Background and rationale on ILC's 3rd multi-year Strategic Framework

The aim of the Strategic Framework is to position ILC as a leading voice and a representative global actor in the land arena. The Strategic Framework will be a tool to help guide the Coalition to meet its mandate and fulfil expectations.

Why a new Strategic Framework?
As we approach 2015, it will be the 20th anniversary of the ILC and the end of its current Strategic Framework. By then world leaders will have discussed and approved a new set of goals to guide their actions in support of healthier and wealthier societies, a process in which many ILC members have engaged. This concomitance offers ILC a tremendous opportunity to place its work into a wider landscape whereby land issues are much better placed than they were at ILC's birth in 1995 and many more actors see their work as related to the fundamentals of land tenure security. An ILC vision must be ever more in context and take into account such an evolving landscape.

How will it be drafted?
At its 23rd session in June 2014, the ILC Council resolved that the new strategy should comprise two complementary documents:

1. **Strategic Framework**: providing broad direction for the Coalition over the next five years and describing the impact ILC sets out to achieve (why and what);
2. **Road Map**: describing the strategy’s implementation, including a results framework (how).

The Road Map will be assessed at mid-term and adjusted accordingly.

Discussions emphasised the learning potential for ILC membership, and mandated a consultation process that gives all members a chance to make substantive inputs. The survey results are aimed to inform the Strategic Framework that will ensure ILC relevance and effectiveness over the coming years.

The regional meetings of ILC Africa, ILC Asia and ILC America Latina and a meeting of the non-regional members' organisations in October 2014 will provide a second focused opportunity for members to discuss and provide more inputs.

Finally, the December 2014 Coalition Council will be expanded with a strategy workshop. Their deliberations will inform the final draft Strategic Framework that will be distributed to all members for feedback in early 2015. The final document will be approved by the Assembly of Members in spring 2015 in Dakar, along with a zero draft of the Roadmap. The Roadmap will be further fine-tuned and presented to the Coalition Council in December 2015.
Survey results

A survey in May - July 2014 was the first opportunity for ILC members to guide the process of developing a new strategy. More than 200 people responded from 178 organisations. Among the ILC membership, the response rate was just over 80%.

What key insights appear clearly?
According to survey responses, it is clear it is a changing 'land' world that we are in compared to when ILC started its 2011-2015 Strategic Framework. Key insights from the survey results include:

1. **The world we live in**: there is a new narrative around land. Firstly, much happened in defining benchmarks for land governance, with related international/regional/national policies and legal frameworks. At the same time, land access/tenure security remains a challenge and growing pressures on land are leading to increased likelihood of conflicts, unfair and unequal competition, and land grabs as well as a wider acceptance of the relevance of land tenure to wider development processes. Bridging these opportunities and risks is the next challenge. Moreover, the linkages to food security, to environmental sustainability, to economic development and equitable growth are now much clearer than they were. However, respondents stressed that the recognition of diverse tenure regimes and the role of women need to be persistently addressed in the new narrative.

2. **Who should ILC engage with**: investing in connecting CSOs and IGOs, with an increasing focus on grass-root organisations, remains at the centre of ILC's uniqueness. However, ILC must define how to engage with actors that are outside of its current membership, mainly land-relevant governmental institutions and -to a lesser extent- the private sector, so as to move to a more comprehensive and multi-stakeholder approach.

3. **How ILC should work**: vision, mission, goal, objectives and supporting action areas have to reflect a system of strategic choices that ILC makes for the future. They will define ILC role as a learning network, as an action-oriented coalition and as a political actor.

4. **What should ILC do**: members expressed the need to improve coordination and partnerships, increase international visibility, share experiences and provide capacity building. Some of these actions could be embedded into NES processes to further contribute to national debates with recommendations and monitoring.
What challenging dilemmas emerge?

From survey respondents, some challenging dilemmas emerge that can help shape the next steps and inform internal discussions. They include:

1. **The world we live in**: Does the recognition of a new context imply a new set of strategic choices or is it possible to maintain the current ones? What priority/importance do we want to give to emerging issues such as food security, environmental sustainability and inequality in the mandate of the ILC?

2. **Who should ILC engage with**: An increasing number and diversity of organisations have an interest in land. In such a context, what is the comparative advantage of the ILC? How do we keep our niche? How should we engage with current and new actors? In that sense, do we need a diversity of approaches and different distribution of efforts at various levels (e.g. global, regional, national and local)? How can ILC work more with state institutions while holding governments accountable to their commitments? How do we engage with government agencies and private sector corporations in ways that strengthen rather than weaken the Coalition?

3. **How ILC should work**: what balance should be established between advocacy and sharing of experiences? Should we focus on positive solutions or more on controversies and power asymmetries as hindrances to lasting solutions? Shall ILC be a learning space and/or a political actor? How do we need to change the way we conceive, produce and use knowledge now that the challenge is less on policy formulation and more on implementation of newly established/approved frameworks and guidelines?

4. **What should ILC do**: To what extent should a limited number of issues become elevated to ILC’s mission, such as women’s land rights and customary land rights? What should be the ILC support role in national processes, facilitating (building capacities and set the incentives for joint working) or enabling (building the environment) members to achieve the change they seek? Should ILC focus on innovative approaches or invest more in upscaling approaches that work within and beyond its network? Does ILC need to increase its coverage or its impact and be more selective (e.g. fewer countries/fewer international processes where ‘attributable’ change can be achieved)?