


2016

ILC ANNUAL REPORT

REPORT TO COUNCIL, MEMBERS AND STRATEGIC PARTNERS

 *This report provides an overview
of main achievements and lessons
learnt in 2016.*

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*This report provides an overview
of main achievements and lessons
learnt in 2016.*

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FOREWORD

BY THE DIRECTOR OF THE SECRETARIAT



Dear Council members, Strategic Partners, and ILC members, 2016 has been a good year for ILC. Before you get into the details of the annual report, I'd like to take a step back and highlight for you what I think was most significant about this year – the first of ILC's 2016-2021 Strategy.

The 2016-2021 Strategy sets out a truly transformative vision of the changes our members would like to see, with impact at country level in ten spheres of people-centred land governance. The real value of our work in 2016 will become visible in the ways in which our members have come together with many others to open up the space of the possible, with a view to the long-term and sustainable change they seek. Although this does not happen in one year, nor is confined to the actions of the ILC network, 2016 has given me optimism.

In 2016, ILC members used National Engagement Strategy (NES) platforms and Commitment-Based Initiatives to connect through joint initiatives with reportedly 855 non-member organisations and government agencies from beyond the ILC network. Some NES and Commitment Based Initiatives have also attracted significant support from donors. The Global Call to Action on Indigenous and Community Land Rights (www.landrightsnow.org) - not shy in setting a target of doubling community land rights by 2020 – has sparked an international movement with over 500 additional organisations and 3,600 individuals signing up to the call to date. Some of the early achievements towards the target are outlined in this report.

As ILC equips its members and their partners to most effectively mobilise, we have seen a strong focus on capacity building and learning. The database of good practices has seen the number of case studies it contains increase from 66 to 97. These form a solid foundation on which peer learning can be organised in 2017. In partnership with GLTN and others, work has also begun on a land governance competency platform, which will be a powerful tool in identifying and facilitating the sharing of expertise in the ILC network and beyond.

In 2016 we took significant steps towards harnessing the power of data to influence policies, processes and agendas. Apart from the continued development of data-based partnerships including the Land Matrix (www.landmatrix.org) and Land Mark (www.landmarkmap.org), members also came together to define how ILC should support members to generate data relating to the ten commitments, and to link this data to the Voluntary Guidelines on Land Tenure and Strategic Development Goals. This is the function that members defined this year for the People-Centred Land Governance Dashboard, to be piloted in 2017. The Kilimanjaro Initiative, in which ILC members have played a lead role, brought together rural women from across Africa in an emblematic climb of Africa's highest peak to demand women's land rights. Their feat captured the attention of many, and elicited the strong support of the African Union and African Development Bank.

These achievements in creating the conditions for long-term sustainable change are complemented by some of the direct impacts of ILC's work in 2016 on policies, practices and agendas that members have come together to engage with in the past year. Overall, the collaborative efforts of members in 2016 have brought about legally enhanced tenure security for 32,657 individuals, 37,094 households and 95 villages, and more sustainable management over 20,026 Hectares.

Robust governance and support structures across the network are essential to achieving ILC's agenda. This year, our council has adopted more efficient ways of meeting, freeing up time and resources to get more engaged in the substance of ILC's work. Regional Steering Committees have played a stronger leadership role in the regional platforms of ILC. The Secretariat has been re-organised around delivery of the new strategy. With a senior recruitment and a senior secondment from CIRAD, the Secretariat is now full equipped to deliver on each strategic objective. Moving towards an integrated but dispersed global support team, members increasingly take up support roles in the network, including in NES countries.

This shift has also met challenges, not least of which has been in the strengthening of Regional Coordination Units. Both Asia and Africa complete 2016 without coordinators, prompting us to consider what may need to be done differently in this aspect of our decentralisation agenda in ILC. We have also faced challenges in supporting effective NES processes of members in fragile states, particularly South Sudan, Niger and DRC.

Finally, the new strategy brings a fundamental shift in how ILC works. We have moved from characteristically supporting promising proposals of members on a competitive basis, to supporting collaboration on the basis of consensus by members on what is most strategic to jointly pursue. This demands a new business model, one that has clear and transparent work systems and communication, and that is able to provide the level of support required to give all members a fair chance to see success in priority areas. It has been challenging in 2016 to bring a new system into operation, while simultaneously implementing a far-reaching workplan. Nonetheless, achieving 77% of budget implementation is evidence that we've done quite well. Finally, we welcome two new core donors to ILC, Irish Aid and BMZ, whose commitments bring us close to the budgetary targets for the first half of the 2016-2021 Strategy. An additional indication of the evident value of the ILC network.

I hope you enjoy the report,

Michael Taylor

Director of the ILC Secretariat

A handwritten signature in black ink, appearing to read 'M. Taylor', with a stylized, flowing script.

INTRODUCTION & LESSONS LEARNT

RESULTS OF THE 2016 WORK PLAN IN A SNAPSHOT

Members of ILC have agreed their goal in the network is 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*. This goal - the common concern of its members - is ultimately about creating positive change in people's lives. To achieve this change, which is long term, ILC members seek *changes in policies, practices and agendas* at country, regional and global level.

The Coalition does three things to support these efforts:

- » **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.* Overall ILC recognises the value of its network in members coming together, and build a strong group, often including change makers in our discussions and reasoning on Policies and policy implementation.
- » **ILC MOBILISES** *members to participate as a hub for innovation, piloting and up-scaling good practices, and reaches out to a wider audience as a learning platform for capacity-building and raising awareness.* ILC focuses in strengthening members capacities to best claim rights, and strengthen those of our partners and other changemakers to understand ILC's claims and rights. ILC commits to generating good knowledge to inform its network, its partners and relevant changemakers to recognise the rights and the validity of ILC's claims.
- » **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.* ILC recognises the need to advocate for policies to recognise peoples' rights, people-centred land governance and other important issues that are high on our list. ILC members campaign for their rights, for the creation of institutions to implement good policies, and ILC members campaign to write together policies and laws that take people's needs into account and for the wider public to recognise the need for people centred land governance.

Finally, ILC members **Connect-Mobilise-Influence** by organising around two complementary axes: one geographic axis, primarily in the form of National Engagement Strategies; one thematic, in the form of Commitment-Based Initiatives and a third body of work which focuses on Monitoring and Evaluation, Learning and Communication, this is often referred to as MELC.

In all cases, ILC's approach is bottom-up and participatory; members define key work-areas and implementing arrangements. In this way, the ILC is demand-driven and this is reflected in the work of the Secretariat and the Regional Coordination Units (RCUs). A substantial part of which is focused on the enhancement of members' proposals, the provision of necessary tools, the exchange of knowledge, experiences, perspectives and lessons. Complementary to that, the ILC Secretariat and RCUs also help the local-global interface, they monitor progress while ensuring the highest standards with regard to the rationale, management, and impact of the actions.

ILC has progressively shifted away from competitive processes in its working modalities to a preferred prioritization approach based on agreement among members on the proposed actions, lead and responsibilities among organisations – this is coherent with ILC progressive shift towards combined actions, based on complementarity of expertise and agendas, by its members.

The first year of the new strategy has been one of transition towards a more decentralised and better coordinated Coalition. The network experienced a 36% growth, welcoming 55 new members from four regions, which brought a breath of enthusiasm and new initiatives to ILC, but at the same time posed the challenge of keeping strong ties between members and relations between the membership and ILC's support structures effective and efficient. In order to do this, the role of the Regional Platforms, Regional (Steering Committees), and Regional Coordination Units needed to be strengthened and supported to deliver against their work plans objectives.

The 2016 Programme of Work focused on five priorities:

1. Bringing change at country level through the National Engagement Strategies (NES), which have been strengthened through the production of toolkits, and selection of NES facilitators for 20 countries.
2. Strengthening the ILC's work around the ten commitments, through better planned and supported Commitment-based Initiatives, which this year managed to engage 6 IGOs, 80 CSOs, 11 international NGOs.
3. Upgrading ILC communications, though enhanced online visibility of member's activities, implementation of NES communication trainings, and the launch of a new ILC visual identity.
4. A combined monitoring, evaluation and learning system, producing a new M&E Strategy and System and expanding and improving the Database of Good Practices by adding 31 new case studies in 2016 and with production of several videos.
5. Strengthening a global support team in delivery of the 2016-2021 Strategy, which is now complete and counts with a leading specialist for each cluster under the three strategic objectives. .

The decentralisation effort has also had an impact on the reporting structure, so as to better reflect the decision making process and spaces and to keep accountability for results against work plans and budgets clear. This year's annual report is composed of one main document that highlights the efforts and results of the ILC at the global level, with a transversal analysis of the work in the regions and its link to regional and global initiatives. Together with this report, we present the regional implementation reports as annexes (Africa, Asia, Europe/Middle-East, LAC) to better reflect the work done at national, multi-country and regional level according to the objectives and priorities set by each regional platform.

Key achievements against our **seven** expected results for 2016 are summarised in the following table.

CONNECT

FULLY COMPLIANT

1.1 Members across different categories use ILC as a space to interact, collaborate, share, and express solidarity at country, regional, and international levels, in a vibrant, gender-just, diversified, and decentralised network.

- » **20** countries now have NES facilitators. **All** NES include a gender dimension. Mapping of similar initiatives in progress for complementarity
- » **more than 300 organisations engaged in NES**
- » **6** IGOs, **80** CSOs, **11** international NGOs engaged in CBIs
- » **MEMBERNET** Sessions: **775** / Average session duration: **2m32s**

FULLY COMPLIANT

1.2 Members use ILC as a bridge to connect to other change-makers, especially at the country level, including from grassroots movements, government and other public institutions, and the private sector.

- » **855** organisations and **15** government institutions have been involved in ILC actions. **5** countries with agreement of strategic collaboration between ILC and international partners (LPI, RRI, GLTN, IFAD, WB/LGAF, FAO)
- » Reference group on Land and Environmental Rights Defenders implemented with **15** members from **4** regions.
- » **Land Matrix** partnership more strengthened at regional level with focal points in **4** regions and data is being exchanged with Open Land Contracts and www.LandMarkmap.org
- » **www and Twitter stats on the rise**: unique visitors: **36 700** / New users: **67.11%**, new TWITTER followers in **2016: 1 067**, Total engagements: **4 719**

MOBILISE

MINOR NON COMPLIANCE

2.1. Members use ILC as a space to identify solutions and improve practice, by piloting, replicating, and scaling up approaches to land governance for and with people.

- » **35 video, radio, web, 177 publications (including documentation of good practices); 7 advocacy tools, 4 training manuals; 16 bulletins, newsletters and press releases, 1 declaration, 1 solidarity statement**
- » Working group on Women's Land Rights and Gender Justice established with **19** members and toolkit produced
- » Land defenders fund enforced at regional level: **5** applications in Asia and **1** in LAC

MINOR NON COMPLIANCE

2.2. ILC provides opportunities for members and others to develop their capacities, by documenting, producing, and sharing knowledge so as to transform it into action.

- » NES communication training package designed and piloted in LAC for 2016 (2015 in Asia) with **15** NES platforms with communications strategies
- » **6** NES platforms have a dedicated website
- » Peer sharing in the **Philippines, Ghana, Honduras, Edinburgh and Tirana**.
- » E-learning tool, co-produced with FAO, on monitoring policy changes on governance of tenure
- » **1** learning route and exchange programme in LAC region

INFLUENCE

FULLY COMPLIANT

3.1. ILC members jointly and effectively advocate for the ten commitments on people-centred land governance.

- » **69** policy/legislative/programmes processes either under formulation or implementation targeted through the work of NES platforms
- » **11** members from **3** regions supported in the production of alternative reports submitted to CEDAW Committee
- » A unified visual identity for the ILC, incorporating a network-wide design scheme

FULLY COMPLIANT

3.2. ILC supports those who live on and from the land, their leaders, and their organisations to play a role as interlocutors with government, their development partners, and private sector actors in decision-making over land.

- » **5** NES countries whereas law formulation or revision processes have been strongly influenced.
- » Annual **Inter-Agency Support Group** meeting co-chaired by ILC Secretariat with FAO and IFAD, with strong focus on land
- » **Land Rights Now campaign** Total page views on YouTube: **6 000** / Total views on Facebook: **57 904** with average amount of people reached **115 000**.

FULLY COMPLIANT

3.3. ILC members utilise data to claim rights, promote transparency, and hold decision-makers accountable.

- » LMI data in **2016** was used in at least **5 books, 18 articles, 42 scientific journals** (large number of presentation and un-published works, as well as Masters and PhDs). LMI was listed by The Guardian among the **top 10** sources of data for international development

CONNECT, MOBILISE, INFLUENCE AT COUNTRY LEVEL

NATIONAL ENGAGEMENT STRATEGIES (NES)

THE 'NEW GENERATION' OF NES IS BECOMING A REALITY

Under the 2011-2015 Strategy, a limited number of National Engagement Strategy processes were designed, launched and supported. Focus in 2016 shifted to consolidating those efforts and outcomes in 20 NES countries by strengthening multi-actor mechanisms, expanding dialogue capacity, improving the action planning and building capacities at different levels.

Lessons from first generation of NES guided the improvement of multi-stakeholder process design at national level by ILC members and NES facilitators. The 2016-2021 *NES Manual and Toolkit* provides tools on aspects such as *multi-actor process design, strategic planning and monitoring, people-centred land governance country analysis, documentation of good practices and use of communications in policy influencing*. The manual serves to enhance the understanding, adoption and use of a multi-stakeholder approach in NES countries.

The 2016 NES' have come up with more structured and longer term plans (three years). They give increased attention to stakeholders analysis, solid plans for engaging with new actors (particularly with the private and corporate sectors, media and international partners/IGOs), and communications in support of NES objectives (*Bolivia, Ecuador, Nicaragua*).

BUILDING A COMMUNITY OF PRACTICE OF MULTI-STAKEHOLDER PLATFORM FACILITATORS

A key outcome for 2016 was the recruitment of national facilitators in 20 NES', increasing the effectiveness and support capacity of the national platforms. In *Philippines, Bangladesh, Peru, Cameroon* and *Togo*, NES are equipped with small support teams. This has been accompanied by a strong emphasis on capacity building and learning. Trainings were held at ILC's regional assemblies, in LAC with a focus on strategic communications for policy influencing, and in Africa with a focus on planning, monitoring and evaluation.

A turning point for the NES community was the global event for NES facilitators held in October in Tirana, organised in collaboration with Collaborating for Resilience and NFCFPA. Representatives from 14 NES countries spent five days sharing challenges and lessons learnt on multi-stakeholder dialogue and policy influencing. They mapped out their support needs and defined next steps. A key outcome was the establishment of a NES Community of Practice with its own tools and virtual platform, and opportunities for mentoring.

In 2016, members renewed 11 NES, with four countries entering the formulation stage; Tanzania, Uganda, Kenya and Niger. An initial scoping based on expressions of interest for possible new NES in 2017 was undertaken for Honduras; Argentina; Mongolia and Kyrgyzstan.

In summary, the achievements of NES in 2016 according to the three Strategic Objectives of *Connect*, *Mobilise* and *Influence* are as follows:

CONNECT

In 2016 positive trends can be observed in terms of numeric and qualitative growth of NES platforms, including consultative platforms from the national to the local levels. *Cameroon* NES has interacted with **300 organisations**, *Togo* more than **50 organisations and state institutions**, *Nicaragua* **12 organisations**, *Madagascar* **120 members**, and *India* **30 organisations**.

AN INCREASING DIVERSITY OF ACTORS is also being engaged. In 2016, the *Albania NES Multi-stakeholder Coordination and Consultative Committee* was strengthened with the participation of Ministry of Environment, State Minister for Local Government, SIDA, and the World Bank. This committee oversaw a *working group* to draft comments on the draft law on forests. Other actors involved in NES include farmers' organisations and indigenous groups (*Bolivia*), research centres, international organisations (among others *Nicaragua, Albania, Niger, Togo*), the private and business sector (*Cameroon* with the *Chamber of Trade*) and IGOs and financial partners (including *WB* and *SIDA* in *Albania*, *IFAD* in *Tanzania* and *Kenya*, *FAO* and *GLTN* in *Kenya*).

NES PLATFORMS HAVE BUILT STRATEGIC ENGAGEMENT WITH OTHER MECHANISMS.

This is the case, for example, with: the new *Comité pour la défense des droits fonciers* created in *Madagascar* between CSOs and municipalities from **22 regions**; the *Land Coordination Forum* (LCF) in *South Sudan*; the *KNPA platform for Agrarian Reform* in *Indonesia*; the *Plataforma Territorios Seguros* in *Peru*; and the *GROW campaign* and its allies in *Nicaragua*. Such cooperation is often informal, but has also been formalised, as in the case of *Ecuador* in a formal agreement with the *Conferencia Plurinacional e Intercultural de Soberania Alimentaria*.

A NUMBER OF NES HAVE CREATED AVENUES FOR REGULAR AND CONSTRUCTIVE ENGAGEMENT OF POLICY MAKERS.

Examples include the above-mentioned case of *Ecuador*, as well as *Albania* and *Togo*. Regular meetings on specific issues or policy processes are held with government counterparts in *Peru, Guatemala, Cameroon, Bangladesh, India* (at local level), and *Malawi*.

MOBILISE

In 2016, the NES platforms were involved in:

- » **Mobilising civil society organisations and citizens on particular reforms**, including the commons in *India*, the draft Land Bill in *Indonesia*, and extension of the CARPer law in the *Philippines*.
- » **Building the capacity of local leaders** (Human Rights Defenders in *Guatemala*, mapping, advocacy and conflict resolution in *Indonesia* and the *Philippines*), civil society organisations and local land administration (*Albania, Madagascar* and *Niger*) and the media (*Cameroon, Malawi* and *Madagascar*).
- » **Developing and disseminating tools toward change**, through manuals and trainings on effective negotiation for communities in *Cameroon* and the *Philippines*, land planning in *Madagascar* and *Albania*, new legal tools regulating farming arrangements in *Togo*.

- » **Assisting communities and families** in getting their land rights formally recognised (Forests Rights Act claims in *India*, legal assistance in *Cambodia*, and paralegals assistance in the *Philippines*).
- » **Promoting women's land rights** through trainings, setting-up of dialogue frameworks and sensitization at the village level in *Togo*.
- » **Supporting persecuted and imprisoned human rights defenders** on land and environment (*Cambodia* and *Madagascar*).
- » **Producing publications**, on family farming and the VGGTs in *Guatemala*, on food security in *Peru*, on land conflicts and Indigenous Peoples in *Nicaragua* and *Bolivia*, and resource conflicts in ancestral coastal areas in the *Philippines*.
- » **Monitoring land governance** in *Ecuador* and *Nicaragua*, corruption in *Bangladesh*, and commercial pressures on land in *India*.
- » **Consolidating civil society positions on reforms** on the land policy *Cameroon*, on the MP3EI development plan in *Indonesia*; and on the new law on forests and pastures in *Albania*.¹

INFLUENCE

Building on efforts by a variety of actors, NES platforms have seen some successes in *influencing policies towards people centred land governance*. Achievements include:

- » **Joint position paper on land reform** of civil society groups in *Cameroon*, considered and referred to by parliamentary working groups, the Senate and National Assembly Presidents in 2016.
- » **Draft Forestry Law** in *Albania* with NES inputs considered by the Ministry of Environment and used as evidence for the parliamentary commission recommendation to set up a more inclusive working group.
- » Opening of **round tables with government and farmers** to assess cases of land dispossession in *Guatemala*.
- » CSO-Congress joint **submission of a constitutional reform in favour of family farmers rights** in *Colombia*.
- » Bottom-up **consultation on the Agricultural Land Use and Management Policy** in *Cambodia* and the Land policy in *Madagascar*.
- » **Direct participation of NES lead organisations** in drafting the new Land Bill in *Indonesia*, in the Steering Committee of the National Land Policy development in *Nepal*, and in regular consultation by the Parliamentary Committee on Food Sovereignty on the design of the new land law in *Ecuador*.

IMPLEMENTING THE VGGTs THROUGH NATIONAL ENGAGEMENT STRATEGIES

NES experiences show how multi-stakeholder approaches enshrined in the VGGTs can combine different strategies (such as policy dialogue, monitoring, capacity development and local level intervention) to bring about change on the ground. NES platforms have explicitly applied the VGGTs in 12 countries. Members have used them as a training tool to forge alliances, review and assess policy proposals, and draft bills.

1 See a short documentary at <http://top-channel.tv/new/tv/videot.php?id=76642>

One example is *Malawi*, where the NES process has been linked to other platforms such as the land governance task force, chaired by the Ministry of Lands which oversees the implementation of the Land Governance Assessment Framework (LGAF) and the VGGTs. LandNet *Malawi* has become an important interlocutor of the task force on the elaboration of a new Land Bill. The NES platform has helped incorporate civil society contributions to the Land Bill so that it may be further aligned with the VGGTs. LandNet *Malawi* has also created direct linkages with FAO for the domestication of the VGGTs, including by training on the VGGTs together with *FAO* and *UNWomen*.

APPLICATION OF THE VGGT IN NES COUNTRIES

Colombia	VGGTs used to influence a new Land Bill. Thematic work on small-scale fisheries. Dialogue with FAO, public institutions and other actors on the VGGTs.
Ecuador	Use of VGGTs as an advocacy and policy influence tool.
Guatemala	Study on the application by the government of the VGGTs in solving land conflicts. Promotion of the VGGTs by individual ILC members.
Peru	Training workshops on Indigenous Peoples, family farming, food security and VGGTs. Collaboration between ILC members and FAO.
Cameroon	Dissemination of the VGGTs to CSOs.
Madagascar	Contribution to the translation of the VGGTs in Malagasy, participation in awareness raising meetings on the VGGTs.
Malawi	Land Governance Task Force and NES approaches are coordinated and coherent. VGGTs used to influence new Land Bill. Training conducted on the VGGTs. LandNet Malawi, Oxfam and FAO working together. GEC and VGGT assessment carried out.
Togo	Awareness raising workshop on the VGGTs. Use of the VGGTs as a reference tool in policy formulation. GEC and VGGTs assessment carried out.
Cambodia	Introductory workshops on VGGTs organised with some 50 NGOs and CSOs. Development of capacities to apply the VGGTs. VGGTs used as an instrument for advocacy and dialogue.
India	VGGTs used to influence the implementation of a forest rights policy.
Nepal	Workshop on the VGGTs.
Philippines	VGGTs used to assess a proposed Bill on Indigenous Communities Conserved Areas. Collaboration between ILC members and FAO.

In 2016, the e-learning module on land monitoring was co-published by ILC and FAO. Its use in NES, alongside other technical guides on the VGGTs produced by FAO will be adopted in NES processes under the 2017 workplan.

Closer collaboration in NES has also been developed with other international members of ILC. This includes *GLTN* in *Uganda*, Kenya and DRC, IFAD in *Tanzania*, and *Oxfam*, *Trocaire* and *Welthungerhilfe* (in *Malawi*, *Cambodia*, *India*, *Guatemala*, and *Tanzania*).

CHANGES IN AGENDAS (NARRATIVE SHIFTS)

Togo	The Ministry of Agriculture now recognises the urgent need for a land cadastre and has approached the NES to start discussing its development.
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CHANGES IN PRACTICES CATALYSED BY ILC MEMBERS

India	Members were able to influence the Gujarat Government to withdraw its decision on fencing common lands, preventing the loss of land for more than 3600 pastoralists and marginalised community members.
Togo	Members were involved in developed new farming contracts been under the Agricultural Development Policy, which are in the process of being approved by the Ministry of Agriculture.
Nepal	521 families have received Joint Land Ownership covering an area of 192.33 ha of land. Additionally, a total of 762 land-poor families have utilised 57.78 ha of public land for the long-term purpose of improving their livelihoods.

CHANGES IN POLICIES CATALYSED BY ILC MEMBERS

Madagascar	New land policy and draft land programme have taken into account 75 percent of NES priorities.
Malawi	4 land bills have been approved after several years of continued efforts from ILC members: Land Bill, Physical Planning, Land Survey and Customary Land.
Cameroon	Decree No 2016/1246/PM on the decentralisation of land management issued.
Guatemala	Development plan for lands and services for family farming has been approved and implemented.
India	Land Acquisition Act (LARR) has been reasserted as it originally was in 2013, to reintegrate pro-poor provisions.

CONNECT, MOBILISE, INFLUENCE ACROSS COUNTRIES

COMMITMENT BASED INITIATIVES (CBI)

2016 saw the first year of the application of the new CBI guidelines in accordance with the Roadmap for implementing the 2016-2021 Strategy. This places emphasis on enabling members to come together across different countries to collaborate in effecting change according to a particular ILC commitment. Emphasis is placed on supporting the thematic priorities of NES countries. Increasingly, support for CBIs are provided directly by member Focal Points (at the regional level) and Resource Hubs (at the global level).

COMMITMENT 3: RANGELANDS INITIATIVE

CONNECT

The Rangelands Initiative was given a new structure and direction, extending its reach globally as well as strengthening its region-based initiatives in Africa and Asia, increasing opportunities and spaces to raise concerns about rangelands at the global level. *ILRI* coordinates the global component of the initiative as a resource hub. A Steering Group has been established, the Rangelands Reference Group consolidated, and a three-year strategy is being developed.

MOBILISE

The Rangelands Initiative technically and financially supported the presentation of three papers on pastoral land issues at the World Bank Conference on Land and Poverty, including two papers presented by government partners from *Ethiopia* and *Tanzania*.

ILRI has been opening up space for international and national ILC members to strengthen their engagement on rangeland tenure issues globally. ILRI together with UNEP and the Ethiopian Ministry of Environment, Forests and Climate Change, developed a resolution on sustainable pastoralism, which was passed at the United Nations Environment Assembly (UNEA2) in May. In addition, ILRI representing the ILC Rangelands Initiative, is a member of the Steering Committee campaigning for the designation of 2021 as International Year of Pastoralists and Rangelands.

In *Tanzania*, the ILC Rangelands Initiative has played a critical role in assisting the development of Phase III of the Sustainable Rangeland Management Project (SRMP). Now firmly embedded in the *Tanzania* NES, SRMP commenced activities in November with a mapping of grazing areas, villages and land use planning interventions across a pastoral landscape stretching across Manyara, Morogoro and Pwani regions. This mapping will guide the choice of village clusters where the SRMP will support joint village land use planning and the registration of shared grazing areas, scaling-up this previously piloted approach. SRMP works with and through a number of national ILC members supported by IFAD.

The Africa component of the ILC Rangelands Initiative, coordinated by RECONCILE, has been supporting members in *Kenya*, *Cameroon* and *Ethiopia*. In Kenya, RECONCILE worked closely with the National Land Commission (NLC) in the development of a guideline for county spatial planning. This has both influenced the establishment of a national spatial plan and opened up space for other ILC members to engage with the NLC on the piloting, application and further development of these documents. In addition, RECONCILE, Kenya Land Alliance and other ILC members successfully engaged with the National Assembly and the Senate on the finalisation of the Community Land Bill, passed in August. In *Cameroon*, members were involved in the documentation of a good practice, now being systematised into a pilot initiative. In *Ethiopia*, the Rangelands Initiative, through ILRI, has been providing technical advice to the government in the development of a national land use policy and national land use planning framework.

2016 saw the strengthening of Rangelands Asia, coordinated by JASIL in *Mongolia* and MARAG in *India*. Also bringing together members from *Kazakhstan* and *Kyrgyzstan*, the initiative is in the process of developing its three-year strategy for improved policy and legislation development and implementation in the region, through a proposed CBI involving 8 members from 4 countries.²

INFLUENCE

Members have contributed to ILC global initiatives including events in August raising awareness on pastoralism as part of the Global Call to Action.

COMMITMENT 3: GLOBAL CALL TO ACTION ON INDIGENOUS AND COMMUNITY LAND RIGHTS

CONNECT

A global week of action was organized in August, when 60 largely grassroots events were supported in 29 countries.³ Among these, a March for Justice in *Taiwan*, where Indigenous Peoples walked 750km to the capital to see the President announce the first ever formal government apology for decades of mistreatment of Indigenous Peoples; in *Bolivia*, 1,915 families held a town hall meeting to discuss the official process of gaining legal title to their land; CSOs in *Niger* travelled across the country to raise awareness and denounce land grabs; and women's organisations in *India* staged a week-long protest outside the local administration office demanding a resolution for their land claim.

MOBILISE

In March, ILC with the co-convenors of the Call to Action released the Common Ground report to provide an evidence-base for the campaign. A Land Rights Now campaign led by Oxfam in September mobilised 25,000 individuals to sign petitions on land rights struggles in *Peru* and *Sri Lanka* and put a spotlight on cases from *India*, *Australia*, *Honduras* and *Mozambique*. 32 stories on Indigenous and community land rights struggles have been published on www.landrightsnow.org. 3,600 individuals have signed up to join the call and play a role in contributing to solidarity actions.

2 JASIL (Mongolia); KAFLU (Kyrgyzstan); MALM (Mongolia); IESD (Kazakhstan); UWLUA (Kyrgyzstan); MARAG (India); FES (India); Prayatna Samiti (India); SDDPA (Regional)

3 Watch the video here: <https://www.youtube.com/watch?v=SLqdxqyFcao>. Many activists also decided to put their face in the campaign: <http://landrightsnow.tumblr.com/>

Additionally, advocating for secured collective land rights was also carried out at side events during intergovernmental meetings such as the UN Permanent Forum on Indigenous People (May), the IUCN World Conservation Conference and by the Kingdom of Netherlands at the UN General Assembly and COP22.

INFLUENCE

Four campaign videos in *Scotland, Nicaragua, India* and *Uganda* have been produced and disseminated, and have received **55,000 views** thus far. More than **500 organisations** have signed the campaign, including **80 ILC members**. In *Scotland, Community Land Scotland* had a supportive motion tabled in the national Parliament.

COMMITMENT 4: EQUAL LAND RIGHTS FOR WOMEN

CONNECT

All NES include a gender dimension, and several of them include a specific focus on Women's Land Rights.⁴ On the basis of an open call for interest, the working group on Women's Land Rights and Gender Justice was established in June, comprising of 19 ILC members. ILC members' expertise and learning interests were mapped through the second phase of a mapping exercise (the first phase was launched in 2013).⁵ The results informed the elaboration of a toolkit on Women's Land Rights,⁶ including tools and experiences of five ILC members and linked to the database of good practices.

At regional level, members from two regions proposed CBIs on Women's Land Rights: CINEP with 19 other members from LAC, and Swadhina and ALRD with ten other members from Asia.

MOBILISE

ILC has been largely involved in the dissemination, implementation and testing of the Gender Evaluation Criteria, which is used by a number of NES projects. Feedback provided by members is also feeding into the revision of the tool for further upscaling in 2017. Around 500 women from 22 African countries participated in the Kilimanjaro Initiative, which culminated in the 29 women climbing Kilimanjaro in October. On their descent they presented a charter of demands to representatives of the African Union, African Development Bank and other organisations and government agencies. The Initiative was supported by ILC, Actionaid, Oxfam, WILDAF, PLAAS, TGNP and Mtandao, among others.

INFLUENCE

ILC supported 11 members from three different regions in the production of alternative reports submitted to the CEDAW Committee. A representative of each platform participated in the 65th CEDAW Session in Geneva, also having the opportunity to take part in a dedicated training organized by IWRAW-AP. A research project on Women's Inheritance Rights in Muslim societies, launched in 2014, concluded with the publication of a Framing the Debate Series issue entitled *Islamic Inheritance Laws and their Impact on Rural Women* in September 2016.⁷

4 Among those, Peru, Colombia, Guatemala, Ecuador, Nicaragua, Togo, Malawi, DRC, Bangladesh, Nepal, Albania, Indonesia

5 <http://www.landcoalition.org/en/regions/global-including-europe/resources/members-engagement-and-activities-analysis-building-womens-land-rights-and-gender-justice>

6 <http://www.landcoalition.org/en/regions/global-including-europe/resources/womens-land-rights-toolkit>

7 <http://www.landcoalition.org/en/regions/global-including-europe/resources/framing-debate-islamic-inheritance-laws-and-their-impact-rural-women>

COMMITMENT 5: SECURE TERRITORIAL RIGHTS FOR INDIGENOUS PEOPLES

CONNECT

ILC member CADPI, in consultation with the newly created ILC LAC working group⁸ on Indigenous Peoples (IPs), developed a common 3 year strategy with concrete actions for the period 2016-2017.

MOBILISE

Through a workshop on advocacy for land reforms and land policy implementation, the Africa IPs Initiative lead by OPDP identified opportunities for collective advocacy in 2017, particularly regarding stronger collaboration and support to the African Commission of Human and Peoples Rights (ACHPR).

In support of the Global Call to Action and Landmark, the ILC, together with AIPP, SONIA, CADPI, IFAD, FPP and RRI, organised a side event during the UN Permanent Forum on Indigenous Issues with 70 participants from different regions, indigenous organisations and UN agencies. From October 16 to 20, ILC, Oxfam and Slow Food organised the *Land Rights Now: Our Land. Our Rights. Our life* conference at the Indigenous Peoples' pavilion of Terra Madre in Turin, including the participation of UN Special Rapporteur on IPs and the founder of the Slow Food movement. ILC also co-organised with FAO and IFAD an event on *Indigenous People's Land Governance and Food Systems* with 120 participants. It featured high-level panellists such as the Special Rapporteur on the Rights of Indigenous Peoples, members of the UNPFII, Indigenous Peoples Youth Network, and others.

INFLUENCE

In 2016, ILC together with FAO and IFAD, co-chaired the Inter-Agency Support Group of the UN Permanent Forum on Indigenous Issues. The Annual Meeting was held in Rome from the 5-10 October, with around 40 representatives from various UN Agencies. It provided an opportunity to position indigenous land rights within the wider UN processes, and to identify possible cooperation in NES countries.

At regional level, In LAC, Fondo Indigena supported 3 national campaigns (Mexico, Guatemala and Bolivia) during the first week of August, in order to highlight the International Day of Indigenous Peoples. CBIs on Indigenous Peoples are under development in three regions: AIPP, Asia, involving four other members from three countries;⁹ OPDP, Africa, involving eight members and a network reaching 12 countries; CADPI, Latin America and Caribbean, involving a 20 members from seven countries.¹⁰

8 FAO, IFAD, SONIA, FPP, AIPP, CADPI, OPDP

9 SAPA e BJSa (India); COLARP (Nepal); and PAFID (Philippines)

10 CCNIS (Nicaragua, Guatemala, Honduras, Costa Rica, Bolivia, Perú, Ecuador)

COMMITMENT 9 LAND MATRIX INITIATIVE (LMI)

The LMI was listed by the Guardian as one of the top ten sources of data for international development research, and by Food Think Tank as one of 15 organizations defending land rights.

CONNECT

Regional focal points in Asia (AFA), Central Asia (JASIL), Africa (University of Pretoria), Latin America (FUNDAPAZ) and Eastern Europe (NECU) are now consolidated and have established and trained sub-regional networks of researchers and data-contributors to further strengthen the decentralization process. As a result of a call for collaboration, linkages are being developed with MRLG platform in Laos, Mekong Land Forum in Vietnam, Plataforma Semiarido in LAC, Open Map Myanmar and OPTIMOAC in West Africa. LMI is already exchanging data with Open Land Contracts and is working with Land Mark on the integration of data layers on indigenous and community lands. It is also exploring concrete collaboration with Resource Contracts, monitoring contracts for mining deals, and the Joint Research Center (European Commission) for spatial data and analysis.

MOBILISE

The database and public interface has been improved with geo-referential data and 85 new variables, the inclusion of mining and logging concessions, and a multi-language user friendly platform. The Land Matrix Analytical Report, published in October, provided fresh insights on LSLA, presented in IFAD and at the Global Land Programme Open Science Meeting in Beijing. Eight Country Profiles (Senegal, South Africa, Sierra Leone, Zambia, Cambodia, Philippines, Romania, Argentina) have been produced or are in preparation, with the objective to present LSLA data at national level to a broad panel of stakeholders, stimulating broad engagement and data exchange and facilitating continuous data improvement.

INFLUENCE

LM data is regularly used by NGO campaigns to advocate for secure land rights, including Oxfam's recent Stand For Land Rights and the Land Rights Now campaigns. Regarding the SDGs, LMI is producing vivid data to complement official statistics, add geographical information, and provide ideas for statistical capacity building. LMI attended the Data Shift meeting and the debate on land data facilitated by ILC in Bogotá in April. Regional focal points regularly use LM data to position themselves in local and regional roundtables on land issues such as on draft new legislation on native forests presented to national members of Congress in Argentina.

COMMITMENT 10: LAND AND ENVIRONMENTAL RIGHTS DEFENDERS

CONNECT

A reference group on Land and Environmental Rights Defenders has been established, involving 15 members¹¹ from the four regions. At regional level, a proposal was presented by AAP on Land Rights Defenders involving seven other members from Africa.¹²

MOBILISE

Each region has set up a Land Defenders Fund. Five applications have been submitted in Asia and one in LAC. In the case of LAC, a partnership was established with UDEFEGUA on the basis of its specific expertise in emergency fund management.

INFLUENCE

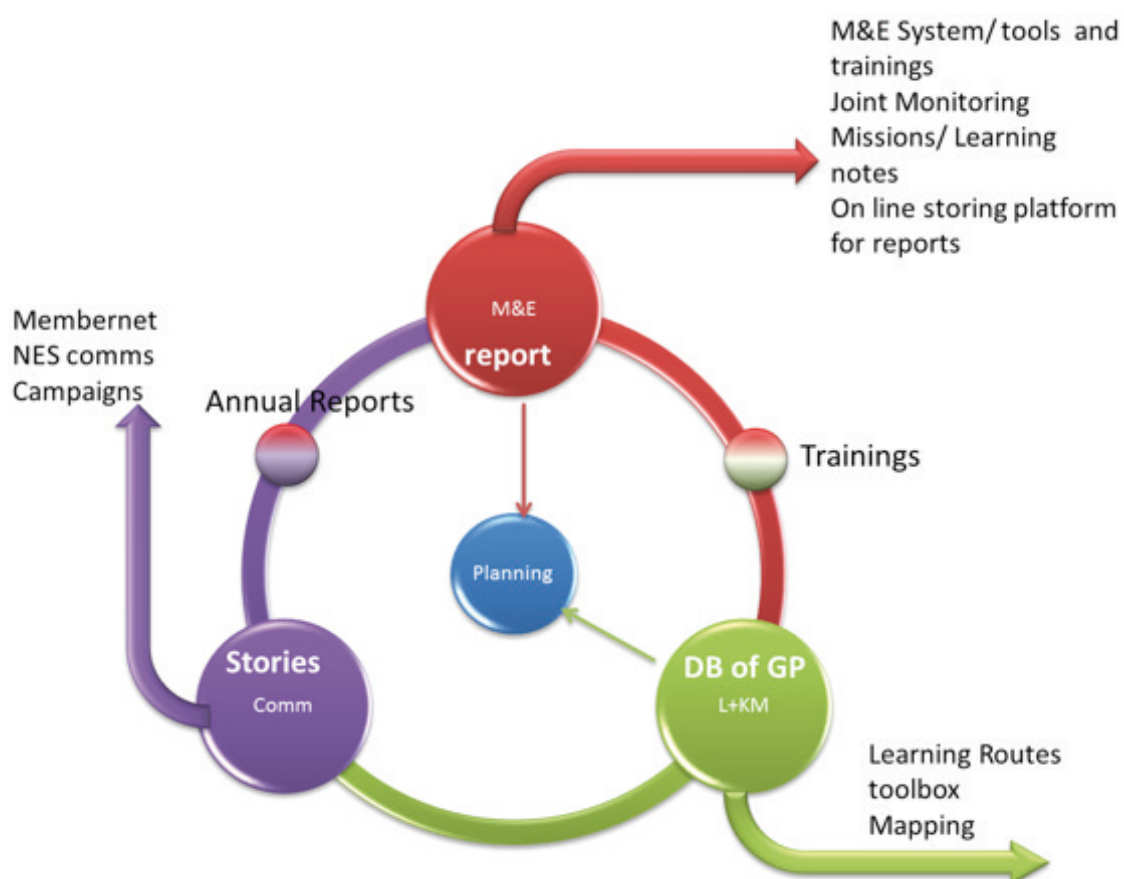
Interaction with other NGOs and actors working on the issue of human rights defenders at the global level, including Frontline Defenders and the Protect the Defenders Platform, has been enhanced and aims to reinforce the role of ILC in protecting human rights defenders.

¹¹ CINEP, CODECA, UMCAH, Mboscuda, CICODEV, CODELT, PIDP, AIPP, KPA, RDF, Kapaeeng Foundation, Global Witness, Trocaire, ICCA Consortium, Transparency International

¹² PIDP, UEFA, FIANTSO, CDE, AAP, CICODEV, ERND

MONITORING & EVALUATION; LEARNING AND KNOWLEDGE; AND COMMUNICATIONS (MELC)

The Mid-term Evaluation of the 2011-2015 Strategic Framework recommended that ILC's monitoring systems should better link with sustained learning and a more comprehensive knowledge cycle. Acting on this recommendation has been an important building block for the 2016-2021 Strategy, which brings monitoring, learning and communication together in a common system. In accordance with the Roadmap, key changes have been made in three areas: i) *restructuring ILC's M&E system*, ii) *developing a new Systematic Knowledge and Learning Approach*, iii) *changing the way ILC communicates*. Information is captured for reporting, learning, and communicating as follows:



RESTRUCTURING ILC'S M&E SYSTEM

During 2016, a new M&E Strategy and System based on ILC's results framework was developed. The M&E Strategy emphasises that the purpose of its M&E system is a mixture of accountability to members and donors, and learning to improve performance. The M&E system applies to all actions undertaken by one or more members on behalf of ILC or under the ILC umbrella.

A toolkit for members, partners and the global support team was developed to systematise annual reporting against the indicators of the results framework, based on ILC's Strategic Objectives (connect, mobilise, influence) and on changes in policies, practices and agendas. The development of an online M&E platform to ease inputs from across the network has been started. Secretariat, RCUs and members have been trained on planning, M&E and ILC's results framework, with the support of a handbook on M&E in ILC.

A SYSTEMATIC KNOWLEDGE AND LEARNING APPROACH FOR ALL KNOWLEDGE AND LEARNING EFFORTS

In 2014, ILC developed an approach to systematise all knowledge and learning efforts, by (i) making more effective knowledge connections across levels; (ii) using the capacities available in the network more systematically; (iii) orienting knowledge and learning activities towards change; (iv) integrating the M&E system with institutional learning; and (v) making the roles of the ILC Secretariat, RCUs and members more complementary.

To do so, the Secretariat has started to develop knowledge and learning modules that build on the capacities of the network. This has involved further development of the **Database of Good Practices**. 31 case studies from ILC members were added in 2016, bringing the total to 97 case studies: *35 from Asia, 33 from Africa, 26 from LAC and 3 Global*. Particular attention is paid to good practices arising from NES. Organised around the 10 commitments, these cases present easily accessible and ready-to-use information, guiding other members on how to successfully achieve certain objectives. Good practices and NES experiences are amalgamated into tools (eg: *Toolkit on Women's Land Rights*), handbooks and learning notes (eg: *Handbook on Land Monitoring*), and e-learning modules.¹³

In order to take advantage of the capacities in the network and to orient knowledge and learning activities towards piloting, adaptation and scaling up, the Secretariat has started to map members' knowledge resources and needs, and the knowledge and skills they can contribute. ILC is collaborating with GLTN on the development of a **Land Governance Competency Platform** that shares the wealth of competencies, good practices and tools available within the network and wider land community. Also, a scoping study involving 17 members was undertaken aiming at developing an ILC fellowship and mentoring scheme for launching in 2017.

13 See the ILC-FAO e-learning course "How to monitor and promote policy changes on governance of tenure" <http://www.fao.org/elearning/#/elc/en/Course/VG9>

COMMUNICATIONS

2016 was a milestone year for ILC communications. Big strides were made both internally by improving the way we share information within the network, and externally by redefining how we communicate our shared goal and vision to the outside world. Upgrading ILC communications included: improving MemberNet, ILC's online platform for members and strategic partners; enhancing our social media and online strategy with greater promotion of members' activities and good practices; providing support tools for NES communications; leading on visual advocacy and campaign efforts for the Global Call to Action; and uniting together under a new visual identity. In summary:

CONNECT

With the upgrading of our online tools, we have increased our presence and outreach. Our efforts in creating more shareable and engaging content for social media resulted in an **132% increase** of user engagements and retweets, and a **25% increase** in our impressions and exposure. We are also experiencing a steady growth rate at an average of 100 new followers per month. By the end of 2016, we are projected to meet our target of **5,500 followers**. Posting original content on a daily basis with visually appealing data and quotes from members, with links to content have been major contributing factors. For the website, although the number of users did not increase from 2015, it was noted that each web user spent on average 10% more time on the site and visited more pages during each session.

For Membernet some more work will be needed to ensure that members and strategic partners find the platform useful. Efforts are underway to make it more interactive and creating connections by displaying expertise and capacity needs.

MOBILISE

As part of the NES manual and toolkit, a communications planning tool was provided, including a template for communication strategy development. As a result, 15 NES platforms have developed their communications strategy. Support was also given on a demand basis for all NES facilitators.

INFLUENCE

ILC's advocacy and campaign work in support of the Global Call to Action for Indigenous and community land rights was successful in increasing public awareness and support, as well as positioning ILC's work in relation to these issues. Leading on visual communications, ILC documented member's stories to give a sense of how the crisis around community land rights is affecting people on the ground. The stories were told through photo essays and four mini video documentaries that were released during several key mobilisation weeks throughout the year. Sharing the videos through Facebook alone garnered over **55,000 views** and reached **115,000 people**. These videos were screened during several meetings with Government Ministers present.

To compliment the 2016-2021 Strategy, ILC also implemented a new visual identity incorporating a network-wide design scheme. This included the design of a new logo and tagline **United for Land Rights**. To enable member uptake of the unified identity, a member-specific logo was designed together with branding guidelines. Initial uptake includes some NES platforms who have incorporated the design in their websites (e.g. the Philippines).

GOVERNANCE

The expansion and further diversification of the ILC network since the 2015 Assembly has provided a number of opportunities and challenges that have been addressed in different ways in 2016.

NETWORK DYNAMICS

NES AND CBI GUIDELINES

Opportunities for participation in the work of ILC and related responsibilities among members, are now systematically and transparently described. This facilitates an important shift under the new Strategy away from competitive support to members based on individual member agendas, and towards facilitating collective actions of members based on complementary expertise. This has also facilitated growing participation by new members and partners.

ILC EUROPEAN AND MIDDLE EASTERN PLATFORM

Members working for people-centred land governance in Europe and Middle East have made steps towards becoming a new region, and appointed two observers to the Council, one for Europe (NFCFPA) and one representing the Middle East (Dana Cooperative).

ILC MEMBERSHIP STRATEGY

A Membership Committee¹⁴ led the drafting of the Strategy through a survey to all members followed by consultations with members during their regional assemblies. The Strategy defines a common goal: Enhance and sustain a globally representative Membership of the nature, scale and scope required to achieve ILC's vision, mission, strategic goal and objectives, and it lays down three objectives with clear defined activities and key results areas: Vibrancy, Engagement and Expansion.

MEMBERSHIP ENGAGEMENT INDEX

Under the new membership strategy, the secretariat is developing a *Membership Engagement Index*. Tested during 2016, it uses a number of indicators to categorise members as inactive, moderately active or active in the network. Applied annually, this will help track and increase opportunities for engagement. In isolated cases, it may also guide decisions on membership withdrawal for long-term inactiveness. In 2016, 57 members were categorised as very active, 138 moderately active, and 11 as inactive.

ILC SUPPORT STRUCTURE

The expanded network has called for a new vision on the roles and structure of support to the ILC network, with roles becoming more distributed across the network. NES facilitators, CBI focal points and resource hubs are expanding roles that are largely played by members. Efforts were made to further invest in consolidating autonomous ILC regional coordination units. On the latter only LAC succeeded in building a team, while ILC Africa and ILC Asia Coordinators resigned. This necessitates a re-thinking process around regional support structures in Asia and Africa.

14 ANGOC, IFPRI, IFAD, NITLAPAN, AAP and Huairou Commission

Four key steps have been taken in 2016 towards a more distributed global support team, allowing the global Secretariat to become less of a fund manager, and more of a facilitator and service provider in response to the national, regional and thematic needs of members:

- 1. Building the capacities of the support structure** with focus on the RCUs and NES facilitators. This led to a number of training opportunities across the various support levels, not least on the new elements of the 2016-2021 strategy.
- 2. Building the accountability of the support structure** with focus on regional coordinators having become more clearly accountable to the Regional Committees to deliver on the annual regional workplans. Similarly, the CBI focal points have a clear responsibility to the reference groups of interested members. All regions embarked into the production of their own regional strategy.
- 3. One global support team:** by strengthening the accountabilities of the different ILC levels the RCU, NES Facilitators and CBI focal points have become part of a global support team. This translated in 2016 into enhanced collaboration through on-line tools and e-platforms.
- 4. Finding the right performance indicators:** A set of indicators and tools are being developed that allow a distributed team work to work towards the same ends in support of ILC members. In 2016 TORs and measurement metrics of the various elements of the global support team have been increasingly aligned.

GOVERNANCE

ILC COUNCIL

The 27th Council in June 2016 (re)defined the ILC structure to harmonise the work of the different elements and processes of the expanded network with strong mutual accountability. They considered both its governance and a new business model for ILC operations. This included: areas for amendments to the Charter; the way in which the new ILC Membership Strategy would support the ILC vision for people-centred land governance; early discussions on post-2020 arrangements for the network evolution; an enhanced role for the regional assemblies as the premium venue for supporting decentralisation/regionalisation; changes in the way the ILC budget is presented and monitored (see Section 7 below); modalities for further decentralization of workplan implementation and reporting, with the Secretariat making fewer but larger grants; and new modalities for active discussion and decision-making in ILC governance (see box below).

A FIRST-TIME EVER: 27TH COUNCIL GOES VIRTUAL

For the first time the Council was held virtually in an effort to maximise the use of time and resources and allow the presence of Council members for one extra day at the 28th Council in December. The 27th Council took place 14-16 June 2016 on Slack, an online platform used by the Secretariat and RCUs for team communication. All 14 Council members (8 CSOs and 6 IGOs) registered on Slack to participate. Strategic Partners (SDC, Netherlands, EC) also took part. Overall the online Council was a success: more than 300 messages were circulated, with 160 inputs made for discussion and decision. Council members and Strategic Partners rated their first virtual experience at 6.8/10 in a follow-up survey. A good starting point.

REGIONAL COMMITTEES AND SUPPORT TO DECENTRALIZATION

Regional Committees¹⁵ met (either virtually or face to face) several times during 2016. They initially provided regional platforms with guidance on workplan implementation, set resource mobilisation targets and responsibilities and defined key aspects of the Regional Strategies. The Secretariat focused on providing institutional support for the decentralisation process to be strengthened. Regional Committees met again at the Regional Assemblies in September 2016 to provide guidance to the Assemblies, ensure Council decisions were translated into discussion points with members, and start planning for 2017. In the final quarter of 2016, Regional Committees met in preparation of the 28th Council and in response to emerging needs, in particular change of personnel in the Regional Coordination Units.

Lessons from decentralisation process include:

- 1. *Regional Assemblies are the key*** venue for decision-making at regional level. They are well-attended by members and mark points of agreement across ILC membership in the region, particularly in the regional workplans.
- 2. With the *enhanced role of the Regional Committees*** foreseen under the new Strategy, this should avoid making their tasks more time-intensive. Rather than increasing their executive powers, committees can play a guidance role based on decisions by the Assembly as well as on the type of support structure required and where to best place it. Management can be left with the host organizations (for NES, for CBIs for RCUs).
- 3. *Mitigating turn-over risks in RCUs has become essential*** in the view of the new strategy. Implementation capacity at regional level is tied to support capacity members receive. More stability can come with a) more attractive recruitment conditions of RCU staff; b) more articulated RCU support teams with specificity of functions; and c) better use of virtual collaboration tools that allow virtual teams. In all cases, closer operational alignment between the regional and global support structures is essential.

15 In Africa RECONCILE, CICODEV, AAP, NKUZI, ELCI (Host); in Asia: CSRC, ANGOC, ALRD, RDF, KPA (Host); in LAC: FUNDAPAZ, NITLAPAN, CEPES (Host).

2016 REGIONAL ASSEMBLIES

In September 2016 three Regional Assemblies took place (Tagaytay, Philippines; Accra, Ghana; and Tegucigalpa, Honduras), with an extra one for European and Middle Eastern members in November in Edinburgh, Scotland. They were entirely designed from within the regions, including a Land Forum as a public event. In all cases they were a success. High level representatives of the host governments took part, and in Asia top officials joined from other NES countries. The African Development Bank expressed its intention to partner with ILC in Africa. Member participation was high (see below), and they generated visibility for the ILC platforms in the regions, with particularly high media coverage for LAC.

The Assemblies gave a platform for members to report on progress, reinforcing mutual accountability, and to plan best ways to join forces on CBIs. In Asia, the Assembly provided an opportunity for Indonesian members to present the upcoming Global Land Forum 2018 and define themes of interest to the country and the region. Regional Assemblies were also a key moment for members to familiarize with new ILC formats and requirements for progressive alignment to new ILC strategy.

INDICATOR	AFRICA	ASIA	LAC	EME
Number of participants	62	60	53	25
% of member organisations present	75%	98%	93%	n/a ¹⁶
% of female representatives	28%	37%	42%	52%

¹⁶ The members of the emerging Europe-Middle East platform are not yet fully defined.

IMPLEMENTED BUDGETS

The 26th Council of December 2015 made three major asks on ILC's financial management for the period 2016-2021:

- » Higher *financial targets* with distributed resource mobilization responsibilities;
- » a decisive move towards *regional budgets*; and
- » a bigger ILC *Reserve Fund*.

These were intended to support the effective and efficient functioning of an expanded network with strong mutual accountability, building on ILC's vision for a more autonomous, decentralised and sustainable Coalition. Progress in 2016 was as follows:

COUNCIL ASK NUMBER 01: HIGHER FINANCIAL TARGETS WITH DISTRIBUTED RESOURCE MOBILIZATION RESPONSIBILITIES

The Roadmap for the 2016-2021 Strategy foresaw two three-year funding cycles, doubling the overall resources of the previous Strategic Framework. All financial targets as approved by the Council (see table below) are based on distributed resource mobilization efforts, with an increasing proportion of the budget mobilised directly, or provided as co-financing, by members. With such ambitious targets, both the Secretariat and the RCU made substantive efforts to support mobilization of resources either directly or by working in support of member resource mobilisation.

Table 7.1: Roadmap budget targets 2016-2018 (USD)

YEAR	IN MILLION USD			
	<i>Estimated budget</i>	<i>Mobilised by Secretariat</i>	<i>Mobilised by members</i>	<i>Member co-financing</i>
2016	10	8.5	1	0.5
2017	11.5	9	1.5	1
2018	12.5	9.5	1.5	1.5
Total 2016-18	34	27	4	3

Progress in each of these categories is as follows:

ILC SECRETARIAT: of the Roadmap target of USD 8.5 million for 2016, ILC secretariat has mobilised with signed contracts (as of 15 November 2016) USD 9.4 million. This is above the set target, however it includes one case (BMZ) for which the funds have not yet been made available. Regarding the 2016-2018 period, ILC has secured USD 21.8 million with additional 4.5 million under negotiations for the biennium 2017-2018. This will almost hit the established target of 27 million by 2018.

While these figures clearly show progress in the right direction, in at least two cases (IFAD funding for Tanzania NES and EC funding for Kenya/Tanzania rangelands), funds have been raised with high involvement of members and earmarked for specific projects. As such, funds that are essentially raised by members are being channelled through the Secretariat. This highlights a challenge of building of more direct relationships between ILC Regional Coordination Units and the donor community.

FUNDS MOBILISED COLLABORATIVELY BY MEMBERS (FROM RCUS/NES/CBIS): were targeted at 1 million USD. While strong efforts have been made, RCUs have not raised fresh funds on their own, despite both Asia and LAC having submitted proposals to regional-based institutions in support of regional workplans. In LAC, this resulted in seed funding (USD 15,000) from Fondo Indigena to support the Global Call to Action in the region. At the same time, RCUs and Secretariat have actively helped members leverage funds against ILC agreed priority areas with *NES Cameroon being the most outstanding case* with a four-year proposal for USD 4.5 million submitted to EU Programme to support the VGGTs. The proposal has been provisionally approved.

CO-FUNDING FROM MEMBERS: of the targeted USD 0.5 million, ILC members have contributed (against grants approved as of 15 November 2016) an estimated USD 1,174,273 million, well above the set target.

COUNCIL ASK NUMBER 02: A DECISIVE MOVE TOWARDS REGIONAL BUDGETS

The 26th Council of December 2015 approved a provisional 2016 budget of roughly USD 9 million, with USD 6 million to be used operationally in support of ILC member workplans at regional and global levels. The same operational amount was confirmed at the 27th Council in June 2016, with the specification that regional budgets in support of approved regional workplans become part of the regular reporting to the Council.

This signifies a decisive shift from a single budget to multiple budgets that provide information on where decision-making accountabilities lie, rather than a simple overview of where the funds are being spent. These regional budgets were presented as an addendum to the overall ILC workplan approved by 26th Council. The 27th Council also agreed that any excess between the actual and provisional budget (due to exchange rate fluctuations and finalization of ongoing negotiations) would be used in support of the Secretariat staffing plan approved by the 26th Council.

2016 BUDGET IMPLEMENTATION: AN OVERVIEW

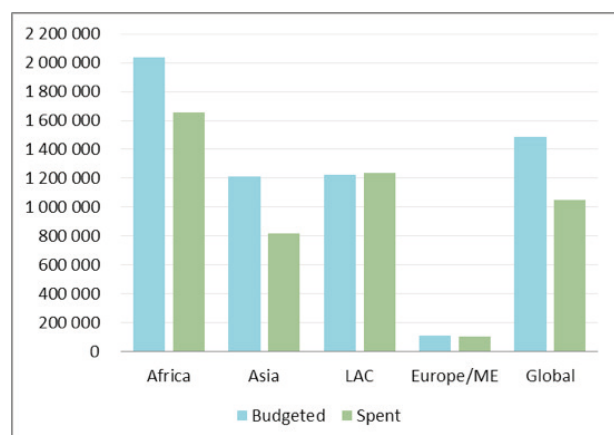
Of the USD 9 million approved budget for 2016, ILC has committed (as of 15 November 2016) USD 7.3 million, **77% of approved budget**. There are two factors that constrained budget implementation. Firstly, negotiations with new ILC donors (BMZ especially) took longer than initially planned with the most immediate consequence of not having funds available for full commitment. Secondly, members have faced additional difficulties to submit high-quality proposals, with procedures introduced under the new Strategy (longer-term planning, higher standards defined by criteria in the Roadmap, etc) that make proposal development more demanding.

With BMZ funds (and possibly Irish Aid) likely to only materialize towards the end of the year, the formal carry-over to 2017 will be quite substantial.

BUDGET IMPLEMENTATION BY REGION AND BY PROGRAMME AREA

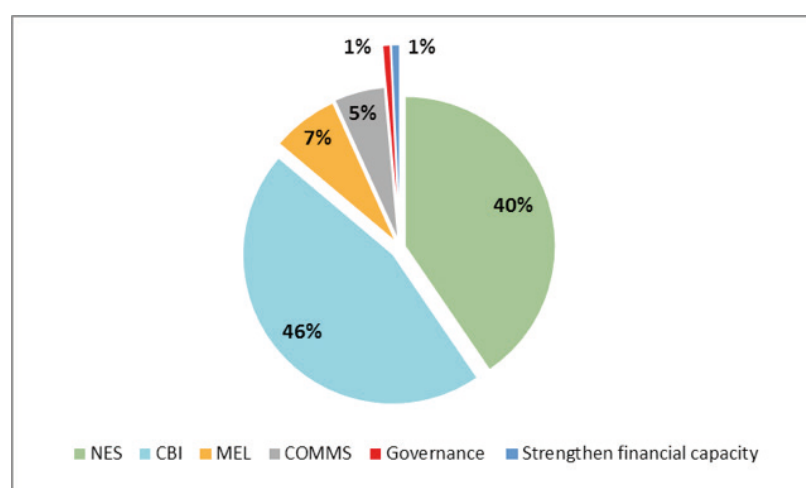
In the regions (see Graph 7.2), budget execution (as of 15 November 2016) shows good implementation capacity (*above 80%*), with exception of Asia at **68%** implementation (largely in support of NES activities).

Graph 7.2 Budget execution by Region (USD)



By focus areas, both NES and CBIs show good progress in terms of budget implementation (>70% for NES and >80% for CBI). The two combined represent >85% of the budget spent in 2016 (see below).

Graph 7.3 Budget execution by Programme Areas



Detailed 2016 budget implementation is presented in Table 7.1.

COUNCIL ASK NUMBER 03: A BIGGER ILC RESERVE FUND

The Membership Fund is being transformed into a Reserve Fund, large enough to protect IFAD from any possible liability in its hosting of the Secretariat. The 26th Council set a target of USD 600,000 to be reached by the end of the strategy. The Reserve Fund, which can only be accessed by the Co-chairs on a decision of the Council, can also prepare ILC for post-IFAD hosting agreement, should this be the case after 2020.

Following the negative trend in fee payment by members reported in 2015, there have been two major results for fee payments in 2016 (cut-off date 15 November):

1. An improvement in 2015 dues, as members back-paid in 2016. This lifted the rate from 46% as reported to the 26th Council to 70%.

2. A slightly better percentage for 2016, with fees collection reaching 58%. In absolute numbers thus us a significant increase, considering that 55 new members accepted in 2015 were requested to pay their fees for the first time in 2016. The regional breakdown still shows the Asia (82%) and LAC (72%) leading in fee collection, with Global (47%) and Africa (33%) in the rear. In 2016, 90% of payments were settled in cash by members.

As of 15 November, the Reserve Fund has USD 347,000.

Graph 7.4 Fee payment trends by Region

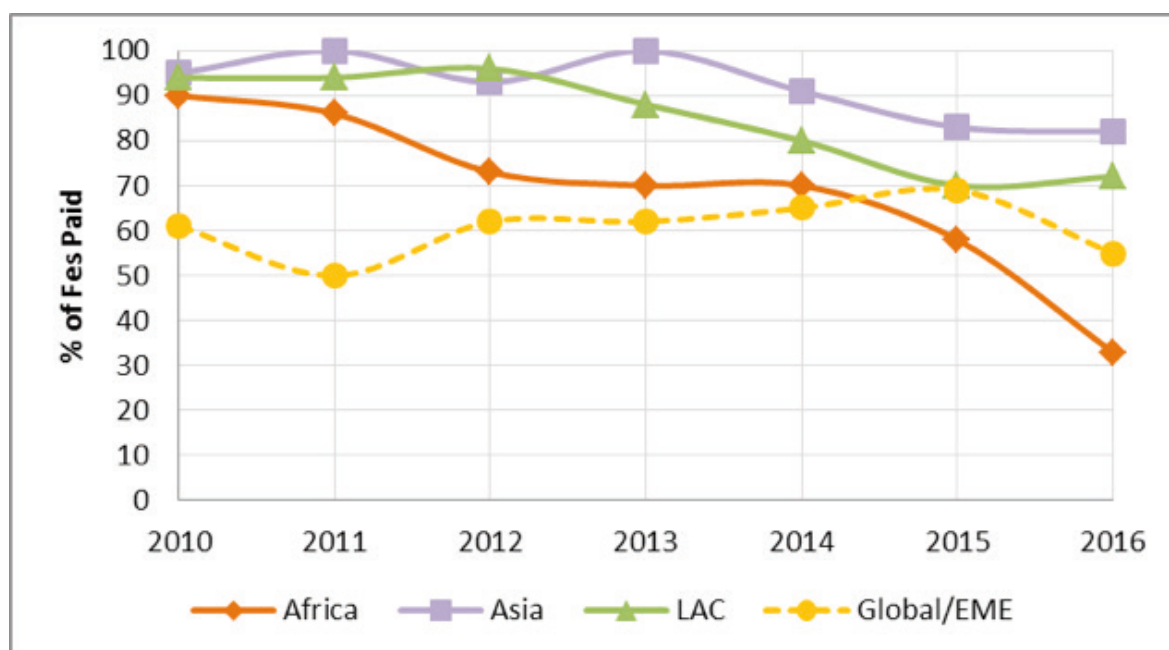


Table 7.1: IMPLEMENTED/COMMITTED BUDGET(s) 2016 (with cut-off date at 15 November 2016)

2016 ILC Budget execution -including regional breakdown													
Activity description	Activity Code	Budget 2016	SPENT/COMMIT*	Africa WPlan2016 as approved by ASC	Spent/Commt	Asia WPlan2016	Spent/Commt	LAC WPlan2016	Spent/Commt	Europe WPlan2016	Spent/Commt	Global WPlan2016	Spent/Commt
CMI in NES countries	71001	2 782 601	1 972 940	1 144 000	893 998	470 000	429 739	418 000	401 569	70 000	70 000	220 000	177 634
CMI across countries	71002	2 745 149	2 227 379	843 000	751 301	691 700	380 514	757 000	828 670	44 000	36 285	367 000	230 606
CMI in Learning, knowledge and M&E	71003	410 000	345 058	13 000	13 637	13 000	10 777	13 000	8 600		0	455 000	312 045
CMI in communications	71004	330 000	260 235	20 000	0	20 000	0	20 000	0		0	305 000	260 235
ILC Governance	72001	61 000	33 322		0		0		0		0	104 000	33 322
Strengthen ILC financial capacity	72002	65 000	35 995	17 000	0	17 000	0	17 000	0		0	35 000	35 995
Total PROGRAMME BUDGET		6 393 750	4 874 930	2 037 000	1 658 935	1 211 700	821 030	1 225 000	1 238 839	114 000	106 285	1 486 000	1 049 837
programme staff	Z0101	1 129 877	946 752										
AMS	OC260	54 778	0										
staff sub-total		1 184 655	946 752										
TOTAL DIRECT COSTS		7 578 405	5 821 682										
Hosting fee	OD220	300 064	300 000										
Audit fees	OF150	17 000	4 600										
Other Administrative costs#	OD240	129 192	17 896										
admin-subtotal		446 256	322 496										
Bridge funding to 2017	79999	1 370 000	1 226 267										
subtotals per year		9 394 661	7 370 445										

* Based on ILC own calculations with cut-off date: 15 November 2016

includes contribution to the Reserve Fund as per Art III Section 2 of the hosting agreement between IFAD and ILC Council

^^ for tranches not yet received following exchange rates apply: EUR1=1.05USD;

Table 7.2: PROGRESS 2016 AGAINST LOG FRAME OF 2016-21 STRATEGY

IMPACT LEVEL	
GOAL <i>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</i>	
OBJECTIVELY VERIFIABLE INDICATORS	
Number and type of people with legally enhanced tenure security contributed to by collaborative efforts of ILC members (gender disaggregated) – as part of ILC commitment 1 (also based on perception of involved people)	
Amount of land more sustainably managed contributed to by collaborative efforts of ILC members -as part of ILC Commitment 2 (also based on perception of involved people)	
OUTCOME LEVEL (COVERING THE 10 COMMITMENTS)	
(I) CHANGES IN AGENDAS (NARRATIVE SHIFTS) CATALYSED BY ILC MEMBERS	
<i>Change-makers include one or more of the issues covered by the 10 commitments in national, regional or global agendas, and open spaces for dialogue that recognise a role to ILC members and/ or Civil Society</i>	
OBJECTIVELY VERIFIABLE INDICATORS	CUMULATIVE TARGETS-2018
Degree that decision-makers engage with and provide a recognised role for NES platforms/ILC members in transformative processes in 10 commitment areas at national, regional or global level, to contribute to a land governance with and for people living on and from the land.	15 Governments/ international institutions provide recognised role to ILC member platforms in transformative processes
(II) CHANGES IN PRACTICES CATALYSED BY ILC MEMBERS	
<i>Decision makers/ governments etc. build inclusive institutions, participate in dialogue or partnerships to implement or enforce existing laws, policies and practices thanks to the knowledge and capacities acquired</i>	
OBJECTIVELY VERIFIABLE INDICATORS	CUMULATIVE TARGETS-2018
Number of cases/ countries in which land resources are managed in line with the 10 commitments as part of ILC efforts for documentation, peer-to-peer learning, adaptation and upscaling, that contribute to enhanced tenure security and more sustainable land management.	12 countries demonstrating changed practices catalysed by ILC members
(III)) CHANGES IN POLICIES CATALYSED BY ILC MEMBERS	
<i>National or subnational governments/parliaments draft, revise, approve, policies, laws and regulations reflecting the principle behind one or more of the 10 commitments</i>	
OBJECTIVELY VERIFIABLE INDICATORS	CUMULATIVE TARGETS-2018
Degree that national law s and policies reflect positive changes people-centred land governance provisions as a result of advocacy efforts by ILC members, which contributed to more sustainably managed land and enhanced tenure security.	9 changed policies/laws catalysed by ILC members

PROGRESS 2016

32,657 people (**1938** women); **37,094**
households; **95** villages with legal titling

20,026 hectares

PROGRESS 2016

14 Governments

BASELINE 2015

2

PROGRESS 2016

7 countries

BASELINE 2015

4

PROGRESS 2016

19 countries commit to, or engage in,
changing laws, decrees, bills and to enhance
gender sensitivity

BASELINE 2015

3

OUTPUT LEVEL

STRATEGIC OBJECTIVE: ILC CONNECTS *members to each other and to change-makers beyond the Coalition, creating opportunities for dialogue, mutual learning, and joint action*

EXPECTED RESULT

1.1 Members across different categories use ILC as a space to interact, collaborate, share, and express solidarity at country, regional, and international levels, in a vibrant, gender-just, diversified, and decentralised network.

1.2 Members use ILC as a bridge to connect to other change-makers, especially at the country level, including from grassroots movements, government and other public institutions, and the private sector.

INDICATORS

of joint work-plans and actions points by ILC members at national, regional and international levels to realise the ten commitments and ensure gender balance of participants in activities

Proportion of members expressing satisfaction that ILC governance –incl. behind commitments– is transparent with institutional and financial decision-making easily accessible

and type (commitment diversity) of non-members engaged with NES platforms (grassroots organisations, women's organisations and social movements)

STRATEGIC OBJECTIVE: ILC MOBILISES *members by facilitating informed and effective action, through accessible and usable knowledge and tools, and by creating opportunities for innovation, piloting, and scaling up.*

EXPECTED RESULT

2.1. Members use ILC as a space to identify solutions and improve practice, by piloting, replicating, and scaling up approaches to land governance for and with people.

2.2. ILC provides opportunities for members and others to develop their capacities, by documenting, producing, and sharing knowledge so as to transform it into action.

INDICATORS

of knowledge products, innovation and good practices to realise the ten commitments that are demonstrated by members or documented and publicised by ILC

and type of ILC members who participate in commitments-relevant learning events, including training, mentoring, peer to peer exchange and joint missions (participants, gender-disaggregated)

STRATEGIC OBJECTIVE: ILC INFLUENCES *key decision-makers, including governments, their partners, and corporate actors and investors to engage with civil society actors as legitimate and necessary interlocutors and partners in achieving land governance for and with people*

EXPECTED RESULT

3.1. ILC members jointly and effectively advocate for the ten commitments on people-centred land governance.

3.2. ILC supports those who live on and from the land, their leaders, and their organisations to play a role as interlocutors with government, their development partners, and private sector actors in decision-making over land.

3.3. ILC members utilise data to claim rights, promote transparency, and hold decision-makers accountable.

INDICATORS

of commitment-relevant joint declarations/ position papers/policy briefs/shadow reports resulting from consultations and joint action

of events and processes –broken down by commitments– facilitated by ILC for land-users to be heard and recognised in decision-making processes at national, regional and global levels (gender disaggregated)

of land monitoring activities that inform NES work around the ten commitments, and regional and global advocacy

CUMULATIVE TARGETS-2018	PROGRESS 2016	BASELINE 2015
50 joint workplans by ILC members	29 joint work plans; 1 position paper; 1 joint memorandum; 7 consultations; 16 campaigns	34 joint workplans
75% of survey participants expressing satisfaction	<i>To be done in 2017</i>	Enabling transparent and efficient flow of information (84%) (Keystone 2014)
200 non-member orgs connected to NES platforms, of which at least: 10 are women's organisations; 40 are social movements, Indigenous Peoples and grassroots organisations; 20 are public agencies; and 5 are private sector	855 non-member organisations ranging from governments, ministries, traditional leaders, to networks and IPs and women's organisations connected to NES and CBIs, in addition to 524 organisations joining ILC and others in the Global Call to Action	166 non-member organisation, disaggregation requested in new M&E reporting

CUMULATIVE TARGETS-2018	PROGRESS 2016	BASELINE 2015
150 good practices, 30 publications, technical briefs and reports, of which 25% directly inform trainings and learning events	35 video, radio, web, 177 publications (including documentation of good practices); 7 advocacy tools, 4 training manuals; 16 bulletins, newsletters and press releases, 1 declaration, 1 solidarity statement	55 good practices, 19 publications
400 participants in focused learning events (of which at least 180 are women), that cover at least 50% of ILC membership	103 learning events with 3205 participants, of which 1718 are gender disaggregated as follows (685 men, 1043 women) 174 organisations (11 indigenous organisations)	87 participants

CUMULATIVE TARGETS-2018	PROGRESS 2016	BASELINE 2015
15 joint products	13 statutory reviews, 9 policy papers; 6 advocacy tools/papers; 3 position papers; 1 alternative report; 1 shadow report	5 joint products
100 events and processes count on participation of grassroots at national, regional and global level	25 campaigns; 3 meetings with religious and traditional chiefs; 3 conferences; 2 workshops; 1 public consultation;	NA
15 land monitoring activities	Land monitoring activities in 24 countries	6 land monitoring activities

NOTES

UNIT

FOR

RIGHT

UNITED FOR LAND RIGHTS

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