

2017

ILC ANNUAL REPORT

REPORT TO COUNCIL AND MEMBERS

INTERNATIONAL
LAND
COALITION

UNITED
FOR LAND
RIGHTS



CONTENTS

FOREWORD	4
CHALLENGES AND LESSONS LEARNED	7
ILC CORNERSTONES	10
CONNECT, MOBILISE, INFLUENCE AT COUNTRY LEVEL	12
CONNECT, MOBILISE,INFLUENCE ACROSS COUNTRIES	19
MONITORING AND EVALUATION, LEARNING, KNOWLEDGE, AND COMMUNICATIONS	25
GOVERNANCE AND NETWORK DYNAMICS	29
FINANCIAL	32



FOREWORD

The second year of any process inevitably means shifting focus from innovation and change to consolidation. 2017 has been a year of consolidating a more regionalised, better coordinated, and increasingly focused coalition under the 2016–2021 Strategy.

Newly accepted members from Dakar are by now fully integrated into the life of ILC. The key building blocks of the Coalition's member-led work – National Engagement Strategies (NESs) and Commitment-Based Initiatives (CBIs) – are growing in terms of implementations and robustness, and gaining recognition nationally and in international forums. CBIs have also linked with global campaigns, for which they often serve as a locally grounded bedrock. They have enriched the transformative capacity of NESs by unleashing additional expertise, providing tested tools, and helping the emergence of regional narratives on key elements of *people-centred land governance*. ILC regional governance, and the various NES and CBI focal points, have become more central to the decision-making and accountability of the Coalition, which increasingly functions as a network of peers with distributed roles and responsibilities.

Added to this is a third building block, which has become much more visible in the work of ILC in 2017 – the knowledge, learning, and capacity-building under the “Mobilise” Strategic Objective. This set of initiatives has a strong emphasis on land data, and also extends beyond the capacity of the operational work of members to target institutional and organisational capacity.

Two major considerations help to better explain ILC's successes in 2017 and give perspective to some of the challenges ahead.

■ THE POLITICAL CONTEXT IN WHICH ILC MEMBERS OPERATE IS SHIFTING

About 150 of ILC's member are based in the global South, with the remainder being global or Northern-based institutions. This significant part of ILC's membership has reported in 2017 – as in 2016 – a deterioration of the political space in which they work. During 2017, at least 50 members either directly experienced attacks as land defenders or have faced worsening political contexts for people-centred land governance, without much prospect for change in 2018.

At the same time, global frameworks on land provide some pushback, and therefore may be particularly important. As the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGTs) reach their fifth anniversary, it is evident that they are an important benchmark and a catalyst for inclusive land governance in many countries. Moreover, the major decision to **reclassify tenure security indicators 1.4.2 and 5.a.2 from Tier III to Tier II** marks a milestone in the global effort to achieve tenure security for

all as a key component of monitoring the achievement of global development goals, using comparable land indicators for globally comparable data. This offers an unprecedented opportunity to further consolidate ongoing efforts to unify members' work on land monitoring through the Dashboard initiative (to the design of which more than 150 members in all regions have contributed in 2017).

■ THE NETWORK CONTEXT IN 2017 EMPHASISES THE NEED FOR INCREASED, DIVERSE, AND DISTRIBUTED CAPACITY-BUILDING

The new strategy has seen a marked shift away from competitive processes in allocating ILC resources, towards allocation based on agreement among members on priority actions and lead members steering joint initiatives. A cadre of members has emerged who play a pivotal role in combined action based on participatory decision-making, building on complementarities between members of expertise and agendas.

This raises the stakes of shared success and failure in ILC. Organisational and leadership failures on such cornerstones of the network would have a major impact beyond the individual members. Similarly, their success would see impact and leverage ripple through the network. ILC has invested significantly in strengthening the capacities of NES and CBI focal points, while widening their opportunities and exposure to each other, to donors, to change-makers, and to intergovernmental processes and bodies. At the same time, as capacities and mandates are not equally distributed among all members, proactive measures are necessary to avoid stratification and concentration in the network.

CONNECT, MOBILISE AND INFLUENCE IN 2017

In this changing context, ILC's overall goal remains to “realise land governance for and with people at the country level, responding to the needs and protecting the rights of those who live on and from the land”. ILC members seek to achieve this goal through transforming *policies, practices, and agendas* at country, regional, and global levels.

What we have achieved in 2017 towards these outcomes is what this report is all about. To highlight just a few results under each strategic objective:

■ **STRATEGIC OBJECTIVE 1: ILC CONNECTS** members to each other, building a vibrant, effective, decentralised, and diversified network creating opportunities for solidarity and joint action, as well as reaching out to actors external to the Coalition, in particular decision-makers, to connect them with members and the ILC network. 2017 demonstrated ILC's extraordinary *capacity to connect* actors through NESs and CBIs within and beyond its own membership. The Coalition's value is evident in the fact that in the course of the year 120 organisations expressed an interest in joining the network. One example from 2017 was the planning and co-strategising workshop that brought together land and environmental defenders from all regions with the Inter-American Commission on Human Rights (IACHR), the Office of the United Nations High Commissioner for

Human Rights (OHCHR), and other human rights organisations. This lays the ground for *stronger joint action and a solid global strategy* to protect land and environmental defenders, a critical area of ILC's work.

- **STRATEGIC OBJECTIVE 2: ILC MOBILISES** members to participate as a hub for innovation, piloting, and upscaling good practices, and reaches out to a wider audience as a learning platform for capacity-building and raising awareness.

In 2017, ILC organised the *first Arab States meeting on people-centred land governance*, serving as a launch pad to strengthen the land rights platform in the region by bringing together over 60 participants from civil society organisations (CSOs) representing 14 Arab countries. For the ILC network, a new *monitoring and evaluation (M&E) online platform* will from early 2018 improve monitoring and reporting of results and will strengthen transparency and the mutual accountability of members.

- **STRATEGIC OBJECTIVE 3: ILC INFLUENCES**, creating and expanding political space to build governments' commitments to achieve people-centred land governance and becoming a political actor promoting transparency and accountability by making information accessible.

In 2017, multi-stakeholder platforms and processes have demonstrated more than ever their capacity to bring about significant transformation in land governance. Many examples from across the network were the subject of discussion and lesson sharing during the *VGGT+5 Forum* hosted by FAO in Rome, as well as *between governments and other actors at the continental level at the High Level Forum on Multi-Stakeholder Platforms in Africa*, co-hosted with IFAD and the Land Policy Initiative. By connecting and mobilising ILC membership, knowledge, and expertise and competencies, ILC members and strategic partners working together had a significant impact on *better positioning land rights in the Sustainable Development Goal (SDGs)*.

2017 provides clear evidence of the transformative capacity of ILC, as captured in this report. It also illuminates the challenges facing the network with its aspiration to bring about people-centred land governance in the contexts in which women, men, and their communities live and use land for their livelihoods. Together, we are making good progress.

MICHAEL TAYLOR

Director of the ILC Secretariat



CHALLENGES AND LESSONS LEARNED

OVERVIEW BY ILC LAC, AFRICA AND ASIA REGIONAL COORDINATORS, AND SECRETARIAT DIRECTOR

With one year to go to the mid-point of the current ILC strategy, challenges and lessons learned are at the forefront of our minds, and will guide the evolution of our work – already a priority in 2018 as we prepare for the second half of the strategy. We are pleased to share some of our forward-looking reflections from 2017.

Core organising factors of our network under this strategy are its *regionalisation*, allowing regional contexts and priorities to strongly shape its strategic focus, governance, operations, and support structure; and *decentralisation*, which disperses important functions across the network rather than concentrating them at the centre. In each sphere of ILC's work, we consider how we apply lessons learned in ways that also strengthen these trends.

RECONCILING NETWORK AND MEMBER AMBITIONS

While in 2017 we have seen remarkable changes brought about by National Engagement Strategy (NES) platforms, some NES countries also face serious restrictions from authoritarian governments. We have seen the importance of using NES approaches flexibly – which challenges ILC to be adaptive. One trend we have seen is a focusing of efforts for change at local government level (the NESs in *Albania, Ecuador, India, Bangladesh*, and *Colombia*). Yet, in some cases, the capacity to influence is restricted by the nature of the NES platform itself, where members may not embrace significant organisations from beyond the ILC network – a challenge to members to widen their strategic alliances.

DEFINING OUR REGIONAL-GLOBAL ADVOCACY ROLE

As various Commitment-Based Initiatives (CBIs) move beyond their initial stages, we are noticing some common success factors. The strongest outcomes are visible in CBIs which (like NESs) have a dedicated facilitator; are process-oriented and give adequate attention in the early stages to face-to-face strategising and planning; are integrated with NESs where there is a common focus; and have a clear rationale for

linking on a common issue across countries. However, we still have to do a better job at translating this rich work at national and regional levels into joint positioning and contributions to global processes. Raising the visibility and voice of the ILC network globally on issues that our members care about will be a greater focus from 2018 onwards.

DEVELOPING AN “ILC” APPROACH TO LEARNING AND CAPACITY BUILDING

The increased learning opportunities in 2017 – largely in the context of NESs and CBIs, and with a focus on peer learning and adapting good practices – have received positive feedback from members. A *dedicated learning team* in the Secretariat, with a larger Database of Good Practices and a *learning hub* on the ILC website, will take this further in 2018. Development of leadership and organisational strengthening will bring a new dimension, meeting a growing demand from members for learning to feed into their own institutional functioning.

BETTER COMMUNICATING ABOUT OUR IMPACT

2017, like previous years, presented challenges in fully capturing a picture of ILC’s impact at different levels as a global but also a decentralised network. The online M&E platform will help us to broaden network involvement in collecting the right kind of information. However, to give us what we need, we may eventually need to review the results framework and invest in training for members. This effort will be embedded in broader land governance monitoring, allowing it to link with broader frameworks such as the SDGs and VGGTs.

MOVING TOWARDS THE COMMUNICATIONS NEEDS OF MEMBERS

2017 was the first year in which all regions had a communications officer. As a result, ILC’s corporate communications across the network and beyond have been effective. We can now afford to give more attention to the needs of NES and CBI initiatives, which are paying more attention to effective communications and media liaison.

SUPPORTING THE STRATEGIC FOCUS OF REGIONAL NETWORK GOVERNANCE

2017 saw a firm step towards the regionalisation of ILC’s governance. Regional strategies for 2016–2021 were adopted, and Steering Committees (which in LAC had their own annual workplan) played a strong role as custodians of these strategies and in building strategic alliances to support them. To build on these gains in 2018, which will see all regional representatives in the Council renewed or replaced, a proper induction of new Council members will be crucial, as it will for the influx of new members.

DISTRIBUTING LEADERSHIP FOR A MORE ROBUST NETWORK

2017 saw significant growth in the number of organisations that lead initiatives on behalf of other members – known as network “cornerstones”. This time last year there were 37, and now there are 62. This is a healthy next step in the decentralisation and distribution of functions in the network, and their network role will be buttressed by new ILC support for leadership development and institutional strengthening.

GETTING SERIOUS ABOUT GENDER JUSTICE

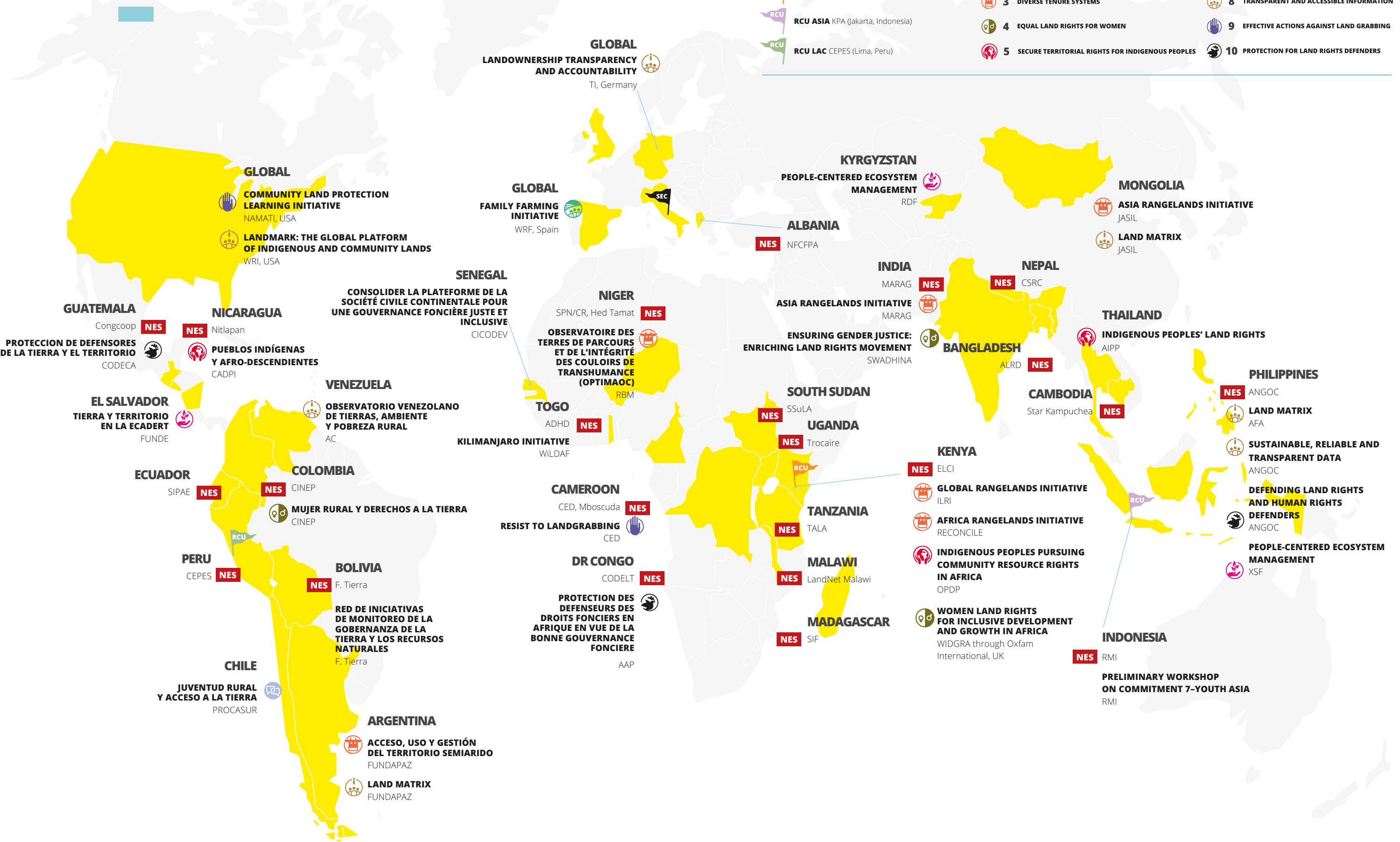
We have always said that we are serious about this most core of values for ILC, but the gender audit showed us that there is still a lot we can do to make it real. We will put good efforts into this in 2018.

THINKING OF ILC AS A CATALYST, NOT A DONOR

The number of CBIs and NESs successfully attracting their own donors saw a jump in 2017. If ILC plays its catalytic role well – which we will work hard to support – this will be a continuing trend. As such, we will aim for regional ILC workplans to be minority-funded by the Secretariat, against our current baseline of 85%. With the recommendations of the Mid-Term Review, we will develop a plan in 2018 to bring about a strong shift in the remaining years of the Strategy.

Last of all, we look back with satisfaction not only at the highest budget in the history of ILC but also at an implementation rate of over 90%. It has been hard work for all of us and we are proud of our members, who have made this possible. We have set the benchmark high for 2018.

ILC CORNERSTONES

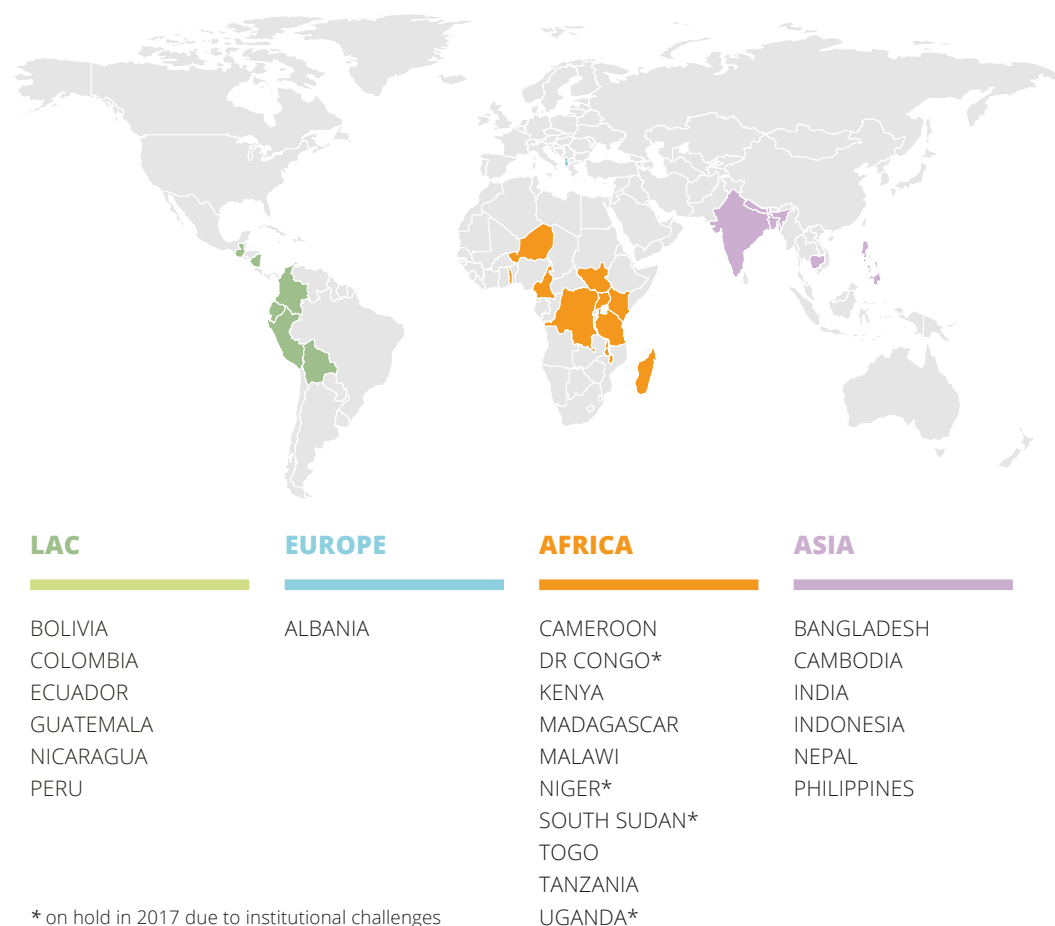


CONNECT, MOBILISE, INFLUENCE

AT COUNTRY LEVEL

2017 has seen a widening and upscaling of National Engagement Strategies (NESs). In 2017, NES formulation processes were launched in *Senegal, South Africa, Uganda, Argentina, Moldova, Jordan*, and *Kyrgyzstan*. Advancements in existing NESs can be identified at two levels: *globally*, where strategic alliances and better coordination with global members have been facilitated, and at the *country* level, where NES platforms are gaining recognition for their roles of connecting, mobilising, and influencing.

Figure 1: NES countries under implementation in 2017



To highlight *four particular trends evident in 2017*:

■ INCREASING CREDIBILITY OF NES PLATFORMS VIS-À-VIS NATIONAL AND INTERNATIONAL ACTORS

NES platforms are becoming recognised as credible actors and interlocutors. 2017 has seen NES *Togo* become a key partner in the Millennium Challenge Corporation (MCC)'s support to the country's Ministry of Lands; NES *Cameroon* partner with the International Institute for Environment and Development (IIED) in the EU-funded LandCam initiative; NES *Colombia* complemented by an EU contribution to CINEP; and NES *Nicaragua* invited by Habitat for Humanity International to be a partner in fundraising.

Beyond financial partnerships, 2017 has seen growing interest from international organisations in collaborating with NES platforms. New NES partnerships include those with *Transparency International*, the *International Institute for Sustainable Development (IISD)*, *Deutsche Welthungerhilfe (DWHH)*, and *CARE*, adding to established partnerships with *Oxfam*, *Trocaire*, *AGTER*, the *International Fund for Agricultural Development (IFAD)*, and the *UN Food and Agriculture Organization (FAO)*. Government agencies are also beginning to formalise partnerships with NES platforms, such as the *Guatemala Secretariat of Agrarian Affairs* (Secretaría de Asuntos Agrarios) on addressing agrarian conflicts, and through agreements made with local government in Ecuador to align public policies with the VGGTs. *IFAD*, the *World Bank* and/or *FAO* are now interacting at the country level through NESs in Tanzania, the Philippines, Kenya, Moldova, Albania, Ecuador, Colombia, Indonesia, Cambodia, and Senegal.

■ VALUE ADDED BY NES FACILITATORS

2017 has seen a higher level of investment in the capacity of NES facilitators, through the Community of Practice as a vehicle for sharing opportunities and lessons learned. This included a one-week training course for 15 NES facilitators and seven Commitment-Based Initiative (CBI) facilitators in Quito, Ecuador on stakeholder mapping and engagement, assessing knowledge needs, prioritising Global Land Tool Network (GLTN) tools, and identifying good practice. In all countries that have NES facilitators, their value is evident in the quality of multi-stakeholder dialogue and action, and the ability to overcome tensions and conflicts relating to land governance.

■ GROWING INTEGRATION BETWEEN NES AND CBIS

Part of the rationale of CBIs is to link with NESs that focus on the same commitment, thus strengthening that focus within the NES. Significant progress was made in facilitating the integration of NESs and CBIs in 2017, including integrating components of *Land Observatories* in NESs in Cameroon, Ecuador, and Nicaragua; the *Rangelands Initiative* supporting NES components in Cameroon, Kenya, Tanzania, and Bolivia; *Mujeres Rurales* with the NESs in

Ecuador and Colombia; *Youth* in the Indonesia NES; and the Kilimanjaro Initiative feeding a *Women's Land Rights* component in the Togo NES.

Nonetheless, challenges remain in the integration of NESs and CBIs. Two examples of CBIs in their early stages that are yet to be built into NESs are *Family Farming* with national Family Farming committees and NES platforms and *Land Watch Asia* with NESs in all participating countries.

MULTI-STAKEHOLDER PLATFORMS TAKING CENTRE STAGE

Multi-stakeholder platforms are a key mechanism for enabling more inclusive land governance, and are at the core of ILC's NES strategy. They are also prominent in the VGGTs, with many other actors also supporting multi-stakeholder platforms. ILC has contributed to this wider effort by creating connections, developing partnerships, producing analysis and knowledge, promoting multi-stakeholder debate, and engaging with policy-makers on their importance.

In partnership with Collaborating for Resilience (a CGIAR programme) the growing Community of Practice of NES facilitators has been supported to share knowledge, approaches, tools, and good practices. ILC member IPAR has undertaken an overview of NES processes in Africa and has supported regional-level policy engagement. Two events in 2017 carried learning to a wider set of actors: a special session on multi-stakeholder platforms at the VGGT+5 Forum hosted by FAO; and a one-day forum attended by 70 policy-makers, NES partners, and NES facilitators and co-hosted with the Land Policy Initiative (LPI), IFAD, and the Civil Society Platform at the Africa Land Policy Conference.

CHALLENGES

As well as the progress made and the concrete achievements recorded, 2017 has also highlighted a number of challenges. Firstly, the role of NES facilitators has become increasingly important, and their impact is evident. The other side of the coin is that their contractual instability means that there is a high turnover of facilitators. This lack of continuity risks undermining the investment made in facilitators and the continuity of NES processes. Secondly, the size, visibility, and credibility of some NESs has attracted new partners and, in some cases, significant funding. This places new responsibilities and leadership obligations on member organisations and on NES platforms as a whole, whose financial capacities and governance systems may not have developed at the same rate. This emphasises the importance of support from global and regional secretariats and of readiness by ILC to invest in the institutional strengthening of members whose roles have expanded in this manner.

NES ACHIEVEMENTS IN 2017 – A QUANTITATIVE OVERVIEW

Apart from building mechanisms that advance ongoing dialogue on land governance with government institutions in their respective countries, outcomes include the following.

■ POLICY

Three new laws/policies were adopted (*India, Nepal*), and five new pieces of legislation registered significant advancements (*India, Philippines*). Two proposals for *constitutional reforms* were presented (*Colombia, Peru*).

■ PRACTICE

NESs contributed to *access to or control over land* for pastoralists, indigenous peoples, and fishing and forestry communities involving over **68,000 hectares** (*Albania, Cambodia, India, Nepal*). NES platforms significantly supported *Women's Land Rights* by promoting sensitisation campaigns (*Togo, Malawi*), as well as the establishment of a gender-sensitive task force on land reform (*India*). NES work to *accelerate land reform* resulted in the signing of memorandums of understanding (MoUs) with government bodies (*Nepal, Indonesia, Guatemala*). Another agreement was signed between indigenous authorities and government bodies at local level to implement a reserve co-management plan (*Nicaragua*). NES members also led the establishment of a *National Pastoral Association* in *India*, while official notification was issued by the Ministry of Land in order to accelerate VPA in *Bangladesh*.

■ AGENDAS

NES platforms were recognised as key counterparts in land governance issues in at least two countries (*India, Nepal*) and through their actions women's land rights, the VGGTs, and/or pastoralists' and farmers' rights were included in the policy agendas or development plans of at least four countries (*Bangladesh, Colombia, India, the Philippines*). NESs also played an important role in supporting the recognition of community land rights (*Ecuador*).

CONNECT

INCREASING OUTREACH

During the past year NESs have increased their ability not only to include different sectors of civil society but also to engage a wide variety of actors. This growth has resulted in the increased participation of men and women in the activities of NESs and also in the establishment of new networks and collaborations with national counterparts (such as the Red Tierra y Territorio in *Ecuador*) and international partners (such as the established dialogue between the UN Economic Commission for Africa (UNECA) and NES *Cameroon*). Overall, NES platforms have involved and engaged with up to 700 different actors from CSOs, government institutions, international organisations, traditional authorities, media, and universities and research institutions.

NESs AS SPACES FOR CONSULTATION AND ACTION

Consultation and the integration of different voices have been reaffirmed as key features of NES platforms, which can offer an important space for dialogue. Seminars, workshops, and round tables were used in 2017 as opportunities for consultation and discussion to gather recommendations and develop action plans, such as in the case of the land restitution process in *Colombia* and the regional forums organised in *Madagascar*.

MOBILISE

In 2017, NESs increased capacities in inclusive and equitable land governance through:

- **Promotion of land monitoring**, including a database on land access (*Nicaragua*), spatial data on land claims and land use (*the Philippines* and *Peru*), and participatory mapping (*Madagascar*);
- **Capacity-building of media and journalists**, to shape the relationships of the NES with the media (*Cameroon, Bangladesh, Malawi*);
- **Technical support to local communities and governments** to develop a participatory forest plan and a pilot forestry model in *Albania*, and for land survey and registration in *Nicaragua*;
- **Protection of land rights defenders** and conflict resolution through legal and paralegal training (*the Philippines*), provision of legal assistance to land victims, and capacity-building for community leaders on conflict resolution (*Cambodia*);
- **Building the capacity of government officials and community members** on existing land laws and policies (*Malawi, Cambodia*).

INFLUENCE

NESs were successful in influencing a shift towards people-centred land governance in 2017 through:

- **The adoption** of three land-related policies or laws (*India, Nepal*) and **advancement** of five policies (*the Philippines, India*);
- **Campaigns and rallies** for the rights of indigenous peoples and women (*India, Tanzania, Togo*), including the use of radio dramas and other programmes to sensitise people on land rights and land governance (*Madagascar, Cambodia*);
- **The introduction of a bill** in favour of landless people in Madhya Pradesh and lobbying local government on its introduction in Bihar (*India*);
- **Government resolutions** on granting wada (grazing titles for livestock) to pastoralists, with preference given to women (*India*);
- **Advancing women's rights** through the establishment of a task force on gender in the implementation of the Land Reforms Act in Kerala (*India*), development of policy briefs in Swahili and English (*Tanzania*), and sensitisation campaigns (*Togo*). The June 2017 draft of the Land Code in *Togo* took into account NES positions on gender;
- The development of **position papers** in *Cambodia, Togo, and Tanzania* and **promotion of the VGGTs** through capacity-building and awareness campaigns in *the Philippines, Colombia, Guatemala*, and *Ecuador*;
- Signing **MoUs** with governments for the implementation of agrarian reform (*Indonesia*), to set up a working group on land issues (*Nepal*), and on land conflict resolution (*Guatemala*);
- **Upgrading the curriculum** for training on land administration in *Madagascar*;
- **Promoting multi-stakeholder platforms** in Africa at the continental level, and engaging policy-makers for government-to-government exchange and learning.

THE VGGTs

ILC's major impact in promoting the application of the **VGGTs** has been at the national level, where NES platforms are ideal hosts and key promoters of the VGGTs. NESs respond to the call of the VGGTs to establish multi-stakeholder platforms (paragraph 26.2), creating an inclusive space for dialogue and the promotion of people-centred land policy formulation and implementation. The VGGTs have been explicitly used as a reference point in 12 NES countries. Members have reported using them as a training tool to forge alliances, review and assess policy proposals, and draft bills, and as a progress marker in land reform processes.

BUILDING A MIDDLE EAST PLATFORM ON LAND

The “Local Communities and Land Governance in the Arab States” conference took place in Tafila, Jordan, in September 2017. Sixty representatives from local communities and national and international organisations participated, from 14 countries. This marked an important step in ILC’s engagement on land governance in the Middle East, a region that is experiencing profound transformation and in which the gap between national policy and practice and the benchmarks established by international frameworks – such as ILO 169 and the VGGTs – is particularly wide.

The most urgent area of action to emerge from the Forum, and probably the one with the most impact, is the creation of inclusive bottom-up processes to strengthen the role of local communities in decision-making on land governance – particularly collective rights – in which the role of civil society is recognised, protected, and respected. A strong focus was placed on youth as the main change-maker for the future. As a next step, ILC will facilitate the participation of civil society representatives at the first Arab Land Conference in Dubai in February 2018, which is being organised by the Government of Dubai, UN-Habitat, GLTN, and the World Bank.

HIGH-LEVEL FORUM ON MULTI-STAKEHOLDER PLATFORMS IN LAND GOVERNANCE IN AFRICA

On 13 November 2017, at the second Conference on Land Policy in Africa held in Addis Ababa, Ethiopia, ILC, in collaboration with the African Land Policy Centre, IFAD, and the Civil Society Platform on land policy, held a High-Level Forum on “The Contribution of Multi-Stakeholder Platforms to Land Governance in Africa”. The event attracted over 80 participants (25 female, 55 male) representing government ministries and institutions with responsibility for land, chieftaincies, regional economic communities and commissions, CSOs, INGOs and international organisations, and the media. The Forum provided a space for the sharing of practical experiences on the value of multi-stakeholder platforms. Eleven country delegations shared ideas and explored obstacles and strategies to improve land governance in their own countries.

CONNECT, MOBILISE, INFLUENCE

ACROSS COUNTRIES

Commitment-Based Initiatives (CBIs) are a mechanism through which ILC members can develop partnerships across countries on one or more commitments. They complement (and often link with) NESs which are building partnerships in a single country but on several different commitments. In 2017, six global and 24 regional initiatives were supported across the network. As this is a newer area of work for ILC, a particular focus in 2017 has been on learning lessons, along with a successful roll-out that resulted in near-full implementation of this portion of the workplan. From experiences in 2017, it is evident that:

- As with NESs, CBIs have developed according to the network logic of the Coalition, increasing the *outreach of ILC* within and beyond the network.
- CBIs are responsive to the *Mutual Accountability Framework*, as defined in the ILC Roadmap.
- CBIs cut cross the spectrum of ILC outcomes:
 - *influencing agendas*, such as the global CBIs on Rangelands and on Family Farming, promoting the Year of Pastoralism and the Decade of Family Farming respectively;
 - *changing policies*, such as the Rangelands Asia and the Women’s Land Rights initiatives in LAC; and
 - *changes in practices*, such as the initiative on ASEAN and ECADERT and the Civil Society Platform in Africa.
- CBIs rely on a diversity of approaches to bring about changes in policies, practices, and agendas, such as *knowledge and data generation, advocacy and campaigning, thematic leadership and capacity-building, and policy dialogue*.
- CBIs can achieve outcomes at *national* level across a number of countries, but also at a *regional* or *global* level.
- The *capacity* of the focal organisation has a large bearing on the quality of implementation, which can be compensated for to some degree by the facilitation and support of Regional Coordination Units and the Global Secretariat.
- CBIs can contribute to the wider *recognition* of the thematic expertise of members who are playing lead roles.

- CBIs have a high *transformative potential*, but achieving this demands a strong strategic focus and targeted objectives.
- CBIs are able to play a *catalytic* role in creating initiatives that then attract independent funding. Adding to established initiatives such as the *Land Matrix* and *Land Portal*, in 2017 ILC facilitated donor commitment to *Semiáridos*, *Women's Land Rights* in Africa, and *Rangelands* Africa.
- The lessons learned in 2017 can contribute to *simplified and streamlined* procedures for supporting CBIs in 2018, which can build on the network strengths of ILC and provide a more sustained level of support from the Secretariat and the RCUs.

In addition to CBIs, 2017 saw ILC engage in a number of important regional and global policy processes. The achievements towards the network's ten commitments through CBIs and policy and advocacy engagement are described below.

COMMITMENT 1

EQUITABLE ACCESS TO LAND is the umbrella for all ILC's commitments, and 2017 was a significant year in this regard. Land remained high on the global SDG agenda and as an issue at the High-Level Political Forum, and more concretely, the *three key land indicators* in the SDGs (1.4.2, 5.a.1, and 5.a.2) were at least temporarily protected by achieving Tier II status. This was due to a wide effort, bringing together the Global Donor Working Group on Land, the Global Donor Platform, the Global Land Indicators Initiative (GLII), the Huairou Commission, Landesa, the Rights and Resources Initiative (RRI), Oxfam, and many others. This is a shared achievement, emphasising the need for broad collaboration to maintain a prominent focus on land in wider developmental agendas. In a similar vein, ILC contributed to the development of the draft General Comment on the right to land based on the International Covenant on Economic, Social and Cultural Rights, together with members Landesa, MRG, Oxfam, Namati, and OPDP. If successful, this will strengthen human rights provisions and approaches that can be used to protect and secure people's land rights.

Developing the application of existing land-related frameworks is another prominent aspect of ILC's strategy. At the global level, there was strong involvement by ILC members and the Secretariat in the VGGT+5 Forum hosted by FAO, focused on monitoring, multi-stakeholder platforms, and community and Indigenous land rights. In Africa, the Civil Society Platform received clear recognition at the Africa Land Policy Conference in November, where it also successfully launched its thematic papers.

COMMITMENT 2

While they have been a longstanding priority across ILC's membership, in 2017 **SMALL-SCALE FARMING SYSTEMS** were brought firmly into the work of the Coalition. The first year of a Family Farming Global Initiative, led by the World Rural Forum, brought together key regional farmers' organisations (ROPPA, PROPAC, FAA, AFA, and COPROFAM). Their joint efforts have led to the recently declared UN Decade of Family Farming, which will open up many opportunities, including for many ILC members at the country level in the coming years, alongside IGO members such as IFAD and FAO. Organisations representing family farmers have also strengthened their engagement in the ILC network through the launch, for the first time, of regional CBIs on family farming in Latin America and Africa.

In the same vein, ILC has supported members in drafting the Declaration on the Rights of Peasants and other People Working in Rural Areas led by FIAN and La Via Campesina and established by the UN Human Rights Council, with a special focus on women's land rights.

COMMITMENT 3

THE GLOBAL CALL TO ACTION ON INDIGENOUS AND COMMUNITY LAND RIGHTS achieved its main goal in 2017, consolidating its three operational pillars: the Land Rights Now campaign, the Interlaken Group, and LandMark. With each of these becoming self-standing initiatives, the three convening organisations (Oxfam, RRI, and ILC) and the Global Council agreed to end the Call to Action as a coordination mechanism, focusing efforts instead on the initiatives it has catalysed and other efforts towards the target of doubling the level of recognition of community land rights by 2020. In 2017, the *Land Rights Now campaign* drew widespread attention to the urgency of securing community land rights (such as the global Earth Day mobilisation in April 2017, supporting 46 events across 29 countries) and provided targeted support to national campaigns (Peru, Liberia, Brazil, Nepal, Cameroon, South Africa). To date, more than 600 organisations have joined the Land Rights Now campaign, including more than 80 ILC members.

The ILC *Global Rangelands Component* established a new structure in 2017, consolidating a core partnership of Global ILC members (ILRI, IFAD, UNEP, FAO-Pastoralist Knowledge Hub) and the US-based Rangelands Partnership. The initiative contributed to providing LandMark with maps on community land in rangelands, (supporting a gap analysis on rangelands led by UNEP), joined efforts to advance the ongoing campaign to declare a UN Year of Rangelands and Pastoralists, and increased the strategic support given to the ILC regional initiatives on Rangelands (Asia, Africa) and Semiáridos (LAC). ILC Rangelands increased its communication

and visibility, launching a new website, an ILC Rangelands Research Paper Series, a Rangelands Tenure page on the Land Portal, and more than 10 dedicated papers to inform international events on rangelands. The hard work done on this theme brought ILC recognition as a network or leading organisation working on Rangelands, which, as a result, helped to attract targeted funding resources.

COMMITMENT 4

ILC's commitment to promote **EQUAL LAND RIGHTS FOR WOMEN** was kept in firm focus at global, regional, and national levels. In 2017, members from all three regions implemented CBIs, reinforcing existing connections and facilitating both data collection and capacity building. Together with key global members and the ILC Secretariat, cooperation and knowledge exchange were reinforced through the consolidated *ILC Women's Land Rights and Gender Justice Working Group*, which took a lead on defining common interests and an agenda for the network.

The ILC Secretariat has increasingly been supporting the engagement of members with human rights treaty bodies, contributing to significant achievements in terms of *influencing national policy and practice*. Data analysis informed and enhanced the women's land rights component in numerous NESs. In 2017, AIPP, CONGCOOP/NES, CINEP/NES and ALRD/NES successfully submitted alternative reports to the Committee on the Elimination of Discrimination against Women (CEDAW) and the Committee on Economic, Social and Cultural Rights.

2017 saw growing recognition of ILC as a coalition that catalyses the work of its members and spreads the benefits across the network as a whole. An example of this was an ILC partnership that won European Commission funding for the Women Land Rights for Inclusive Development and Growth in Africa project for Women's Land Rights in Africa, led by ILC members PROPAC and Oxfam. This was also demonstrated by key organisations (Landesa, Women Deliver, Global Initiative for Economic, Social and Cultural Rights and others), seeking ILC support on joint advocacy work, including on the statement *"Insecure land rights for women threaten progress on gender equality and sustainable development"* by the UN Working Group on the issue of discrimination against women in law and in practice which represented a significant step towards including Women's Land Rights in UN processes addressing discrimination. ILC also contributed to a **joint statement on the International Day of Rural Women** signed by 70 organisations, including several ILC members. Finally, ILC has played a strong role in promoting gender dimensions of *securing the commons*, with two dedicated panels at the IASC Conference (July) and the RRI Conference (October).

COMMITMENT 5

ILC member engagement and systematic support as a network to **SECURE TERRITORIAL RIGHTS FOR INDIGENOUS PEOPLES** positioned the Coalition as a relevant partner working to advance the implementation of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP). An ILC session at the VGGT+5 thematic forum produced concrete recommendations to inform more effective support for the territorial rights of indigenous peoples. The ILC Secretariat, as a member of the *Inter-Agency Support Group on Indigenous Issues*, joined the new working group on national policy dialogues (led by IFAD), and ILC member IWGIA is currently coordinating the development of two joint strategies for NES platforms.

Furthermore, 2017 was an emblematic year for indigenous peoples around the world as it marked the 10th anniversary of the adoption of UNDRIP. The ILC Secretariat took the opportunity of the *UN Permanent Forum on Indigenous Issues* to build new partnerships on indigenous youth issues. Together with the Global Indigenous Youth Caucus, Red de Jóvenes Indígenas, Slow Food, and IFAD, ILC organised a well-attended event on the challenges facing indigenous youth after 10 years of UNDRIP, with ILC members AIPP, FPP, and CADPI. To celebrate Indigenous Peoples' Day in October, ILC shared *success stories* identified by its members and partners on indigenous peoples' land and territorial rights.

COMMITMENT 8

Work under Commitment 8 focuses on transparency, accessibility of data and information, and combating corruption. These are cross-cutting elements through which, as a coalition, we can ensure the effectiveness of work done under the other commitments. Progressive land laws mean little without transparency; without data, there is no capacity to govern; and with corruption effectiveness is lost. Transparency International and the International Alliance on Land Tenure and Administration (IALTA) initiated a research initiative on **LAND OWNERSHIP TRANSPARENCY AND ACCOUNTABILITY** to promote transparency in land registries, enabling affected communities and/or governments to hold owners accountable for environmental or human rights violations. The research, anchored in Scotland, Zambia, and Sierra Leone, advocates for new laws, policies, and practices regarding beneficial land ownership.

In terms of data generation, the *Land Matrix Initiative* continues to be recognised in debates on policy regarding large-scale land acquisitions, such as in the 'G20 initiative for Rural Youth Employment' document, which stated: "We welcome the efforts to increase transparency around land based investments by public or private national and foreign investors in developing countries and acknowledge the work of organizations supporting the option to provide, if possible, information on publically supported land investments, such as the Land Matrix." The Land Matrix was cited over 100 times in scientific reports,

articles, and CSO reports in 2017. In three cases, investors also used Land Matrix data for monitoring, as did governments and donor agencies. Beyond the Land Matrix, national *Land Observatories* are being established in NES countries: Cameroon, Senegal, Uganda, Argentina, and the Philippines. In 2017, ILC also supported several other global and/or regional land monitoring initiatives, including Land Watch Asia and LandMark (with indigenous and community maps covering 30 countries being used 1,200 times/month, by users from 100 countries). ILC also facilitated linkages between member initiatives and the Land Portal, PRindex, and the IP Navigator.

COMMITMENT 9

In response to requests from members to develop mechanisms to support their work on **EFFECTIVE ACTIONS TO PREVENT LAND GRABBING**, IIED and Namati have launched a programme, the *Community Land Protection Initiative*, to link the securing of community land rights with the capacity to deal with private sector actors and to prevent land grabbing. The first group of participants (10 participants from five NES countries – Ecuador, Cameroon, Tanzania, Indonesia, and Peru) will start in early 2018. This initiative fills a gap in the ILC portfolio by strengthening members' capacities to prevent land grabbing. The ILC Secretariat is also participating in consultations led by UNIDROIT to develop a legal guide on agricultural land investment contracts, a process that is also relevant for many donors and bilateral organisations.

COMMITMENT 10

Land is often at the centre of disputes and conflicts and in 2017, as in other years, ILC members and their partners have faced threats; unfortunately, some of them have been killed. Understanding that it has a critical role to play in the **PROTECTION OF LAND AND ENVIRONMENTAL DEFENDERS** (LEDs), in 2017 ILC laid the foundations to scale up the impact and effectiveness of its mission.

A *Global Strategy on Commitment 10* was discussed by members working on LEDs across the regions, in a first meeting organised by ILC in coordination with the Inter-American Commission on Human Rights (IACHR), which also served to strengthen members' capacity to access *global and regional human rights protection mechanisms*. Progress was also made in *developing partnerships* with relevant organisations, such as IACHR, OHCHR, and human rights organisations, and there was further interaction with Front Line Defenders, FIDH, WRI, Global Witness, Transparency International, and the ICCA Consortium. ILC is also linking with the WRI initiative "Defending the Defenders Coalition". *Emergency funds* to support LEDs are fully operational in Latin America (nine cases supported in 2017), partially operational in Africa (two cases supported), and under redesign in Asia.

MONITORING AND EVALUATION, LEARNING, KNOWLEDGE, AND COMMUNICATIONS

2017 saw the first year of support from a full team in the Secretariat for ILC's "Mobilise" Strategic Objective. This has contributed to strong advancements in structured learning from experiences in the network, the sharing of knowledge, and communications both within and beyond the network, and a new monitoring and evaluation (M&E) system for ILC. Through all of these, there has been a focus on building stronger systems on land data.

NETWORK BUILDER

Strong organisations make for a strong network. The approval of the Membership Strategy introduced a new stream of work supporting members not only to be able to undertake solid policy and advocacy work, but also to become sound, durable institutions. This has demanded a focus on increased networking capacity, competency-building, strengthened financial and administrative systems, and renewed leadership. The *Network Builder* was developed in 2017, and is organised around four complementary pillars for capacity-building and institutional strengthening:

■ INTERNSHIP SCHEME

ILC members supported 11 internships to the ILC Secretariat, the LAC and Asia RCUs, and the Land Matrix hubs in CDE (Laos), ISRA (Senegal), and Fundapaz (Argentina). A broader Internship Programme was launched in September, with the purpose of involving more students in the ILC network, stimulating knowledge exchange within the Coalition membership, and providing support to staff and activities at hosting institutions. Hosting arrangements have been established with Star Kampuchea (Cambodia), ILRI (Tanzania), CDE (Switzerland), and CDS (Nepal) and with all RCUs.

■ PEER-TO-PEER LEARNING WITHIN THE ILC MEMBERSHIP

Initiatives have taken different forms, including workshops (such as training in Quito for 17 NES facilitators and three ILC regional coordinators on stakeholder analysis, and learning in Addis Ababa on the role of multi-stakeholder platforms in

realising people-centred land governance); and learning programmes (such as the Community Land Protection Initiative coordinated by ILC, Namati, and IIED, which will equip ten ILC members with the practical skills to support communities to document, protect, and manage their indigenous and customary lands).

■ ILC LEADERSHIP PROGRAMME

As ILC decentralises and more members play critical support roles as cornerstones in initiatives on behalf of other members, building the institutional capacities and systems of member organisations, along with the regeneration of their leadership, is an essential task. In 2017, members who specialise in institutional strengthening planned how best to support the long-term development of organisational leadership capacity within ILC's membership. Three pilots were launched – one for each region – focusing on leadership and organisational strengthening and activating a wider (cross-regional) community of practice as this programme develops in 2018.

■ PLACEMENTS TO STRENGTHEN ILC MEMBERS

Conceptualised in 2017, and to be pilot-tested in 2018, these placements will assign young professionals to member institutions in order to strengthen specific functions where support is needed.

Linking to the Network Builder and peer-to-peer learning opportunities, a *Learning Hub* is under development on the ILC website. This will visualise members' competencies (considered by the 28th Council as the Competency Map), give more visibility to members' learning resources, facilitate possibilities for members to learn from the experiences and practices of other members, and promote learning opportunities. Learning resources include good practices, tools and manuals, e-learning and courses, and learning opportunities. Complementing these resources is the *x-tracker platform*, developed as an online repository for selected grantees of financial documentation to support international financial standards.

With learning and capacity development taking their rightful places in ILC's strategy, the 2018 Global Land Forum will be structured around creating opportunities for peer-to-peer learning within the network.

DATABASE OF GOOD PRACTICES

Facilitating access to and use of the knowledge produced within the ILC network, the Database of Good Practices (<http://www.landcoalition.org/en/good-practices>) really took off in 2017. It contains 63 case studies that contribute to achieving the ten commitments. In 2017 it reached 2,706 page views, compared with 886 in 2016. Good practices were promoted widely by ILC members, including in the South–South and Triangular Cooperation Conference (Brasilia, October 2017, co-organised by ILC); a workshop on Agricultural Risk Management (Rome, October 2017); PROCASUR's

Learning Initiative on “Innovative practices and tools to reduce land use conflicts between farmers and livestock keepers” (Kenya and Tanzania, September–October 2017); LANDac media; and the UN Division for Social Policy and Development.

Use of the good practice case studies has been promoted through the publication of short documents synthesising lessons from good practices on women's land rights, on rangelands, on indigenous and community land rights, and on NESs (Albania, Togo, Cameroon, Madagascar, Bangladesh). Good practices have also been summarised in a Toolkit on Community and Indigenous Land Rights.

HARNESSING THE POWER OF DATA

The Roadmap for the Implementation of the ILC Strategy 2016–2021 calls for a tool that will enable the Coalition's country platforms to capture the changing status of land governance with respect to the **ten commitments on people-centred land governance**. 2017 saw the first stage of development of the *ILC Dashboard*, which will use common indicators to measure progress towards each of the ten commitments, with NES as entry points. These indicators will be linked to the monitoring of global and regional frameworks, the VGGTs, the Framework and Guidelines on Land Policy in Africa, and the SDGs.

Through four expert meetings in 2017 (in Washington D.C. in March, Lima in May, Bogor in August, and Addis Ababa in November) and three regional member workshops, a final list of common/core indicators and an accompanying guide are now under preparation. The Dashboard will use legal, practice, and impact indicators for all ILC commitments. It will integrate with global monitoring initiatives where relevant, including those implemented by PRIndex, GLII, Global Witness, and Transparency International.

Building on its work with land indicators, ILC also contributed extensively in 2017 to strategies for monitoring the SDGs and the VGGTs, through engagement in several SDG-related EGMs and the VGGT+5 Forum.

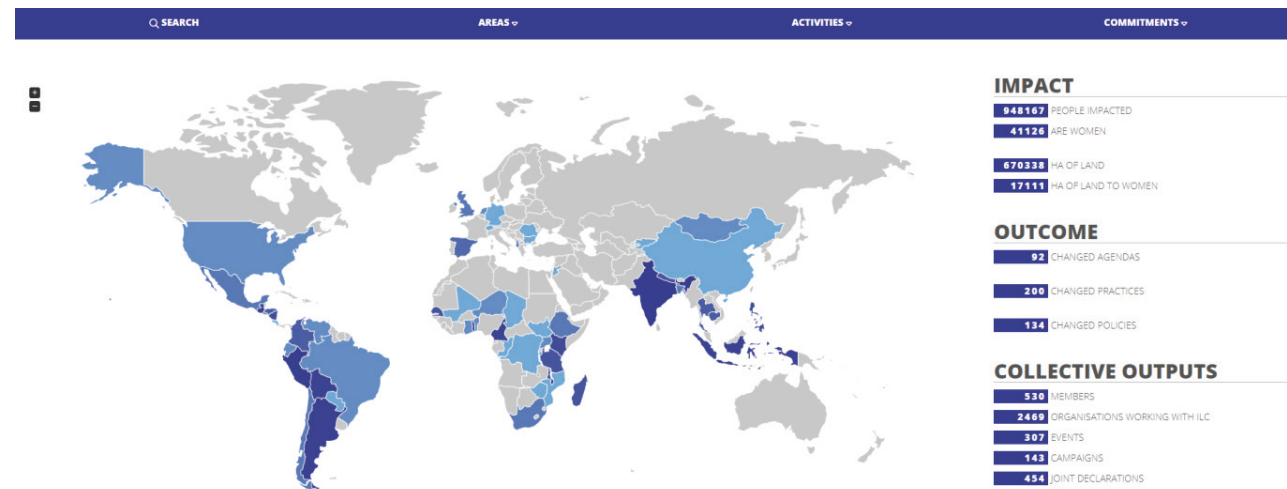
A NEW M&E PLATFORM FOR ILC

In response to the new strategy, the ILC Secretariat has restructured tools, procedures, and practices to gather, analyse, and store data and information on ILC's activities, programmes, and initiatives. In 2017, an online M&E platform was developed to enable the storage and visualisation of data, accessible across the network. It aggregates quantitative and qualitative data shown for each region, country, and commitment and by impact, outcome, and output levels. The platform enables more effective systematisation of data and information, allowing for better reporting against ILC's results framework. The development of this tool has been complemented in 2017 through online training on the Coalition's Theory of Change and results framework for NES facilitators and Regional Coordinators.

A challenge for ILC's M&E system is to adequately capture the information required for the results framework, while keeping it simple enough that members can effectively contribute to it. Following the ongoing Mid-Term Review of ILC's strategy, changes will be introduced to more effectively balance the information-rich but simplified data systems of the Coalition.

In 2017, the Mid-Term Review of the 2016–2021 Strategy was commissioned. The consultants participated in regional assemblies in Asia, Africa, and LAC, and visited Bangladesh, Nepal, Cameroon, Tanzania, Peru, and Guatemala, with desk studies conducted for Albania and Togo. Their first findings will be shared with the 30th Council in December 2017, and the final report will be submitted in mid-2018.

Figure 1: ILC's new M&E platform



COMMUNICATIONS

2017 was a year of mainstreaming tools to strengthen ILC's communications systems, while successfully giving greater visibility to members' achievements through targeted promotion in the Coalition's communication channels. An improved *News from the Network* monthly newsletter reached all members – over 1,400 individuals – encouraging them to read about, connect, and engage with the latest opportunities, news, resources, and events offered by the network.

Online communications have improved access to and promote the work of the network. ILC's website had an overall 25% increase in unique visitors compared with 2016, with 45,500 users, a 20% increase in user engagement, and a total of 185,000 page views. ILC's social media channels are seeing consistent growth, both in followers and engagement with our audience – of 17% and 20% respectively. In addition, the official event website was launched in preparation for the 2018 Global Land Forum (www.globallandforum.org).

A further achievement has been upscaling use of the online Slack software platform for efficiency in meetings; this is now not only a staple for the Global Support Team but is used more widely in the operations, learning, and governance of the network. Virtual meetings in 2017 included the first ever e-Assembly of Members for approval of the New Charter, the October Membership Committee meeting, webinars for the NES facilitators' community of practice, and the 29th Council.

GOVERNANCE AND NETWORK DYNAMICS

One of the pillars of the 2016–2021 Strategy is a decisive move towards a regionalised and decentralised Coalition as a necessary step to maintain ILC's relevance and effectiveness as a significantly larger network. Regionalisation has been built at three complementary levels – strategy, governance, and operations – each of which has seen successes and challenges in 2017. Regional Committees have actively guided these changes, a number of which needed much time and involvement.

REGIONALISATION: THE STRATEGY LEVEL

2017 saw the approval of regional strategies for all three regions, providing a regional lens for the overall ILC strategy. All regions have consequently started to use such strategies to drive regional workplans and budgets.

REGIONALISATION: THE GOVERNANCE LEVEL

In 2017, the first ever electronic Assembly of Members approved a new ILC Charter, which formalises the roles and responsibilities of regional governance bodies (Assemblies and Steering Committees). Complementing their formal recognition, the Regional Assemblies have been strengthened as the venues for strategy setting and reporting on operational progress towards strategic goals. The three 2017 Regional Assemblies enjoyed high rates of participation (90% of regional members), reinforcing the functioning of a regionalised Coalition.

REGIONALISATION: THE OPERATIONAL LEVEL

In order to sustain the above shifts, three important operational aspects were reinforced in 2017:

- The teams of all RCUs have been built, increasing the number of officers from five in December 2016 to 11 today. This enlarged capacity supports members as they implement regional strategies, while continuously linking to global and cross-regional concerns, opportunities, and initiatives.
- All regions have successfully managed their own budgets, exceeding 90% implementation. Most importantly, budgets are directed in support of regional priorities jointly defined during Assemblies. Regional budgets were introduced as part of the new strategy in 2016, and have become a key benchmark for regionalisation.

- Hosting agreements were concluded with the three organisations hosting the RCUs that clarify expectations and levels of service provision to the units. These agreements increase the fundraising attractiveness of the RCUs, while better separating the administrative support roles of the hosts from their membership functions.

Changes never come free of *challenges*. Evident challenges that will be addressed in the next stages of regionalisation include: (i) ensuring that regional strategies are accompanied by appropriate targets, including fundraising, which can be measured and integrated effectively into ILC global targets; (ii) avoiding large overlaps or conflicts of interest between regional governance and decisions over operations, so as to ensure wide engagement by regional platform members and a clear divide between governance and management functions; (iii) strengthening the accountability framework for support staff across the ILC hubs by avoiding duplication of roles (also noted by the EC ROM mission); and (iv) avoiding the “ghettoisation” of the regional and Secretariat support teams, and rather working towards a single management structure of high capacity, deployed in different parts of the network. The Mid-Term Review is expected to provide further recommendations on meeting challenges in regionalisation, to be progressively implemented in 2018.

THE MEMBERSHIP STRATEGY

The membership strategy, approved in December 2016, aimed to “enhance and sustain a globally representative membership of the nature, scale, and scope required to achieving ILC’s vision, mission, strategic goal, and objectives”. The strategy outlined three inter-related objectives for the network: Vibrancy, Engagement, and Expansion. Important progress was made on each in 2017:

■ NETWORK VIBRANCY

This is determined by the capacity of every member to use the network for learning and joint action. To facilitate vibrancy, 2017 saw the development of learning pages on the ILC website, which map the competencies of members. This can provide a basis for building communities of practice around competencies, starting from the one for NES facilitators on facilitating multi-stakeholder processes. Furthermore, the redesigned *MemberNet* will be launched at the end of 2017, as a platform exclusively designed for members and Strategic Partners to access information on engagement in the ILC network.

■ NETWORK ENGAGEMENT

The Membership Engagement Index assesses the engagement of members in the life of the ILC network, indicated by participation in governance, responsiveness, financial contributions, and joint initiatives. In 2017, 14 members assessed as inactive were followed up by the Secretariat and RCUs. Of these, three confirmed their preference to withdraw from the network (because the organisation no longer existed, or because of changed institutional priorities), with most of the others opting to re-engage.

■ MEMBERSHIP EXPANSION

The triennial membership opening was announced in January 2017, with more than *120 organisations expressing an interest* in joining the network. By the time it closed in August, *85 organisations* had met all the application requirements (31 from Africa, 11 from Asia, 15 from EME, 13 Global, and 14 from LAC), including one regional IGO and one CGIAR centre. The Membership Committee consulted ILC members on all applicants and the ranking criteria, ahead of a planned recommendation to the membership in early 2018. The high number of applicants and their diversity are additional signs of positive perceptions of the relevance of ILC.

GENDER AUDIT

2017 saw ILC’s first ever gender audit, which examined the progress made, challenges, and priorities for further action regarding this core value of the Coalition. The audit highlighted many positive findings, but also a number of challenges in the eight areas of enquiry, including capacity to workplace culture, M&E and learning, and gender mainstreaming in grant delivery. The audit recommended areas of attention for ILC to better demonstrate and work towards gender justice. It also demonstrated the good start that ILC has made on promoting equal land rights for women in its external work and ensuring the participation of women in its governance. The action plan to be discussed by the 30th Council starts by integrating gender justice into all existing initiatives and activities supported by ILC, and also proposes dedicated activities for the workplan to reduce gendered injustice.

FINANCIAL

The ILC Strategy 2016–2021 came with three major financial asks from the Council, aimed at furthering mutual accountability in decisions on network resources, and building on the vision for a more regionalised and sustainable coalition:

- higher *financial targets* with distributed resource mobilisation responsibilities
- a decisive move towards *regional budgets*
- a bigger ILC *Reserve Fund*.

I. HIGHER FINANCIAL TARGETS WITH DISTRIBUTED RESOURCE MOBILISATION

The Roadmap for the 2016–2021 Strategy foresaw two triennial funding cycles, with financial targets approved by the Council (see Table 1) that are based on distributed resource mobilisation efforts.

The ILC Secretariat is responsible for leveraging USD 27 million of unrestricted core funds, towards the USD 34 million foreseen for the first triennium. The remainder of USD 7 million is mobilised by grantees as part of their application (at a minimum of 10%), complemented by fresh funds mobilised from donors for activities in ILC workplans. Both of these categories of leveraged funding have targets in the Roadmap.

Against the Roadmap target of USD 9 million for 2017 (cumulative USD 17.5 million for 2016–2017), the Secretariat has signed contracts (as of 20 November 2017) for USD 11.37 million (cumulative USD 17.38 million for 2016–2017). This reaches the target for the period. Leveraged funding from members in 2017 (against grants approved as of 20 November 2017) is reported as USD 3.8 million (a cumulative 2016–2017 figure of USD 5.5 million), against the overall target of USD 7 million over the three-year period 2016–2018.

Table 1: Roadmap budget targets for 2016–2018, with proposed change to merge non-Secretariat funds into one category

Year	In million USD				Combined column
	Estimated budget	Mobilised by Secretariat	Mobilised by members	Member co-financing	Leveraged funding
2016	10	8.5	1	0.5	1.5
2017	11.5	9	1.5	1	2.5
2018	12.5	9.5	1.5	1.5	3
Total 2016–2018	34	27	4	3	7

Notwithstanding the success in fundraising, the target of USD 27 million was intended to be for unrestricted funding of the network. In a number of cases, funds reflected in ILC statements include earmarked funds for specific initiatives with pre-identified implementing members. Examples include IFAD and Irish Aid funding for the Tanzania NES; forthcoming EC funding for rangelands in Kenya/Tanzania; and SDC funding for the Land Matrix. In these cases, the Secretariat acts as a pass-through for funds raised from members. While it would be preferable for donors to fund members directly, the ILC Secretariat will continue to act as a channel for members to receive funds for initiatives in regional or global workplans, where this is the only option.

The lessons of the first two years allow us to move from a compliance-based approach to a more catalytic approach to leveraging funding for the work of ILC. Considering also the likely recommendations of the recent EC monitoring mission and upcoming Mid-Term Review, it is evident that financial targets can better serve the strategy if three changes are made:

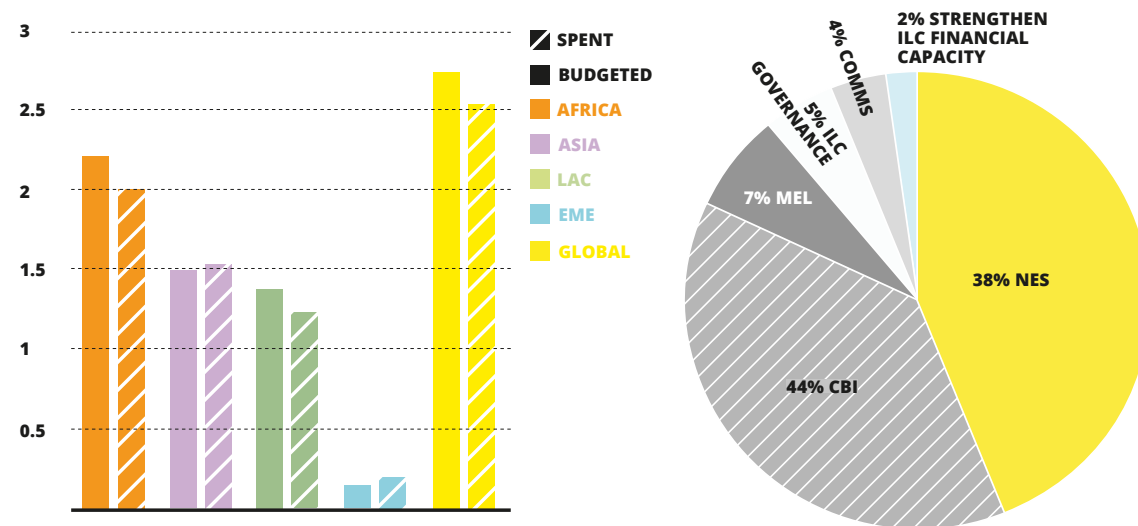
- *Simplify* the financing structure, to help clarity and overall tracking capacity. Two broad categories would be sufficient: (i) core funding mobilised by the Secretariat for the strategy, for which the Council plays an oversight function; and (ii) leveraged funding by members for initiatives in the ILC workplans (whether or not this passes through the Secretariat).
- *Set targets* for leveraged funding in each regional workplan.
- Prepare for a *step-wise increase* of targets on leveraged funding in ILC initiatives, coherent with ILC’s role as a catalyst for member initiatives rather than a principal donor.

II. A DECISIVE MOVE TOWARDS REGIONAL BUDGETS

The 29th Council in June 2017 approved a final budget for 2017 of USD 11.2 million, of which USD 8 million was allocated to the operations of ILC member workplans at regional and global levels. As of 20 November 2017, ILC had committed *USD 10.5 million*, with *USD 7.5 million* in support of operations. This is *93% of the approved budget*. This was the biggest ever implemented budget in the history of ILC.

All work areas show good progress in terms of budget implementation. ILC spent more than originally planned for 2017 under governance and administrative costs. This was largely due to the three pilots on leadership and institutional development in membership. As they are becoming an increasing focus for ILC, such costs will from 2018 be budgeted separately. In a similar vein, the monitoring, evaluation, and learning (MEL) budget will be larger from 2018, as It will encompass all learning and knowledge initiatives, including a number that up to now have been categorised under CBI or NES initiatives, starting from the Global Land Forum, which will be designed as a flagship learning event. Details of the 2017 budget implementation are presented in Table 3.

Figure 2: Budget execution by region and by programme area (million USD)

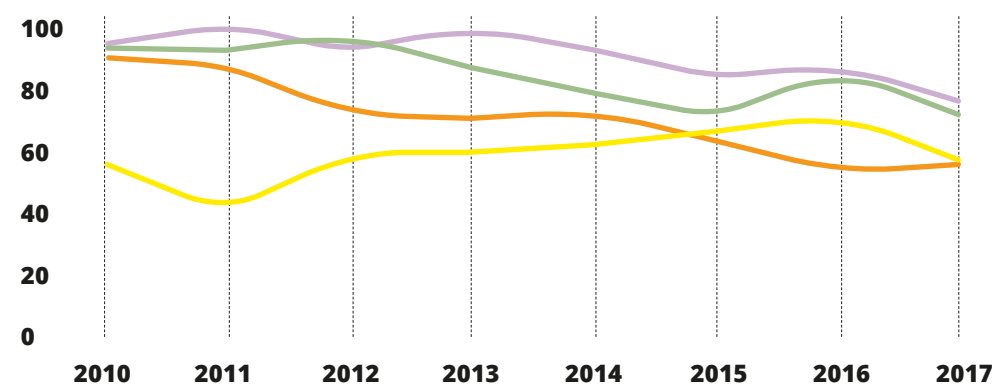


III. A BIGGER ILC RESERVE FUND

The Membership Fund was transformed in 2016 into a Reserve Fund, to protect IFAD's liability in hosting the Secretariat. The 26th Council set a target of USD 600,000 to be reached by 2021. The Reserve Fund can only be authorised by the Co-Chairs on a decision of the Council. As of 20 November 2017, the Reserve Fund stood at **USD 420,000**. This fund is fed by membership contributions, and 2017 fee collection reached 65%, as of 20 November. It should be noted that a number of members pay their dues in December (2016 fee payment was 58% by 20 November 2016, and is now 74%). The regional breakdown shows higher rates for Asia and LAC, similar to previous years.

Figure 3: Percentage of fee payments by region, as of 20 November 2017

MEMBERSHIP PAYMENT TREND BY REGION (%)



64%

OF OUR MEMBERS
- 131 OUT OF 203 -
HAVE PAID THEIR FEE

54% AFRICA
76% ASIA
71% LAC
56% GLOBAL

36%

OF OUR MEMBERS
- 72 OUT OF 203 - HAVE
NOT PAID THEIR FEE

46% AFRICA
24% ASIA
29% LAC
44% GLOBAL

Table 2: Implemented/committed budgets 2017 (USD), as of 20 Nov

ACTIVITY DESCRIPTION	ACTIVITY CODE	BUDGET 2017 (as approved by the 29th Council)	SPENT/ COMMITTED*
CMI in NES countries	71001	3,017,143	2,837,995.57
CMI across countries	71002	3,538,000	3,454,894.56
CMI in learning, knowledge, and M&E	71003	537,000	374,578.94
CMI in communications	71004	325,000	233,528.95
ILC governance	72001	386,000	594,466.38
Strengthening ILC's financial capacity	72002	200,000	68,766.60
Total programme budget		8,003,143	7,564,231
Programme staff	Z0101	1,302,923	1,161,147.00
AMS	OC260	56,050	0.00
Staff sub-total		1,358,973	1,161,147.00
TOTAL DIRECT COSTS		9,362,116	8,725,378
Hosting fee	OD220	330,000	330,000.00
Audit fees	OF150	5,000	5,018.40
Other administrative costs#	OD240	105,827	147,787.73
Admin sub-total		440,827	482,806.13
Bridge funding to 2018**	79999	1,385,000	1,300,000.00
SUB-TOTALS PER YEAR		11,187,943	10,508,184

* Based on ILC calculations with a cut-off date of 20 November 2017.

** This budget line is only for commitments against 2018 staff costs for contract renewal.

	EME		GLOBAL	
	Workplan 2017	Spent/committed	Workplan 2017	Spent/committed
CMI in NES countries	125,000.00	193,160.82	460,000.00	383 137.23
CMI across countries	45,000.00	15,000.00	1,145,000.00	1 007 093.78
CMI in learning, knowledge, and M&E	0.00	0.00	405,000.00	349 578.94
CMI in communications	0.00	0.00	280,000.00	233,528.95
ILC governance	0.00	0.00	286,000.00	494 466.38
Strengthening ILC's financial capacity	0.00	0.00	165,000.00	68 766.63
GRAND TOTAL	170,000	208,160.82	2,741,000	2,536,571.91

[illegible]

NOTES

[illegible]



UNITED FOR LAND RIGHTS

INTERNATIONAL LAND COALITION SECRETARIAT c/o IFAD

Via Paolo di Dono 44 , 00142-Rome, Italy tel. +39 06 5459 2445

fax +39 06 5459 3445 info@landcoalition.org | www.landcoalition.org