



STRATEGIC FRAMEWORK
2007-2011

Putting a Pro-Poor Land Agenda
into Practice



INTERNATIONAL
LAND
COALITION

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Foreword

Putting a Pro-poor Land Agenda into Practice – enabling a pattern of rural development that empowers poor women and men to improve their livelihoods and well-being by securing their resource rights – is critical in achieving a path out of poverty for rural households that depend on agriculture and other forms of primary production.

The ILC Strategic Framework 2007-2011 is based on evidence that asset inequality, particularly land inequality, reduces economic growth and the impact of gains in productivity on poverty.

As a coalition of civil society and intergovernmental organizations, ILC seeks to build multi-stakeholder alliances to uphold the resource rights of poor women and men. Implementing a pro-poor land agenda is a challenge of the highest order. In some countries, it may mean correcting fundamental and historic injustices or redressing land grabbing and forced evictions. In many countries, it can mean institutional change, since current inequities are often rooted in policies, practices and organizations that are controlled by powerful interests.

A pro-poor land agenda not only leads to more sustainable livelihoods, but can lead to other important economic, social, political and environmental benefits, including: identity and dignity; sustainable management of natural resources; peace and security; and multiplier benefits for the overall economy from improved incomes.

For members, partners, donors and policy makers, this Strategic Framework provides ILC's vision, mission and objectives for the next five years. It will be the driving force of ILC and thus the central reference point for organizations wishing to join together to promote agrarian reform and help put a pro-poor land agenda into practice.

Consultation process and methodology

2006	September	ILC Secretariat retreat to build the basis of the first draft Strategic Framework (SF) based on collection of inputs coming from members
	November	Presentation of the first draft Strategic Framework to ILC Council and the subsequent establishment of the SF Working Group composed of IFAD, World Bank, European Commission, FAO, Asian NGO Coalition (ANGOC), Deutsche Welthungerhilfe (DWHH), Fundación TIERRA, Land Net West Africa
	November	Working Group interactive via electronic communication with support from ILC Secretariat
2007	January	Working Group teleconference
	February	ITAD ¹ support for quality control of the Strategic Framework document (coherence, clarity, results-based orientation) and workshop in Rome with ILC Secretariat and IFAD representatives to advance the review of the draft
	February	ILC SF Working Group comments on revised version; incorporation of the Working Group feedback into the SF document with ITAD support
	March	Submission by the working group of the SF document to ILC Council members (document available in Spanish and French)
	March	Submission of the SF document from ILC Council to Coalition members in preparation of the Assembly discussion
	March	Tri-language SF document posted in the DGroup area set up for ILC Assembly preparation and accessible by all ILC members and partners participating in the Assembly. ILC member and partner representatives invited to open up discussion and collect feedback within their own institutions, using the DGroup to provide ILC with elements for improvement
	23-27 April	Presentation of SF document to Assembly, discussion and incorporation of proposed amendments to the document for final approval
	May	Strategic Framework publication and dissemination

¹ www.itad.com

Introduction

In November 1995 over 1,000 representatives of civil society organizations, governments, the Bretton Woods institutions, United Nations agencies and EU institutions came together in Brussels for the Conference on Hunger and Poverty.

The conference recognized the importance of equity in access to land for rural development and resolved to create an alliance of civil society and intergovernmental agencies: the *Popular Coalition to Eradicate Hunger and Poverty*²:

"The rural poor must be given access to land and water resources, they must be permitted to participate in the design, implementation and evaluation of rural development programmes.... Growth is necessary but not sufficient; it must be buttressed by equity and, above all, by people's participation."

These goals will require: "...policy changes, community capacity building and direct support to innovative actions"; and "...the revival of agrarian reform on the national and international agenda as a necessary condition for empowerment and sustainable development for the poor."

In 2003 the organization was transformed into the **International**

Land Coalition (ILC) as part of strategic focus on land access issues from the earlier wider mandate. The name reflects our identity (an **international** organization), our focus (**land**, which by definition includes natural resources) and our nature (a **coalition** of organizations).

In 1995 land issues had fallen from the development agenda. ILC responded by promoting the need to put land back on the agenda. It did so by working with its civil society and intergovernmental members to advocate for secure access to land. Today land is not only back on the agenda, it is confirmed to be linked to many development goals, from food security, to conflict prevention, to peace and security, to combating desertification and environmental degradation.

This Strategic Framework builds on ILC's experience and sets out how ILC will contribute to worldwide commitments to reduce poverty by

helping poor people improve their secure access to natural resources, especially land. It builds on the lessons learned from ILC's work with its diverse membership and partners in over 40 countries; the experience from the 2004-2006 strategic framework; the findings of the 2006 external evaluation; and the changing nature and rising challenges of land issues for the resource-poor. As the 2006 external evaluation concluded³:

There is now more than ever a "need for effective mechanisms that encourage and foster dialogue about land issues. Dialogue is particularly needed given the fact that land issues tend to be not only technical questions, but issues with highly sensitive political and social implications. This presents a very positive context for an organization like ILC, whose mission and objectives seem to be even more relevant today than they were a decade ago."

² Excerpts from "The Popular Coalition to Eradicate Hunger and Poverty" IFAD, January 1998

³ International Land Coalition, External Evaluation – Final Report, August 2006. Universalia, page ii



Critical issues, opportunities and challenges

ILC works for landless people and those with the most insecure land rights and the greatest vulnerability to landlessness:

- Small and marginalized farmers, especially women
- People reliant on common property resources, including: water, forests, pastures, rangelands and indigenous territories
- People negatively affected by extractive industries, conservation and tourism
- People affected by land-related conflicts

In seeking to address the rights and needs of these beneficiaries, ILC must take into account a number of critical issues, opportunities and challenges in its operating environment and in the way in which it manages itself.

With regard to its operating environment, ILC has identified the following priority critical issues:

1. International and national government interest in, and support for, land reform is now on the rise as land and other natural resource issues become an increasingly important element of the global development agenda.

2. The current land reform movement is characterized by a range of important actors (government, political parties, inter-government, civil society, social movements and the private sector, including multi-national corporations) that have overlapping, different and often politicized agendas. This context fuels the need for effective mechanisms that encourage and foster multi-stakeholder dialogue about land issues.

3. While there is increased and widespread recognition of civil society's important role in land reform and protecting the rights of poor women and men, donor support is modest relative to civil society capacity building and programme delivery needs. A significant scaling up of coordinated donor support is needed, with a focus on empowering and enabling civil society to fashion its own responses to the challenges faced by poor people.

With regard to its internal operations, ILC has identified the following priority critical issues:

4. Agrarian and land reform issues and possible solutions vary from country to country. Achieving impact at national

and local levels therefore requires different approaches in different contexts. At the same time, regional and global mechanisms offer considerable potential to support national and local efforts. Achieving an appropriately balanced focus on the global-regional-national-local levels will be a challenge, particularly within resource constraints.

5. Given its potential constituency and its role as a global coalition, ILC has a relatively limited number of members and needs to clarify its plans and strategies for membership growth, for which particular attention needs to be given to engaging with social movements and research centres.

6. ILC is undergoing a significant change process to establish itself as an autonomous and financially sustainable organization. In the short to medium term, ILC (particularly its Secretariat and members) faces the dual challenge of both transforming the organization while achieving real benefits for poor men and women.

Vision, mission and core values & principles

Vision and Mission

Ensuring that natural resources, especially land, are accessed and used equitably and managed sustainably is key to enabling poor women and men to exercise their fundamental economic, social, political and cultural rights; especially the rights of everyone to be free from hunger and poverty, and for their dignity and identity to be respected. Development with equity and dignity is essential for building a peaceful world.

Our vision

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

ILC adds value and creates opportunities for its members and partners by exploiting its “niche” as a convener of civil society, governmental and inter-governmental stakeholders on land policies and practices.

Our mission

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.

Core values and principles

A rights-based, people-centred approach

ILC aims to ensure that poor and marginalized women and men can exercise their rights. ILC situates land issues in a socio-political framework characterized by asymmetries in power. ILC recognizes land as being more than an economic asset; it contributes to identity, dignity and social inclusion. As part of this rights-based and people-centred approach, ILC promotes gender equality.

Recognizing flexible and plural tenure systems

Land access in rural areas is commonly derived from multiple tenure arrangements in order to accommodate the needs and shared use of the land by different users. These arrangements are flexible and allow for the operation of pluralistic

tenure systems. Where individual titling displaces common user practices and realities, the poorest land users may be further disadvantaged, both socially and economically. Security of access to land should be granted in ways that allow overlapping, flexible and plural tenure systems to operate.

Subsidiarity and responsiveness

ILC will adopt the principle of subsidiarity, ensuring that decisions are taken as closely as possible to the level where impact is felt. This requires willingness by members to engage actively in the decision-making process and to take on responsibilities where they can. It also requires responsiveness on the part of all members and the Secretariat to ensure that actions at the community level are supported by appropriate, coherent and supportive actions at regional, national and global levels.

Mutual learning and accountability

The principle of mutual learning and accountability is key throughout – ILC actions must bring added value over and above what could be achieved by an individual member organization alone. A key factor towards achieving this is the active exchange of experiences and lessons among ILC members to ensure that valuable knowledge is shared for possible replication or scaling up.



Core strategies

To fulfil our mission and realize our vision, ILC will apply five core strategies across our core activities and programmes.

These strategies represent the ‘five bold steps’ by which we will transform our organization and which will inform the way we prioritize, plan and manage our work.

Refocus ILC at the national and local levels to achieve demonstrable impact on the livelihoods of poor women and men

The most significant change to ILC’s operation will be to place greater emphasis on the national and local levels, building critical mass in a limited number of priority countries to achieve demonstrable impact and to identify scalable and replicable approaches and solutions to land issues. ILC will retain a strategic regional and global perspective where this supports and informs the national focus, but the majority of resources and effort will be directed at the national and local levels. This will require decentralization of responsibilities from the Secretariat to members at the regional level, as well as robust procedures for prioritization and resource allocation on the basis of clear and explicit criteria (see Appendix 2).

Forge strategic coalitions and partnerships as conduits for policy advocacy

One of ILC’s comparative advantages is its unique status as a bridge between civil society and

intergovernmental organizations, bringing diverse groups together, sharing information on land issues, and providing opportunities for collaborative policy dialogue and advocacy. As a convener, ILC also facilitates the creation of space for broad and inclusive social dialogue at all levels, where diverse and often competing interests can be negotiated. ILC will work more strategically and pro-actively to identify with its members and partners the need for coalitions and partnerships around specific issues and to support their formation.

Expand and diversify ILC’s membership and strengthen the role of members in the direction and work of the Coalition

ILC’s key strength is its membership. ILC must expand and diversify its membership to achieve critical mass at national and regional levels, and seek greater engagement by members in its direction and work. To these ends, ILC will clarify governance and management roles and reach out to new members through its existing membership; transform the role of the Secretariat from one of centralized coordination to decentralized facilitation; and operate in a more networked manner, connecting members and partners directly with each other.

Strengthen and focus ILC as a knowledge network

Since its inception ILC has facilitated knowledge exchange, encouraging its members and partners to document and disseminate their experiences and lessons. ILC will strengthen these processes further by forging strategic partnerships and alliances with members and partners that represent important sources of knowledge and experience; by identifying regional and/or thematic knowledge network centres; by supporting more dynamic horizontal regional and/or thematic exchanges; and by creating systems for documentation, translation, dissemination strategy and feedback.

Develop transparent systems for results-based and gender mainstreamed planning and management

The Strategic Framework specifies results in terms of ILC’s Goal, Strategic Objectives and associated indicators. These provide the ‘organizing principle’ for ILC’s activities around which we will develop corporate and decentralized planning, management and review processes. The Strategic Framework and emerging gender strategy represent a big step in the adoption of a results-based and gender-mainstreamed culture.

Goal and strategic objectives

Our Goal

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.

While the role of government is fundamental, ILC recognizes that this goal can only be achieved through the commitment, efforts and actions of many others. ILC's specific contribution will be through the achievement of the following strategic objectives:

Strategic Objective 1:

All members of ILC provide coherent and coordinated support to global, regional and national commitments and actions to improve the access of poor men and women to natural resources, especially land.

Strategic Objective 2:

Civil society participates more actively in, and exercises greater influence over, the policy and decision-making processes that affect the access of poor men and women to natural resources, especially land.

Strategic Objective 3:

Civil society, inter-governmental organizations and governments identify, share and adopt lessons and good practices that improve the access of poor men and women to natural resources, especially land.

Strategic Objective 4:

All members of ILC have increased capacity for networking, knowledge sharing, dialogue and joint action.

Strategic Objective 5:

ILC becomes an autonomous, decentralized, globally representative, member-led and financially sustainable coalition.

Core activities

ILC organizes its work into three categories, each of which describes a distinct set of core activities that contribute to specific strategic objectives.

Policy dialogue and advocacy

As a global coalition, spanning from local grassroots organizations to United Nations agencies, international financial institutions and international organizations, ILC creates and benefits from unique opportunities to engage in dialogue on land issues. This

engagement helps the voice of civil society to be heard on land issues at international, national and local levels. It creates opportunities for members with different access to political and economic power and differing views to engage together and discuss the role of land access security in the lives of poor men and women.

Core activities:

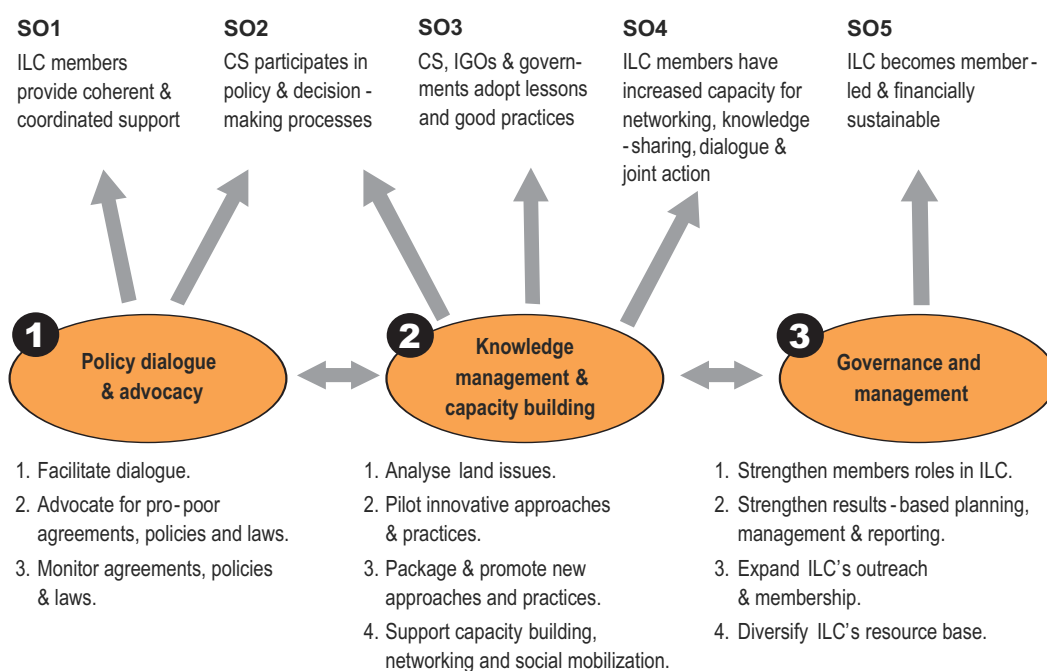
1. Facilitate national and regional dialogue and partnerships between civil society organizations, and with

governments and intergovernmental organizations.

2. Advocate for the design of, and compliance with, pro-poor international, regional and national agreements, policies and laws.

3. Assess and monitor international, regional and national agreements, policies and laws that affect access of poor men and women to natural resources, especially land.

Linking Strategic Objectives and Core Activities



Knowledge management and capacity building

As a community of interest, ILC is able to build linkages, encouraging communication among organizations in the network and making partners more aware of opportunities to add value to their own work by linking it to that of others. The membership base facilitates the sharing of diverse experiences in promoting pro-poor land policy and practice, and the scaling-up of successful innovations. ILC is also able to facilitate context-specific capacity building to promote the uptake of such innovations.

Core activities:

1. Analyse land issues and trends, the poverty effects of landlessness and resource insecurity, and the impacts of land policies and practices.
2. Support the piloting of innovative approaches and practices that improve the access of poor women and men to natural resources, especially land.
3. Package, disseminate and promote lessons learned and 'good practices' that show strong potential for replication and for policy relevance.

4. Support capacity-building, networking and social mobilization for collective empowerment.

Governance and management⁴

As a membership-based organization, ILC is reliant on the active participation of its members, and in turn is accountable to them. As ILC enters its next strategic phase, it seeks to involve its members more actively in key governance and management processes, and to establish ILC as an autonomous, decentralized and financially sustainable coalition.

Core activities:

1. Support members to take more active roles in governance, strategic planning, programme design and management and resource mobilization.
2. Strengthen systems for results-based planning, management and reporting.
3. Expand ILC's outreach and membership.
4. Expand and diversify ILC's resource base.

Links between core activities

Whilst we have organized our core work into these three categories, it is important to build on the synergies between them. For example, piloting and documenting new approaches and practices provides valuable tools for advocacy work and opportunities for members to take on more active roles in programme design and management. In turn, dialogue and compliance monitoring present members with choices about which issues are of greatest importance to them, and which require further exploration through research or piloting.

⁴ *Governance and management* are usually described as part of organizational arrangements. They are designated here as 'core activities' in recognition of the scope of the transformation process that ILC must undergo during this strategy cycle.

Performance measurement

Strategic objectives	Indicators (examples)
<p>1. All members of ILC provide coherent and coordinated support to global, regional and national efforts to improve the access of poor men and women to natural resources, especially land.</p>	<ul style="list-style-type: none"> ● Number and nature of partnerships established between ILC, CSOs and IGOs at global, regional and national levels ● Number of instances where CSOs and IGOs individually and collectively adopt specific positions on land issues as advocated by ILC ● Number of instances where ILC-member IGOs change their programmes and ILC is cited as instrumental in the change
<p>2. Civil society participates more actively in, and exercises greater influence over, the policy and decision-making processes that affect the access of poor men and women to natural resources, especially land.</p>	<ul style="list-style-type: none"> ● Number of instances when ILC members are represented in policy dialogue and decision-making processes ● Number and nature of instances where land-related agreements, policies, laws and compliance are changed in favour of the poor and ILC is cited as instrumental in the change ● Number of instances where land conflicts are resolved in favour of the poor and ILC is cited as instrumental in the resolution
<p>3. Civil society, inter-governmental organizations and governments identify, share and adopt lessons and good practices that improve the access of poor men and women to natural resources, especially land.</p>	<ul style="list-style-type: none"> ● Number of lessons and good practices adopted (disaggregated by ILC members, partners, governments, IGOs and other groupings) ● Evidence that the ILC lessons and good practices adopted have led to improved access of poor men and women to natural resources, especially land
<p>4. All members of ILC have increased capacity for networking, knowledge sharing, dialogue and joint action.</p>	<ul style="list-style-type: none"> ● Number, nature and purpose of interactions between members and with partners (disaggregated by region and country and by whether the interaction was direct or through the Secretariat) ● Number of joint actions mediated through ILC support ● Number of ILC-supported networks that attract non-ILC funding and support
<p>5. ILC becomes an autonomous, decentralized, globally representative, member-led and financially sustainable coalition.</p>	<ul style="list-style-type: none"> ● Number and value of funding sources ● Number of ILC members (disaggregated by region and country) ● Number of globally acknowledged CSOs and social movements involved in land issues that are not members of ILC ● Number of instances where members take leading or active roles in designing and/or implementing ILC programmes and activities

APPENDIX 1:

Organizational profile

Assembly of Members – As a membership-based organization, ILC is accountable to its members. The Assembly of Members, currently comprising 36 members of which 9 are intergovernmental organizations and 27 are civil society organizations, is the supreme governing body responsible for establishing the overall strategies and policies of ILC and for ensuring that the organization remains in compliance with the intentions of the members.

Coalition Council – The Assembly of Members appoints a Coalition Council to serve as the executive board of ILC, taking overall responsibility for governance between meetings of the Assembly of Members. The Council is authorized to establish, on a semi-permanent or *ad-hoc* basis, such committees as it determines to be appropriate for achieving effective governance or to support the Secretariat in fulfilling its responsibilities.

Secretariat – The Secretariat facilitates ILC activities by: supporting ILC governing bodies, including through the preparation of relevant documents related to meetings, assemblies and other fora; mobilizing resources; promoting communication among members and partners, including on the individual and joint engagements; and facilitating learning

and knowledge sharing among members and partners. The Secretariat is headed by a Director who is accountable to the Coalition Council. The Director is an *ex-officio* member of the Assembly of Members and the Coalition Council. The Secretariat comprises such staff and contracted service providers as are required by the Strategic Framework, and Annual Workplans and Budgets.

Partners – ILC also collaborates with a wide spectrum of non-members. The capacity of ILC to achieve its mission is directly linked to its effective engagement with a broad range of stakeholders that might have diverging interests, including governments, civil society organizations and social movements, international and inter-governmental organizations and the private sector, whose actions influence and determine land access and tenure security.

Contributions – At present the main funders of ILC are IFAD, the European Commission (EC), the Belgian Survival Fund (BSF), the Canadian International Development Agency (CIDA), the Swiss Agency for Development and Cooperation (SDC), the Government of Netherlands, and the World Bank. Funding supports institutional operation costs as well as joint programmes with partners.



APPENDIX 2:

ILC criteria for prioritizing countries and interventions

ILC is comparatively well positioned through its civil society and intergovernmental members and its relations with governments to work toward negotiated solutions to the land access and tenure issues facing resource-poor households. In seeking to have greater relevance and effectiveness at national, regional and international levels, ILC will develop criteria to guide its decisions on where to place its efforts and resources.

National level⁵

ILC will apply the following criteria to the identification of a limited set of priority countries:

- Relevance of ongoing initiatives and activities to pro-poor land governance and to priority thematic areas of ILC
- Potential for impact, lesson learning and scaling up
- Existing involvement of ILC members and partners
- Receptivity and commitment of government, CSOs and IGOs
- Capacity of ILC Secretariat, members and partners to support national and local action
- Potential for donor funding and support.

Regional level

ILC must retain a strategic and targeted interest at the regional level. Maintaining a regional perspective is justified by the importance of cross-border resources, the impact of decisions by regional economic institutions on national policies; as well as the dynamism of sub-regional processes of economic integration. ILC will prioritize the following types of regional initiatives:

- Existing initiatives promoted by ILC members and partners at regional and/or sub-regional level
- Initiatives in or adjacent to target countries that demonstrate potential for impact on the sustainable management of cross-border resources and the prevention of conflict caused by their exploitation
- Initiatives likely to add value to national interventions through the sharing of knowledge and experiences, and the dissemination of good practices.

International level

ILC's involvement in global activities will be governed by the convergence of international opportunities with

ILC's objectives and programmes, as well as the capacity of the ILC Secretariat to effectively promote the organization's aims and objectives. ILC will apply the following criteria for engagement at international level:

- Relevance to priority thematic areas of ILC
- Existing participation or promotion by ILC members
- Potential to contribute to attainment of the MDGs and for improving global coordination on land issues
- Potential for global influence on land issues and prospect for unblocking deadlocked land-related processes
- Capacity of ILC Secretariat, members and partners
- Opportunity for developing and disseminating knowledge and tools useful for grassroots empowerment
- Clear follow-up action for ILC.

⁵ Careful consideration should be given to obstacles and/or challenges when assessing and deciding on ILC engagement. At the national level, land policies must take into account the broader governance principles (transparency, accountability, publicity, participation, and subsidiarity); the complexity of land policy reforms (firm political commitment by the state, constructive engagement of CSOs, non-dogmatic/non-intrusive/well-informed approach by donors); perspective with long-term process; need to sequence and coordinate interventions among all stakeholders; partnership with viable/sustainable land institutions to be supported.



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