



## Building Movements and Campaigns

### CAN BE USED FOR:

- Putting land and natural resource rights on the political agenda
- Increasing visibility and public awareness of land rights issues
- Development or implementation of specific laws or policies
- Building community and civil society solidarity and collaborative networks

## ► Overview

Movements and campaigns are active and coordinated methods of working towards particular advocacy goals. In order to promote inclusive land governance in policy and practice, these can be used to target specific policy changes, put the topic of land justice on political and development agendas, and bring hidden or invisible issues into the public spotlight.

However, building movements and coordinating campaigns requires good planning, organisation and strategic decision-making. To have impact, these efforts often require the participation of many organisations, allies and stakeholders, which can make management and coordination a challenge.

This section outlines some of the key components that need to be addressed when creating and running movements or campaigns in order to have the best chance of prolonged and sustained success.

## TOOL #1

### Define a clear objective

The first thing that needs to be clarified is the objective of the campaign or movement. This needs to be clear and agreed before progressing onto anything else: why do the groups involved want to work together? If this is not clear and agreed upon then the campaign will inevitably end up moving in different directions. Confusion about the objective can be counterproductive and undermine the potential strength of the campaign, making it less likely to achieve success, or even lead to conflict between participating organisations.

In addition, the objective should be used to inform all decisions and actions taken from that point onwards: specific advocacy demands, who to target, which activities to carry out, what methodologies to use, and which data needs to be collected, among other things. If it is not clear in the beginning then the campaign will lack focus, leading to inefficient use of time and resources.



## TOOL #2

### Define the roles of partners

Once the objective is clear it is important to clarify the role that each partner is going to play within the campaign or movement. The value that each partner is bringing to the process should be clear, as ultimately this

is a collaborative undertaking. This could involve, for example, research expertise, strong media relations, links with parliamentarians, or community organisation. The latter is particularly important as ultimately any campaign or movement draws its strength from the communities and people that are involved and give its actions life and shape.

## TOOL #3

### Build consensus and confidence

Building and respecting trust is essential. Internal communications need to be nurtured so that people feel they are an important part of the movement, and that they can see their contributions. Maintaining a good internal flow of information can help this cause, ensuring that everyone is up to date with the status of the campaign and where it is going.

Building trust between different groups or organisations can prove challenging,

for example between farmer, fisherfolk and indigenous groups. This partly stems from the fact that land is a scarce resource upon which these different groups depend. The Asia NGO Coalition for Agrarian Reform and Rural Development (**ANGOC**) has had success with trans-sectoral meetings in The Philippines where people have been able to express the importance of land to them and share this with other groups with differing perspectives or livelihoods. This demonstrated that all groups were dependent on land in one way or another and served to unite them in their interactions with government officials.

## TOOL #4

### Establish strong internal governance

As campaigns or movements grow, it is essential to agree and implement clear internal governance processes. It can be useful to set up internal committees to serve this purpose, for example on specific topics such as communication, strategy or public education. Forming

a steering committee of member representatives to take the initiative with planning can also be effective. Good internal governance does not necessarily require formal structures or procedures, and very flexible, decentralised and informal processes may be most effective depending on the needs of the participants. What is important is that all participants agree on how they will work together, resolve differences of

opinion, share responsibilities, and take joint decisions effectively. The secure flow of information within the group is essential so that everybody feels like they are part of the decision-making process and they can communicate openly and with confidence that communications are secure.

#### TOOL #5

## Establish a clear message

Campaigns or movements can often fall short or fade away because they don't establish clear messages and concrete demands. Pragmatism is necessary in this regard; an understanding that you cannot win everything can help to formulate realistic demands. Within the campaign or movement, the 'negotiables' and 'non-negotiables' should be determined in advance of any interactions with policy-makers or corporate representatives. This provides a strong foundation at the negotiation table and can fast-track discussions as you do not need to constantly go back and confer with other partners on what is and is not acceptable.

Knowing your target can also help your demands to be relevant and realistic; if demands are unrealistic then they are easily ignored. Understanding the position of the actors you are talking to and their roles and responsibilities can help to establish your specific demands for them and determine whether or not you are talking to the right people.

**“CSOs demand many things from government officials, but in certain situations they are talking to the wrong person. CSOs need to know who is in charge of what, as well as the limits of their influence.”**

NATHANIEL DON MARQUEZ (ANGOC, PHILIPPINES)

#### TOOL #6

## Develop champions and allies

There is a tendency within civil society to look at entities such as the government or land investors as being a single entity. In reality, these institutions are composed of many individuals and understanding this can open up many doors. It is useful to assess individuals who are likely to be more open to your messages and demands, and those that have influence within their institutions, and focus on building relationships with these people. They can play a crucial role in terms of providing information, putting your perspectives on internal agendas and lobbying for action to be taken in line with campaign demands.

## Things to consider and anticipate

- **LEVEL OF CAPACITY.** Understand the capacities of different partners within the network and allocate tasks accordingly to avoid exhaustion. Similarly, understand that lack of capacity and knowledge is relevant on all sides, including state institutions and officials, and use this to target them or offer incentives for collaboration.
- **DIFFERING MOTIVES.** Understanding the motives and priorities of certain actors can also help in deciding how best to target them, for example preventing conflict, issuing land titles or personal motives such as gaining prestige.
- **LAND ISSUES ARE DYNAMIC.** Constant re-evaluation of objectives and priorities within the movement or campaign is necessary to adapt to changing contexts and landscapes. The Covid-19 crisis is a good example; new tools and strategies need to be identified to adapt to this new context. The increasingly online nature of meetings and general communication is a key shift, and movements need to ensure that they have the technological skills necessary in order to bridge that gap and adopt digital platforms to support their engagement and advocacy activities.

### CASE STUDY // ANGOC, ASIA

## The Land Watch Asia Campaign

**Regional campaign in ten countries across Asia aimed at putting the issue of land on national development agendas.**

Amid dwindling public attention to the issue of land, the Land Watch Asia (**LWA**) Campaign was initiated in order to put access to land, agrarian reform and sustainable rural development firmly on the regional political and development agenda. It is facilitated by Asia NGO Coalition for Agrarian Reform and Rural Development (**ANGOC**) and comprises CSOs from 10 countries across Asia.

The member organisations first came together for an initial planning phase and to discuss the form that a potential campaign should take. Overarching common objectives and areas for strategic intervention were discussed and agreed up-front. It was decided that a regional level platform was needed in which to share, learn and strategise, but that national level partners should retain their own autonomy to act on issues relevant to their own national and sub-national contexts. The campaign was structured to follow the principle of subsidiarity, with the regional level body catering for tools and guidance, and individual country organisations focusing on activities such as engaging in national dialogues or data gathering. This division of responsibilities affects the type of language used in the campaign; it must be understandable for all country contexts, with specific recommendations decided at the country level. In certain situations, having a regional platform can also strengthen or accelerate advocacy. For example, in Cambodia, where the policy environment was not conducive to CSO advocacy, the regional platform

## CASE STUDY // ANGOC. ASIA

was able to push politicians to attend national workshops that they otherwise would not have attended.

Evidence-based advocacy was identified as a necessary strategy in order to gain a better understanding of land issues in the region and generate data for policy advocacy. For this it was agreed that studies on land grabbing as well as land conflict monitoring were essential to support the advocacy work. However, many studies on land grabbing already existed, so the campaign needed to decide what their specific contribution or added value was going to be. For example, a specific focus for LWA was the identification of sectors in which land grabbing was common practice. In Cambodia for example, LWA studies mapped the emergence of investments in sugar cane plantations by Chinese companies as a particular risk factor.

The campaign then started to produce both national and regional Land Monitoring Reports that provided an overview and assessment of the current policy and legal situation regarding access to land and tenure security for the rural poor<sup>13</sup>. These reports were designed with the specific aim of providing the foundation for multi-stakeholder dialogues and land policy reform processes, and so the data

collected was based around common indicators and methodologies developed by LWA in order to track progress and compare situations in priority areas for advocacy in different countries. They focused on how policy was formulated, the issues being faced, perspectives of Indigenous and marginalised groups and the extent to which customary land governance is recognised in policy or law. They have also included data on policy implementation. Data collection and reporting are done in a participatory manner, findings jointly verified by LWA members, and results publicly shared with government officials for comment and early engagement. Regional workshops are also held in order to discuss and finalise the reports.

LWA partners have been able to achieve instances of success. For example in Indonesia, LWA member Konsorsium Pembaruan Agraria (**KPA**) has achieved a number of significant changes and advanced proposals to the government like the recognition of priority areas for agrarian reform. CSRC in Nepal is also one of the national partners, and their involvement with LWA contributed to their success and ongoing efforts in lobbying for joint land certificates for women and men.

13 Asian NGO Coalition for Agrarian Reform and Rural Development (ANGOC) and Land Watch Asia (LWA). 2019. State of Land Rights and Land Governance in Eight Asian Countries: Forty Years after the World Conference on Agrarian Reform and Rural Development. Quezon City: ANGOC. Available at: [https://angoc.org/wp-content/uploads/2019/07/State\\_of\\_Land\\_Rights\\_Land\\_Governance.pdf](https://angoc.org/wp-content/uploads/2019/07/State_of_Land_Rights_Land_Governance.pdf)