <ul style="list-style-type: none"> - 4 actions to develop staff competences - 4 opportunities created to attract and retain high-calibre staff - 15 avenues to strengthen and enforce all the policies, practices, and procedures used to develop career growth, confidence and programming capacities - 15 new policies created and old ones updated <p><i>Resource mobilisation and networking:</i></p> <ul style="list-style-type: none"> - 60 actions to engage various donors, coalitions, networks and consortiums to create fora for participation in fundraising activities - Existence of 3 sustainable programmes and projects through which LEMU can fund its unbudgeted costs | <ul style="list-style-type: none"> - Monthly staff meeting reports - Progress reports to the Board - Audit reports - Annual reports - Policy documents - Donor reports - Social media reports | <ul style="list-style-type: none"> - Conducive environment created by government for NGOs to operate - Successful fund raising for both programs and administration - Continuous dedication of staff to the mission, goal and values of LEMU - Inability to successfully raise funds - Government restrictions of NGO operations - Reluctance to adhere to government legal |
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| | Intervention logic | Objectively verifiable indicators of achievement | Sources and means of verification | Assumptions and Risks |
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| | | <ul style="list-style-type: none"> - Existence of 5LEMU's programmatic sectors of donor/ globally driven issues that include some of concern, but of relevance to LEMU's mission <p><i>Governance:</i></p> <ul style="list-style-type: none"> - Existence of channels of communication between the key staff members and the Board for effective maximum implementation of the strategic plan; - Existence of opportunities for induction/orientation of new staff, management and board members; - Existence of controls through which staff, management and board members are compliant with respect to LEMU's obligations and operational requirements <p><i>Communication and technological diversity:</i></p> <ul style="list-style-type: none"> - Action taken to recruit, retain and train staff with sufficient skills and knowledge to accommodate the changes in technologies related to the land sector - A digital system in place for storage and maintenance of LEMU's records and sensitive but relevant information. - Approaches in use allowing both virtual and traditional methods to coexist without compromising LEMU's vision and mission when dealing with its staff, donors, partners and beneficiaries | | <p>and tax compliance requirements</p> |

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| | <p>Result 6 LEMU's work with key stakeholders and institutions effectively brings local evidence into national and international policy dialogues</p> | <ul style="list-style-type: none"> - 30 relevant institutions, offices, organisations and groups partnered with - Frequency of collaborative activities with those different partners - 30 community structures worked through - 6 important international conferences such as the World Bank Land and Poverty Conferences LEMU participated in - 6 position and research papers submitted to such conferences | <ul style="list-style-type: none"> - Activity reports - Research and advocacy reports - Community, regional and national dialogue reports - Policy papers - Annual reports - Conference reports - Donor reports | <ul style="list-style-type: none"> - More and more actors and stakeholders convinced by LEMU's position in favour of customary land tenure - Donors willing to funds research on key issues affecting customary land owners - Existence of competent staff that can carry out research and disseminate findings at local, regional, national and international levels - Exclusion of LEMU by organisations/ networks that do not agree with LEMU's position on customary land tenure - Inability to raise funds to carry out research |
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| | Intervention logic | Objectively verifiable indicators of achievement | Sources and means of verification | Assumptions and Risks |
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| | <p>Result 7</p> <p>LEMU's research outcomes produce convincing evidence for its advocacy messages at national and global levels.</p> | <ul style="list-style-type: none"> - Existence of a research agenda on critical areas stemming from this strategic plan - 6 alliances formed with relevant research institutions at national and global levels - 3 public events held to launch and disseminate new research findings - 6 consultation meetings held with key stakeholders - 12 mobilisation activities carried out to respond to relevant Bills and regulations that affect the land rights of vulnerable people - 12 advocacy activities on land- related themes. | <ul style="list-style-type: none"> - Research and policy papers - Strategic plans - Annual reports - Activity reports - Progress reports to the board - M&E reports | <ul style="list-style-type: none"> - Existence of staff with research skills and competence to write research papers and publications - Successfully fund raising that is within LEMU's research agenda - Government targeting LEMU for closure because of research findings - Donors who do not agree with LEMU's research agenda refusing to fund LEMU |

| | Intervention logic | Objectively verifiable indicators of achievement | Sources and means of verification | Assumptions and Risks |
|--|--|--|--|---|
| | <p>Result 8 LEMU's stand for customary land rights of the vulnerable makes significant contributions to youth inclusion, gender equity and land rights security of all vulnerable groups.</p> | <ul style="list-style-type: none"> - 12 efforts to sensitise local and traditional leaders, officials and other relevant stakeholders equipped with knowledge to protect the right to land of the vulnerable - 30 community structures that provide remedies to land conflicts involving youth and persons with special needs strengthened and traditional leaders dialogued with for the increase of youth and people with special needs in land governance to ensure inclusivity - 30 activities on access to information for youth about existing land-related legislation and policies - 5 New, effective communication channels supported that better include women - 6 instances of legal representation of youth and persons with special needs in the courts of law and other formal and informal tribunals in cases of land disputes | <ul style="list-style-type: none"> - Annual reports - Activity reports - Donor reports - Social media reports - Database of cases of land conflicts - Progress reports to the board - M&E reports - Social media reports | <ul style="list-style-type: none"> - LEMU's position on the customary land rights of vulnerable groups accepted and respected by relevant stakeholders - Inability to raise funds to carry out interventions that support the rights of vulnerable groups |

3. LEMU's Strategic Plan 2023-2026 at a glance

