



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

Our customary land, our heritage, our pride, our identity

Annual Report 2019



Enhancing women participation in land related
issues among the Pokot

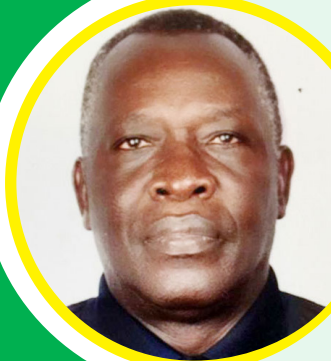
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Acronyms and Abbreviations

ALC	Area Land Committee
ANARDE	Advocates for Natural Resources and Development
BTP	Boundary tree planting
CAO	Chief Administrative Officer
CCO	Certificate of Customary Ownership
CLA	Community Land Association
COTO	Certificate of Title of Customary Ownership
CSO	Civil Society Organisation
DCA	Dan Church Aid
DCC	District Coordinating Committee (Justice, Law and Order Sector)
DLB	District Land Board
DOP	Director of Programmes
DPC	District Police Commander
F	Female
ICU	Iteso Cultural Union
KEF	Kumam Elders Forum
KRSU	Karamoja Resilience Support Unit
LASPNET	Legal Aid Service Providers Network
LC1	Local Council 1
LEMU	Land and Equity Movement of Uganda
M	Male
MISR	Makerere Institute of Social Research
MLHUD	Ministry of Lands Housing and Urban Development
NLP	National Land Policy
NULP	Northern Uganda Land Platform
OSEA	Regional Cooperation for Organic Standard and Certification Capacity in East Africa
PELUM	Participatory Land Use Management
PPRR	Principles Practices Rights and Responsibilities (Customary land rules)
SMD	Sketch map drawing
UWONET	Uganda Women Organisations Network

Message from Chairman Board of Directors



The Year 2019 marks the second year of LEMU's five-year Strategic Plan 2018- 2022. In the year 2019, LEMU planned to increase strategic partnerships with local actors, to provide evidence of how customary land can be effective in the eradicating of poverty for the landowners. This, however, required increased funding and programming in some key areas. Implicitly, it also meant that staff retention particularly of the front line staff was effective without undermining the succession policy of the organisation. .

On behalf of the Board of Directors, I am happy to note that in 2019, LEMU continued to engage on these issues. It is no doubt that LEMU's staff is sought after when it comes to expertise in this area. It was also in mid 2019 that LEMU's long time Executive Director, Judy Adoko retired after serving the organization for over 15 years. In order to identify a new Executive Director, a position that was advertised in March 2019, Suzane Irau, the Programme Director, has been asked to act in the capacity of the Executive Director, pending recruitment. A Board Member responsible for Mass Communication left in 2018. I am also pleased to welcome her replacement, Ms Magdaline Adhiambo Kasuku, who joins LEMU in 2020.

The funding of the five-year Strategic Plan has been challenging particularly in 2019. To this end, the Acting Executive Director main areas of engagement included resource mobilization. The Board asked a Consultant, Theresa Auma, to work with her, to raise funds required for implementing the five-year plan. The Board has also joined in raising funds and I want to thank Professor Mahmood Mamdani, a Board Member, who raised UGX. 10,800,000 from private sector for LEMU in 2019. The key area of deficits is the funding of administrative overheads.

The Board appreciates the work of the field staff and the Coordinating Unit, based in Kampala. We understand that they have to make many sacrifices and this, we think is a noble thing to do. I give thanks to partners and financiers, for their continued support of LEMU's programmes. For some of you who have understanding of what LEMU is doing, I believe you are proud of what you are doing by funding them. The Board appreciates your gestures in this endeavor.

Dr John Jaramogi Oloya,
Chairperson, Board of Directors

Message from LEMU's Ag. Executive Director



As the Ag Executive Director of Land and Equity Movement in Uganda, (LEMU), supported by our team of dedicated staff, we have worked tirelessly all year to uphold and secure land rights for the wellbeing of the most vulnerable in Uganda. With the founder Executive Director exiting, I managed to steer LEMU forward with incredible support from our able board. We have strengthened collaboration with other land actors in Teso, Lango and Karamoja including ensuring joint action with the District Local Governments in Teso, Lango and Karamoja. We have also worked closely with the Ministry of Lands, Housing and Urban Development to build capacity of Area Land Committees and District Land board members and collaborated to sensitize communities on laws and policies on Land including formation of communal land associations

LEMU conducted research which is a strong pillar of our work and produced a number of information materials as we remain the front-runner in customary land related research and information. We also increased community education efforts within local communities and made evidence-based information available and enabled various categories of people acquire land management related knowledge, so that they effectively perform their roles in protecting customary land rights. In the face of increased titling of customary land, we focused on providing information on the benefits and risks of titling customary land to enable landowners make informed decisions

We have strengthened collaboration with the GIZ supported interest groups on customary land in Teso and Karamoja and maintained our advocacy with JLOS stakeholders in Lango and Teso in a bid to harmonize between state and traditional land justice systems. We have continued to build a network of customary land promoters including working with UCU Law School to provide hands on experience to forth year law students hence bridging the gap between theory and practice.

We have maintained our presence at international level contributing to land policy discussions at the Annual World Bank Land conference in Washington DC and remain a committed member of International Land Coalition

The limited legal support for customary tenure however remains a challenge as this continues to perpetrate land conflicts. However, LEMU will continue to work for a more effective and responsive management of customary tenure and engage state leaders and institutions to protect customary land rights with the hope that these efforts will lead to a secure future of customary tenure and the vulnerable who hold land under the system.

We pride in the increased recognition of LEMU work evidenced by the number of stakeholders seeking for information from LEMU on customary land related issues including the media, scholars and land actors

Suzane Irau, Ag Executive Director

General Overview

The year 2019, the sixteenth of LEMU's unrelenting work in support of customary land tenure, was the second year of LEMU's 2018-2022 strategic plan, which responds to three important trends that have an impact on customary land tenure and LEMU's work:

- (i) a rapid increase in the demand for land,
- (ii) persistent misrepresentation of customary land tenure and
- (iii) confusion and weaknesses in land management.

LEMU's response is three-fold:

- a) make evidence-based information available and enable various categories of people acquire land management related knowledge, so that they effectively perform their roles in protecting customary land rights
- b) work for a more effective and responsive management of customary tenure by all stakeholders
- c) advocate and work for enhanced harmonization between customary tenure principles and practices and the statutory provisions related to customary and other land tenure systems.

This report presents a summary of LEMU's action on the three-fold response and LEMU's institutional capacity for its task during 2019. The presentation follows the four strategic objectives of LEMU's 2018-2022 strategic plan.

The key challenge that LEMU has had to address during the year has been the change of founder leadership at a period of financial scarcity due to the changing donor environment. Working closely with a competent and caring board, LEMU Management and staff have sustained LEMU name and activities and continued to operate with fairly good results.

Objective 1

Better informed stakeholders convinced of the comparative benefits of customary tenure and prepared to promote it

LEMU continued disseminating information, knowledge and attitude change on customary land rights and the threats it faces through meetings, training, media and publications and building capacity and alliances for promotion of customary tenure. Research was undertaken to provide the evidence based information to disseminate. The primary target group for the increased knowledge and conviction were the customary land owners themselves, then the traditional customary land managers, followed by relevant state leaders and officials. Work on alliances for promotion of customary tenure was with apex traditional institutions, faith based institutions and civil society organisations.

Meetings and training



Training on women's land rights in Bululu, Kalaki

In Teso, LEMU carried out community education during the 16 days of activism in Bululu, Kalaki, Palam, Kabarwa. The appreciation and the number of questions asked at the meetings confirmed the need for more land information to be disseminated to local communities. The community called on stakeholders to reach every village with the much needed information. The community education in Teso focused on women's land rights from customary provisions and what the law provides for. In Kabarwa, LEMU trained clan leaders on customary land tenure & challenges facing it, the importance of proactive boundary marking, Alternative Dispute Resolution

and management and those trained committed to carry out proactive boundary marking among households within their clans.

In Karamoja, four villages were jointly sensitized by LEMU and the Ministry of Lands, Housing and Urban Development on land laws and policies especially the provisions of the Land Act on how to protect their land. The sub-county later convened another meeting to harmonize views and set pace for boundary harmonization. During the inception meetings at village level, LEMU highlighted the findings from the sub county level meetings and the local communities agreed with the documented threats to land tenure security in Karamoja and proposed ways for improved protection.

Activity figures

- **Community education Karamoja (470 men, 338 women)**
- **Community education Teso (572 men, 433 women)**
- **Training clan leaders in Kabarwa, Teso (104 men, 40 women)**

Research and dissemination of research findings

LEMU had at the beginning of the year planned to conduct research on the assumptions made on individual land titles leading to economic development. The findings would be disseminated to relevant stakeholders especially those promoting the titles. Because of limited resources, the research was to be based on the database of title holders in Lango compiled through an earlier research by LEMU in 2012. The planned research was, however, not conducted because of the failure to obtain permission to access the land title files in the Lands Office in Lira. LEMU instead conducted a *Research on Perceptions of Customary Land Owners on Land Titling in Lango and Teso*. The key findings of this research were:

Although 70% of the people had heard of land titles, especially of freehold (42%) and CCO (24%), they had a great difficulty to explain what a land title is. Very few, only about 5% had ever tried to acquire a land title of any kind. On the most suitable title for customary land, 66% chose the Certificate of Customary Ownership (CCO). The people reported overwhelmingly (85%) not being ready to move to the formal government system mainly because they felt customary land should be managed in the traditional system. However, 81% said they have not received enough information on titles and needed more information and training on them.

LEMU has also prepared to undertake a research, in collaboration with Makerere Institute of Social Research (MISR), on the assumptions made on titling and loans in places where Certificates and titles were issued. The research has not yet been conducted due to delayed funding by MISR

Media

Radio: LEMU aired radio spot messages in Lango promoting boundary marking, use of PPRR for managing land, and promoting rent rather than sale of land in Karamoja, in collaboration with the cultural institution in Lango and with Napak district local government in Karamoja. In Teso, LEMU aired messages on protection of women's land rights on Etop radio informed by findings of the research on land rights of widows conducted by LEMU.

Television, You Tube and social media: LEMU received a grant in kind to produce a short film of the suffering of a widow when her land is grabbed by other family members. The video covered campaign messages to plant boundary trees to avoid conflict, draw sketch maps and document family lineage names before land conflict starts. This video was disseminated to land actors, district leaders and at community level instead of airing on national television stations as had been planned. The video was also shared by a LEMU staff member over social media.

Publications

Dissemination of publications

Various publications were disseminated in Lango and Teso. In Teso alone, 1415 copies of different publications and information leaflets were distributed to various stakeholders.

List of publications distributed in Lango and Teso is attached at Annex 1

The policy brief on article 26 was distributed to all members of parliament prior to the debate on the proposed amendment of article 26 and it is believed to have informed not only the members of parliament but other stakeholders doing land work in Uganda. LEMU was the first NGO to write a policy brief on the proposed amendment of article 26. Similarly the policy brief on Karamoja, “Can rural Karimojong succeed in protecting the communal grazing land when the forces of tenure insecurity are external powerful forces” is believed to have heightened the debate on the land question in Karamoja having highlighted how much land is gazetted and under concessions in comparison to what is left to ordinary Karimojong whose livelihoods depend on grazing. The issues highlighted in the Karamoja publication were generated from the community education meetings from the 21 sub counties.

The outcome is that LEMU'S visibility enhanced and more information is available to the stakeholders and communities. More University students and researchers, local and from abroad contacted LEMU for interviews on customary tenure in Uganda

Alliances

LEMU worked in alliances with various institutions and civil society organisations as summarised below.

Kumam Elders Forum (KEF)

LEMU trained Kumam Elders Forum members on what customary tenure is, National Land Policy provisions and also agreed advocacy points with the participants to improve the image of customary tenure. KEF resolved to sensitize land owners on pro customary provisions of the NLP is sharing knowledge from the training with the Kumam communities

Clan heads in Lango

In Lango, the lower clan leaders from 38 clans of the Rights holders whose land cases were resolved in previous years in Lango were met so as to discuss issues of vulnerability of land rights of women and the management responsibilities that they have to protect land rights of women and children. They were taught how to assess power and vulnerability amongst parties. They were also asked the best way they could protect land rights of women and children. Overall clan heads for the whole of Lango were also met in Lira so as to alert them to the issue of land grabbing in families from vulnerable women. The clan heads recommitted themselves to ensuring that the lower clan leaders are not discriminatory to women.

Faith based institutions

LEMU trained in Soroti 38 female faith based leaders from mothers union and other church women groups on what customary tenure is, where land rights come from, their role as opinion leaders in influencing better protection of land rights especially of the women and children. LEMU also trained 39 female faith based leaders from Palam, Kalaki and Otuboi on what customary tenure is, highlighting the rights of widows, orphans and unmarried girls. The training targeted female church leaders from the catholic, Anglican faith and the Pentecostals as a way of empowering the women leaders with knowledge on land rights. From the training, the women acknowledged that they have land rights but are not fully enjoying them due to the challenges they face. The women leaders agreed to disseminate knowledge they gained from this training within their circles of influence.

4th Year Law students:

LEMU facilitated training of UCU law students on customary tenure and provided them with a CLE experience. The students were able to have hands on experience of informal land dispute resolution compared to the formal state processes. This experience enriched the knowledge of how the customary system works, challenges it faces and how to facilitate linkages with the formal state systems

Top police officials in Lango

A meeting was organized for top police officials in the whole of Lango to share with them their role in preventing land grabbing from women in families under section 92 of the Land Act that makes it a crime to abuse someone else's land rights. The police agreed to facilitate a community education meeting in one community after a case was reported to LEMU involving malicious damage

Activity figures

- *Training Kumam Elders Forum in Kaberamaido (14 men, 7 women)*
- *Meeting with overall clan heads in Lango (117 men out of the 158 clans)*
- *Training of faith based leaders (77 female leaders)*
- *CLE for 4th year UCU Law students (3 male, 7 female)*

Participation in network meetings

LEMU participated in the Legal Aid Service Provider Network (LASPNET) meeting, Uganda Women Organisations Network (UWONET) meeting on gender mainstreaming, training by LASPNET on good governance and resource mobilization. Participated in a one day meeting organised by LASPNET on 20th August 2019 in Gulu, the workshop was attended by all member Organisation to the Network and its employees. The purpose of the meeting was to get feedback on the implementation of the previous year's points of Action that were agreed upon by member organisation to be implemented

In Karamoja LEMU participated in Land awareness week organised by MLHUD with development partners meetings with Advocates for Natural Resources and Development (ANARDE) and Karamoja Resilience Support Unit (KRSU) on CSO Dialogue and Capacity Building Workshop on Business and Human Rights perspective on Mineral and Land Rights regime in Karamoja Region and pastoralism and policy course in Uganda respectively. Participated also in the CSO partner reporting meeting at the district headquarters and the Dan Church Aid (DCA) annual partners meeting during where it contributed and benefited as follows:

- Distributed the publication entitled "Can the rural Karimojong succeed in protecting their communal land when the main causes of tenure insecurity are powerful external forces?" and this informed the position paper presented by the Ministry questions asked during the land inquiry conducted in Moroto.
- Knowledge gained by LEMU staff on the critical issues affecting the mining sector like the elite capture, radicalized communities and uncoordinated CSO interventions.
- Knowledge gained by LEMU staff on pastoralism for example its pillars, comparison between pastoralism and ranching, problems facing pastoralism and emerging issues like the policies governing pastoralism, climate change, awareness creation and commercialization of Agriculture

LEMU attended a meeting on compulsory land acquisition jointly organized by the Ministry of Lands and Participatory Land Use Management (PELUM) for CSO input into the proposed amendment of the law

At NULP LEMU presented the experience on its work on land justice and the attempts to harmonise traditional and state land justice. The documents shared were LEMU's learning in campaign to harmonise state and customary land justice. The documents included the 8 year process of this work with Magistrates, Judges, traditional institutions, Justice Law and Order Sector (JLOS) and the office of the Chief Justice. Research papers on the issue of harmonization was also shared. Recently LEMU attended a meeting of the Regional Cooperation

for Organic Standard and Certification Capacity in East Africa (OSEA).

LEMU Ag Executive Director attended the International Land Coalition Africa Land and Assembly Forum in Abijan. During the meeting, the members discussed the importance of multi stakeholder engagements and challenges facing land governance in Africa, and proposed solutions.

Objective 2

A more effective and responsive management of customary tenure by all stakeholders

Work under this objective continued to focus much on the primary institution mandated with the management of customary land, the clan and its structures. Work continued to build capacity for conflict resolution especially through mediation, and on conflict prevention especially through boundary tree planting and signed sketch land map making. Work also continued in helping to document clans and their structures to be able to better support their capacity enhancement, to document customary land rules in new areas. The efforts to engage state leaders and institutions at local, district and national levels to protect customary land rights also continued.

Mediation support and cases for precedent

Mediation support

In Lango: Apac office received 15 cases (10 by women and 5 by men) and LEMU assisted the clan to resolve 7 cases (5 of women and 2 of men). In Lira, LEMU received 13 (9F, 4M) cases and resolved 4 (involving Women). Because of the complexity of these cases involving crimes, very few cases are resolved. 27 Clan leaders of Okarowok Alemo were trained on customary land tenure, national Land Policy, principles of Natural Justice, how to avoid boundary conflicts and issues of Land Market Policy, how to analyse land rights using Family land rights tree in August 2019

In Teso: LEMU trained 35M, 7F clan leaders on what customary tenure is, where rights are derived, the roles of the clan as stipulated in the PPRR, principles of natural justice and proper documentation of land dispute hearings to provide good evidence. The trained clan leaders supported mediation of 6 cases and 4 were successfully resolved, consent agreements signed, boundaries planted and a maps drawn to that effect. The parties to two cases failed to agree and we documented the fact that despite mediation, the parties could not agree but assented to this fact by signing the agreement

Cases for precedence

LEMU had planned to support 2 cases in court for precedence on retracted land gifts and provide legal representation for 2 test cases. This was not done as no case of this nature was reported.

LEMU also planned to link to state courts, cases where the clan supports a woman and child but the respondent is abusive. Two land cases were filed at Apac Chief Magistrate's court, the cases were of land grabbing. One of the cases was the one of a divorced woman where the clan was in her support but the defendant was not respectful and another case of a separated woman who returned to her maiden home but the step brothers had grabbed her father's land.

Three cases reported by women were filed in court either because one party did not accept the ruling of the clan or the clan was discriminatory in their ruling or criminal means were used against the vulnerable Rights Holders.

Follow up of land cases handled by clans

In Teso LEMU conducted follow up on clans in Otuboi, Bululu and Palam. Some gaps were identified with the

record keeping and these clans need to be supported to improve their documentation.

In Lango LEMU compiled a list of cases that were successfully resolved with the assistance of LEMU from 2015 to 2018 for impact assessment and held a workshop for the assessment. During the workshop, 23 right holders (12 M, 11 F) whose cases were resolved from 2015-2018 were met and 38 clan leaders (37 M, 1 F) through whose efforts together participated and resolved the land cases. All cases that had been resolved with LEMU's intervention had no recurring disputes.

Facilitating mapping, boundary marking and sketch map drawing

In Karamoja, as part of the boundary harmonization activities and because of the inability of the land owners to determine the actual size of the land, LEMU facilitated mapping of Arimonyang communal grazing land using simple tools provided by LEMU. The mapping conducted in two phases led to the harmonization of the boundary of the communal grazing land with neighbours. After a mediation meeting involving elders from both sides, a map of the communal grazing land was generated.

In Teso, LEMU supported the clan undertake boundary marking activities among 17 households (9M, 8F) from Bukedea, Katakwi and Kalaki impacting on 73 male and 67 female household members. Maps were drawn for each of these households and LEMU has adopted the use of my GPS coordinates APP and Google maps as well as planting tree marks. The process involves taking coordinates around the household land. The maps are then printed and land owners, neighbours, ICU, LCI, ALC sign against the map acknowledging accuracy and consenting to the boundary



Boundary marking activity in Kabarwa Sub County, Bukedea District

Community land protection in new communities

LEMU supported the registration of 4 Communal Land Associations (CLAs) in Amudat. Community inception meetings were conducted in 4 communities, LEMU then facilitated the communities to draft their constitutions, elect management committees and undertook community wide education on laws and policies on land registration options. The communities were also sensitized on the traditional ways of protecting land and the threats facing customary tenure. Mapping of the grazing area to ascertain the actual size was done, LEMU also organized meetings to agree modalities for boundary harmonization with neighbours and for conflict resolution. Some of the 36 elected leaders were later trained by the Ministry of lands officials together with ALC members.

Engaging state leaders and institutions to protect customary land rights

JLOS District Coordination Committees (DCC)

Meetings with JLOS stakeholders; LEMU attended 3 DCC meetings in Soroti and continues to lobby to the courts to adopt the use of the PPRR in courts to aid adjudicate customary land matters. LEMU also attended 1 DCC meeting in apac. During the meetings, LEMU facilitated the cultural institutions to present proposals for harmonization. In Soroti magisterial area, it was agreed that LEMU will whenever need arises be invited to court to provide an expert opinion on cases involving customary land

LEMU trained Judicial officers from Soroti Magisterial area on use of FLR< for determining land rights when resolving land dispute over customary land. The judicial officers agreed to adopt this tool and will whenever they deem fit invite LEMU to give an expert opinion in the analysis of land rights under customary tenure.

LEMU also supported the training of the Area land committee and District Land board members, who in spite of LEMU advocacy to have the land administrators trained, were not trained due to limited resources. The training was conducted by officials from the Ministry of lands and in total 35M and 9F ALC, DLB members were trained. The training also involved two members of the management committee from each of the four CLAs and staff from the lands office in Amudat.

Some activity figures

- *Cases handled with LEMU support (34 cases)*
- *Cases handled by trained clan leaders in Teso without LEMU (21 cases)*
- *Impact cases from Lango followed up (23 cases)*
- *Training of clan leaders on CLT, NLP, use of FLR<, Principles of Natural Justice(62M, 7F)*
- *Court cases (4)*
- *Boundary marking beneficiaries (73M, 67F)*
- *Training of Judicial Officers on the use of FLR< while handling land disputes over customary land (5F, 3M)*
- *Training of ALC, DLB, Amudat district land office staff (35M, 9F)*

Objective 3**Enhanced harmonization between customary tenure principles and practices and the statutory provisions**

Objective: Reduced policy and legal gaps and enhanced harmonization between customary laws and statutory provisions related to customary land tenure

LEMU provided a good starting point for promoting the recognition of customary land rules by supporting the different cultural groupings and institutions to document and publish their Principles, Practices, Rights and Responsibilities (PPRR) in customary land tenure management and use. During 2019 LEMU continued to promote the increased adoption and use of the PPRR in both the customary and state land management systems for enhanced understanding and harmonization of the practices and eventually laws. For harmonization of laws, LEMU continued to advocate for implementation of National Land Policy provisions that are in favour of customary tenure.

Disseminating the PPRR for increased adoption

LEMU planned to widely disseminate/launch the PPRR, VPPRR, CLPPRR and the clan directory in Lango, Teso, Bunyoro and West Nile for increased adoption and use. PPRR sales in Lango, and Teso was through: LEMU offices, market stalls in all markets and JLOS institutions and at workshops and meetings.

In Teso: LEMU distributed PPRR among 51M, 85F during this reporting period. From follow up done by the office to establish relevance of the PPRR, the book has become a point of reference in analysing land disputes, understand land rights especially of women (widows, unmarried girls) and of children as well. The PPRR has also been used by 6 clans from Otuboi (3) Kabarwa (1), Malera (1) and Palam (1) to train committee members on their management roles as custodians of customary land. LEMU supported the PPRR review process in Teso working with other land actors in Teso and the cultural institutions. The amendments focused on improving protection of women's land rights were approved by cabinet and await approval of council

In Lango: 218 PPRR books (151 Luo and 67 English versions) were sold in the selected markets, of Ayago, Arocha, Abuli, Adog Rao and in LEMU Apac office reception, and during workshops. Because of the good working relation and collaboration with JLOS stakeholders, LEMU Apac office erected a tent within court to enable easy access to PPRR by those accessing court .

In West Nile: LEMU disseminated 142 VPPRR in Aringa, Lugbara and Alur languages.

Working with districts to pass pro-customary tenure ordinances

In Karamoja, LEMU met Napak District Council (15M, 8F) to discuss a proposed ordinance on customary tenure and as a result the ordinance was prepared and tabled for 1st and 2nd reading and then sent back to the committee on general purpose to finalize. LEMU disseminated the documented rules for managing communal grazing land in all the sub counties in Napak district as part of the ordinance process. Those met (136M and 59F) confirmed that the rules were a true reflection of the lives of the Karimojong



Joint community education activities with the Ministry of Lands

In Lango, LEMU met district councillors from Amolatar, Dokolo, Lira and Oyam who agreed with LEMU that individual titles will promote land sales and this will endanger the livelihoods of the families, especially of women and children. LEMU met 5 members of Apac District Land Board and one advocate with regards to Maruzi ranch, a 99 year lease that the law gives back to the districts to manage on behalf of the people but the central government is now claiming it is the owner of the lease. Apac DLB agreed with LEMU position on Maruzi.

In Teso, LEMU trained 9M, 6F district councillors from Kalaki on customary tenure and the threats it faces and on the best strategy to strengthen land management and protect land rights of the most vulnerable. LEMU initiated an ordinance process and a select committee was established to come up with a draft ordinance and present it to council for discussion.

Objective 4**LEMU's institutional capacity to fulfil its mission significantly enhanced****Change in leadership**

LEMU experienced two institutional tests during 2019: change in founder leadership and the declining donor financing environment. With committed staff and governed by a competent and caring board, LEMU went through those tests with success, which came from close collaboration between the board and the management. LEMU worked to maintain its institutional capacity by ensuring continued adherence to policies and systems, regular board and staff meetings, regular staff assessment and training, resource mobilisation and good management, and continuous reflection through M&E activities. Judy did retire and the Board asked the LEMU Director of Programmes to take charge in an acting capacity.

Adherence to policies and systems

During the challenging times, LEMU put emphasis on all staff being very familiar with LEMU policies and following them strictly. All staff received copies of the policies and reported reading various policies and making efforts to adhere to the policies as required. The Finance Manager and the Kampala Office Administrator drafted some changes that were needed in the human resource and finance policies and these were put before the board in April 2019. The changed policies were disseminated to all staff to apply.

Board and staff meetings

The Board met five times in February, April, May, August and December 2019. Key issues handled, apart from routine board matters, were the succession to the Executive Director who retired and resilience in face of dwindling financing. The financial updates by the Finance unit acted as a tool for decision making and way forward. The Board worked closely with management to put in place viable temporary transition measures and search for alternative financing, with several Board members taking part in the search. Staff meetings were held at the different offices to discuss administrative and program issues and way forward in the face of limited funding. LEMU-wide Staff M&E workshops were held in February, May and October. The dominant M&E issue was the need to strengthen the M&E field component in LEMU's regular work. A small impact assessment exercise was planned during the May meeting. It was found that none of the land-related cases resolved with LEMU support from year 2015 to year 2018 had reignited.



Staff reflection meetings

Resource mobilisation and management

Finance Manager analysed the income and expenditures of the existing donors and identified gaps. An emergency budget was drawn and shared with management. This guided decision making by management especially on the personnel, given that salary was a major issue. The financial analysis also brought to light the need for fundraising by management with support from the Board members. Various donor accounts and reports were prepared and submitted on time. They were well received. There was a good audit report with petty issues that should be improved. The issues raised are being addressed. Database of service providers were updated at all offices and so were the assets registers.

LEMU Staff during 2019

Induction of a new Field officer in Soroti office, recruited in November, 2018, was concluded in April, 2019. Three vacancies at the beginning of the year were advertised internally and externally: Field Officer Lango, Finance Manager and Admin Manager but the recruitment process was put on halt due to financial constraints. Staff in Soroti office were trained by Liz Naete on how to use the GPS mapping App to get accurate coordinates while conducting BTP and SMD. Finance Manager trained staff during the M&E Meeting held in February 2019 on some financial issues and it was noted that there is need to keep training those staff still having challenges in order to build their capacity.

Table showing staffing levels for 2019

Category	Female	Male	Total	Category	Female	Male	Total
Programme	4	5	9	Office support staff	4	0	4
Administrative	4	0	4	Security staff	0	4	4
Finance	1	0	1	Drivers	0	2	2
Staff support persons	1	1	2	Total staff	16	10	26

Impact of LEMU work observed during 2019

- 1) There is increased recognition of LEMU work evidenced by the number of stakeholders seeking information from LEMU on customary land related issues including the media, scholars and land actors
- 2) On women participation, generally the number of women included in the state structures was small. LEMU deliberately involved more women in order to ensure an all-inclusive approach to communal land management and decision making because women are affected more when it comes to land and its resources. There have been changes in power dynamics as women who were previously seen as having no role in land matters sit at the same meeting with men and are assured of their place in the management as provided for in the law
- 3) LEMU extracted 39 cases that were resolved and met 23 Rights holders (11 women, 12 men) and 38 members of their clan leaders involved in the mediation so as to assess the impact of their cases being resolved. It was found that most of the cases that had been resolved by the clans with LEMU's support had no recurring disputes.
- 4) Boundary marking, sketch map drawing and Family land rights and lineage tree. LEMU adopted the use of coordinates and google maps during mapping and this has significantly reduced on uprooting of boundaries according to land owners where neighbors were in the habit of extending boundaries
- 5) Increased recognition and use of PPRR in land dispute resolution by clans. All Trocaire partners in Teso working on Land and GIZ supported groups are promoting the use of PPRR for land dispute resolution. There was some evidence that the people who bought the books have been using the knowledge obtained from the book to settle land dispute cases like (followed up through phone calls)
- 6) As an institution, LEMU is successfully handed over the overall management from an Executive Director who has been in LEMU for over 10 years to a new acting executive director.

Challenges that affected implementation of planned activities

- 1) The key challenge that LEMU has had to address during the year has been the change of founder leadership at a period of financial scarcity due to the changing donor environment. Working closely with a competent and caring board, LEMU Management and staff have sustained LEMU name and activities and continued to operate with good results.
- 2) Most of the land disputes against women and are not genuine land disputes but carefully planned attacks on vulnerable women. These attacks usually start with a crime such as arson, assault, on the women which when reported, do not go any further because the Police explain that they are obligated by law to release the people arrested if they are not taken to court within 24 hours. For justice to be achieved, the strategy is no longer as simple as mediation but involves criminal case, going to court to file a case and also constructing a house for the woman to reduce risk of loss of land.

- 3) Working in Bunyoro and West Nile regions where LEMU has no physical presence or offices has proved to be a challenge in following up activities and in convening workshops. With no presence in the region, informing people on radio for meetings means very few people turn up for the meeting as they do not know the convener.
- 4) Inability to conduct the research on titles in Lango and Karamoja due to inability to acquire information on the current titles from the Ministry of land.
- 5) In both West Nile and Bunyoro where the traditional governance systems were used by the colonial government for governance, it means the two governance systems are emerged and very difficult to separate without substantive time being spent on it. This is still very important because the real clan members are usually at the bottom of the structure. This is true of the Banyoro and Lugbara.

LEMU Board during 2019

1. JJ Oloya - Chairperson
2. John De connick
3. Mamdani Mahood
4. Karen Atamba
5. His Worship Gabriel Nyipir
6. Anthony Okech
7. Magdaline Adhiambo Kasuku
8. Judy Adoko – Executive Director (first half of the year)
9. Suzane Irau – Ag. Executive Director (second half of the year)

Annex: PUBLICATIONS DISTRIBUTED DURING THE YEAR

1. From which Family do land rights come from	186
2. How to avoid boundary conflicts by planting trees	183
3. Principles of Natural Justice	173
4. Is your clan good	133
5. Extract of the 2013 National Land Policy	80
6. What is customary tenure	80
7. Treacherous exploitation and land grabbing is sin against god	70
8. Policy brief on Landlessness	54
9. Certificate of Title of Customary Ownership (COTO) Policy Paper	53
10. Jwik Lara wang Kinga	27
11. From which family do land Rights come	27
12. Lango vegetables and wild fruits	18
13. Can wetland user permits co-exist with traditional wetland use?	16
14. LEMU Annual report	5
15. Family and community land tittle the best strategy to advance and protect women's land rights	5
16. Policy brief comparing state and traditional land justice systems in Uganda	5
17. Risk in the land Act as regards registration of communal land	5
18. LEMU Strategic plan 2018- 2022	5
19. Why Uganda should be cautious about amending Article 26 of the Constitution	5
20. What assumptions are made when communal land registration is promoted	3
21. Will rural Karimajong succeed in protecting their communal land when causes of tenure insecurity are strong external forces?	482

The COTO publication (numbered 9 in the table above) was translated into Ateso and Kumam and also distributed. Publications numbered 14 to 19 in the table were distributed by the Apac Office to the Resident District Commissioner, Local Council 5 Chairperson, Chief Administration Officer, District Internal Security Officer and District Land Board Chairperson.

The following publications were also distributed to participants at the Northern Uganda Land Platform (NULP) who came from the districts of Teso, Karamoja, Acholi, Lango and West Nile.

- ✓ Risks in the Land Act as regards registration of communal Land

- ✓ Family and communal Land Titles
- ✓ The best strategy to Advance and protect women's land rights
- ✓ ASK these questions to promoters of titles and certificates on customary land
- ✓ Also distributed were: Photocopies of "What is customary tenure", "Land rights in families" and extract of the NLP 2013.



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

Our customary land, our heritage, our pride, our identity

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