



ILC ANNUAL REPORT 2019

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CONTENTS

ACRONYMS	4
FOREWORD	6
OVERVIEW OF ACHIEVEMENTS	8
ILC: A COALITION OF PLATFORMS	10
MEMBER-LED PLATFORMS	14
COUNTRY LEVEL PLATFORMS (NES) ARE AT THE HEART OF ILC'S TRANSFORMATIVE VISION	14
REALISING ILC'S TEN COMMITMENTS FOR PEOPLE-CENTRED LAND GOVERNANCE	19
STRENGTHENING CAPACITY FOR TRANSFORMATION	23
LEARNING, KNOWLEDGE GENERATION AND RESEARCH	24
INSTITUTIONAL STRENGTHENING	26
LAND MONITORING AND DATA	27
ADVOCACY AND CAMPAIGNS	28
NETWORK VIBRANCY	30
CONSOLIDATING THE GAINS OF REGIONALISATION	30
STRENGTHENING THE GLOBAL NETWORK	31
COMMUNICATIONS	32
FINANCIAL SUSTAINABILITY	34
ILC MEMBERSHIP FEES AND THE RESERVE FUND	37
BUDGET OVERVIEW AGAINST ORIGINALLY SET TRIENNIAL BUDGETS	38
LESSONS LEARNT AND LOOKING AHEAD	40
ANNEX	
2019 PROGRESS AGAINST TRIENNIAL LOG FRAME TARGETS	44

This report provides an overview of the main achievements and lessons learnt in 2019.
For additional information on contents presented in this Annual Report such as our
results and more you can access **Membernet**.

STRATEGIC PARTERS AND CORE DONORS



ACRONYMS

AAI	Action Aid International	CODECA	Comité De Desarrollo Campesino
AAP	Aide et Action pour la Paix	COPROFAM	Confederation of Family Producers Expanded Mercosur
AFA	Asian Farmers' Association for Sustainable Rural Development	CORE	Collaborating For Resilience
AGTER	Association Pour L'amélioration De La Gouvernance De La Terre, De L'eau Et Des Ressources Naturelles	CSO	Civil Society Organisation
AIPP	Asia Indigenous Peoples Pact	DRC	Democratic Republic Of Congo
ANGOC	Asian NGO Coalition for Agrarian Reform and Rural Development	ECOWAS	Economic Community of West African States
ARnow	The People's Campaign For Agrarian Reform Network, Inc.	EF	Espaço Feminista do Nordeste para a Democracia e Direitos Humanos
AZUL	Groupe Azul	EMENA	Europe, Middle East, North Africa
CADASTA	Cadasta Foundation	FAO	Food and Agriculture Organisation
CAP	European Common Agricultural Policy	FIMI	International Indigenous Women's Forum
CAPA	Central Asia Pastoralist Alliance	FPIC	Free, Prior and Informed Consent
CBI	Commitment Based Initiative	FUNDAPAZ	Fundación Para El Desarrollo En Justicia Y Paz
CBO	Constituency-Based Organisation	GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
CDE	Centre for Development and Environment	GLTN	Global Land Tool Network
CED	Centre pour le Développement et l'Environnement	GLF	Global Land Forum
CEDAW	Committee on the Elimination of Discrimination against Women	IBC	Instituto Del Bien Común
CERAI	Centro de Estudios Rurales y de Agricultura Internacional	ICCA	Indigenous and Conserved Communities Area Consortium.
CESCR	Committee on Economic, Social and Cultural Rights	ICRAF	World Agroforestry Centre
CFS	Committee on World Food Security	IDRC	International Development Research Centre
CICODEV	l'Institut Panafricain pour la Citoyenneté, les Consommateurs et le Développement	IFAD	International Fund for Agricultural Development
CIDH	Comisión Interamericana de Derechos Humanos	IFPRI	International Food Policy Research Institute
CIFOR	Center for International Forestry Research	IGO	Intergovernmental Organisation
CINEP	Centro De Investigación Y Educación Popular	IGAD	Intergovernmental Authority on Development
CIRAD	Centre de coopération internationale en recherche	IIED	International Institute of Environment and Development
CLS	Community Land Scotland	ILC	International Land Coalition
CNVP	Connecting Natural Values & People Foundation	ILRI	International Livestock Research Institute
		IP	Indigenous Peoples
		IWGIA	International Work Group Indigenous Affairs

JASIL	JASIL Environment and Development Association	RRI	Rights and Resources Initiative
JPO	Junior Professional Officer	SAPA	South Asia Pastoralist Alliance
KPA	Consortium for Agrarian Reform	SAGCOT	Southern Agricultural Growth Corridor of Tanzania
LAC	Latin America and the Caribbean	SDC	Swiss Agency for Development and Cooperation
LANDac	The Netherlands Academy On Land Governance For Equitable And Sustainable Development	SDGs	Sustainable Development Goals
LANDex	Global Land Governance Index	SIDA	Swedish International Development Cooperation Agency
M&E	Monitoring & Evaluation	STDM	Social Tenure Domain Model
MOU	Memorandum of Understanding	TALA	Tanzania Land Alliance
MRLG	Mekong Region Land Governance	TOR	Terms of Reference
MSP	Multi-stakeholder platforms	TI	Transparency International
NES	National Engagement Strategy	TyN	Asociación Trashumancia Y Naturaleza
NITLAPAN	Instituto De Investigación Y Desarrollo	UDEFEQUA	La Unidad de Protección a Defensoras y Defensores de Derechos Humanos
OCHA	United Nations Office for the Coordination of Humanitarian Affairs	UEMOA	The West African Monetary and Economic Union
ODS	Objetivos de desarrollo sostenible	UNCCD	United Nations Convention to Combat Desertification
OHCHR	Office of the United Nations High Commissioner for Human Rights	UN-HABITAT	United Nations Human Settlements Programme
OPDP	Ogiek Peoples' Development Program	UNDP	United Nations Development Programme
OPTIMAOC	Livestock Mobility Observatory in Sahelian Africa	UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
OUOT	Observatorio Universitario de Ordenamiento Territorial	UNGA	United Nations General Assembly
PAFO	The Pan African Farmers Organisation	USD	United States Dollar
PDRR	Programa de Diálogo Regional Rural	VGGT	The Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security
PLURALES	Fundación Plurales	WILDAF	Women in Law & Development in Africa
PRIndex	Global Property Rights Index	WRF	World Rural Forum
PROPAC	Plateforme Régionales des Organisations Paysannes d'Afrique Centrale	WRI	World Resources Institute
RCU	Regional Coordination Unit	WWF	World Wildlife Fund
RDF	Rural Development Fund	DWHH/WHH	Deutsche Welthungerhilfe
RENAF	Red Nacional de Agricultura Familiar	XSF	Xavier Science Foundation
ROPFA	Réseau des organisations paysannes et de producteurs de l'Afrique de l'Ouest		
RBM	Réseau Billital Maroobé		
RMI	Indonesian Institute For Forest & Environment		

FOREWORD

The past year was a challenging one for many ILC members.

It was characterised by sustained attacks on the individuals and communities that defend their rights to the land and the environment. The use of criminalisation tactics was thrown into the spotlight as marginalized groups in many countries struggled to gain or maintain civic freedoms. The Amazon and other forests of the world were ablaze, blamed on the climate crisis and human greed. A wave of anti-democratic populism and political turmoil swept many countries, especially, but not exclusively, in Latin America

For a network such as ILC that seeks to provoke systemic change, times of crisis can also bring opportunity and hope for transformation. They demand attention, and they can provoke action.

2019 was the year in which global awareness of the common crises we face as humanity reached new levels. The **climate and environmental emergencies** are defining issues for many world leaders. However, the vacuum left by their lack of decisive action is being challenged by the emergence of powerful social movements, many of them led by youth. The **crisis in democracy** is under the spotlight in many countries, including those often considered democratic, as narrowing civic space excludes many from decision-making and fake news skews public debate. The **inequality crisis** is – perhaps more slowly – becoming recognised as a significant challenge to the future of cohesive societies and inclusive economies across the globe..

For the ILC – as a network focusing on land rights – we know that our work underpins some of the best efforts to overcome these crises. Supporting the ability of local communities and Indigenous Peoples (IP) to control and manage their own lands, territories and natural resources is helping to maintain healthy ecosystems that also keep carbon in the ground. Creating the conditions for more inclusive and participatory land governance makes ILC a persistent democracy builder from below. Working for more equitable access to land and natural resources, and against land-grabbing, tackles structural forms of inequality.

All of these struggles underscore the need to strengthen regional and international movements and alliances.

The achievements of 2019 encourage us that despite the enormity of the challenges, we are up to the task. Member-led platforms supported by ILC bring together an astonishing number of organisations (over 700) with strong partnerships through multi-stakeholder platforms, a clear agenda for change, and work plans to transform their strategy into action. In this report are many inspiring examples of the changes in policies and practices being brought about in 2019 by these partnerships.

The revised operating model hit the ground this year, helping ILC grow in what it does best as a catalytic network with a transformative ambition. Sharpening how we work together has been more demanding than many members expected, but members have also expressed their appreciation for how it has stretched them to widen partnerships and focus their strategies. We have also offered more learning opportunities to members in 2019 than ever before.

Our network faces global challenges head-on, but we also face more mundane internal challenges. Not least has been in closing our core budget gap, which still stands at 60% of our triennial (2019-21) target. This will be an important task of the ILC support team, as we seek to carry this year's good foundation into the second year of the triennium.

In solidarity,

Zulema Burneo, *Regional Coordinator, ILC LAC*

Audace Kubwimana, *Regional Coordinator, ILC Africa*

Saurin Siagian, *Regional Coordinator, ILC Asia*

Michael Taylor, *Secretariat Director*

OVERVIEW OF ACHIEVEMENTS

For ILC, the beginning of 2019 was focused on embracing the revised Operating Model as a response to enhance impact, especially in the challenging contexts in which many members work.

The Operating Model focuses on how ILC best supports the transformative strategies and capacities of member-led platforms, while promoting the full participation of grassroots organisations. It measures impact by a revised results framework emphasising sustainable outcome indicators, and unifies a multi-located One Team to facilitate the work of the coalition.

One Team adjusted their TORs and developed processes and procedures to best support the coalition. Through much work with members – at times longer than expected - results of the impressive work done have become evident in the quality of the strategies and the evolution of the platforms.

The transformative criteria have guided efforts to build the capacities of member-led platforms for change, especially through focused and realistic strategies. The eligibility criteria have been used to strengthen the solidity of the host organisations and widen leadership, especially of grassroots organisations. These criteria, reflected in the table below, were developed out of the lessons learnt in the previous generation of NES and CBI platforms.

ELIGIBILITY CRITERIA	TRANSFORMATIVE CRITERIA
Funding for triennium < USD 400,000.	Participatory & democratic
Co-financing > 20% if ILC contribution under USD 200,000,	Promotes equity
Co-financing > 50% if ILC contribution USD 200,000-400,000	Financially sustainable
ILC contribution < 50% of host organisation budget	Relevant
Previous grants properly closed and M&E reports submitted	Strategic
Financial management capacity meets minimum standards	Realistic
Host leads no more than two ILC platforms	Results
Platform personnel are operationally responsive to whole platform	Measurable
	Competent

Table 1: eligibility and transformative criteria for ILC funding to NES and CBI platforms

At the end of 2019, ILC stands as a coalition of **59 platforms, which engage 214 ILC members and 514 non-members**. Of these, 39 platforms have new strategies with triennial work plans.

The 30 national multi-stakeholder platforms for people centred land governance have clearly adapted to opportunities in their national contexts, also building the capacity to resist the narrowing of civic space. The **29 Commitment Based Initiatives (CBIs)** have been custodians of people's land rights and asserted their importance in global and regional agendas for many land-users, including pastoralists, land defenders, women and family farmers. Achievements cover:

- ➔ Protecting space for citizen participation through recognition of FPIC (**Cambodia**).
- ➔ Secure recognition of collective land rights, in **Peru** (Communal Statute), **Tanzania** (village land use planning), **Colombia** (*Reservas Campesinas*), and **Indonesia** (customary forestry).
- ➔ An evolution to municipal-level land governance, as in **Nepal** (municipal action plans), **Ecuador** (*Area de Conservacion y uso sustentable*), and **Albania** (municipal land use plans).
- ➔ Giving women a leading role in collectively managed territories in (**Peru** and **Albania**).
- ➔ Recognition of the role of pastoralists as important natural resource managers (**Cameroon, Mongolia, India, Tanzania** and **Kenya**).
- ➔ Promoting transparency in land concessions and constructive engagement with the private sector (**Moldova, Malawi, Cameroon** and **Tanzania**).

The power of NES is not only in influencing policy making, but also in applying persistent pressure for policy implementation by multiple actors and at multiple levels.

Our members report that 1.191.884 people have more secure land tenure due to their work through member-led platforms in 2019. We are not equipped as ILC to indicate how many conflicts member-led platforms have prevented, or how many people have found a better livelihood in their home area than being forced to migrate, or how many women have not faced violence because of their empowerment, or how many land defenders have not been killed. Nonetheless, we are certain that the work of ILC members is building the conditions for such not to happen.

ONE YEAR INTO THE REVISED OPERATING MODEL

The transformative and eligibility criteria have raised the bar for all NES and CBI platforms – both in terms of their potential to bring about sustained transformation at the policy and practice level, and in terms of their institutional and financial robustness. For this reason, the transition was a thorough process, and challenging for many NES and CBI platforms. Not all have met the criteria for ILC funding. Yet, many have positioned themselves well to benefit from a more demanding model, opening up their strategies and revising their governance arrangements, roles and responsibility sharing.

One Team worked hard with these platforms, actively participating in formulation and design phases. Trainings were held with NES and CBI focal points in Asia and Latin America, and webinars with global and Africa members. A dedicated repository of tools, procedures and support material was created on MemberNet. Regional Assemblies each gave space to get feedback from members.

By the numbers:

- ➔ Thirty NES/CBI platforms completed the transition to a fully-fledged, multi-year and multi-actor strategy.
- ➔ Nineteen received multi-year grants, with a three-year commitment through an MOU. Fourteen of these were large grants authorised by the Council, enabling the Council to keep a close eye on the transition process, and appreciate the size of platform ambitions.
- ➔ The remaining eleven platforms have been financed at lower levels, due either to the need to strengthen the platform host according to the new requirements (six cases), or to meet the financial capacity or fundraising requirements (five cases).
- ➔ Eighteen platforms were supported – including ten with bridging funds - to develop their strategies. Most will be fully equipped to embrace new operating model by early 2020.

A year into its implementation, the model has confirmed its validity. With the caveat, however, that fundraising targets were ambitious - both the USD 33 million core funding, and the USD 33 million to be leveraged directly by NES and CBI platforms. While we celebrate success with almost 50% of ILC platforms buying into the ILC operating model of a catalytic network, the limitation of available resources pose uncertainty on the capacity of ILC to support new platforms despite the willingness and leadership of members.

ILC: A COALITION OF PLATFORMS

Member-led platforms (NES and CBI) are the vehicles by which ILC members are able to achieve results. Members have contributed to **changes in 18 policies in 11 countries and changing 15 practices in 12 countries**, including:

- ➔ In **Albania**, the government collaborating actively with NES platforms in drafting new forest laws.
- ➔ In **Colombia**, the creation of a Peasant Reserve Zone in Montes de Maria and the inclusion of 17 initiatives in the Action Plans for Regional Transformation.

- ➔ In **Senegal**, a forest governance toolkit designed by NES members in collaboration with the Ministry of Environment and Sustainable Development being used in the implementation of the Forest Code.
- ➔ In **Nepal**, the Land Use Act being passed to regulate land governance and ensure sustainable use of natural resources, after members worked seven years for its approval.

BY THE NUMBERS

- ➔ 59 platforms - 30 NES 29 CBI
- ➔ 214 members partnering in NES and CBI platforms; 145 in NES and 191 in CBI
- ➔ 514 non-members partnering in NES and CBI platforms
- ➔ Platform governance includes 43% women and 12% youth
- ➔ 19 platforms explicitly benchmark the VGGTs, and 27 platforms the SDGs

This year saw increased capacity for ILC to assess the real contributions of member-led platforms to people-centred land governance. An enhanced M&E system included in-depth contribution analyses in selected countries (Albania and Colombia, with Malawi and Nepal ongoing). The work of platforms can also now be measured against – and guided by – the **LANDEx indicators**. In Colombia, for example, LANDex results displayed low levels of public participation in decision-making processes and low levels of support to family farmers. They also showed the gap between the strong legal framework for protecting land defenders (89/100), and the weak implementation of protection measures (57/100).

The evolution of the regional and global CBIs under the revised Operating Model have highlighted their capacity to be influencers for pastoralists, family farmers, land defenders and feminist organisations. CBIs platforms such as Rangelands Asia (which has evolved into the South Asia Pastoralist Alliance and the Central Asia Pastoralist Alliance), or SEMIARIDOS in Latin America, have also influenced national level policies.

Sustained change requires influencing a critical mass of actors to move in the same direction. This is what ILC does with its national and commitments based platforms. At the same time, ILC invests in the **capacities required to lead** such processes and become more **effective change makers**. Strengthening the capacity for change of member-led platforms is an increasingly important role of ILC.

The 2019 report outlines the achievements of member-led platforms, followed by an overview of how ILC has strengthened their capacity for change. It then outlines progress in strengthening ILC as a network, and ends with a financial report and a final chapter on lessons learnt.

MEMBER-LED PLATFORMS

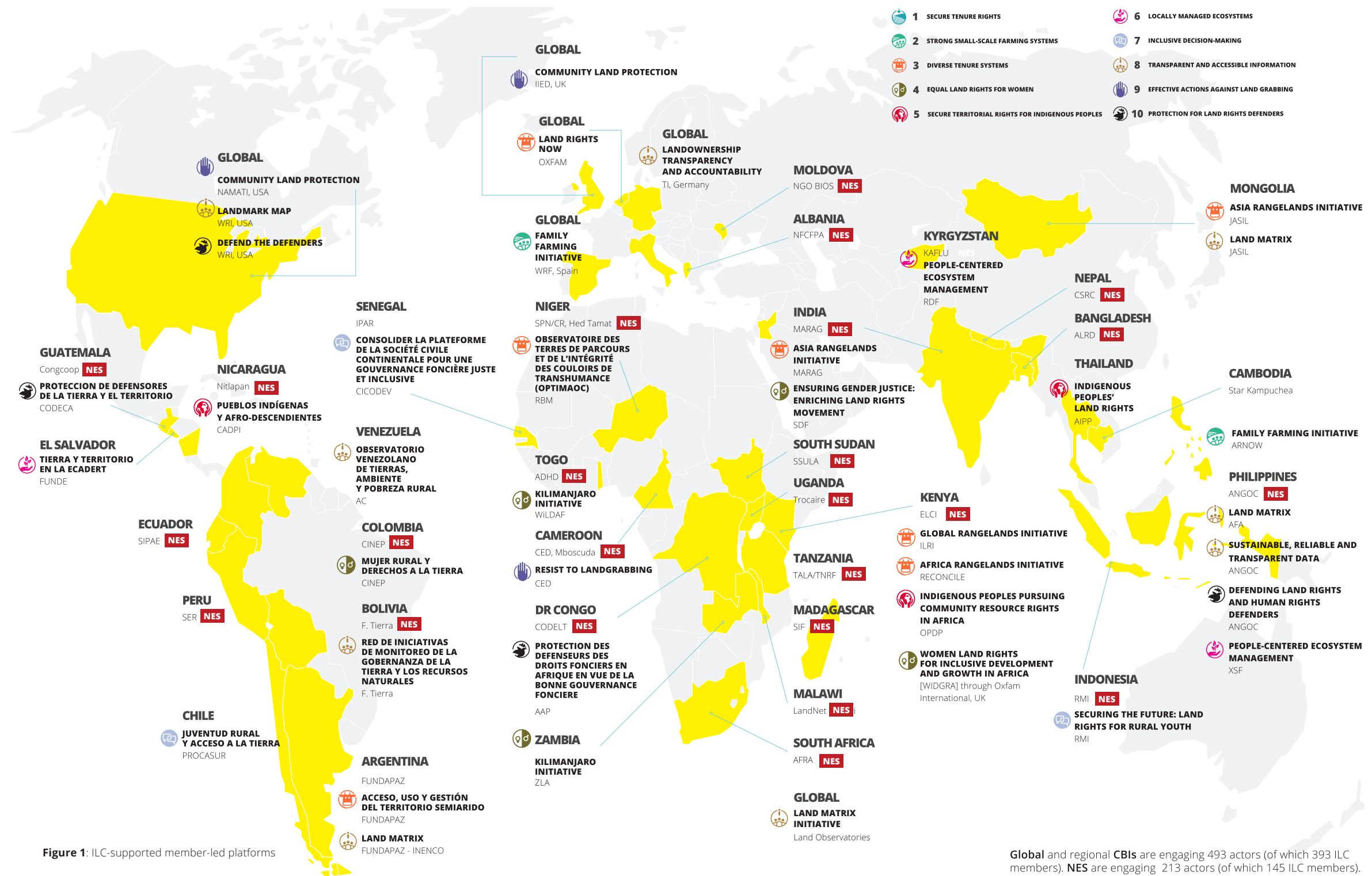


Figure 1: ILC-supported member-led platforms

Global and regional CBIs are engaging 493 actors (of which 393 ILC members). NES are engaging 213 actors (of which 145 ILC members).

MEMBER-LED PLATFORMS

COUNTRY LEVEL PLATFORMS (NES) ARE AT THE HEART OF ILC'S TRANSFORMATIVE VISION

For ILC, advances in securing land rights for rural people by reforming and implementing land tenure policies, laws and practices depend on the successes of member-led Multi-Stakeholder Platforms that come together around a National Engagement Strategy. These are the main mechanism by which ILC members and their partners coordinate country level work.

By the end of 2019, **30 NES platforms were operational**: three in EMENA; eleven in Africa; eight in Asia; and eight in LAC. These include three new platforms: in Liberia hosted by the Rights and Resource Foundation; in the Caribbean hosted by the Caribbean Network for Urban & Land Management; and in Mongolia by the Centre for Policy Research.

In the transition to the revised Operating Model, focus was on consolidating national platforms' transformative capacity, including by fostering their **good governance** and **financial sustainability**, harnessing high-level **political support**, and expanding **partnerships**. In 2019, all active platforms completed introductory sessions on good governance supported by an external facilitator. Two-thirds have undertaken good governance assessment gaps in the form of a health check (see below). Out of this, twelve developed time bound action plans to improve governance foundations, structure, and participatory decision-making.

THE NES PLATFORM GOVERNANCE HEALTH CHECK TOOL

The approach is one of facilitated self-assessment; partners of each platform take responsibility for the exercise, with the support of an external facilitator. Some members also obtained an external perspective by inviting the NES Facilitator and/or One Team member to comment on the results. The tool:

- ➔ Facilitates a shared reflection on the practice of good governance
- ➔ Identifies existing strengths and gaps
- ➔ Enables platform partners to map out a path to strengthen their governance policies and practices
- ➔ Establishes a baseline which can be referred to when reviewing progress
- ➔ Covers seven key governance areas: strong foundations; membership; governance structures; participation and decision making; transparency; accountability and effective support (host organisation and facilitator)

Anchored in the revised Operating Model, NES platforms adhere to a common set of guiding transformative principles which result in i) new **strategic alliances**; ii) more **transparent and accountable platforms**; and iii) greater equity with dedicated measures to better represent **constituency-based organisations (CBOs)**.

NES platforms reveal a growing diversity. They connect **more than 250 organisations**. Sixty percent of platforms are composed only of CSOs, 20% have IGO partners, 13% academia, 5% Government, and 2% the private sector. Well-functioning multi-stakeholder platforms enable a stronger role for CSOs beyond the usual public oversight functions. They are able to be more strategic in **connecting** a critical mass of legitimate land stakeholders, **mobilising** sufficient knowledge and capacities to **influence** domestic policy. Increasingly, influencing goes beyond advocacy, towards becoming an implementing partner of the government to demonstrate more people-centred approaches.

Overall, changes in policies were reported in Albania, Senegal, Madagascar, Nepal, Peru, Bangladesh, Cambodia, Ecuador, Guatemala, Tanzania, and Togo. Changes in practices were reported in Albania, Nepal, Cambodia, Indonesia, Peru, Philippines, Cameroon, Colombia, Ecuador, Tanzania, Malawi, and Bangladesh.

Policy change can be long in the making, yet in specific domains prioritised by the NES achievements in 2019 include the recognition of indigenous people's land rights, women's rights of inheritance, and mechanisms to evaluate private sector investment, increased transparency on land concessions, and community-centred forest law.

In practice, NES in 2019 have brought:

- ➔ **Greater accountability, transparency and participation.** Platforms have engaged as interlocutors directly within government-led land reform policy process. In **Nepal, DRC, Cameroon** and **Senegal**, countries in the midst of revising their land laws, NES' have provided an institutionalised, regular and multi-stakeholder forum to review and weigh the potential impacts of reform options.
- ➔ **Agility & responsiveness.** In the midst of social turmoil in LAC, NES' have been able to protect spaces of democracy and participation, often by engaging with local government. This strategy has proved beneficial in **Ecuador** through the creation of the Public Consortium of Decentralized Autonomous Governments of the Ancestral Territory of Imbabura and Carchi, setting an historic precedent for the Afro-Ecuadorian land claims.
- ➔ **Community engagement.** Through investment-monitoring strategies along **Tanzania's** SAGCOT agricultural development corridor, coupled with the establishment of district level multi-stakeholder platforms, the District Council in Kilwa returned 400 hectares from a failed biofuel project.

Equally importantly, NES generate a set of intangible benefits. Most notable is the far-reaching implications multi-stakeholder dialogue has on constructive engagement between civil society organisations and their governments, building trust and openness more inclusive decision-making.

CONTRIBUTION ANALYSIS: COLOMBIA

Civil society actors in Colombia often do not work closely together, a legacy of the six decades of war and violence. In this context, a primary challenge of NES Colombia has been trust-building and strengthening partnerships.

The NES has provided spaces for dialogue, knowledge sharing, capacity building and communication to unify and strengthen their voices. Partners have advocated together for the recognition of the peasant farmers as key actors in the transformation of rural territories, and developed a proposal to revise Article 64 of the Constitution to this effect. The platform also actively participated in the implementation of the peace agreements by bringing the views of displaced communities into local decision-making processes.

Despite the opportunities for dialogue and influence offered by the Peace Agreement, NES Colombia is still struggling with a challenging context. Killings of land defenders in 2018 and 2019 have continued to rise, as has the deterioration of the democratic environment and civil unrest. This has been fuelled by the lack of implementation of the peace agreement and creation of opportunities in rural areas. In response, NES Colombia is now expanding and diversifying its platform and focusing its strategy.

'It is important that the NES continues to strengthen civil society and the organisations that accompany it, to strengthen its capacity for self-management. War fragments civil society'
GIZ representative

CONTRIBUTION ANALYSIS: ALBANIA

On 31st December 2018, the Albanian Government approved a National Forestry Policy. The policy was co-developed with NES Albania, and is committed to gender justice and inclusive decision-making.

The government recognised the NES platform as a mechanism to link policy-making with grassroots participation. ILC member NFCFPA (National Federation of Communal Forests and Pastures of Albania) spearheads the NES, which also includes other ILC members and strategic partners serving the Albanian forestry sector (World Bank, CNVP and SIDA). Its National Coordination and Consultative Committee brings together CSOs with IGOs, Ministers, and academic institutions.

In response to the legal requirements for local authorities managing forest and natural resources, NES Albania assisted the production of the first annual forestry management plans in four municipalities. They conducted technical measurements and adapted participatory approaches to benefit local communities while developing capacities of local authorities. As of 2019, some 30 municipal plans are under revision or have been approved by the Ministry of Environment. Attention to women's participation in decision-making has prompted 120 forest and pasture user associations to increase the participation of women in their boards.

NES Albania has facilitated the scaling-up of people-centred approaches, from four pilot forest management plans to a nationwide application of such models that embrace decentralisation of natural resource governance to forest users. They have also shared their experiences with other Balkan countries.

'It is interesting to see how ILC work in Albania has influenced positively both policy and practice changes and how the NES platform is today almost a formal national land institutional mechanism'
SIDA representative.

'I remember at the beginning it was really difficult to have all the sectors in the same table. All this is done through this platform, and all the actors are really complementary to each other'
Mrs. Almira Xhembulla, Member of Parliament.

'I really consider it a big achievement to have faculty, ministry and civil society in the same table. In the Albanian context it is not that easy to have all these stakeholders sitting together and discussing the development of the sector. This is one of the great achievements of this platform'
Mrs. Sheza Tamcini, CNVP Senior Advisor

WHAT MAKES A NES PROGRAM DIFFERENT? WHAT MAKES IT EFFECTIVE?

A defining characteristic of transformative NES is an emphasis on skilled and dedicated facilitation, the adoption and formalisation of good governance principles, and strong ownership, vision and commitment by partners, achieving more than the sum of each individual organisations.

A review of evidence from across the NES portfolio identified a common set of effective components in advancing people-centred land governance:

- ➔ **Be systemic:** understand the different levels, actors, enablers, constraints and resources in a complex system, and embrace a longer-term vision.
- ➔ **Layered interventions to manage risk:** broad based consultation, sophisticated stakeholder analysis, participatory design and shared implementation of activities enable platforms to become more agile and responsive in the face of unpredictability.
- ➔ **Create dynamic and open platforms:** broker innovative alliances that increase likelihood of impacts and longer-term sustainability.
- ➔ **Equitable and inclusive:** promote a decentralized decision-making and the participation of community-based organisations, grounding MSPs at the local level.
- ➔ **Innovate, learn and scale:** cycles of innovating, testing, learning and adapting assist effective strategies and lasting change beyond the boundaries of programs and funding cycles.

An important achievement of NES platforms in 2019 has been the deepening engagement of intergovernmental members of ILC:

- ➔ **ILC-FAO:** joint planning to bring together efforts to support MSPs, including capacity building, policy engagement, and knowledge management in Senegal, South Africa, Togo and Mongolia.
- ➔ **ILC-GLTN:** facilitating the use of GLTN’s Social Tenure Domain Model by platforms in DRC, Cameroon and Madagascar.
- ➔ **ILC-IFAD:** a shared SDC-funded JPO has facilitated a growing set of operational linkages. These include an initiative to improve understanding of the causal relationship between improved tenure security and climate-related outcomes in Madagascar, Malawi and Cameroon.

Finally, 2019 saw the widening of partnerships to strengthen the effectiveness and impact of multi-stakeholder platforms on land governance, as envisioned by the VGGTs. A partnership was formed with ILC members **Collaborating for Resilience, DWHH, and FAO** to systematise collaboration through a **Global Community of Practice on Multi-Stakeholder Platforms for People-Centred Land Governance**. This was launched in Rome with 22 potential partner organisations, who defined common objectives to: 1. better coordinate among multi-stakeholder platform promoters and supporters, 2. build capacity for impact, and 3. document and share lessons learnt and good practices, as well as new knowledge and innovation.

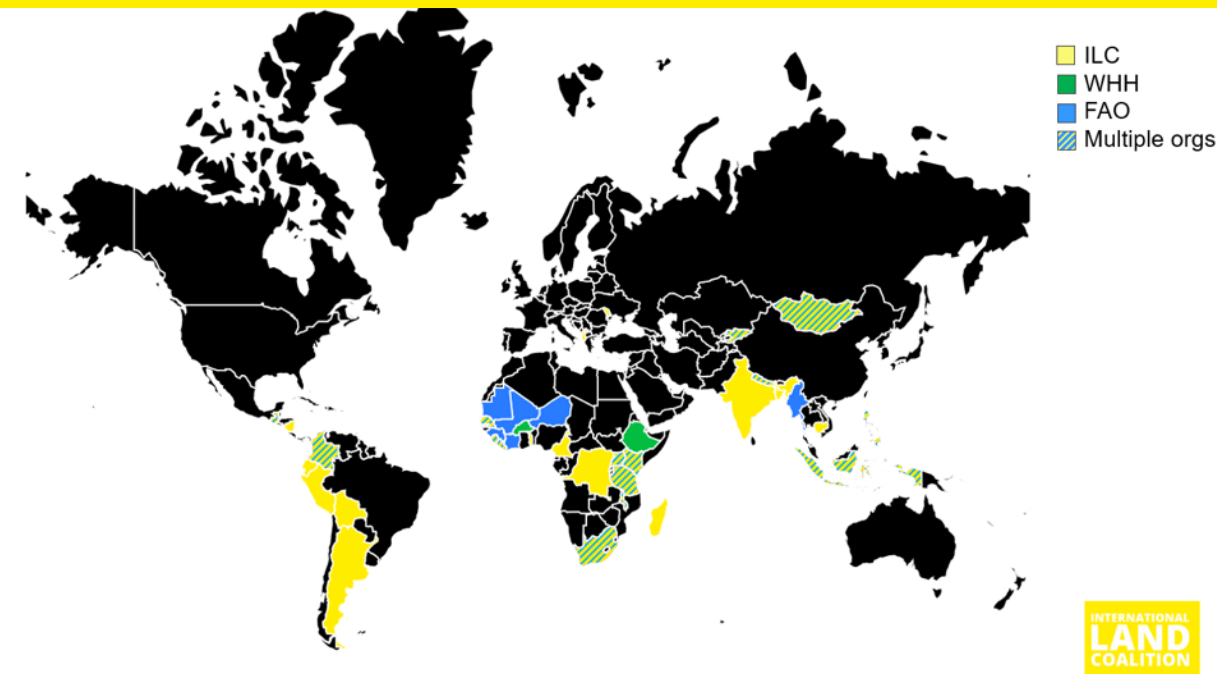


Figure 2: Coordinated support to multi-stakeholder platforms for land governance

REALISING ILC’S TEN COMMITMENTS FOR PEOPLE-CENTRED LAND GOVERNANCE

Commitment Based Initiatives (CBIs) enhance collective regional and international efforts to influence public policies at the global, regional, and national level. Under the revised Operating Model, **29 member-led regional and global CBI platforms** are working with long-term strategies for transformative action based on specific commitments.

Members still kicked off 17 **new CBI strategies**: 3 global, 7 in Africa, 2 in Asia, 1 in EMENA and 4 in Latin America and the Caribbean.

ILC'S EVOLVING CBI PORTFOLIO (EXCLUDING CBIs STILL TO BE DEVELOPED IN 2020)

What are the new CBI Strategies?

- ➔ **Global:** Family Farming Initiative (CBI2) – WRF; Feminist Land Platform (CBI4) – EF; Defend the Defenders Coalition (CBI10) – WRI
- ➔ **Africa:** Réseau des Organisations Paysannes et des Producteurs Agricole de l'Afrique de l'Ouest (CBI2) – PAFO ; Women's Land Rights in Africa (CBI 4) – WILDAF ; Pursuing Indigenous Territorial Rights in Africa (CBI 5) – OPDP ; OPTIMAOC (CBI 3/8) – RBM ; Inclusivité des Processus Decisionnels au Niveau Continental (CBI 7) – CICODEV ; Protection Des Défenseurs Des Droits Fonciers En Afrique (CBI 10) – AAP ; Locally Managed Ecosystems (CBI6) – ICRAF
- ➔ **Asia:** Small Scale and Family Farming Systems and Communities (CBI2) – ARNow/AFA; Defending Land Rights and Human Rights Defenders (CBI 10) – ANGOC
- ➔ **LAC:** Agricultura Familiar (CBI2) – RENAF; Mujer Rural (CBI4) – CINEP; Semiaridos – FUNDAPAZ; ODS – (CBI1) PLURALES
- ➔ **EMENA:** Commons and Common Land Rights – TyN/ICCA/Slow Food

Which CBIs are expected for 2020?

- ➔ **Global:** Rangelands (CBI3) – ILRI
- ➔ **Asia:** Indigenous Peoples' land rights (CBI 5)– AIPP ; Ensuring Gender Justice: Enriching Land Rights Movement (CBI 4) ; People-Centered Ecosystem Management (CBI 6) – RDF/XSF ; Securing the Future: Land Rights for Rural Youth (CBI 7) – RMI; Rangelands Initiative – Diverse Tenure Systems (CBI3) – JASIL
- ➔ **Africa:** Africa Rangelands Initiative (CBI3) – RECONCILE; Challenging land grabbing In West and Central Africa (CBI9) – CED
- ➔ **LAC:** Protección de Defensores (CBI10) – CODECA; Pueblos indígenas y afrodescendientes (CBI5)
- ➔ **EMENA:** Women's Land Rights (CBI4)

CBI platforms are becoming powerful voices for the commitments they represent. Highlights of 2019 include:

- ➔ The Rangelands Global platform contributed to the development of an **UNEA resolution** on rangelands, carrying the campaign for a UN Year of Rangelands and Pastoralists to the Global Landscapes Forum and important multilateral forums including UNCCD and the CFS.
- ➔ The Defend the Defenders Coalition - led by WRI and composed by 4 ILC global members and more than 50 non-members - has supported the work of organisations from three pilot countries (Kenya, Philippines and Colombia) to improve data collection, in coordination with Landex, to serve the UN monitoring system coordinated by OCHA. For next 3 years, a new strategy will be put in place expanding the work to Brazil, Guatemala and DRC in close collaboration with Landex and the Land Rights Now Campaign
- ➔ The global **Feminist Land Platform**, formed by constituency based organisations from Africa, Asia, EMENA and Latin America, launched in July, positions land rights for women as a key instrument for accelerating the realisation of gender equality and the empowerment of all women and girls.
- ➔ The regional Family Farming platforms have brought together important regional farmer federations (including PROPAC, ROPPA, AFA, and COPROFAM) with World Rural Forum to develop action plans on access to land under the United Nations **Decade of Family Farming**.
- ➔ The **Asia Rangelands Platform** achieved the recognition of pastoralist grazing lands in **Gujarat, India** and evolved into the South Asia Pastoralist Alliance (SAPA).
- ➔ The **Central Asia Rangelands Platform**, now the Central Asia Pastoralist Alliance (CAPA), influenced the enactment of a new Pasture Law in **Uzbekistan** and advocated to improve existing legislation in **Tajikistan, Kyrgyzstan** and **Kazakhstan**. It also worked with the government of **Mongolia** to play a prominent role in the campaign for UN Year of Rangelands and Pastoralists.
- ➔ In Latin America, **Semiaridos** platform contributed to the Water Access Law adopted by the province of Salta (Argentina) and is now embracing IFAD operations to bring drylands at the core of the solution and not at the cause anymore of migration and malnutrition.
- ➔ The **Kilimanjaro** platform celebrated its second anniversary with the commitment of the Pan-African Parliament to establish an ECOWAS parliamentary network on Gender Equality and Investments in Agriculture and Food Security. Connecting 27 members from 14 countries across all four sub-regions, the platform focuses efforts on lobbying for implementation of the Kilimanjaro Charter of Demands for Realisation of Equal Land Rights for Women in Africa.

- ➔ The Africa **Indigenous Peoples** platform has strengthened its engagement with the African Commission for Human and Peoples' Rights to support national level efforts to recognise the territorial claims of Indigenous Peoples.
- ➔ **The Commons in Europe, Middle East and North Africa** is almost to be launched as a key action to give visibility to the Commons and inform and monitor the respect of the **European Common Agriculture Policy CAP** for communal land and public goods, such as forest and pastures.
- ➔ The **Land Matrix** started its third phase with partners establishing a common basket fund at the ILC Secretariat. The new Land Matrix website, launched in March 2019, now enables deals to be fully contextualised, and georeferenced by satellite imagery, thus ensuring continued monitoring. Additional functions enables tracing of investors and financial flows of each deal. Five national Land Observatories have been established, in Argentina, Cameroon, Philippines, Senegal and Uganda, linked with NES.

As the portfolio of CBI platforms evolves, One Team is focusing on addressing the following key challenges:

- ➔ **Coordination** between the host and the members of the platform to guarantee a participatory and democratic process.
- ➔ To strengthen **financial** and organisational capacities of members to secure alternative funding sources.
- ➔ Supporting the engagement of **constituency-based organisations**, despite the constraints they face relative to other member organisations.
- ➔ Support to **platform-building** that enables good governance, transparency, clarity in decision-making, and adequate communication systems.
- ➔ Ongoing application of **gender justice** approaches in the strategies and platforms.

STRENGTHENING CAPACITY FOR TRANSFORMATION

An important role of ILC under the revised operating model is enhancing the capacities of member-led platforms to be transformational. The revised results framework now includes an outcome-level indicator on capacity for transformation for this reason.

While ILC support to member-led platforms has in the past been primarily financial, emphasis is now increasingly on offering structured **opportunities and services** to members participating in NES and CBI platforms. These are provided through a number of **facilities**, developed according to the needs of members, and according to expertise that other members can offer. Facilities operational in 2019 cover:

Learning:

- ➔ Community Land Protection (with Namati and IIED)
- ➔ Participatory Mapping Tools to secure land rights – STDM (with GLTN)

Institutional Strengthening:

- ➔ Youth and leadership (with Procasur, Maliasili, AFA and Ekta Parishad)
- ➔ Gender audit
- ➔ Women to women mentoring
- ➔ Internships
- ➔ Good governance

Land monitoring and data

- ➔ LANDex
- ➔ Landmark (with WRI, IBC and IP members)

Human Rights and community Protection

- ➔ LED Emergency Fund (with Natural Justice, KPA and UDEFEGUA)
- ➔ Legal redress mechanism (with IIED)

Advocacy and Campaigning

- ➔ Land Rights Now (with Oxfam, RRI and constituency-based members)
- ➔ Jai Jagat 2020 (with Ekta Parishad)
- ➔ Alternative reporting for CEDAW, CESC and SDGs
- ➔ Land in SDGs (with the SDG Land Momentum Group)

➔ The **framing document** of the **global research initiative on land inequality** was published, with the participation of an advisory group of ILC members and partners (Oxfam, IFAD, TALA, CLS, CDE, AGTER, World Inequality Lab). More than 120 proposals were received in response to an **open call for participation**. Nine were selected to produce conceptual papers, eight for hotspot case studies, five for solution papers, and one for a data methodology paper. These will be completed in March 2020. The research will provide the evidence and analysis to understand the complex and inter-related linkages between land inequality and wider inequalities, equipping members working for a fairer distribution of land with the concepts and tools to do so more effectively.

CASE STUDY: THE COMMUNITY LAND PROTECTION LEARNING INITIATIVE

The first cohort of the Community Land Protection Learning Initiative concluded in 2019, and the second started. Led by ILC members Namati and IIED, it provides a yearlong learning experience. Nineteen participants from nine member organisations have exchanged good practices, learned new strategies, mentored each other, and adapted new tools in selected communities back home.

During the weeklong workshop that launches each cohort, participants reflect on “what works?” with a particular focus on step-by-step, practical strategies. These include visioning, valuation, by-laws, working with governments, working with corrupt local officials, creating “Community Life Plans”, participatory mapping, land conflict resolution, registering community lands, investor chain mapping, and understanding government-investor contracts.

Participants receive a small grant to adapt particular good practices into the context of their own organisation.

In the words of participants:

‘It was a very productive and enlightening process. We were not only sharing and learning from each other but also becoming a community - or family - of practice that will surely last much longer than the actual cohort and project timeline, and will further strengthen our work with communities for protecting their land rights.’

‘I have learned a great deal from this workshop. It brought together different experts who shared their experiences. I come from this workshop with a lot of lessons I am eager to try out in my context.’

LEARNING, KNOWLEDGE GENERATION AND RESEARCH

Many of the facilities have a strong **learning component**. Learning is grounded in the knowledge emerging from the network. It increasingly makes use of available knowledge, allowing members to develop competencies through peer exchange.

ILC carried out **22 learning activities** in 2019, linked to facilities. Of these, fourteen were led or co-led by members. The other eight were led by One Team members or external experts. Fifteen of the learning activities were trainings, attended by **104 member organisations**, with a total of **228 participants**. **Women** comprised 59% of the trainees. Training was focused on strategy development and implementation support, establishment and strengthening of local institutions, land monitoring, indicators and alternative reporting.

Trainees were from **16 NES platforms** (Indonesia, Mongolia, Nepal, India, Kyrgyzstan, Bangladesh, Ecuador, Colombia, Guatemala, Argentina, Nicaragua, Bolivia, Peru, Venezuela, South Africa, Tanzania, Malawi, and Cameroon), and **6 CBI platforms** (Youth, Family Farming, Defenders, Women, Semiaridos, and Land Matrix).

Half of the trainings included a gender component.

Direct training is complemented by the **Learning Hub**, launched in 2019. This is a dedicated space on the ILC website to showcase the abundant and diverse competencies of ILC members. It features good practices, manuals, toolkits, online courses, and opportunities. With the launch of the new ILC website, the Hub will be further developed to provide ‘learning journeys’ through curated selections of resources.

The functioning of ILC as a learning network is also based on documentation. In 2019, ILC produced **76 knowledge products**, including:

- ➔ An additional 33 good practice case studies in the **Database of Good Practices**. These are often used as reference materials in learning events.
- ➔ **Toolkits and manuals** that are developed from good practices around the same ILC commitment. Additions in 2019 are on **Strong Small-Scale Farming Systems**; Diverse Tenure Systems; Transparent and Accessible Information, and Locally Managed Ecosystems.
- ➔ **Science for Action** series was launched in 2019, packaging existing research into short and easy to read briefs to make land-related research more accessible to practitioners. Implemented together with the Global Land Programme, the first products come from CDE, CIFOR, IIED, IFPRI, ILRI, CORE, Nitlapan, OUOT, XSF, Pole Foncier/CIRAD and Trocaire.

INSTITUTIONAL STRENGTHENING

Strong organisations make a strong network. While strengthening member organisations and their leadership only became a role of ILC under the current strategy, the demand from members has been strong. Highlights of 2019 include:

- ➔ **Leadership programme:** In 2019, it benefitted **36 people (56% women) from 18 ILC members in 11 countries**. Building on the lessons of the first phase in 2018, it has focused on youth; identifying and developing their transformational leadership capacities, and strengthening organisations through internal change processes led by youth. Member organisations have already reported improvements following implementation of participants' organisational strengthening and re-entry plans. The programme also produced a mentoring guide for young leaders.
- ➔ **Jai Jagat fellowship:** Linking with the Jai Jagat 2020 peace march (see below) Ekta Parishad and ILC launched the Jai Jagat 2020 Fellowship with nine young fellows from ILC member organisations in Africa, Asia and LAC. The programme, which takes five weeks over the course of a year and includes joining parts of the march, builds skills in non-violent social mobilisation and change.
- ➔ **Internship scheme:** In 2019 four students from the University of Sheffield were placed for two months to undertake research projects with members in Africa, Asia and at the ILC Secretariat. One NES facilitator attended the LANDac Summer Academy.
- ➔ **ILC corner & webinars:** The **ILC Corner** - hosted in MemberNet - gathers resources for members to enable easy engagement with ILC network and operations. Launched in January 2019, it features ten basic modules to introduce members to ILC (552 views). The first advanced module on Gender Justice was launched in September. Upcoming advanced modules will be on Planning, Monitoring & Evaluation, Good Governance, and Resource Mobilisation. **ILC Webinars** (in 2019 on Family Farming, Land Defenders, Rangelands) are also available on the ILC Corner.
- ➔ In line with the commitment to invest more strongly in Gender Justice, **Women for Women** was launched in June 2019. It covers all four regions and brings together 59 women; 22 mentors and 37 mentees (half of which from LAC). The **Gender audit** methodology for members was launched in October 2019, with nine members selected to receive technical and financial support to pilot one individual and one peer-to-peer audit each in Africa, LAC and Asia.

LAND MONITORING AND DATA

ILC is building opportunities for members to collect, manage and use data more powerfully in their wider strategies for people-centred land governance. The flagship initiative for data is **LANDEx** (www.landexglobal.org), which uses common indicators and methodologies to measure progress towards people-centred land governance for each of the **10 ILC Commitments**, and to link to globally agreed targets and benchmarks in the SDGs and VGGTs.

LANDEx IN OPERATION

The first results for LANDEx emerged in 2019. LANDEx was piloted by NES platforms, together with National Statistics Offices, in **Colombia, Nepal** and **Senegal**. It was well received by pilot teams, and it proved effective in promoting dialogue within the broader land community. In Nepal, the government expressed an interest to incorporate LANDEx results into its official datasets. In Colombia, the pilot team has begun a deep dive into LANDEx results for Indigenous and peasant communities with international partner PRIndex.

Six regional trainings have also taken place, familiarising all ILC NES countries, including NES facilitators and CBI focal points, with the tool.

LANDEx scores so far have generally confirmed what has emerged from members' reports and ILC's Contribution Analyses. In Senegal, government willingness to collaborate is reflected in the results. In Colombia, on the other hand, this collaboration is largely absent and works only partially at the local level.

LANDEx is positioned to bring an additional six countries into full implementation. **Peru, Mongolia, South Africa, Bangladesh and Chile** are already establishing a LANDEx data baseline, while an additional African country will join in early 2020. A number of additional CBI and NES platforms will also use selected LANDEx indicators according to the priority commitments they are addressing.

The LANDEx reporting framework was also developed in 2019, allowing members to report on the SDGs, VGGTs, and to carry out a NES country assessment using the results of LANDEx. The framework guides members through the reporting process. These parallel reports will be presented at the **UN High Level Political Forum** in 2020.

Despite rapid uptake of the LANDEx tool, challenges remain. As they are still new, the sample size for people-centred indicators remains small. The number of respondents will need to increase for results to be more significant and for the tool to gain more legitimacy. Members have also expressed an interest to regionalize the tool by adding more 'non-core' indicators to better capture a national or regional contexts. At the end of the triennium, a participatory review of LANDEx will identify opportunities for improvement.

release – among others–land rights defenders from member organisations in **Guatemala** and DRC. The campaign video went viral, being viewed over 3 million times. A national campaign led by NES Guatemala that will run until February 2020 focuses on the protection of defenders, peace, democracy, and participation.

- ➔ **Jai Jagat 2020:** Led by the ILC Asia member Ekta Parishad, **Jai Jagat 2020** is a global nonviolent campaign for justice and peace. At its centre is a one-year foot march to Geneva started – together with ILC Asia members–in Delhi on 2nd October 2019. Trainings, dialogues and outreach along the route aim at inspiring people and decision-makers to ensure inclusion in tackling poverty, discrimination, conflicts and the climate crisis in order to achieve the SDGs. ILC has supported a particular focus on land rights, and has facilitated communications, as well as bringing together Italian organisations for the Italian leg from July-September 2020.

ADVOCACY AND CAMPAIGNS

ILC members jointly advocate in global and regional policy processes and forums that have the potential to promote people-centred land governance. ILC also supports members to use international frameworks in their own contexts, and many CBIs are linked to particular global/regional agreements.

Most important of the global agreements are the **SDGs**. While they provide an important reference for member efforts to secure land rights, the land-related indicators are vulnerable to being ignored. ILC issued a **joint statement** with global members during the **2019 SDG summit**, and co-organised an event on land and conflict during the SDG High Level Political Forum. ILC also supported the **SDG Land Momentum group** to maintain coordinated civil society pressure for the application of the land-related targets. A shadow reporting methodology was developed to assist members, primarily from NES countries, to report on SDG land targets.

Shadow reporting to the 70th **CEDAW** Session was undertaken by ILC member FIMI. Elaborated with the participation of 70 organisations from different parts of the country, it provided data and made recommendations on the situation of rural and indigenous women and access to land, territory and natural resources.

ILC RECOGNISED IN GLOBAL SUSTAINABLE DEVELOPMENT REPORT

The Global Sustainable Development Report is published by the United Nations and evaluates progress on the 2030 SDG Agenda. The first report, issued in 2019, gave a special mention to ILC's contribution to achieve SDGs through sustainable land governance:

'By supporting civil society, the International Land Coalition, for example, endeavours to achieve people-centred land governance, assuring land rights as both a fundamental human rights issue and a means to achieve multiple development benefits, investing in and monitoring progress made on 10 broad critical commitments including securing land rights, supporting family farming and protecting land rights defenders.'

ILC co-convenes a number of campaigns as a common platform for member priorities to become more visible. In 2019 these were:

- ➔ **LandRightsNow:** Signed up to by over 1,000 organisations worldwide, this campaign engages the public nationally and globally to exercise pressure on governments and private sector for recognition of collective land. The global campaign also supports targets national campaigns by members and partners, including in 2019 the **campaign in Panama** for the land rights of the Naso Indigenous People (February). The **2019 global mobilisation** called for an **end to the criminalisation of land rights defenders**, with national campaigns to

STRENGTHENING THE GLOBAL NETWORK

At the level of the global network, the Prime Minister of Jordan formally approved his government to co-host the next Global Land Forum, in October 2021. The first meeting of the **National Organising Committee** took place in Amman in November 2019. It is comprised of national and international NGOs, royal foundations, and three government ministries. The National Organising Committee has formed thematic working groups around the priority themes, each of which is developing a roadmap for policy engagement in the lead-up to the Forum. A GLF Youth will precede the official opening of the Forum, being a key issue in the region.

Following the request of the 32nd Council, an internal mechanism available to all members to resolve possible disputes has been developed. The **ILC dispute mechanism** provides a 'safe space' between fellow members of the coalition to engage in a constructive manner over disagreements.

Also at the request of the Council, a committee has worked to further strengthen the role of **constituency-based organisations in ILC**. An outcome for 2019 is the mandatory provision in all grants issued to NES and CBI to specify what role constituency-based organisations will play in their governance and operations. In the case of ILC LAC, the assembly nominated a women's organisation (Luna Creciente) and a constituency-based organisation (CODECA) into the Regional Committee.

Implementation of the Council-approved **gender action plan** has continued, with support of a "gender team" made up of focal points in each region and work team. Training was provided to One Team and Council members in January, and to members during regional assemblies. This team leads support members to ensure platforms are gender sensitive and benefit from gender-transformative approaches. The oversight committee (WILDAF, Espaço Feminista, KPA, AZUL, and IWGIA) actively oversees the rolling out of the gender action plan.

With ILC's growth to over 250 members, served by a dispersed support team, the secretariat has been developing tools to enable members to be fully informed of the ongoing work of the coalition and opportunities to participate. The main platform for this is ILC's personalised member portal **MemberNet**. This is the go-to space for members, strategic partners and One Team regarding key network functions, outcomes, and administrative procedures. It provides fast and easy access to information spanning institutional documents and guidelines, contractual agreements, project reports, and capacity-building resources.

Membernet hosts a number of important tools for the ILC network: **Oneflow** digitalises workflows for One Team and members by improving the efficiency and clarity of administrative procedures; The **Monitoring and Evaluation** platform supports the commitment of the revised operating model to better measure and present ILC's results. Members can browse all results and reports from member-led initiatives, and access the new reporting toolkit; The **ILC Corner** contains tailored resource materials to build institutional capacities and connections between members.

NETWORK VIBRANCY

CONSOLIDATING THE GAINS OF REGIONALISATION

The first triennium of the current strategy achieved a strong level of regionalisation. Every region strengthened their Regional Coordination Unit, their regional governance structures (Regional Committees and Assemblies), and developed a regional strategy. This enabled for the first time autonomy in decision-making over regional budgets. As such, 2019 consolidated regionalisation, as follows:

- ➔ **Regional Assemblies** have transformed into regionally relevant Forums, able to attract a diverse set of stakeholders well beyond ILC, and foster practice-based learning across like-minded organisations. This has attracted greater recognition by governments and regional bodies. The Minister of Agriculture of Peru committed to complete the registration of community land following her participation in the ILC LAC Forum. The charter of demands by the ILC Asia Forum was a key tool for Land Forum India in lobbying the Gujarat Government. Regional Forums have also attracted donor interest, with 2019 Assemblies being subsidised by AAI, RRI, IDRC, MRLG, and WHH among others (including many in the India National Organising Committee).
- ➔ The ILC **support team** is reorganised to work as 'One Team' across 12 work-areas, with personnel in Rome, Jakarta, Lima and Nairobi. Today and for the remainder of the strategy One Team is made up of 45 people (including consultants), of which 50% are based outside of Rome. This is coherent with the aim of regionalisation to support members as close as possible to where they work.
- ➔ **Alliance building** at regional level has grown, with the recognition of the political significance of regional ILC platforms. ILC Africa has signed an MOU with IGAD and UEMOA, and ECOWAS has expressed interest to formalise its membership to ILC Africa. In LAC, CIDH and OHCHR are close allies for actions related to the protection of land defenders, as are COPROFAM and PDRR for implementation of the Decade of Family Farming. ILC Asia made agreements to develop joint work with Samdhana in Southeast Asia, and with MRLG in Mekong countries.
- ➔ With strengthening regions, the **Global CSO caucus** met at the margins of the CFS week in Rome to strengthen their engagement with the network, under the guidance of a consultative group composed of CADASTA, BothEnds, OXFAM, WRF, CERAI, DWHH and WWF in support of TI and IWGIA. In 2019, 13 global members participated in ILC regional assemblies in recognition of the fact that stronger regions increase opportunities to engage.
- ➔ EMENA held the first regional **Forum and Assembly** in Western Europe, hosted by Lentamente in Benevento, Italy. Themes explored of relevance to the whole region included migration, creating opportunity for youth in rural areas, and criminality and land grabbing.

In 2019 (January-November), MemberNet received 5,170 visits, with over 6,500 unique member profile views, and 4,440 unique document downloads. The most popular sections were Monitoring and Evaluation (2,100 views), and the ILC Corner (1,129 views).

COMMUNICATIONS

ILC’s communications activities and support mechanisms support members to thrive in their interactions. They also bring visibility to the network as a global reference on land rights.

In 2019, training, technical advice, resources and strategic guidance were provided to **all ILC Asia NES and CBI platforms** in 2019. Focal points and facilitators have drafted communications strategies for each platform, found powerful narratives, and mapped target audiences.

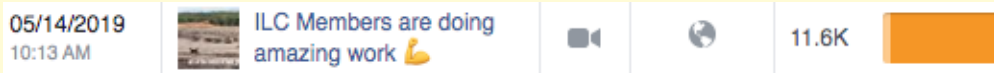
ILC communications have **increased visibility for members**. By creating powerful stories and demonstrating member achievements through emotive and evidence-based storytelling, we have been able to produce and package shareable material that has been disseminated to our network and beyond through online communications tools. Some examples:

- ➔ **#ThisisILC social media campaign**, with personal insights from members on their motivations to fight for land rights and become a part of the network. Watch: <https://www.youtube.com/playlist?list=PLCYUCMHaHqQ0Fm7VUuCcmMbAeWFpHKyMV>
- ➔ **“How-to” videos**, where ILC participants of the Community Land Protection Initiative give a step-by-step guide through their tried and tested approaches and tools. Watch: <https://www.youtube.com/playlist?list=PLCYUCMHaHqQ3fPp5e9QnyYWNHYqjXVwau>
- ➔ ILC supported member efforts in India to protest the Supreme Court’s decision against the Forest Rights Act, by creating videos and press releases for use by members and partners. Thanks to combined efforts, the government withdrew the proposed amendments <https://twitter.com/landcoalition/status/1106156208073908224?s=20>

BY THE NUMBERS, AN ENHANCED OUTREACH AND ENGAGEMENT OF TARGET AUDIENCES.

- ➔ Compared to the same date range in 2018, ILC’s website had an overall steady viewership with over 64,000 unique visitors and 216,300 page views.
- ➔ The amount of web visitors arriving via social media channels doubled since last year from 3,120 visits to 6,226, now nearly 10% of all ILC’s web traffic.
- ➔ ILC’s top three social media channels (facebook, twitter, linkedin) are seeing a consistent combined growth in followers (+26.7%), impressions (+22.2%) and engagement with our audience (+32.9%)

A particular success: promoting ILC’s goal of **people-centred land governance** and the **database of good practices**, reaching almost 12,000 individuals through facebook alone:



FINANCIAL SUSTAINABILITY

The revised operating model introduced in January 2019 strengthens ILC’s catalytic potential. Built around member-led NES and CBI platforms, it envisions longer planning horizons, wider partnerships, sustainability and more focused and transformative strategies.

The budgetary aspect of this was a restructuring to USD 66 million for the triennium, with two pillars of equal weight. Firstly, ILC would raise USD 33 million core funds to deploy in support of member-led platforms and the network. Secondly, these platforms would leverage a further USD 33 million directly from donors. This would allow ILC to play a catalytic role in generating a scale of impact commensurate with its transformative vision. It also builds on ILC’s role as a network rather than a donor.

The core budget projected from the 2018 budget to similar annual levels for 2019-21. Our strategy for raising this budget was based on three complementary pillars: (i) request existing donors to slightly increase their pledge; (ii) attract one or two more core donors, and (iii) regionally driven resource mobilisation.

This has proved challenging. Of ILC’s seven strategic partners and core donors, two bought into the logic of a shift towards a coalition of platforms and increased their pledge, two reduced their pledge, and two pulled out. One has not yet made a final decision. The total reduction in income from established core donors who reduced or withdrew compared to the previous triennium is USD 6 million.

In addition, we have as of yet been unsuccessful in finding a donor willing to take on new core partnerships, neither have RCUs been able to attract core funding.

In our continuing efforts to close the gap for core funding, we:

- ➔ underestimated the pace at which donors (including ILC’s) were consolidating their portfolios as their budgets reduce and priorities shift;
- ➔ were not fast enough in equipping our regional and national hubs with fundraising capacity (it is in our triennial plan, but was not adequately prioritised);
- ➔ were not yet ready enough to present our work in the narratives of donor priorities, especially in the context of the climate crisis;
- ➔ had not sufficiently anticipated the shift in preference by donors for earmarked funds, losing opportunities for these to also contribute to network costs;

In summary, our progress against the triennial core budget target as at the end of the first year stands as follows:

TARGET CORE	33 000 000.00
CORE SECURED	18 562 000.00
CORE IN NEGOTIATIONS	2 235 000.00
GAP	12 203 000.00

Table 2: Progress against triennial core budget targets

The gap is currently at 39% of the target. Closing this gap will be a challenge.

Nonetheless, by looking at the other pillar of ILC’s budget target - the USD 33 million to be raised by NES and CBI platforms – remains within reach, and will pave the way for a more catalytic and sustainable ILC of tomorrow. Over USD 5 million so far committed to ILC is earmarked for particular NES and CBIs, including the next phase of the Land Matrix Initiative; Participatory Rangeland Management in Africa, and NES Tanzania. This is in addition to funds raised directly by NES and CBI platforms.

The current status of leveraged funds is as follows:

TARGET LEVERAGED	33 000 000.00
LEVERAGED SECURED VIA SEC	4 539 000.00
LEVERAGED IN NEGOTIATION VIA SEC	1 100 000.00
LEVERAGED SECURED VIA PLATFORMS	5 794 000.00
LEVERAGED IN NEGOTIATION VIA PLATFORMS	3 498.000.00
GAP	15 698 000.00

Table 3: Progress against triennial leveraged budget targets¹

In summary, at the end of 2019 we have one financial target on track (leveraged funding) and one target off track (core funding). While not ideal, this situation points in favour of our operating model as it pushes and accompanies NES and CBI platforms be more transformative and attract more direct funding. An overview of the progress against targets is shown at the end of the chapter.

1 The corresponding negotiation concluded positively on 29/12/2019. It is reported under secured in the recap table.

ACTIVITY CLUSTERS PER SO	SPENT/COMMITTED AS OF 31/12/2019
DIRECT COSTS	
Africa NES, CBIs and Regional engagement	1 856 478.00
Africa RCU	518 027.00
Africa Governance	214 036.00
Asia NES, CBIs and regional engagement	718 129.00
Asia RCU support	180 609.00
Asia Governance	115 945.00
LAC NES, CBIs and regional engagement	1 045 944.00
LAC RCU support	715 007.00
LAC Governance	139 658.00
EMENA NES, CBIs and regional engagement	254 758.00
EMENA Governance and network support	67 594.00
Facilities and Global CBIs	2 425 000.00
Cross-regional network support	1 680 823.00
Global Governance	84 137.00
Management/coordination	1 157 865.00
After medical services	160 000.00
Sub-Total Direct costs	11 334 010.00
ADMIN	
Hosting fee	360 000.00
Audit	3 707.00
Other administrative costs	48 201.00
Sub-Total Indirect costs	411 908.00
ILC RESERVE FUND	
BRIDGE funding	
Total per year	11745 918.00

Table 4: Implemented/committed budget 2019 (USD), as of 31 December
(based on ILC internal calculations before release of Audited Financial Statements)

ILC MEMBERSHIP FEES and the RESERVE FUND

In 2016, the ILC Council created a Reserve Fund with membership fees. The purpose of the Fund is to protect the autonomy of the Council from potential liabilities arising from its decisions while protecting IFAD from its role as host of the Secretariat. With a target of USD 600,000 to be reached by 2021, the Reserve Fund stood at USD 539,854 by end of 2019.

In 2019 the Reserve Fund was activated for the first time to neutralize any possible impact of the refund plan to ILC donors due any delays in repayment by ELCI of ineligible expenses made on two ILC grants.

The rate of membership fee collection in 2019 reached 89%. This is up from 60% at the end of 2018, and 78% at the end of 2017. The regional breakdown is shown below.

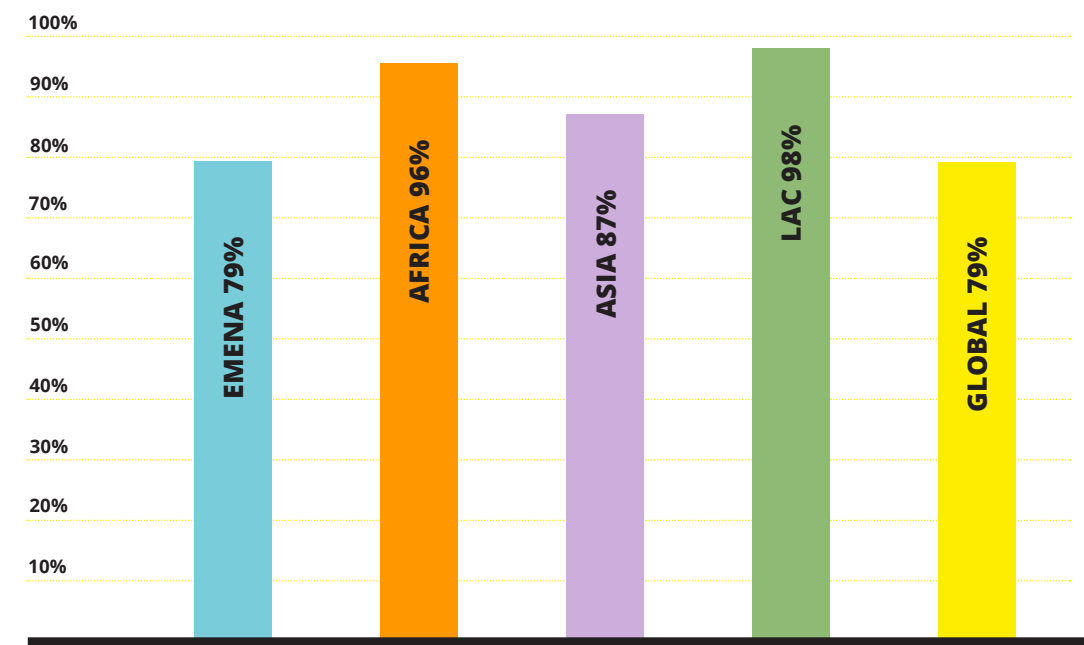


Figure 3: Rates of 2019 membership fee collection by end 2019

BUDGET OVERVIEW AGAINST ORIGINALLY SET TRIENNIAL BUDGETS

2019-21 Budget Total in USD			SITUATION CORE 31/12/2019		SITUATION LEVERAGED 31/12/2019			
	TOTAL BUDGET		Via Secretariat/RCU		Via Secretariat/RCU		Via Platforms	
Activity clusters per SO	CORE TARGET BUDGET 2019-21 /approved	LEVERAGED TARGET 2019/21	A. CORE (any PLATFORM/FACILI TY)	A. CORE (under NEGOTIATION)	TOTAL INCOME - EARMARKED	IN NEGOTIATIONS	(B) TOTAL LEVERAGED /Members	IN NEGOTIATIONS /PLATFORMS
Africa NES, CBIs and Regional engagement	5 000 000.00	32 000 000.00	18 617 000.00	2 200 000.00	1 362 000.00	0.00	3 164 558.00	2 611 445.00
Africa RCU	1 050 000.00				0.00	0.00	1 393 509.00	140 350.00
Africa Governance	465 000.00							
Asia NES, CBIs and regional	3 600 000.00				0.00	0.00	1 999 884.00	335 806.00
Asia RCU support	750 000.00							
Asia Governance	340 000.00				0.00	0.00	64 000.00	72 000.00
LAC NES, CBIs and regional	3 600 000.00							
LAC RCU support	970 000.00				0.00	0.00	1 458 410.00	0.00
LAC Governance	340 000.00							
EMENA NES, CBIs and regional engagement	1 400 000.00				0.00	0.00	765 000.00	0.00
EMENA Governance and network support	235 000.00							
Facilities and Global CBIs	4 100 000.00	1 000 000.00	18 617 000.00	2 200 000.00	4 277 600.00	0.00	1 458 410.00	0.00
Cross-regional network support	4 500 000.00				0.00	0.00	765 000.00	0.00
Global Governance	520 000.00							
Management/coordination	4 400 000.00							
After medical services	180 000.00							
Sub-Total Direct costs	31 450 000.00	33 000 000.00	18 617 000.00	2 200 000.00	5 639 600.00	0.00	8 845 361.00	3 159 601.00
Hosting fee	1 110 000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Audit	30 000.00							
Other administrative costs	410 000.00							
Sub-Total Indirect costs	1 550 000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ILC RESERVE FUND*	600 000.00							
BRIDGE funding **	1 500 000.00							
Total per year	33 000 000.00	33 000 000.00	18 617 000.00	2 200 000.00	5 639 600.00	0.00	8 845 361.00	3 159 601.00

* This budget line is not for use

** This budget line is only for commitments against staff costs for contract renewal in following year(s). In orange: P4 (from CIRAD) + P2 (from IFAD) seconded at ILC Secretariat + Officer from IPAR to Africa RCU

LESSONS LEARNT AND LOOKING AHEAD

One year into the revised operating model has yielded a number of immediate lessons. Firstly, the shift in how we work to best implement our strategy has proved to be a more demanding evolution on the network than defining the strategy itself. It has raised the bar in terms of strategic focus, effectiveness and capacity for transformation. This has required a stronger level of support for many NES and CBI platforms, accompanying members through the challenges of refining their strategy, widening partnerships, and diversifying their funding base. It has also required a willingness to step back from funding platforms that do not (yet) meet the new criteria. The ILC of the future may do less, but it will do it better.

Some aspects of the revised model were prescient of disrupting changes in ILC's context that were not yet fully apparent even a year ago. Rapidly changing funding patterns mean that the emphasis on demonstrating and measuring capacity for change is becoming even more critical to winning the confidence of donors. Such changes also mean that while the core budget has become more ambitious than we thought, the budget structure's high emphasis on the capacity of platforms to leverage funds directly has proved more important than initially envisaged.

Looking ahead in a rapidly changing context is not easy, but for a global action network such as ILC it is a prerequisite to keeping our relevance. In the coming year, ILC will begin formulating a new strategy that will probably guide the coalition for the next decade. Three key lessons from 2019 to carry into this process are:

➔ **Member-led platforms should remain the vehicles for change.**

The vision with which ILC has focused on equipping the transformative capacity of member-led platforms is a long-term one. Evidence from the leading edge of such platforms in ILC shows that their power lies in their becoming an established and recognised mechanism for accountability and inclusive decision-making. Over time they can increasingly become partners to reform processes, not just offering solutions, but also helping to implement them. In authoritarian contexts, they can productively partner with progressive local authorities (such as in Ecuador and Colombia), while becoming powerful collective voices and an anchor for social mobilisation.

The task of ILC will be to continue to learn how to best equip and support the capacity of such platforms to bring about people-centred land governance in a manner that is most appropriate to their own context and priorities. Effectiveness will be measured less by changes in policies, and more by how these are implemented.

➔ **Don't neglect the collective power of the coalition**

The complexity of crises the world faces – and indeed the complexity of the SDGs – reinforce the importance of wide alliances such as ILC, working at all levels to provoke system change. As ILC hones its ability to best support member-led platforms working for change largely at national level, the coalition can develop its potential to exert its collective strength to be a convener and voice across borders and beyond specialist audiences. Set to grow again in 2020, ILC can afford to be less modest as a political actor and convenor on the world stage, in service of its members.

To be most effective, ILC must continue to work on two challenges: the Council priority of becoming a trusted platform for constituency-based organisations to play a lead role; and becoming a valued mechanism for inter-governmental members to build more inclusive partnerships in their operations, thus offering scaling-up opportunities to other members.

➔ **Demonstrate ILC's relevance to global crises**

As we stated in the opening of this report, the context in which we work over the coming decade is likely to be shaped by the triple crises of climate change and environmental destruction, lack of democracy, and inequality. The period of good land governance being a sufficient end in itself – boosted by the VGGTs – is fading. Reframing the significance of people-centred land governance to these urgent priorities will determine the relevance of ILC over the coming decade. ILC will also risk its relevance if it fails to build greater leadership opportunities for young people, who are already powerfully leading agendas for change.

As these crises (and their effects, like migration) also increasingly determine how donors provide funds, ILC will have to accommodate a larger proportion of earmarked funds, without compromising on its strategic focus or member-led decision-making. To do this successfully, ILC will rely on the confidence of a group of strategic partners willing to support the core functioning of the network.

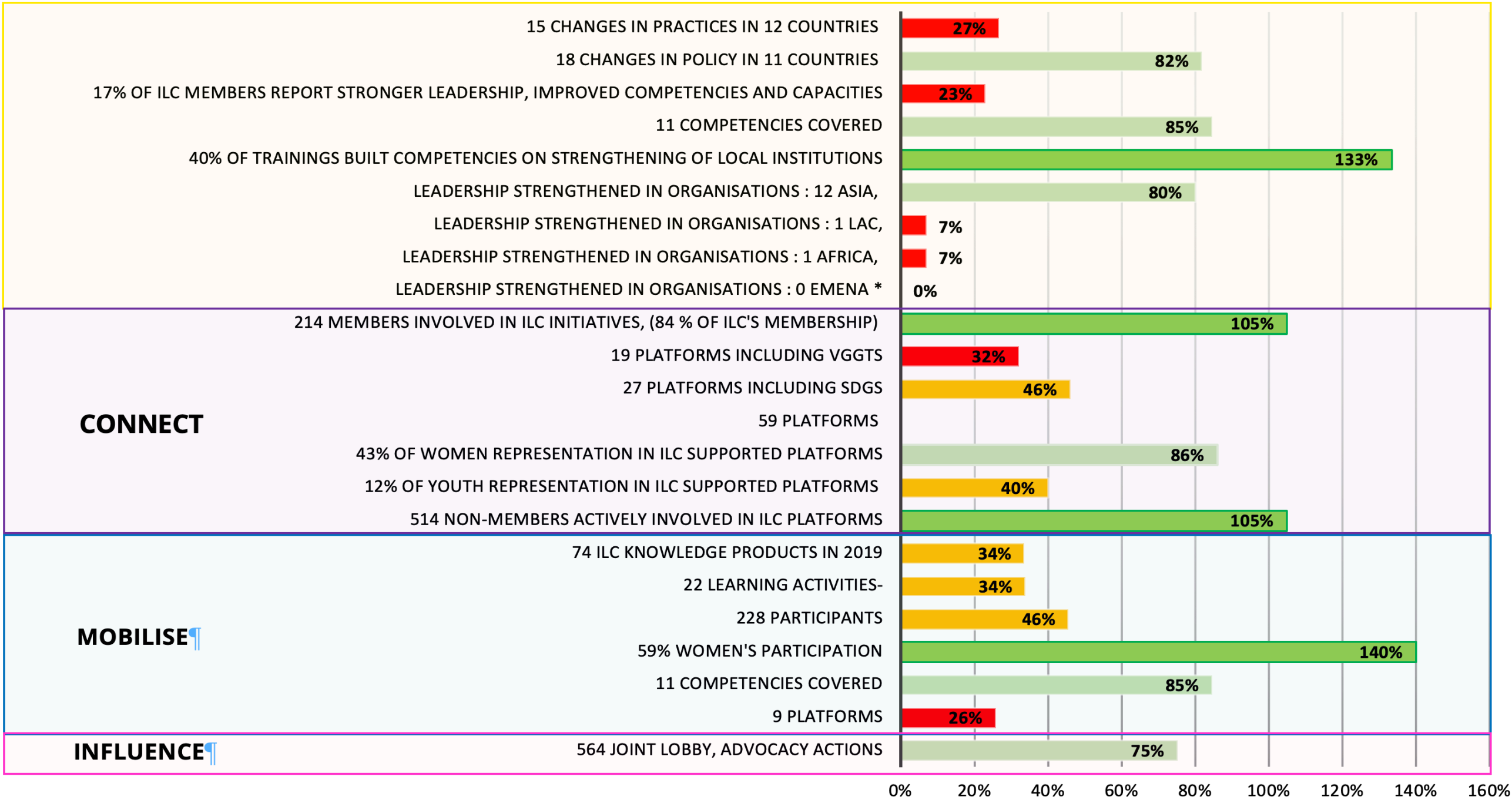
Finally, ILC's continued credibility as an agent of change also demands our vigilance in demonstrating and inspiring that change in our network. Two particular lessons from 2019 to be addressed in 2020: Firstly, despite the values that hold us together, sexual harassment can still be experienced in the network. In 2020 we will take further steps to safeguard against this and to promote behaviour change, as part of our overall effort to promote gender justice in all we do. Secondly, avoiding climate breakdown requires drastic changes in how we work. From 2020 we will introduce strict limits on air travel for all One Team personnel and members. This will involve reducing travel, mandatory travel by bus/train where practical, and investing further in audio-visual communication. We will report in coming years on reductions against the 2019 benchmark.

ANNEX

2019 PROGRESS AGAINST TRIENNIAL LOG FRAME TARGETS

OUTCOMES

OUTPUTS



0-33% Red: needs closer attention 34-67% Orange: on track
68-100% Light green: close to meeting 101+% Green: fully met

EXPECTED RESULTS COVERING THE TEN COMMITMENTS	LAND GOVERNANCE INDICES CAPTURING THE DEGREE TO WHICH 10 COMMITMENTS ARE ADDRESSED IN SELECTED COUNTRIES				QUALITATIVE INDICATOR 2019	PROGRESS TOWARDS ACHIEVING TARGET
	Objectively verifiable indicators	Qualitative indicators	Target	Quantitative indicator 2019		
GLOBAL						
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						
OUTCOMES						
Changes in practices catalysed by ILC members: decision makers/governments/parliamentarians improve the implementation or enforcement of policies and laws to be more inclusive, or demonstrate changed behaviours that reflect the principles behind one or more of the 10 commitments.	# of cases in which policies /laws/ frameworks/agendas are implemented in line with the 10 commitments	Type and description of implementation processes, including behavioural changes of decision makers, including on gender justice	56 changed practices (i.e. joint village planning registered, women and men joint titling, band of conflictive investment on land)	15 changes in practices in 12 Countries (laws, bills or action plans where prepared implemented or enforced)	Changes in practices were reported in : Albania, Nepal, Cambodia, Indonesia, Peru, Philippines, Cameroon, Colombia, Ecuador, Tanzania, Malawi, Bangladesh	27%
Changes in policies catalysed by ILC members: decision makers/ governments/ parliamentarians at international, regional, country and local levels improve or defend policies, laws and regulations to reflect the principles behind one or more of the 10 commitments, in an inclusive manner.	# of new/preserved/improved, laws and policies in line with the 10 commitments	Type, description of policies, including analysis of gender justice	22 (i.e land dispute resolution act, suspension of conflictive draft law on agriculture land)	18 changes in Policy in 11 Countries	Changes in policies were reported in : Albania, Senegal, Madagascar, Nepal, Peru, Bangladesh, Cambodia, Ecuador, Guatemala, Tanzania, Togo	82%
BRIDGING OUTCOME						
Strengthened network capacity for transformation: stronger ILC-supported platforms, in a more enabling external environment, are equipped to realise people-centred land governance.	# of ILC members/ partner organisations reporting on stronger leadership, improved competencies, and stronger institutional capacities.	Type of competency	75% of ILC members/ partner participating in training facilitated by ILC report on stronger leadership, improved competencies, and stronger institutional capacities.	17% of ILC members/ partners participating in training facilitated by ILC report on stronger leadership, improved competencies and stronger institutional capacities		23%
		Types and description of improvements in system capacity related to leadership and institutions, including on gender justice				
	# of ILC-supported platforms ranked highly for network vibrancy		All 13 competencies covered by ILC Map are addressed.	11 Competencies covered		85%
		Level of inclusivity and participation of ILC-supported platforms	30% of trainings built competencies on strengthening of local institutions	40% of trainings built competencies on strengthening of local institutions		133%
			Leadership strengthened in 15 organisations per region	Leadership strengthened in organisations as follows 12 Asia, 1 LAC, 1 Africa, 0 EMENA*		Asia: 80%, LAC 7%, Africa 7%

* data does not include 2018 leadership programme, where most organisations were trained

EXPECTED RESULT	QUANTITATIVE INDICATORS	QUALITATIVE INDICATORS	TARGETS	QUANTITATIVE INDICATOR 2019	QUALITATIVE INDICATOR 2019	PROGRESS TOWARDS ACHIEVING TARGET
ILC CONNECTS members to each other and to change-makers beyond the Coalition, creating opportunities for dialogue, mutual learning, and joint action						
1.1 Members and non-members across different categories use ILC as a space to interact, collaborate, share, and express solidarity at country, regional, and global levels	# of members (disaggregated for gender and youth) participating in CBIs, NES, RCUs and other ILC initiatives		80% of Members involved in ILC Initiatives	214 Members involved in ILC initiatives, (84 % of ILC's membership)		105%
	# of platforms, established/ consolidated			145 Members involved in 30 NES;		32%
	% of women and youth representation in ILC supported platforms & governance structures at all levels	Type of engagement by ILC platforms with VGGT and SDG processes	70% of platforms engage on VGGTs and SDGs	191 Members involved in 29 CBI	overall: 19 platforms including vggts, 27 platforms including sdgs	46%
				59 platforms		
			50% on women representative in ILC Governance	43% of women representation in ILC supported platforms & governance structures at all levels		86%
				12% of youth representation in ILC supported platforms & governance structures at all levels		40%
			30% increase of women and youth representation in decision making			
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	# of non-members engaged with ILC's initiatives	Types of non-members engaged with ILC's initiatives	490 Non-members engaged in ILC platforms	514 Non-members actively involved in ILC platforms		105%
ILC MOBILISES members by facilitating informed and effective action, through accessible and usable knowledge and tools, and by creating opportunities for members and partners for innovation, piloting, and scaling up						
2.1. Members use ILC as a space to identify solutions and improve organisational and institutional capacities to better address the 10 commitments	# of documented/published knowledge products and good practices produced by ILC		220 Knowledge products by ILC[1]	74 ILC knowledge products in 2019		34%
2.2. ILC members develop their own and partners competencies to better address the 10 commitments at country, regional, and global levels	# of male and female participants in ILC learning events, including training, mentoring, peer to peer exchange and joint missions	Type of competencies developed	65 learning events including 500 participants, of which 40% are women, covering 13 competencies[2]	22 learning activities- 14 were led or co-led by members, of which 15 were trainings including 228 participatns, of which 59% are women, from 104 Member organisations, covering 11 competencies		
			35 platforms use Landex for monitor-ing PCLG	9 platforms	3 pilot countries have fully implemented the landex, 6 committed to doing so	26%
ILC INFLUENCES key decision-makers, including governments, their partners, and corporate actors and investors to achieve land governance for and with people while engaging with civil society actors as legitimate and necessary interlocutors and partners						
3.1. ILC members jointly and effectively advocate, lobby and play a role as interlocutors with the government, their develop-ment partners, and private sec-tor actors in decision-making over land for the 10 commit-ments on people-centred land governance	# of joint lobby (declara-tions, position papers, policy briefs, shadow reports) and advocacy actions (campaigns, marches, other)	Types of lobby and advocacy events and ac-tions	750 joint lobby, advocacy actions	564 joint lobby, advo-cacy actions		75%
		Analysis of gender justice				

MEMBERNET

**DISCOVER ILC's 250+ MEMBERS
AND 70+ PLATFORMS!**

WHAT IS MEMBERNET?

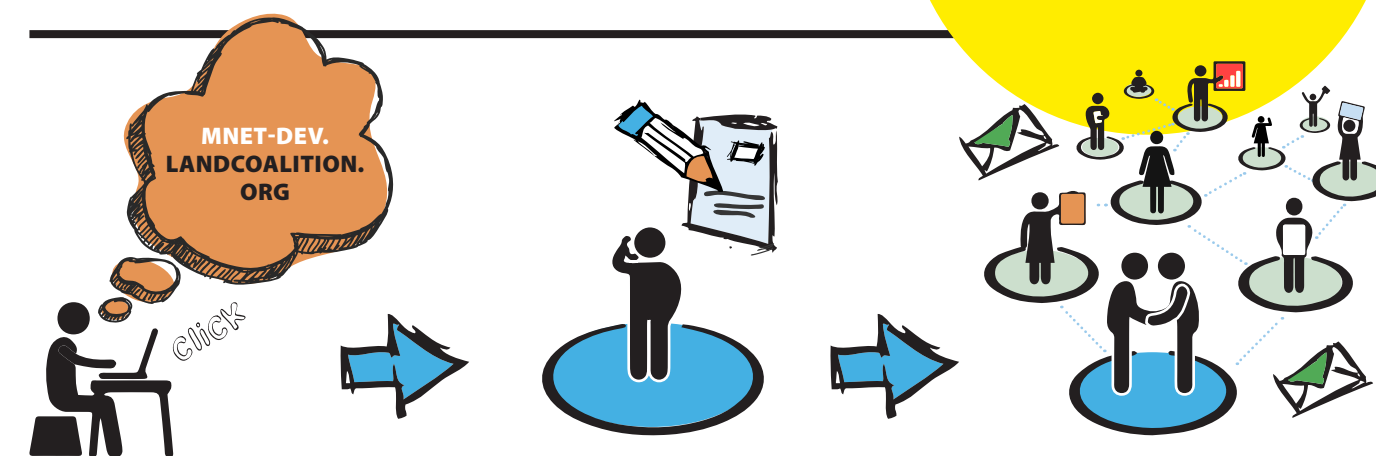
MemberNet is ILC's personalised platform that serves the membership and staff as a tool to find and utilise information linked to network activities and initiatives.

Networking, learning, transparency are at the core of MemberNet's guiding vision.

For assistance and further inquiries please contact:
e.pontynen@landcoalition.org

For additional information on contents presented in this Annual Report such as our results and more you can access **Membernet**.

HOW DO I GET STARTED?



1

NAVIGATE

Visit the following link

<https://mnet-dev.landcoalition.org/>

2

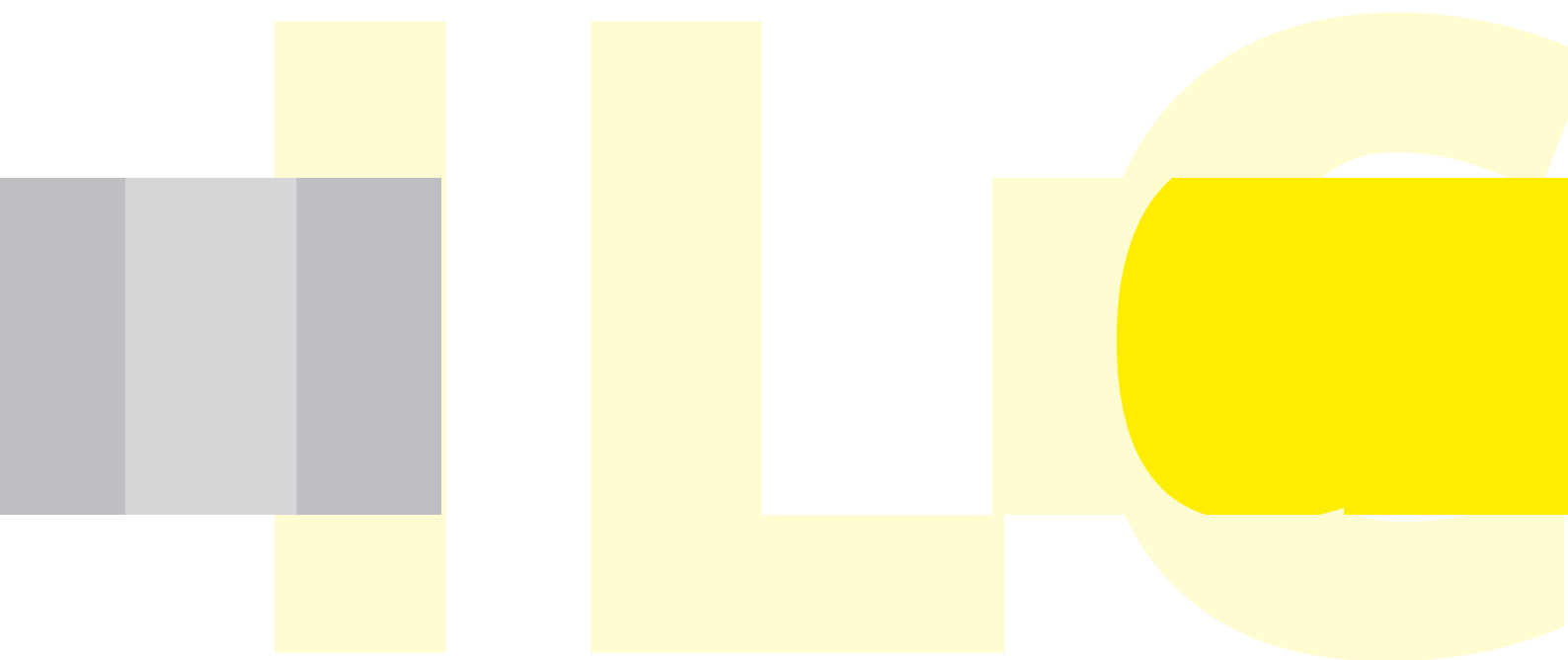
ACCESS

Your organisational name serves as both your username and password. Example: username *afa*, password *afa*

3

DISCOVER

Read about all ILC activities, undertake trainings, connect with the wider membership anytime, anywhere



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