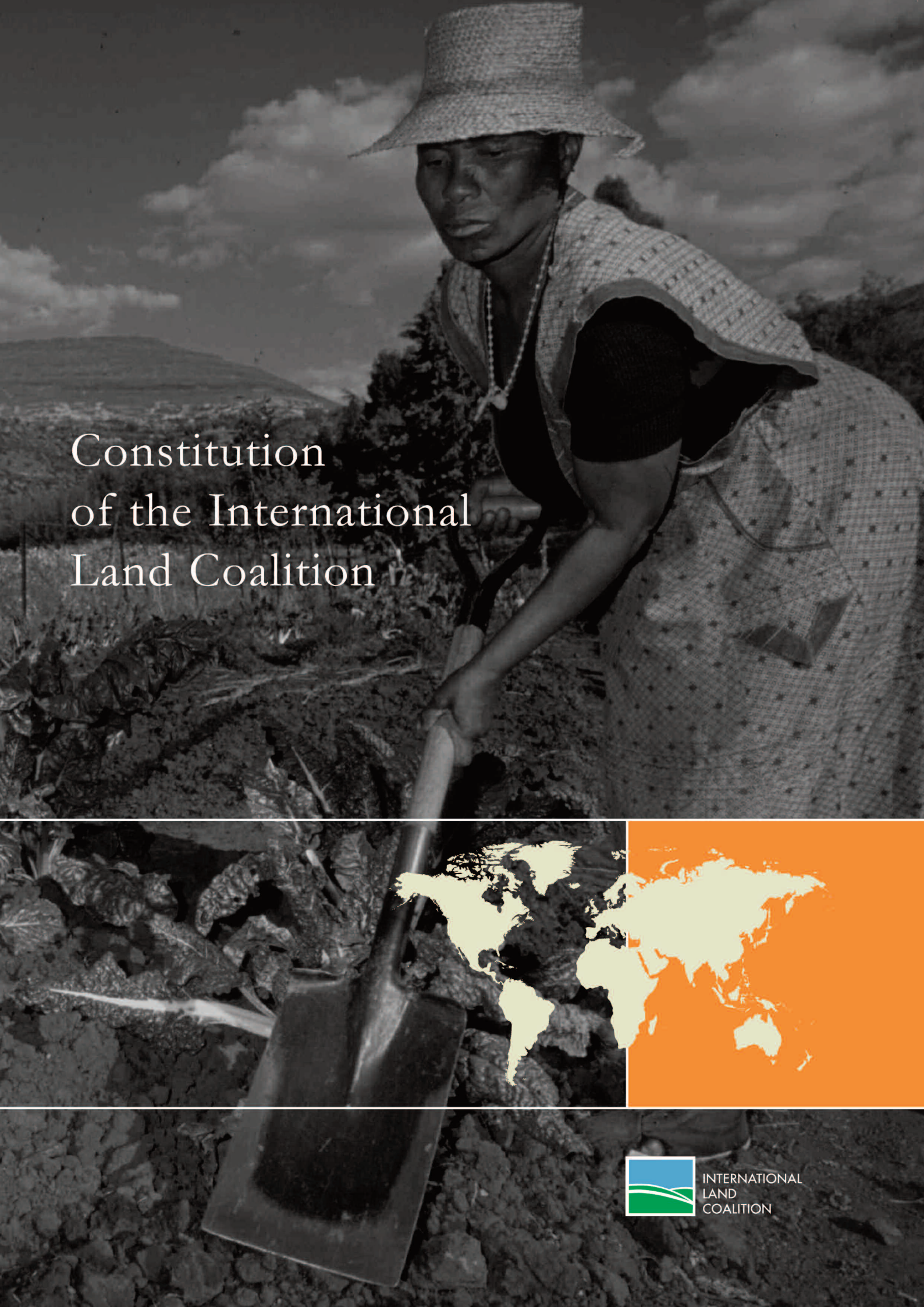


Constitution
of the International
Land Coalition



INTERNATIONAL
LAND
COALITION

International Land Coalition

Our Vision

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

Our Mission

The International Land Coalition is a global alliance of civil society
and intergovernmental organizations working together to promote
secure and equitable access to and control over land for poor women
and men through advocacy, dialogue, and capacity building

**INTERNATIONAL
LAND COALITION**

**CONSTITUTION
and GOVERNANCE FRAMEWORK**

*Assembly of Members
Uganda April 2007*

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CONSTITUTION and GOVERNANCE FRAMEWORK

ORIGIN

1 The International Land Coalition is an independent organization that is accountable to and governed by its members. The International Land Coalition (Land Coalition) was established by the founding organizations (paragraph 2) as the outcome of the Conference on Hunger and Poverty which took place in Brussels in November 1995 under the leadership of the International Fund for Agricultural Development. Originally called the Popular Coalition to Eradicate Hunger and Poverty, the Assembly of Members (AoM), at its meeting of February 2003, formally changed the name to the International Land Coalition, in order to better reflect its mission, nature and objectives.

2 The founding organizations were Asian NGO Coalition for Agrarian Reform and Rural Development (ANGOC) - The Philippines, Asociación Latinoamericana de Organizaciones de Promoción (ALOP) - Costa Rica, Belgian Survival Fund Joint Programme (BSF.JP) - Belgium, Bread for the World - United States, Canadian Hunger Foundation (CHF), now Partners in Rural Development - Canada, Caribbean Network for Integrated Rural Development (CNIRD) - Trinidad and Tobago, Centre de coopération internationale en recherche agronomique pour le développement (CIRAD) - France, Christian Aid - United Kingdom, Committee on Development and Cooperation of the European Parliament, European Commission - Belgium, the Food and Agriculture

Organization of the United Nations (FAO) - Italy, Forum for the African Voluntary Development Organization (FAVDO) - Senegal, Inter-Action - United States, International Food Policy Research Institute (IFPRI) - United States, International Fund for Agricultural Development (IFAD) Italy, Liaison Committee of Development NGOs to the European Union, represented by Secours populaire française France, and by Deutsche Welthungerhilfe - Germany, Overseas Development Institute (ODI) - United Kingdom, Society for Research and Initiatives for Sustainable Technologies and Institutions (SRISTI) - India, the World Bank - United States, and the World Food Programme (WFP) - Italy. The International Federation of Agricultural Producers (IFAP) and the Environment Liaison Centre International (ELCI) were invited to become founding organizations.

PURPOSE AND OBJECTIVES

3 The Land Coalition is a global alliance of civil society and intergovernmental organizations working together to promote secure and equitable access to and control over land for poor women and men through advocacy, dialogue and capacity building.

4 The vision of the Land Coalition is that secure and equitable access to and control over land reduces poverty and contributes to identity, dignity and inclusion.

5 The goal of the International Land Coalition is to enhance the capacities of its members and partners as well as their opportunities, at all levels, for pro-poor policy dialogue and influence to promote secure and equitable access to and control over land and other natural resources that are vital to the livelihoods of poor women and men.

6 The members and partners are committed to incorporating into their organizations' programmes and strategies, the successful results and lessons learned from initiatives jointly undertaken through the Land Coalition.

NATURE

7 The International Land Coalition is a global alliance of civil society and intergovernmental organizations. It is an institution for multi-stakeholder collaboration on land issues and is membership-based.

8 The Land Coalition was founded upon recognition of the important role and potential for synergy resulting from the collaboration between these diverse stakeholders. The Land Coalition's work is based on lessons from the past; namely, that secure access to productive resources, particularly land, requires: **(i)** enabling policies and programmes by governments; **(ii)** effective participation by civil-society; and, **(iii)** coherent and coordinated support from the international community. The Land Coalition founders emphasized

the goal to build strategic alliances among stakeholders, placing particular importance on the role of civil-society in enabling rural development.

9 The Land Coalition recognizes that the term civil-society organizations (CSOs) is a general classification embracing many groups within societies. In referring to CSOs, the aim of the Land Coalition is to embrace; *inter-alia*, organizations of farmers, producers, research institutions and universities, women, indigenous peoples, agricultural workers, fishers, the landless, pastoralists, forest users, and other associations of rural peoples, including community-based organizations and social movements. CSOs also include NGOs, their networks and movements.

PARTICIPATION

10 Participation in the Land Coalition is open to those civil-society and inter-governmental organizations who express, in writing, their interest to join the Land Coalition and whose organization:

- a.** Has a history of active programmes pertinent to the mission of the Land Coalition;
- b.** Has a structure that is accountable to a defined constituency;
- c.** Conforms to the laws and legislation of the country in which their headquarters are situated;

- d. Will promote their relationship to the Land Coalition with their constituency and with appropriate public officials, institutions of civil society, inter-governmental organizations and other persons of influence in respect of the Land Coalition's mission; and,
- e. Will mainstream the lessons learned from participating in the Land Coalition into their organization.

11 The participants in the Land Coalition subscribe to the basic principles of: **(i)** transparent, participatory and democratic decision-making processes; **(ii)** seeking consensus, regardless of the size, type, place of origin, and function of the participating organization; and, **(iii)** mutual respect and understanding for the priorities, constraints and differing resource levels of the Land Coalition participants.

12 The participants understand the complex and sensitive political and economic mandate of the Land Coalition. Participants recognize that the aim is to provide new ways and means to resolve issues and conflicts between powerful vested interests and the landless, near landless and smallholders. This is recognized to require advocacy and negotiation, both of which may be approached in new ways, given the arena for dialogue offered by the diverse organizational composition of the Land Coalition.

FORMS OF PARTICIPATION

13 Participation will be structured into four sub-groups: members, partners, donors and affiliates.

Members

14 Members will be either civil-society or inter-governmental organizations empowered with voting and decision-making rights at the Assembly of Members (AoM).

15 The first members will be the Founding Members (paragraph 2).

16 Governments, private-sector actors such as corporations, and individuals are not eligible for membership in the Coalition.

17 Members will be: **(i)** appointed by the AoM through a formal nomination process; **(ii)** entitled to vote on matters requiring decisions by the AoM, including the election of new members and the election of members to vacancies on the Coalition Council (CC); and, **(iii)** eligible to stand for election to vacancies on the CC.

18 The term of membership will be four years with the exception of the Host Organization, which will be a permanent member. Membership may be renewed without any limitation on the

number of terms, providing the AoM accepts the organization's re-nomination at the end of each four-year term.

19 In order for the Membership Committee to consider recommending an organization for membership in the Land Coalition, the organization must meet the participation criteria as set forth in this Governance Framework including that:

- i.** Not less than two member organizations of the Land Coalition recommend that membership be granted;
- ii.** The organization's land policies are compatible with those of the Land Coalition;
- iii.** The organization will identify its membership in the Land Coalition in appropriate ways, such as through its website and in its publications;
- iv.** Appropriate measures will be taken to support the activities of the Land Coalition, including the mobilization of resources needed to implement its programmes and operations; and,
- v.** The organization will share and contribute the relevant parts of their organization's capacity and knowledge to help accomplish the mission of the Land Coalition.

20 In all appointments of members, the decision regarding new civil-society organizations will be voted upon by the existing civil-society organizations. Similarly, inter-governmental organization appointments will be decided upon by the current inter-governmental organizations.

21 The number of members is expected to grow. The appointment of new members can only be approved by the AoM, based on the Land Coalition's nominating process. New members will only be entitled to vote at the meeting of the AOM immediately following the meeting at which they are appointed.

22 The members will be selected with the aim of obtaining participation from all regions of the world.

23 In order not to limit participation to representation from regional groups, provision will also be made for civil-society members from global or multi-regional organizations.

24 Member organizations must provide written indication of their first representative and his/her alternate. It is required that these persons hold senior positions and have the authority to act and make decisions on behalf of their organization.

25 Membership may be withdrawn based on a two-thirds vote by the CC at a duly constituted meeting where notice has been provided, not less than three months prior, of the reasons for proposing that the membership should be terminated. The basis for termination will normally be that a member is not in compliance with the Governance Framework or is otherwise conducting itself in a manner considered inappropriate to continue as a member. Decisions by the CC will be confidential and final.

Partners

26 Partners will be those civil-society, governmental and inter-governmental organizations where there is a defined joint activity/ies, with agreed roles, responsibilities and accountability to the Land Coalition and the partner organization/s. The partner activity may be defined formally (such as in a funding agreement, memorandum of understanding, agreement where funds are not involved), or informally, where adequate and mutual understanding is considered to be prevalent. Partners will not have voting authority. However, future members may be nominated from partner organizations.

Donors

27 Donors will be those organizations or individuals providing the necessary resources for the Land Coalition's programmes, management and other operational requirements. They will be invited to the AoM in a non-voting capacity and will be consulted, as appropriate, by the CC and Secretariat. Donors may also be partners and may also be nominated to become members.

Affiliates

28 Affiliates will be those civil-society, governmental and inter-governmental organizations with whom

the Land Coalition has ongoing or periodic involvement and/or organizations which may be helpful to third parties wishing to know of organizations working in similar spheres of development.

GOVERNING ROLES AND RESPONSIBILITIES

29 The Land Coalition will be governed by an AoM, which will meet once every two years and a CC that will serve as the executive board to support and oversee the operation of the Land Coalition and its Secretariat. The overall structure will also involve such committees, action groups and advisory bodies as deemed necessary, on an ad-hoc or semi-permanent basis, to ensure prudent governance and active participation by the members in order to accomplish the Land Coalition's mission.

Assembly of Members

30 The AoM will be the supreme governing body responsible for establishing the overall strategies and policies of the Land Coalition and, concomitantly, to ensure that the organization remains in compliance with the intentions of the members.

31 The AoM will meet once every two years, when it will:

- i.** Review the progress achieved on the Land Coalition’s Strategic Plan and advise on any adjustments to the Plan;
- ii.** Establish such policies as are needed to frame and facilitate the operation of the Land Coalition;
- iii.** Advise on the multi-year work plan;
- iv.** Assess the financial position, determine actions required and contribute to the mobilization of resources;
- v.** Elect new members to the AoM; and,
- vi.** Elect the members to the vacancies on the CC.

32 The AoM may meet at any fixed location, as determined by the CC, or in other forms, considering the use of communication technology, suited to the business to be conducted.

33 The quorum for a meeting of the AoM will be not less than seventeen civil-society and not less than four inter-governmental members. Members may exercise not more than one proxy each that has been filed with the Secretariat according to the procedures as prescribed by the CC.

34 Unless otherwise specified in this framework, decisions in the AoM will be taken by a simple majority.

35 There will be a Membership Committee co-chaired by one member from a civil-society and one member from an inter-governmental organization, both currently serving members of the CC.

36 The Membership Committee will notify the members of vacancies arising at the forthcoming meeting of the AoM and the nominating procedure and deadlines which they must follow if they wish to place a nomination/s. This will include details on: **(i)** nominations for new members to the Land Coalition; **(ii)** nominations to vacancies on the CC; and, **(iii)** re-nomination in order to renew the membership of organizations whose four-year term is being completed.

Coalition Council

37 The CC will act as the executive board of the Land Coalition responsible for the overall responsibilities of governance between meetings of the AoM.

38 The CC will consist of representatives from 14 members. The composition will be based on considerations for geographical balance; expertise; different categories of members; and special population groups, such as women and indigenous peoples.

39 Eight of the 14 members will be from civil-society organizations. Of these, not less than five will be from regional groups and not more than three from civil-society organizations represented through international organizations.

40 Six of the 14 members of the CC will be from inter-governmental organizations. Of these, IFAD, FAO, WFP, IFPRI, World Bank and the European Commission currently hold semi-permanent membership and they may open their membership for a fixed or indefinite period of time to nominations from other inter-governmental organizations, with the exception of the Land Coalition's Host Organization, which will hold permanent membership.

41 Should it be deemed desirable to expand the size of the CC, the proportions of civil-society to inter-governmental organizations will be preserved. While the CC may invite other members to attend meetings, on an *ex-officio* basis, to ensure, among other things, input from under-represented geographical areas, the CC must seek an amendment to this Governing Framework, before such positions can become permanent.

42 The quorum for a meeting of the CC will be eight members of whom there must be not less than four civil-society and three-inter-governmental members present. There will be no proxies to CC meetings.

43 The CC will:

- i.** engage the members in establishing a result-oriented Strategic Plan, programmes and activities;
- ii.** Promote the objectives of the Land Coalition and monitor the implementation of the Strategic Plan;
- iii.** Update the Strategic Plan on the basis of experiences gained and evolving circumstances;
- iv.** Report progress on the Strategic Plan to all members, at least annually, and to the AoM;
- v.** Approve and review performance of the workplan and budget;
- vi.** Review annual audited financial statements;
- vii.** Develop and implement a resource mobilization plan involving all members;
- viii.** Establish the policies needed to ensure effective governance and prudent management;
- ix.** Appoint the Director of the Secretariat and review his/her annual performance review as conducted by the Host Organization;
- x.** Appoint members to vacancies on the CC until the time of the next AoM;
- xi.** Promote participation in the Land Coalition with inter-governmental, civil-society and governmental organizations;

xii. Foster effective relations with all members and potential partner organizations and institutions that can help in achieving the objectives of the Strategic Plan; and

xiii. Ensure that the Land Coalition acts in accordance with this Governance Framework and such other rules, regulations and policies as may be established by the AoM or CC.

44 The CC will meet twice each year. In the year of the AoM, one of these two meetings will be held in conjunction with the AoM.

45 The members of the CC will be selected to represent the diverse considerations, viewpoints and experiences within the Land Coalition. The members of the CC are responsible to further the overall objectives and requirements of the Land Coalition. They should not represent narrow regional or organizational concerns, or be limited by special interests, sector or technical preoccupations. While recognizing that the concerns of each member must be given equitable and fair consideration, the performance of the CC will not be measured by activities occurring at any particular moment in time either in the region, or in an activity area of special interest to a particular member organization.

46 Several international institutions and specialized agencies might have permanent or semi-permanent membership on the CC. In such cases, the organization will alternate the representative

of their organization to ensure renewal consistent with the maximum involvement of four years (two two-year terms).

47 In addition, member organizations of the CC will be nominated for two-year terms with the possibility of re-nomination for up to one additional, consecutive, two-year term. Terms will be structured so that fifty per cent (50%) of the civil-society representatives retire at the end of each two-year period. Each serving organization on the CC will have one designated representative and one alternate.

48 The meetings of the CC may, as the members decide, be held at any fixed location or through the facility of communication technology.

49 The CC will be co-chaired by one representative from a civil-society organization (as selected by the other civil-society representatives) and one from an inter-governmental organization (selected by the inter-governmental representatives), one of which will be the Host Organization.

50 Sub-committees, action groups and similar mechanisms will follow the same model of co-chairing.

Secretariat

51 The Secretariat of the Land Coalition is based at IFAD, the host organization. The Secretariat is responsible for the management, operations and administrative services of the Land Coalition. It is headed by a Director, who is an *ex-officio* member of the AoM and the CC. The Secretariat shall be composed of such staff and contracted service providers as required by the Land Coalition's programme of work and budget. IFAD's role as Host to the Secretariat is separate from its institutional role as a member of the AoM and CC.

52 The Secretariat will be responsible for coordinating the activities of the Land Coalition, taking into account its diverse character and the need for adopting a decentralized approach in the implementation of its activities including, inter alia:

- i.** Assist the CC and AoM in drafting Strategic Plans, policies, programmes of work and budgets for their consideration, refinement and approval;
- ii.** Act as a catalyst for the design and coordination for the implementation of the various programmes and activities of the Land Coalition;
- iii.** Facilitate communications with the members, partners and donors ;
- iv.** Harmonize strategies and activities for resource mobilization in support of the Land Coalition's programmes and operations; and,

- v.** Serve as the primary spokesperson of the Land Coalition on the basis of overall understandings and agreements reached by the CC and AoM.

Action Groups and Advisory Bodies or Commissions

53 Action Groups, Advisory Bodies/Commissions will be formed on an *ad hoc* basis to pursue and monitor the planning and implementation of the Land's Coalition's Strategic Plan. The Secretariat will facilitate and coordinate the above processes. It will foster a decentralized leadership involving Land Coalition members in the region of the intended activity.

54 Each Action Group or Advisory Body/Commission, depending on the number and type of its constituent members, will be encouraged to establish a structure of diverse stakeholders, similar to that of the Land Coalition, for both the planning and implementation of the activities.

PRINCIPLES TO GUIDE COUNTRY LEVEL PROGRAMMES AND ACTIVITIES

55 When an Action Initiative is to be implemented at the regional, sub-regional, country or local level, the initiative should incorporate a governance framework similar to that of the Land Coalition. Accordingly, a focal point will be given the responsibility to promote and coordinate activities related to the implementation of the action or components. This responsibility will include:

- i.** Fostering government and public sector relations with civil society, recognizing that the goal of strengthening the capacity-building of civil-society organizations will be most effectively realized within a conducive public policy environment;
- ii.** Ensuring the active and knowledgeable participation of local communities in any activity involving the Land Coalition, from the design through implementation to evaluation stage; and,
- iii.** Linking Land Coalition initiatives to on-going field programmes. The programmes and activities of the Land Coalition aim, *inter alia*, at disseminating information on the policies and programmes of partners, their institutions and governments.

AMENDING THE GOVERNANCE FRAMEWORK

56 The Governance and Operational Framework may be amended by a two-thirds majority of members in each of the two membership classifications. In respect for the unique composition of the membership, a two-third majority must be obtained from within the civil-society member organizations and a two-third majority must also be obtained from within the inter-governmental members. The decision must be taken at either a regularly convened AoM, or such other duly constituted meeting of the members. Notice of proposed amendments must be provided to all members not less than three months prior to the meeting at which the amendments are to be considered. Provision will be made for members who are unable to attend a meeting where amendments will be considered for decision, to vote on the proposed amendment(s) in written form prior to the meeting, in accordance with procedures as prescribed by the AoM.



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