



Catalysing  
partnerships  
for a stronger  
commitment  
to a pro-poor  
land governance  
agenda

Strategic Framework  
2011-2015



INTERNATIONAL  
LAND  
COALITION

## Who we are

The International Land Coalition (ILC), originally known as the Popular Coalition to Eradicate Hunger and Poverty, was born out of a Conference on Hunger and Poverty (1995) as a mechanism for “building consensus” and “mobilising popular will” to combat these twin threats. Over the past decade, the Coalition has tried to advance its mission by promoting secure access to land for rural people, mainly through capacity building, dialogue, and advocacy. ILC has played a key role in raising awareness of the need for a pro-poor land reform agenda as a means of achieving food security and equitable and sustainable development.

The Coalition’s diverse membership comprises civil society organisations (CSOs), inter-governmental organisations (IGOs), and research organisations. ILC’s Charter and Governance Framework defines CSOs, inter alia, as:

- Organisations of farmers, producers, women, indigenous peoples, agricultural workers, fishers, the landless, pastoralists, forest users;
- Other associations of rural peoples, including community-based organisations and social movements;
- Local, national, and international non-governmental organisations (NGOs) and their networks;
- National, regional, and international research institutes.

## Our mission

A global alliance of civil society and intergovernmental organisations working together to promote secure and equitable access to and control over land for poor women and men through advocacy, dialogue, knowledge sharing, and capacity building.

## Our vision

Secure and equitable access to and control over land reduces poverty and contributes to identity, dignity, and inclusion.

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*Annex: logical framework*

*List of abbreviations*

## Introduction

In the past few years, the ways in which issues concerning land, agrarian reform, land tenure, and governance have been posed, together with related debates, have become more complex, as a result of a rapidly and radically changing global context. The global food and financial crises, along with climate change, are among the key factors that are making land an increasingly commoditised and disputed resource, a trend that puts poor people's secure access to land at greater risk. The profound changes we are witnessing today are reshaping discourses on land governance, forcing traditional and new actors (including governments, development agencies, social movements, civil society organisations (CSOs), and the private sector) to redefine their positions, strategies, and alliances.

Land has been in the spotlight in recent years due to the surge in foreign investments in farmland in developing countries. This, added to greater recognition of the close linkages between access to land and global food security, has contributed to the visibility of the International Land Coalition (ILC), which is increasingly being asked for information and advice and to contribute to the search for responses to current land-related challenges.

It is in this particular context that this Strategic Framework for the period 2011–2015 is formulated, as a tool to help guide the Coalition to meet its mandate and fulfil expectations. The aim of the Strategic Framework is to position ILC as a leading voice and a representative global actor in the land arena.

# 1

## The changing context of land and poverty

### 1.1 Key trends affecting the land and development debate

The context in which ILC operates today is substantially different from that of the mid-1990s, when the Popular Coalition to Eradicate Hunger and Poverty (as ILC was originally called) was established. Arable land is a shrinking resource, subject to multiple pressures and increasingly disputed at national as well as at international levels. Alongside state-focused and market approaches, which formerly were adopted throughout the world as the only solutions available, new approaches that devolve power and responsibility to resource users and citizens have emerged. Theoretical concepts have also changed, moving from a narrow concept of land administration to a broader concept of multi-stakeholder land governance.

With the expansion and deepening of the democratisation process worldwide, governments have become more accountable to their citizens, and CSOs are increasingly being recognised by state elites as credible and legitimate interlocutors. Farmers' organisations (FOs) and land advocacy organisations have flourished on all continents and have joined forces to form powerful alliances. This begs the question of whether the intermediary role of intergovernmental organisations (IGOs) has become less critical in enabling farmers' groups and CSOs to have their voices heard and to influence policy at national levels.

In recent years significant progress has been made in land policy formulation processes at global, regional, and national levels. ILC has influenced these processes in many cases, as documented in the recent external evaluation of its 2007–2011 Strategic Framework. While much still needs to be done in this area, an additional key challenge now is to demonstrate how positive policies and laws can be translated into practice in a way that upholds the rights of the most vulnerable women and men, especially those most marginalised from economic and political power. Moreover, there are still countries where historical inequalities and new pressures are preventing rural people from accessing land. In many countries, agrarian reform is still a legitimate claim of farmers and landless people's organisations.

The following are some of the key trends that have been identified as influencing the land and development debate.

*Scarcity of arable land and other natural resources.* Generally, we are moving from a period in which natural resources have been seen as abundant to one where they are perceived as scarce. This new trend of scarcity stems from a number of causes, including extreme climate events and longer-term climate change; population growth, migration, and changes in consumption patterns; and land degradation, leading to the shrinking of arable land areas. The combined

effects of these factors – which themselves are to a large extent human-induced, i.e. rooted in history, culture, inequities, and power imbalances – translate into increasing economic interests and competition for land and land-based resources for various purposes, including agriculture and food security, biofuels, extractive industries, real estate speculation, and carbon sequestration. Interest in the latter reflects the general trend towards greater recognition of environmental services associated with different ecosystems and land uses and the increasing need to clarify rights and obligations over a variety of resources and the benefits they generate.

*Land issues are higher on the international policy agenda.* Long-term awareness-raising efforts and – more decisively – the recent food and energy crises, which have led to a global rush for farmland triggered by the 2008 hikes in food prices, have contributed to putting land at the top of the agenda of global development discourses. This has shifted the priority from a need for general awareness-raising to an imperative need to help relevant actors better understand the root causes and implications of current trends and devise policy and operational responses. The land rush phenomenon and the way that the land community has reacted highlight some of the many deficiencies we need to address, including the lack of credible mechanisms for monitoring trends affecting land and persistent mistrust amongst actors, which prevents us from responding in a concerted and coordinated manner (see box below, “The rush for farmland”).

*Increased recognition of the linkages between poverty and secure access to land.* While some regions are making progress and the overall proportion of people living in poverty is decreasing, the absolute number of poor people continues to rise. Land is recognised as a key resource that enables poor people to overcome poverty, yet the trend observed in many countries is one of continued land concentration, leaving the most economically valuable land in the hands of a small number of actors and excluding many of the poorest people, particularly women.

*Emergence of new actors, shifting power dynamics.* New actors have shown increasing interest in the land and natural resources sector, a domain that until recently was largely that of the state. These include private sector actors seeking to realise economic opportunities from natural resources, through ownership and concessions in part facilitated by demand from governments for more foreign direct investment (FDI). At the same time, community-based and producers’ organisations and social movements have gained prominence. The voices of farmers, indigenous peoples, women, landless people, and other actors, which previously were ignored, have become important forces in international and national policy and in operational debates.

*Increased recognition of the rights of women and indigenous peoples.* At the international level, recent developments have created opportunities to further push the agenda for securing land rights for poor people, particularly women and indigenous peoples. The rights of women have increasingly been recognised through institutional responses, with women’s advocacy groups and progressive governments formulating and promoting gender-focused policies, and a number of influential donors pushing for the inclusion of gender as an essential element in all development projects and programmes. In line with this trend, the United Nations has

decided to group all its agencies and programmes working on women's rights into one new agency, UN Women. Likewise, the UN Declaration on the Rights of Indigenous Peoples (UNDRIP), finally adopted in September 2007, has recognised the rights of indigenous peoples to self-determination and self-government, exercised through various means, including the application of the principle of free, prior, and informed consent (FPIC).

*Policy implementation gaps hinder development.* In many countries and regions there exist policies and programmes, as well as guidelines to develop future policies, which take into account the interests of vulnerable and marginalised groups in society. These policies and guidelines, however, do not translate into real improvements for such people, as they are either not implemented or are implemented in ways that exclude poor people. In particular, women, who in most poor countries represent the majority of rural people reliant on smallholder agriculture, suffer from the gap between written and applied policy, as well as from customary rules.

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### **The rush for farmland: key lessons learned from the world's reactions**

The rush for farmland in recent years (triggered by the 2008 hikes in food prices) has put land at the top of the agenda of global development discourses. Many of the problems that are now surfacing are not new, but in many cases the rush for land (also referred to as "land grabbing") has exacerbated existing problems of insecurity of tenure, leading to reduced access to productive assets and ultimately to worsening poverty and hunger.

The immediate response to this phenomenon illuminates some of the hidden deficiencies that need to be addressed for the effective stewardship of land as a resource that is shrinking and is increasingly under pressure.

Firstly, the rush for land was not widely anticipated. This means that there is no effective surveillance of land resources or monitoring of the key trends affecting land. Since the surge started, many studies contributing to a better understanding of the issues involved have been carried out, including by the ILC Secretariat and by many individual Coalition members. A substantial amount of information has been gathered, but this remains widely dispersed and there is no mechanism in place to pull together or synthesise the results of studies so that they can effectively inform decisions.

Secondly, a series of responses has been suggested by individual organisations, but these have not been aimed at consensus building. Instead, the various uncoordinated efforts deployed as part of the current land challenge have fuelled further radicalisation of opposing positions in an increasingly polarised land debate.

Thirdly, land is no longer simply a domestic affair. Current land transactions involve several different levels of intervention, with local and national interests clashing with international business interests. The commoditisation of land at the global level has far-reaching implications that have not yet been fully internalised in land and agrarian reform discourses and practices.

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## 1.2 The need for large system change on land

The trends outlined above underscore the increasing need to view land issues as being embedded within wider systems of complex linkages between land and related issues (i.e. food security, environmental concerns, a particular country's investment and governance climate, etc.). What is needed is to engage with and seek to influence the global system so that land governance is seen as a global priority (against all other pressing demands at international and national levels) and to steer the debate towards a greater focus on the rural poor, the landless, and land-poor families. At a time when governments and multinational companies are looking to optimise short-term returns on investments, and where demand for biofuels and food production dramatically increases the value of land, secure access to land for poor rural women and men is at higher risk. However, influencing the wider system to achieve pro-poor land governance objectives is a major endeavour, and the scale and complexities of the challenges involved cannot be addressed by a single entity or network.

## 1.3 ILC's response

It is within the context of increasing challenges affecting land and its governance that ILC has designed its Strategic Framework for the period 2011–2015. The Coalition recognises that it is part of a broader system of actors who directly or indirectly affect the modalities of access to, and governance and use of, land and other natural resources. This system includes not only ILC members but all organisations that are stakeholders, including governments (national or decentralised entities), the private sector, and the media. While many of these entities cannot be ILC members under the Coalition's current charter, there is a growing recognition that these sectors are key actors with the potential to play critical roles in addressing land-related challenges. Under this new Strategic Framework, ILC aims to evolve and to strengthen its own capacity to act as an agent of large system change.

This strategic shift requires ILC to engage with its members and key stakeholders in new ways. It must be innovative in how it brings together the emerging global system of diverse stakeholders to generate coherence in strategy. It requires a greater focus on developing the capacity of all sectors to interact productively in order to influence land-related processes. Operationally, it involves building greater alignment between ILC's strategic objectives and the mechanisms through which it delivers them – namely, its programmes and initiatives – grounded in a theory of change.

ILC is ideally placed to play this role because of the diversity of its membership. The different perspectives and mandates of its civil society, research, and IGO members provide it with a rich array of information on the issues and problems that affect land rights throughout the world. The Coalition's niche and role have also been shaped by its achievements and the lessons learned during implementation of the 2007–2011 Strategic Framework.



# 2 Goal and objectives

## 2.1 Goal

*To enable poor rural women and men to gain secure and equitable access to and control over land in order to increase their food security and overcome poverty and vulnerability.*

ILC's ultimate objective is to contribute to eradicating poverty and achieving food security for all, through secure access to land for the rural poor – which is also a key enabling factor in efforts to speed up national socioeconomic development, while ensuring peace and political stability. The achievement of this goal requires the formulation and effective implementation of pro-poor land governance policies at the national level (Strategic Objective 1). Given an increasingly interconnected world, country-level efforts to promote pro-poor reforms need to be complemented by global commitments (Strategic Objective 2). These global commitments are among the driving forces for national engagement in land and agrarian reforms, in contexts where land questions are highly political. Shared knowledge among relevant parties on land-related trends is essential for making the case for reforms, for anticipating and responding to challenges affecting land, and for creating the basis for the inclusive multi-stakeholder dialogues that need to accompany global policy processes, as well as the formulation and implementation of land reforms (Strategic Objective 3).

ILC's role at these various levels needs to be of a catalytic nature. But for ILC to be an effective change agent and a force for catalysing change at global and national levels, it needs to have a substantial institutional weight (which could come from the breadth, size, and diversity of its membership base) and to be solid both financially and from a governance point of view (Strategic Objective 4). It also needs to be credible, with a reputation established over time based on its integrity and principled attitudes, the quality of knowledge it contributes and disseminates, and the quality of the expertise it can mobilise on key land-related issues.

The causal links between the objectives, and the way and extent to which their realisation contributes to ILC's goal, as described above, form the Coalition's "theory of change" (see figure below). This is an intentionally simplified articulation of the causality chain leading to the defined highest-level objective (Strategic Objective 1) and to achievement of the goal. In reality, all objectives influence each other to a certain degree, resulting in multiple and highly complex inter-relations.

## 2.2 Strategic objectives

In the period 2011–2015, ILC will focus on the following Strategic Objectives (SOs):

1. Influence the formulation and implementation of national land policy for the benefit of rural people;
2. Influence global and regional land-related processes and systems in favour of pro-poor land policies and governance;
3. Build the world's leading knowledge network on land governance, contributing to substantive improvements in the monitoring, sharing, and uptake of land-related knowledge; and
4. Strengthen ILC as a vibrant, solid, and influential global actor on land-related issues.

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### SO1

#### Strategic Objective 1: Influence the formulation and implementation of national land policy for the benefit of rural people

National legislative and institutional frameworks, along with context-specific socio-cultural factors, shape patterns of land access, use, and control. The potential for impact is therefore often greatest at national level. The need for national engagement strategies in target countries stems from various factors. Power imbalances and entrenched self-interests tend to manifest themselves in land issues (more than with any other asset or sector). The landless, the land-poor, farm labourers, and smallholder farmers are likely to be adversely affected in land tenure arrangements, and land policies tend to perpetuate existing inequalities. The political will of governments is often a necessary, but insufficient, condition for engaging in agrarian reform processes that address these inequities. CSOs, FOs and, in some cases, development organisations, have a role to play in ensuring a pro-poor dimension in land-related reforms and policies. ILC's engagement in specific target countries is justified by the need for active multi-stakeholder platforms for dialogue and negotiation as a means of promoting pro-poor land policy formulation and implementation. SO1 is thus the primary objective of ILC's work and the area where the greatest impact is expected. To a large extent, the strategic objectives that follow – SO2–SO4 – are to be implemented in support of this first objective.

Working through its members, ILC will provide targeted support to actions aimed at strengthening the rights and access to land of rural people at the national and local levels. This area will include interventions such as national and sub-national dialogues for land and agrarian reforms and the implementation of land-related laws; empowerment and capacity building of CSOs and FOs; advocacy in support of land and agrarian reform processes or of open spaces for multi-stakeholder dialogues and negotiations when reforms are stalled or limited; raising awareness of the rights of specific marginalised groups or priority issues; and developing solidarity mechanisms to support CSOs and FOs working to defend land rights whose work puts them at risk of violence or human rights abuses. ILC will also facilitate collaboration amongst CSO and IGO members at the national level to increase opportunities

for engagement with national governments and other key actors involved in national land-related processes.

Along with the continuing need for land policy formulation, there is an increasing need to focus on the implementation of existing progressive policies. Both will require that ILC support to members and partners gives priority to geographically focused and targeted types of intervention with the greatest potential for direct impact (i.e. policy change or implementation resulting in improved access to land for poor people) or for scaling up, including through South-South cooperation (i.e. in the case of innovative interventions carried out for demonstration purposes).

Expected results:

- SO1.1: Collaborative partnerships on land governance issues are strengthened in ILC focus countries.
- SO1.2: Mechanisms for the implementation of pro-poor land policies are pilot-tested, documented, shared, and adopted.

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## **SO2** Strategic Objective 2: Influence global and regional land-related processes and systems in favour of pro-poor land policies and governance

ILC recognises that national- and local-level land issues are embedded within larger systems. Moreover, in an increasingly globalised world, issues related to women, pastoralists, indigenous peoples, food insecurity, land degradation, conflicts, and climate change, among many others, go beyond national borders. Hence, SO2 focuses on engagement with global and regional land-related processes and systems in order to increase recognition of, and commitments to, pro-poor land policies and governance. Here the focus will be on becoming a stronger multi-stakeholder platform for advocacy on land as a formal right and for the essential role of inclusive land governance in the global development agenda. ILC's work will also serve to amplify and incorporate local voices in the global land debate, including through South-South alliances.

Working through its members, ILC will engage with global and regional processes and systems, amplifying and incorporating local voices in global land debates. More specifically, planned interventions include activities such as advocacy and awareness-raising campaigns with messages on the protection and promotion of land rights being key to achieving broader development goals; engagement in international forums and encouraging support for land and agrarian reform and implementation (including support for the UN Framework Convention on Climate Change (UNFCCC), UN Convention to Combat Desertification (UNCCD), UN Permanent Forum on Indigenous Issues (UNPFII), World Social Forum, FAO Voluntary Guidelines, UN Declaration on the Rights of Indigenous Peoples (UNDRIP), Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Commission on Sustainable Development (CSD) etc.); initiating dialogues on critical and emerging issues such as land concentration, foreign investments in land and land grabbing (which is of major concern to members, as

reflected in the Tirana Declaration), implementation of the principle of free, prior, and informed consent, land and climate change, land and water, rights of agricultural workers (in the context of relevant ILO conventions), and territorial dimensions of urban/rural land dynamics; and targeted consultations and engagements with governments and bilateral and multilateral organisations in order to influence global development priorities and the resources dedicated to these issues in favour of the rights and access to land of rural people.

Expected results:

- SO2.1: CSOs, international organisations, governments, and other concerned actors have a better understanding of land issues.
- SO2.2: Global and regional processes benefit from and are meaningfully informed by the perspectives, knowledge, and expertise of actors traditionally excluded from such forums.

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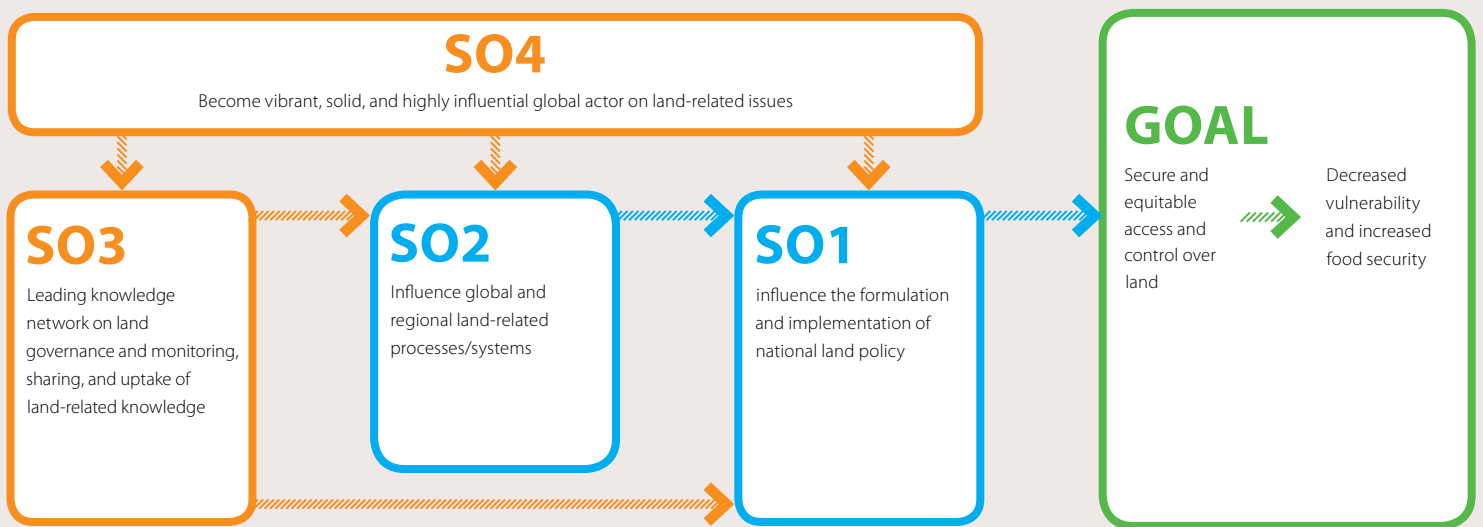
### **SO3** Strategic Objective 3: Build the world's leading knowledge network on land governance, contributing to substantive improvements in the monitoring, sharing, and uptake of land-related knowledge

Through SO3, ILC aims to build credible evidence as a basis for advocacy, by improving monitoring and assessment of the state of land governance. This objective is cross-cutting in nature and underscores the fundamental role that solid evidence plays in the achievement of the first and second objectives. Consequently, in this area ILC will focus on the development of a web-based "land portal" as the world's leading source of information on land governance; improve multi-stakeholder land rights monitoring to build a substantial evidence base for CSO advocacy; develop a set of global land indicators to enhance the legitimacy of land advocacy at the national level; support research to advance understanding of the implications of the changing global context and the linkages between land and key development challenges; build capacity and expertise on land governance, especially in the South; and provide support for the identification, sharing, and uptake of good practices related to land governance, especially among members and partners in the South.

Expected results:

- SO3.1: A world-leading, easy-access, easy-to-use online platform is established to share land-related information.
- SO3.2: The gap is bridged between grassroots activism and academic research on land issues.

### 2.3 Theory of change “2011–2015”, Strategic Framework



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## **SO4** Strategic Objective 4: Strengthen ILC as a vibrant, solid, and influential global actor on land-related issues

To achieve SO1–SO3, and to become a catalytic force that is able to mobilise significant and systemic change, ILC will need to become a more vibrant, solid, and globally influential institution. This area will focus on the strategic expansion of ILC’s membership base to include categories of organisation that are currently under-represented and to enlarge its geographical scope; forging partnerships and alliances with key global actors; improving networking and core functions; solidifying financial and human resources; and strengthening ILC’s regional platforms. The latter will help improve ILC’s capacity to support and influence regional- and national-level land policy formulation and implementation processes, which is the emphasis of the current strategy. Regional platforms are key relays between ILC’s global- and national-level efforts in knowledge sharing, networking, capacity building, and advocacy. They are expected to play a greater role in fundraising in support of regional priorities.

Expected results:

- SO4.1: ILC is strategically expanded and diversified.
- SO4.2: ILC’s financial situation is improved.
- SO4.3: ILC’s governance is strengthened.

# 3 Delivering the Strategic Framework

ILC has developed a wide and expanding platform of IGOs, NGOs, and academic institutions that is capable of multi-stakeholder influence at various levels. It has also developed an array of network capacities in support of multi-stakeholder learning, research and capacity development, advocacy, and system organising.

To achieve the objectives of this new Strategic Framework, ILC will implement the following operational guidelines, which are described in detail in the sections that follow:

1. Implement national engagement strategies in target countries;
2. Serve as a multi-actor platform for dialogue and collective action;
3. Bridge the knowledge gap between grassroots organisations, research organisations, and other actors, and act as a knowledge broker;
4. Strengthen communications at all levels;
5. Ensure efficient results measurement;
6. Mobilise and administer resources strategically.

## 3.1 Implement national engagement strategies in target countries

Over the years, ILC has established long-term partnerships in a number of countries to influence the formulation of policies, as well as to streamline existing policies and to pilot-test them on the ground with a pro-poor approach.

### *Lessons learned from ILC country-level partnerships and experiences*

- Multi-stakeholder engagements in national processes can result in numerous positive benefits, including:
  - A high level of legitimacy of policy decisions resulting from, or informed by, consultations involving all relevant key parties;
  - Reduced transaction costs for implementing decisions that have been accepted and endorsed by all;
  - Greater coherence among bilateral and multilateral development agencies in their in-country land-related policies and programmes, as they are informed by the outcomes of inclusive consultations in which they are parties.
- Formal and informal engagement with key governmental agencies and representatives is essential to the success of national-level multi-actor dialogues.
- In many countries, communities will not meaningfully engage with governments in national dialogues without support and mediation by trusted third parties. ILC will therefore strengthen linkages with rural grassroots organisations to support community mobilisation and mediation.

- Empowering and building the capacity of CSOs and rural organisations is important in order to level the playing field on which national multi-stakeholder dialogues take place. This area of work, which has been a traditional focus for ILC, will be maintained at the national and sub-national levels.
- Knowledge sharing among stakeholder groups helps create constructive and solution-oriented consultations. The generation and dissemination of knowledge will be a key component of ILC's strategy for supporting multi-stakeholder dialogues at national levels. CSOs will be supported in their efforts to generate reliable information and to monitor land-related trends.
- To be truly solution-oriented, national multi-stakeholder processes need inputs from practical field experience. At national level, ILC will support the documentation of existing good practices and the pilot-testing of methodologies for securing land rights as well as approaches for implementing land laws.

#### *Selection of target countries*

A set of key criteria will be used to select the 15–20 target countries in which ILC will support national engagement strategies during the 2011–2015 period. The selection process will be carried out in collaboration with the ILC Council, regional platforms, and interested parties (i.e. host governments, CSO members, relevant IGO and bilateral development agencies).

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#### **Criteria for selecting ILC target countries**

- Length and extent of ILC's experience and engagement in the country, and existence of strong social capital (connections with key actors) to build upon;
  - Existence of a critical mass of ILC members and partners capable of coordinating and implementing national-level actions;
  - Opportunities for collaboration and joint action with multilateral and bilateral development organisations, especially IGO members of the Coalition;
  - A general national political environment that allows for inclusive multi-stakeholder processes;
  - An opening for ILC engagement, for example in the shape of a formal government commitment to comply with international laws and commitments or to adjust its land laws to changing contexts, etc.;
  - Clear opportunities for advancing a pro-poor land and natural resources reform agenda and/or for implementing existing progressive land policies and laws;
  - Potential to achieve significant results and impacts in a reasonable timeframe (2–4 years) and for lesson learning and scaling up;
  - Potential for mobilising the required financial resources;
  - Capacity within the ILC Secretariat, regional platforms, and Coalition network to provide appropriate technical and organisational support to national action.
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While ILC will concentrate a majority of its efforts and resources at national level in target countries, it will continue to support members' activities in other countries (including in countries in conflict and/or experiencing political instability), provided they align with the objectives of this Strategic Framework. These interventions may involve:

- Resolving localised land issues;
- Mobilising members, CSOs, and other stakeholders for specific events and short-term policy processes;
- Generating knowledge that contributes to national, regional, and global efforts;
- Providing emergency support to members, especially land rights activists.

National engagement strategies in target countries and specific interventions in non-target countries will be supported by the regional platforms, in coordination and synergy with global-level interventions.

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#### **Tools for action**

Through ILC's current global initiatives, such as the Land Reporting Initiative, the Commercial Pressures on Land Initiative, and the Women's Access to Land Initiative, progress is being made to improve multi-level and multi-actor action. Interventions under these initiatives range from action research at the local level to dialogue at the national level and advocacy at the global level. These and any other global initiatives that may be designed in the future will be aligned with this Strategic Framework to explicitly support its objectives.

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### **3.2 Serve as a multi-actor platform for dialogue and collective action**

#### *a. Actions at all levels (local, national, regional, and global) will be mutually reinforcing*

The nature of ILC offers a wide range of opportunities to undertake multi-level and multi-actor initiatives. Special efforts will be made to ensure that knowledge generated at the national and local levels systematically feeds global and regional advocacy work. Similarly, global and regional debates will inform the testing and implementation of interventions on the ground.

#### *b. Prioritising support for coordinated, multi-actor initiatives*

Assessments of ILC's work over the past years confirm that facilitating effective multi-stakeholder engagement on land issues is one of the Coalition's major strengths, resulting in contributions that go beyond the work that any individual member can achieve alone. However, while ILC has a strong track record of successfully convening multi-actor dialogues, it can more fully optimise its potential by facilitating coherent, collective actions. Therefore, ILC will prioritise support to initiatives that involve a wide range of relevant actors, including members and partners, while ensuring coherence towards collective goals. Solid and sound consultation, together with thoughtful preparatory work, will limit the risk of competition

and duplication of individual members' efforts, particularly at the global and regional levels. At the national level, efforts will be made to set up cross-organisational mechanisms, in order to move forward in a collective manner.

### 3.3 Bridge the knowledge gap between grassroots organisations, research organisations, and other actors, and act as a knowledge broker

The diverse constituency of ILC places it in a unique position to bridge the gap between knowledge and innovation generated at the grassroots level and by research and academic institutions. Over the past few years, the Coalition has produced knowledge as a result of individual members' efforts and, more recently, as a result of collective research projects. One of the lessons learned has been that collective research is mutually beneficial for the actors involved. For example, CSOs with limited resources have the opportunity to document, analyse, and share local experiences. Meanwhile, research organisations gain greater access to local evidence and increase their opportunities to link research results with policies, etc.

#### *Supporting and facilitating collective research initiatives*

ILC will continue to support initiatives with direct case documentation and action research resulting from the joint efforts of multi-actor research teams. Collective action research projects will aim to test approaches that address barriers to securing land rights. ILC will also promote collective learning exercises, particularly through cross-regional and cross-organisational exchanges and peer-to-peer training modules.

While ILC has produced a number of relevant lessons and good practices, it has not been able to fully exploit and share this wealth of knowledge or use it to inform its actions. Knowledge generation and dissemination, as well as collective learning exercises, will be integrally linked with the Coalition's portfolio of work in the coming years. Successful methodologies undertaken in the past few years will be continued, such as Learning Routes, Internship Programmes, and Training of Trainers programmes. These actions will be supportive of the Coalition's engagement at the global, regional, and national levels.

### 3.4 Strengthen communications at all levels

For ILC, strengthening communications is of fundamental importance, as this is closely linked with advocacy, knowledge sharing, capacity building, and the overall vibrancy of the network. Communication is also central to empowerment processes and to the participation of poor women and men in the decisions that affect their lives.

As ILC enters into a new Strategic Framework, it must work to improve the flow of knowledge and information within and beyond the network, and make greater use of communications to achieve its development aims. In the past few years, the rise of social media and open source technologies, along with the proliferation of news outlets and collaborative tools, has changed how people connect, share knowledge, and exchange ideas. ILC must therefore

aim to maximise the potential of these new communications technologies while mitigating potential barriers related to language, literacy, or access to technology.

To support the successful realisation of this new Strategic Framework, a new communications strategy will be developed in line with its strategic objectives, along with recommendations for ensuring that the appropriate funding, staff, and skills are available. Key elements of the strategy will include:

#### *Raising the visibility of ILC*

SO1 and SO2 aim to influence policy and systems at national, regional, and global levels, and ILC will work to raise awareness of land policy issues and the work of the Coalition and its members at each of these levels. This will be achieved through means such as media outreach to increase national media coverage in target countries or at regional or global levels; providing tools and technical assistance related to media kits, press releases, and interviews (radio, TV); and training or mobilising journalists in target countries.

#### *Knowledge sharing and management*

In support of SO3 (strengthening ILC as a knowledge network), communications efforts will involve synthesising and packaging knowledge and lessons learned and disseminating these widely within and beyond the network. Special emphasis will be placed on greater use of the ILC intranet, social networking tools, and audio and visual products to share knowledge. Emphasis will also be placed on feeding lessons learned back to ILC design, implementation, and evaluation processes.

#### *A strong, vibrant network*

SO4 aims to fortify ILC as a vibrant, solid, and influential actor; it therefore relates to bolstering both internal/institutional communications capacities and reaching and influencing external stakeholders. To support this objective, ILC will take the following steps:

- Strengthen its branding and communications guidelines;
- Develop clear, targeted messaging on ILC positions;
- Provide communications tools and technical support to members;
- Strengthen internal communication mechanisms at all levels, and particularly between the Secretariat, regional nodes, and members;
- Ensure that communications are an integral part of the design and implementation and evaluation of ILC programmes and initiatives; and
- Provide translation services in ILC's three official languages (English, Spanish, French) and other languages as needed.

### 3.5 Ensure efficient results measurement

As a member-led organisation operating on multiple and intersecting levels, ILC has faced a number of challenges in developing an adequate monitoring and evaluation (M&E) system. This also reflects challenges in measuring the impact of work in areas such as advocacy, capacity building, and network support, where substantive changes often occur over longer timeframes and can be difficult to measure quantitatively.

Nevertheless, the need to rigorously conduct results measurement of ILC's work is recognised. In addition to defining clearer strategic objectives and indicators against which progress can be measured (see Annex: Logical Framework), greater attention will be given to aligning programme and project designs and execution to support strategic objectives. Programme- and project-level objectives and expected results will subsequently be articulated within the ILC M&E system, along with indicators for periodically measuring progress.

Key focus areas for the new M&E system include:

- A series of summary reports produced at global, regional, or national levels that provide an overview of progress achieved;
- A searchable database of experiences and lessons learned, with filters or multiple mapping systems;
- A biannual survey of members and partners; and
- A series of joint reviews and evaluative studies.

The new M&E system will cover all actors involved in ILC's work (members, partners, global and regional secretariats). It will be designed in such a way that lessons learned will contribute to planning and knowledge management processes.

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#### What are the results attributable to ILC?

It must be noted that measurement of results attributable to ILC's work has to be distinguished from the measurement of results of members' and partners' individual work. The work of members and partners constituting the Coalition can be divided into three areas of influence:

1. Area related to work carried out by or with direct financial and/or technical support from ILC;
2. Area related to work carried out without direct support of ILC but that may have been influenced by the Coalition's network activities (sharing of knowledge, collaborative partnerships by members and/or partners in the name of ILC, etc.);
3. Area concerning work on land issues carried out independently without reference to ILC.

ILC's influence is stronger in the first area, moderate in the second and negligible or nil in the third. The new M&E system will include efficient measurement of the first area of work and will improve modalities to measure and assess the second area of work. The third area of work will not be subject to ILC measurement, though the results achieved by individual members in their own capacity represent a major area of interest for knowledge generation and sharing.

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### 3.6 Mobilise and administer resources strategically

In the past few years, ILC has made significant progress in strengthening its financial sustainability and in diversifying its funding sources. One key achievement has been the signing of agreements with donor partners for core, multi-year funding in support of the Strategic Framework for 2007–2011, resulting in a more solid foundation for the planning and implementation of activities and greater efficiencies in mobilising and reporting on the use of resources.

On the basis of this new Strategic Framework for 2011–2015, ILC will develop a new resource mobilisation strategy aligned with its objectives. Particular emphasis will be placed on securing core funding from traditional and new supporters. In addition, ILC's regional platforms will be supported to mobilise resources for actions at the regional and national levels.

# Annex: logical framework

Objectives/hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>GOAL</b>			
Secure and equitable access to and control over land for poor women and men	<ul style="list-style-type: none"> <li>Percentage increase (above baseline) of farming/ rural households having access to tenure security (ownership rights, secure leasehold agreements, based on gender-disaggregated data) in focus countries and intervention sites (target: 10% increase above baseline)</li> <li>Decreased percentage of landless rural households (gender-disaggregated) in target countries and intervention sites (target: 10% below baseline)</li> <li>Reduction in the frequency of violent or protracted land disputes in ILC focus countries and intervention sites</li> </ul>	<ul style="list-style-type: none"> <li>Compilation of results of CSO/GO monitoring activities (Land Watch; observatories; World Bank's Land Governance Assessment Framework)</li> <li>Surveys and study reports on impact</li> <li>Opinion/assessment of ad hoc expert taskforce (to be organised by ILC biennially)</li> </ul>	<ul style="list-style-type: none"> <li>Situations and trends observed in ILC focus countries and intervention areas are reflected broadly in general trends, as a result of ILC's global efforts and of non-ILC interventions</li> </ul>
<b>STRATEGIC OBJECTIVES</b>			
Strategic Objective 1 Influence the formulation and implementation of national policy for the benefit of rural people	<ul style="list-style-type: none"> <li>Number of ILC target countries in which pro-poor provisions in national land law, policies or programmes are strengthened (target: 10)</li> <li>Number of ILC target countries in which the implementation of existing progressive land policy is improved (target: 10)</li> <li>Number of households (gender-disaggregated data) gain or protect land rights as a result of projects directly supported on the ground by ILC (target: 500,000 households from 100 direct interventions)</li> <li>High-level rating by an expert/interest group panel (4 on a scale of 5) of the relevance and significance of results of pilot interventions</li> </ul>	<ul style="list-style-type: none"> <li>Legislative and legal provisions</li> <li>National programmes and budgets</li> <li>Monitoring of government targets (i.e. ministries, local authorities, national committees)</li> <li>Monitoring of media and other relevant groups (churches, NGOs, etc.)</li> <li>Country reports</li> </ul>	<ul style="list-style-type: none"> <li>Target countries enjoy a stable political environment necessary for formulation and implementation of land and agrarian reform and governance policies</li> </ul>

	Objectives/hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Strategic Objective 2	2. Influence global and regional land-related processes and systems in favour of pro-poor land policies and governance	<ul style="list-style-type: none"> <li>Number of global or regional land-related policy processes or documents in which ILC inputs are reflected in a discernable manner (target: 10)</li> <li>High-level rating (4 on a scale of 5) by participants of the relevance and quality of ILC-facilitated events</li> </ul>	<ul style="list-style-type: none"> <li>Global policies and agreements</li> <li>Monitoring of international targets</li> <li>Media monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Land issues retain (or gain in) the level of interest shown by decision-makers, researchers, and donors, and their place on the global development agenda</li> </ul>
Strategic Objective 3	3. Build the world's leading knowledge network on land governance, contributing to substantive improvements in the monitoring, sharing, and uptake of land-related knowledge	<ul style="list-style-type: none"> <li>The Land Portal appears as one of the first 10 results for searches on Google and other major internet search engines for land governance-related topics</li> <li>Number of hits, log-ins to the Land Portal increase by 30%</li> <li>Sample of leading experts positively rate the knowledge contribution of ILC's publications (4 on a scale of 5)</li> <li>Average high rating (4 on a scale of 5) by beneficiaries of the quality of Learning Routes, training activities</li> <li>Evidence of positive impacts of Internship Programmes on the career development of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Land Portal webpage</li> <li>Survey reports</li> <li>Opinion/assessment of expert taskforce</li> </ul>	<ul style="list-style-type: none"> <li>Interpretative barriers on concepts held by ILC constituents' sub-groups do not hinder the generation of "collective knowledge"</li> </ul>
Strategic Objective 4	4. Strengthen ILC as a vibrant, solid, and influential global actor on land-related issues	<ul style="list-style-type: none"> <li>ILC's membership and scope of action are expanded and diversified against data of previous Strategic Framework period (membership size doubles compared with 2010 baseline)</li> <li>Members' rating of ILC's vibrancy increases to 16 (on index of 20) compared with 12.5 in iScale/Keystone 2009 survey of members</li> <li>ILC's budget increases compared with previous Strategic Framework period (average cumulative annual budget of Secretariat and regional nodes doubles compared with 2007-2011 baseline)</li> </ul>	<ul style="list-style-type: none"> <li>Reports of Membership Committee to 2011, 2013, and 2015 AoMs</li> <li>Survey of membership satisfaction (2012, 2014)</li> <li>Annual budgets</li> <li>Financial statements</li> </ul>	

Objectives/hierarchy		Objectively verifiable indicators	Means of verification	Assumptions
<b>EXPECTED RESULTS</b>				
Expected results 1.1	Collaborative partnerships on land governance issues are strengthened in ILC focus countries	<ul style="list-style-type: none"> <li>10 country-level collaborative partnerships involving ILC members and relevant governmental and non-governmental partners</li> <li>Land Watch/observatory established and functional in each of the focus countries</li> <li>Comprehensive country profiles for each of ILC's focus countries</li> </ul>	<ul style="list-style-type: none"> <li>Progress and final reports from grant recipients</li> <li>Back-to-office reports from ILC Secretariat and regional coordinators</li> <li>Press clippings</li> </ul>	<ul style="list-style-type: none"> <li>Members, partners, and other relevant actors perceive the benefits of participating in national dialogue to be greater than the costs of doing so</li> </ul>
Expected results 1.2	Mechanisms for the implementation of pro-poor land policies are pilot-tested, documented, shared, and adopted	<ul style="list-style-type: none"> <li>100 ILC-supported direct interventions on the ground</li> <li>Events organised at national level to share results of pilots and other initiatives on the ground and the number and type of participants</li> <li>Advocacy tools developed to promote adoption of good practice examples</li> </ul>	<ul style="list-style-type: none"> <li>Progress and final reports of projects</li> <li>Documenting and evaluation reports</li> <li>Proceedings and other documentation of workshops</li> <li>Press clippings</li> </ul>	<ul style="list-style-type: none"> <li>Local authorities and communities targeted remain receptive</li> <li>Appropriate inputs are provided in a timely and effective manner</li> <li>Government agencies remain committed to implementing policies and laws</li> </ul>
Expected result 2.1	CSOs, international organisations, governments, and other concerned actors have a better understanding of land issues	<ul style="list-style-type: none"> <li>Global advocacy events, organised and attended (panel discussions, side events, etc.)</li> <li>Dialogue events held with key actors on issues such as foreign investment in land, implementation of the principle of FPIC, land and climate change, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Trip reports by members and partners</li> <li>Conference/workshop proceedings</li> </ul>	<ul style="list-style-type: none"> <li>International organisations working on development remain committed to including land issues in their policies</li> </ul>
Expected result 2.2	Global and regional processes benefit from and are meaningfully informed by the perspectives, knowledge, and expertise of actors traditionally excluded from such forums	<ul style="list-style-type: none"> <li>ILC consultations and joint advocacy initiatives organised for members and partners</li> <li>Number of members and partners attending international events (80% of members participating in at least two ILC-facilitated consultations/joint actions)</li> <li>Policy briefs, declarations, and policy papers resulting from ILC consultations</li> </ul>	<ul style="list-style-type: none"> <li>Trip reports by members and partners</li> <li>Conference/workshop proceedings</li> <li>Policy documents</li> </ul>	<ul style="list-style-type: none"> <li>International organisations remain open to including alternative voices in consultations on policy formulation and implementation</li> </ul>



Objectives/hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Expected result 3.1	A world-leading, easy-access, easy-to-use online platform is established to share land-related information	<ul style="list-style-type: none"> <li>At least 100 baseline country profiles completed for the Land Portal</li> <li>Global land indicators finalised and partnership established to measure them (2012)</li> <li>Global report on status and trends in pro-poor land governance published by 2015</li> </ul>	<ul style="list-style-type: none"> <li>Web statistics</li> <li>High heterogeneity of data does not impede the comparability of reports</li> </ul>
Expected result 3.2	The gap is bridged between grassroots activism and academic research on land issues	<ul style="list-style-type: none"> <li>Number of collaborative research projects on the ground on priority themes</li> <li>Workshops and other knowledge-sharing events</li> <li>50% increase in number of members and partners attending collective learning initiatives (Learning Routes, Training of Trainers etc.)</li> <li>Number of beneficiaries of Internship Programmes (50 by 2015)</li> </ul>	<ul style="list-style-type: none"> <li>Publications</li> <li>Conference/workshop proceedings</li> <li>Trip reports by members and partners</li> <li>Progress and final reports from ILC grantees</li> <li>Grassroots group and researchers remain open to collaboration</li> </ul>
Expected result 4.1	ILC is strategically expanded and diversified	<ul style="list-style-type: none"> <li>100% increase in membership against 2010 baseline</li> <li>One-third of leading regional networks of farmers' organisations are members of ILC</li> <li>50% increase in number of academic institutions in ILC membership</li> <li>Expansion in number of Strategic Partners to about 10 (compared with three in 2010)</li> </ul>	<ul style="list-style-type: none"> <li>Members' files</li> <li>Minutes of Council meetings</li> <li>Proceedings of Assemblies</li> <li>Annual reports</li> <li>Potential new members and partners retain interest in land issues and networking</li> </ul>
Expected result 4.2	ILC's financial situation is improved	<ul style="list-style-type: none"> <li>ILC's average annual budget level doubles during the 2011-2015 period, compared with 2007-2011</li> <li>At least 40% of financial resources are mobilised from regional platforms</li> <li>At least 80% of membership dues are collected every year</li> </ul>	<ul style="list-style-type: none"> <li>Annual budget</li> <li>Financial statements</li> <li>Legal agreements with ILC's donors</li> <li>Donors continue to have interest in and make funds available to ILC</li> </ul>

Objectives/hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Expected result 4.3	<ul style="list-style-type: none"> <li>ILC's governance is strengthened</li> <li>By December 2013 an institutional arrangement is found for the Secretariat</li> <li>ILC governing body meetings are organised regularly</li> <li>No fewer than 40% of participants in ILC governance mechanisms are women</li> </ul>	<ul style="list-style-type: none"> <li>Legal documents for hosting Secretariat</li> <li>Minutes of Council meetings</li> <li>Proceedings of Assemblies</li> </ul>	<ul style="list-style-type: none"> <li>Another host/suitable solutions is found for the ILC Secretariat</li> <li>Members have adequate female representation within their own organisations</li> </ul>

## ACTIVITIES

Activities 1.1	<ul style="list-style-type: none"> <li>1.1.1 Develop ILC national engagement strategies for focus countries</li> <li>1.1.2 Support national multi-actor dialogue processes</li> <li>1.1.3 Carry out public awareness activities on the rights of marginalised people in focus countries</li> </ul>	<ul style="list-style-type: none"> <li>Activities 4.1</li> <li>4.1.1 Call for new members</li> <li>4.1.2 Develop and implement new criteria for expansion and diversification of membership</li> <li>4.1.3 Outreach activities on ILC and the benefits of membership</li> </ul>	
Activities 1.2	<ul style="list-style-type: none"> <li>1.2.1 Conduct empowerment and capacity-building activities targeting CSOs, especially FOs, to implement land policies and test alternative approaches</li> <li>1.2.2 Support piloting and documenting of approaches to securing land rights</li> </ul>	<ul style="list-style-type: none"> <li>Activities 4.2</li> <li>4.2.1 Raise funds at global level</li> <li>4.2.2 Support fundraising efforts of regional platforms</li> <li>4.2.3 Provide resource mobilisation training for members and partners</li> <li>4.2.4 Develop communication materials in support of fundraising efforts</li> </ul>	
Activities 2.1	<ul style="list-style-type: none"> <li>2.1.1 Initiate and coordinate inclusive multi-actor dialogues on critical emerging issues</li> <li>2.1.2 Participate in international forums and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Activities 4.3</li> <li>4.3.1 Develop action plan for post-IFAD/ILC MOU</li> <li>4.3.2 Coordinate post-MoU process with IFAD</li> <li>4.3.3 Coalition Council meetings</li> <li>4.3.4 Global Assemblies 2011, 2013, and 2015</li> <li>4.3.5 Regional Assemblies every year</li> </ul>	
Activities 2.2	<ul style="list-style-type: none"> <li>2.2.1 Facilitate consultation on global and regional policy drafts</li> <li>2.2.2 Participate in international forums and initiatives</li> </ul>		
Activities 3.1	<ul style="list-style-type: none"> <li>3.1.1 Launch and further develop the Land Portal</li> <li>3.1.2 Monitor land governance through Land Watch and observatories to produce data</li> <li>3.1.3 Coordinate production of global report</li> </ul>		
Activities 3.2	<ul style="list-style-type: none"> <li>3.2.1 Support collaborative research and action research</li> <li>3.2.2 Identify and share good practices related to land governance (not necessarily those supported by ILC)</li> <li>3.2.3 Learning Routes</li> <li>3.2.4 Training of Trainers</li> <li>3.2.5 Internship Programmes</li> </ul>		

## IMPLEMENTATION OF ILC'S WORK: MEANS, ROLES, AGENTS, AND RELATIONSHIPS

ILC acts through the following means:

- *Directly funding projects...* to contribute to protecting and securing the land rights of poor and marginalised groups
- *Supporting opportunities...* to participate in global and regional policy events and consultations related to land debates
- *Supporting the elaboration of knowledge...* i.e. research, studies
- *Supporting and creating opportunities to interact...* in thematic and regional workshops, or virtual communities
- *Supporting and creating opportunities to learn...* through peer-to-peer exchanges, trainings, and internships

Members contribute to the implementation of ILC's work by:

- Proposing concrete actions and programmes through their governance structures (global and regional councils)
- Forming and maintaining partnerships to implement activities
- Building alliances and mobilising actors thematically or on a geographic basis
- Contributing to knowledge sharing
- Contributing to resource mobilisation

The Rome-based and regional secretariats contribute to the implementation of ILC's work by:

- Coordinating and harmonising actions to align with strategic directions and optimise the use of resources
- Maintaining dynamic connections among ILC's various thematic, programmatic, and geographic levels
- Managing ILC's operations and administration
- Mobilising resources

# List of abbreviations

ALPFG	Africa Land Policy Framework and Guidelines
AoM	Assembly of Members
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CIRDAP	Centre on Integrated Rural Development for Asia and the Pacific
CPL	Commercial pressures on land
CSD	Commission on Sustainable Development
CSO	Civil society organisation
FAO	UN Food and Agriculture Organization
FDI	Foreign direct investment
FO	Farmers' organisation
FPIC	Free, prior, and informed consent
IFAD	International Fund for Agricultural Development
IGO	Intergovernmental organisation
ILC	International Land Coalition
LGAF	Land Governance Assessment Framework
M&E	Monitoring and evaluation
MoU	Memorandum of understanding
NGO	Non-governmental organisation
SO	Strategic Objective
UN	United Nations
UNCCD	UN Convention to Combat Desertification
UNDRIP	UN Declaration on the Rights of Indigenous Peoples
UNFCCC	UN Framework Convention on Climate Change
UNPFII	UN Permanent Forum on Indigenous Issues





## Our values and principles

The following seven values and principles drive the way that ILC members work together as a coalition, while guiding the delivery of the Coalition's mandate:

- *Rights-based and people-centred.* ILC members are brought together by a common commitment to upholding the inherent dignity and rights of all women and men, as captured in the Universal Declaration of Human Rights. Equitable access to, and control over, land is more than an economic asset: it contributes to identity, dignity, social inclusion, healthy ecosystems, and the ability of land-dependent people to make choices about their own futures.
- *Poverty-targeted.* ILC works for landless people and those with the most insecure land rights and the greatest vulnerability to landlessness: (a) small and marginalised farmers, especially women and youth; (b) people reliant on common property resources, including water, forests, pastures, rangelands, and indigenous territories; (c) people negatively affected by extractive industries, conservation, and tourism; and (d) people affected by land-related conflicts.
- *A coalition of equals.* ILC brings together organisations of vastly different sizes and capacities. Nonetheless, each member has an equal voice in the Coalition's decision-making. Diverse perspectives provide opportunities for interaction and collaboration among members; these are characterised by mutual respect and a willingness to listen and engage.
- *Autonomy.* ILC is a member-led coalition, in which members collectively decide on its governance, programmes, and policies. ILC is thus non-partisan and independent of governments, donors, political parties, and the business sector. ILC is committed to ensuring that the perspectives, voices, and positions expressed by members and partners are not only recognised and respected but also amplified.
- *Gender justice.* ILC strives to overcome any practices in its operations or those of its members that perpetuate the marginalisation of any section of society, and in particular of women. ILC's unwavering commitment to promoting social justice and fairness in the treatment of women's and men's access to secure land rights is matched by its own efforts within the Coalition towards achieving gender justice.
- *Subsidiarity.* ILC exists as a global coalition that works at global, regional, sub-regional, and national levels. Our members often work at the local level, where the ultimate impacts of ILC's work are sought. ILC is structured to allow responsibility and decisions for the work it carries out to be taken as close as possible to the level of impact. Likewise, local-level actions of members are supported by coherent actions at higher levels of the Coalition.
- *Carbon-neutrality.* ILC takes seriously the challenge of reducing its carbon footprint, considering the overwhelmingly negative implications of climate change for land-dependent people. It works towards carbon-neutrality by seeking creative alternatives to work practices and operations that have a lower environmental impact.

### Key achievements during the 2007–2011 Strategic Framework period

Achievements over recent years show how ILC is increasingly positioned to respond to challenges affecting the modalities of access to and governance and use of land.

### Implementation of the programme of work

ILC has developed into an IGO/NGO/research institute platform capable of multi-stakeholder influence, and can count many significant achievements:

- ILC has positioned itself as a leading organisation in conceiving, piloting, and disseminating the results of a global land governance monitoring mechanism (e.g. Land Watches and observatories in 11 countries in Asia and Latin America, 40 partner organisations involved in a partnership on a global land portal).
- ILC has increasingly advanced research, inclusive dialogue, and dissemination of information on emerging land topics (e.g. on the phenomenon of commercial pressures on land (CPL)/land grabbing, 28 research projects and 12 policy briefs have been produced as the results of a collaborative research effort, and ILC's CPL portal is the most comprehensive online resource on this phenomenon. In total, 38 partner organisations are involved in the initiative. On women's land rights, collaborative research, advocacy, and legal empowerment projects have involved more than 30 partners in 15 countries in Africa, Asia, and Latin America).
- ILC has enhanced its capacities to enable members to contribute to shaping global and regional debates on land (e.g. members influenced the final draft of the Comprehensive Framework for Action of the UN Task Force on Food Security; in Asia, CSOs engaged with processes of the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), and in Africa CSOs engaged on the Africa Land Policy Framework and Guidelines (ALPFG)).
- ILC has strengthened its abilities to influence the formulation and implementation of national land policies (e.g. it has contributed to national processes in Bolivia, Niger, Madagascar, Nepal, Indonesia, and the Philippines, among others).
- ILC has grown as a learning organisation, relying on a wide array of collective learning methodologies and approaches that are highly valued by participants as alternative and effective ways of acquiring and sharing knowledge (e.g. three Learning Routes, two Training of Trainers programmes, and two Internship Programmes conducted in Africa, Asia, and Latin America).

### Mobilising actors and resources

ILC has considerably expanded its scope of action, its membership and partnership base, and its financial basis, as demonstrated by some of the highlights listed below:

- From 2007 to 2011, ILC's membership has expanded steadily, with the number of members increasing from 35 in 2007 to 82 in 2010, an increase of 141%.
- ILC has significantly expanded the scope of its actions: in 2007 it counted 57 members and partners actively involved in its initiatives, compared with 137 in 2010, an increase of 163%.
- ILC's budget has grown, with an increase of 63% in budget expenditures in 2010 compared with 2007. Overall, comparing the Strategic Framework period 2003–2006 with that of 2007–2011, total budget expenditure showed an increase of 95% by the end of 2010.
- More donors are engaging in longer-term financial partnership with the Coalition, providing core funding support.
- 72% of members paid membership contribution fees in 2010, the first year of implementation of ILC's new membership contribution policy.
- A new Charter and Governance Framework, approved in 2009, marked the end of the institutional transition period begun four years earlier.
- The Coalition now has fully functional governing bodies at global and regional levels.