MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

- **COMMUNICATION STRATEGY** (2019/20 – 2024/25)
- **FIELD STUDY REPORT ON THE INFORMATION GAPS ASSESSMENT**
- **COMMUNICATION AUDIT REPORT**

COMMUNICATION STRATEGY

EXECUTIVE SUMMARY

This five-year (2018/19 – 2022/23) Communication Strategy provides a roadmap and guidance on how to move forward using the available structures, opportunities and resources available to the Ministry of Lands, Housing and Urban Development (MLHUD) to implement interventions aimed at addressing the information gaps that exist within the Lands, Housing and Urban Development (LHUD) sector. The Strategy shall guide all internal and external communication, including communication strategic objectives, message development, audiences and corresponding media selection, responsibility assignments, budgeting for each communication activity, monitoring and evaluation.

The Strategy provides an overarching framework for communicating key messages arising out of the information gaps identified, through a multi stakeholder participatory approach by mainstreaming the stakeholders' participation in its implementation. The primary aim of the stakeholders' involvement is to enlist greater dialogue among all stakeholders in the Lands, Housing and Urban Development (LHUD) sector during the development and implementation processes of the communication plan.

Essentially, communication shall be streamlined and achieved by involving the active engagement of the MLHUD (together with its staff) and its stakeholders in Government, the public sector and the civil society. Communication will be through engaging traditional and most appropriate channels of information dissemination that exploit and develop the local means, materials and methods of communication, such as music dance, and drama, games, fables and puppet shows, as well as through modern channels that include television (TV), radios, print media (newspapers, posters and flyers), internet (email and the ministry website), public open days (barazas), and through promotional items (caps, t-shirts, banners, car stickers, calendars, etc) in order to raise awareness, while facilitating opportunities for public discourse and sharing of information on the LHUD sector. These channels shall also enable feedback from grassroots level to reach the decision makers so as to inform evidence - based communication planning at all levels in the MLHUD structure. Non- traditional channels such as folk songs, community outreach programs, public debates among others shall also be employed.

The Strategy has been developed bearing in mind certain critical cross cutting issues that need to be borne in mind which producing the key messages, so as not to compromise the effectiveness of the communication process to the different target groups. Such cross cutting issues include gender, culture, inclusion of persons with disability (PWDs) and the elderly, climate change and green growth.

The UN member states endorsed the 2030 Agenda and committed to implement the Sustainable Development Goals (SDGs), which are a set of 17 Global Goals, in a 15-year period. Land is a significant resource, where all development activities are undertaken. The

2030 Agenda for Sustainable Development contains a number of land-related targets and indicators under SDGs 1, 2, 5, 11 and 15. Many land organizations and stakeholders are committed to fully implement the SDGs and to monitor the land-related indicators in order to promote responsible land governance.

However, the broad range of land-related data and information needed to effectively monitor the Sustainable Development Goal (SDG) land indicators has been inaccessible, unavailable, or dispersed across various websites and databases. In many parts of the world and Uganda in particular, there is a general lack of understanding and awareness of the SDGs, less more even as relates to land indicators in the SDGs, the framework for monitoring and reporting at the country level and the roles of various actors involved in the SDG process. Through this Communication Strategy MLHUD shall disseminate SDG information on land indicators to the public, as well as to fulfil SDG reporting requirements.

A number of communication channels are suggested under this Strategy. The breakdown of the strengths per suggested communication channel is also given to guide on the criterion for their selection, for implementation. The Strategy contains a costed-annualized plan aligned to various communication channels that are suggested herein, and a monitoring and evaluation (M&E) plan to measure impact of the suggested channels of communication is included. The M&E plan calls for a mid term review of the strategy implementation and a final evaluation at the end of the five (5) year period. A Mechanism for adequate feedback on the messages communicated is also included to guide future activities.

The Strategy does not however, give detailed consideration for activities under the Albertine Region Sustainable Development Project (ARSDP) and the Uganda Support to Municipal Infrastructure Development (USMID) program. Although a number of information gaps were identified that hinge onto these projects' areas of focus, detailed interventions shall be developed together with the Office of the Communication Specialist for the two projects to address the full-scale implementation of communication activities specific to the two (2) projects, at a later date.

It is worth to note that the Communication Plan proposed in this Strategy is quite intense if the Ministry is to have reasonable impact and effect the desired change. However, in order to enable the Ministry fully harness the benefits that accrue from the Strategy implementation, it is proposed that a media agency be enlisted to undertake the implementation of the Plan on its behalf, for the first two years as they build the Ministry's capacity. In the third, fourth and fifth years, the Ministry may take up implementation and emphasize monitoring and evaluation of the interventions for improved impart of the messages, for desired change. This will enable the realization of the planned outputs without necessarily distorting the activities already planned under their GoU workplan

The total cost of implementing the CS is estimated at UGX 17.0 Bn over the five-year period, with Year 1 having 4Bn, Year 2: 3.5Bn, Year 3: 2.6 Bn, Year 4: 4.2 Bn, and Year 5: 2.7 Bn. The reports for the pre-activities that informed the Strategy development process have been attached to this Strategy as annexes. These include the stakeholders' information gaps assessment workshop, communication audit and the field study report that was undertaken in 16 districts

YEAR	AMOUNT
Year 1	4 Bn
Year 2	3.5 Bn
Year 3	2.6 Bn
Year 4	4.2 Bn
Year 5	2.7 Bn
TOTAL	17.0 Bn

1.0 SITUATIONAL ANALYSIS

The Ministry of Lands, Housing and Urban Development (MLHUD) was created in 2006 by integrating departments and functions from the then Ministry of Water, Lands and Environment (MWLE) and (former) Ministry of Works, Housing and Communication (MWHC). The Ministry consists of three (3) sub sectors namely: Lands, Housing and Urban Development. The MLHUD is responsible for providing policy direction, national standards and coordination inter alia, of all matters related to lands, housing and urban development in Uganda. The Ministry is also responsible for putting in place policies, laws and regulations to ensure sustainable land management, planned urban and rural development and decent housing for all.

Structurally, the Ministry is comprised of three Directorates with the attendant departments:
  a)   Directorate of Land Management
        i.   Department of Surveys and Mapping;
        ii. Department of Land Administration;
        iii. Department of Land Registration.

  b)   Directorate of Physical Planning and Urban Development (PPUD)
        i.   Physical Planning;
        ii. Urban Development;
        iii. Land Use Regulation and Compliance.

  c)   Directorate of Housing Development and Estates Management
        i.   Human Settlement;
        ii. Housing Development and Estates Management.

The Ministry also has two support departments and four specialised units that provide support services to the political leadership and technical directorates. The support departments are Finance and Administration (F&A), and Planning and Quality Assurance (PQAD) while the specialised units include: Resource/Information Centre; Procurement and Disposal Unit; Policy Analysis Unit; and Internal Audit Unit; and Human Resource Unit. Each of these Units is headed by a Principal Officer. It is the Resource/Information Centre which is fitted with the Ministry Spokesperson, that will oversee the implementation of this Strategy.

There are 21 customer support and communication officers based in the MZOs to handle issues of information dissemination. There are focal persons in each municipality to handle and report on complaints raised by clients designated to speak on behalf of the Ministry and to manage the external communication to the public (under USMID support), while the Permanent Secretary (PS) and other heads of departments manage the internal communications.

Communication within the MLHUD is undertaken at two levels; internal and external communication. Politically, the Ministers are the heads of the Ministry and are responsible for communicating the Ministry/Sector policies, programmes and projects. Administratively, the PS is the Chief Executive Officer of the Ministry who is mandated to communicate Government Policy and programmes.

1.01 Internal communication

Internally, the Ministry uses the following channels to reach the staff with information;
  a. Internal memorandum and circulars,
  b. Notice boards, e-pop email system;
  c. Ministry website (www.mlhud.go.ug);
  d. Ministry Zonal Offices (MZOs) which are currently 21 in number (currently 13 being fully operational), in addition to District Land Offices;
  e. National Urban Forum Workshops/Public Debates every year and MDFs for the municipalities;
  f. Annual Land Awareness Week that includes open days by the MZOs;
  g. Publicity campaign activities under the National Urban Campaign programme targeting schools, universities, civil society, religious groups, traditional institutions Government Departments, Local Governments and the general public;
  h. Flyers, posters, print press articles on various policy and procedural issues within the LHUD sector;
  i. Complaints line (0414-373511, 0772463240) and;
  j. A toll-free line (0800100004), among many others.

collaborative partners/stakeholders including other Line Ministries/ Departments /Agencies, Local Governments and Civil Society Organisations (CSOs), the Private Sector, Uganda Media Centre, Office of the Prime Minister, Directorate of Information and National Guidance, Development Partners and the general public;

During the Communication Audit assessment exercise, majority of the MLHUD staff interviewed reported internal communication to be defective. This was attributed to the mode of communication that is mostly top-bottom hence, being viewed more as directives that give little or no feedback on issues of concern from the lower staff, and the unstable nature of the internet connections rendering email/internet communication unreliable. Because of this limited interaction, it was reported by some staff that there is little knowledge of what is happening in the ministry. There is limited use of the MLHUD assigned emails as most staff use their personal Gmail or Yahoo accounts on their private gadgets, as a result of the unstable nature of the official email/internet connections.

The MLHUD has departments/offices spread across the country that handle specific mandates, for example, the MZOs, District land Offices, National Land Information System (NLIS) located in Mulago, and the Department of Surveying and Mapping based in Entebbe. However, the wide spread of these departments makes internal communication from the MLHUD to them quite difficult, as internal information takes long to reach them and, in some instances, never at all reaches them.

1.02   External Communication

The MLHUD uses the following channels to reach its external stakeholders;

a)   circulars on notice boards of the MLHUD offices/MZOs;
b)   emails;
c)   letters;
d)   The Media Centre briefings;
e)   MZOs;
f)   Communal Land Associations (where they are established);
g)   The Ministry website (www.mlhud.go.ug);
h)   IECs (posters, flyers, brochures);
i)   Newspaper features;
j)   MLHUD Bulletin and other project newsletters;
k)   Toll free line (0800100004);
l)   Barazas - community meetings, open days on LHUD issues, Land Awareness Weeks;
m)   Social media platforms (twitter, Facebook);
n)   Cultural weeks;
o)   Breakfast meetings;
p)   Joint public awareness weeks with CSOs & traditional institution;
q)   Perception surveys and adverts;
r)   Telephones calls;
s)   Emails;
t)   Radio and television;
u)   Interaction with collaborative partners/stakeholders including other MDAs, Local Governments and Civil Society Organisations (CSOs), and the Office of the Prime Minister.

It was noted during the communication audit that much of the external communication from the MLHUD comes mainly in form of policy directives/communications and procedures.

1.03   Feedback mechanism

Since communication is a two-way process rooted in the principles of ownership, participation and voice, there is need to know what the stakeholders' opinions are on the value, relevancy, timeliness, appropriateness, and correctness of the information disseminated and possibly the channels used.

The MLHUD receives information from stakeholders and the public through the following channels; suggestion boxes fitted in MLHUD offices – telephone calls through a Ministry's help line (0414-373511), and toll free no. 0800100004, ministry website (www.mlhud.go.ug), Letters to the Editor in newspapers, social media through the Ministry's Facebook page and twitter accounts, public engagement meetings – Land Awareness Weeks, Open Days, Awareness Workshops and seminars. These have provided invariable information that has hitherto enabled the ministry to be harnessed for improved future communication.   The main concerns raised are to do with charging of unofficial fees, bribery charges & delay in providing services delivery. The most mentioned offices are the MZOs, ALCs & PPCs whose fees structures are not known and differ from client to client.

1.2   RATIONALE

In 2013, an Information, Education and Communication (IEC) Strategy for the development of an Urban Policy and Plan was developed. The same year, an IEC Strategy for Urban Solid Waste Management was developed. In June the same year, the MLHUD developed and implemented "A Merged 3-Year Information, Communication and Education (IEC) Strategy". Since then, the MLHUD has put in place measures to try and address the information gaps across the Ministry and the public, many of which are mentioned in Section 1.01 and 1.02 above.

With these interventions, the Ministry has been visible in the media, broadcasting information on land to the public. It has also produced print and electronic publications to inform and educate the general public on the undertakings of the Ministry with budget support from the CEDP which prioritises communication activities and is willing to improve information sharing among stakeholders.
However, despite the reforms and developments in the LHUD sector in line with policy development and improved implementation, there are still a number of key sector issues that require intervention.

While the Land Act 1998 was conceived and enacted with the guiding principle to focus on governing citizens' rights to land and land ownership, Ugandans are increasingly experiencing unrestrained land transactions and rapid, chaotic urban development due to high rural-urban exodus. These have led to a constant increase in the escalating unplanned settlements, poor infrastructure and equally poor service delivery. This is in addition to traditional issues like; historical injustices and colonial legacies, which have resulted in multiple rights and interests over the same piece of land; disposition and loss of ancestral land by some communities; border disputes arising out of tribal, ethnic groupings and trans-state border disputes; and the ineffective dispute resolution mechanisms, which have resulted into illegal evictions.

Additionally, lack of vital information about citizens' rights to land have left the population at a loss, and thus leading to continuous rise in potentially conflict. That is paralleled by an increase in the frequency of cross-cutting issues such as urban poverty, HIV/AIDS, gender, disregard for people with disabilities, the elderly, governance, transparency and accountability.

The Communication Audit exercise that fed into this Strategy revealed that the present state of information on land in Uganda remains fragmented with much of it found in official reports and publications or at occasional elitist workshops, quite often out of reach to the land owners and users. Much less information reaches the public through the media, mainly yet a significant portion of the population has limited access to media devices like radios and television sets. The Audit also found out that the information channelled by the MLHUD to the public is largely technical and is sometimes not easily understood by the local persons, calling for the need to translate much of the information for clarity and better understanding.

LAND ACT 1998

There is still lack of knowledge by the public on where to access the various lands services, as well as lack of awareness of the fee structures. The fees and levies associated with transactions are not well known to the public and consequently clients are misinformed by middlemen who misrepresent the Ministry, fuelling the risk of corruption in the process. The standard fees, such as stamp duties on various aspects of land transactions, land transfer fees, etc., are unknown to ordinary Ugandans.

The information Audit further revealed that the MLHUD has in the past engaged key stakeholders including rural and urban people, executives and government on key issues on land, housing and urban development through printed materials, radio and television programmes. However, this has not had the desired impact as is shown by the information needs assessment survey undertaken to inform the Strategy development process between May and July 2018.

The Ministry has not critically looked at the communication efforts procedures prior to the development of the client services charter assignment, as key information that needs to be disseminated to the public. Emphasis has been put on communicating the policies such as the Land Act, and little on the land rights under the different land tenure systems.

There is a culture of poor service at both central and district land offices, evidenced by undue and long delays in service delivery. The public perception is that the cause of poor services delivery within the Ministry is due to corruption, bad attitude and a poor work culture within the staff.

The housing and urban development (HUD) subsectors also have their own unique communication challenges. The subsectors have witnessed a high rate of urbanization, characterised by rapid population growth and uncontrolled infrastructural development. The annual rate of expansion is estimated to exceed 5% and is expected to rise to 30% by 2035.

Other challenges within the HUD sub-sectors

include: minimal investment in the housing sector over the years leading to inadequate housing both in the rural and urban areas; low levels of construction at 60,000 housing units per year as opposed to the current estimated need of 200,000 housing units per year; high poverty levels as manifested in the low levels of household incomes estimated at US$ 150 p.a. which makes access to decent housing an elusive dream to the majority of the population; high population growth leading to high demand for basic infrastructure and services such as roads, water and sanitation, drainage, energy, schools, health and recreation facilities; inadequate supply of affordable building materials on the market which has enhanced competition and high prices for the available building materials.

The UN member States endorsed the 2030 Agenda and committed to implement the **Sustainable Development Goals (SDGs),** which are a set of 17 Global Goals, in a 15-year period. Land is a significant resource, where all development activities are undertaken. Land is both cross-cutting and critical to improving and sustaining livelihoods, including achieving the SDGs. The 2030 Agenda for Sustainable Development contains a number of land-related targets and indicators under SDGs 1, 2, 5, 11 and 15. Many land organizations and stakeholders are committed to fully implementing the SDGs and to monitoring the land-related indicators in order to promote responsible land governance. However, the broad range of land-related data and information needed to effectively monitor the Sustainable Development Goal (SDG) land indicators has been inaccessible, unavailable, or dispersed across various websites and databases. In many parts of the world and Uganda in particular, there is a general lack of understanding and awareness of the SDGs, more especially as regards to land indicators in the SDGs, the framework for monitoring and reporting at the country level and the roles of various actors involved in the SDG process.

The following are the indicators that have actually been previously addressed and continue to be planned by the MLHUD.

[3] MLHUD, National Physical Development Plan, 2018
[4] Uganda National Household Survey, 2009/10
[5] https://landportal.org/book/sdgs

SDG 1:No Poverty

1. *Indicator 1.4.2* - Proportion of total adult population with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure, by sex and by type of

SDG 2: Zero Hunger

1. *Indicator 2.3.1 -* Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size
2. *Indicator 2.3.2 -* Average income of small-scale food producers, by sex and indigenous status
3. *Indicator 2.4.1 -* Proportion of agricultural area under productive and sustainable agriculture

SDG 5: Gender Equality

1. *Indicator 5.a.1 -* (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; (b) share of women among owners or rights-bearers of agricultural land, by type of tenure
2. *Indicator 5.a.2 -* Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control

SDG 11: Sustainable Cities and Communities

1. *Indicator 11.1.1 -* Proportion of urban population living in slums, informal settlements or inadequate housing
2. *Indicator 11.3.1* - Ratio of land consumption rate to population growth rate
3. *Indicator 11.7.1* - Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities

SDG 15: Life on Land

1. *Indicator 15.1.1 -* Forest area as a proportion of total land area
2. *Indicator 15.1.2 -* Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type
3. *Indicator 15.3.1 -* Proportion of land that is degraded over total land area

Through this Communication Strategy MLHUD shall be able to disseminate SDG information on land indicators to the public, as well as to fulfil SDG reporting requirements.

The Strategy has been developed to respond to the information needs that were identified through the preliminary activities of communication audit exercise, the stakeholders' information needs assessment and the field study over the five-year (2018/19 – 2022/23) period. The Strategy also addresses challenges emanating from lack of corrective information and guidelines identified by the MLHUD through its activity monitoring process and feedback from the public.

2.0 OBJECTIVES

2.1 Major objective of the Communication Strategy

The overall goal of the communication strategy is to establish an effective, well coordinated and effective communication system within the Ministry of Lands, Housing and Urban Development and with the various stakeholders, and the general public so as to address their information needs.

The specific objectives of the Communication Strategy aim to address the following objectives under each sub-sector;

2.2.1 Lands

1.   To improve the communication and information sharing on the role and functions of the lands subsector
2.   To disseminate relevant information on land owners land acquisition, land use and management processes;
3.   To provide information on participation in policy formulation and performance processes of the lands subsectors;
4.   To enhance transparency and fight corruption in the delivery of land services;
5.   To enhance confidence, and build public trust amongst Ugandans in the lands subsector;

2.2.3 Housing Subsector

1. To disseminate and popularize the National Housing Policy, 2016 to stakeholders and the general public;
2. To provide information aimed at improving security of tenure in human settlements especially through programs aimed at granting land rights to the beneficiaries;
3. To disseminate information on the minimum housing standards in both urban and rural Uganda, effects of rapid urbanization, urban slums and affordable housing;
4. To put in place a feedback mechanism and counter any critical communications issues that may arise regarding the housing subsector interventions;

2.2.4 Physical planning and Urban Development sub sector

1. To sensitize stakeholders on the implementation of the National Urban Policy
2. To create awareness of rights of minorities in urban areas (urban women, children, disabled people) regarding urban development and management;
3. To collect, analyze and disseminate critical issues/views and opinions from the urban sector stakeholders regarding urbanization and urban development in Uganda;
4. To put in place a feedback mechanism and counter any critical communications issues that may arise regarding urbanization and housing subsector interventions;
5. To communicate opportunities and benefits of urban development/ organized urban development for balanced growth and national development;
6. To popularize the National Urban Policy (NUP) and the National Physical Development Plan (NPDP) and other Regional & District Plans in order to ensure compliance implementation process among the various stakeholders within the urban sector.

2.2.5 SWOT Analysis of the MLHUD communication

A SWOT (Strengths, Weaknesses, Opportunities and Treats) analysis was conducted of the MLHUD's present communication process to identify areas of focus (strengths), minimize threats and take advantage of the opportunities available to enhance the Ministry communication activities.

The SWOT was also intended to help in identifying the strategies for creating a communication plan according to the MLHUD's available resources and capabilities, including the environment in which the Ministry operates. The positive and negative factors both inside and outside the Ministry that affect its success were critically assessed,. The analysis helps the company forecast or predict changing trends that benefit the decision-making process of any organization.

Strengths *(Factors that determine the success of MLHUD's Communication Plan)*	Weaknesses *(Factors that hinder MLHUD from accomplishing its Communication Objectives)*
1. Established internal information sharing systems that include internal memos/circulars, notice boards, e-pop email system 2. Established external communication systems that include the Ministry website, Toll free line and 3. Interest among the top executive management team to improve the Land and HUD subsectors transactions process 4. Shared mission to improve image of land administration, Housing and Urban development 5. Awareness of the problems at hand by the land administration staff and the land users. 6. Established government networks and CBOs in the community that can be used to create synergizes to support the communication process. 7. Streamlined communication through production and distribution of IECs 8. Existence of various laws to regulate the LHUD sector (Land Act, Housing Policy, National Physical Development Plan, etc)	1. Unclear structure to handle external communications 2. Unclear procedures for one to obtain services and fees structures 3. Bureaucratic culture of doing work inhibiting initiatives of communication specialists. 4. Poor information management and recording system inhibiting access to information. 5. Untrained personnel in customer handling, and private sector culture of operations. 6. Unethical behaviors within the ministry 7. Top – down communication channels that limit feedback from staff 8. Poor work culture/work ethics among field staff, that promote corruption if one is to access services
Opportunities	Threats *(Elements of vulnerability that may jeopardize the realization of the communication plan)*

1. Budget support from a number of Development partners (World Bank, USAID) which has prioritized communication aspects.	1. Unethical behaviours by private sector service providers, especially unlicensed land and house brokers
2. Increasing demands on land related services providing opportunities to change perception.	2. Increasing incidents of illegal land evictions
3. Willingness by the Media to give land and housing issues prominence.	3. Political interferences at the district land offices and MZOs
4. Existence of MZOs and District Land Offices spread across as centers for information dissemination and service provision	4. Unclear provisions and contradiction in the laws.
5. Development and growth of the Real Estate sector in Uganda	5. Inadequate support for the land administration structures at districts levels.
6. Increased media attention/reporting on land, housing and urban development issues	6. Land Administration not prioritized at the local government levels.
7. Increased use of land as a business input; mortgage, security and asset for one to access credit/cash for production	7. Technical nature of the information usually disseminated by the MLHUD, making it difficult to be well understood by the public
	8. Corrupt tendencies of the staff within the MZOs/DLOs

3.0 COMMUNICATION PRIORITIES

Arising from the SWOT, the MLHUD's communication priorities were derived.

The priorities of the Communication Strategy shall include implementing policies that enhance internal communication with sub-sectors of the Ministry, staff, land service providers and users, and relevant stakeholders in order to implement awareness of the Ministry's responsibilities obligations, challenges and technical achievements. The Strategy offers relevant information to both primary and secondary stakeholders and international audiences, as well as support the Ministry's public relations efforts. It visually and accurately facilitates the communication of the vision, mission, mandate & values of MLHUD as well as instituting measures to track public perception of the Ministry.

Through information, education and communication (IEC) tools, MLHUD will continue to engage and build relationships with its local and international stakeholders for mutual benefits so as to adapt to each other; anticipate, analyse and interpret public opinion, attitudes and issues that might impact the operations and plans of the Ministry; counsel Ministry management with regard to policy decisions, courses of action and communication, as well as research and evaluate policies, communications and implement the Ministry's efforts to influence or change public behaviour.

The MLHUD shall be proactive and prevent crises through existing information sharing channels by engaging stakeholders, employees, pursuing research and analysis frequently and regularly. This will be made possible by:

1. Placing emphasis on anticipating and addressing emerging issues quickly – treating short term needs without losing sight of the overall program objectives.
2. Maintaining transparency, consistency and uniformity in the messages being disseminated through the various outlets to build and maintain credibility.
3. Providing the platform to launch communication activities and communicate progress.
4. Building on the strength of other related government programmes that already have a firm national network.
5. Continuous research and analysis of the external environment to determine levels of awareness, attitudes and practices.
6. Intensive employee communication initiative to reduce bureaucratic resistance to service delivery.

4.1 Guiding Principles

In order to make information on land, housing and urban development available, accessible and easily understood by the public, the MLHUD shall use a mix of communication and engagement strategies, including but not limited to, media communications, social media, stakeholder engagement, social mobilization and community engagement, mass awareness campaigns and public relations promotion. Both formal (like radios, TVs, newspapers, posters) and non formal (like Songs dances, symbols, scripts, iconography, linguistic and market place dialogues) means of communication methods shall be used to reach the public with information on LHUD. The goal of the communication mix is to reach all segments of the public domain with relevant information to address their information needs. This shall be done with purposeful frequency.

The information dissemination processes under the Strategy shall be based on the following communication principles:

a. <u>Communication is a two-way process.</u> Listening to and encouraging feedback must be emphasized and practised all through the implementation of this CS.
b. <u>Communication should be effective and timely.</u> Communication is essential for an organisation to gain credibility and visibility. If handled well, information can strengthen trust within the institution and with the external stakeholders.
c. <u>Translational communication enables efficient understanding of information.</u> Information communicated throughout this CS shall be evidence-based and adapted to the local languages and the contexts of the different target audiences.
d. <u>Cultural values and beliefs should be respected in communication.</u> Every community has a peculiar culture that identifies them. Communication should be sensitive to the different people's cultural values and beliefs as they influence their perception of information.
e. <u>Credibility of the channel used enhances communication.</u> Credible speakers (elders, opinion leaders) produce more attitude change among local communities.
f. <u>Communication is a management process.</u> It is accomplished through a strategic communication plan that should be reviewed and approved by senior management.
g. <u>Communication is a change agent.</u> Its purpose is not just to convey information, but to change behaviour by persuading people to take action toward the organization's objectives.

h. The primary responsibility for Ministry communication lies with all staff; managers, supervisors and officers. MLHUD Directorates shall be responsible for designing and delivering the initial messages and tools that enable others to play their role as communicators.

i. Communication must be grounded in the interests and language of the receiver. While it seeks to achieve the sector's strategic objectives, MLHUD shall use a receiver-focused approach in both content and context so as to be effective in its communication endeavour.

j. Communication should be compelling. Since it must compete for the receiver's attention, communication must use highly compelling and creative ways to deliver its message to the intended target audiences.

k. Communication must be credible. Without a high degree of credibility, the integrity and believability of the message is normally lost and once this is lost, the target audiences loose interest in the message.

l. Key messages need to be continuous and consistent. For communication to be remembered and internalized, over a period of time, messages must be consistent, and continuous. This CS is spread over a five year period to give the repetitiveness required to effect the desired change.

m. Cross cutting issues should be put into consideration in the design and development of key messages/IECs. This is essential so as not to compromise the effectiveness of the communication process to the different target groups. These include gender, culture, inclusion of persons with disability (PWDs) and the elderly, climate change and green growth.

4.2 Implementation Strategies

The strategies proposed have been carefully designed to cover the information, communication and education needs of the different segments of the public. However, the following are areas on which implementers need to put emphasis:

1. Organize your house first: Communication should start with the MLHUD internal stakeholders (staff) for mindset change and orientation towards the MLHUD mandate, goals and objectives. Employee communications, research and analysis shall be emphasized, the Ministry staff shall be proactive and pre-empt crises through consultations as critical to the success of this Strategy. Intensive employee communication initiatives shall be undertaken to reduce resistance, drive a culture change and eliminate sabotage to the new programs. This shall involve internal trainings in communication, branding and more interactive meetings to build teamwork among the MLHUD staff. Media training for the Communication Unit (Information Resource Center) staff, the spokesperson and representatives to handle and leverage the media is critical. This will ensure the Ministry's communication staff are well prepared and armed with up-to-date information at all the times. The training shall include grievance handling & automating of the Grievance handling mechanism for the sector.

2. Phased Implementation: Activities suggested within this Strategy are many and engaging. A phased out approach placing emphasis on anticipating and addressing emerging issues quickly shall be adopted in implementing this Strategy. MLHUD shall look at the short term needs without losing sight of the overall communication objectives, emanating issues, and national policy development.

Because of the intensity of the communication plan, it is proposed that the MLHUD hires the services of a media agency to undertake this implementation on its behalf, at least for the first two years as they build the Ministry's capacity. In the third, fourth and fifth years in order to, the Ministry may take up implementation while PQDD shall emphasize monitoring and evaluation of the interventions for improved impart of the messages, for desired change.

3. Roll out: Programs, shall be rolled out to provide the platform to launch communication activities and communicate progress.

4. Consistency: It is advised to maintain consistency and uniformity in the messages being disseminated through the various outlets in order to build and maintain credibility by identifying and fronting a single person to lead the communication efforts. In this case it should be the spokesperson of the Ministry, who shall take lead in supervising and directing the ministry communication initiatives. The spokesperson shall be assisted by a Communications Committee represented by various departments to plan, monitor and review progress and feedback for the desired public actions.

5. Build on the strength of other related government programmes that already have a good countrywide network. This could also be done by leveraging existing networks of government agencies and collaborators, including regional and district local government offices, business associations' regional offices, related programme networks, and service providers like financial institutions, LCs, CBOs to disseminate information on LHUD for distribution of IEC materials, co-facilitating information awareness meetings. This shall enable the Ministry to cut costs, by avoiding to re-invent the wheel, yet building partnerships for shared visions. MZOs can take lead on this. Joint activities generate buy-in with top leadership in relevant government departments, especially local government leaders and relevant ministries.

6. Continuous research, assessment & perception gauging of the external environment to determine levels of awareness, attitudes and practices shall be undertaken all through the five years of the Strategy. This is a measure for monitoring whether the desired attitudinal change has taken place. Annual Perception Surveys are proposed under this Strategy.

7. Ease access to information by using multiple media and existing MLHUD and other related government networks to achieve wide outreach.

8. Establish mini-information kiosks at the Ministry Zonal Offices to provide information on LHUD to the public, promote the Ministry's website, and incorporate online/social media procedures.

9. Create a common platform, for sharing and discussing progress in the media for a considerable time through regular monthly radio/TV LHUD forums.

10. Use proactive and participatory approaches by involving the primary targets and the groups that pose a potential threat to the process of implementation of the media plan to reduce resistances to the programs. The potential threats can be identified through the Annual Perception Surveys.

11. Build a team of influencers from respected experts in lands, economics, opinion leaders, media personalities, political and business columnists, and national experts to influence public debate on the programme. These people will be more believable than government spokespersons.

12. Simplify messages in form of user-guides, flyers and posters, to be supported by non-traditional media like video drama and radio skits especially to effectively reach rural communities.

13. Use multiple channels to create visibility and demonstrate commitments by public display of some of the products (through use of billboards, boardrooms and wall paintings with messages and posters. The media plan contained herein shall create a standard signature tune for electronic and social media. 360 degree above the line and below the line communication messages that target different segments of the public should be used.

14. Explore opportunities for Piggybacking on other activities and complements each subsector activities for example, conferences organized by other government departments, development partners, and private sector firms, professional associations and districts councils, gathering of traditional, religious groups, annual meetings, diaspora meetings can be used to disseminate information materials on LHUD.

15. Use the platform of MLHUD milestone events like launch of MZOs offices, handing over of land certificates, launch of sector documents, review meetings, conference, workshops among others to present the programme progress, successes and challenges, and disseminate information on LHUD issues.

16. Provide communication on all management meetings to consolidate the dissemination of issues among MLHUD staff within the field/up country offices.

17. Harmonize the MLHUD Communication strategy with other Government Communication Strategies. There is need to establish links and networks between this communication strategy with other Government strategies to ensure a consistent and a coordinated communication process as well as ensure quality control and minimize duplication of activities. Related activities shall be merged as a way of building on synergies of other stakeholders to enhance strategic communication efforts that are in line with the MLHUD and the Government Communication Strategy.

18. Communication should take into account the needs and interests of special interest groups of people like persons with disability (PWDs), women, children, the elderly in the design and development of the messages.

19. Develop detailed information awareness interventions for the Albertine Region Sustainable Development Project (ARSDP) and the Uganda Support to Municipal Infrastructure Development (USMID) program in collaboration with the Office of the Communication Specialist at a later date. The specific focus of the two projects was not covered within this communication strategy. As such, there is need to address the full-scale implementation of communication activities for both projects.

5.0 TARGET AUDIENCES

The target audiences for the Communication Strategy shall include, but not be limited to:
Land owners in urban and rural areas;

1. Tenants by occupancy
2. Private sector land service providers (financial sector, property developers, constructors, etc.); through their professional bodies;
3. Decentralized local government land offices;
4. Civil society organisation (NGOs and CBOs);
5. National and local media actors;
6. Donor funded programs, Development partners supporting development and programmes in the sector;
7. Professional bodies such as physical planners, surveyors, architects, lawyers;
8. Politicians (MPs), local political representatives at district and community levels;
9. Business persons and associations (e.g. UMA, UIA, Chamber of Commerce, among others;
10. Government MDDs involved in private sector and social economic development support programmes.

6.0 STAKEHOLDERS

Stakeholders are a critical element in any communication process. Once well identified, they make the communication process easier and the desired corrective active achievable. There is need to identify the key stakeholder well in advance because once they are left out of the consultation and communication loop, they tend to emerge at a later stage full of resentment about their omission, no matter that it may have been completely unintentional. If the communication plan were to be successful, stakeholders with high levels of influence over your project need to be identified and given high priority at the very start.

There is need to get the stakeholder prioritisation right, so that communication with important stakeholders is not too light and communication with less important stakeholders being too excessive.

Two main categories of stakeholders were identified – i) those who contribute and, ii) those that are affected by our communication process. The MLHUD stakeholders were identified and analysed following the following model as shown in the diagram below.

MAIN STAKEHOLDERS;
i) those who contribute and
ii) those that are affected
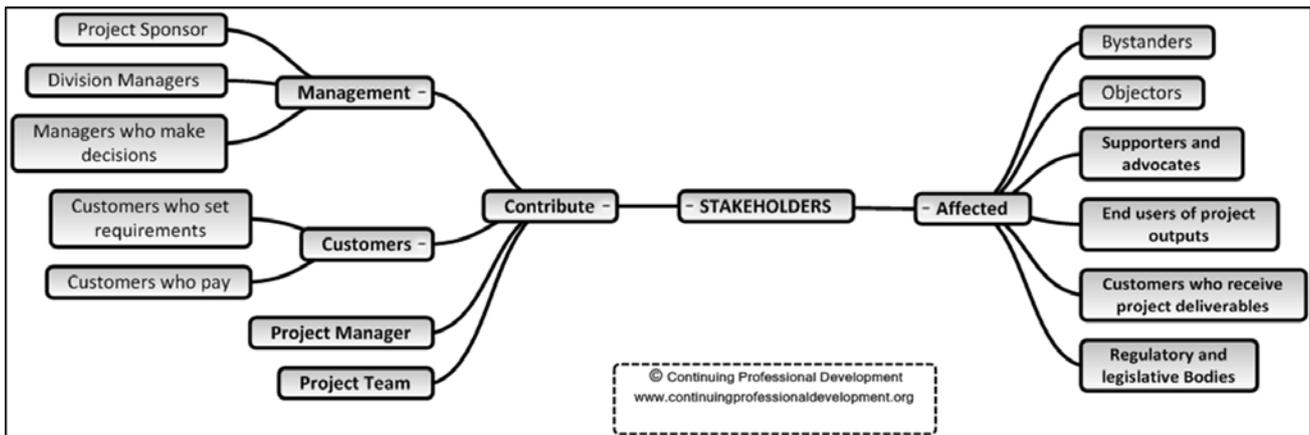
The first category of contributors include:

a. The players within the ministry and implementing partners that are involved in the Land reform processes;
b. Those involved in service provision at technical and administrative/ levels, in the decentralized land management and administration structures as well as in the central government;
c. The land justice and conflict resolution systems at different levels;
d. Institutions (CSOs and others) involved in community support and advocacy;
e. Those organizations that are supporting institutional capacity building of the LG sector institutions;

The second category that includes those affected by the CS include:

a. The beneficiaries of the reform programs and those affected by the reforms;
b. Land owners and those using land as an input in their business operations;
c. Physical planners, Urban development players, Real estate players and developers;
d. Members of the public that use and depend on land for their livelihoods.

For purposes of this CS, those who are affected by the communication process shall form the bulk of our core/primary stakeholders

Out of the above categorization, three groups of stakeholders have been identified, that is, primary, secondary and tertiary stakeholders.

6.1 Primary stakeholders

These were identified to include users of land, housing and LHUD information is a key input in their livelihood or business and include;

i. Land owners in urban and rural Uganda, including government, individuals, organisation, businesses and groups of individuals within a community who owns or use land for livelihood and economic benefits including controlling Authorities & big established landlords like Buganda Land Board;
ii. Tenants occupancy;
iii. Private sector land service providers (Registered surveyors, lawyers, architects, planners, banks, micro-finance institutions, SACCOS, property developers, constructors etc).

6.2 Secondary stakeholders

These are the groups which provide services to the primary group and/or manage land information, they include;

i. MZOs
ii. MDFs
iii. SCCs
iv. DLOs
v. ALCs
vi. Physical planners
vii. Housing and Urban Development professional

6.3 Tertiary stakeholders

These include individuals and organizations that influence land use/decision making process of the above two categories; they include:

i. Civil society (NGOs and CBOs);
ii. Media, national and local media players, in print, electronic media;
iii. Donor funded programs, donors communities supporting development and program in lands, and private sector development program;
iv. Politicians especially those involved in policy oversight in parliament, the local political representatives at district and community levels, political parties leaders;
v. Business Associations (e.g. UMA, Chambers of Commerce, etc.);
vi. Government MDAs;
vii. Traditional controlling Authorities;
viii. Private sector players like real estate delaers;
ix. Professional bodies like the Board of Surveyors, Engineers Registration Boards, Arcitects Registration Boards, etc;
x. Academia;
xi. Religious bodies/boards.

7.0 KEY MESSAGES

Key messages are the main points that the Ministry may want the target audience to hear and remember for a desired behavioural change. They create meaning and highlight the issues intended to be discussed. They allow the communicator, in this the MLHUD, to control communications, enhance relationships with the target audiences and are an important feature of any communication campaign.

The key messages in this CS were derived from the three processes (communication audit, stakeholder information needs assessment and the field study) that informed the development of this CS. These messages have been classified according to the key thematic areas as per the MLHUD mandate.

7.1 Lands

1. **Land Ownership** - Land in Uganda belongs to the citizens of Uganda and is vested in them in accordance with the land tenure systems that is, Customary, Freehold, Mailo and Leasehold as provided for in the 1995 Constitution of the Republic of Uganda.

2. **Customary Ownership** - The majority of Ugandans hold land under customary tenure. Tenants on customary land can now acquire a certificate of customary ownership on the land they occupy and they can convert this certificate to a freehold title. This certificate of customary ownership is recognised under the Land Act enabling it to be transferred, mortgaged, or otherwise pledged. It can even be used by the holders of a certificate of customary ownership to access credit.

3. **Tenants on Registered Land** - The constitution guarantees security of tenure to tenants on registered land commonly referred to as lawful or bonafide occupants. These tenants can acquire a certificate of occupancy on the land they occupy and if they so wish, they can negotiate with the registered owner to be able to acquire a freehold title. These tenants on registered land are to pay the registered owner of land a ground rent of not more than 1,000/=. Failure to do this for two (2) consecutive years may lead the tenant to lose his security if he/she does not have sufficient reason for not paying.

4. **Communal land Ownership** - The Land Act recognises the right of people to hold communal land. The people may if they so wish, form themselves into a communal land association (CLA) and this association may be incorporated. The communal land Association may also form a common land management scheme by which the members agree to manage the communal land and to set out their rights and duties.

5. **Women and other Vulnerable groups** - The Land Act upholds the right of disadvantaged groups such as women,

children, and people with disabilities to enjoy tenure on customary land. It spells out that any decision con¬cerning land owned under customary tenure, whether a person or a community owns the land, must follow the customs, tradi¬tions and practices of that community. However, a decision is of no effect (null and void) if it stops women, and or children or per¬sons with disability from owning, occupying or using any land.

6. **Illegal Land Eviction** - An illegal land eviction is any forceful removal of a tenant, directly or indirectly, without prior court approval. Illegal eviction involves the threat or use of violence by a landlord to evict tenants. No matter what the issue is between the tenant and landlord, as long as the Landlord does not obtain a court order, then it constitutes an illegal eviction.

7. **Eviction of lawful occupants** - Lawful or bonafide occupants can only be evicted by an order of court only for failure to pay ground rent. When the lawful or bonafide occupant is in default of payment of ground rent exceeding one year, the registered owner is entitled to serve him or her a notice to show cause why the tenancy should not be terminated. If the tenant disputes the notice, he or she may refer the matter to the court within a period of six months after the date of service of the notice by the registered owner.

8. **Land acquisition for Public Development projects/Right of way** – Public projects have stalled due to some individuals objecting to the compensation value awarded, many file cases in Court, obtaining Court injunctions to stop Government work in their Land. This has led to Government incurring unnecessary costs being charged by contractors for the time their equipment remains idle while a resolution of dispute on compensation value is ongoing.

9. Key message: The proposed amendment of Article 26 of the 1995 Constitution will enable Government to take possession of or acquire property upon payment of the compensation awarded by the Government while any resolution of disputes to determine the additional amount claimed by the property owner is ongoing. This will curb delays in implementation and Government infrastructure and investment projects will be able to be completed on time. The Bill is also expected to allow for persons dissatisfied with the compensation amount awarded to resolve the dispute in court

7.2 Housing

Below are some of the critical issues facing the Housing sub-sector that need redress.

1. Investment in the housing sector has been minimal over the years leading to inadequate housing both in rural and urban areas. The urban areas have an extra burden of inadequate quantity leading to overcrowding and creation of slums and informal settlements. While the rural areas have mainly a problem of quality of the houses. Key message: Government is coordinating efforts to have decent, formal housing for both rural and urban areas by providing an enabling environment through developing policies that favour private investment within the housing sector.

2. The high poverty levels as manifested in the rather low levels of household incomes estimated at US$ 150 p.a. (the Uganda National Household Survey 2012/13) has made access to decent housing an elusive dream to the majority of the population especially those living below the poverty line. Key message: Government is coordinating efforts to have decent, formal housing for both rural and urban areas by providing an enabling environment through developing policies that favour private investment within the housing sector.

3. The increasing population has led to high demand for construction of more residential houses and the related basic infrastructure and services such as roads, water and sanitation, drainage, energy, schools, health and recreation facilities and workplace whose supply are not commensurate with the need. Further the rapid urbanization process, currently standing at about 5.1% per annum coupled with incapacity to provide planned and serviced land for housing leading to the development of slums and informal settlements which account for about 60% of the urban settlements. Key message: The National Housing policy was passed in May 2016 and it provides a framework for development of decent housing for all.

4. Shortage or lack of institutional/employer housing in many parts of the country following divesture of Government pool/institutional houses and other private sector institutional housing. Most affected are newly created districts where private rental housing is yet in short supply. Key message: Government is coordinating efforts to have decent, formal housing for both rural and urban areas by providing an enabling environment through developing policies that favour private investment within the housing sector.

5. Inadequate supply of affordable building materials on the market which has enhanced competition and high prices for the few available building materials. Research and Development in the sector is yet to come up with options of massively producing affordable building materials. Key message: The National Housing policy 2016, provides guidance on the pricing of building materials across the country.

6. The quality of government investment in the housing sub-sector is poor. While physical planning guidelines are followed when positioning and building their houses, crowding of the area and presence of slums were the major indicators for non-compliance to physical planning guidelines. The major reasons for non-compliance to the physical planning guidelines are limited awareness, physical planning guidelines not being easily available, mind set issues and lack of enforcement. Key message: Government has established Physical Planning Units in Districts that serve as a source of information on all matters of housing. Visit the nearest District Land Office (DLO) or Physical Planning Unit for more information.

7.3 Physical Planning and Urban Development

The field assessment report as well as the literature review of documents raised a number of issues on physical planning. Key among them were;

1. Inadequate facilitation in terms of resources, infrastructure and personnel are all affecting the effective dissemination and implementation of physical planning standards and guidelines. Some offices are not in place, information management systems are archaic and scattered, and the available officers are poorly facilitated and unable to service the information needs of the broad public. Key message: Government has developed the National Physical Planning Standards and Guidelines -2011 that provide a framework for the establishment, staffing and standards for the infrastructure at both national and local government levels.

   i. The information on physical planning guidelines need to be popularized through holding radio talk shows, Seminars, workshops and village meetings and availing the guidelines. Key message: Government has established Physical Planning Units in Districts that serve as a source of information on all matters of physical planning. Visit the nearest District Land Office (DLO) or Physical Planning Unit for more information on physical planning.

   ii. A number of urban related issues are directly connected to the lack or inconsistency and inadequacy of the Policy & legal framework and require long-term intervention through review of the laws, and the establishment of an Urban Policy. Key message: Government is developing a National Physical Development Plan (NPDP) that will provide legal requirements to all MDAS and LGs to plan adequately so as to address the inconsistencies within the physical planning sub-sector.

   iii. There is inadequate knowledge of the processes of formalizing and utilizing urban land within the confines of development control. Key message: Government has established Physical Planning Units in Districts that serve as a source of information on all matters of physical planning. Visit the nearest District Land Office (DLO) or Physical Planning Unit for more information on physical planning.

   iv. Whereas some urban communities demonstrate some understanding of the provisions of the law, there is generally inadequate knowledge among ordinary people and local leaders on housing and physical planning. Key message: Government has established Physical Planning Units in Districts that serve as a source of information on all matters of physical planning. Visit the nearest District Land Office (DLO) or Physical Planning Unit for more information on physical planning.

   v. There are challenges with the enforcement of the physical planning laws due to the absence, in some cases, of functional structures such as the Physical Planning Committees. Key Message: Government has established Physical Planning Units in Districts that serve as a source of information on all matters of physical planning. Visit the nearest District Land Office (DLO) or Physical Planning Unit for more information on physical planning

8.0 COMMUNICATIONS CHANNELS

The Strategy shall use a number of communication channels to relay information on LHUD to the public. Below are the preferred channels as proposed by the different audience segments during the stakeholder mapping and the field data collection exercises. Many of the channels are explained in the costed media plan.

i. **Radio:** Radio is a powerful medium of communication which covers a wide population at a relatively low cost. It can be enjoyed at home, in office, while driving car and can be enjoyed anywhere. Radios in Uganda are largely frequency modulated (FM) and their channels vary from region to region, giving listeners an option to broadcast virtually in any local language. Radio can be used to educate, inform, entertain and broadcast news to the public. Radios were the most preferred means of communication proposed in the field study. Under this CS, radios shall be used to run radio spots/jingles for both literate and non-literate targets on various aspects of land management, housing and physical planning.

ii. **Television:** Television is Audio-visual in nature, that is, it combines both audio (voice) and visual communication, making it quite effective in demonstrative communication. Like Radio, television reaches both literate & non-literate audiences. As a channel of communication, it is quite illustrative in describing processes of doing things. Numerous one-minute television commercials (TVCs) shall be developed to be aired at various times of the day for public awareness. Short documentaries shall also be developed and broadcast to the public to share best practices and also describe processes and procedures on specific areas of interest to be aired on TV and social media.

iii. **Barrazas/ public open days:** Barazas are community based information fora which are implemented by the Government in the local Governments to create a platform for the citizens to participate in the development cycle through monitoring the use of public resources in the delivery of services at local Government Level. They are also used to share useful information while engaging with the local population on topical issues such as disease prevention, education, HIV awareness, etc. The MLHUD currently holds open days for the relaying information on land administration and management as well as housing and urban development. These shall continue to be coordinated by the MZOs with increased frequency and zeal.

iv. **IEC materials:** Information Education and Communication is an approach which attempts to change or reinforce a set of behaviour in a target audience regarding a specific problem in a predefined period of time. IECs are Very powerful when describing vital processes like how one can get/access MLHUD services, how one can process a land title, how one can acquire a freehold title, etc. They include forma like flyers, posters, leaflets, brochures, wall calendars, and can also take on the form of docu-dramas, documentaries, TV commercials, etc. MLHUD has already used them to reach the public on these processes/procedures. More effort shall be

made to have them produced massively in local languages for public awareness and reference.

v. **Websites/Social media/Email:** Websites complement traditional awareness efforts. They are useful in conveying specific, helpful information to a specific user/audience so that the reader learns something new or understands a topic better. Websites allow you to expand globally, and attract potential customers from all over the world.

vi. **Print media** – Newsletters, Newspapers, Factsheets, Booklets. This refers to means of mass communication in the form of printed publications. Although Print media is the oldest media, it is responsible to reporting the latest and accurate news and information. It is normally a trusted source of information and because of its factuale4 nature, it can be kept by communities for reference for long periods of time as a record.

vii. **Theatre for development–** using folk media (music, dance and drama). This is usually used to target rural communities with information on issues affecting them directly like disease control, land and housing,

Other means non-traditional means of communication that should be used in this communication campaign include;

viii. Sector Wide Group meetings (intersectoral)

ix. Annual sector review forums/profiles

x. Toll free & helpline, Call Centre

xi. Use of reputable religious and opinion leaders as vehicles for information dissemination

xii. Stakeholder meetings

Table 2: Summary of selected Communication channels and their corresponding strengths

No.	CHANNEL	STRENGTHS	OUTCOME INDICATORS	PRIORITY RANKING	REMARKS
1	Radio (Serialized programs, Radio spots/jingles)	i. Reaches both literate and non literate ii. Relatively in expensive iii. Broadcastings can be repeated many times a day	i. Number of calls on radio ii. about standardization iii. Increase in number of clients accessing/seeking MLHUD services iv. Number of calls coming to MLHUD through Hotline	High	Needs to be repetitive to have desired impact

No.	CHANNEL	STRENGTHS	OUTCOME INDICATORS	PRIORITY RANKING	REMARKS
2	Television i. News & Current events ii. Documentaries iii. TV Panel discussions iv. Program sponsorship v. Info smarts	i. Audio-visual in nature ii. Reaches both literate & non-literate audiences iii. It is quite illustrative in describing processes of doing things (Its practical)	i. Number of calls received during the TV programs ii. Increase in Number of clients accessing MLHUD services iii. Number of partner institutions accepting to participate in MLHUD panel discussions iv. Number of institutions involving MLHUD in their own awareness programs v. Number of calls received on Hotline reporting offenders, asking for clarity on service charges, location	High	i. Needs to be repetitive to have desired impact ii. Reaches mainly the urban group with access to TVs and electricity iii. Needs to be repetitive to have desired impact iv. Most effective when used to complement other awareness channels
3	Internet – Website, Email, Social media	i. Enhances organizational outreach efforts ii. Complements traditional awareness efforts iii. Major channel for the external audience	i. Number of emails received asking for clarity, process, charges of services, mandate of MLHUD in general ii. Number of visitors to MLHUD web site & other social media platforms.	Moderate	Most effective when used to complement other awareness channels
4	Advocacy/ lobbying through policy makers (MPs, Religious leaders, opinion leaders, etc) i. Participation of MLHUD in exhibitions/ sports-games ii. Lobbying to have pre-inspection of import/export goods before taxes are charged iii. Lobbying to have standards as a requirement for supply of goods/services to Gov't Dep'ts, Standards accreditation before paying Trade licenses, before starting businesses iv. Re-branding of MLHUD	i. Powerful tool in getting the attention of policy makers to support MLHUD	i. Number of clients visiting MLHUD stalls for information ii. Increase in Number of clients seeking MLHUD services iii. Number of clients/ people visiting MLHUD offices /MZOs for information	Very High	i. Given the statutory mandate of MLHUD, this channel shall be urgently undertaken. MLHUD shall lobby policy makers and implementers to have standards ratified as a requirement in service delivery/goods manufacturing and import/ export. ii. Could be undertaken at very minimal costs which include a visit to policy makers' offices, working lunch, breakfast meetings, presenting of papers, public dialogues, demonstrations, etc.

No.	CHANNEL	STRENGTHS	OUTCOME INDICATORS	PRIORITY RANKING	REMARKS
5	IEC (Information, Education and Communication) materials i. Posters ii. Flyers iii. leaflets	i. Are informative, educative and communicate messages ii. Useful in changing behaviour and attitudes iii. Very powerful when describing processes could be vital in describing how one can get/access MLHUD services.	i. Increase in no of clients accessing MLHUD services ii. Increase in Number of people using MZOs/Land Offices to address land related issues iii. Increase in Number of calls to MLHUD to clarify process of standardization iv. Change in attitude towards MLHUD and Land Officers v. Number of people adopting to housing and physical planning guidelines vi. Increase in the no of people building houses with approved house plans	Moderate	i. Relevant to the literate group of people ii. With the low reading culture in Uganda, it needs to be used in complement with other awareness channels iii. Effective if publications are translated
6	Toll free & helpline, Call Centre	i. Provides feed back from public ii. Encourage practices of seeking information on & about the Ministry. iii. Gives one to one dialogue/advise to public on standardization iv. Measure of public mood/knowledge on standards issues	i. Number & type of offenders reported to MLHUD ii. Increase in Number of calls seeking clarity on standardization process; iii. Increase in requests for information iv. Increase in Number of clients seeking MLHUD services	High	i. Very effective in giving MLHUD feedback from the public about standards adherence/reporting of offenders ii. Once the public understands their rights and obligations, it would be a very invariable channel to MLHUD
7	Sensitizing of the Media to build partnerships with them	i. Once well trained and sensitized, are invariable source of information to the public on standards ii. Quite sustainable iii. Once equipped with correct information, they will correct misperceptions in public iv. Encourages frequent/accurate coverage of events on standards	i. Number of articles produced in print media, electronic ii. Number of times/frequency of coverage of MLHUD' mandate activities iii. Number of press conferences/releases that are translated into news items	Very High	i. Very good partners in development communication. ii. Once on board, they conveniently supplement other channels. iii. iv. The policy makers (editors, sub editors) should be targeted since they determine what is to be covered.

No.	CHANNEL	STRENGTHS	OUTCOME INDICATORS	PRIORITY RANKING	REMARKS
8	Community outreach programs	i. Quite sustainable as MLHUD would build a generation of standards ready people ii. Not an expensive undertaking	i. Introduction of regular talks on standardization in various schools reached ii. Invitation of MLHUD to give talks in schools iii. Introduction of LHUD as a topic for students to write regular essays on in schools	High	i. Very vulnerable group to counterfeit products ii. Once the children know about standards, can be very good peer agents for standards adherence iii. Provide a replication factor; have influence on their parents
9	Promotional Items i. T-shirts ii. Caps iii. Car stickers iv. Calendars v. Xmas cards vi. Dairies	i. Easy means of raising awareness on an organization's address/work	i. Increase in requests for information on MLHUD mandate ii. Increase in Number of clients seeking MLHUD services	Moderate	i. Mainly used to create awareness about MLHUD ii. Most effective when used to complement other awareness channels
10	Theatre for development– using folk media to target rural communities with information on land	i. Makes permanent impact/impression on the audiences ii. Is very illustrative iii. Normally hinged on real life experiences iv. Entertaining	i. Increase in requests for information on MLHUD mandate ii. Increased interest in MLHUD's mandate shown by increased attendance in other MLHUD programs	High	i. Gives a break from the conventional communications channels ii. It is quite effective in communicating complicated messages, say about metrology, calibration, etc.
11	Billboards in strategic locations with messages on LHUD	i. Billboards are growing in popularity due to their high reach, low cost and ability to communicate in a creative and effective manner. ii. Billboards enable organizations to communicate with a large audience, 24 hours a day, seven days a week			

No.	CHANNEL	STRENGTHS	OUTCOME INDICATORS	PRIORITY RANKING	REMARKS
12	Mobilization Seminars & workshops	i. Builds strong community alliances ii. Clarifies mis-information iii. Provides for a to ask questions and get feed back iv. Imparts a lot of knowledge & information v. Builds community capacity to respond to an issue vi. Can be held for specific community groups like Media, MPs NGOs, Community leaders, farmers, traders, etc	i. Number & type of community/groups calling upon MLHUD to talk to them about standardization to their members ii. Number & type of alliances formed with MLHUD in community iii. Increase in Number of people attending the trainings iv. Increase in Number of people/clients seeking MLHUD services through groups v. Peer consensus of various sector groups to be accredited to MLHUD vi. Charge of attitude of various interest groups towards MLHUD	High	i. It has become a frequently used channel for communicating development information. ii. Builds attachment between MLHUD and communities iii. MLHUD could also utilize public/ community awareness activities like market days public addresses, LC/ Village meetings to convey information on Standards at little or no costs
13	Print media i. Newspaper articles serialisation ii. Newspaper Inserts iii. Newsletters/ Bulletins iv. Guide books on Standardization	i. Simplify a complicated message by covering it in bits. ii. Corrects mis-information on standardization iii. It's a measure of public mood and understanding of issue iv. Wide distribution to reaches policy level audiences v. Provides regular updates/ profile about an organization	i. Number of articles in the news papers on standardization ii. Number of letters responding to featured articles iii. Increase in Number of clients accessing MLHUD services iv. Inclusion of regular column/discussion in newspapers in MLHUD mandate v. Number of feedback letters to the editor of news letter	High	i. Relevant to the literate group of people/policy makers ii. With the low reading culture in Uganda, it needs to be used in complement with other awareness channels

9.0 IMPLEMANTATION STRATEGY

The implementation of this communication strategy will require the commitment and involvement of all stakeholders in the whole LHUD sector. Most importantly will be the involvement of communication units within the various stakeholder groups. These units will help in information dissemination but also in generating feedback throughout the implementation of the annual sector communication action plans.

9.1 Implementation

The Ministry Principal Information Scientist (PIS) who also acts as the Ministry Spokesperson will be entrusted with the responsibility of overseeing the co-ordination and execution of this communication strategy. The will be required to carry out consultations with the stakeholders, design and preparation of publications and other small media materials, development of messages and information for the mass media, quality control and capacity building.

9.2 Communication Committee

The PIS will be supported by an inter-departmental Communication Committee, identified and appointed by the Permanent Secretary to help in processing information, designing key messages, developing annual communication agenda and assist in running official communication programmes. This Communication Committee will serve as the think tank for all communication activities under this strategy. The Communication Committee will also liaise with other government institutions and stakeholders to ensure consistent and coordinated delivery of communication activities.

Specifically the Communication Committee perform the following key tasks:
i. Identify appropriate institutional mechanisms and agents for communications at the urban areas and district levels.
ii. Approve the annual communication action plan together with a calendar of communication events to be undertaken by the PIS
iii. Provide an oversight role in guiding the development, approval and implementation of the Ministry's communication activities.
iv. Oversee the monitoring and evaluation of activities under this CS.

9.3. Non-State Actors

CSOs, FBOs, private sector, and community leaders' active in providing public information and education on LHUD matters will play an important role in dissemination work of the urban sector publications and NUP development process proceedings. They will greatly complement government by providing the public with adequate and accurate information about the LHUD sector. This also requires the political and religious leaders to use their influence and

the platforms they have, to encourage public interest in and debate about the NUP and the strategic urban development Investment plan in order to facilitate participation in the implementation and monitoring of earmarked strategies.

9.4. Harmonization

The establishment of networks with Information units and officers within development partners, MDAs, MZOs, LGAs, CSOs and communities will be necessary in ensuring a consistent and coordinated communication process. It will also ensure that quality communication products are developed and distributed with minimal duplication.

9.5. Capacity building and training

The success of any communication plan largely depends on the skills and institutional capacity of executing and coordinating institution. A series of capacity building activities will be necessary for these actors so they can provide their audiences with the right and clear information on land, housing, physical planning and urban development. MLHUD requires a skills enhancement programme to build a cadre of skilled Communication/Information officers in the various MZOs/DLO and or Local Governments who will more accurately dissemination information on LHUD to the public in a manner that is easily understood.

10.0 CRISIS MANAGEMENT PLAN

Crisis management is the art of making the best out of bad news, in the advent of any negative event. Due to the value that the people attach to land as one of the most valuable assets in Uganda, the conflict arising there of makes it such a volatile issue. The increase in market value and the fast pace of development of the land sector market, generates deep sentiments and emotions when dealing with land. Many are afraid of change and the change process attracts resistance, normally attracting a lot of criticism and misrepresentations. This therefore call for a proactive crisis management plan.

The crisis management plan proposed here shall enable the MoLHUD, not only limit damages arising out of crises, but it's rooted in a process of anticipation, planning, training, practice and preparation. Preparation is paramount because in the event of a crisis, there is normally huge pressure on time and resources.

10.1   Preparation

Most crises that are well managed are usually dealt with before they happen. It is therefore essential to prepare carefully for the most likely sources of crisis. It's important to think specific but also be flexible. A crisis is not just an event by a dynamic, living process that changes and evolves through time.
   a. To understand the scope, meaning and consequences of any crisis and we will develop the capacity to put in place a rapid proactive response through a crisis planning capacity building to be organized alongside the Communication training for managers.
   b. A system to handle such occurrences will be put in place.

10.2   Crisis Team

   a. A crisis management team shall be established, and empowered to have the necessary authority to handle communications related to the incident. Crisis team members shall be senior enough to make decisions; able to represent the MLHUD at necessary functions; quick to absorb complex information and prepared to be accessible and flexible.
   b. When a crisis strikes, focus shall be on one's ability to balance tasks, the operational task and the task of managing public expectations. There is need therefore to plan for a division of labor between these two separate roles, while at the same time ensuring that there will be common members in the two teams to support the flow of communication.
   c. The MLHUD spokesperson shall also be on the alert to issue press statements to calm the public and give the Government/MLHUD position while building public confidence on the corrective actions being undertaken.

10.3   Resources

Below are the basic requirements/facilities that the Crisis team required to respond to the crisis.

a. A media list of names, contacts details for key journalists in major media houses shall be developed and updated regularly.
b. A command post shall be established as the headquarters during the crisis. An alternative site is advisable separate from the office of the spokesperson. It must be possible to equip the room with phone, and access to computers & the LIS will be established.
c. A contingency budget needs to be allocated to provide for such an event that is not anticipated.
d. Many crises have legal implications and as such it is recommended that legal support in all crisis, preferable from within the Ministry be included.
e. A program to test the procedure repeatedly and regularly through "dry runs" shall be organized to establish any weaknesses in order to improve the response plan and flow of information.
f. On line crisis program is very effective in calming the public in the event of a crisis.
g. The Government Communication Strategy may also be referred to in order to incorporate other best practices.

10.4   Actions Guidelines

a. Take action and not reaction to the crisis and focus shall be on information management.
b. Never underestimate the seriousness of a developing crisis. On the contrary over estimate and look at the maximum possible impact.
c. Listen to feedback as it is absolutely fundamental in responding to any crisis. Set up a formal media and audience monitoring and analysis to guide you.
d. News Releases shall be undertaken but care must be exercised to place the most important information first, to the affected people.
e. Assess and determine the key individuals in the media, opinion leaders and critics that can easily hijack and distort the issues as they communicate to the public.
f. Develop messages for the top crisis scenarios and two other scenarios
g. Test the message to gauge its integrity and ensure the facts support the messages
h. Develop a FAQ/Q& A document to cover these events.
i. Keep all crisis plans as confidential as possible. If the world knows that you are ready for a crisis, they may just give you your wish.

10.5   Evaluation Plan

a. Identify crises indicators, to suggest when crisis is most eminent, or when its most likely to move to another level.
b. Post crisis Debriefing to allow the organization to judge how well its plan worked,. The most directly affected by the crisis can participate in this assessment , review of records, media coverage, transcripts, etc.

2 days Communication Work shop for MLHUD:			TOTAL					
25 Heads of department/Top Mgt & key staff	UNIT COST	QUAN TITY	Year 1	Year 2	Year 3	Year 4	Year 5	Comments
Accommodation for 1 days ($150)	500,000	25	25,000,000	-	-	-	-	This training is to bring the team heads onboard to come up with a consolidated decision and task force, Improve Internal Communication and systems by training and sharing with the Ministry core stakeholders.
Hall Hire for 2 days	1,500,000	2	3,000,000	-	-	-	-	
Lunch & Dinner	100,000	25	5,000,000	-	-	-	-	
Per Diem	200,000	25	10,000,000	-	-	-	-	
Facilitator Fees/ stationery	8,000,000	1	8,000,000	-	-	-	-	
Sub Total			**51,000,000**	-	-	-	-	

Workshop for Junior MLHUD Staff and other stakeholders			Kampala					
	UNIT COST	QUAN TITY	Total Year 1	Year 2	Year 3	Year 4	Year 5	
Accommodation for 1 day ($150)	500,000	60	30,000,000	-	-	-	-	The Regional communication workshops shall be done in Kampala and will be replicated upcountry in all the regions of the country.
Hall Hire for 2 days	1,500,000	2	3,000,000	-	-	-	-	
Lunch & Dinner	100,000	60	12,000,000	-	-	-	-	
Per Diem/ Transport refund	120,000	60	14,400,000	-	-	-	-	
Facilitator Fees	8,000,000	1	8,000,000	-	-	-	-	
Sub Total			**67,400,000**	-	-	-	-	

Regional workshops for DLOs/MZOs/LG leaders								
Eastern Region	Same as above	Same as above	67,400,000	-	-	-	-	
Western Region	Same as above	Same as above	67,400,000	-	-	-	-	
Southern Region	Same as above	Same as above	67,400,000	-	-	-	-	
North Region	Same as above	Same as above	67,400,000	-	-	-	-	
Sub Total			**269,600,000**	**-**	**-**	**-**	**-**	
Internal Branding Campaign	**UNIT COST**	**QUANTITY**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	
Desk top savers	25,000	120	3,000,000	3,000,000	-	-	-	Intended to put the Ministry of Lands Vision into action, to change mindset
Branded Note Books	30,000	100	3,000,000	3,000,000	-	-	-	
Branded Pens	5,000	2,000	10,000,000	10,000,000	-	-	-	
Internal Posters								
vehicles	5,000	200	1,000,000	1,000,000	-	-	-	
Sub Total			**17,000,000**	**17,000,000**	**-**	**-**	**-**	
Media Unveil of Campaign to the Public	**UNIT COST**	**QUANTITY**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	
Venue Hire	1,500,000	1	1,500,000	-	-	-	-	Intended to introduce the open days to communicate the ignitement of helping the Local Ugandan get access to information on LHUD
Teas, Bites and Refreshments	35,000	50	1,750,000	-	-	-	-	
Branded Promotional Material	20,000	50	1,000,000	-	-	-	-	

Communication Requirements	UNIT COST	QUANTITY	Year 1	Year 2	Year 3	Year 4	Year 5	COMMENTS
Media Facilitation	100,000	30	3,000,000	-	-	-	-	
Sub Total			7,250,000	-	-	-	-	
Communication Requirements	UNIT COST	QUANTITY	Year 1	Year 2	Year 3	Year 4	Year 5	COMMENTS
Above the Line Media								
Idea's Generation starting with TV Commercials	-	-	-	-	-	-	-	Developing a creative team or line that says "Land Ownership is every one's right" To cover the whole country. Cost includes Cast and Props
TVC Production	12,000,000	15	180,000,000	180,000,000	180,000,000	180,000,000	180,000,000	
Translation of TV Idea into 4 Languages	22,500,000	4	90,000,000	90,000,000	90,000,000	90,000,000	90,000,000	
TV Airtime Booking								
Popular Stations	25,000,000	2	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	Programming to be aired for 4 months
Unpopular Stations	14,000,000	5	280,000,000	280,000,000	280,000,000	280,000,000	280,000,000	Programming to be aired for 4 months
Sub Total			750,000,000	750,000,000	750,000,000	750,000,000	750,000,000	
Radio	UNIT COST	QUANTITY	Year 1	Year 2	Year 3	Year 4	Year 5	
Radio Commercial Production	1,500,000	2	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	
Radio commercial Translation Production	1,000,000	16	32,000,000	32,000,000	32,000,000	32,000,000	32,000,000	
Sub Total			35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	
Radio Airtme Booking	UNIT COST	QUANTITY	Year 1	Year 2	Year 3	Year 4	Year 5	
Urban Radio Stations	17,000,000	6	408,000,000	408,000,000	408,000,000	408,000,000	408,000,000	
Upcountry Radio Stations	5,000,000	6	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	
Sub Total			528,000,000	528,000,000	528,000,000	528,000,000	528,000,000	

Outdoor (Billboards & Roadsters)	UNIT COST	QUANTITY	Year 1	Year 2	Year 3	Year 4	Year 5	
Billboards Production	12,000,000	10	-	240,000,000	-	240,000,000	-	Skins to be changed twice through out the year. These will be used to re-affirm our message that we preach in the village land clinics
Billboards Flighting	2,000,000	15	-	180,000,000	-	180,000,000	-	Billboards will be up for 6 months
Roadsters Production	450,000	100	-	90,000,000	-	90,000,000	-	
Roadsters Flighting	500,000	100	-	300,000,000	-	300,000,000	-	
Wall Branding in different districts	750,000	40	-	30,000,000	-	30,000,000	-	Establish where the budget to implement regional Toll free lines will come from.
Sub Total				840,000,000	-	840,000,000	-	
Regional Customer Care Toll free Lines	UNIT COST	QUANTITY	Year 1	Year 2	Year 3	Year 4	Year 5	
MZOs	2,500,000	21	52,500,000	-	-	-	-	
Sub Total			52,500,000	0	0	0	0	We need a deliberate facelift of the ministry.
PUBLIC RELATIONS	UNIT COST	QUANTITY	Year 1	Year 2	Year 3	Year 4	Year 5	Print
Land columns or sections in the Dailies every Thursday	5,000,000	36	180,000,000	180,000,000	180,000,000	180,000,000	180,000,000	These will work for 6 months spread across the year We will be running editorials in every quarter
Media Influencers (Journalists)	500,000	10	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	
Commemoration of important days every quarter - editorials	8,000,000	3	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	These can be coupled with Public Private Partnerships
Land awareness weeks	4,500,000	24	108,000,000	108,000,000	108,000,000	108,000,000	108,000,000	
Sub Total			342,000,000	342,000,000	342,000,000	342,000,000	342,000,000	

Rural Events	UNIT COST	QUANTITY	Year 1	Year 2	Year 3	Year 4	Year 5	
Audio Village Radio - Kizindalo	300,000	50	135,000,000	135,000,000	135,000,000	135,000,000	135,000,000	We will engage the bizindalos for a period of 9 months
Theme jingle for LHUD	20,000,000	1	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	
Village events: Kwanjula, Burials, Weddings	-	-	-	-	-	-	-	These will be done after empowerment of Village Champions
Posters in English	8,000	20,000	160,000,000	160,000,000	160,000,000	160,000,000	160,000,000	
A2 Posters in 16 local languages	8,000	40,000	320,000,000	320,000,000	320,000,000	320,000,000	320,000,000	
Documentary production	26,000,000	3	78,000,000	78,000,000	78,000,000	78,000,000	78,000,000	
Sub Total			**713,000,000**	**713,000,000**	**713,000,000**	**713,000,000**	**713,000,000**	

Promotional Items	UNIT COST	QUANTITY	Year 1	Year 2	Year 3	Year 4	Year 5	COMMENTS
Gazebos	500,000	21	10,500,000	-	-	-	-	These will be used at the village Clinics
Pull up Banners at each MZO	400,000	21	8,400,000	-	-	-	-	
Tear Drop Banners at each MZO	450,000	105	47,250,000	-	-	-	-	
T-Shirts	15,000	20,000	300,000,000	-	-	-	-	
Calendars	8,000	50,000	400,000,000	-	-	-	-	
Taxi Branding with messages on LHUD	350,000	300	105,000,000	-	-	-	-	
Sub Total			**871,150,000**	**-**	**-**	**-**	**-**	

Digital Media	UNIT COST	QUANTITY	Year 1	Year 2	Year 3	Year 4	Year 5	
Website/ Online Ads	5,000,000	9	45,000,000	45,000,000	45,000,000	45,000,000	45,000,000	
Customer Care Wats up Line	1,600,000	9	14,400,000	14,400,000	14,400,000	14,400,000	14,400,000	
Sub Total			**59,400,000**	**59,400,000**	**59,400,000**	**59,400,000**	**59,400,000**	
MLHUD Bulettin	30,000	2,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	
Village Land Clinics (Detailed budget attached below)	200		-	-		706,300,000	-	Look out for break down of Village Clinics on sheet 2.
Sub Total			**-**	**-**	**-**	**706,300,000**	**-**	
Final Sub Total			**4,003,300,000**	**3,524,400,000**	**2,667,400,000**	**4,213,700,000**	**2,667,400,000**	
GRAND TOTAL OVER 5 YEAR PERIOD			**17,076,200,000**					

12.0   MONITORING AND EVALUATION (M/E) PLAN

12.1   Background

This Monitoring and Evaluation (M&E) Plan seeks to track and assess the results of the interventions in the Lands, Housing and Urban Development Sector identified in the Communications Strategy for the five years commencing FY2018/19. It is a living document that should be referred to and updated on a regular basis. It thus includes the indicators, who is responsible for collecting them, what forms and tools will be used, and how the data will flow.

Implementation of the communication strategy priority initiatives is planned to cover the entire Country. The stakeholders/beneficiaries have been categorized into three including: (i) primary stakeholders, (ii) secondary, and (iii) tertiary stakeholders as detailed in sub section six above. Funding of the strategy is the responsibility of government with some components financed by Development Partners.

12.2   Purpose

This M&E Plan is designed to coordinate and support the MLHUD, LGs and other stakeholders to regularly and systematically track progress of implementation of priority initiatives and assess performance in accordance with the agreed objectives and performance indicators over the Medium Term. The Plan integrates lessons learnt from communication channels and efforts that the MLHUD has instituted over the years.

Consequently, this Plan will constitute a management tool for tracking progress and demonstrating results of the Communications Strategy. It will underpin all processes of the strategy implementation and accountability for results by all stakeholders. To this end, the Plan will facilitate the generation of information required on all aspects of implementation including achievement of results to support management for results (i.e. evidence-based decision making), compliance with government policies (accountability), and constructive engagement with stakeholders (policy dialogue).

12.3   Objectives

- Constitute a robust, LHUD management tool for tracking progress and demonstrating results of the Communications Strategy over the medium term;
- Coordinate and facilitate the sector, LGs and other stakeholders to regularly and systematically track progress of the implementation of priority initiatives of the CS.

12.4 Institutional Framework

The M/E plan shall be implemented within the existing government institutional arrangement for sustainability. The adequate implementation of M&E at any level requires that there is a unit whose main purpose is to coordinate all the M&E functions within the Ministry. The Planning unit at the MLHUD is thus carry out this function. Operationalization of this CS will thus involve a collective responsibility by all institutions at various levels of government as follows. (i) National level, Sector level, LG level, Community level and Household level. The different roles and responsibilities by the respective stakeholders are outlined in table 2.1 below to avoid overlaps, role conflicts, and un certainty of key actors.

12.5 Data Collection and Management

12.5.1 Data collection methods
The sector shall devise a method that will be influenced by the data collection strategy, the type of variable, the accuracy required, the collection point and the skill of the enumerator. These methods shall also strike appropriate balance between individual and group-based methods. The tools and techniques to be employed will, among others, include administrative records, baseline surveys, questionnaires and surveys, case studies, field visits, macro-economic studies, document reviews, stakeholder meetings and workshops, focus group discussions, and photographs and video.

12.5.2 Mid-Term Review
A Mid-Term Review (MTR) of the Communications Strategy shall be conducted two-and-a-half years into the Plan's implementation. This is in line with the Comprehensive National Development Planning Framework (CNDPF) that requires that Programmes, projects, plans and policies be reviewed half must into their implementation. This review will be commissioned by the Ministry of Lands, Housing and Urban Development and will address performance against the intended objectives and key outputs. Findings and recommendations arising out of the MTR shall be used to make changes required to achieve the objectives and targets.

12.5.3 Final Evaluation
A final evaluation of the CS shall be conducted after the five years of it's implementation. The MLHUD shall lead the evaluation. However, in order to minimize bias, an independent firm shall be sourced with a view to avoid a self-evaluation. The underlying principle of engaging an independent firm is to ensure independence and objectivity. The evaluation will assess the overall effectiveness of the CS against its objectives and targets. It will also look at the relevance, effectiveness, efficiency, impacts (albeit short-term) and sustainability of the Strategy

12.6 IMPLEMENTATION OF THE M&E PLAN

12.6.1 The M&E Budget
The M&E summary budget estimates for operationalizing the communications strategy are given in table 2.2. The budget is targeted to critical areas including; physical investment costs, Technical Assistance and other human resource costs, capacity building; and operational costs.

Table 2.1: Summary of indicative estimates for the M&E Plan (2018-2023)

S/N	Cost Category	Budget Allocation in UGX (billions)					
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	Total
1	**Physical investment costs** (Vehicles, Computing equipment & accessories, Publication materials, Communication & presentation equipment)	0.4	0.1	0.2	0.1	0.2	1
2	**Capacity building** (Training of primary stakeholders to build capacity in M&E, Training of LHUD and LGs staff on M&E, Course fees, Other training).	0.2	0.1	0	0.1	0.15	0.55
3	**Labor costs** (Temporary staff costs, Short technical assistance costs, development of a LHUDMIS, Monitoring activities, Report writing and analysis, Formative Evaluation activities, Impact assessment activities).	0.2	0.3	0.3	0.2	0.2	1.2
4	**Consultancy/ external expertise** (Establishing monitoring mechanisms, Establishing information management system, Facilitating review workshops, Conducting surveys/ monitoring activities, Conducting studies (i.e. baseline studies, impact assessment, Studies, program evaluation studies etc.), Mid-term evaluation & Terminal external evaluation)	0	0.15	0.25	0.2	0.2	0.8
5	**Operational costs** (Vehicle operation and maintenance, Office overheads, Stationery, consultative meetings, Allowances for primary stakeholders/ project, Implementation, Communication & publication, Specific evaluation events	0.1	0.1	0.3	0.2	0.3	1
6	Annual Reviews	0.22	0.22	0.22	0.22	0.22	0.22
7	Annual Perception surveys	0.15	0.15	0.15	0.15	0.15	0.15
	Mid-term Evaluation of Communication Strategy	0	0	0.5	0	0	0.5
	End of term evaluation to inform next Strategy development	0	0	0	0	0.6	0.6
GRAND TOTAL		**1.27**	**1.12**	**1.92**	**1.17**	**2.02**	**7.5**

13.0 CONCLUSION

This Communication Strategy has been developed bearing in mind that the public shall be involved in the development and dissemination of content information through out the implementation of the Plan. Public feedback shall be emphasized at every activity implementation to enable the Ministry undertake corrective action in subsequent communication if required.

This Communication Strategy provides a framework for planning and implementing communication activities bearing in mind that there should be change in perceptions and actions, individual accountability and behavior change to avoid conflict in land/property ownership and hence promote decent and organised settlements in Uganda.
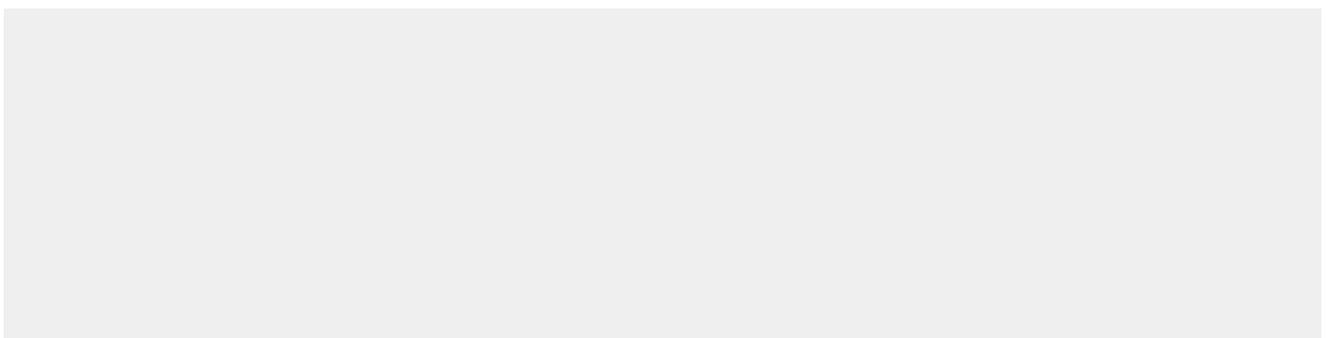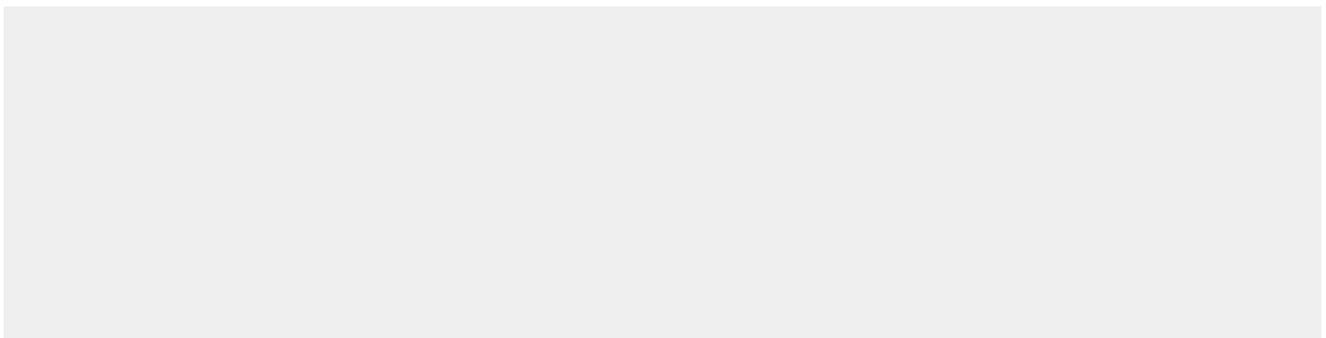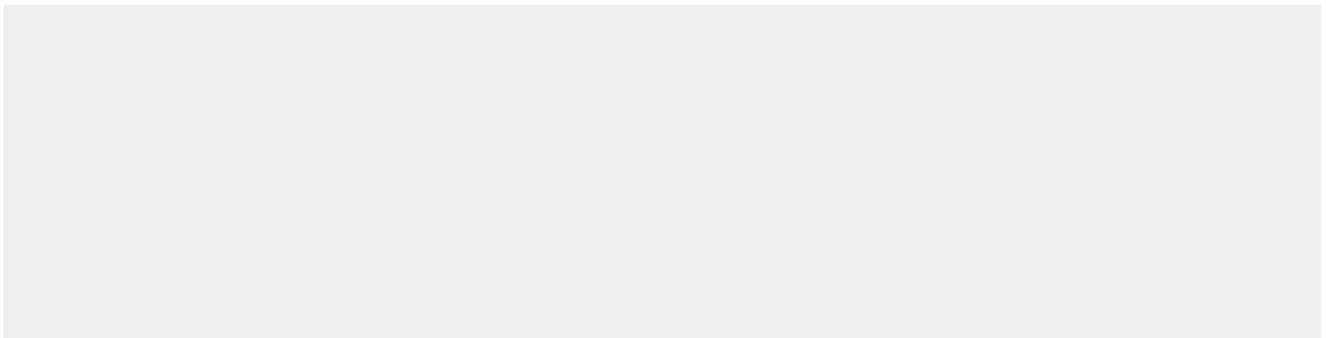
ANNEX 1: RESULTS FRAMEWORK FOR THE MLHUD COMMUNICATION STRATEGY FOR 2018/19-2022/23					
Strategic Objective	**Outcome**	**Activities**	**Output**	**Output Indicator**	**Means of Verification**
WW					
Improve the communication and information sharing on the role and functions of the MLHUD	Harmonized messages to the public	Clear channels of communication identified in the multi channel approach to reach all audiences and ensure greater responsiveness	channels of communication defined	Number of channels of communication defined	M&E report
		Staff training on clear communication	Staff trained in Communication	Number of staff trained in clear communication	M&E report
		Defining communication responsibilities	communication responsibilities defined	Well defined communication responsibilities	Communication strategy
Provide information on participation in policy formulation and performance processes of the MLHUD	Increased public policy participation	Provision of Information to the Public	Public Policy formulation information provided	Citizen Representation on Public Policy Making Foras (%)	M&E report
		Train the Public in Participation in Policy formulation	Public trained in policy formulation	Number of people trained in policy formulation	M&E report
Enhance transparency and fight corruption in the delivery of MLHUD services	Increased transparency and accountability of the sector	Establish a system in which all sides adhere to land conflict resolution conclusions reached	conflict resolution conclusions adhered to	No. of conflict resolution conclusions adhered too	M&E report
		Take measures to cancel illegal land titles	Illegal land titles cancelled	Illegal land titles cancelled (%)	M&E report
		Make accessible to the public all information on both the process on successful and unsuccessful land title applications ideally in written format and via the Internet	Increased information access on the process of land related issues	No. of people availed with information on land related issues	M&E report
Enhance confidence, and build public trust amongst Ugandans in the MLHUD sector systems	Improved service delivery within the sector	A media relations plan to enhance trust and maximize the positive attributes of the media in communicating MLHUD Policies	A media relations plan developed	A media plan in place	Media plan in place
		Follow up on public complaints	Public complaints followed up	% of Public complaints followed up	
Housing and Urban Development Sub-Sector					
Sensitize stakeholders on the on-going process of developing and implementation of the National Urban Policy;	Better informed public and media	Conduct awareness campaigns of the developmental benefits of the National Urban Policy	awareness campaigns conducted	Number awareness campaigns conducted	Activity Report

				Number of people sensitized	Activity Report
Consult stakeholders on critical issues regarding the urban sector to be addressed by the National Urban Policy;	Increased planned urbanisation	Conduct stakeholder consultations on critical issues regarding the Urban sector	Stakeholder consultations conducted	Number of stakeholder consultations conducted	Activity Report
Collect and analyze critical issues/ views and opinions from urban sector stakeholders regarding urbanization and urban development in Uganda;	Increased Government awareness of public opinion on urbanisation	Undertake field visits to collect critical issues and opinions regarding urbanisation	Field data reports produced	Analyzed field report	Filed report
		Disseminate findings to key stakeholders	Dissemination workshops conducted	No. of seminars/ workshops organized.	Dissemination report
Put in place a feedback mechanism and counter any critical communications issues that may arise regarding urbanization	Improved responsiveness to public information needs	Consult Beneficiaries and other stakeholders regarding appropriate ways to make complaints	Stakeholder consultations conducted	No. of stakeholders consulted	Activity Reports
		Develop complaints handling policy and procedures	complaints handling policy and procedures produced	complaints handling policy and procedures in place	complaints handling policy in place
		Train staff in the processes and procedures	Staff trained in compliant handling and procedures	No. of staff trained	
		Sensitize Beneficiaries and other stakeholders are informed as to how to make a complaint	Stakeholder sensitization meetings undertaken	No. of Stakeholder meetings conducted	Activity meetings
		Provide timely response to all complaints submitted, reviewed and investigated	Complaint response provided	Complaint responses provided (%)	M&E Report
Communicate opportunities and benefits of urban development / organized urban development for balanced growth and national development;	Increased access to public information	Avail the public with simplified Physical planning guidelines	simplified Physical planning guidelines disseminated	No. of copies disseminated	Dissemination reports
		Undertake seminars and workshops aimed at communicating opportunities and benefits of Urban development	Seminars/workshops organized	No. of seminars/ workshops organized.	Activity Reports
Create awareness of rights of minorities in urban areas (urban women, children, disabled people) regarding urban development and management;		Conduct Sensitization Meetings/ community dialogue sessions (Village meetings LCs)	Seminars/workshops organized	No. of seminars/ workshops organized	Activity Reports
		TV Documentary on minority rights regarding urban development	TV Documentaries televised	No. of minority groups reached	M&E reports
		Print and disseminate materials to the minority groups about their rights regarding urban development	IEC materials produced and disseminated	No. of IEC materials disseminated	Dissemination reports

popularize the National Urban Policy (NUP) and the National Development Physical Plan (NDPP) development and implementation process among the various stakeholders within the urban sector;	Improved sector implementation of policies, programmes and projects	Align LG physical plans to the national physical plans	LG Physical plans integrated and coordinated	No of LGs implementing the National Development Physical Plan	M&E/progress reports
		Establish regulations and standards to guide urban development	National Urban Policy finalized	No of urban councils implementing the National Urban Policy	M&E/progress reports
			Physical Planning guidelines and standards implemented	No. of Urban Councils implementing the Physical Planning guidelines and standards.	M&E/progress reports
Increase/support evidence based planning at all levels, from national to local level, through the availability of up-to-date information pertaining to the urban sector	Balanced and accurate print, radio and television reporting	Develop a system of generating MLHUD statistics from administrative based sources	MLHUD statistical systems and infrastructure assessed	Data assessment report	Assessment Report
		Develop a data dissemination Plan	Data dissemination Plan developed and functional	Data dissemination Plan in place	Dissemination Reports
		Develop a Compendium and Metadata of MLHUD indicators	Quality and timely statistics produced	Metadata of MLHUD indicators in place	Dissemination Reports
		Develop and maintain a comprehensive data bank for Urban sector	Sector data Bank developed and regularly updated.	Sector data Bank in place	Data Bank
		Conduct surveys and related studies.	Surveys and studies conducted according to institutional timelines	Number of Surveys and studies conducted	Surveys and study reports
		Produce and disseminate routine statistics on the MLHUD sector.	Sector statistics disseminated in line with the NSS dissemination calendar	Number of Sector statistics dissemination workshops	Statistical Publications
		Develop/Review policy guidelines and standard data management tools, methods and classifications for production of MLHUD data.	Mechanisms and tools for collection, processing and dissemination reviewed and standardized	Standardised mechanisms and tools	Guidelines
		Undertake GIS strategy development and Management within the Ministry	GIS strategy developed and operationalised	GIS strategy in place	M&E reports
		Participate in study tours, attachments and conferences to build capacity and experience for MLHUD staff in the generation of statistics.	Capacity of MLHUD autonomous sector agencies and stakeholders to collect, analyse, and disseminate statistics strengthened	Number of trainings undertaken	Capacity building reports

		Recruit and train MLHUD staff and stakeholders engaged in the production of statistics and indicators.	Capacity to collect, analyse, and disseminate LH&UD statistics built and strengthened	Number of trainings undertaken	Capacity building reports
		Procure physical and IT infrastructure / software for the MLHUD Statistical Unit	Physical and IT infrastructure /software procured	Physical and IT infrastructure /software in place	Equipment Inventor
		Establish and operationalise the MLHUD Sector Statistics Committee	MLHUD Sector Statistics Committee established and functional	Number of members appointed on the SSC	Appointment letters to the SSC.
		Streamline and strengthen the institutional framework for statistical production in MLHUD.	Institutional framework for production and dissemination of Lands, Housing and Urban Development sector statistics developed and harmonized	Number of M&E reports produced	M&E reports
		Raise the profile of statistics within the Ministry and create general awareness on the importance of sector statistics	MLHUD Statistical Unit revitalized, strengthened and operational	Statistics Unit in place	Statistics Unit in place
		Sensitize producers and users of MLHUD statistics on statistical production, data sharing and utilization procedures.	Producers and users of MLHUD statistics sensitized on statistical production and utilization procedures annually	Number of sensitization workshops undertaken	Progress reports
		Initiate and formalise collaborative linkages with stakeholders through MoUs	Stakeholder collaborative linkages established and strengthened	Number of stakeholder collaborations established	Consultative meeting reports/ minutes
		Develop MLHUD web page for Statistics.	MLHUD web page for Statistics developed, functional and linked to the NSS website	Statistics Web page in place	Statistics Web page
		Develop and operationalise Policy guidelines and standards for statistical production and management.	Policy guidelines and standards for statistical production and management developed and operationalized	Policy Guidelines in place	Policy Guidelines
		Develop and operationalise MLHUD M&E framework for statistical development.	M&E Framework for statistical development established and operational	M&E Framework in place	M&E Framework M&E/progress reports

Place the issues of urbanization on the national development agenda as well as on the mass media.	Improved service delivery	Align issues of urbanisation to government planning and development processes.	Urbanisation issues aligned to development agenda	No. of urban authorities established	M&E reports
		Produce and disseminate IEC materials on urbanisation	Urbanisation issues IEC materials produced and disseminated	No. of dissemination workshops conducted	M&E reports

ANNEX 1:

Table 1: Key questions and indicators to measure the reach of the outputs

Key question: are we reaching our intended audience(s)? – How effective were the channels used to reach target audience?			
Key follow-up questions	**Example indicators you could use**	**What those indicators tell you**	**What those indicators don't tell you**
What was the reach of the output(s)? Is your audience growing?	Publications or blogs: • Number of pageviews in a time period • Number of downloads in a time period • Clicks to download from the page • Compare with another time period to look at audience growth	The most popular outputs An estimate of how many people have accessed an output If downloads, then this increases the chance that the audience read the output and didn't just look at the web page (a problem with just pageviews or clicks). Tracking clicks to download indicates the success of the landing page	Who exactly you reached Whether the audience interacted with the output
	Social media: • Number of shares or clicks to the output		
	Events: Number of attendees Number of online viewers Compare with another time period to look at audience growth Type of attendee, including job type or sector · Drop-out rate	Popularity of the event Whether you reached your target audience	What the audience thought of the event Whether they really engaged with your event or will have forgotten about it soon after

Key question: are we reaching our intended audience(s)?			
Key follow-up questions	**Example indicators you could use**	**What those indicators tell you**	**What those indicators don't tell you**
Where are they based?	• Total web traffic by location • Percentage of coverage coming from specific region or demographic (e.g. developing countries) • Media hits • Location of livestream viewers	• The geographical extend of your reach • The spread of your media coverage by geographic location • Whether you are reaching audiences in target countries	Who exactly they are and whether the audience actually interacted with the output
How are they interacting with the output(s)	• Time spent on a webpage • Type of channel used to access content (e.g. event, publication, multimedia, social media) • Number of times an output was mentioned in digital newspapers, blogs, on social media and/or other media platforms	• A high number indicates that users were reading more of a particular publication or blog • This is particularly helpful when you have a communications package to assess audience preferences or the success of different components of the package • This gives an indication as to the range of the audience type e.g. media coverage might mean a new readership	Detailed indication of who the audience is, or if the output influenced the audience in anyway or propelled them to take action
Was your output shared by audiences or reproduced in any way	• Number of times an output is cited or referred too • Number of social media retweets, shares, comments or other user actions • Number of shares to social media via website share buttons • Number of requests to reproduce or cite information from the output	• Other platforms/forums where your output(s) is available • An indication if the output is reaching audiences beyond the initial target audiences (as well as the target audience) • Can also be an indicator of quality and authority – the audience perceived the output of high quality and considered if useful for others	Who looked at the citation, mention, or if any action taken as a result

Table 2. Key questions and indicators to measure the quality and usefulness of the outputs (channels used)

Is the work of high technical quality?

Questions	Example indicators you could use	What those indicators tell you	What those indicators don't tell you
Did your outputs have a clear strategic objective and plan to ensure quality?	• Number of outputs that were informed by a communications strategy or plan. Was your publication peer reviewed? • Did your publication go through an editorial and production process? • Does your output conform to organisational branding guidelines?	The amount of strategic communications and planning to ensure quality	Whether the output was deemed of high quality by the audience, or if it influenced the audience
	Publications: · • Experience of author Events: · • Experience/quality of participant or speaker	Indicator of credibility or potential influence of author/ participant/speaker to reach audiences	How the audience received them Whether the output actually had influence or impact
	Number of peer reviewed journal articles reviewed or accepted	Indicator of academic quality	Who is reading it Whether it is useful/deemed of high quality by other audience types

Target Audience satisfaction

Questions	Example indicators you could use	What those indicators tell you	What those indicators don't tell you
Did it receive feedback from the audience?	• Praise of communications output(s) (formal or informal) • Social media tweets or comments · • Comments received e.g. on a blog	Audience feedback; whether they thought it was of quality (or not!); a potential indication of an action that may occur as a result of the outputs; potential learning for other outputs or strategy	It is only the opinion of one or several members of your audience and may not be indicative of wider views
Do they see the work as credible, reputable, authoritative and trustworthy?	• Number or percentage who state the content of the output/activity is useful • Number or percentage of users who report knowledge gained • Number or percentage of users who report their views have changed	• Provides an indication of how useful the output(s) is • Audience learning • Whether the information was internalised by the audience	• In what way they found it useful (need qualitative feedback) • The specific knowledge gained and subsequent impact • How exactly their views changed and any action as a result

Table 3. How to measure the uptake and use of Communication product

What is the uptake and use of your outputs?			
Questions	**Example indicators you could use**	**What those indicators tell you**	**What those indicators don't tell you**
Is the work being used? How is the work being used?	• Number or percentage of users who say that they are using or adapting an output • Action taken as a result of the output or event (e.g. new networks developed, follow-up meeting planned, invitation to input further)	• Indication of increasing relevance (usefulness) of an output when adapted for another audience or context • Potential examples of uptake (and even impact)	• How is it being used and any resulting impact • It may be difficult to gauge how much an output or activity contributed to change or impact
Has it changed the way the audience behaves in some way?	• Indications of changes in policy thinking • Specific language in policy documents • A stakeholder's use of a specific tool • Cases of tools used in decision-making • Example of research evident in policy decisions		

Table 4. Key indicators by channel

Example channel	**Example basic indicators you could use**	**Example more in-depth indicators you could use**
Publications	• Number of downloads and unique pageviews in a time period • Time spent on page • Bounce rate • Number of soft or hard copies distributed to existing lists • Number of times an output is cited or referred to • Twitter, Facebook or other social media impressions/ likes/shares	• Country of downloads or unique pageviews • Demographics of downloads or unique pageviews • Returning vs new users • Referrals • Metrics compared to another output or time period • Number of social media comments/shares with targeted individuals • Qualitative feedback from audiences on quality and use of output
Websites	• Total Number of users in a time period • Unique pageviews in a time period • Average time spent on website	• Country of users and pageviews • Demographic of users and pageviews • Metrics compared to another time period • Number of social media comments/shares with targeted individuals • Qualitative feedback from audiences on quality and use of output
Media and blogs	• Number of media hits · Number of blogs published • Twitter • Facebook or other social media impressions/likes/shares	• Number of blog comments received • Number of media hits in target country/media outlet • Number of social media comments/shares with targeted individuals · Qualitative feedback from audiences on quality and use of output

Social media	• Number of followers or subscribers • Number of your organisation's experts with a professional social media presence • Social media engagement (impressions/likes/shares)	
Email/newsletter	• Number of subscribers • Open rate • Click rate • Unsubscribe rate	• Country of subscribers • What content is most popular • Metrics compared to another output or time period • Qualitative feedback from audiences on quality and use of output
Events	• Number of events and in which countries they are held • Number of event attendees and livestream viewers · • Dropout rate	• Type of attendee, including job type or sector · • Metrics compared to another output or time period · • Qualitative feedback from audiences on quality and use of output

FIELD STUDY REPORT ON INFORMATION GAPS ASSESSMENT

EXECUTIVE SUMMARY

As part of the activities to inform the process of development for a comprehensive, multimedia, state of the art Communication Strategy for the lands, housing and urban development sector, a field study was undertaken in 16 districts of Uganda, selected based on the different land tenure systems that exist therein. These included Arua, Gulu, Hoima, Kaabong, Kabarole, Kasese, Kayunga, Kotido, Mbarara, Nwoya, Pader, Wakiso, Soroti, Katakwi, Mityana and Mubende. The study was aimed at identifying information gaps within the public, their opinions, perceptions, attitudes and practices on land, housing and urban development, and thereafter identify appropriate channels of dissemination preferred by the various districts. The following are a summary of the key findings arising from the study.

Land in Uganda belongs to the citizens of Uganda and is vested in them in accordance with the land tenure systems provided for in the 1995 Constitution of the Republic of Uganda. The land owned by Ugandans is either bought, inherited, given as a gift, leased and or hired. This land is mainly used for agriculture, industrial activities and residence. Furthermore, some of the land in question has got encumbrances which are as a result of disputes in land ownership, subdivisions, court cases, caveats and mortgages.

Access to land is possible when one is granted the rights to use, control, and transfer land, as well as associated responsibilities and restraints. Findings indicate that three thirds of non-land owners had access to land and use it with family and their children. Furthermore, high land prices, lack of land and landlessness were found to be the major barriers to land access and ownership.

Land rights are an integral part of Land laws, as they socially enforce groups of individuals' rights to own land in concurrence with the land laws of a nation. The study found that most of the public adequately had information on how to legally own land and this information was mainly accessed through their peers/friends, radios and land officers. However, more information is required by the citizens on land tenure systems and how to legalize their occupancy. The other areas where information is required include; the rights and obligations of tenants, how to legally acquire and transfer land ownership. Although a few respondents understand their land rights, majority are aware of the institutions to go to in case their land rights are challenged. They mainly report to the police, courts of law and area land committees when their land rights are challenged.

The main type of land use conflict experienced in Uganda settlement was territorial and boundary. This was followed by livestock-crop farming and historical injustices. These conflicts were mainly between village mates, Relative/family relative and high rank officials who claimed the land through supporting documents /Authorized letter, violence against primary land holder, threat against primary landholders, abuse of power by government officials and well-connected business people. However, locals have a number of mechanisms to resolve the land use conflicts which include; LC courts, community leadership structures

and own negotiations between the warring parties. Most of the residents of preferred to use these local community conflict resolution structures as opposed to the courts of law. The residents were more comfortable with the local institutions whom they felt were better placed to handle their conflicts since they comprised of personnel that lived among them who could understand their circumstances. Since negotiations, was a major instrument in resolving land use conflicts, the use of the cooperative approach to conflict resolution which is a constructive method of conducting negotiations is a skill that needs to be used by officers from the institutions involved in land conflict resolution. This will ensure that the cases will be disposed of in time and in accordance with customized community codes of conduct with regards to land use regulations.

Participants identified the following as key parameters that must be considered as components in the resolution of land use conflicts. These are; size of land, land value and development on land. Most of the residents accepted the mediation outcome and also received compensation. Those who did otherwise said so because the process was biased, final decision took long and they were paid less than expected. The main compensation received included land, cash and animals.

The main type of residences for majority of Ugandans visited were bungalows and rentals/muzigo. The areas of residence were mainly acquired through own construction, rented, inherited and purchase. The residents also mainly had agreements between parties and rent receipts as supporting documents for their current residents. However, the residents reported that poverty, high prices for the available building materials, lack of decent houses and high population growth as the major factors limiting access to decent housing.

The quality of government investment in the housing sub-sector was mainly rated poor while majority reported that physical planning guidelines are followed when positioning and building their houses. Their justification of compliance to physical planning guidelines included: planned urban settlements and organised housing and better drainage system. However, crowding of the area and presence of slums were the major indicators for noncompliance to physical planning guidelines. The major reasons for non-compliance to the physical planning guidelines are limited awareness, physical planning guidelines not being easily available, mind set issues and lack of enforcement.

The residents preferred that information on physical planning guidelines should be popularized through holding radio talk shows, Seminars, workshops and village meetings and availing the guidelines. Furthermore, most of residents owned a mobile phone and speak majorly Luganda, Acholi, English, and Rutoro. They also know how write in English, Luganda, Acholi and Karamojong. The residents mainly receive information on LHUD through radios. The public reported that they mainly require information on access to justice, land tenure system, and how to acquire land. Their main preferred methods for obtaining information on LHUD are through radios, Televisions, brochures, leaflets and Newspapers.

Overall, 38 percent and 32 percent of the respondents had fair and poor knowledge on issues of Land management, Housing and Urban development. The specific land issues include; land tenure systems, land dispute resolution institutions, land administration institution, procedure of transferring land and roles of the ministry. Also a poor understanding on land Act provisions, existence of bye-laws on land in their areas, land rights, causes of marginalization in land ownership, procedures for acquiring certificate of land ownership was reported. The citizens finally proposed Radios, community leaders and community radios as their major channels through which government channel the information on land.

ACTION RECOMMENDATIONS

Sensitization of communities on the legal provisions of land is of vital importance. The Uganda Land Act 1998 makes provision with respect to a wide variety of matters regarding land in Uganda such as land tenure, customary ownership, management of communal land, management of land by the Uganda Land Commission, land-use control and functioning of land tribunals. The findings revealed a completely poor understanding of the land Act provisions while others totally ignorant about the same. Government should therefore come up with a massive sensitization, dissemination and communication strategy to avert the situation on the ground.

There is need to empower the youth and women to acquire and own land as part of the efforts to eradicate poverty. According to Food and Agricultural Organisation (FAO), rural women are a major provider of food and food security around the world. Improving women's access to productive resources (such as land) could increase agricultural output by as much as 2.5 percent to 4 percent. At the same time, women would produce 20-30% more food, and their families would enjoy better health, nutrition, and education.

Study findings indicate that cultural norms where women have no access to parent's land is among the key factors limiting women from owning land. More research on the inequalities in land control and ownership is required to determine if that is a cause of poverty. Legal reforms aiming to secure land rights of women have been instituted yet improvements on the ground have been negligible. It has become increasingly evident that legal reforms alone are insufficient; pointing to the need for more critical assessment of the factors determining the power imbalances that produce inequalities in asset rights and ultimately hinder the economic empowerment of women in Uganda. There is also a need to carry out public sensitisation and campaigns to encourage abandonment of cultural practices that bar children, youth and women from inheriting family land.

Ensure proportionate representation of women in institutions dealing with land at all levels. Findings indicate that more males (64.2 percent) owned land than females. Whereas there have been considerable gains for women in this effort, the fulfilment of government's commitment of having a third representation of women on all elective positions, gender inequalities persist and today there is a less favourable economic and political environment for promoting equality. The question for Uganda therefore, is how best gender equality can be promoted in the development of the land sector, not just from a technical perspective but as a social, economic and political entity engulfing stakeholders, right from the community level to the national level.

Have a system for assessing all claims to land on wider merits to ensure that vulnerable persons acquire rights to land in special circumstances and ensure that age and gender are not a barrier to land acquisition.

The LHUD institutions should tackle issues of high land prices, lack of land and landlessness since they are the major barrier to land access for those who didn't have access.
There is need for increased dissemination of critical LHUD information to the public. The focus areas include: land tenure system; how to legalize your occupancy; rights and obligations of tenants; how to transfer of land ownership; legally acquire land, access to justice. The LHUD information should be popularized through; radios, community leaders, community radios, Tvs, brochures and leaflets and newspapers.

The institutions involved in land use conflicts resolution in Uganda need to embrace the cooperative disposition to resolving conflicts which will ensure an atmosphere of trust and eventually lead to mutually beneficial options for both parties. Negotiations in the resolution process are to be resolved in an equitable manner, ensuring that there is agreement on the outcome in order to avoid reoccurrence of the same conflict in future. Thus, there is need to strengthen community-based conflict resolution structures so as to make them more efficient to hand the land use conflicts that are brought before them.

There is need for increased awareness/sensitization on issues of land management, housing and urban development because most of the residents had a poor to fair understanding these critical issues: land Act provisions, any bye-laws on land in their areas, land rights, causes of marginalization in land ownership, procedures for acquiring certificate of land ownership, different land tenure system, land dispute resolution institutions, land administration institution, procedure of transferring land and roles of the ministry. This will help in ensuring that conflicts that arise are judiciously handled/resolved
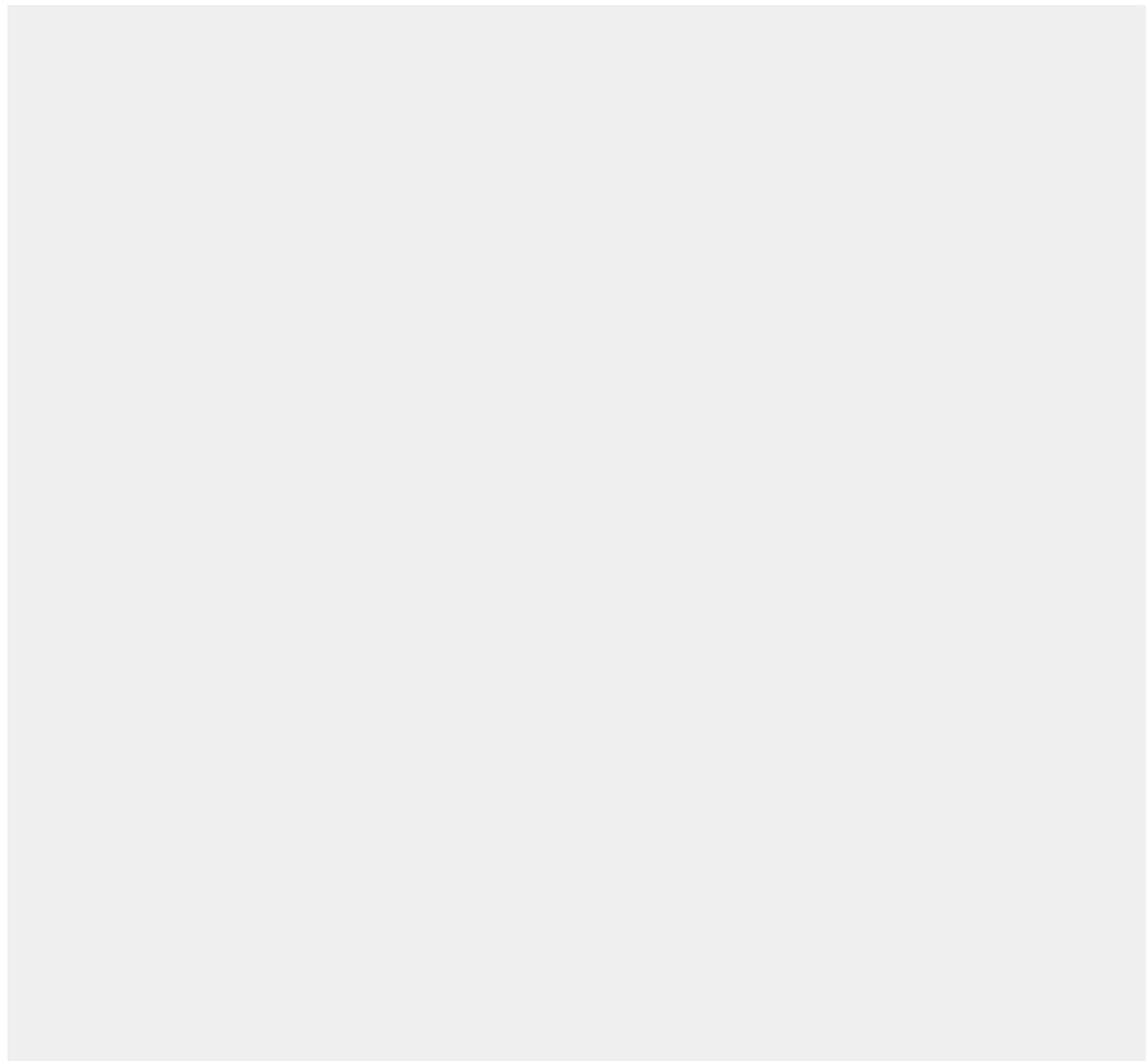
CHAPTER ONE: INTRODUCTION

1.1 Background

Land in Uganda is a critical factor of production and an essential pillar of human existence and national development. However, post-independence attempts to settle the land question and deal with fundamental issues in land tenure, land management & administration through the existing legal mechanisms (Land Reform Decree of 1975, the 1995 Constitution and the Land Act Cap 227) have had limited success.

There still exists a number of issues that require intervention. These include providing adequate information on the historical injustices and colonial legacies, which have resulted in multiple rights and interests over land; dispossession and loss of ancestral land by some communities; border disputes arising out of tribal, ethnic groupings and trans-state border disputes; and the ineffective dispute resolution mechanisms, which have resulted into illegal evictions.

The Housing & Urban Development (HUD) subsectors are also not without challenges. Notable among them are: minimal investment in the housing sector over the years leading to inadequate housing both in rural and urban areas; low levels of construction at 60,000 housing units per year as opposed to the current estimated need of 200,000 housing units per year; high poverty levels as manifested in the low levels of household incomes estimated at US$ 150 p.a. (Uganda National Household Survey 2009/10) which makes access to decent housing an elusive dream to the majority of the population; high population growth leading to high demand for basic infrastructure and services such as roads, water and sanitation, drainage, energy, schools, health and recreation facilities; inadequate supply of affordable building materials on the market which has enhanced competition and high prices for the available building materials.

The Ministry of Lands, Housing & Urban Development (MLHUD) is cognisant of the need to communicate and use information to create awareness on issues affecting the lands, housing and urban development sector and interventions as is proposed. MLHUD also recognises the need to explain the services of the Ministry, challenges faced and opportunities for delivering services with the private sector practitioners, institutions and organizations that constitute the primary consumers and beneficiaries of land services in the country as critical for the success of the CEDP land component interventions. The Housing and Physical planning interventions have been addressed under the USMID II project that seeks to support infrastructure development in 22 municipalities in the country.

The MLHUD is building on the elements as spelled out of the CEDP and USMID II interventions to develop a communication strategy based on the core functions and mandate of the LHUD sector, as well as develop simplified information, education and communication (IEC) materials that will relay the reforms, requirements, procedures and activities of the CEDP and USMID. The intention is to apply those communication channels that will create awareness these key interventions.

It is on this premise that the Ministry enlisted COM EVENTS COALITION, a communication planning and management firm, to address this challenge of unavailability of useful and helpful information on matters of lands, housing & urban development, which affect the Ugandan population.

1.2 Rationale

There are a number of studies that have been undertaken over the years that have brought out the issues of concern within the lands, housing and urban development sector. The media is also awash with news items land conflicts, especially in the advent of the on-going Land Probe Commission led by Justice Bamugemereire, majority of which arise from mis-information on LHUD issues or lack of it. There was need to collect field data to validate, confirm and enrich the information collected from the review of literature/reports, the communication audit results as well as the stakeholders' information needs assessment exercise by the Consultant.

1.3 Objective

The overall objective of the assignment is to develop a comprehensive, multimedia, state of the art Communication Strategy (CS) for the land sector consistent with the MLHUD core functions and mandate, with a costed action plan and an assortment of IEC materials that will relay the CEDP programme messages to stimulate action from its various stakeholders and beneficiaries. The following are the specific objectives

1. To inform the development of a comprehensive, multimedia, state of the art CS for the land sector consistent with MoLHUD core functions and mandate
2. Identify an assortment of IEC materials that will relay the CEDP programme messages to stimulate action from its various stakeholders and beneficiaries
3. Provide a basis for a costed action plan.

1.4 Structure of the Report

The report has six chapters. **Chapter One** provides background information relevant to the communication situation assessment in the LHUD sector. It also highlights the objectives of the study and structure of the report. **Chapter Two** provides the methodology used in the study. **Chapter Three** provides an analysis and findings from the assessment. It in addition assesses the gaps within the lands, housing and physical planning sub sectors that need to be addressed. Finally, **Chapter Four** provides conclusions and recommendations for effective and efficient service delivery in the LHUD sector.

CHAPTER TWO: METHODOLOGY

2.1 Data sources

This study has been informed by both primary and secondary data sources. Secondary data collection firstly, identified literature related to the structure and functions of the MLHUD, their business processes, roles and how they interrelate with each other and their information needs and requirements. Secondly, existing policy documents and reports, other literature on the LHUD, procedures, work plans, policy statements, stakeholder reports and existing frameworks were reviewed to obtain an understanding on key outputs, indicators and challenges faced previously.

2.2 Primary Data collection

A combined/mixed method of data collection was employed, which includes both qualitative and quantitative research methods. The mixed method improves data evaluation by ensuring that the limitations of one type of data are balanced by the strengths of another. This approach permits a more complete and synergistic utilization of data than do separate quantitative and qualitative data collection and analysis, which is required to quality assure the data in tandem with the views received from the national level stakeholders.

2.2.1 Sampling procedure

The study used Quota sampling technique to identify the samples used in the research. Using this technique, the number of people with some pre-determined characteristics are identified in time and included as participants. This enabled the Consultant to focus on people most likely to have the experience, know about, and possibly insights on LHUD. Key Informants and Focus Group Discussions were therefore identified under this arrangement. Characteristics for inclusion included the following; a) Age - study targeted respondents of 18 years and above; b) Gender – Men and women were targeted differently; c) Socioeconomic status - individuals with economic and social position in relation to others, based on income, education, and occupation; d) Land ownership status.

Sample Districts and Criteria for selection of field districts

There are four (04) land tenure systems in Uganda namely Mailo, Freehold, Leasehold and Customary tenure. Each of these tenure systems has particular areas where it is passionately practiced. The study therefore collects data from all the four (4) tenure systems in the country. The districts sampled for the field study included; Arua, Gulu, Hoima, Kaabong, Kabarole, Kasese, Kayunga, Kotido, Mbarara, Nwoya, Pader, Wakiso, Soroti, Katakwi, Mityana and Mubende.

The data collectors were assisted by the community and opinion leaders, as well as the District Land Officers in identifying and recruiting potential participants within each of the above districts. Mobilization was supported by the District Community Development Officers (DCDO), Subcounty chiefs, DLBs, as well as municipal implementers of the USMID.

2.2.2 Tools

All tools were developed by the consultant and approved by the MLHUD before being administered. The tools used the field data collection included; a) Questionnaires, b) Interview guides for the key informant (KI) interviews, and c) Focus group discussions (FGDs).

2.2.2.1 Questionnaires

Close-ended questionnaires were used to measure attitudes (like rating scales) and behaviors. These have provided frequencies and statistics of the issues to address that will inform the development of the communication strategy. Respondents were identified randomly and based on the above outlined characteristics. 100 questionnaires were administered per each of the 16 districts selected to members of the communities (selected randomly) within the sample districts making a total of 1,600 questionnaires.

2.2.2.2 Key Informant (KIs) interviews

KIs were conducted to target a section of people with a fairer knowledge on LHUD matters. Openended Interview Guides were used for in-depth interviews to capture their own experiences, expectations, perceptions, attitudes and opinions towards land access, security, usage, administration and management processes. Those targeted under this category include: key business enterprises; representatives of development partners; Slum dwellers; Construction firms; Land Boards of specific interest groups like Church based Land Boards, Buganda Land Board; district local leaders; investors; community opinion leaders; companies engaged in large businesses; commercial farmers; Land owners & associations; Land tenants associations; MZOs clients; Clients at RDCs offices; LC II & II Courts; Selected Sub county Chiefs; Implementers of USMID project; Private Sector Foundation (PSF)/CEDP project staff; Uganda Land Commission (ULC); MLHUD staff; Accounting Officers at the local government (LG) level; Law enforcement agencies (like the Police); Tenant associations; women led rights groups; faith based institution; District based

project staff.

This target group is a practical and valuable source of LHUD information from which knowledge, attitudes, expectations, frustrations, challenges and recommendations have been captured on the areas of focus to trigger the desired action. A total of 200 KIs were administered, whereby 10 KIs were in each of the 16 districts identified, and 40 included mostly professionals in the built environment (surveyors, architects, Engineers).

2.2.2.3 Focus Group Discussions (FGDs)

Focus groups provide a mechanism for using the target group members as resource persons in the development of public awareness materials, and also serve as a forum for the exchange of ideas, promoting understanding about the challenges associated in LHUD issues and pointing out areas for behavioral change. Land administration and management is a sensitive issue, and as such there was need to collect as many opinions, perceptions and experiences as possible, to inform the CS development process. Other areas of focus of the sector such as housing and urban development (HUD) were also discussed in the FDGs. The focus groups helped garner public information

needs/gaps, perceptions & opinions, challenges, attitudes, practices and preferred channels for relying information on LHUD matters, that need appropriate redress through the communication strategy.

The following category of people were identified and formed the FDGs in each of the sampled districts. These include: a) Male community members, aged over 18 years, who own land, and or housing; b) Female community members, aged over 18 years, who own land, and or housing; c) Community leaders/CSOs engaged in the administration, management and of conflict resolution on LHUD disputes; v) In essence, three (03) FDGs were held per each of the 16 districts giving a total of 48 FDGs.

Tool	Data categorization	Quantities	Districts	Total
Questionnaires	Quantitative	100	16	1,600
Key Informant (KIs) Interviews	Qualitative	10	16	200
	Qualitative	40 Professional KIs	-	
FDGs	Qualitative	3	16	48

2.3 Data Analysis

The qualitative and quantitative data collected was analyzed. While qualitative data enables the client understand and appreciate the various causes of conflict in land matters, get the public expectations, frustrations, challenges, opinions, experiences and information gaps, qualitative data enables us get the extent of these issues on ground by getting us the numbers/frequencies and the distributions by locality.

Triangulation of the results was undertaken, whereby qualitative data is used to confirm or validate results found from quantitative data, and vice versa. The main idea behind this approach is to be more confident with a result if different methods produce the same result. Triangulation allows one to identify aspects of a phenomenon more accurately by approaching it from different vantage points using different methods and techniques. Successful triangulation required careful analysis of the type of information provided by each method, including its strengths and weaknesses. Quantitative data collected from the field visits was analyzed using SPSS statistical software. Qualitative data was aggregated and all gaps, opinions, suggestions captured and cleaned for avoidance of repetitions and redundancy. This therefore provided the desired findings required to form a basis for the development of the CS and the IEC/public awareness materials.

CHAPTER THREE: ANALYSIS AND FINDINGS

This section discusses results on data collected from the field using questionnaires, Key Informant Interviews and Focus Group Discussions on the lands, housing and physical Planning issues that will form a basis for the development of the CS and the IEC/public awareness materials. It looks at the background characteristics of the respondents, land ownership, housing and physical planning and information and awareness assessment.

3.0 BACKGROUND CHARACTERISTICS

3.1.1 Districts covered

The study planned to covered 16 districts across the country with a total of 1,101 out of the planned 1,600 respondents enumerated. Of the districts covered, Kayunga had the highest number of respondents (92) which is 8.4% of the total number of responses while Kotido, Soroti and Mityana had the least number of respondents (61) which is 5.5% of the total number of respondents as illustrated in Table 3.1.

Table 3. 1: Respondents covered by district

District	Frequency	Percent
1. Arua	75	6.8
2. Gulu	69	6.3
3. Hoima	68	6.2
4. Kaabong	66	6.0
5. Kabarole	72	6.5
6. Kasese	68	6.2
7. Kayunga	92	8.4
8. Kotido	61	5.5
9. Mbarara	60	5.4
10. Nwoya	70	6.4
11. Pader	62	5.6
12. Wakiso	88	8.0
13. Soroti	61	5.5
14. Katakwi	62	5.6
15. Mityana	61	5.5
16. Mubende	66	6.0
Total	1101	100.0

3.1.2 Sex and age

There were more males (59.4 percent) than females among the 1,101 respondents interviewed while majority (34.7 percent) of the respondents were aged between 21 and 30 years of age (see Table 3.2).

Table 3.2: Particulars of the respondents

Category	Sex		Age					Total
	Male	Female	< 20	21-30	31-40	41-50	50+	
Frequency	654	447	50	342	382	206	121	1,101
Percent	59.4	40.6	4.5	31.1	34.7	18.7	11.0	100

Source: MoLHUD survey, 2018

3.1.3 Highest level of education

Of the 92 percent of the respondents that ever-attended school, majority 39 percent reached secondary level followed by graduates at 26 percent. In addition, the study established that 50% percent of the respondents were not able to read and understand documents and designs for infrastructure development projects though they could write in English and other local languages.

Table 3.3: Highest level of education

			Primary Incomplete	Primary	Secondary	University	Tertiary	Total
Sex	Female	Freq	39	55	150	103	57	404
		Percent	10%	14%	37%	25.5%	14%	100%
	Male	Freq	70	78	245	158	56	607
		Percent	12%	13%	40%	26%	9%	100%
	Total	Freq	109	133	395	261	113	1011
		Percent	11%	13%	39%	26%	11%	100%

Source: Field survey results, 2018

3.1.4 Marriage status

The study established that of the 69.8 percent respondents that were found to be married, majority are under customary or traditional marriage. Marriage by registration was rare and the culture seems not to value it. Only 0.4 percent was therefore found to be in this type of marriage. Cohabiting is seen to be found in Central, Eastern, Central Uganda with a total of 7 percent of the respondents interviewed saying they were actually cohabiting.

Table 3.4: Type of marriage by region

Region		Type of marriage					
		Church	Islamic	Customary/ Traditional	Registration	Cohabiting	Total
Central	Freq	25	8	47	1	2	83
	%	30%	10%	57%	1%	2%	100%
Eastern	Freq	18	13	38	0	2	71
	%	25%	18%	54%	0%	3%	100%
Northern	Freq	95	27	229	0	0	351
	%	27%	8%	65%	0%	0%	100%
Western	Freq	90	21	147	2	3	263
	%	34%	8%	56%	1%	1%	100%
Total	Freq	228	69	461	3	7	768
	%	30%	9%	60%	0%	1%	100%

Source: Field survey results, 2018

3.1.5 Religious affiliation

Religion is a system of thought, feeling, and action that is shared by a group of individuals. Uganda is characterized by a diversity of religious beliefs and practices. The study findings indicate that Catholics were the majority with 44 percent of the people interviewed which is closely followed by the Anglicans at 34.4 percent and Muslims at 14.9 percent.

Figure 3. 1: Religious affiliation
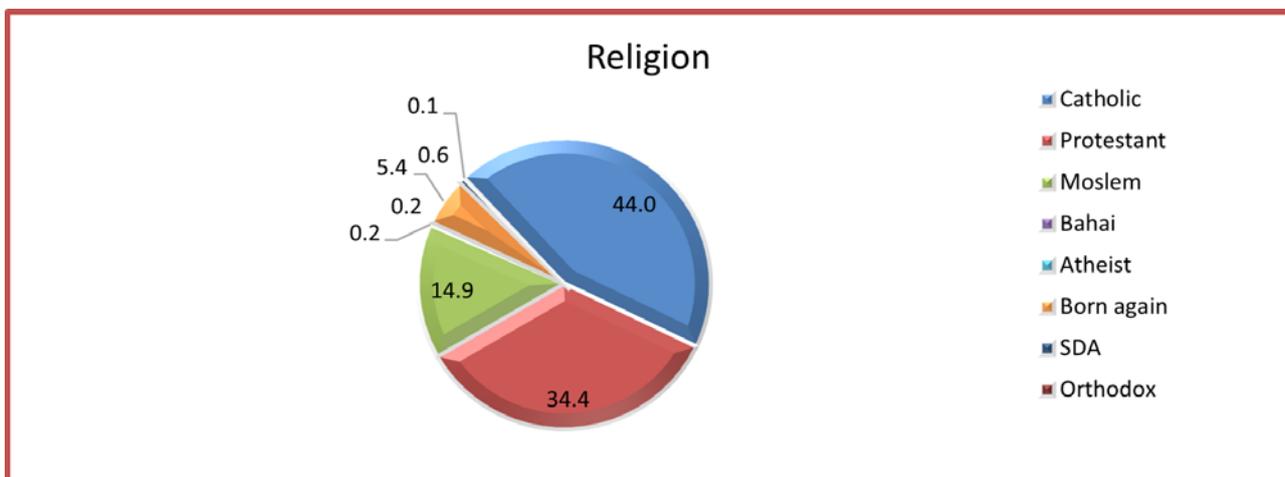
3.1.6 Occupation

Occupation refers to the kind of work an individual does irrespective of the qualification or place. 43 percent of the respondents were engaged in agriculture (62 percent male and 38 percent female) and services (64 percent male and 36 percent female). Informal employment accounted for 27 percent (24 percent females and 76 percent males) while 5.3 percent were public/civil servants of which majority 94 percent are males. Industry accounted to less than 5 percent with more males (98 percent). Those not employed accounted for 10 percent (85 percent males and 15 percent females) (see Table 3.5).

Considering the age distribution by occupation of respondents, majority 39 percent and 40.5 percent of respondents aged between 30-40 years were engaged in agriculture and services respectively. Majority of those aged below 20 years of age (29 percent) were unemployed.

Table 3.5: Occupation of the respondents.

Economic activity	Sex		Age					
	Female	Male	=<20	21-30	31-40	41-50	50+	Total
Agriculture (farming, fishing, forestry)	37.9%	62.1%	1.7%	27.7%	39.2%	16.3%	15.0%	43.1%
Services (transport, teaching, hotel, tourism, ICT);	35.7%	64.3%	2.4%	32.7%	40.5%	17.0%	7.2%	43.0%
Industry (Manufacturing, construction, mining, oil & gas);	2.0%	98.0%	0.0%	2.8%	2.2%	2.2%	1.5%	3.8%
Informal (fabrication, small scale trader	24.2%	75.8%	2.4%	21.8%	21.1%	10.5%	7.8%	27.0%
Not employed (student, stay at home spouse, unemployed);	15.3%	84.7%	29.4%	11.8%	2.0%	0.7%	1.3%	9.6%
Public /Civil Servant	6.3%	93.7%	0.0%	2.4%	6.1%	6.3%	1.7%	7.1%
Politician	0.2%	99.8%	0.0%	0.0%	0.0%	0.2%	0.2%	0.2%

3.1.7 Monthly average income

The results in Table 3.6 show that, overall, the majority of the respondents (38.7%) interviewed earned more than a dollar per day. According to the UNHS, 2016/17, the overall, average nominal monthly cash income derived from all sources was in 2016/17 was UGX 416,000. The average monthly income in urban areas (UGX703,000) was more than double the average monthly income in rural areas (UGX 303,000).

Table 3.6: Average monthly income

S/N	Category	Frequency	Percent
1	Less than 100,000	256	24.0
2	101,000 - 300,000	413	38.7
3	301,000 - 500,000	217	20.3
4	More than 500,000	182	17.0
	Total	1068	100.0

Source: Field survey results, 2018

3.1.8 Period of stay in the area – Mailo Tenants

The majority of respondents were found to have stayed for than 35 years in their areas. This implies that majority interviewed were residents and were thus conversant with land issues affecting the community. These also owned land and the other category was majorly government employees who got posted in the respective jobs.

3.2 LAND OWNERSHIP

Ownership and control over assets such as land and housing provide multiple benefits to individuals and households, including a secure place to live, livelihoods, protection during emergencies, and collateral (Doss, Grown, and Deere 2008). Land in Uganda belongs to the citizens of Uganda and is vested in them in accordance with the land tenure systems provided for in the 1995 Constitution of the Republic of Uganda. This study gathered information about: proportion of respondents that owned land; How they acquired the land; What they use land for; existence of and nature of encumbrances on the land; access to land; reasons for lack of land; reasons for sharing the land with the family; understanding of land rights; and where to go in case the land rights are challenged.

3.2.1 Land ownership by gender

Land may be owned exclusively by one individual or jointly by two or more household members. Respondents were asked if they individually own any land within their respective areas of residence. Findings indicate that over half of the respondents interviewed (58.61 percent) owned land in their respective areas of residence. Table 3.7 shows the proportion of land ownership disaggregated by gender where majorly is owned by males (64.2 percent). In Uganda, culture and customs continue to support male inheritance of family land.

Table 3.7: Land ownership by gender

Land ownership	Female	Male	Total
Yes	35.8	64.2	58.61
No	46.9	0.5	41.39

3.2.2 How Land was Acquired

Of the 58.6 percent respondents who own land, 57 percent reported to have bought it while 39 percent inherited the land. In addition, 1.7 percent were given the land they own as a gift while less than 1 percent had leased, hired and or were occupants on registered land (Table 3.8). 67 percent of those that inherited the land were found to be male which signifies increased vulnerability of women on land inheritance.

S/N	How land was acquired	Responses	Percent
1	Bought	430	57.0
2	Occupant on registered land	294	39.0
3	Was given as a gift	13	1.7
4	Leased	6	0.8
5	Inherited	7	0.9
6	Hired	4	0.5
	Total	754	100.0

3.2.3 Land use

Uganda has an area of 241,550.7 square Kilometres (sq.km), of which 41,027.4 sq. km are open water and swamps while 200,523.2 sq. km is land. According to UBOS, 2017, land area estimates indicated that agricultural land occupies the largest proportion of land cover area (43 percent), followed by grassland (21 percent) and then water (15 percent).

Of the 58.6 percent respondents who reported to own land, over half (52 percent) use their land for agriculture while 25 percent use their land for animal rearing. 7 percent of the respondents use their land as their residence/home, rent it out and just laying their idle as showed in Table 3.8.

Table 3.9: Land use

S/N	Land Usage	Responses	Percent
1	Agriculture	515	52%
2	Animal raring	246	25%
3	Home /residence/ settlement	69	7%
4	Renting	68	7%
5	No commercial use	65	7%
6	Commercial/ Rental/real estate	25	3%
7	Industry / brick laying/constructing materials/ construction	3	0%
	Total	991	100%

3.2.4 Existence and nature of encumbrances on the land

Although majority of respondents (79 percent) who own land didn't have any encumbrances on their land, 21 percent have encumbrances which continue to deter them from enjoying their land rights. The most prevalent encumbrances by respondents as shown in figure 3.3 are due to disputes in land ownership (45.4 percent). This is followed by loans where land is used as collateral (14 percent), court cases (9.2 percent), caveats by claimants (7.4 percent) and encroachment (5.5 percent). In western region, respondents reported interference by the big landlord families that acquired land based on the 1900 Land Agreement.

Figure 3. 2: Nature of land encumbrance
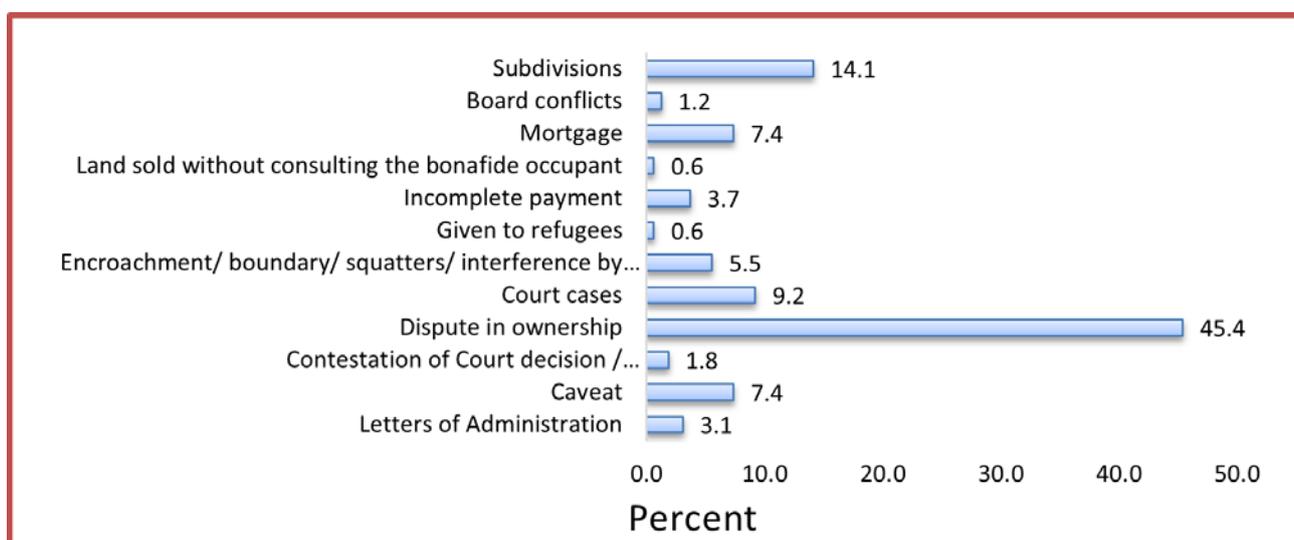
3.2.5 Proportion of respondents with access to Land

Of the 41.4 percent respondents who don't own land, three thirds (68.4 percent) have access to it and of which majority are males (424) compared to 299 females. 31.6 percent of the respondents don't have access to land with majority being women and youth (136).

Table 3.10: Population with access to land

Access to land	Female	Male	Total	Percent
Yes	299	424	723	68.4
No	136	198	334	31.6

3.2.6 Reasons for the lack of land ownership

The population continues to have difficulties in acquiring land with the most barrier provided by respondents being that the existing land on the market is expensive (48.4 percent). Respondents also attributed their lack of land to landlessness (16 percent) and the high population growth (9.1 percent). The ever-increasing demands on land for infrastructure projects like roads is another reason raised by respondents on the lack of land ownership.

Table 3.11: Reasons for lack of land

S/N	Reasons for lack of land	Responses	Percent
1	Expensive	139	48.4
2	Landlessness	46	16.0
3	High population growth	26	9.1
4	Increasing demands on land for infrastructure projects like roads	17	5.9
5	Not resident/came for work/refugee	14	4.9
6	Poverty/Cannot afford/ income is low/no income	13	4.5
7	Illegal eviction	10	3.5
8	Cultural norms/ women have no access to parent's land	6	2.1
9	Student	5	1.7
10	Not interested/ may be in the future	5	1.7
11	Environment not conducive/ hostile neighbour	4	1.4
12	No land /People are not willing to sell/limited land/ land gazetted by go	2	0.7
	Total	287	100.0

3.2.7 Sharing the use of land usage with family

Respondents were asked if they use their land with their respective families and findings indicate that majority (87 percent) of respondents who own land use it with their family. However, a number of reasons exist on why others don't share their land with their families.

3.2.7.1 Reasons for sharing the use of land usage with family

The majority (86.5 percent) of respondents that use land with their family said that it's the right thing to do while 7.6 percent noted that they are compelled by law to use the land with their families. In addition, 1.7 percent of the respondents said that they are coerced by their spouses and 1.6 percent pointed to the advantages of combined investments that would increase their production and productivity (Table 3.12).

Reasons for sharing land with family	Frequency	Percent
It is the right thing to do	702	86.5
Am compelled by law	62	7.6
Coerced by spouse	14	1.7
Combined investment/ effort	13	1.6
Love of family/ budget together	5	0.6
Compelled by in- laws	7	0.9
Family land	4	0.5
Increases the output/ production	3	0.4
Cannot afford mine	1	0.1
They have no other land	1	0.1
Total	**812***	**100.0**

* While there were 1,107 total respondents in the study, only 812 answered this question

### 3.2.7.2 Reasons for not sharing the use of land usage with family

The majority of the respondents indicated that they do not share their land with their families because they don't have families to share the land with (40.2 percent). This could be so because this study establishes that 30.2 percent of the respondents were not married. However, about 16 percent revealed that they are not interested in sharing their land use with the family while 13 percent alleged that their family does not deserve to use their land.

Table 3.13: Reasons for NOT sharing the use of land with family

S/N	Reasons for not sharing land with family	Responses	Percent
1	I don't have one/family	43	40.2
2	Not interested	17	15.9
3	They don't deserve to	14	13.1
4	I don't believe so	12	11.2
5	Has court order	5	4.7
6	Have their own	5	4.7
7	They don't stay around	4	3.7
8	Rented piece of land	2	1.9
9	My personal project	2	1.9
10	Small land	2	1.9
11	Still young	1	0.9
	Total	**107**	**100.0**

3.2.8 Existence of information on how to acquire legal documentation

Figure 3.4 indicates that 61 percent of respondents had adequate information on how to acquire legal documentation for land ownership as compared to those (39 percent) who don't. This mostly happens on customary land where the owners think that because it belongs to families and clans, it is difficult to registerThis therefore calls for massive sensitization of the masses on how to acquire legal documentation, for them not to be exploited.

Figure 3.3: Respondents with adequate information on legally owning land
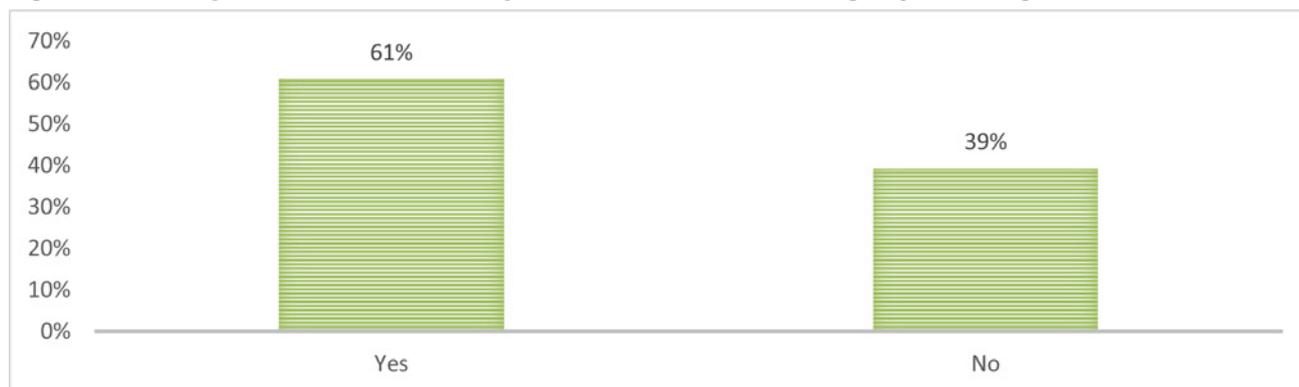
3.2.9 How the target population acquired information on how to legally own land

29 percent of the respondents reported peers/friends as their main source of information on how to legally own land, followed by radios at 20 percent and land offices at 17 percent, 10 percent from community meetings and 7 percent from Television (Table 3.15). Of interest to note is the low ranking of the Land surveyors as sources of information. This is probably attributed to the lack of knowledge that they can actually provide valuable information to the communities and guidance. More awareness needs to be done to make their contribution known.

S/N	Information dissemination channels	Responses	Percent
1	Peers	470	29%
2	Radios	323	20%
3	Land office	273	17%
4	Community barazas/ meetings, open days and urban forums	157	10%
5	TVs	113	7%
6	Newspapers	96	6%
7	Posters/Leaflets	37	2%
8	Ministry website	37	2%
9	Workshops & awareness seminars	35	2%
10	Local leaders/ LC system	28	2%
11	Brokers / Agents	19	1%
12	CSOs	6	0%
13	School/ classes	6	0%
14	Land surveyors	4	0%
15	Own experience/ Land Act	3	0%
16	Mega speakers/ Bizindalo	2	0%
17	Lawyers	2	0%
18	Land committee	1	0%
Total		1612	100%

3.2.10 Information on land ownership required by citizens of Uganda

Respondents identified a number of areas they require information where majority (23 percent) need to know how to legalize their occupancy. This is closely followed by the need to know the land tenure system (20 percent) which includes leasing and how to renew it. Others include: the rights and obligations of tenants (18 percent); how to transfer ownership of land (12 percent); how to legally acquire land (12 percent); and how to acquire condominium titles. Table 3.15 therefore summarizes areas that require attention by the authorities.

Table 3.15: Type of information required by citizens

S/N	Type of information required	Responses	Percent
1	How to legalize your occupancy on customary land	640	23%
2	Type of tenure systems & costs involved	554	20%
3	Rights & obligations of tenants and landlords	508	18%
4	How to transfer ownership of land	323	12%
5	How to legally acquire land	346	12%
6	How to acquire condominium titles	302	11%
7	Road sizes and compensation rates	23	1%
8	How to acquire a land Title	13	0%
9	Land documents/ Area map/ Compensation guidelines/Land Act, 1998	12	0%
10	Genuine and non genuine Surveyors	11	0%
11	Standard rates for processing land tile	10	0%
12	Busuulu (fees)	9	0%
13	How acquire details on land from the land registry	9	0%
14	Access to justice procedures / People to help on land matters	6	0%
15	Land distribution procedure after death of family head	6	0%
16	Physical planning and how it relates to land ownership	4	0%
17	How to legalize customary land ownership	4	0%
18	Empowerment/ How people should get rid of land grabbers	4	0%
19	How to make a land sales agreement	3	0%
20	How to obtain house plans	3	0%
21	Garbage recycling	3	0%
22	Land valuation	1	0%
23	Rights of inheritance	1	0%
Total		2795	100%

3.2.11 Citizens' understanding of land rights and knowledge of where to go in case the rights are challenged

There were less respondents who understand the land rights (47.8 percent) than those who understand (52.2 percent). Nevertheless, majority are aware of where to go to seek legal redress incase their land rights are challenged. Furthermore, 6.5 percent of the respondents are un sure of where they would go to access justice (Table 3.16).

			Are you aware of where to go in case your land rights are challenged			
			Yes	**No**	**Not sure**	**Total**
Do you have a good understanding of your land rights	Yes	Responses	495	25	6	526
		% of total	45.0%	2.3%	0.5%	47.8%
	No	Responses	361	147	66	574
		% of total	32.8%	13.4%	6.0%	52.2%
Total		Responses	856	172	72	1,100
		% of total	77.8%	15.6%	6.5%	100%

3.2.12 Institutions known by respondents to visit in case their land rights are challenged

Majority of respondents (27.2 percent) identified the police as the institution they would visit incase their land rights were challenged. This is closely followed by the courts of law and area land committees at 18 percent, elders at 15.2 percent and 1.2 percent on NGO working on land matters (table 3.17). It's also important to note that a few individuals (0.4 percent) said that they would go nowhere which is an indication that people have lost trust in the existing institutions.

**Table 3.17: Institutions visited in case of challenged land rights**

S/N	Institutions in case of challenged land rights	Responses	Percent
1	Police	602	27.2
2	Area Land Committee	397	18.0
3	Courts of law/ Arbitration courts	399	18.0
4	Clan leaders	359	16.2
5	Elders	337	15.2
6	NGO working on land matters	26	1.2
7	Land office at the District / Municipal Land office	21	0.9
8	RDCs office	17	0.8
9	Religious leaders	16	0.7
10	Family	11	0.5
11	Nowhere	9	0.4
12	Sub county offices/ Gombolola	5	0.2
13	Owners of the land	4	0.2
14	Human rights	2	0.1
15	Division offices	3	0.1
16	Buganda kingdom	3	0.1
	Total	2211	100.0

3.3 CAUSES AND NATURE OF LAND CONFLICTS

3.3.1 Respondents who have ever experienced any land related conflicts

Land conflicts continue to exist in Uganda and are rampant. Almost half of the persons interviewed (47%) have ever experienced a land related conflict.

Figure 3.4: Respondents who ever experience land related conflicts
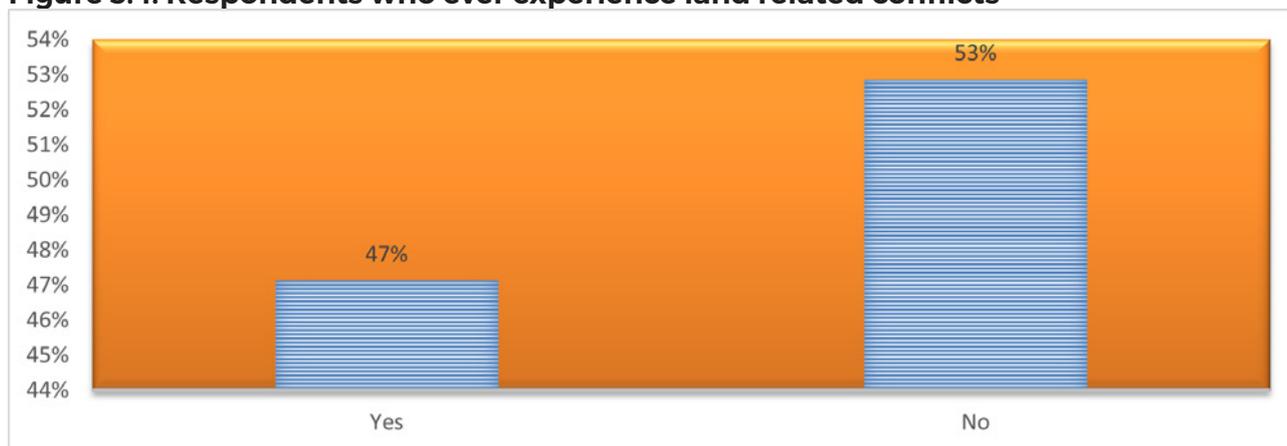
3.3.2 Reasons for the land disputes/conflicts

Respondents who had ever experienced land conflicts were further asked to provide what was the reasons of the land conflicts. The results in table 3.18 indicate that territorial and boundary conflicts (35 percent) within communities and families, livestock-crop farming conflicts (18 percent), where animals from one family graze into another person's land and historical injustices conflicts (14 percent), were the major reasons for the land conflicts experienced.

Table 3.18: Reasons for the land disputes/conflicts

No	Reasons for the land disputes/conflicts	Responses	Percent
1	Territorial and boundary conflicts	291	35%
2	Livestock-crop farming conflicts	146	18%
3	Historical injustices conflicts	113	14%
4	Human-wildlife conflicts	52	6%
5	Absentee landlords and Landlord - Tenant conflicts	41	5%
6	Competition over water conflicts	33	4%
7	Family conflicts/wrangles	31	4%
8	Multiple sale/double selling	30	4%
9	Human settlement and environment	27	3%
10	Grabbing of land by the rich	14	2%
11	Falsification of land documents to claim my land	13	2%
12	Dispute between kingdom and squatters/ Royal family wanting their land back	6	1%
13	Mining and rural settlement conflicts	5	1%
14	Illegal/forceful eviction	5	1%

15	Corruption/LCs conniving with land grabbers instead of helping us	4	0%
16	Eviction of long term settlers	4	0%
17	Illegal surveys	3	0%
18	Extension of lease period on Mailo land	2	0%
19	Illegal occupancy by squatters	2	0%
20	Land grabbing by caretakers (Bakuza)	2	0%
21	Selling without consent	2	0%
22	Refugee settlement	1	0%
23	Unpaid money for money lender	1	0%
24	Land for industrialization	1	0%
25	Community shift from customary to commercial	1	0%
26	Unfair divisions	1	0%
Total		**831**	**100%**

3.3.3 Second party in the land dispute / conflict

Village mates (51 percent), Relative/family relative (28 percent) and high rank officials (10 percent) were found to be the major second parties in the land disputes/conflicts.

Table 3.19: Second party in the land disputes

No.	Second parties in land disputes	Responses	Percent
1	Village mate	337	51%
2	Relative/family relative	187	28%
3	High rank officials	64	10%
4	State/ Government	22	3%
5	Original owners of land	15	2%
6	Private company	14	2%
7	Neighbour/ Neighbouring tribes	9	1%
8	Military	6	1%
9	Kingdom elders/ Queen mother/royal family	5	1%
10	Second buyer/s	2	0%
11	Unknown party	2	0%
12	Another clan	1	0%
13	Commercial farmer	1	0%
14	Church	1	0%
15	Council offices	1	0%
Total		**667**	**100%**

3.3.4 How the second party claimed to own the land in conflict

The second parties in the land conflict normally present documentation /Authorized letters from courts (32 percent) which may be different from those with the land owner, violence against primary land holder (31 percent), threats against primary landholders (11 percent) and Abuse of power by government officials and well-connected business people (10 percent) were the main ways through which second parties claimed the land in conflict.

Table 3.20: Claims by the second party in the land dispute

Claims by the second party in the land dispute	Responses	Percent
Presentation Supporting documents /Authorized letter	209	32%
Use violence against primary land holder	203	31%
Threat against primary landholders	73	11%
Abuse of power by government officials and well-connected business people	69	10%
False documents/forged	41	6%
Inheritance rights	13	2%
Ownership by royal blood/royalty	8	1%
Abuse of Community land	7	1%
Fencing off	6	1%
No clear boundaries or demarcations	6	1%
History of land ownership	4	1%
Surveying/ Unfair division of land	4	1%
Land was distributed poorly	3	0%
Have right to use the land	3	0%
Land belonged to their grandfather	2	0%
Staying on land for long	2	0%
I don't know/ Not sure	2	0%
Repossession by ULC	1	0%
Gazetting of public land near River Nyamwamba	1	0%
Majority of relatives took him as a useless person	1	0%
Allocated by missionaries to them	1	0%
Total	**659**	**100%**

3.3.5 Mechanisms used to resolve the conflict.

The LC systems and the community leadership structure continues to play a leading role in resolving the land conflicts at 39 percent and 21 percent respectively. Government therefore needs to strengthen the system for improved service delivery. Others include negotiations amidst the affected parties, courts of law, the land tribunal and Police.

Table 3.21: Mechanisms used to resolve the conflict

No.	Mechanisms used to resolve the conflict	Responses	Percent
1	LC courts	351	39%
2	Community leadership structure	188	21%
3	Negotiations between the parties	168	19%
4	Courts of law/Magistrates courts/ Administrator general	66	7%
5	Land tribunals	46	5%
6	Police	24	3%
7	None	15	2%
8	Still in court/ pending/not yet resolved	11	1%
9	Violence	10	1%
10	Family heads	10	1%
11	RDCs	7	1%

12	Abandoned	3	0%
13	District Administration	2	0%
14	Sold it all	1	0%
15	Government had to buy them off	1	0%
16	Church	1	0%
Total		**904**	**100%**

3.3.6 Disagreement and reasons against the outcome of conflict resolution

Despite majority of the respondents (67 percent) having reported to be in agreement with the outcomes of the resolution process, 33 percent are in disagreement. A number of reasons for the disagreement have been identified as provided in Table 3.22.

Most respondents noted that the process is always biased (49 percent). It was also found that the final verdict takes long (20 percent) with some claiming that the process may take up to 10 years to resolve, process is still on-going (8 percent), the affected were paid less than expected (6 percent) and bribery (5 percent).

Table 3.22: Reasons for not agreeing with the conflict resolution outcome

No.	Reasons for disagreement with the resolution outcome	Responses	Percent
1	Biased	84	49%
2	Final decision took long	35	20%
3	Still on-going in court	14	8%
4	Paid less than expected	11	6%
5	Bribery	8	5%
6	Not given enough audience	5	3%
7	Un-fair measurement/division	4	2%
8	It ended prematurely	3	2%
9	No compensation	2	1%
10	Fake documents/False land title	2	1%
11	Rightful owners not willing to change the original status of ownership	1	1%
12	Elders don't support children to be given land	1	1%
13	Because I am a girl child	1	1%
14	Loss of lives, so lost morale	1	1%
15	Deliberate motive of acquisition by one party	1	1%
Total		**173**	**100%**

3.3.7 Proportion of respondents that received compensation received after the mediation was concluded and the form of compensation

After the mediation process, the affected party is usually compensated. The study findings indicate that over a half (53 percent) of the respondents received compensation from the mediation process. The 47 percent that are never compensation is however, a bigger number and requires to be addressed through a number of government interventions.

Figure 3.6 show that land (41 percent), cash (34 percent), animals (33 percent) were the major forms of compensation provided following the conclusion of negotiation process.

Figure 3.5: Form of compensation received
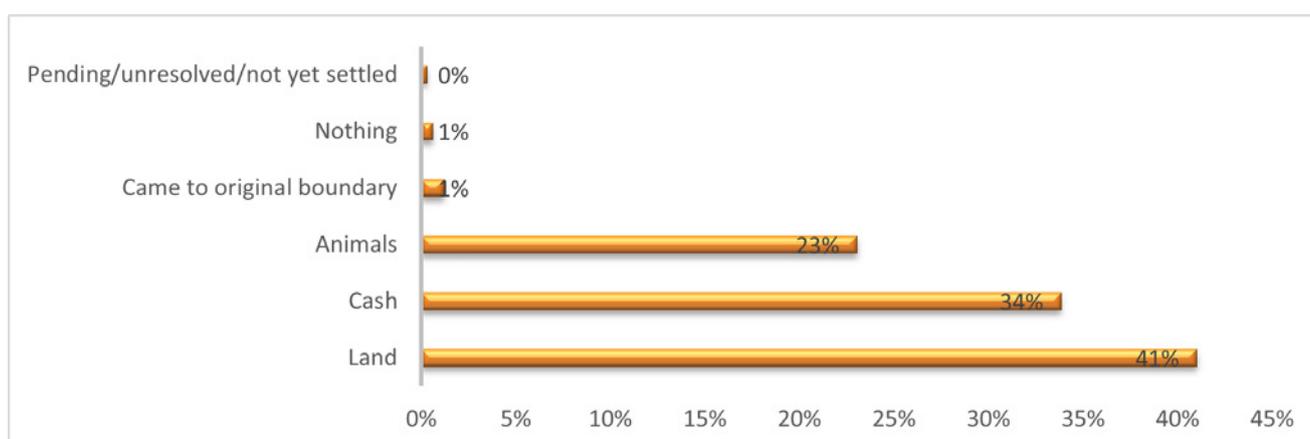
3.3.8 Reasons for not to getting the compensation after the negotiation

A number of reasons were for the complainants not to get the compensations. The 47 percent of respondents who did not receive compensation because it was not part of the understanding (48 percent), while 20 percent noted that they were intimidated into asking for compensation. Others respondents reported that at the time of the field study, their cases were still on-going, and others claimed illegal procedures were used to resolve their cases and others reported missing on compensation because the resolution processes were marred by corruption and greed.

Table 3.23: Reasons for not receiving compensation after the negotiation

No	Reasons for not receiving compensation after the negotiation	Responses	Percent
1	Not part of the understanding	118	48%
2	Was intimidated	50	20%
3	Case still dragging on/pending/unresolved	25	10%
4	Illegal procedures	8	3%
5	Corruption and greed	5	2%
6	Lost the court case	5	2%
7	Unfairness in mediation	4	2%
8	Left it to have peace/left for sake of peace and harmony	4	2%
9	Original boundaries restored/drawn	4	2%
10	Ended prematurely	3	1%
11	Bribery	3	1%
12	There was no one I could turn to for help	2	1%
13	Compensation process took long up to now	2	1%
14	Sympathy	1	0%
15	Royals have high influence	1	0%
16	Violence	1	0%
17	Court order took long and title went missing	1	0%
18	Fear of my life	1	0%
19	Diplomacy was used	1	0%

20	Order by council and they don't care	1	0%
21	I did not go to the law	1	0%
22	UNRA has not compensated yet	1	0%
23	Evicted forcefully	1	0%
24	Second party claimed not to have money to compensate me	1	0%
25	Other party lost the case	1	0%
26	Cultural traits	1	0%
	Total	**246**	**100%**

3.3.9 Factors to consider when resolving land conflicts

The respondents provided suggestions on what to consider while resolving land conflicts in their areas. They affirmed that size of land (33 percent), land value (25 percent) and development on land (23 percent) should be the most significant factors to consider while resolving land conflicts.

Table 3.24: Suggested factors when resolving land conflicts

No.	Factors to consider during resolution of land use conflicts	Responses	Percent
1	Size of land	583	33%
2	Land value	451	25%
3	Development on land	414	23%
4	Original owners, administrators, buyers and settlers of the land	49	3%
5	Time spent on the land	46	3%
6	Legal documents/ownership	38	2%
7	Fair judgment/fairness in settling land disputes	34	2%
8	Land borders/boundaries	22	1%
9	Land law/compensation	21	1%
10	Land background and the people	18	1%
11	Don't know/ Not informed	16	1%
12	Sensitization on land issues	13	1%
13	Land disputes handled by LCs/negotiations	12	1%
14	Involvement of senior citizens/elders	11	1%
15	Government should encourage and provide land titles	8	0%
16	Empower LC courts/LCs should be given more powers	6	0%
17	Mutual understanding between the two parties	5	0%
18	The needy who are incapacitated yet have a right on land	5	0%
19	Local leader's character	4	0%
20	Evidence relating to the conflict	4	0%
21	Residents must be involved	3	0%
22	Speed up justice in land cases	2	0%
23	Win people's trust in courts of land	2	0%
24	Family land issues to be brought up to light	2	0%
25	Gender related issues	1	0%
26	Courts should be on ground because LCs are corrupt	1	0%

| 27	Settled in courts of law	1	0%
28	Court charges	1	0%
29	Judgment should be made on site	1	0%
30	Delay in judgment	1	0%
31	Failure to get land titles in time	1	0%
Total		**1776**	**100%**

3.4 HOUSING AND PHYSICAL PLANNING

Housing

3.4.1 Type of current residence

Overall, 53 percent of respondents owned their places of current residences while 37 percent rented. Only 9 percent of the respondents were living at home with their parents including students.

Figure 3.6: Status of ownership of current residence
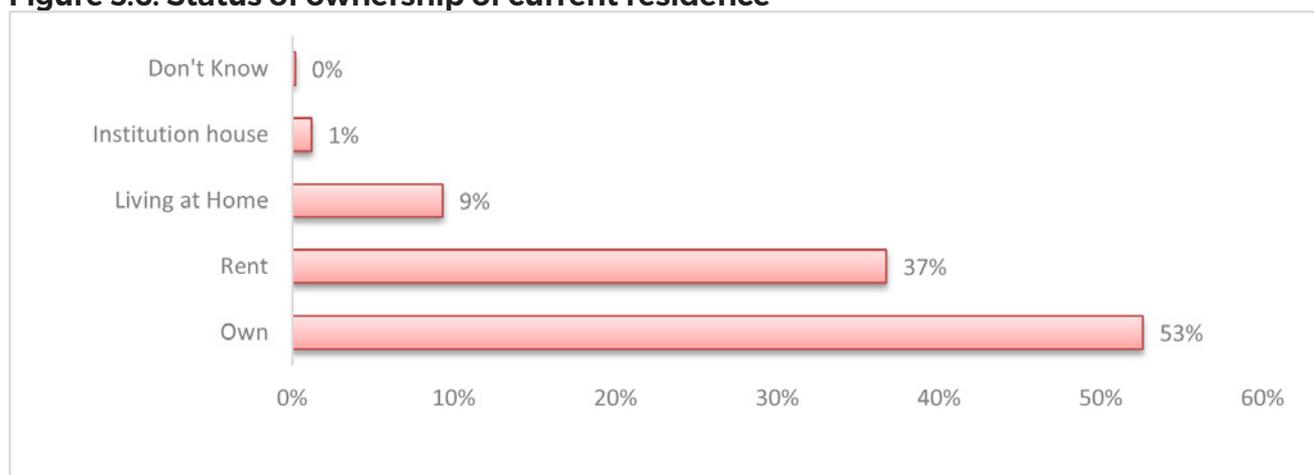
3.4.2 Type of house of stay

Majority of the respondents reside in bungalows type of houses at 60 percent. 21 percent reside in rented housing/muzigo and 12 percent in huts. Other house types used as residences include commercial buildings, flats in some areas like Kasese (Kilembe Mines) and institutional houses (Fig. 3.8).

Figure 3.7: Type of house stayed in
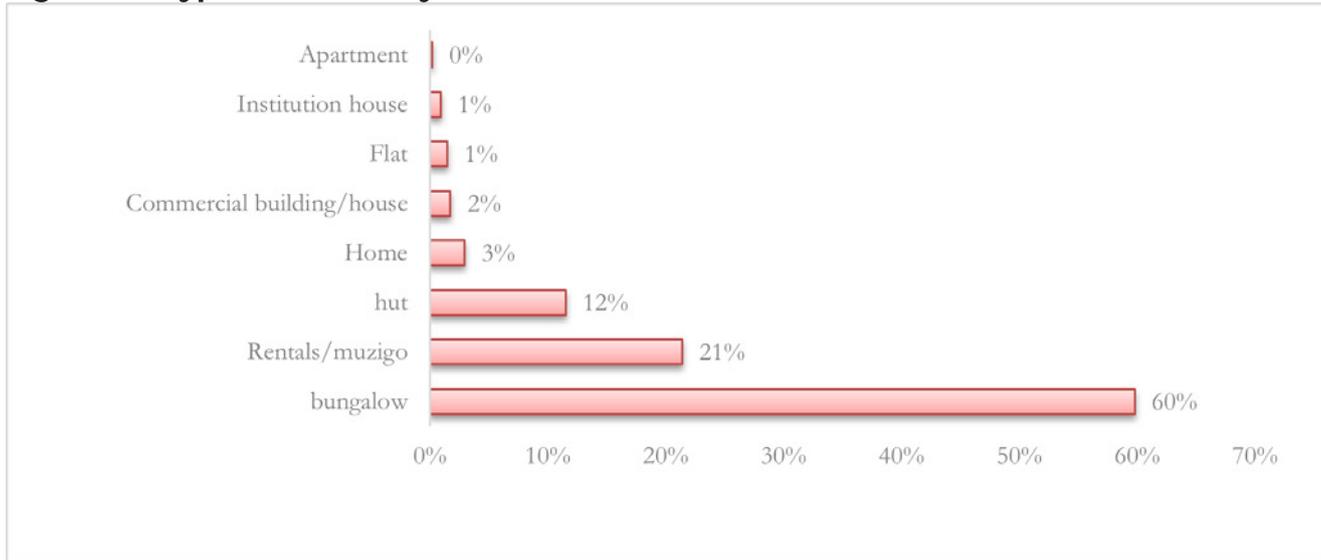
3.4.3 Means by which the current residence was acquired

Respondents who own their current residences were further asked how they acquired their current residencies. 55 percent of respondents built or constructed their current residences, 34 percent pay rent, 5 percent inherited houses while 4 percent bought the houses (Table 3.25).

S/N	Method used to acquire current residence	Responses	Percent
1	Built/ constructed house	590	55%
2	Paid rent	363	34%
3	Inherited house	59	5%
4	Bought house	41	4%
5	Government subsidy	8	1%
6	Don't know	7	1%
7	Institution house	5	0%
8	Gift/given	1	0%
Total		**1074**	**100%**

3.4.4 Type of legal documents respondents have for their houses

All legally owned assets like land have to be supported by legal documents like Certificates of Ownership of title, purchase agreements, lease certificate among others. The survey results indicated that majority (35 percent) of those that own their houses have purchase agreements made between both parties. This was followed by 13 percent that had a registered title deed. However, 8 percent of the respondents have no document thus indicating a high vulnerability of the citizens

Table 3.26: Legal documents for current residence

No.	Legal documents for current residence	Responses	Percent
1	Agreement between Parties	372	35%
2	Rent receipt	375	35%
3	Registered Title Deed	134	13%
4	No document	91	8%
5	Registered Sales Contract	55	5%
6	I don't know	20	2%
7	Communal land without title	13	1%
8	Kabaka's land agreement	6	1%
9	Inherited land without title	5	0%
Total		**1071**	**100%**

Physical Planning

3.4.5 Existence of adequate housing units

62 percent of the respondents reported inadequate housing units in their areas compared to 38 percent who thought otherwise (figure 3.9).

Figure 3.8: Perception on presence of adequate housing units
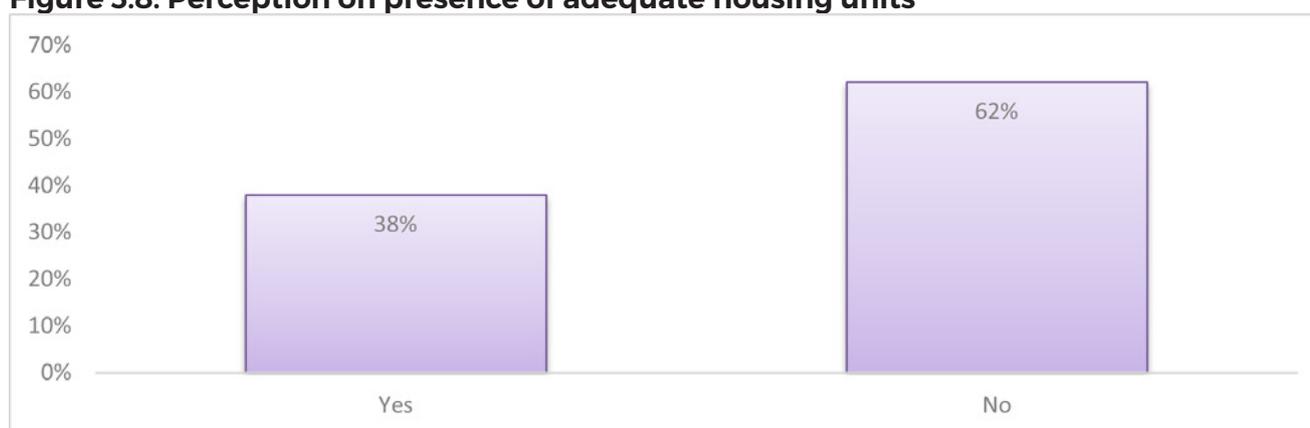
3.4.6 Factors limiting access to decent housing

Poverty is a key limiting factor to decent housing at 38 percent. This is evidenced by the recent increase in poverty levels from 19.7 percent in 2012/13 to 21.4 in FY2016/17. This is followed by the existence of the high prices for the available building materials in the market at 24 percent, and then the lack of decent houses within the districts at 20 percent amidst a high population growth at 10 percent.

Table 3.27: Factors limiting access to decent housing

No.	Factors limiting access to decent housing	Responses	Percent
1	Poverty	597	38%
2	High prices for the available building materials	373	24%
3	Lack of decent houses	318	20%
4	High population growth	161	10%
5	Inadequate supply to affordable building materials	77	5%
6	High cost of land	14	1%
7	Houses are expensive	10	1%
8	Lack of land	9	1%
9	Lack of awareness/cultural norms	6	0%
10	Poor infrastructure/planning	6	0%
11	People are not aware of physical planning guidelines	5	0%
12	Corruption	1	0%
Total		1577	100%

3.4.7 Government's investment in the housing sub-sector rating

The quality of services offered by government in the housing sub-sector depends on a combination of factors such as availability of resources, roads, water, electricity, among others. These factors vary between rural and urban areas. Government's investment in the housing sub-sector was overwhelmingly rated as completely poor with over 75 percent. Only 4 percent and 3 percent of the respondents rated government's investment in the sub sector as adequate and good respectively.

Figure 3.9: Government's investment in the housing sub-sector rating
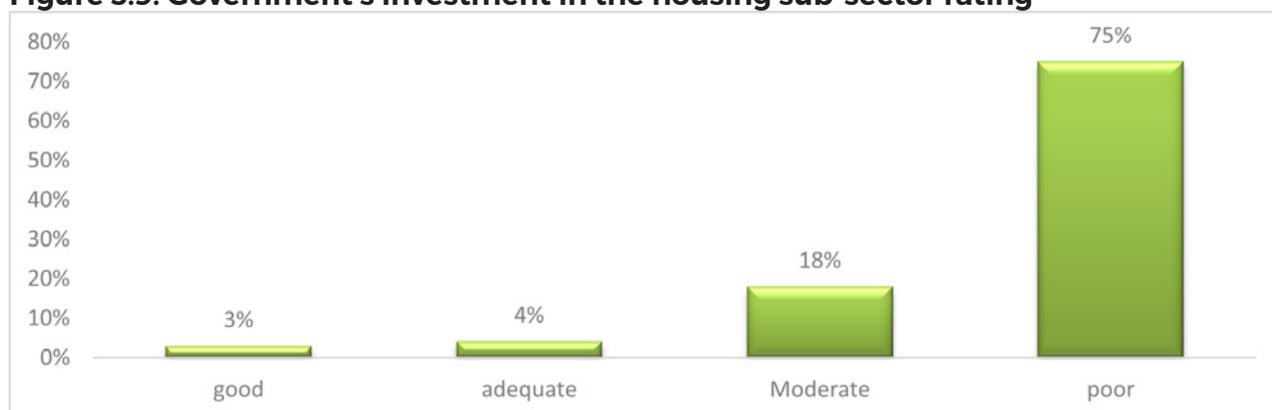
3.4.8 Awareness of physical planning or urban development guidelines

The majority of the population is aware of the existence of physical planning guidelines. However, this is contrary to the implementation as most of these are never followed (Figure 3.11).

Figure 3.10: Awareness of any physical planning guidelines
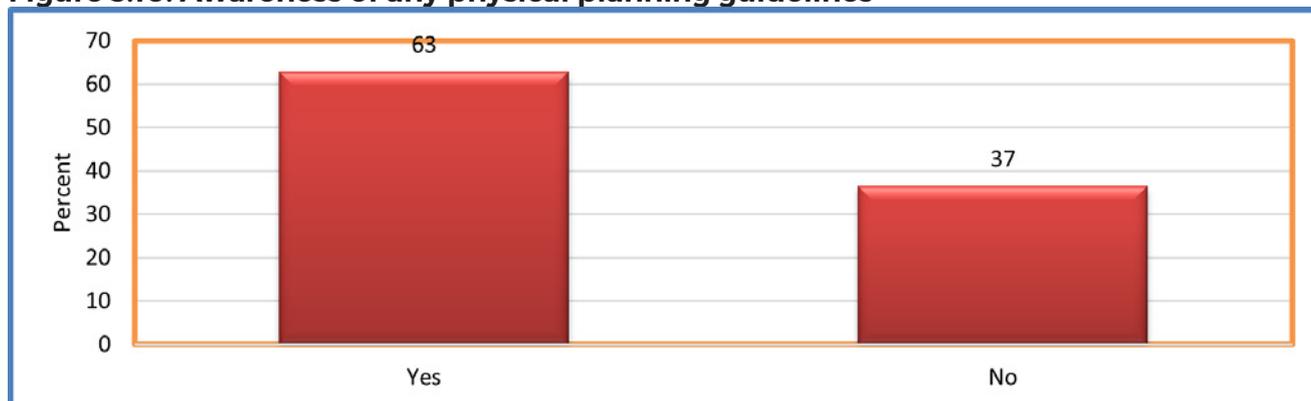
3.4.9 Perception on the use physical planning guidelines when positioning and building houses

Respondents were asked if physical planning guidelines were followed when positioning and building their houses in their areas. The result in figure 3.10 show that 65 percent reported that physical planning guidelines are followed while 35 percent reported that they are not.

Figure 3.11: Perception on compliance to physical planning guidelines
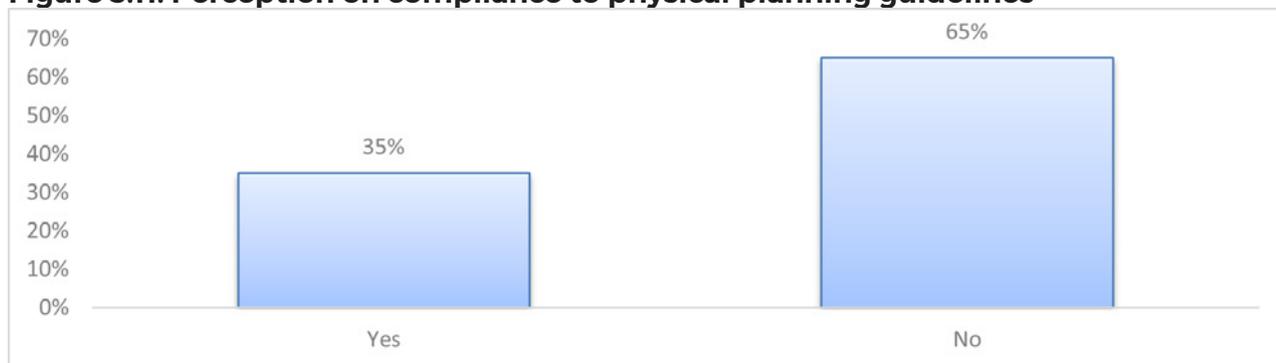
3.4.10 Evidence of compliance to physical planning guidelines

Respondents who reported that physical planning guidelines are followed when positioning and building their houses were asked for justification of compliance to physical planning guidelines The results in table 3.21 indicate that overall, planned urban settlements at 41 percent and organised housing at 30 percent accounted for the largest justification for compliance to physical planning guidelines. Better drainage system accounted for 16 percent.

Table 3.28: Evidence of compliance to physical planning guidelines

	Responses	Percent
Planned urban settlement	272	41%
Organized housing	199	30%
Better drainage system,	110	16%
Low crime rates	34	5%
Presence of planned infrastructure like road	23	3%
Break of unplanned infrastructure	7	1%
Presence of planned housing structures:4	8	1%
Don't Know	6	1%
Constant supervision/sensitization	7	1%
Acquisition of building and housing plans	4	1%
Total	**670**	**100%**

3.4.11 Evidence of non-compliance to physical planning guidelines

Respondents who reported that physical planning guidelines were not followed, were further asked for evidence of this non-compliance. Table 3.29 shows that crowding of the area (43 percent) and presence of slums (23 percent) were major indicators for none compliance to the physical planning guidelines. Other indicators were existence of unplanned structures like housing, latrines (9 percent), poverty/low income (4 percent) and ignorance about the law (4 percent).

Table 3.29: Evidence of non-compliance to physical planning guidelines

S/N	Evidence of non-compliance to physical planning guideline	Responses	Percent
1	Crowding in the area	411	43%
2	Presence of slums	222	23%
3	Existence of unplanned structures like housing, latrines, etc	88	9%
4	Poverty/low income	40	4%
5	Lack of sensitization on guidelines	38	4%
6	Don't know/ Ignorant about the law	36	4%
7	Flooding	31	3%
8	Corruption/asking for money to approve plans	29	3%
9	Poor sewerage system	17	2%
10	Roads are not well demarcated/ No road reserves/ Lack of access to roads/	17	2%
11	Guidelines are not followed	7	1%
12	Limited enforcement of the guidelines	5	1%
13	Conditions are strict/mind set issues	4	0%
14	Most work is done at night to avoid authorities/night / weekends	2	0%
	Total	**947**	**100%**

3.4.12 Causes of non-compliance to the physical planning guidelines

A number of reasons exist for noncompliance to the physical planning guidelines for which respondents were asked to provide. The major causes identified was the: limited awareness (36 percent), none availability of physical planning guidelines (20 percent), mind set issues (19 percent) and lack of enforcement (13 percent). Others include political interference and the high cost of acquiring and approving plans.

S/N	Causes of non-compliance	Responses	Percent
1	Limited awareness	582	36%
2	Physical Planning guidelines not easily available	324	20%
3	Mind-set	311	19%
4	Lack enforcement	207	13%
5	Political interference	93	6%
6	High cost of acquiring/approving plans/materials	32	2%
7	Poverty/low income	25	2%
8	Corruption amongst officials concerned/physical planners bribe	9	1%
9	Cultural/ Customary land beliefs	7	0%
10	Long approval processes for plans	4	0%
11	Physical planning guidelines are complicated to follow and unfair	3	0%
12	Increase in population	3	0%
13	Limited space	2	0%
	Total	**1602**	**100%**

3.4.13 Suggestions on how physical planning guidelines should be disseminated/ popularized

Information on how physical planning guidelines should be popularized was also asked. The findings in table 5.7 revealed that holding radio talk shows (32 percent), Seminars, workshops and village meetings (24 percent) and availing the guidelines were the major physical planning guidelines dissemination channels proposed by respondents.

Table 3.31: Proposed dissemination methods for physical planning guidelines

S/N	Proposed dissemination methods for physical planning guidelines	Responses	Percent
1	Hold radio talk shows	800	32%
2	Seminars, workshops and village meetings	604	24%
3	Avail the guidelines	566	23%
4	Television	194	8%
5	Empower LCs to educate their citizens	107	4%
6	Distribute brochures/leaflets	93	4%
7	Sensitization of the public/community	59	2%
8	Community radios	20	1%
9	Translate in local area languages	13	1%
10	Print media/newspapers	6	0%
11	Employing more physical planners/appoint physical planners at S/Counties	5	0%

12	Internet	4	0%
13	Physical planning should be taught at university	4	0%
14	Phone and social media	3	0%
15	Bench marking study to Rwanda on planning guidelines	2	0%
16	Through District offices	1	0%
	Total	2481	100%

3.5 INFORMATION AWARENESS ASSESSMENT

3.5.1 Mobile phone ownership

The survey found 90 percent of the respondents to be owning a mobile phone. This is confirmed by an increment in telephone subscriptions that stood at 23.2million active subscribers as of December 2016 compared to 20.5million in December 2015; Increase in the national tele density (Lines per 100 people) by 7.5% to 63.4% in 2016 from 59% in 2015; and an increment in internet penetration to 51.9% in 2017 from 39.7% in 2016.

3.5.2 Language spoken by respondents

Respondents were found to be speaking thirty-three (33) languages with majority being Luganda (22 percent). This was closely followed by Acholi (13 percent), English (12 percent) and Rutoro (9 percent) as showed in Table 3.25 below. Some of the foreign languages were found to be spoken in the country like Runyarwanda.

Table 3.32: Language spoken by residents

S/N	Language spoken	Responses	Percent
1	Luganda	414	22%
2	Acholi	253	13%
3	English	239	12%
4	Rutoro	167	9%
5	Karimojong	143	7%
6	Runyankore	119	6%
7	Runyoro	104	5%
8	Lugbara	99	5%
9	Rukonzo	80	4%
10	Langi	74	4%

11	Ateso	45	2%
12	Rukiga	44	2%
13	Lusoga	28	1%
14	Basongora	23	1%
15	Runyarwanda	20	1%
16	Swahili	19	1%
17	Banyara	9	0%
18	Alur	6	0%
19	Lugisu	5	0%
20	Rugwere	3	0%
21	Babwisi	2	0%
22	Rufumbira	2	0%
23	Rugungu	2	0%
24	Ruhehe	2	0%
25	Kumam	2	0%
26	Bahororo	2	0%
27	Banyabindi	1	0%
28	Baamba	1	0%
29	Pokot	1	0%
30	Kakwa	1	0%
31	Samia	1	0%
32	Kuku	1	0%
33	Rutagwenda	1	0%
	Total	**1913**	**100%**

3.5.3 Language in which respondent can write

Despite speaking more languages, respondents had a fewer number of languages they could write. Thirty-three (33 percent) of the languages spoken could not be written. However, majority could therefore write in English. Luganda was second to English at (19 percent), then Acholi (11 percent), and Karamojong (10 percent).

Table 3.33: Language in which respondents can write

No.	Language written	Responses	Percent
1	English	236	20%
2	Luganda	222	19%
3	Acholi	127	11%
4	Karimojong	115	10%
5	Lugbara	87	8%
6	Rutoro	84	7%
7	Runyoro	68	6%
8	Runyankore	58	5%
9	Rukonzo	50	4%
10	Langi	40	3%
11	Lusoga	15	1%

12	Ateso	14	1%
13	Rukiga	11	1%
14	Swahili	10	1%
15	Rusongora	7	1%
16	Alur	6	1%
17	Runyarwanda	3	0%
18	Rugisu	3	0%
19	Runyara	1	0%
20	Bagungu	1	0%
21	Rusamia	1	0%
22	Kumam	1	0%
	Total	**1160**	**100%**

3.5.4 How citizens have been obtaining information on land, housing and urban development

Table 3.34 shows the various methods for obtaining information on land, housing and urban development by respondents. Overall, 29 percent of the respondents receive LHUD information through radio with 1 percent using community radios as a source for information. The other methods include friends/peers at 20 percent, community leaders at 17 percent, and village meetings at 11 percent.

S/N	Method for obtaining LHUD information	Responses	Percent
1	Radio	809	29%
2	Friends	536	20%
3	Community leaders	468	17%
4	Village meetings	346	13%
5	Television	302	11%
6	Barazas	144	5%
7	Ministry website	63	2%
8	Community radio	19	1%
9	Brokers/land and house agents	13	0%
10	Land offices	11	0%
11	Print booklets/newspapers	5	0%
12	Research	4	0%
13	Posters and charts at sub-county	4	0%
14	Experience when constructing	3	0%
15	Lawyers	3	0%
16	Surveyors	3	0%
17	Don't know	3	0%
18	Community inspection/ Field trips	2	0%
19	Sensitization on issues of land	2	0%
20	Phone/ Social media	2	0%
21	Police	1	0%

22	When there are land disputes in the area	1	0%
	Total	2744	100%

3.5.5 Other kind of information required on LHUD

The additional information required on Lands, housing and Urban centred around the following; how to have access to justice (34 percent), land tenure systems (30 percent), and how to legally acquire land (25 percent). The Ministry of Lands, Housing and Urban Development has to step up efforts in raising awareness of the community on land issues as well as housing and urban development.

Table 3.35: Other information required on LHUD by citizens

Other LHUD information required by citizens	Responses	Percent
Access to justice	525	34%
Land tenure system	462	30%
How to acquire land	383	25%
All land matters/detailed issues concerning land	38	2%
How to acquire land titles/kyapa	20	1%
Avail the physical planning guidelines	20	1%
How to survey/surveying of land,/surveying fees	10	1%
Physical plans, gazetting of areas, zoning	10	1%
Rights and obligations of tenants and landlords	10	1%
Rates, fees and processing fees procedure	9	1%
More sensitization on public/government lands	9	1%
Land registration	6	0%
Plans government has	6	0%
Settling of disputes	4	0%
Compensation information/procedure of getting compensation and requirement	4	0%
Inheritance laws and guidelines	4	0%
How to legalize occupancy	4	0%
How land grabbing can be controlled/avoided	3	0%
Period you take to develop your land	3	0%
Standard rates charges by land settlers	2	0%
Lease owner rights	2	0%
Access to housing finance	2	0%
Ministry to trace people's land criteria	1	0%
Local people to prepare for the city status	1	0%
How to get back my part that has been taken	1	0%
How to protect my business stall	1	0%
Why rich people don't consider the poor when dividing the land	1	0%
Rights of women to access to land	1	0%
Total	1542	100%

3.5.6 Preferred method of getting information on land, housing and urban development.

Radio (43 percent) is the major preferred channel of getting information on lands, housing and urban development to communities. It is readily accessible and owned by the people. This is followed by Television (16 percent), brochures and leaflets (14 percent) and newspapers (11 percent). Other methods include village meetings (6 percent), community leaders (6 percent), music, dance and drama (4 percent), community radio (1 percent), among others.

Table 3.36: Preferred Channel for disseminating LHUD information

S/N	Preferred method for disseminating LHUD information	Responses	Percent
1	Radio	955	43%
2	Television	365	16%
3	Brochures and leaflets	308	14%
4	Newspapers	240	11%
5	Village meetings/ community sensitization meetings	129	6%
6	Community leaders	128	6%
7	Music, dance and drama	82	4%
8	Community radio	13	1%
9	Mobile phone SMS	9	0%
10	Social media	6	0%
11	Internet	3	0%
12	Ministry website	2	0%
13	Physical ministry staff to carry out sensitization	2	0%
14	Friends/peers	2	0%
15	Barazas	1	0%
Total		2245	100%

3.6 KNOWLEDGE ON LAND MANAGEMENT, HOUSING AND URBAN DEVELOPMENT

Respondents were asked to rate their knowledge level on issues of land management, housing and urban development. Specifically, respondents were asked on how much information they had about: land tenure system; land act provisions, existence of by-laws on land; land dispute resolution institutions; rights and obligations of land tenants, land owners, lawful and bonafide occupants; causes of marginalization in land ownership; land administration institutions; procedures of transacting in land; procedures for acquiring certificates of land ownership; and the role of MLHUD in Uganda.

Overall, 38 percent and 32 percent had fair and poor knowledge on issues of land management, housing and urban development respectively. It's also unfortunate to note that 21 percent of the respondents have totally no knowledge on land management, housing and urban development related issues. This therefore calls for a comprehensive and massive sensitization of the public on land, housing and urban development issues. The specific land issues are discussed below.

3.6.1 Land tenure systems

In Uganda, land is under the following four land tenure systems.

i) Customary land: land is communally owned by a particular group of people in a particular area.

ii) Mailo Land: Land held under mailo tenure system is mainly in Buganda (Central region) and some parts of Western Uganda.

iii) Freehold Land: It is a system of owning land in perpetuity and was set up by an agreement between the Kingdoms and the British Government. Grants of land in freehold were made by the Crown and later by the Uganda Land Commission.

iv) Public Land: Under this type of land tenure, the government owns land and has the right to lease it to any company or individual on specific terms and covenants. In most cases, land under this arrangement is not for settlement; it is basically for business and usually located in urban areas such as Kampala and other big towns in the country.

The survey results in Table 3.37 below, indicate that 43 percent of the respondents have a fair understanding of the land tenure systems in the country while 30 percent have a poor understanding of the different land tenure systems in Uganda. 15 percent had completely no idea on the land tenure systems.

3.6.2 Land Act provisions

The Uganda land Act, 1998 makes provision with respect to a wide variety of matters regarding land in Uganda such as land tenure, customary ownership, grant of land in freehold, management of communal land, management of land by the Uganda Land Commission, land-use control and functioning of land tribunals. The findings revealed that majority (45 percent) had a poor understanding of the land Act provisions while 30 percent were totally ignorant about the same. This therefore indicates that the MLHUD sector has been slow in disseminating and popularizing the land act to the community.

3.6.3 Bye laws on Land

The Local Government Act Cap. 243 (38) gives powers for a district council to make laws that are not inconsistent with the Constitution or any other law made by Parliament. The survey revealed that 47 percent have poor knowledge of any bye laws while 32 percent are ignorant about bye-laws on land in their areas. The poor knowledge of the community on the bylaws could be attributed to the fact that most Local Governments have not enacted and passed by laws and ordinances on land. For LGs that have laws and ordinances, these have not been disseminated.

A local bill passed by a district council is forwarded to the Attorney General through the Minister of LG to certify that the local bill is not inconsistent with the Constitution or any other law enacted by Parliament before the chairperson signs it into law. However, although the procedure indicates that the bill be returned with comments to the relevant council for modification or other appropriate action within ninety days, this always takes over a year to be concluded. It's therefore difficult to make ordinances since the approval process takes long and there are no punitive actions in case the Minister or Attorney General does not comply.

3.6.4 Land Dispute Resolution Institutions

These involve various institutions mandated to mediate and resolve land related issues. These involve both customary and juridical systems of the state. While the former relies in the first place on conventions and customary regulations, the latter bases itself on the legislation of the state. The results in table 3.31 show that, overall, more than half (53 percent) of the respondents reported to have a fair understanding of the existence of the land dispute resolution institutions while 21 percent had totally a poor understanding of these institutions.

Table 3.37: Knowledge on issues of land management, housing and urban development

Knowledge on issues of land management, housing and urban development	Good	Fair	Poor	Not at all
Land tenure systems – Mailo, leasehold, customary, freehold	13%	43%	30%	15%
Land Act provisions	6%	18%	45%	30%
Any bye laws on Land – Name them if known	5%	16%	47%	32%
Land Dispute Resolution Institutions – District Land Boards, LC Courts, Mediators	13%	53%	21%	13%
Rights and obligations of land tenants, owners, lawful and bonafide occupants	6%	35%	37%	21%
Causes of marginalization in land ownership?	8%	36%	30%	26%
Land administration institutions – ULC, MZOs, DLBs, District Land Offices, LC Courts, HUD, Area Land Committees	12%	53%	20%	15%
Procedures of transacting in land	10%	50%	26%	15%
Procedures for acquiring certificates of Land Ownership	8%	33%	37%	22%
The role of the MLHUD in Uganda	13%	40%	23%	24%
Total	**9%**	**38%**	**32%**	**21%**

3.6.5 Rights and obligations of land tenants, land owners, lawful and bonafide occupants

The survey collected information from respondents on the knowledge of the rights and obligations of land tenants, owners, lawful and bonified occupants. Majority of respondents have a poor or have no knowledge of the rights and obligations of the tenants, owners and bonifide occupants. Specifically, 37 percent and 35 percent had poor and fair knowledge on the land rights respectively.

The Uganda Land Commission prior to the 1995 Constitution had authority to manage all land in Uganda according to the Land Reform Decree, 1975 (LRD). In so doing, the ULC had to manage such land in conformity with the Public Land Act, 1969. Under the LRD, all land in Uganda was vested in the Government of Uganda and the ULC managed it on behalf of the Government. So, with the exception of registered land (mailo, freehold and leaseholds) all the other land in Uganda was available for allocation to any applicant by the ULC.

3.6.6 Causes of marginalization in land ownership

A number of causes exist leading to the marginalization in land ownership and most respondents seem not to be aware of them. For instance, 36 percent and 30 percent of the respondents had fair and poor knowledge on the causes of marginalization in land ownership respectively.

3.6.7 Land administration institutions

Land administration is the way in which the rules of land tenure are applied and made operational. Land administration, whether formal or informal, comprises an extensive range of systems and processes to administer. The administration of the various land tenure systems in Uganda is vested in the Ministry of Lands, Housing and Urban Development, Uganda Land Commission, District Land Boards, District Land Offices, LC Courts, MZOs and Area Land Committees. Its therefore evident that over half (53 percent) of the respondents had fair knowledge on land administration institution. However,

despite the existence of these Institutions, the public's knowledge on their existence, appear to be slowly losing confidence in the land administration system. There has been public outcry on delays in processing of land titles, crowded land offices, payment of bribes and the increase in land wrangles and evictions and encroachment on Government land.

3.6.8 Procedures of transacting in land

The survey established that a half of the respondents had fair knowledge on the procedure of transacting in land compared to 26 percent with poor knowledge.

3.6.9 Procedures for acquiring certificates of Land Ownership

The survey collected information on the procedures for acquiring certificates of land ownership. The results show that 37 percent, 33 percent and 22 percent of the respondents had poor, fair and no knowledge on the procedures for acquiring certificate of land ownership (table 3.37).

3.6.10 The role of the Ministry of Lands, Housing and Urban Development in Uganda

The Ministry of Lands, Housing and Urban Development is responsible for policy direction, national standards and coordination of all matters concerning lands, housing and urban development. The study found that 40 percent, 24 percent and 23 percent had fair, no, and poor knowledge on the roles of the ministry.

3.6.11 Proposed information channels to the communities

Typically, respondents prefer a wide range of channels for receiving information on LHUD. The choice of information delivery channels has a bearing to compliance of the policies and regulations in the LHUD sector. Respondents were asked which channel they would prefer to receive information on LHUD and the radios stood out. This is as a result of more respondents having access to radio station country wide than any other media. According to NPHC, 2014, more than half of the households (55 percent) reported radio as their main source of information followed by word of mouth (19.6 percent). The two combined are the main source of information for three quarters of the households. The share of 'Word of Mouth' declined from 49 percent in 2002 to 20 percent in 2014. Despite the decline and the proliferation of various communication channels, word of mouth is still a major source. Telephone and television are other sources of information.

Table 3.38: Proposed channels for information distribution

S/N	Proposed channel for information dissemination	Responses	Percent
1	Radio	827	27%
2	Community leaders / word of mouth	825	27%
3	Community Radio	563	18%
4	Workshops and learning seminars	261	8%
5	Television	231	7%
6	Newspapers	167	5%
7	Posters/leaflets	107	3%
8	Drama group	58	2%
9	Community meetings	21	1%
10	Ministry website	14	0%
11	Social media	7	0%
12	Phones	4	0%
13	Internet	3	0%
14	Friends/peers	1	0%
	Total	**3089**	**100%**

CHAPTER FOUR: CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

Although internationally, there's no treaty or declaration that specifically refers to a human right to land and that there is no human right to land under international law, it's worth noting that land rights are a key human rights issue. Human rights instruments and national laws are poorly implemented on the ground, or not implemented in favor of local communities. The following are key issues identified by the study that will require redress by the MLHUD.

i) Land in Uganda belongs to the citizens of Uganda and is vested in them in accordance with the land tenure systems provided for in the 1995 Constitution of the Republic of Uganda. The land owned by Ugandans is either bought, inherited, given as a gift, leased and or hired. This land mainly used for agriculture, industrial activities and residence. Furthermore, some of the land in question has got encumbrances which are as a result of disputes in land ownership, subdivisions, court cases, caveats and mortgages.

ii) Access to land is possible when one is granted the rights to use, control, and transfer land, as well as associated responsibilities and restraints. Findings indicate that three thirds of non-land owners had access to land and use it with family and their children. Furthermore, high land prices, lack of land and landlessness were found to be the major barriers to land access.

iii) Land rights are an integral part of Land laws, as they socially enforce groups of individuals' rights to own land in concurrence with the land laws of a nation. The study found that most of the public adequately had information on how to legally own land and this information was mainly accessed through their peers/friends, radios and land officers. However, more information is required by the citizens on land tenure systems and how to legalize their occupancy. The other areas include; the rights and obligations of tenants, how to legally acquire and transfer land ownership. Although a few respondents understand their land rights, majority are aware of the institutions to go to in case their land rights are challenged. They mainly report to the police, courts of law and area land committees when their land rights are challenged.

iv) Overall, land in Uganda continues to have conflicts and the mechanisms in place and accepted by the population to resolve them are predominately negotiations with the respective parties in conflict or negotiations with the help of the community leadership structures. In addition, information gaps exist on critical LHUD issues which the lands sector must urgently address. Most Ugandans have a fair to poor understanding of the key issues of land management, housing and urban development.

v) The study also reveals the shortage of adequate housing units in most of the areas which has culminated into unplanned settlements. It is also evident from the study that physical planning guidelines are scarce/ are not adequately disseminated. There was a general lack of awareness of their very existence within the communities.

vi) This calls for development of a communications strategy to guide the implementation of a communication plan.

5.2 Policy Recommendations

i) Sensitization of communities on the legal provisions of land is of vital importance. Uganda land Act, 1998 makes provision with respect to a wide variety of matters regarding land in Uganda such as land tenure, customary ownership, grant of land in freehold, management of communal land, management of land by the Uganda Land Commission, land-use control and functioning of land tribunals. The findings revealed a completely poor understanding of the land Act provisions while others totally ignorant about the same. Government should therefore come up with a massive sensitization, dissemination and communication strategy to avert the situation on the ground.

ii) There is need to empower the youth and women to acquire and own land as part of the efforts to eradicate poverty. According to Food and Agricultural Organisation (FAO), rural women are a major provider of food and food security around the world. Improving women's access to productive resources (such as land) could increase agricultural output by as much as 2.5 percent to 4 percent. At the same time, women would produce 20-30% more food, and their families would enjoy better health, nutrition, and education.

iii) Study findings indicate that cultural norms where women have no access to parent's land is among the key factors limiting women from owning land. More research on the inequalities in land control and ownership is required to determine if that is a cause of poverty. Legal reforms aiming to secure land rights of women have been instituted yet improvements on the ground have been negligible. It has become increasingly evident that legal reforms alone are insufficient; pointing to the need for more critical assessment of the factors determining the power imbalances that produce inequalities in asset rights and ultimately hinder the economic empowerment of women in Uganda. There is also a need to carry out public sensitisation and campaigns to encourage abandonment of cultural practices that bar children, youth and women from inheriting family land.

iv) Ensure proportionate representation of women in institutions dealing with land at all levels. Findings indicate that more males (64.2 percent) owned land than females. Whereas there have been considerable gains for women in this effort, the fulfilment of government's commitment of having a third representation of women on all elective positions, gender inequalities persist and today there is a less favourable economic and political environment for promoting equality. The question for Uganda therefore, is how best gender equality can be promoted in the development of the land sector, not just from a technical perspective but as a social, economic and political entity engulfing stakeholders, right from the community level to the national level.

v) Have a system for assessing all claims to land on wider merits to ensure that vulnerable persons acquire rights to land in special circumstances and ensure that age and gender are not a barrier to land acquisition.

vi) The LHUD institutions should tackle issues of high land prices, lack of land and landlessness since they are the major barrier to land access for those who didn't have access.

vii) There is need for increased dissemination of critical LHUD information to the public. The focus areas include: land tenure system; how to legalize your occupancy; rights and obligations of tenants; how to transfer of land ownership; legally acquire land, access to justice. The LHUD information should be popularized through; radios, community leaders, community radios, Tvs, brochures and leaflets and newspapers.

viii) The institutions involved in land use conflicts resolution in Uganda need to embrace the cooperative disposition to resolving conflicts which will ensure an atmosphere of trust and eventually lead to mutually beneficial options for both parties. Negotiations in the resolution process are to be resolved in an equitable manner, ensuring that there is agreement on the outcome in order to avoid reoccurrence of the same conflict in future. Thus there is need to strengthen community based conflict resolution structures so as to make them more efficient to hand the land use conflicts that are brought before them.

ix) There is need for increased awareness/sensitization on issues of land management, housing and urban development because most of the residents had a poor to fair understanding these critical issues: land Act provisions, any bye-laws on land in their areas, land rights, causes of marginalization in land ownership, procedures for acquiring certificate of land ownership, different land tenure system, land dispute resolution institutions, land administration institution, procedure of transferring land and roles of the ministry. This will help in ensuring that conflicts that arise are judiciously handled/resolved

The Ministry of Lands, Housing and Urban Development (MLHUD) was created in 2006 by integrating departments and functions from the then Ministry of Water, Lands and Environment (MWLE) and (former) Ministry of Works, Housing and Communication (MWHC).

The Ministry consists of three (3) sub sectors namely: Lands, Housing and Urban

MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT
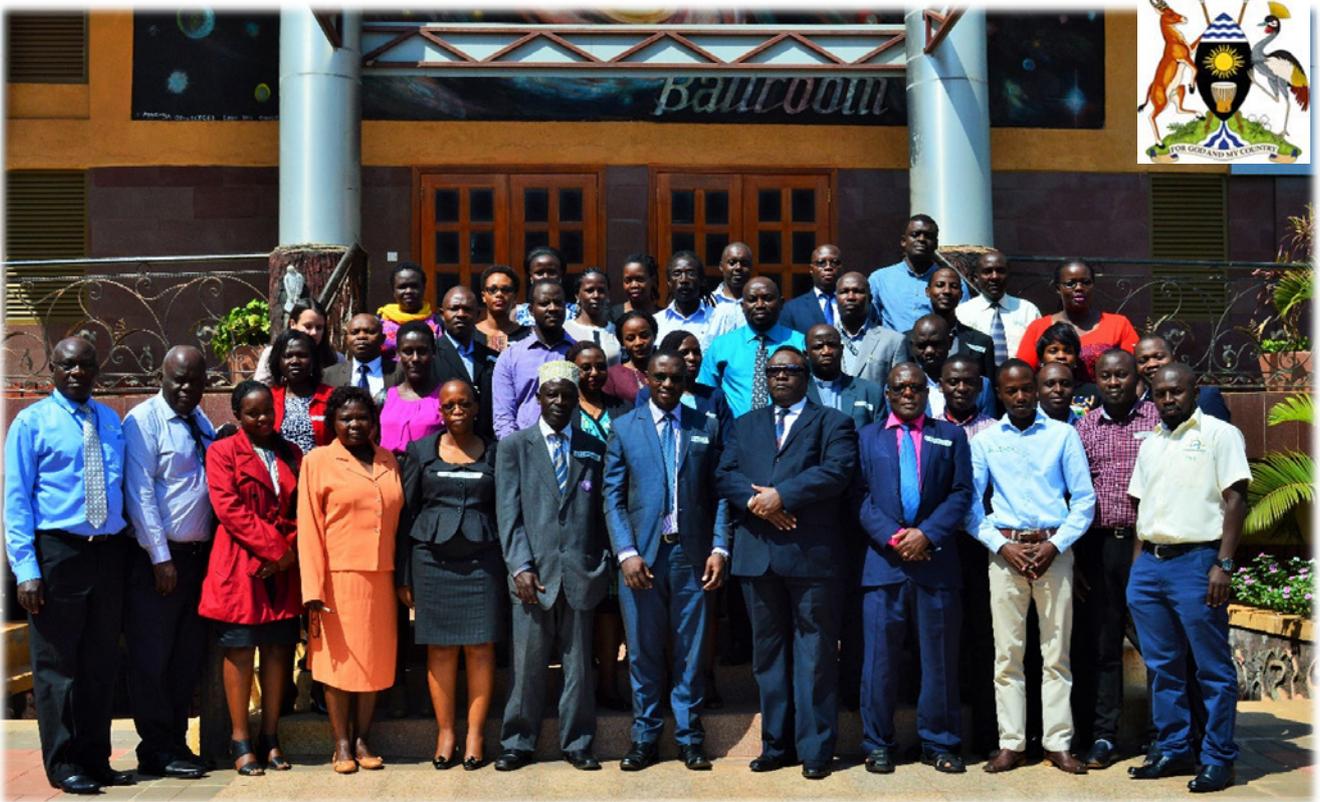
NATIONAL STAKEHOLDERS' INFORMATION NEEDS ASSESSMENT WORKSHOP

SILVER SPRINGS HOTEL, BUGOLOBI,
KAMPALA.

19th July 2018

Report prepared for MLHUD Uganda by:
Com Events Coalition (CEC)

STAKEHOLDERS' WORKSHOP ON INFORMATION NEEDS ASSESSMENT – JULY 19

1. Introduction

This report documents the proceedings of a stakeholders' workshop organized by organized by Ms. Com Events Coalition (CEC) for the Ministry of Lands, Housing and Urban Development (MLHUD) with support from the Competitiveness and Enterprise Development Project (CEDP). The Ministry is in the process of developing a Communication Strategy to guide its communication process and feedback mechanisms, consistent with the Ministry core functions and mandate. As one of the starting points, there is need to 1) identify and profile the key stakeholders within the LHUD sector 2) assess the stakeholders' information needs in line with the LHUD sector 3) come up with policy considerations that can be undertaken by the Ministry for improved information dissemination. This information would then feed into the overall Communication Strategy development process.

The communication strategy shall contain a costed action plan and, monitoring and evaluation plan. Selected simplified IEC materials shall also be developed to relay the reforms, requirements, procedures and activities of the MLHUD as specified under the CEDP land Component. The Strategy shall facilitate the interventions of the CEDP in delivering land services to primary consumers and beneficiaries in the country.

The workshop was attended by a cross-section of staff from the MLHUD and other government MDAs, religious leaders, Civil Society Organisations (CSOs), representatives of cultural institutions and communication practitioners.

1.1 Workshop Objectives

1. To identify and profile the key stakeholders of the MLHUD.
2. Identify the key stakeholders' information needs and preferred sources/channels of information delivery.
3. Come up with policy considerations to guide future information dissemination efforts.

1.2 Expected Outcomes

By the end of the workshop, participants were expected to:
- Identify challenges, public perceptions and opinions on land, housing and urban development issues.
- Identify the existing information gaps in LHUD communication process.
- Identify the preferred channels of public information dissemination.
- Come up with policy considerations to guide future information dissemination efforts.

To achieve the above objectives and outcomes, the workshop was structured into two sessions as outlined in the Workshop Programme. (See Appendix 2).

1.3 Workshop Methodology and Sessions

The workshop methodology was based on group discussions with subsequent presentations.

Participants were divided into the following groups:

1. Government Ministries
2. Religious Land Boards
3. Cultural Institutions
4. Civil Society Organisations (CSOs)
5. Communication/others

The two workshop sessions were conducted.

Mr. Grace Kagoro giving his remarks

1.4 Session One: Workshop Objectives, Review of Communication Strategy Process

The first session opened with an opening prayer led by Mr. Denis Obbo, PIO MLHUD, followed by self-introduction of participants. In his remarks, Mr. Obbo said the worksh op would be a big time help to the process of building a stakeholders list. He emphasized that fact that the Ministry's Clients' Charter needs to be publicized to disseminate to the public their roles and responsibilities and channels for feedback. He said, this would be incorporated in the Communication Strategy. After the introductory session, the CEDP Acting Project Coordinator, Grace Kagoro, gave his remarks in which he reiterated that communication between the Ministry and the public is very important. He

noted that MLHUD cuts across all sectors and so there is great need to strategize on how to communicate effectively.

The MLHUD Permanent Secretary, Dorcas W. Okalany was represented by Mr. Richard Oput, the Director of Land Administration within the Ministry, urged the stakeholders present to identify information gaps and help the MLHUD in suggesting how to fill them. He said it is important that availability and accessibility of information on LHUD should get down to the local level. He declared the workshop open at 10.13 a.m. (See full statement in appendix 4)

In his remarks, the CEC Managing Consultant, Mr. Joseph Tenywa told participants that the MLHUD had realized the existence of information gaps and had set out to develop a more wide-ranging 5-year Communication Strategy to address them. He went on to present the systematic methodology that CEC shall follow in developing the Communication Strategy. (Appendix 5)

After the numerous speeches, a brainstorming session was allowed, with participants pointing out challenges, salient issues as well as land-related constraints which they said were rather overlooked by government. The challenges cited centered around the low levels of understanding by the local population in appreciating the technical aspects often found in land documents. There called for the need to simplify translated Information, Education, Communication (IEC) materials that MLHUD would produce.

The cultural aspect of land was cited as a matter of great concern for redress going forward. In addition, it was recommended that other ministries that deal with land like that of Water, Environment – be contacted for challenges that they face. Concern was also expressed about the invisibility of physical planning in the Communication Strategy making process.

Participants also suggested that data could be collected from areas that are experiencing conflicts due to land disputes such as in Amuru, Mubende, Kabale, etc., and in areas of wildlife-human conflict over livelihoods while the issue of refugee-host community conflict and access roads should be included in the Communication Strategy. Moreover, the participants noted that some communities may become hostile during data collection.

In reaction to the concerns raised, CEC Managing Consultant reassured stakeholders they would engage with MLHUD to substitute some arears for fieldwork; physical planning and urban development were extremely covered in the CEC research documentation;

Mr. Richard Oput, who represented the Permannent Secretary, MLHUD opening the workshop

information would be segregated according to areas of target audience, which are quite diverse – there isn't a one-fits-all strategy.

The CEC Team Leader, Mr. Joseph Tenywa also affirmed that the CEC researchers would interface with people in the districts and find out their experiences and challenges. Emphasis shall be put on simplifying the IEC materials with elaborate illustrations for easy understanding. He said identification of other stakeholders is ongoing up to district level. As for hostile interviewees, MLHUD would be requested to help CEC mobilize communities with the support of administrative authorities like the Resident District Commissioners (RDCs).

CEC admitted that it had not taken keen interest in the cultural aspect of land. However, it was mentioned that the consultancy has learnt, and is still learning a lot about the cultural challenges pertaining to land.

A cross-section of stakeholders brainstorming on information gaps, preferred channels of communication and policy considerations

1.5 Session Two: Group Work, Presentations

The objective of Session two was to identify existing information gaps in the MLHUD information scheme, the preferred channels of public information and land issues for policy review. Participants were divided into five groups.

1. Government Ministries
2. Religious Land Boards
3. Cultural Institutions
4. Civil Society Organisations (CSOs)
5. Communication/others

The groups were tasked to brainstorm on three crucial topics:

1. Identify Information gaps within the LHUD sector
2. Suggest the preferred channels of communication to deliver the information
3. Suggest Policy considerations that need redress by the Ministry of Lands, Housing and Urban Development.

N.B: (See appendix 7 for samples of group work)

The brainstorming activity by participants generated the following observations:

Government Ministries

Information gaps

- There exists ignorance about the land laws among District Land Board members across the country (periodic training and capacity building for Land Boards)
- There is inadequate/scanty information on sector issues
- Lack of coordination among departments and entities at the local government level has hindered timely dissemination of information on LHUD issues
- There is lack of simplified information on LHUD
- There need to translate MLHUD documents and develop documentaries on successes achieved by stakeholders.
- There exists a lot of suspicion on land matters in the public and among MDAs causing skepticism.
- Most information on LHUD is not translated into local languages for the easy understanding of the local people
- There are no clear public information feedback channels with the MLHUD.

Preferred channels of communication

- Radio
- Barrazas, public open days
- IEC materials
- Ministry website
- Social media
- Documentaries on LHUD
- Newsletters
- Joint Sector Review meetings
- National Spatial Data Infrastructure
- Intersectoral Working Group meetings
- Annual forums
- Use of reputable religious and opinion leaders
- Dialogue with stakeholders in the LHUD sector
- Drama skits and animations in print, electronic and TV media
- Dialoguing at all levels
- Sector specific profiles on Land, Housing and Urban Development
- Factsheets on LHUD (Housing, Urban Development, Valuation)
- Easy-to-read brochures
- Public forums, dialogues and debates and lessons learnt regarding sector services

- Booklets on best practices in land administration.

Policy considerations

- Review the clients' charter to include up to date information
- Prepare and publicize information on LHUD sector issues
- Implement the National Spatial Development Infrastructure framework
- Simplify documents like maps which could be supported with narratives for ease of reference and understanding by the public
- Promote audio-visual channels for information dissemination
- Conduct customer satisfaction surveys to gauge whether your information is reaching the targeted audiences
- Create customer care centres across the country to disseminate information as well as receive feedback on LHUD issues

Religious leaders in their group at the workshop

Religious Land Boards

Information gaps

- Encroachment on religious institutions' land by public utility bodies using compulsory acquisition practices
- Basic information regarding compensation, assessment for land affected or compulsorily acquired for public utilities and the current compensation rates

Issues of concern
- MLHUD need to have a deliberate action/intervention targetting religious institutions to provide
- There is need for effective engagement of religious institutions in matters that concern them
- Government sidelines religious institutions and favours refugees in matters of resettling people on institutional (Church & Mosque) land
- There is total lack of information sharing and linkages between the MLHUD and religious institutions and yet they own much land and have a lot of influence too
- There is limited information about the sector in local languages
- There are many backlogs of unaddressed land cases in courts of law that need to be addressed
- There are cases of double allocations of religious institutions' land leases. Church and Mosque land has multiple leases not legally known by the institutions them selves

Preferred channels of communication
- Convene institutional targeted dialogues and meaningful engagement through;
  a. Workshops
  b. Dialogue meetings
  c. Dissemination and sensitization seminars on LHUD issues
- Effectively popularize the sector policy, laws, guidelines through religious institutions them selves. They do this well during prayer sermons
- Meaningful involvement of religious leaders in policy/legal formation processes besides targeting the Inter Religious Council
- Engaging in sustained public talks and forums on LHUD issues with religious institutions
- Availing and distributing the developed sector publicity materials in both English and local languages to the religious institutions
- Develop special radio and TV programmes targeting religious institutions, by effectively using and engaging of existing religious radio and TV stations

- Networking and entering partnerships with religious institutions to offer technical public talks on sector issues, policy, laws and guidelines
- Develop simplified guidelines, policies and laws on LHUD
- Document good practices and lessons for knowledge and experience sharing within and about the sector with religious institutions.

Policy considerations
- Eliminate contradictions in the sector policies and laws
- Abolish under-compensation in situations of compulsory land acquisition
- Reduce delayed and lengthy compensation periods which are overtaken by changing land markets and values (prompt compensation)
- Control of foreigners accessing and owning land in Uganda. E.g. the President's favour to the "don't tamper with investors" at the expense of Ugandans; favouring refugees by issuing titles at the expense of affected institutions
- Develop non-discriminative policies and laws
- Adopt consultative and inclusive (well-to-do and poor) policy and legal development processes
- Increase awareness and dissemination of sector policy and legal documents targeting religious institutions and followers.
- Land speculation issues that cause high pull factors that enable foreign people to buy off local land and produce high yields from the compensation
- Gazetting of land for special religious purposes as it is done for refugees and investors.
- Address prevalent fraud and corruption tendencies in the rendering of LHUD sector services.

Cultural Institutions (Buganda Land Board)
Information gaps

- The public is not aware of the legal requirements to construct a house
- Information on how to obtain a building plan
- Information on physical planning guidelines

Issues affecting proper information dissemination
- Negative perception by the communities on issues relating to land
- None involvement of community leaders in information dissemination efforts
- Failure to leverage cultural institutions to dissemination information on LHUD. They have a lot of influence and respect
- Poor record keeping and land documentation at the district levels which frustrates people
- Lack of trust in government institutions concerning land administration and registration
- MLHUD processes are not realistic; they are only on paper
- Lack of clear roles and mandates (duplication) between state-driven agencies and institutions for exaample, Resident District Commissioners (RDC), State House, Police, Local Council (L.C) in handling LHUD issues
- Forces of demand and supply are a determinant factor in land use allocations as opposed to physical planning requirements
- No clear register of land values in the country
- There is not clear land inventory in Uganda
- Use of universal templates in land acquisition and land documentation instead of customized community assessments and needs to the Ugandan land ownership state
- Failure to properly demarcate and communicate specified environmental sensitive areas as there is over-reliance on the law
- Lack of coordination among government entities causing confusion, for example, plans are approved on wetlands or forest reserves without the knowledge of MLHUD

- Inaccessibility to archived information and resources for research and investigations.

Preferred channels of communication
- Use preferred community leadership as opposed to state known leadership. In Buganda it worked well as they have well established hierarky as opposed to LCs
- For known entities in land administration, information flow should be specifically directed
- Information should be directed to specific persons within the cultural institutions
- LC meetings
- Church services, mosques,
- Abaami (local chiefs)
- Kabaka meetings,
- Cultural ceremonial/activities like traditional marriage ceremonies Emikolo gy'o kwanjula.

Policy considerations
- Consult, engage stakeholders before publication/implementation. E.g., recent MLHUD registration notice of 2nd July 2018 on guidelines of land registration.
- For cultural, religious institutions, MLHUD officials should be considered for proper service delivery.
- Consider pilot schemes before nationwide roll-out.
- Implementation of new systems should be considered alongside the old (consider systematic phasing out). Incorporate change/transfer of MZO personnel. Changing management should be systematic.
- Study, consult local entities in entirety on amendment/changes in land conveyance.

Civil Society Organizations (CSOs)
Information gaps
- Information on the land laws and policies, which have remained in legal and technical language without adequate translations
- Information on the Land Act is inadequate
- The role of MLHUD and its mandate is not clear.
- Channels for lodging complaints on LHUD are not clear
- Mortgage Act (many women are being

dispossessed as their spouses mortgage property without their knowledge)
- Conflicts between refugees and host communities over land resources
- Policy on extractive industries/mining are not clear to hosting communities
- Issues of concern
- There are inadequate communication experts at MLHUD
- There are no adequate mechanisms and information on needs assessments. MLHUD needs to share its reports and research studies on LHUD matters
- There is poor coordination of the information function at MLHUD with CSOs and the private sector.
- There are limited capacity of the land administration structures at the grassroots level
- The physically challenged like the deaf and blind people are not catered for in the land and housing laws and policies
- No standard MoU (guidelines) for land trusts. There is needs to be clarified by MLHUD.

Preferred channels of communication
- Radios - local FM stations/community radios
- TV
- Social media
- Toll free online services (telephone)
- Use land administration structures
- Local government and local council structures (LCs, councilors, etc)
- Community engagement platforms (drama plays, dialogues, barazzas)

CSOs group work session

Policy considerations
- There is need for clear legal mandate to bind the land administration structures on information dissemination for government programmes
- Establish quality assurance and feedback on IECs produced by the MLHUD
- Share IECs on LHUD matters with CSO since they are on ground
- Establish uniform/standard valuation mechanisms for information
- Translate, simplify and disseminate information on LHUD through CSO to the grassroots.
- Review exploitation of natural resources and extractive industries/mines.

Communication/other Institutions
Information gaps
- Information on how to acquire lack land titles on customary land is lacking
- Information on land tenure systems and land demarcations
- Lack of information on physical planning, housing and land valuation guidelines
- Insufficient knowledge about land laws – Land Act.
- Complexity in acquisition of land titles.
- Lack of awareness about land matters.
- Technology – slowness in embracing the digital land system.

Preferred channels of communication
- Radio (Many people get information by word of mouth)
- Social gatherings – churches, mosques, cultural events, etc
- Opinion leaders, cultural leaders, the clergy
- Social media/news media.
- Edutainment (music, dance and drama)

Policy considerations
- Review access to Information Act to allow institutions get the desired information
- Information should be translated to suit the different communities
- More budget support should be given for communication on LHUD issues as they affect everybody across the board
- Portfolio for communication department should be raised to top management

to influence policy decisions on LHUD matters
- Supervision of Land Officers should be more regular and unannounced
- Indicators of accountability should be

put in place
- Access to information from government institutions should be made easier
- Use of IEC materials such as flyers, brochures should be strengthened
- There is need for coordination in implementation of government projects (integrated planning)

2. Way Forward

In his closing remarks Mr. Denis Obbo, the Principle Information Scientist in the MLHUD stated that many relevant issues that have been highlight shall be addressed by MLHUD. He pointed out issues to do with land valuation, land trust fund, role of surveyors, obligation of investors, corruption in the land offices illegal titling, multiple titling, encroachment on land, refresher courses for ministry officials shall all be addressed at a higher level and communicated.

He said the information gaps identified shall inform the process of development of the Communication Strategy and the attendant IECs to be developed thereafter. He emphasized that the channels of communication suggested by the stakeholders during the workshop shall also be put into consideration when designing the corresponding key messages to fill the information gaps.

He thanked the participants for the issues raised as policy considerations which are very clear messages that shall be forwarded to the MLHUD Top Management for consideration and revision. The workshop was closed at 2.26pm.

4. APPENDICES

Appendix 1: Letter of Invitation

5th July 2018

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INVITATION TO A STAKEHOLDERS' WORKSHOP ON IDENTIFICATION OF INFORMATION GAPS WITHIN THE LANDS, HOUSING AND URBAN DEVELOPMENT SUBSECTORS

The Ministry of Lands, Housing and Urban Development with support from the Competitiveness and Enterprise Development Project (CEDP), is undertaking a communication review to identify the information gaps within the lands, housing & urban development sectors, how the gaps can be addressed and the channels to use to get information.

The Ministry shall use this information to develop a five-year Information, Education and Communication (IEC) strategy that will provide the sector with a broad framework for implementation of IEC activities relating to the Directorates, Departments, Programmes and Projects in the implementation of an effective communication Strategy. One of the requirements of this process is for the Ministry to carry out a stakeholders' mapping and to assess the information gaps from their perspective and how they can be addressed. The Ministry has secured the services of a media consultancy firm, Ms. Com Events Coalition to coordinate this exercise.

The purpose of the letter therefore is to request you to nominate one senior officer to attend this workshop scheduled for Thursday the 19th of July 2018 at the Silver Springs Hotel, Bugolobi, Portbell Road, starting at 8.30 am.

Please confirm your participation with Ms. Diana Ssali, the Administrator with Com Events Coalition on 0772509145/0752526146 or email ddssali@gmail.com by Tuesday the 17th of July 2018. The Ministry looks forward to your presence and participation in this important meeting.
I thank you for your cooperation.

Dorcas W. Okalany
PERMANENT SECRETARY

Appendix 2: Workshop Programme

DEVELOPMENT OF A COMMUNICATION STRATEGY FOR THE MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT
A Stakeholders' Workshop To Identify Information Gaps
SILVER SPRINGS HOTEL, BUGOLOBI, KAMPALA
19th July 2018

Time	Activity	Responsible Person
8.00 – 8.30 am	Arrival and Registration of Participants	Doreen Amono and Henry Opyene (MLHUD)
	Welcome Remarks by the MLHUD - PIO	Mr. Dennis Obbo
8.30 – 8.40 am	Workshop Objectives	Mr. Dennis Obbo
8.40 – 9.00 am	Remarks by CEDP Project Coordinator	Mr. Grace Kagoro
9.00 – 9.20 am	Statement by the Permanent Secretary, Ministry of Lands, Housing and Urban Development	Mrs. Dorcas Okalany
9.20 – 9.40 am	ReviewoftheCommunication Strategy making process	Com Events Coalition
9.40 – 10.20 am	TEA BREAK	ALL
10.20 – 11.20 am	Group Work	Com Events Coalition
11.20 am – 12.30 pm	Group Presentation & Discussions	Com Events Coalition
12.30 - 12.50 pm	Recommendations and Way forward	Com Events Coalition
12.50 – 1.00 pm	Workshop Closure	Mr. Dennis Obbo, MLHUD
1.00 pm	LUNCH & DEPARTURE	ALL

Appendix 3: Registration

DEVELOPMENT OF A COMMUNICATION STRATEGY FOR THE MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT
A Stakeholders' Workshop to Identify Information Gaps
SILVER SPRINGS HOTEL, BUGOLOBI, KAMPALA
19th July 2018

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DEVELOPMENT OF A COMMUNICATION STRATEGY FOR THE MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT
A Stakeholders' Workshop to Identify Information Gaps
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19th July 2018

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Appendix 4: Statement by the Permanent Secretary MLHUD

Statement by PS at the Ministry workshop to identify information gaps for inclusion in the IEC Strategy

(Half day Workshop at Silver Springs, Bugolobi 19th July 2018)

Invited participants, Ladies and Gentlemen,

I once again welcome you to this very important meeting geared towards development of a communication strategy for the LHUD sector.

The purpose of this meeting is to get your technical input for purposes of including it into the IEC Strategy, which is being developed and expected to guide the sector for the next five years.

It is a requirement that as we develop the strategy, the Consultants on our behalf, do interface with our key selected stakeholders and Partners. The aim is to listen to your views, issues and information gaps that you think need to be addressed by Government.

I therefore expect that this meeting will provide a basis for identifying critical areas for message development in line with the Sector Strategic plan and other policy and legal documents as approved and enacted, respectively.

I note that some of the existing information gaps that I would want to see addressed include:

1. The inadequate levels of awareness of the sector services as provided in the our laws at implementation level and while interfacing with our clients;
2. Inadequate availability and accessibility of information resources to our various up to the subcounty levels;
3. Contradicting and unclear information to the public; and
4. The inadequate communication linkages and information flow between the centre; the MZOs, and down to the Local Government.

I therefore hope that this meeting will identify all the known issues, concerns and gaps without fear or favour. Please be as candid as possible so that the Consultants can address what is identified comprehensively.

I thank you for listening to me and now declare the workshop open.

For God and My Country

Appendix 5: PowerPoint

DEVELOPMENT OF A COMPREHENSIVE, MULTIMEDIA, STATE OF THE ART COMMUNICATION STRATEGY FOR THE LAND SECTOR

FOR THE
MLHUD

By
Joseph Tenywa
Com Events Coalition (CEC)

19 July 2018

PRESENTATION OUTLINE

1. BACKGROUND
   a) Objectives of the Assignment
   b) Interpretation of the TORs
   c) Scope of the Assignment
   d) Deliverables
   e) Comments of TORs
2. METHODOLOGY
3. CONCLUSION

BACKGROUND AND CONTEXT

- There are a number of key issues affecting the LHUD sector that require intervention.
- There is need to communicate and use information to create awareness on issues affecting the LHUD sector and interventions as is proposed under the Competitiveness and Enterprise Development Project (CEDP).
- There is need to explain the services of the Ministry, challenges faced and opportunities for delivering land services with private sector practitioners, institutions and organizations that constitute the primary consumers and beneficiaries of land services in the country as critical for the success of all the CEDP land component interventions.

BACKGROUND cont'd

1. A communication strategy (CS) was developed under the Second Private Sector Competitiveness Project (PSCP II) and partially implemented together with the Government Communication strategy and the MLHUD Communication strategy.
2. MLHUD found it necessary to review the PSCP II Communication strategy, develop a costed action plan, as well as simplified IEC materials that will relay the reforms, requirements, procedures and activities of the CEDP.
3. Intention? - To effectively communicate information on issues that promote sustainable land use, land tenure security, decent & affordable housing & orderly urban development in the country.

OBJECTIVE OF THE ASSIGNMENT

4. To develop a comprehensive, multimedia, state of the art Communication Strategy (CS) for the land sector consistent with the MLHUD core functions and mandate, with a costed action plan and an assortment of IEC materials that will relay the CEDP programme messages to stimulate action from its various stakeholders and beneficiaries.

SCOPE OF ASSIGNMENT

1. Conduct desk research to gain a thorough understanding of the ministry mandate and objectives;
2. Undertake a communication audit to assess the communication function of the ministry, pointing out its strength and weaknesses and suggest remedies;
3. Identify and profile key stakeholders of the Ministry and design effective communication interventions for the different stakeholders identified;

SCOPE cont'd

4. Develop a Communication Strategy consistent with the MLHUD objectives and mandate;
5. Develop a monitoring and evaluation framework for the communication strategy;
6. Develop a three-year phased and budgeted work plan for implementing the strategy and provide backstopping services during its piloting stage.
7. Develop an assortment of IEC materials.

2.0 METHODOLOGY

METHODOLOGY Cont'd

1) Prepared and submitted an inception report
2) Technical Needs Assessment Meeting with the MLHUD staff
3) Review of literature/documents
4) Stakeholder mapping – 1/2 day workshop
5) Field Data collection – 16 districts based on 4 land tenure systems
   a) Mailo (Luwero, Wakiso, Mityana, Kayunga)
   b) Freehold (Mbale, Gulu, Fort Portal, Mbarara)
   c) Leasehold (Kampala, Hoima, Jinja, Arua)
   d) Customary (Kasese, Nwoya, Buliisa, Napak)

METHODOLOGY cont'd

5) Field Data collection cont'd
   a) Triangulation of the results will be undertaken, whereby qualitative data is used to confirm or validate results found from quantitative data, and vice versa.

Tool	Data categorization	Quantities	Districts	Total
Questionnaires	Quantitative	100	16	1,600
Key Informant (KIs) Interviews	Qualitative	10	16	200
	Qualitative	40 Professional KIs	–	
(FDGs)	Qualitative	3	16	48

METHODOLOGY cont'd

6. **Develop the Communication   Strategy**
   a) *Situational Analysis*
   b) *Rationale*
   c) *Objectives*
   d) *Communication Priorities*
   e) *Target Audiences*
   f) *Stakeholders*
   g) *Key Messages*
   h) *Communications Channels*
   i) *Outputs*
   j) *Implementing Action plan*
   k) *Budget*
   l) *Monitoring and Evaluation plan*

METHODOLOGY cont'd

7) Develop IEC materials
8) Translate key messages
9) Pre-test the materials
10) Finalize and Prepare electronic files

3. CONCLUSION

1. Assignment is very important and timely;

Appendix 6: Questionnaire

DEVELOPMENT OF A COMMUNICATION STRATEGY FOR THE MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT
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MLHUD INFORMATION COLLECTION TOOL

1.	Name of Stakeholder/ Organization	
2.	Institutional Contact INFORMATION	
3.	Contact person (Name, telephone and Email contacts)	
4.	Area of operation/ Interest *(1=Land Administration, 2=Financial institution, 3=Housing planning, 4=Land rights advocacy, 5= Urban Development 6=Others - specify)*	
5.	Nature of Institution *(1=Civil Society Organization, 2= Government Agency/ MDA, 3=Private Business entity, 4=International Organization, Bilateral Organization, 5=Culture Institution, 6=Religious Institution, 7=Other-specify)*	
6.	Area/district(s) of operation	
7.	How does your mandate relate to that of the Ministry of Lands, Housing and Urban Development (MLHUD)?	
8.	Do the stakeholders and public understand the roles and responsibilities of the Ministry?	

9. Describe your relationship with the Ministry of Lands, Housing and Urban Development (MLHUD)	
10. What type of information do you require in the execution of your duties?	
11. List 5 information gaps where the Ministry has not delivered	1. 2. 3. 4. 5.
12. What partnerships can the ministry implement to achieve its IEC objectives?	
13. List 5 priority areas where the ministry should prioritize in information provision.	1. 2. 3. 4. 5.
14. Is this information readily available? If no, why do you think it is not available?	
15. What can be done to get this kind of information to the communities that you work with?	
16. In your experience, how do you propose this information should be taken down to the communities/ public? What channels should be used to pass on the information?	

Thank you for your time

Appendix 7: Sample Pictures of Group work
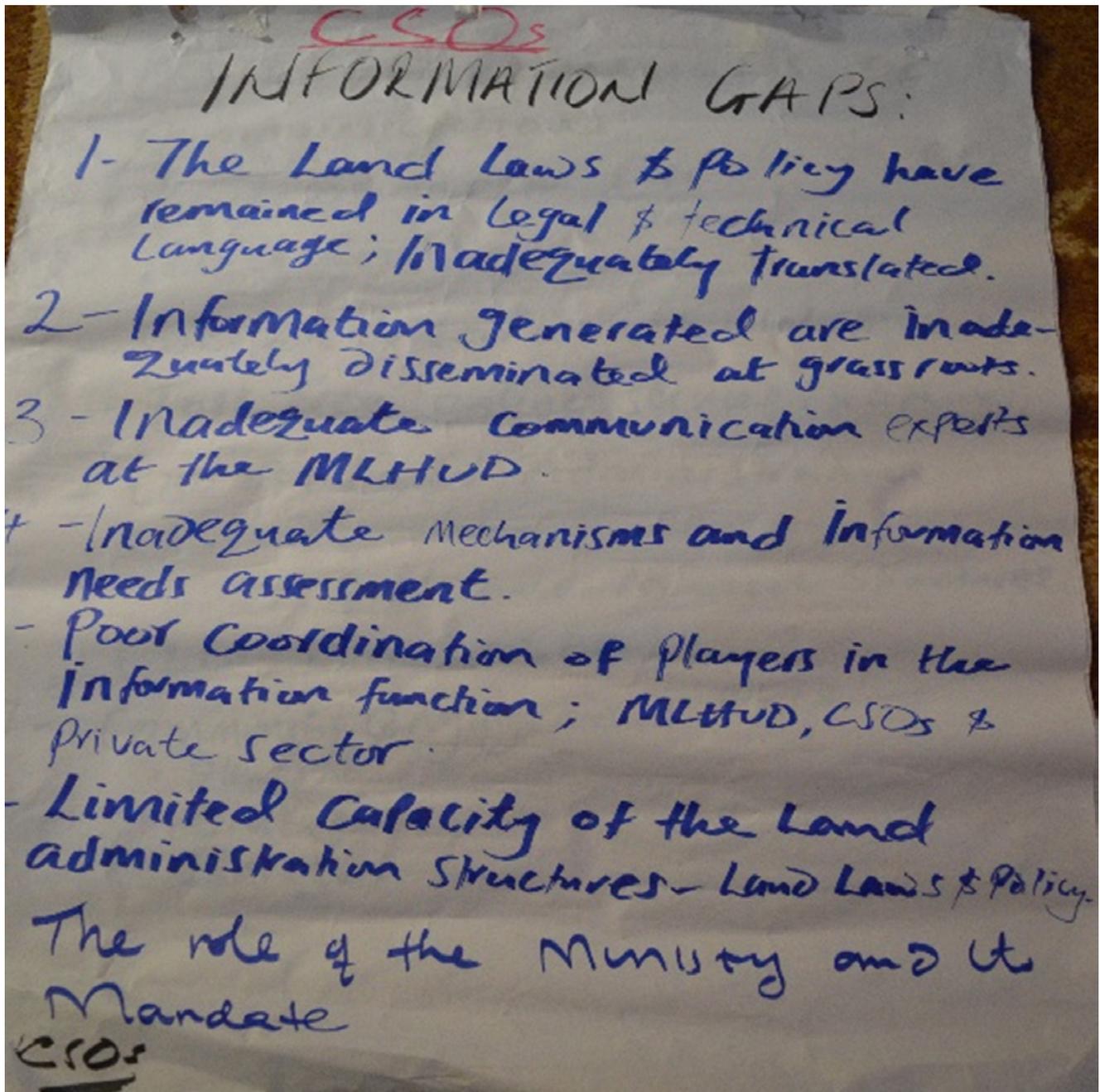
COMMUNICATION

INFORMATION GAPS

- Land Information system
  - Lack of Land Titles (80% of Ugandans
  - Lack of LA Information on Land Tenure System
  - Land Demarcations Information inadequate
  - Lack of Information on Physical Planning, and housing and land Valuation. | Road Act, Mining Act
  - Insufficient Knowledge about the law.
  - Complexity in acquisation of land titles
  - Land Speculation
  - Lack of awareness
  - Technology - Embracing the digital land system.

Page 1 RELIGIOUS GROUP

① Information Gaps

① Encroachment on Church Land by the provision of public utilites.

② Basic Information regarding compensation Assessment for Land affected or compulsory acquired For public utilities. (How is this done?)

③ Limited Involvement of the affected persons in matters of compensation for compulsory secured Land for public utilites

④ MLHUD Lacks a deliberate action/Intervention to getting religious Institution (Policy & legal dissemination

5) Need For effective engagement of religious Institution in matters that concern them

CULTURAL INSTITUTIONS

①

① INFORMATION GAPS WITHIN THE SECTOR.

- Public is not aware of the necessary requirement if One is to Construct a house.

- The public is not aware of the insense of getting a building plan.

- The public does not appreciate some of the Set Standards of Physical planning.

- Method of Sensistaзation is not veamy to the Community.

- Perception has always been negative.

- Involve community leaders

Failure to Understand addresses within Cultural Institutions → direct Info

COMMUNICATION AUDIT REPORT AUGUST 2018

1.0 BACKGROUND

The Ministry of Lands, Housing and Urban Development (MLHUD) was created in 2006 by integrating departments and functions from the then Ministry of Water, Lands and Environment (MWLE) and (former) Ministry of Works, Housing and Communication (MWHC). The Ministry consists of three (3) sub sectors namely: Lands, Housing and Urban Development. MLHUD is responsible for providing policy direction, national standards and coordination inter alia, of all matters related to lands, housing and urban development in Uganda. The Ministry is also responsible for putting in place policies, laws and regulations to ensure sustainable land management, planned urban and rural development and decent housing for all. The MLHUD commissioned this communication audit with the goal of assessing its communication processes such as dissemination of information, feedback processes, information archiving and media relations, and thereafter give practical recommendations that could best improve the communication of LHUD issues to the general public. This communication audit is divided into the following sections: Guiding Principles behind the Communication Audit; Key Audiences in MLHUD; The current goals and objectives for communications in the ministry; Key questions on the efficacy of the current communication plan, message consistency, and audiences reached by the ministry; Media Analysis and Coverage; Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis; IEC and Dissemination Strategies; Key Findings; Recommendations to enhance communication with key audiences or stakeholders; Conclusion; Appendices; Sources.

2.0 GUIDING PRINCIPLES

This communication audit was, in part, prompted by the MLHUD to the challenges associated with the high number of conflicts on land, the unplanned housing sprawl in the country and uncoordinated urban development noticed therein.

In addition, the communication audit gives insight of the underlying factors that feed into the development of a comprehensive communication strategy plan to improve practices and guide the dissemination of vital information to the stakeholders in the future. This audit shall enable the MLHUD leadership to learn from past experiences and mistakes, and thereafter guide the formation of the Communication Strategy.

This communication audit was contracted for, approved, and supported by the MLHUD. It demonstrates the ministry's willingness to address communication challenges in order to improve the land, housing and urban development in Uganda. The goal of this communication audit was to seek data, opinions and perceptions, and from these to propose recommendations to improve the effectiveness and management of communication, and public relations. The recommendations presented in this audit are designed to enhance and improve two-way communication between the district and its internal and external audiences. The observations and recommendations included in this report should be reviewed carefully.

3.0 COMMUNICATION GOALS AND OBJECTIVES

The Audit reviewed the current MLHUD IEC strategy inline with the CEDP Land Component. The contents of the IEC strategy include inter alia;

a. Communicate opportunities for community participation in the decentralized land administration systems.

b. Educate on the processes and reforms in recording land transactions (increase of 200% of the number of people who have land title by end of project).

c. Increase awareness of a decentralized land registration system for delivering land services to all.

d. Communicate the needs for conservation and community management of local resources, (30% community watch dogs of the pilot districts).

e. Increase interest and awareness of research and capacity building opportunities in land surveying and land management (more qualified private sector players).

f. Awareness of rights of women, children, disabled people in land transactions (100% end of the project).

g. Increase awareness, understanding and appreciation of the Land Act and provision in the Act (200%)

h. Provide the framework to harmonize understanding and expectations, increase awareness, understanding and appreciation,

i. Raise the profile of the programme to the five most important government reform programmes.

j. Improve the rating of land administration to be assessed by reduced numbers of complaints.

4.0 MLHUD STAKEHOLDERS

For stakeholders mapping, the L3 stakeholders analysis tool was applied to identify the relationship structure emanating from the land owner through to the implementing agencies, policy makers, the Land Component Secretariat, and sub components how they fit in the overall design.

a. The players within the ministry and implementing partners that are involved in the Land reform process,

b. Those involved in services provision at technical and administrative/policy levels, in the decentralized land management and administration structures as well as in the central government.

c. The land justice and conflict resolution systems at different levels

d. Those involved in community support and advocacy

e. Those organizations that are supporting policy and institutional capacity building etc. f) The beneficiaries of the reform program and those affected by the reforms,   g) Land owners and those using land as an input in their business operations.

Three categories of stakeholders have been identified; primary stakeholders, secondary and tertiary stakeholders.

4.1 Primary stakeholders

These will include users of land and land information as a key input in their livelihood, or business and include;

i.   Land owners in urban and rural Uganda, including government, individuals, organisation, businesses and groups of individual within a community who owns or use land for livelihood and economic benefits.

ii.   Tenants (bonafide)

iii.   Private sector land service providers (surveyors, lawyers, architects, planners, financial sector, property developers, constructors etc).

4.2 Secondary stakeholders

These are the groups provide services to the primary group and/or manage land information, they include; i. Decentralized local government land offices ii. Ministry of lands staff

4.3 Tertiary stakeholders

These include individuals and organizations that influence land use/decision making process of the above two categories; they include;

i.   NGOs and CBOs

ii.   Media, national and local media players, in print, electronic media.

iii.   Donor funded programs, donors communities supporting development and program in lands, and private sector development program.

iv.   Politicians especially those involved in policy oversight in parliament, the local political representatives at district and community levels, political parties leaders.

v.   Business Associations (e.g. UMA, Chambers of Commerces, etc)

vi. Government Ministries, (e.g. MoFPED, MoLG, Ministry of Energy, and government institutions involved in private sector and social economic development support programme.

5.0 FINDINGS

5.1 Stakeholders level of Knowledge, Awareness, and Practices

Interviews were conducted with MLHUD Heads of Departments at the level of Directors, Commissioners and Senior Officers to obtain their views and individual assessment of the Ministry's communication process, as well as identify existing information needs. A list of those interviewed and the questionnaires used for the communication audit are attached as annexes to this report. These executives are of strategic importance since they help define the business goals with which the communication objectives are aligned. They also help assess the internal communication function since they are at the center of its implementation.

Literature was also reviewed to validate the information obtained from the interview process. Below are the issues obtained out of the audit exercise, arranged under key thematic area in the communication process.

5.2 Internal Communication issues

a) The level of satisfaction with communication within the Ministry is varied among the staff. Majority (35.4%) of those surveyed were "satisfied" with the internal communication processes. An equal proportion (35.4%) was "dissatisfied" with the communication processes. 22.9% were "neutral" while 6.25% were "very dissatisfied" with the communication. No staff member was "very satisfied" with the communication. b) Communication flow between the top and bottom was reported to be defective. c) Information management/communication within the MLHUD is coordinated by the Principal Information Scientist. d) Most of the communication between departments is done through internal memos and circulars (52%). Other communication media that are significant in interdepartmental communication include staff meetings (47%), notice boards (37.5%), shared reports (31%), and e-mail (29.2%).

5.3 Current External Communication Issues

A number of key challenges, identified during the audit, which may have a direct effect on the implementation and/or reception of the messages. These include the following.

a. A number of land-related conflicts are as a result of the inconsistency and inadequacy of the legal framework and may require longer-term intervention through review of the land laws.
b. There appears to be inadequate knowledge of the processes of formalizing land ownership, including acquiring land titles and certificates of ownership.
c. Whereas communities demonstrate some understanding of the provisions of the Land Act, there is generally inadequate knowledge of the Act among ordinary people and local leaders. There have been minimum attempts to disseminate the Act, which do not appear to have had significant impact.
d. There are challenges with the enforcement of the Land Act due to the absence, in some cases, of functional structures. Land Act structures, even where they have been established, are constrained by the lack of human and financial resources. In addition, some of the duty bearers such as the recorders have not been oriented on their roles and functions under the Act.
e. Due to the varying nature of land tenure systems in the different regions of the country, there is a need to decentralize dissemination of land-related information to the regional and, where possible, district level. Different regions have peculiar issues that need to be handled specifically while disseminating awareness messages about the Land Act. The Ministry should facilitate a process for the development of different sensitization manuals that address the specific information needs and situations

in the districts. The Land Act and attendant policies and regulations in the LHUD sector should also be translated into local languages understood within the localities.
f. Customary ownership of land is characterized by inheritance, which disregards the rights of the female child to inherit land. There is need to develop IEC messages that emphasize the rights of both men and women to land as a means of ending regressive and repressive cultural beliefs and practices.
g. Political interference by presidential appointees, particularly the Resident District Commissioners (RDCs) in conflict-resolution threatens the growth and independence of the Land Tribunals, which are still in their infancy.
h. The need to match raised expectations with on-the-ground service delivery infrastructure, coupled with the need to build institutions and sustain them beyond donor support.

5.4 Media coverage

The following key issues emerged from an analysis of articles, letters, adverts, editorials and features in the print media:

a. There is evidence of keeping of media coverage of land issues. Land issues are generally regarded highly newsworthy, particularly because of the adversarial connotations involved; newspapers give prominence to land issues, whenever they were covered. The key issues covered in the media, in order of prominence, over the period included allocation/sale of public land (particularly the proceedings of the Land Probe Commission led by Hon. Justice Catherine Bamugemereire, role of the President in the land administration, the proposed land bill amendment allowing compulsory acquisition of land by Government for development projects, various government ministries and agencies, traditional leaders, district land boards, courts, LCs and RDCs), conflict

between livestock farmers with wildlife conservation enforcement agencies, the refugees access to land, environment (deforestation and wetlands), dispute-resolution, land title fraud/corruption, land for investment, land administration and land tenure systems.

b. The ministry has a website, though it needs revamping. There is no evidence of free media alerts for tracking coverage in the press, blogs and the like.

c. In general, media content on land issues has tended to be negative and rarely positive. This is mostly due to the nature of land issues which had a high adversarial context. However, it is also evidence of the general lack of proactive communication within the land sector.

d. There is circumstantial evidence to show that the media generally views the land sector negatively and any attempt to reverse this image will have to start with educating the institutions (at editorial level).

e. The biggest concerns from the public were the perceived corruption in the sale/allocation of public land, the level of inefficiency and corruption in the land registry and the disregard for environmental concerns with respect to land allocation.

5.5 Media Relations

Media persons were interviewed about their relationship with the MLHUD. Findings indicate that there have been very limited media relations by the Ministry. The media has only been partly engaged when there is a crisis or to cover specific programmes. Media officials indicated to have a cordial relationship with the MLHUD through the Ministry Public Relations Officer as the official source of information. Issues raised include:

a. Difficulties in accessing land information from top management, who are considered evasive, often declining to comment, and have a negative perception of the media.

b. Absence of easily-accessible and credible sources of land-related information,

which accounts for incidences in which reports are one-sided and sometimes portray the Ministry negatively.

c. Interest and willingness of the media to support dissemination of land information and to raise awareness about the provisions of the Land Act provided the Ministry takes proactive steps to educate the media personalities on land matters.

d. Poor record-keeping makes it difficult to verify data; such verification, when successful, takes too long, rendering the information stale.

5.6 Operational Communication Issues

a. The key pertinent issues include the lack of knowledge about the procedure to record land transactions, and knowledge of where to access the various lands services, as well as lack of awareness of the fee structures.

b. Little has been done to address the public ignorance of the process; the Ministry has not, in any of its communication efforts, looked at the procedures prior to the development of the client services charter assignment, as key information that needs to be disseminated to the public. Emphasis has been put on communicating the Land Acts, and land rights under the different land tenure systems.

c. Some effort and commendable innovation has been made, like the installation of a hotline, but little has been done to promote the service to the public. Furthermore, the hotline is placed in the office of a junior staffer who is not fully equipped to instantly advise callers.

d. The fees and levies associated with transactions are unknown to the public; consequently clients are misinformed by middlemen who misrepresent the Ministry, feeding the reputation of corruption in the process. Standard fees, such as estate tax, stamp duty, transfer fees, etc., are unknown to ordinary Ugandans.

e. There is a culture of poor service at both central and district land offices, evidenced by undue and long delays in service delivery.

f. A general perception that the cause of poor services delivery within the Ministry is due to a poor work culture, corruption, bad attitude and not necessarily a function of poor compensation.

g. There is a specific problem associated with Northern Uganda due to the 20-year conflict, coupled by the land tenure system in that part of the country. There is a perception, fueled by local politicians, of a scheme, ostensibly by government, to grab land and force urbanization through the planned disbandment of the internally displaced people's camps.

5.7 Communication gaps identified from the stakeholders' workshop

A stakeholders workshop was held on the 19th of July 2018 at the Silver Springs Hotel, Bugolobi to identify their information needs within the LHUD sector. The participants were divided into the following groups:

1. Government Ministries
2. Religious Land Boards
3. Cultural Institutions
4. Civil Society Organisations (CSOs)
5. Communication/others

Below are some of the gaps identified that are pertinent to the communication audit.

• Ignorance about land laws among District Land Board members across the country. There were testimonies that members of the District Land Board are not so conversant with the Land Act and many times act outside the law.

• There is scanty information on land, housing and physical planning within the communities and much of the information disseminated by the MLHUD is complex/technical in nature. There is need to translate MLHUD documents and develop documentaries on successes achieved by stakeholders. The land laws and policy have remained in legal and technical language;

• There are no clear public feedback channels for information for the public to reach MLHUD with information on issues affecting them.

• Basic information regarding compensation assessment for land affected or compulsorily acquired for public utilities is lacking within the communities.

• Community leaders are not involved in information dissemination activities yet the communities believe in them a lot for information.

• There is inaccessibility to archived information and resources for research and investigations.

• The Land Act is not accessible to the local communities.

• There is a general lack of information on physical planning, housing and land valuation.

Looking at the sampled comments of the stakeholders' workshop participants, it is clear that the current communication system has not adequately enlisted effective and efficient feedback for both MLHUD and the general public.

5.8 Feedback from the Field study

A field study was undertook in 16 districts of Arua, Gulu, Hoima, Kaabong, Kabarole, Kasese, Kayunga, Kotido, Mbarara, Nwoya, Pader, Wakiso, Sooroti, Katakwi, Mityana and Jinja between the 7th July 2018 4th August 2018. The aim was to collect information on the existing information gaps from the public, the perceived opinions and perceptions and the preferred communication channels to deliver the desired information. A draft report has been submitted for review and comments to the PIS/MLHUD. Questionnaires, focus group discussions (FDGs) and key informants' interviews were used to collect the data.

a. The main type of residences for majority of Ugandans visited were bungalows and rentals/ muzigo. The areas of residence were mainly acquired through own construction, rented, inherited and purchase. The residents also mainly had agreements between parties and rent receipts as supporting documents for their current residents. However, the residents reported that poverty, high prices for the available building materials, lack of decent houses and high population growth as the major factors limiting access to decent housing.

b. The quality of government investment in the housing sub-sector was mainly rated poor while majority reported that physical planning guidelines are followed when positioning and building their houses. Their justification of compliance to physical planning guidelines included: planned urban settlements and organised housing and better drainage system. However, crowding of the area and presence of slums were the major indicators for non-compliance to physical planning guidelines. The major reasons for non-compliance to the physical planning guidelines are limited awareness, physical planning guidelines not being easily available, mind set issues and lack of enforcement.

c. The residents preferred that information on physical planning guidelines should be popularized through holding radio talk shows, Seminars, workshops and village meetings and availing the guidelines. Furthermore, most of residents owned a mobile phone and speak majorly Luganda, Acholi, English, and Rutoro. They also know how write in English, Luganda, Acholi and Karamojong. The residents mainly receive information on LHUD through radios. The public reported that they mainly require information on access to justice, land tenure system, and how to acquire land. Their main preferred methods for obtaining information on LHUD are through radios, Televisions, brochures, leaflets and Newspapers.

d. Overall, 38 percent and 32 percent of the respondents had fair and poor knowledge on issues of Land management, Housing and Urban development. The specific land issues include; land tenure systems, land dispute resolution institutions, land administration institution, procedure of transferring land and roles of the ministry. Also a poor understanding on land Act provisions, existence of bye-laws on land in their areas, land rights, causes of marginalization in land ownership, procedures for acquiring certificate of land ownership was reported. The citizens finally proposed Radios, community leaders and community radios as their major channels through which government channel the information on land.

6.0 SWOT ANALYSIS OF MHLUD COMMUNICATION

As part of the communication audit exercise, a SWOT analysis of the MLHUD's communication processes was undertaken. Below are the analysis results.

Strength	Weaknesses
1. Established internal information sharing systems. 2. Interest among the top executive management team to improve land transactions process 3. Shared mission to improve image of land administration 4. Awareness f the problem on hand by the land administration staff and the land users. 5. Established government networks and CBOs in the community that can be synergized to support the communication process. 6. Streamlining communication role within the ministry and improvement in services delivery 7. Established Ministry Zonal Offices and 18 Land Offices spread across the country	i. Unclear structure to handle external communications ii. Very limited interaction with the media, and unwillingness to leverage the media iii. Unclear procedures and fees structures iv. Bureaucratic culture of doing work inhibiting initiatives of communication specialists. v. Poor information management and recording system inhibiting access to information. vi. Untrained personal in customer handling, and private sector culture of operations. vii. Absence of a NLP viii. Unethical behaviors within the ministry
Opportunities	**Threats**
1. Budget support from the CEDP which has prioritized land components that targets communication aspects. 2. Willingness by services providers, and private sector to enhance change 3. Increasing demands on land related services providing opportunities to change perception. 4. Media willing to give land issues prominence. 5. Improve information sharing between staff and/with customers. 6. Development and growth of the property sector 7. Increasing use of land as a business input; mortgage, security and asset.	i. Unethical behaviours by private sector service providers ii. Northern Uganda resettlement and political issues iii. Political interferences at the district land administration iv. Unclear provisions and contradiction in the laws v. Inadequate support for the land administration structures at districts levels. vi. Land Administration not prioritized at the local government levels.

Some of the untapped opportunities among others include; running an active website, frequent appearances on radio and Television talk shows, establishing a column in the major dailies dedicated to land issues, organize bazaars at the village levels, empower the local councils to be able to explain simple land matters and settle them before they escalate to the higher offices, and start giving tips on land matters in civics lesson in schools where learners shall be able to learn their rights early in life.

7.0 RECOMMENDATIONS

Below are actions/strategies proposed for the IEC sector within MLHUD arising from the issues picked in the communication audit exercise.

Starting with the internal stakeholders, employee communications, research and analysis, be proactive and preempt crises through consultative as key to the success of the strategy.

1. The MLHUD should adopt a phased-out approach to awareness creation, placing emphasis on addressing emerging issues quickly. Focus should be placed on short-term needs without losing focus of the overall communication objectives, issues arising and national policy development.

2. There is need to maintain consistency and uniformity in the messages being disseminated through the various MLHUD outlets to build and maintain credibility by identifying and fronting a single spokesperson for the Ministry.

3. MLHUD should build on the strengths of other related government and sister programmes supported by the World Bank like the USMID programme that already have a good countrywide network.

4. There should be continuous research and analysis of the external environment to determine levels of awareness, attitudes and practices for the MLHUD

5. The MLHUD should encourage internal staff/employee communication to help drive a culture change and eliminate sabotage to the new programs.

6. The MLHUD should involve more opinion leaders and traditional leaders in information dissemination to the people, since information from the field indicates most people tend to trust word of mouth more than other media channels.

7. MLHUD needs to embrace the role of religious leaders in information sharing by taking advantage of the community gatherings in places of worship, such as mosques and churches. These were mentioned as key agents of information dissemination in communities during the field study.

8. There should be open days for the public to access MLHUD offices and interact with the staff on land, housing and urban development issues. This will build public trust the public seem to have lost in regard to the ministry or government at large.

9. MLHUD should institute more frequent meetings with the key stakeholders in order harmonise and enhance knowledge on land, housing and urban development issues.

10. There is need for refresher courses for both the old and new MLHUD staff as a form of rebranding itself into a people-oriented ministry with the ultimate aim of bridging the information gaps that exist. In addition, periodic trainings and capacity building opportunities for District Land Boards would empower this arm of the ministry with better and up-to-date information.

11. There is need for regular update of the ministry's website, that currently has scanty information for public consumption. Use of mobile telephony for sending messages, and advertisements on LHUD to the public should be harnessed. Since majority of Uganda's population is made up of the

youth, a group responds to different types of communication, social media usage is a key factor in reaching this section of the public with classified MLHUD information and will form a positive public opinion.

12. Make the ministry visible in the print and electronic media, since the public is made up of both illiterate and literate people. In the process people with special needs (including vision impaired, hearing and physical disabilities) should also be attended to. This shall make the ministry an all-inclusive entity.

13. Improve the media coverage and archiving of the print, electronic and other media facilities outputs that have reported on the land issues in Uganda; the ministry should be able establish a robust data bank for storing all that have been covered by the media.

14. IEC materials such as booklets, pamphlets, flyers, stickers and the like need to be made more public than before. One key example to consider is the booklet, "Do You Know the Land Registration and Fees? A Guide to Land Administration services in Uganda. 2012" This booklet may need to be translated into more Ugandan local languages for efficient and effective communication.

15. There is a gender aspect of land issues pertaining to the gender roles in the communities. The question of how land matters are communicated to men and women, girls and boys? Given that Uganda has many vulnerable people, the kind of information given them matters. This category of people is missing in the ministry's communication.

16. There is need to address the following specific issues on the constitutional and legal dispensation on land and property rights in post conflict situations for northern Uganda:

   a. Whether Northern Uganda needs peculiar land law and policy recognizing special effects of the war and displacement? (Such issues as compensation).

   b. Does the Constitutional dispensation have to consider affirmative action in terms of displacement caused by war in Northern Uganda rather than natural hazards as currently is?

   c. How will policy restore stability in land relations for productivity and poverty eradication in post conflict northern Uganda?

   d. For the IDP policy to deliver, what enablements are necessary (guidelines etc)? Is there a policy gap on involuntary resettlement framework (resettlement of IDPs or squatters evicted from land previously owned by IDPs?