**Introduction**

This note gives a progress update of the preparation of the new ILC Strategic Framework for the period 2016-2020.

An on-line consultation process launched in May 2014 solicited inputs from ILC membership and key people outside the membership. Its results are expected to feed into the Strategic Framework for 2016-2020.

The survey made available for members and non-members was slightly different. Members' survey consisted of 6 questions (see box 1). The results are consolidated around 5 main issues (see box 3). They explore two dimensions:

- **External** (questions 1 and 2): the context in which ILC works, its opportunities and its challenges.
- **Internal** (questions 3, 4, 5 and 6): who should ILC engage with; what should ILC do (themes and actions) and the added value of being a member.

This note is finally completed by three annexes.

- The first annex provides information in absolute terms on the list of original answers by members.
- The second annex presents an analysis of the member's answers in relative terms. The questions have been consolidated around 3 main issues: the context; ILC thematic focus for next years and; ILC actions for next years.
- The third annex provides an insight into answers by non-members. It presents a consolidated analysis of the 5 original questions (see box 4).

**Explanatory note**

The survey questions were formulated in an open way. This was done on purpose to allow widest possible participation and diversity of inputs. Some organizations preferred to focus on fewer concepts while others mentioned many more. No weighting system was applied. Response rate was over 80%.

All issues mentioned in the survey answers were eventually classified according to a limited number of concepts, in order to help consolidate inputs as much as possible. The categorization was based on a level of judgement by the Secretariat though the categories identified are not mutually exclusive but complementary. The following categories deserve a more detailed explanation:
• Governance, policies and legal frameworks: includes issues on legislation and land titles, secure land rights, inclusive public policies, policy implementation and monitoring;
• Conflicts competition and land grabs: includes issues on competition over resources and scarcity; commodification and investments, expropriation and displacement;
• Diverse tenure regimes: includes issues on family farming, indigenous peoples, pastoralists and customary systems;
• Environmental sustainability and natural resources management: includes issues on climate change, resilience and degradation.

Categorization is always an exercise that carries some level of risks. Indeed none of the graphs and related categories presented in this note is expected to be used as such into Strategic Framework for 2016-2020. This note provides a first consolidation (quantitative analysis) of the survey results. The graphs and percentages below represent the relative importance of the concepts listed in the replies with respect to the total amount of concepts mentioned, i.e. frequency of the concept. The percentages do not reflect the share of organizations mentioning a given concept. This has to be carefully handled in case data below are to be further used.
Consultation process

1. The world we work in (external dimension)

Universe: 119 organizations participated out of 150; 1115 concepts highlighted; questions 1 and 2. The graphs and percentages do not represent the share of members who mentioned concepts in each of the categories but the relative importance of these concepts with respect to the total amount of concepts mentioned.

<table>
<thead>
<tr>
<th>Context on land issues</th>
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<tbody>
<tr>
<td>Governance, policies and legal framework</td>
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<td>Increasing participation of specific groups</td>
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<td>Other</td>
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Governance, policies and legal framework

- “Weak land administration systems” (Asian member).
- “Lack of coordination between local and national levels to implement appropriate land governance arrangements and resolve land based conflicts” (Global member).

Conflicts, competition, land grabs and investment

- “Conflicts are increasing with the expansion of agrofuels in countries where the agrarian structures are inequal” (LAC member).
- “In order to protect from illegal land grabbing, the citizens and communities need to be aware of their rights and increasingly demand justice and accountability” (Asia member).

Environmental sustainability

- “Use international, regional and national instruments on environmental protection” (Africa member).
- “Address exclusion of indigenous peoples from conservation efforts” (Global).

Diverse tenure regimes

- “No poverty reduction effort can be viable in rural areas without a drastic change in the land tenure regime, aiming at improving the recognition of communities’ land rights” (Africa member).
- “Collective land ownership is not completely recognized yet, difficulties the access to credit and other non-financial services” (LAC member).
2. Which actors should ILC engage with more to achieve its objectives? (Internal dimension)

Universe: 119 organizations participated out of 150; 305 concepts highlighted; question 4. The graphs and percentages do not represent the share of members who mentioned concepts in each of the categories but the relative importance of these concepts with respect to the total amount of concepts mentioned.

#### Actors to engage with

- **Civil society (with a focus on grassroots and NGOs)**
  - 33.1%
- **Governments**
  - 22.0%
- **International Organisations**
  - 19.3%
- **Private Sector**
  - 10.2%
- **Academy and research centers**
  - 6.6%
- **Donors**
  - 6.6%
- **Media**
  - 1.6%
- **Other**
  - 0.7%

**Civil society (including grassroots)**

- “Support to communities negatively affected by large-scale land-based investments” (Africa member).
- “The important actors are still farmers and indigenous organisations, and their leaders who are often political actors too” (LAC member).

**Governments**

- “ILC should ensure national governments representation in any level of discussion” (Africa member).
- “The NES and other policy initiatives of members should be maximized to engage national governments into constructive dialogues” (Asia member).

**International organisations**

- “Be more engaged with donors and international organisations by making them aware of the land rights issues” (Africa member).
- “Have permanent representation in international bodies that influence and affects land rights especially in the global south” (Asia member).

**Private sector**

- “ILC must work closer with private sector to support better its strategy in favour of pro-poor policies, legal framework and governance” (Global member).
- “Engage further with selected actors from the private sector who are willing to contribute to appropriate solutions of productive and sustainable land use” (Global member).
3. Which areas should ILC focus on over the coming five years to achieve its objectives? (Internal dimension)

<table>
<thead>
<tr>
<th>ILC actions for next years</th>
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<tbody>
<tr>
<td>Improve coordination, partnerships and networks</td>
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<tr>
<td>Increase international visibility (including policy recommendations, advocacy and campaigns)</td>
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<tr>
<td>Share knowledge, best practices and success stories</td>
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<tr>
<td>Provide trainings, capacity building and technical support</td>
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<tr>
<td>Become more active at regional level</td>
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<td>Provide financial support</td>
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Universe: 119 organizations participated out of 150; 503 concepts highlighted; questions 3, 4 and 6. The graphs and percentages do not represent the share of members who mentioned concepts in each of the categories but the relative importance of these concepts with respect to the total amount of concepts mentioned.

Share knowledge and best practices
- "Share evidence, create possible scenarios and socioeconomic projections could help to take better decisions" (Global member).
- "Facilitate analysis and understanding of international and regional policies, guidelines and directives for its membership" (Africa member).

Increase international visibility
- "ILC could be the forum to engage in dialogue and to develop innovative options to address land rights more realistically in an inter-dependent world" (Global member).
- "Increased incidence in the design and implementation of public policies supporting family farming and small farmer’s organisations" (LAC member)

Improve coordination and networks
- "ILC should make space for more member based organizations and reduce the intermediaries" (LAC member).
- "Facilitate and coordinate partners and members to have effectively influence in the national and international policies "(Asia member).

Provide trainings, capacity building and technical support
- "Provide capacity building on advocacy issues to local communities" (Africa member).
- "Support to ILC members in organizing and mobilizing people’s land right campaign in grass root level" (Asia member).
4. **What should be ILC focus for next five years? (Internal dimension)**

**ILC thematic focus for next years**

- **Governance, policies, legal framework and international guidelines**
  - "Legal framework to deal with foreign investments in land and agriculture" (LAC member).
  - "Focus on land governance for natural resource management / protection in context of extractives industry impact / threat" (Africa member).

- **Diverse tenure regimes**
  - "The NES processes including tenure security" (Africa member).
  - "Protecting communal, customary and indigenous land using holistic approaches that emphasize local governance" (Global member).

- **Conflicts, competition and land grabs**
  - "The link between land grabbing and proletarization that expel young generations from farming activities" (Asia member).
  - "Impact of large scale investments on food security of the smallholder farmers" (Africa member).

- **Women’s land rights and gender**
  - "Generate debates and advance propositions around women and territory linkages, mainly indigenous" (LAC member).
  - "Conceptualise and implement issue-based and need-intensive programmes for women-farmers to ensure their access and rights over land" (Asian member).

- **Land access and agrarian reform**
  - "Access and redistribution of land, mainly related with access to power (construction of local power to redistribute the land)" (LAC member).
  - "Diffuse information on the different ways to access land" (Global member).

*Universe:* 119 organizations participated out of 150; 340 concepts highlighted; questions 3 and 6. The graphs and percentages do not represent the share of members who mentioned concepts in each of the categories but the relative importance of these concepts with respect to the total amount of concepts mentioned.
5. What should be the added value of being a member of the ILC network over the next five years? (Internal dimension)

**Added value of being an ILC member**

- Improve coordination, partnerships and networks: 29.6%
- Share knowledge, best practices and success stories: 28.8%
- Increase international visibility (including advocacy and campaigns): 27.0%
- Receiving trainings, capacity building and technical support: 11.2%
- Providing financial support: 3.4%

**Universe:** 119 organizations participated out of 150; 233 concepts highlighted; question 5. The graphs and percentages do not represent the share of members who mentioned concepts in each of the categories but the relative importance of these concepts with respect to the total amount of concepts mentioned.

### Coordination and networks

- "An increase in mutual understanding of and respect for diverse opinions and positions resulting in increased joint action" (Global member).
- "ILC should work as a bridge between the land right organizations and governments so land right campaigners have easy access to organize programs with governments" (Asia member).
- "More activities and initiatives at national, local and regional level" (Asia member).

### International visibility

- "Be a legitimate actor at the national level able to raise its critical voice, bring assistance and advance propositions to land problems" (LAC member).
- "Increase the incidence capacity of social movements on intergovernmental institutions" (LAC member).
- "Support strong advocacy on land issues at national level to influence governments" (Africa member).

### Share knowledge and best practices

- "Discover different experiences and develop propositions and learnings from them" (LAC member)
- "Access to data, such as land matrix and land portal, should be made more comprehensive and more complete so that members would be able to use data for advocacy and research purposes" (Asia member).
- "Increased awareness of various land issues and of long term sustainable solutions being implemented and available for possible adaptation and upscaling" (Global member).
ANNEXES 1, 2 AND 3
ANNEX 1: QUESTIONS AND ANSWERS

The annex 1 provides information in absolute terms on the answers received from members for each question.

1. As we approach post-2015 agenda for sustainable development, in what ways do you consider that land is still relevant?

![Areas of relevance chart]

- Environmental sustainability: 91 concepts highlighted
- Conflicts, competition, land grabs and investments: 86 concepts highlighted
- Governance, policies and legal framework: 75 concepts highlighted
- Poverty and livelihoods: 74 concepts highlighted
- Food security: 55 concepts highlighted
- Diverse tenure regimes: 44 concepts highlighted
- Land access and agrarian reform: 42 concepts highlighted
- Economic development: 25 concepts highlighted
- Women’s land rights and gender: 10 concepts highlighted
- Other: 10 concepts highlighted

Universe: 119 organizations participated out of 150; 3 to 6 answers on average per participant; 553 concepts highlighted; question 1.
2. *What are the most important challenges and opportunities in land rights, access and governance that you expect to see over the coming five years?*

Challenges and opportunities for the next years

- Governance, policies and legal framework: 168
- Conflicts, competition, land grabs and investments: 106
- Diverse tenure regimes: 54
- Environmental sustainability: 47
- International visibility and guidelines: 43
- Land access and agrarian reform: 38
- Increasing participation of specific groups: 26
- Women's land rights and gender: 23
- Food security: 18
- Economic development: 15
- Other: 13
- Poverty and livelihoods: 11

Universe: 119 organizations participated out of 150; 3 to 8 answers on average per participant; 562 concepts highlighted; question 2.

3. *What are the three most important areas that ILC as a network should focus on over the coming five years?*

ILC thematic focus for the next years

- Governance, policies, legal framework and international guidelines: 101
- Diverse tenure regimes: 41
- Conflicts, competition and land grabs: 28
- Land access and agrarian reform: 28
- Women's land rights and gender: 23
- Environmental sustainability: 15
- Economic development: 14
- Food security: 14
- Increasing participation of specific groups: 12
- Other: 6

Universe: 119 organizations participated out of 150; 3 to 8 answers on average per participant; 282 concepts highlighted; question 3.
4. **Which actors should ILC engage with more to achieve its objectives? Explain how ILC could facilitate better engagement with these actors.**

**Universe:** 119 organizations participated out of 150; 1 to 5 answers on average per participant; 305 concepts highlighted; question 4.
5. **What should be the added value of being a member of the ILC network over the next five years?**

Universe: 119 organizations participated out of 150; 1 to 3 answers on average per participant; 233 concepts highlighted; question 5.

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**Actions to facilitate better engagement**

- Improve coordination, partnerships and networks: 51
- Provide trainings, capacity building and technical support: 20, 20
- Share knowledge, best practices and success stories: 19, 17
- Increase international visibility (including advocacy, policy recommendations and campaigns): 6, 4
- Become more active at national level
- Provide financial support
- Become more active at regional level

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**Added value of being an ILC member**

- Improve coordination, partnerships and networks: 69, 67, 63
- Share knowledge, best practices and success stories
- Increase international visibility (including advocacy and campaigns): 26
- Receiving trainings, capacity building and technical support: 8
- Providing financial support

Universe: 119 organizations participated out of 150; 1 to 5 answers on average per participant; 137 concepts highlighted; question 4.
6. **What do you expect your biggest contribution to ILC be over the next five years?**

**Actions for the next years**

- Share knowledge, best practices and success stories: 69
- Increase visibility at the international level (including advocacy and policy recommendations): 58
- Increase coordination between different actors, networking and participation: 43
- Provide trainings, capacity building and technical support: 33
- Become more active at regional level: 8
- Provide financial support: 2

*Universe: 119 organizations participated out of 150; 1 to 4 answers on average per participant; 213 concepts highlighted; question 6.*

**Issues for the next years**

- Diverse tenure regimes: 15
- Governance, policies and legal framework: 14
- Women’s land rights and gender: 10
- Conflicts, competition and land grabs: 7
- Land access and agrarian reform: 6
- Environmental sustainability: 4
- Food security: 2

*Universe: 119 organizations participated out of 150; 1 to 4 answers on average per participant; 58 concepts highlighted; question 6.*
The annex 2 provides information on member's answers in relative terms. It is a consolidated analysis of the six questions around three main areas:

- The context in which ILC works (questions 1 and 2);
- The thematic focus that ILC should have for next years (questions 3 and 6);
- The actions ILC should do for next years (questions 3, 4 and 6).

1. **The Context**

*Universe: 119 organizations participated out of 150; questions 1 and 2. The graphs and percentages do not represent the share of members who mentioned concepts in each of the categories but the relative importance of these concepts with respect to the total amount of concepts mentioned.*

- The question 1 represents the different areas of relevance that can impact and influence the ILC work on land issues.
- The question 2 represents the challenges and opportunities that members expect to see over the coming five years.
- There is overlap between both curves. Some elements define at the same time the context, the challenges and the opportunities.
- Two main divergences between question 1 and 2 can be highlighted in relation with "conflicts, competition and land grabs" and "governance, policies and legal framework". A possible explication would be that both issues could define the context in which ILC works (question 1) but they could also represent two specific areas in which more opportunities and challenges exist (question 2). It provides information on which areas could need more relevant work over the next years.
2. **Thematic Focus for Next Years**

**Universe:** 119 organizations participated out of 150; questions 3 and 6. The graphs and percentages do not represent the share of members who mentioned concepts in each of the categories but the relative importance of these concepts with respect to the total amount of concepts mentioned.

- The question 3 represents the most important areas in which ILC should focus as a network.
- The question 6 represents member’s biggest contribution to ILC over the next five years.
- There is an overlap between both curves, which emphasizes the issues raised in the analysis of the context.

3. **Action Focus for Next Years**

**Universe:** 119 organizations participated out of 150; questions 3, 4 and 6. The graphs and percentages do not represent the share of members who mentioned concepts in each of the categories but the relative importance of these concepts with respect to the total amount of concepts mentioned.
• The question 3 represents the most important areas in which ILC should focus as a network.
• The question 4 represents how ILC could facilitate better engagement with its members and other actors.
• The question 6 represents member's biggest contribution to ILC over the next five years.
• There are three main areas of divergence in which only one question highlights a difference.
  o The difference in question 6 could be explained by member's higher capacity to provide information on their experiences. Member's contributions will mainly focus on their capacity to "share knowledge, best practices and success stories".
  o The difference in question 3 represents ILC work and added value as a network. Due to its composition, ILC could have a higher capacity to "provide trainings, capacity building and technical support".
  o The difference in question 4 refers to the instruments used to facilitate better engagement with new actors. In that sense, ILC could improve its "coordination, partners and network".
ANNEX 3

The annex 3 provides a first insight into answers by non-members. The survey was originally composed of five questions (see box 4).

A quantitative analysis in absolute terms was conducted to identify the main trends. The results are consolidated around two main dimensions:

- The context in which we work and its opportunities (questions 2 and 3);
- The actions to do for the next years (questions 4 and 5).

The note finally casts some light on the main areas of convergence and divergence between members and non-members.

1. AREAS OF RELEVANCE AND OPPORTUNITIES RELATED WITH LAND ISSUES

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<tr>
<th>The context</th>
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<tbody>
<tr>
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<td>Poverty and livelihoods</td>
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Box 4: Non-members questions
1/ Who they are;
2/ The biggest change in land governance in the past 5 years;
3/ The biggest change/ opportunity over the next 5 years;
4/ The main drivers for change to materialise and what to do;
5/ ILC work as a diverse network.

59 organizations participated; 64 questionnaires answered.

Universe: 59 organizations participated; 243 concepts highlighted; questions 2 and 3.
2. **Actions for next years**

![Bar chart showing actions for next years]

- Increase visibility (including advocacy and policy recommendations)
- Share knowledge, best practices and success stories
- Improve coordination, partnerships and networks
- Provide trainings, capacity building and technical support
- Provide financial support

Universe: 59 organizations participated; 177 concepts highlighted; questions 4 and 5.

3. **Areas of convergence and divergence between members and non-members**

- If compared to members, we can identify some areas of convergence that define the context in which ILC works and the opportunities related with land issues:
  - Governance, policies and legal framework;
  - Conflicts and land grabs;
  - Diverse tenure regimes;
- The non-members emphasize more the issues of "governance, policies and legal framework" and "international visibility and guidelines" and dilute the issues related with "environmental sustainability". This divergence could be explained by the fact that questions to non-members did not focused on the "challenges related with land issues" and given the diverse nature of non-members. This might be further appreciated in a deeper analysis of non-members in the future.
- Members emphasize more the importance of "improving coordination, partnerships and networks" and the "regional impact" of ILC work while non-members gave a higher role to "increasing international visibility". This could be explained by different visions of ILC work. Members could easily identify the need to improve coordination and to increase the impact of their work in their region while non-members could see ILC more as a platform to amplify and give more visibility to land issues.