

REPORT ON MULTI - STAKEHOLDER GOVERNANCE, COALITION AND NETWORK BUILDING HELD ON 11th AND 12th SEPTEMBER 2025 AT HOTEL AFRICANA, KAMPALA



**Prepared by: The National Land Coalition
Uganda**

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INTRODUCTION.

The National Land Coalition (NLC) Uganda brings together over 40 stakeholders, including international organizations, development partners, academia, cultural institutions, media, NGOs, community-based organizations, and grassroots movements. These actors work in collaboration with government ministries, departments, and agencies at both local and central levels, in line with the ten commitments of the International Land Coalition.

The platform draws on members' diverse expertise in land governance and technical fields such as capacity development, research, advocacy, media, resource mobilization, and movement building. Its goal is to advance people-centered land governance through policy and practice change, consistent with Uganda's Vision 2040. NLC Uganda further seeks to strengthen multi-stakeholder engagement in championing laws and policies that promote people-centered land governance.

RATIONALE

Despite the many benefits derived from multistakeholder partnerships such as the NLC Uganda, challenges persist regarding stakeholder capacity and the intricate process of coalition and movement development. This significantly influences the manner and quality of work executed. It is for these same reasons that the National Land Coalition Uganda (NLC Uganda) in partnership with Oxfam Uganda carried out this capacity building initiative. The training entailed multi-stakeholder governance and coalition/network development for land actors; particularly civil society organizations engaged in land governance issues in the country. It also focused on multi-stakeholder governance and coalition/network development to promote sustainable land tenure and advocate for secure land rights.

OBJECTIVES OF THE TRAINING

The main objective of the training was to improve and strengthen the capacity of the land actors in multistakeholder governance and coalition/movement building to strengthen collective policy influencing from grassroot to national level.

Specific Objectives

1. To conduct a one-day training on multi- stakeholder governance and coalition/Network building
2. To build capacity of land actors on multi- stakeholder governance and coalition/Network building
3. To assess and improve the capacity of land actors to influence land policy
4. To build a network of vibrant land rights advocates or activists

KEY REMARKS BY TRAINING ORGANISERS

Opening Remarks from the chair of the NLC represented by Dr Doreen Kobusingye.

In her opening remarks, delivered on behalf of the Chair, Mrs. Francis Birungi, who was on official duty in Ethiopia, she extended a warm welcome to the participants. She briefly introduced the NLC, outlining it's purpose and core areas of work, before highlighting the objectives of the training. She emphasized that the platform provides space for engagement

across all levels—grassroots, national, and international—as reflected by the diverse participants present. She welcomed everyone to the training, invited non-members to consider joining the platform, and encouraged existing members to take an active role in mobilizing broader membership.

Remarks from Oxfam Uganda represented by the Land Rights Coordinator, Jimmy Ochom

He introduced Oxfam and outlined its work in relation to land, noting the importance of mobilization and emphasizing that such a meeting would not have been possible without collaboration with the NLC. He expressed appreciation for the inclusion of participants beyond the usual familiar actors and conveyed greetings from the Oxfam Country Director. He thanked the participants for attending and formally declared the program open.

He underscored the value of multi-stakeholder engagement in ensuring the effective utilization of limited resources and in preventing actors from working in silos, which often diminishes impact. While acknowledging that some of the topics for discussion might appear political, he urged participants to distinguish between politics and the course content, and to focus on the advocacy agenda and movement building.

He further highlighted that one of the core objectives of the training was to encourage collaboration among actors working within the sector, enabling them to unite around common causes rather than operate in isolation. Such collective action, he stated, would not only drive more impactful change but also provide protection for members, as there is safety in numbers. He concluded by emphasizing that the training would equip participants with an appreciation of the importance of building critical mass.

PARTICIPANTS' EXPECTATIONS

Participants expressed a desire to:

- Understand the challenges associated with movement building and explore ways to overcome them.
- Learn effective strategies for mobilizing critical mass within coalitions and expanding membership.
- Gain insights into the do's and don'ts of multi-stakeholder governance.
- Acquire skills for building strategic partnerships and networks.
- Strengthen collaboration with cultural and religious organizations.
- Share experiences and learn from others on matters of land governance.
- Develop approaches for navigating and resolving land-related conflicts.
- Engage in meaningful dialogue and advocacy without being confrontational.

PRESENTATIONS

Presentation on multistakeholder governance from Dr. Doreen Kobusingye - Facilitator of the NLC. (*PowerPoint Presentation attached as Annex one*)

The presentation explored several key areas relevant to multi-stakeholder engagement. It began with an overview of what multi-stakeholder platforms are, followed by an introduction to NLC Uganda and an invitation for participants to join the coalition. The session then addressed the basics of good governance, leadership, and meaningful participation within multi-stakeholder platforms. Emphasis was placed on the importance of transparency and

accountability, as well as effective communication in sustaining collaborative efforts. Participants also examined approaches to conflict management, including strategies for managing diverse interests and expectations. Finally, the presentation highlighted the costs, benefits, and strengths of operating through coalitions and networks, underscoring the value of collaboration in achieving greater impact.

ExerciseOne

To gauge participants' understanding of the presentation delivered by Jimmy Ochom, they were asked to mention a word, in alphabetical order, that related to something they had learned from the session. The exercise was successfully completed by all members, demonstrating engagement and comprehension of the material presented.

ExerciseTwo

Participants were instructed to form a single-file line from the youngest to the oldest member without speaking. Once positioned, they were asked to indicate the age bracket to which they belonged. This activity was used to assess whether participants' stated age brackets corresponded with their positions in the line, highlighting observation and collaboration skills.

Following the exercise, participants reflected on and shared lessons learned, which included:

- In a group setting, assumptions should be avoided; it is important to verify facts and information directly from those you are interacting with.
- Group dynamics involve individuals with diverse characteristics, such as age, which should be considered when making decisions and designing interventions that respond to varying needs.
- The importance of recognizing and respecting differences in multi-stakeholder settings to ensure effective collaboration and decision-making.

Presentation on the role of CSO coalitions in influencing land policy by Jonathan Ochom - Land Governance Specialist, Transparency International. *(PowerPoint Presentation attached as Annex Three)*

The presentation covered several key areas, beginning with the analogy of the Elephant and the Blind Men, an ancient Indian parable that illustrates how limited perspectives can lead to conflicting viewpoints about the same whole, and how comprehensive understanding requires combining individual perspectives. The session also explored the cycle of policy making and implementation, emphasizing the critical role of civil society in coalescing around and supporting government policy. Particular attention was given to the contributions of civil society organizations (CSOs) in shaping and supporting the National Land Policy, alongside a discussion of the opportunities and limitations inherent in such engagement.

Questions and reflections.

Participants reflected on the challenges posed by shrinking funding for civil society work, noting that many organizations, as a result, have at times become aligned with government interests, limiting their ability to exercise independent oversight. They raised critical questions on how this trend can be reversed, enabling civil society to continue fulfilling its role as a check and balance within governance.

Discussions also focused on how civil society can reclaim its rightful space in governance without becoming an instrument of external or colonial agendas, particularly in contexts where development priorities appear externally driven.

Reflection Exercise - Jimmy Ochom

The exercise used the illustration of a hot air balloon to explain how coalitions can build momentum and drive an agenda in a particular direction. Just as a hot air balloon must be carefully steered to descend safely, a coalition campaign must be thoughtfully concluded.

Participants reflected on several lessons from this analogy. They noted that, similar to verifying favorable weather before flying a balloon, it is important to study the context and situation in an area of operation before launching a campaign to ensure success. They also observed that, as a balloon's flight requires close coordination between pilots and air traffic control, coalition members must maintain transparency and collaboration to achieve effective outcomes. Finally, participants emphasized that, like a balloon with a clear departure point and destination, all coalition campaigns must have defined start and finish points to guide their implementation.

Presentation on Mass Mobilisation and building Alliances by Jimmy Ochom, Land Rights Coordinator, Oxfam. *(PowerPoint Presentation attached as Annex Two)*

The presentation emphasized the importance of mass mobilization and movement building, highlighting that successful movements do not have identifiable leadership but are rather faceless. Examples cited included the Gen Z movement in Kenya and the civil rights movement in the USA. Participants were reminded that numbers are critical for effecting change, as they can exert public pressure on decision-makers, a concept often referred to as "people power."

The presentation stressed the need to understand who holds the power to bring about change and to ensure that decision-makers directly see those affected by their actions. Organizing a movement requires careful planning, significant time, and sustained energy to maintain momentum. Engagement should involve a broad range of activities, including fundraising, petitioning, and active implementation, although movements do not necessarily need monetary resources to start.

Participants were encouraged to identify strategic partners who can maximize pressure while helping the movement preserve its integrity and influence. Finally, the presentation highlighted that successful movements are driven by a strong call to action, supported by a wide spectrum of coordinated activities.

DAY TWO.

Recap

The day began with participants reflecting on and sharing their recollections from the previous day's sessions.

An interactive exercise followed, in which participants were asked to build a structure silently using materials available on their tables. Conducted in groups, the exercise aimed to teach the principles of foundation building. Key lessons included the importance of first utilizing

available internal resources before seeking external ones, fostering creativity and innovation, ensuring proper resource utilization, recognizing that the foundation phase often requires more resources, and valuing the unique talents each team member contributes to collective outcomes.

Understanding a Problem and a Solution using a problem and solution tree.

The session introduced the use of problem and solution trees to analyze challenges and identify actionable solutions. The problem tree was explained as comprising roots, a stem, and branches. The stem represented the core problem, the roots indicated underlying causes, and the branches reflected the effects, all of which operate interdependently within a cycle.

The solution tree was presented as a complementary tool to assess a particular solution and explore how it can generate additional solutions. In this framework, the roots represent root solutions, while the branches illustrate resulting outcomes. Participants were guided to adopt a critical mindset when creating solutions, consistently asking “then what?” or “so what?” to ensure solutions are practical, sustainable, and impactful.

The session concluded with group exercises in which participants analyzed a land governance challenge and developed corresponding problem and solution trees. A second exercise required groups to create a catchy social media message and a relevant hashtag to promote awareness and advocacy on the issue.



RECOMMENDATIONS.

Based on the sessions, exercises, and reflections during the training, the following recommendations are proposed:

1. **Strengthen Multi-Stakeholder Collaboration:** Participants should continue to engage with diverse actors across grassroots, national, and international levels to ensure inclusive and effective advocacy.
2. **Leverage Collective Action:** Coalitions and movements should harness “people power” by mobilizing critical mass, coordinating efforts, and maintaining transparent communication among members.
3. **Invest in Strategic Planning:** Prior to launching campaigns, participants are encouraged to conduct thorough contextual analysis, set clear objectives, define start and end points, and allocate resources effectively.
4. **Build Capacity for Movement Leadership:** Members should develop skills in leadership, conflict management, and coordination to ensure the sustainability and impact of collective initiatives.
5. **Promote Learning and Innovation:** Continuous reflection, experience sharing, and adoption of creative approaches—such as problem and solution trees or social media advocacy—should be institutionalized within coalition activities.
6. **Safeguard Civil Society Independence:** Organizations must strive to maintain their voice and autonomy in governance processes while collaborating with government and other stakeholders.

CLOSING REMARKS.

The training highlighted the power of collaboration, strategic planning, and inclusive engagement in advancing people-centered land governance. Participants gained practical tools and insights to build effective movements, foster partnerships, and advocate for meaningful change. The program concluded with a call to action for all stakeholders to continue mobilizing, learning from one another, and leveraging collective efforts to create sustainable, transparent, and impactful governance in their communities.

Annex One

Presentation on multistakeholder governance

THE NATIONAL LAND COALITION UGANDA

AT THE

TRAINING ON MULTI- STAKEHOLDER GOVERNANCE AND COALITION/NETWORK BUILDING 11TH-12TH SEPTEMBER 2025, HOTEL AFRICANA

BY

DR. DOREEN NANCY KOBUSINGYE

FACILITATOR - NATIONAL LAND COALITION UGANDA

11TH SEPTEMBER 2025

STRUCTURE OF THE PRESENTATION

- About NLC Uganda
- How to join NLC
- Presentation on multistakeholder governance
 - i. Basics of good governance
 - ii. Membership/Understanding stakeholders
 - iii. Platform leadership
 - iv. Participation
 - v. Transparency and accountability
 - vi. Communication
 - vii. Conflict management
- Presentation on the benefits and costs
- Presentation on the strengths, successes and challenges

ABOUT NLC UGANDA

- Launched in 2019
- A platform/coalition
- Over 40 Members

VISION: A Uganda where everyone enjoys absolute land tenure security irrespective of their status

MISSION: To strengthen coordination of state and non-state actors at national and local levels to collectively advocate, formulate, review and implement people centred land policies in Uganda

GOAL: Promote people centred land governance through policy and practice change in adherence to Uganda's Vision 2040

- Both local and international organizations
- Working on land governance
- Aligned to ILC 10 Commitments

ABOUT NLC UGANDA...

Objectives

1. To build a competent coalition of non-state actors working collaboratively to address land governance challenges in Uganda.
2. To influence the formulation and implementation of people centred and gender-responsive land laws and policies in Uganda.
3. To strengthen capacity of land actors to effectively advocate for people centred land governance
4. To collect, generate and manage land governance data to facilitate evidence-based advocacy interventions on land.

NLC THEMATIC AREAS

8 Thematic Areas

- 1. Tenure systems and land inequality,
- 2. Land corruption and accountability,
- 3. Natural Resource Management and Climate change,
- 4. Food systems in Uganda,
- 5. Land Rights defenders,
- 6. Land and Investment,
- 7. Women, Youth and other Vulnerable Groups, and
- 8. Urbanization and Housing

GOVERNANCE OF THE PLATFORM

11 Steering Committee Members

- 1. Land Equity Movement Uganda (LEMU) – the host organization
- 2. Uganda Community Based Association for Child Welfare (UCOBAC) – the chair,
- 3. LANDnet,
- 4. Uganda Land Alliance (ULA),
- 5. Food Rights Alliance
- 6. Transparency International Uganda,
- 7. Safenwold Uganda,
- 8. Eastern and Southern Africa Small Scale Farmers Forum Uganda,
- 9. African Centre for Media Excellence (ACME),
- 10. Witness Radio Uganda and
- 11. Oxfam Uganda

HOW TO JOIN NLC UGANDA

- NLC invites like minded organizations at grassroot, community, national and global levels to join her to form a formidable coalition to influence policy and practice change in order to advance people centred land governance in the country

Checklist

- A registered organization
- Working on land related activities in Uganda

Please express your interest to join NLC Uganda by sharing:

- A letter of expression of interest to join NLC
- Copy of the organization profile
- Proof of registration and working on land

NLC chair steering committee - Frances Birungi (UCOBAC) at b.frances@ucobac.org and NLC Facilitator- Dr. Doreen Kobusingye at doreenkobusingye@land-in-uganda.org

What is a Multi-Stakeholder Platform Means



- 'raised' – above specific sectoral issues and providing a broader overview; conspicuous/easily seen – acting in public spaces, open to scrutiny
- 'level' – like a level playing field idea; all stakeholders/members have equal say and there is a power balance
- Steps going up – process of forming the platform; joining it)
- Composed of different sections fitting together – a key characteristic of the need for diverse organisations to get together and identify what they have in common in order to form the MSP.

Underneath the Platform



Here we see everything which is underpinning the platform

- the sturdy legs necessary for maintaining the surface stable and level.
- We can think of the internal governance as being those sturdy legs

WHAT IS A MULTI-STAKEHOLDER PLATFORM

- Platforms are all made up of autonomous individual actors (organisations) who come together to achieve a common purpose.
- Governance in such collective enterprises must include all members, if not directly, then via some form of representation.

Governance

- Systems and processes concerned with ensuring the overall direction, control and accountability ...' (Cornforth, 2004)
- In the case of a network, governance refers to the formal and informal rules that regulate the arena in which network members interact to make decisions' (E.Mendizabal, ODI 2006)

MULTI-STAKEHOLDER GOVERNANCE

- Good governance practice goes beyond the formal systems, rules and procedures.
- It is a practice which makes explicit the values base (principles) and brings to the forefront the need for sharing the responsibility for behaviors that reflect the aspirations of the platform.
- It emphasizes aspects such as clear and accessible communications; transparency of decisions and actions; and mutual accountability.
- It seeks to build trust and reinforce ownership.

COMPONENTS OF PLATFORM GOVERNANCE

Decision making

- Who makes the decisions and on what
- How the decisions are made (consensus, majority vote etc)
- Helps to achieve active, effective and inclusive participation and decision making in the platform?

Roles and responsibilities

- Who does what

Structures

- Enable the MSP to operate at its best
- What and who supports MSP governance
- Steering Committee!
- Thematic Working Groups!
- Secretariat or Host organization

Principles

- Provide foundational framework for consistent and meaningful behavior

COMPONENTS OF PLATFORM GOVERNANCE

Leadership

- Leadership has to be of an enabling nature. Leaders need to:
 - ensure that they undertake appropriate levels of consultation and engagement with the platform members at large.
 - motivate, encourage and facilitate engagement of others in the implementation of the Action Plan.
 - pay great attention to issues of transparency and mutual accountability, acting as role models on these issues.
- Must respect members' autonomy.
- Need to recognise differences and commonalities and be prepared to reconcile different agendas.
- Need to have the respect, recognition, credibility of the group.
- Be visionary and take a broader approach.

COMPONENTS OF PLATFORM GOVERNANCE

Membership

- Definition of what a member is (e.g. an organisation, ministry department, intergovernmental agency etc. who is recognised by existing members and has voting and decision-making rights)
- Membership criteria – who is/is not eligible for membership
- Commitments expected from members
- Benefits of being a member
- Membership selection process
- Representation – a named individual? Alternating individuals? Gender considerations.
- Termination of membership

COMPONENTS OF PLATFORM GOVERNANCE

Communication

- Clear and timely internal communications underlie all aspects of platform participation and decision making.
- Members must know what is happening.
- What other members are doing and
- What is expected of them

COMPONENTS OF PLATFORM GOVERNANCE

Formal rules and regulations

- That guide the members in the platform

Behaviours (codes of conduct)

- Code of Conduct can facilitate a more sensitive mutual accountability process, particularly if there is a formal process of sharing and signing these documents on entry into the Platform

Accountability

- How is information shared
- Ensure that members hold each other to account for their decisions, actions and behaviors

GUIDING PRINCIPLES

- They are principles related to the ways in which members behave in relation to each other, as well as to the platform as a whole Eg
 - ☐ Members maintain their own identity and autonomy
 - ☐ Equal rights for all members
 - ☐ No discrimination among members on the basis of gender, race, age or language
 - ☐ Transparency and accountability
 - ☐ Responsiveness and efficiency

HIDDEN INFLUENCERS OF MSP GOVERNANCE

Trust

- Trust can facilitate efficiency and effectiveness in platform governance
- Weakened trust can create a negative and demotivating environment, leading to reduced participation of many members

Power and inclusion

- The power dynamics operating within the platform will inevitably influence governance processes if the decision makers are solely those members who are recognized as being 'powerful'

HIDDEN INFLUENCERS OF GOVERNANCE....

Negative impacts of unequal power balances and discrimination

- Weakens representation (invisibility of smaller, less powerful or discriminated)
- Jeopardizes consensus, and facilitates biased decision-making in favour of powerful.
- Divisions appear – weakening internal democracy
- Weak/reduced participation and ownership
- Opens platform up to cooption and manipulation

HIDDEN INFLUENCERS OF GOVERNANCE....

Gender Injustice

- Issues around poor representation and participation of women and unequal gender dynamics affect negatively the internal governance practices.
- Gender-blind decision making takes place, and the perspectives and needs of women do not help shape strategy and planning processes.

BENEFITS OF MSP GOOD GOVERNANCE

- Contributes to building credibility & reputation of the platform
- Helps manage the creative tensions that exist within collective bodies such as networks and platforms
- Explicitly discussing/agreeing on the 'rules of the game' helps avoid misunderstandings and builds trust
- Helps protect the platform and its agreed strategy from external and internal interferences

BENEFITS MULTI-STAKEHOLDER PLATFORMS

- Accelerates the likelihood of results,
- Increases efficiency and efficacy of action, and
- Provides a constructive space for action where diverse perspectives can be coordinated

CONFLICT MANAGEMENT

- Effective and appropriate governance systems help to manage the creative tensions that exist within such collective bodies.

These tensions may be around:

- Differing organizational mandates
- Differing political viewpoints
- Different views on how open the network membership should be
- Differing views on whether (and how) to respond to emerging opportunities

CONFLICT MANAGEMENT

- Effective and appropriate governance systems help to manage the creative tensions that exist within such collective bodies.
- Effective internal governance contributes to building the credibility and reputation of the platform
- Effective internal governance helps to reinforce a sense of 'ownership' amongst the platform members.
- Explicitly discussing and agreeing the 'rules of the game' can help avoid misunderstandings and build trust amongst platform members
- Effective governance systems help to protect the platform and its agreed strategy from external and internal interferences
- Effective governance contributes to the resilience and sustainability of the platform

CONFLICT MANAGEMENT

- Good facilitation
- Clear/shared values
- Democratic behaviours – willingness by more powerful to 'give up' privilege
- Clear rules and procedures
- Rotation of responsibilities
- Equal participation i.e. one member – one voice/vote
- Transparency – making hidden agendas more visible

STRENGTHS

- Promoting collaboration to address complex challenges
- Increasing local ownership and sustainability through shared decision-making
- A pool of expertise, fostering innovation by integrating various perspectives
- Enhanced resource mobilization
- Evades individual organization targets
- Improving policy dialogue and implementation by linking local to national governance levels

SUCCESSSES

- Enhanced capacity for member organizations
- Easy to influence policy as a collective

CHALLENGES

- Power imbalances and struggles among participants
- Difficult to achieve meaningful representation
- Weak linkages with formal governance structures, and viewed as them
- High costs of setup and long-term sustainability

Thank You.

Annex Two

Presentation on Mass Mobilisation and building Alliances



Why mobilise people?

Mass mobilisation can take many forms depending on:

- what kind of change you're looking for
- who has the power to make that change happen — whether it's a government, company, community or individuals.

Why is it a useful tactic?

- When policy makers aren't prepared to listen to our analysis and evidence of the problems and solutions, we have to force decision-makers to change course.
- Change often requires the political force of large numbers of people (counter opinion, public pressure).
- Decision makers need to see people, including affected communities, coming together and taking action



People Power

People have the power to create positive change in the world. This covers a broad range of tactics and activities – a "people powered" campaign is one that organises, mobilises and/or supports people to create and lead change.

Engagement

The full spectrum of activities we invite people to participate in, from fundraising to volunteering, signing petitions to leading direct actions, and much more. It also refers to the communication and storytelling work we do to continuously build trust and stronger relationships with people.

Organising

Building power and leadership by investing in the skills and capacity of individuals other than staff — including volunteers, communities and allied groups. It may involve building relationships with leaders and influencers, holding events, and providing the training, tools and resources people need to take a campaign or cause into their own hands. This work tends to involve deep engagement with relevant audiences, bringing people together and building trust and connections that can be called upon later.



KEY Definitions FOR PEOPLE POWERED Influencing

1. In groups, look at the key terms, and match them with their definitions
2. Reflect where you have used these terms in the past, and how they relate to Oxfam's work



Mobilising

Doing this effectively catalyses power by motivating and enabling critical masses to act in key moments. It may include communicating messages and providing opportunities to participate – including low-risk engagements such as petition signing, social media sharing, content creation and donation, or a greater investments of a person's time and/or social capital, such as showing up to—or even leading or speaking at—an event or rally.

Volunteering

People around the world dedicate time, energy and skills to help win campaigns, support organisations and help their community.

Open Campaigns

The variety of ways that people (other than staff) can initiate, lead, and own campaign activities. A strong campaign doesn't need to be completely open (or closed), and roles for organisational leadership still exist.



Considerations for mobilising

- Mobilising takes a lot of time and energy! Is it needed to move your target?
- Does Oxfam/your org have the reach and capacity to mobilise? If not, who will you work with?
- Who are the most likely people to influence your target? Is it their customers? Youth? Certain constituencies of voters?
- How are you ensuring affected communities are leading the mobilisation?
- What strategy is more influential: big numbers and centralised mobilisations, or a smaller number of decentralised mobilisations?
- Does this need to be offline or online or a mix? How will they reinforce and support each other?
- Who else can you work with to maximise the pressure on your target?
- Who can help reach the audiences that will be most influential on your target?



Significant movements from the past...



... and some of their success factors

1. Led by the most impacted community
2. Working in alliance
3. Driven by a strong core
4. Contains a wide spectrum of actions
5. Builds a new narrative and identity



When to Mobilise

- **Context is everything:** for example, advocacy (ie policy work and lobbying) on the Financial Transaction Tax had happened for decades earlier; but it only became a mass public campaign after the financial crisis in 2009 when there became huge public anger at banks and financial sector, and governments making cuts and looking for ways to fill budget deficits.
- **'Planned shocks'** like elections – times when decision-makers are particularly susceptible to opinions of voters and public pressure.
- **Unplanned shocks** – being reactive and opportunistic to external scandals or events. E.g. Death of Alan Kurdi, the little boy whose body was found washed up on a beach shocked people and demanded action.

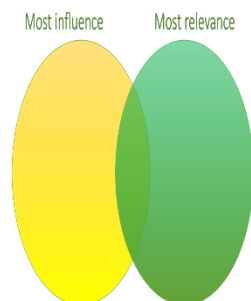


Who to mobilise

a) Identify which public audience has the **most influence on your target** (or on other channels that will influence your target). This can be done through power analysis tools/techniques

b) Identify which public audience is **most relevant to your issue or message** – audiences most affected by this issue;

c) do a Venn diagram and find the audiences that match both of the above.



"If you can't explain it to a 6 year old,
you don't understand it yourself"

- Albert Einstein



How to mobilise

- Finding your message. Keep it simple, impactful.
- Story telling - think about key elements of a good story – 'problem; solution; victim; villain'.
 - Link your story with what people already know, their values; use experiences of shared humanity.
 - Ask people to tell their story.
 - Our narratives should give people agency and power.
 - Facts and numbers are not enough.
 - Fear and negative narratives need to include a next step.
- Think beyond petitions! Creative actions like crowd-funding bill-boards; example of knitting petition with the Women's Institute.
- Think about audience research and testing – even if this is very informal through a group of friends.



Changing Landscape of Mobilisation (1)

Shift from mobilizing to organizing. Instead of asking lots of people to take a small action (ie an online petition), empower and enable a smaller number of people to take deeper actions (ie marches, non-violent actions) and bring in more people to the movement

- #Fightfor15 campaign (for an increase in the US minimum wage) was organized in this way, and their actions directly led to a collective \$68 billion raise for 22 million low-wage workers

Shift from closed campaigning to open, decentralized, network campaigns. Instead of one organization leading from the top, grassroots chapters are empowered to lead.

- The #FridaysForFuture student strikes against climate chaos are organized autonomously in cities or countries, with no global leadership functions



Changing Landscape of Mobilisation (2)

With the spread of mobile and internet, mass mobilisations can spread quicker than ever before – and anyone can start them

- #MeToo was tweeted 19 million times in English alone
- 6 months after Greta Thunberg protested alone outside the Swedish parliament to demand climate action, 1.4 million students in 112 countries joined her strike

Offline campaigning like marches and sit-ins are back – amplified and supercharged by social media

- The Women's March in 2017 was the largest single-day protest in the US history
- In 2019, 5 million Indian women held hands in a human chain for gender equality



Mobilisation Tactics

Time to get inspired!

In groups, take a look at these case studies of mobilisation across the world and discuss:

1. Why did they decide they needed to mobilise the public to make change on their issue?
2. Who were the audiences they were trying to reach?
3. How did they reach them?
4. What tactics did they use to mobilise them e.g. storytelling?
5. Were there any restrictions faced? Or would such a mobilisation likely cause restrictions/repression in certain contexts? What could be done to counter this?
6. Anything else you have learned from this example?



Mobilising in Restricted Contexts



People Power in Restricted Contexts

Thoughts on how to resist growing authoritarianism from I/O Lab Live webinar:

- To effect positive change, we need a compelling story. Authoritarian regimes often offer up a clear vision in which the country is under threat from the "Other".
- Tackle authoritarianism as a wider phenomenon and stop thinking of its efforts only within the context of elections that bring strongman politicians to power
- In this new landscape CSOs find themselves ineffective – closed campaigns, apolitical, centralised operations. Grassroots people's movements, however, have continued to influence the conversation despite repression.
- This is a global phenomenon that requires global solidarity. Resistance movements need to be even better connected globally than the authoritarian regimes.
- Social media is problematic – think Facebook, Whatsapp and their role in bringing certain regimes to power. However disengaging is not the answer: We also need to be present online.
- The time to act is now. There is a very small window to stem the tide of authoritarianism before it becomes the new normal



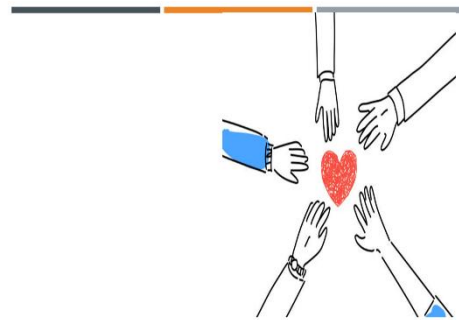
Top Tips for Mobilisation

- Ensure you're thinking of who your **audience** is – what would engage them?
- Think about **how you will mobilise them** – storytelling, language, tactics
- Think about your **targets** – what will move them? Is it the numbers/size or is it where it happens etc.
- Always reflect back on your **objective(s)** – what is the outcome you want? Is your Theory of Change still valid?
- Don't forget your **MEL** – how will you measure your success?
- And check out the additional handouts for when you're back in the office for more top tips!



Annex Three

Presentation on the role of CSO coalitions in influencing land policy



C.S.O. COALITIONS & LAND POLICY

Jonathan Ochom

2025

- Reflection
- The Elephant & blind men
- Introduction to Policy
- Policy Cycle
- Civil Society
- CSO Coalescing
- CSOs & Government Policy
- CSO Coalitions & Land Policy
- Summary
- Limitations
- Opportunities
- Recap
- Q&A

OUTLINE



2025

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REFLECTION...

From the perspective of CSO coalitions, what can this image represent?



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REFLECTION...

- **Unity & collaboration:** multiple hands reaching toward the heart symbolize diverse organizations coming together for a shared purpose.
- **Common Goal:** The heart at the center reflects the collective mission
- **Diversity & Inclusion:** Different hands suggest varied backgrounds, expertise, and constituencies within the coalition.
- **Shared Values:** The heart signifies compassion, solidarity, and commitment to social good, which are core principles of CSO coalitions.



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THE ELEPHANT & BLIND MEN: WHAT IS POLICY?



All are correct, but only together do they see the full picture

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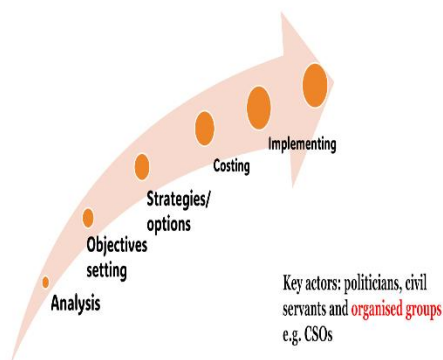
INTRODUCTION TO POLICY



- Policy making is a core government function
- Art. 111(2) Constitution: Role of the Cabinet to *determine, formulate and implement the policy of the Government*
- Prescribed actions and strategies by the government for tackling a given issue
- A policy is *not* law but can influence or lead to new laws.
- Laws, regulations, government programmes etc. manifest government policy on a given issue

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POLICY CYCLE



CIVIL SOCIETY



- Globally, civil society is a key platform for active citizen engagement in public affairs
- Promotes participation, accountability, and voice
- CSOs: Voluntary associations of global, regional and national NGOs, humanitarian agencies, faith-based outfits, social movements, media, and academia.
- Instrumental in shaping political, social, and economic developments across the world for decades

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CIVIL SOCIETY



- Historically, civil society seen as an antidote to authoritarian states
- Aimed to balance state power and protect citizen freedoms
- 18th-century thinkers like Thomas Paine and Georg Hegel envisioned non-state platforms for citizens to pursue shared interests
- The idea was to create voluntary spaces for collaboration and to engage with state power without being controlled by the state



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CIVIL SOCIETY COALESCING

- The process by which CSOs come together to form a coalition or alliance around a shared issue, goal, or advocacy agenda
- Joint planning and strategizing; pooling resources; coordinated advocacy; and building solidarity
- Strengthens CSOs' collective ability to influence policy, ensure accountability, and coordinate responses to complex challenges
- Coalescing can be thematic, issue-based, geographic, etc



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CSO COALITIONS AND GOVERNMENT POLICY

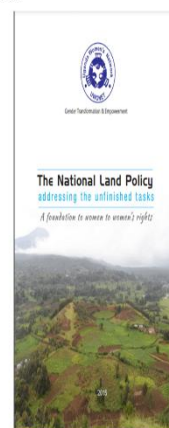
- The media, NGOs, interest groups, citizens' initiatives, academicians, faith leaders, trade unions, etc are active players in the policy process
- CSO Coalitions across the world have successfully influenced government policies. E.g. Global Campaign for Education (GCE), Climate Action Network (CAN), Extractive Industries Transparency Initiative (EITI), UNCAC Coalition, International Land Coalition (ILC), etc.



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CSO COALITIONS AND LAND POLICY

- Land is easily one of the most contested issues in Uganda
- Cuts across 16+ policies and laws in Uganda
- Remains highly emotive
- Frequent legal reforms and reviews
- Faces several institutional challenges



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ROLE OF COALITIONS IN LAND POLICY

POLICY MILESTONE

- **Problem identification:** conditions that cause dissatisfaction for which redress is sought from government
- **Agenda setting:** deciding what issue will be addressed by government by dramatizing it, drawing public attention, and pressuring the government to act. (Who are the agenda setters?)
- **Policy formulation:** development of alternatives to address public agenda issues, with analysis and political processes shaping how these are transformed into authoritative decisions

CSO ROLES

- Gathering community feedback, conducting research, and raising awareness on issues e.g. poor service delivery, corruption, etc.
- Framing issues in compelling ways through storytelling, data, policy briefs, and media engagements to highlight urgency and relevance
- Proposing alternative solutions to public issues, conducting research and analysis, facilitating stakeholder consultations, and engaging in political processes to influence how these alternatives are transformed into authoritative texts

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ROLES OF CSOS

POLICY MILESTONE

- **Policy Implementation:** designating a government agency or department to operationalize the adopted policy, ensuring it is administered and enforced according to its provisions.
- **Evaluation:** involves policymakers (incl. the president, bureaucrats, CSOs) assessing whether policies are achieving their intended goals, at what cost, and with what intended and unintended effects on society.

CSO ROLE

- **Implementation:** advocate for timely and effective implementation, especially when government commitment is weak or delayed; capacity building; community mobilisation, etc.
- **Evaluation:** Independent monitoring; watchdog function; collecting community feedback; Evidence-based advocacy; etc.

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IN SUMMARY...



CSO coalitions can influence land policy through:

- **Advocacy & Lobbying:** Engaging policymakers and legislators.
- **Public Campaigns and Community Mobilisation:** Raising awareness and mobilizing citizens.
- **Research & Evidence:** Producing policy briefs and position papers on specific issues.
- **Multi-Stakeholder Platforms:** Participating in dialogues and consultations.

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LIMITATIONS

- **Internal Issues:**
 - Coordination
 - Funding
 - Power dynamics
- **External Barriers:**
 - Political resistance
 - Shrinking civic space
 - Risk of co-optation



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OPPORTUNITIES



- Leveraging global frameworks e.g. VGGT, SDGs, AU Land Policy to advance advocacy issues
- Building Alliances Beyond NGOs to include other CSO players like media, academia, as well as private sector.
- Digital Advocacy: Using technology for outreach and mobilization.

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- CSO coalitions are critical actors in land policy reform
- Advocacy and lobbying is critical in influencing the form, quality, direction & implementation of policies
- CSO coalitions ensure accountability and citizen engagement in land policy reform
- Strengthen coalition governance
- Invest in capacity building and evidence-based advocacy
- Foster inclusive and participatory approaches

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