

## Background information for the Council

ILC's first ever gender audit was, carried out between December 2016 and July 2017, to analyse and learn from ILC's experience in promoting gender justice. A dedicated Council workshop was organized in December 2016 within the programme of the 28<sup>th</sup> CC to introduce the gender audit to the Council for input on key aspects to be addressed and feedback on the proposed process.

The audit recognises that we have made progress, but also that we need to move beyond what we are already doing to truly transform our coalition. One of the recommendations for the short-term is to develop a gender action plan, which is presented to the Council in this note.

To support members to integrate gender justice into their work, we need to better understand the link between addressing gender and promoting people-centred land governance and show that gender is not a tick-box exercise but actually leads to better results.

A clear need for capacity-building on gender justice emerges from the audit – and is essential to make gender justice everyone's responsibility. What also becomes clear is that, while we have some relevant tools available, these do not adequately reach members. We need to revisit and improve the tools we have to ensure that these are user-friendly and provide opportunities for members to learn (from each other) how to use them.

The procedures by which ILC and its support structures work also have space for improvement. As the secretariat and RCUs, we acknowledge that we have not yet reached our aspirations to be a gender-just coalition, and use this opportunity to take firm steps towards making this a reality, in our own procedures, and in our role in support of the network.

A survey shared with members to help us prioritise provided a starting point for the priorities in the action plan, prepared by the secretariat and RCUs.

We also received guidance from the working group on commitment 4, which confirmed the need to clarify concepts and language, map capacity to facilitate knowledge exchange, build capacity on the cross-cutting nature of gender issues and support members to own the audit process.

This plan aims at addressing as many of the recommendations as possible, in existing programming of ILC, as well as by developing dedicated measures. The latter have a budget implication for 2018 and beyond.

### **EXPECTED Decisions by the 30th Council:**

**The Council is expected to provide guidance to the secretariat on the action plan, considering also the budget implications.**

## Moving towards a gender-just coalition our response to the gender audit

The gender audit provides a snapshot of current practices, achievements, challenges, processes, experiences, ideas and opinions around gender justice and ILC's work (but not an evaluation or comprehensive analysis of the policies and practice of individual members), with the aim to stimulate dialogue and new thinking about how progress can be accelerated, moving us closer to becoming a gender-just network. Setting an ambitious transformative agenda will put ILC in a strong position to change power relations in the land rights movement, while building momentum and ownership among the membership.

*Justice & Equity*  
We strive to overcome any practices that marginalise or disempower people, including by applying a principle of gender justice to all of our work.  
(Strategy 2016-2021)

Our **immediate reaction** to the audit is to clarify our conceptual approach, clearly separate the thematic work on commitment 4 (gender justice in relation to land rights) from gender justice as a core value/corporate pledge. As part of this, to ensure relevance to all of our diverse members across regions, we will explore gender as a cultural construct, including the value and roles attributed to women and men and the impact this has on gender relations. Beyond working to strengthen women's rights and ensuring an equal role for women, we will make sure to address masculinities as part of promoting gender justice in the ILC.

There are a lot of recommendations emerging from the audit, and we are able to address most of them through this action plan. We will start by integrating gender justice into all **existing initiatives and activities** supported by ILC, regardless of whether they prioritise WLR to ensure that they are contributing to achieving gender justice, including all ILC policy advocacy to ensure external visibility of ILC's core value. We will address practices in the Secretariat, and promote transformational change by **investing in dedicated activities** to reduce gendered injustice.

We will set up a group to oversee implementation of the gender action plan (including Director, regional coordinators, 1 representative from each RSC, and 2 from the Working Group on Commitment 4).

**What will we focus on to promote change ?**

*Our vision for a gender-just coalition...*

ILC will be a network where diverse people contribute without discrimination, with women and men having the same influence, and our those in our support teams and governance bodies can contribute their perspectives and experience to help us to achieve our goal of people-centred land governance

Our tactical priorities are: **equal participation, stronger capacity, user-friendly procedures** and an **enabling institutional culture**. For each of these, the Secretariat undertakes to define concrete activities, targets/milestones and responsibilities for tasks for the remainder of the strategy, starting with 2018 for the below outline.

## **1. The basics: strengthening the participation of women and their organisations**

We will ensure equal participation of women and their organisations in governance and programming by:

- 1.1. **Increasing the influence of women's organisations** in ILC: consider women's organisations preferentially in the current and future membership expansion;
- 1.2. Actively **promoting equal participation** of women and men in all regional and global meetings, including priority sponsoring of women;
- 1.3. **Introducing quotas** for committees, platforms and working groups of ILC: our aim is to ensure equality – at least 50% participation of women.

## **2. Beyond the tick-box: developing tools & building capacity at all levels**

We will address the need for training and capacity-building on gender justice at all levels emerging from the audit. Existing capacities need to be reinforced and complemented by making gender justice everyone's responsibility, while maintaining existing dedicated staff and reinforcing their capacity through training.

To ensure capacity-building that leads to the integration of gender into planning & monitoring at Secretariat/RCU level, to raised awareness at Regional Steering Committee level, and to enhanced support capacity in member organisations, we will:

- 2.1. support members willing to engage in organisational transformation to carry out their own **gender audits** (using a simple, common methodology to be developed), to assess progress and feed their lessons back to others in the network;



- 2.2. organise **dedicated training on gender justice** as a core value/corporate commitment for the global support team, Regional (Steering) Committees, and the membership as a whole:
  - 2.2.1. assess training needs in detail and identifying providers;
  - 2.2.2. work with providers to tailor training;
- 2.3. organise **ILC training on relevant tools** that can strengthen gender capacity of member organisations, in particular, but not limited to, the GEC as a gender analysis tool;
- 2.4. support staff of **member organisations** to **participate in external training** opportunities with a view to becoming peer-to-peer trainers;
- 2.5. support **ILC support teams** (Sec/ RCU) participation in **external training**.

### 3. Transforming our work: making our procedures more user-friendly

Our ways of working are key to changing operations to become gender-transformative, therefore we will:

- 3.1. **Integrate gender** at all stages of our **planning and MELC cycle**:
  - 3.1.1. Revise internal procedures for proposal development and review (NES/CBI);
- 3.2. Deepen learning on gender through **in-depth analysis/MEL missions** focusing on positive and negative cases.

### 4. The enabling environment: improving workplace and network culture

To become a gender-just network, ILC needs to live its values in its own institutional culture. Internal values play a key role in informing and creating pathways to operations that are gender-just, we will promote gender justice by:

- 4.1. Including, in any **training** organised, especially for employees, senior managers and the governing bodies, **content on equal opportunities, discrimination and unconscious bias**;
- 4.2. Allow for flexibility in contracts for consultants whose nature of contracts do not formally accommodate **paid parental leave** ;
- 4.3. Developing **networks and mentoring** to support women's capacity and leadership.



### **Accountability**

Respondents to the audit recognised that gender justice as a corporate value is everyone's responsibility to promote, but beyond a few ToRs in the Secretariat, this has not been formalised in any way and is not currently shared across management and governance structures.

- Addressing **gender issues and promoting gender justice will be integrated into individual and joint work plans, revised TORs of staff and all new contracts of long-term consultants.**
- Regional Committees and the Director will **report on implementation** of the action plan annually
- **Leadership responsibility** on gender justice is vested in the **Council**, the **Director** and the **Regional Committees**