Roadmap for the implementation of the ILC Strategy 2016-2021
This roadmap defines how the objectives and expected results of the 2016-2021 ILC Strategy will be achieved.
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The change that ILC seeks is based on the principle that vulnerable communities who live on and from the land should be the ultimate decision makers on how their land and natural resources should be used and to whose benefit. This has been defined by ILC members as people-centred land governance and elaborated in the TEN COMMITMENTS. These ten commitments are the compass that guides ILC at all levels of action.

The 7th Assembly of ILC Members in Dakar, in May 2015, adopted a new Strategy 2016-21 that describes the broad vision, direction and priorities of the Coalition. Built out of a year-long consultation, the Strategy builds on the strengths of ILC as a network; the niche that ILC occupies in adding value to the work of its members. This Roadmap sets out how the Strategy will be implemented.

THE BROAD DIRECTION OF THE 2016-21 STRATEGY IS DEFINED BY ILC’S:

VISION
A just, equitable, and inclusive world in which land rights are secure and poverty is eradicated.

MISSION
A global alliance of civil society and intergovernmental organisations working together to put people at the centre of land governance.

GOAL
To realise land governance for and with people at the country level, responding to the needs and protecting the rights of those who live on and from the land.

ILC SUPPORTS ITS MEMBERS TO BRING ABOUT THE CHANGE THEY SEEK THROUGH ITS THREE STRATEGIC OBJECTIVES:

CONNECTING MEMBERS
with each other and with change-makers beyond the Coalition;

MOBILISING MEMBERS
by reinforcing and equipping their efforts with the necessary knowledge, capacity, and opportunities; and

INFLUENCING
governments, their partners, and corporate actors.
ILC aims to bring about change at country level. Achieving our goal of land governance for and with people requires the strengthening of our network (sphere of control) and becoming a recognised interlocutor to influence key change-makers (sphere of influence). Doing so can trigger the wider change we seek in policies, practices and agendas, to fulfil our goal, the realisation of the ten commitments for people-centred land governance at country level (sphere of concern). This change process is summarised in the figure above.

Such change – which is expected to have an impact on the lives of women, men, and communities who live on and from the land – will be measured by the extent to which the ten commitments to people-centred land governance have been realised in practice in different countries. These ten commitments are a compass for our actions as a network over the next 6 years. All ILC members individually and collectively contribute to the realisation of these commitments.

1 According to the ILC Strategy change-makers refer to, but are not exclusive of, grassroots movements, government and other public institutions, and the private sector, especially at the country level.
WHAT IS THE ILC?
ILC is a global coalition, with 207 members from civil society and intergovernmental organisations at the outset of this Strategy. ILC is:

A MEMBER-BASED NETWORK: the ILC operates as a member-based network-organisation. Member-to-member relationships towards achieving the aims of the Strategy and collective actions by the members are facilitated, where needed, by the Secretariat, the Regional Coordination Units and the NES facilitators.

A PLATFORM BASED ON SHARED VALUES: guided by core values of human rights, striving to achieve justice and equity, including through a strong focus on gender justice, ILC is a coalition of equals with space for each member to listen to and engage with each other in a climate of mutual respect.

A GLOBAL COALITION WITH REGIONAL, NATIONAL AND THEMATIC STRATEGIES: The ILC works through national, regional and thematic plans and strategies where members come together to agree on a common engagement approach. This increases opportunity for direct engagement and ownership by members, ensuring that the actions of the ILC remain relevant to the specific contexts in which they want to bring about change.

A GLOBAL COALITION WITH REGIONAL, NATIONAL AND THEMATIC STRATEGIES:

The ILC Strategy covers 6 years. The Roadmap is organised in two three-year cycles, so a Mid-Term Review can assess the status of the Strategy’s implementation after 3 years. The review will inform possible adjustments to the Roadmap for the 2nd cycle, from 2019-2021.
Common goal: Members join the ILC because it provides common and strong linkages with other organisations working towards people centred land governance. The first building block towards a more coordinated and coherent approach is to clarify what this idea means at the different levels on which ILC is operating. At the coalition-wide level, this is done with the elaboration of the Strategy. At global and regional levels this happens through thematic sharing of land-related knowledge and experience of thematic initiatives aligned to the ten commitments. At country level this is done through NES formulation.

In other words, in this first building block the overall goal of the ILC is operationalised, tailored and prioritised according to the context of ILC members and their joint efforts.

Complementary contributions: Members appreciate and capitalise upon the diversity of ILC’s membership while working together as a coalition of equals. Intergovernmental organisations are able to contribute different strengths vis-a-vis international and national civil society organisations, social movements or research institutes, while maintaining the overall goal in the context of collaborating with coalition members. Members face different political and economic contexts, but the ILC provides a platform for the sharing of such diverse experiences, knowledge and resolving issues so that members can get to know each other’s potential.

Once the potential contribution of ILC members are known, based on their mandate and individual capabilities, it becomes clearer to members how roles and responsibilities can best be divided in pursuit of their common goal. Through this process, gaps in membership can also be identified, which allows membership calls to be more targeted, with a particular view to those gaps already identified by the membership; grassroots organisations, women’s organisations and social movements.

Collective approach: Elaborating the common goal and knowing each other’s potential leads members to agree to work together, define what actions to be undertaken by whom, and how this work will be coordinated. At country level this means elaborating the National Engagement Strategy in a more concrete framework for action, for which this Roadmap is a key document. Elaborating a collective approach will also create the basis for a tailored monitoring and evaluation (M&E) system.

For the effective functioning of the network, clear roles are defined for each component.

WHAT MEMBERS DO:
» Take part in the annual planning and budgeting and decision-making processes of ILC
» Promote the participation of IGOs, CSOs, governments and strategic partners
» Coordinate, implement and monitor country, regional and thematic activities as defined in ILC workplans to realise people centred land governance
» Regularly report to the Global Secretariat and the rest of the membership on joint actions
» Contribute with their knowledge and expertise to the ILC learning cycle
» Contribute to and participate in evaluation activities as agreed
» Provide accountability for any management of ILC funds
» Represent the ILC as required
» Promote gender justice in ILC and its programs
» Contribute to the ILC Reserve Fund by regularly paying membership fee

WHAT THE ASSEMBLY OF MEMBERS DOES:
» Ensures that the ILC remains in compliance with the intentions of its members
» Determines the strategic direction of the network and define areas of consensus
» Ensures that appropriate strategies and policies are in place to frame and facilitate the operation of the ILC
» Reviews progress achieved against the Strategy and advise on any necessary adjustments
» Assesses the overall financial solidity of the ILC to determine actions necessary for the mobilisation of resources and for financial stability
» Ratifies new members into the Coalition, and elects Council members

WHAT THE MEMBERSHIP COMMITTEE DOES:
» Nominate for new members of ILC
» Nominate vacancies on the CC

WHAT THE COUNCIL DOES:
» Ensure that the ILC acts in accordance with its rules, regulations and policies as established by the Council and AoM
» Review and approve ILC work plan and budget
» Review progress towards the aims of the Strategy through the implementation of ILC annual workplans and by overseeing any evaluation exercise
» Appoint and assess the performance of the Director of the Secretariat
» Create ad-hoc committees as needed
» Review annual audited financial statements
WHAT REGIONAL STEERING COMMITTEES DO:
» Oversee the organisation of the regional meetings for planning and reporting purposes so as to nurture accountability
» Provide guidance on regional work-plans and budgets, including on possible resource mobilisation
» Evaluate the performance of the RCU host and that of the Regional Coordinator
» Represent regional views in the Council and ensure institutional matters are reflected in the work of the regions

WHAT REGIONAL AND NATIONAL PLATFORMS DO:
» Agree and prioritise actions, during regional assemblies, in line with the ILC Strategy and the ten commitments taking regional, national and local contexts into account
» Coordinate planning of activities to be jointly undertaken by members
» Implement and monitor national, regional and cross-regional activities, including programmes funded by ILC grants and joint actions. Regional assemblies are key to this extent
» Contribute to funds mobilisation in support of agreed actions/strategies
» Coordinate regular monitoring and reporting of activities undertaken by members
» Conduct and coordinate evaluation activities as agreed in the annual planning process
» Facilitate member-to-member relationships within the region, including joint learning and communication among members and with other strategic stakeholders
» Represent the ILC as required

WHAT THE SECRETARIAT DOES:
» Conclude agreements with the host of the ILC Global Secretariat
» Nominate a membership committee that oversees the process of proposing new members for ratification by the Assembly
» Review the performance of the host of the Global Secretariat

WHAT REGIONAL COORDINATION UNITS DO:
» Manages the M&E system, including annual and multi-year reporting with the RCUs and NES facilitators
» Represents the ILC as required
» Ensures a balanced approach to decision-making and operations of ILC that gives equal weight to all members’ interests

WHAT STRATEGIC PARTNERS DO:
» Participate in the institutional life of ILC, including the Council, with advisory functions
» Use the greater exposure to ILC activities and decision-making as means to increase attention to people-centred land governance in their own programmes
» Provide long-term support to the core activities of the ILC and share and promote ILC’s core values and be supportive of its objectives
» Add value to the work of the Coalition by facilitating access to key contacts in their own constituencies for ILC’s membership at the various levels of its work, especially in NES countries

WHAT REGIONAL STEERING COMMITTEES DO:
» Support the regional platforms and their priorities
» Organize annual regional assemblies
» Consolidate multi-year and annual work-plans, budget and reports for their regions
» Build synergies among global, thematic and national activities of ILC
» Support implementation of the Strategy, by mobilising and administering resources against priorities set out in regional work-plans.
» Facilitate member-to-member relationships including joint learning, actions and communication among members and with other stakeholders.
» Represent the ILC as required
» Participate in the ILC M&E system and learning cycle
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Transformation in land governance at the country level is the benchmark for how success under the 2016-21 Strategy will be measured. As a global network, ILC works through its members at national, regional and global levels. Nonetheless, ILC’s efforts at regional and global levels are secondary in that they are pursued not as a desired impact in themselves, but with the logic of creating a more conducive environment for impact at country-level.

The transformation ILC seeks is guided by the ten commitments to people-centred land governance, adopted by all members of ILC, which define the shared agenda of members. These commitments are the compass for ILC’s work at all levels of action. At the core of ILC’s approach is support to the formulation and implementation of National Engagement Strategies (NES). Coordinated engagement by members with clearly defined short, medium and long-term objectives in a NES is the basis of ILC-related work at country level. In NES countries, the ten commitments will be used to frame ILC’s overall intervention logic and monitor progress towards the realisation of people-centred land governance.

A review of NES under the previous Strategic Framework noted strengths that include the following:

- Setting up of platforms for stakeholders to convene a common strategy is ‘a major advancement’ of ILC work, with a growing number of stakeholders working in a focused, coherent and coordinated manner;
- Success in NES has often been linked to building of links with government officials, as ILC members promote bottom up mechanism of coordination for policy engagement;
- Developing NES from the bottom up has built legitimacy and promoted openness by governments to engage in dialogue;
- Convening a NES process, has assisted leading member(s) to gain visibility, credibility and partnership opportunities;
- NES has become a key space among and beyond ILC members for solution-oriented sharing of knowledge;
- NES are most likely to have an impact where they combine a number of different strategies, such as policy dialogue, land knowledge and monitoring, capacity building and demonstration projects (farming contracts, unified cadastre, conflict resolution mechanisms, etc.) responding to the needs and protecting the rights of those who live on and from the land.

It also noted the following main challenges:

- Maintaining ongoing engagement with private sector, governmental and intergovernmental organisations;
- NES may be unable to resolve tensions between members, but this is mitigated if it can find alignment in a common vision to work towards people centered land governance;
- Reluctance in some cases to include organisations beyond the ILC network; more inclusive NES’s have been a step towards critical mass, justifying the extra effort required; Sufficient support by a dedicated team/coordinator ensuring facilitation and coordination. Specific capacity development could include dialogue facilitation and fundraising skills;
- Overcoming fragmentation through multiple initiatives supporting multi-stakeholder engagement on land governance (VGGTs, LGAF, AU FGs), and instead building opportunities for harmonisation;
- Using social media effectively; where it has been used it has proved effective in displaying success stories of the NES and assisted in fundraising;
- Building synergies with other existing global initiatives (Oxfam, RRI, FAO, WB, GLTN, LPI) around multi-stakeholder processes, capacity development and sustainability.
- Creating appropriate political spaces for civil society to engage on land issues in countries where governments may not recognise any role for civil society on land.
10 COMMITMENTS TO GUIDE ILC’S WORK

ILC’s goal – 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 – is defined by members through the ten commitments to people-centred land governance. Guiding the work of ILC, the commitments provide a structure by which members, within and across countries, can collaborate towards their realisation. This collaboration can have national, regional and global dimensions. This section describes the process of supporting the thematic-focused work of ILC and its operation at country level, primarily in the context of NES countries. Chapter Three covers the regional and global dimensions.

Learning from the existing experiences of thematic initiatives in ILC has helped shape the following key elements to define initiatives of ILC aimed at fulfilling certain commitments. This distinctive approach is based on ILC being a network, including enhanced connections and mentoring, peer-to-peer mobilisation of knowledge, and a focus on moving from knowledge to action:

- an expression of interest to engage on a particular commitment or theme related to one of the commitments. The process will be different depending on whether the initiative is new or whether it builds on an existing one. This may be facilitated by a Reference Group of interested members, who guide its development, but who may or may not become part of a Working Group that initiates a joint initiative:
  - New regional/global initiatives: expressions of interest can be made at any time during the planning process, but the regional assemblies or global caucus meetings are the premium venue to discuss new ideas and link to other members’ interests. Although this may not lead to an actual proposal emerging from these meetings, they are the best occasion to explore with other members what interest exists in developing collaborative initiatives.
  - Existing regional/global initiatives: the focal point/lead member organisations should consult with other members prior to the regional assemblies/global caucus meeting and identify main elements for the next phase. Regional assemblies/global caucus meetings can be used to share information about the initiative, attract new/additional members to the initiative, and refine the work-plan over the next years.
  - Once a proposal is made, a vetting and prioritisation process starts with the regional or global platform of members endorsing the proposal as a part of their work plan, followed by RCUs and the Global Secretariat making an assessment according to the criteria listed below, and finally, endorsement by the Council in approving the triennial work plan. For further refinement, a process of planning of activities and development of a full proposal will begin. This will be facilitated by a Working Group of members who agree to work together to further develop the initiative. The RCUs and Secretariat assist in linking members with a shared interest who are able to contribute, particularly in NES contexts. This fully-fledged proposal will then be submitted at the regional assemblies/global caucus meeting the following year (for existing initiatives, a Working- or Thematic- Group will usually already exist and should continue to function as the initiative moves into further stages).

- Limited funds may be made available to lead organisations in contribution to planned activities.
- All initiatives, whether new or existing, will feedback key policy messages, improved approaches and lessons learnt into the work of ILC members and targeted advocacy processes.
- All initiatives will also be fully integrated into ILC’s Monitoring and Reporting cycle.
- If the conditions are in place, a member may be invited to become a ‘Resource Hub’, with the role and capacity to manage the strategic development of the initiative, overseeing its work plan and providing technical guidance to other participating members. While this is being developed, initial support may be provided by the Secretariat and RCUs.

REFERENCE GROUPS, WORKING GROUPS AND RESOURCE HUBS:

<table>
<thead>
<tr>
<th>STRUCTURE</th>
<th>FUNCTION</th>
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</thead>
<tbody>
<tr>
<td>Reference Group</td>
<td>An ad hoc, informal group of members and partners who:</td>
</tr>
<tr>
<td></td>
<td>- share an interest on a specific commitment or theme</td>
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<tr>
<td></td>
<td>- may share information on relevant happenings/trends/etc.</td>
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<td></td>
<td>- may explore specific topics and opportunities for collaboration.</td>
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<tr>
<td></td>
<td>- may decide to provide guidance or jointly collaborate on a commitment or issue without formal rules or responsibilities attached.</td>
</tr>
<tr>
<td></td>
<td>- may exist until the point that a Working Group can be established or a fully-fledged initiative is undertaken on a specific commitment.</td>
</tr>
<tr>
<td>Working Group</td>
<td>A working group may start with a Reference Group of members who have expressed interest in developing work related to a particular commitment or theme. Some working groups already exist from the previous Strategic Framework.</td>
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<tr>
<td></td>
<td>- Play a key role in bringing members together on a specific commitment or aspect of one if they wish to define it more tightly.</td>
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<td></td>
<td>- Members may decide to exchange knowledge, do joint advocacy and/or design of joint action.</td>
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<td></td>
<td>- A work plan is prepared for a period aligned with ILC planning cycles (2016-19/2019-21), with annual updates as needed.</td>
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<td></td>
<td>- A Working Group can develop into an Initiative led by a resource hub (or several hubs).</td>
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<tr>
<td>Resource Hub for Commitment-Based Initiatives</td>
<td>Consists of ILC members with a particular expertise related to a commitment or initiative, who are willing to play a coordinating and technical support role on behalf of the network.</td>
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<tr>
<td></td>
<td>- They will manage the strategic development of an initiative, oversee its work plan and provide technical guidance to other participating members.</td>
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<td></td>
<td>- Resource hubs act administratively on behalf of the members involved in the initiative, and ensure joint decision making by the members in the development and implementation.</td>
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<td></td>
<td>- A legal agreement with ILC is established. ILC might provide financial support.</td>
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<tr>
<td></td>
<td>While a Resource Hub is being developed, initial programmatic support may be provided by the Secretariat and RCUs.</td>
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The following criteria will guide decisions on support to proposed initiatives, for eventual approval by the ILC Council:

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>BASIS FOR ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Relevance</td>
<td>Do the objectives and expected results address one or more commitments? Quality of proposal and added value to the Coalition</td>
</tr>
<tr>
<td>2 Potential for impact</td>
<td>Linkages with NES priorities or a policy process, serving wider member interest Number of ILC members involved Potential for sustainability and/or scaling up</td>
</tr>
<tr>
<td>3 Potential for innovation</td>
<td>Potential for piloting and demonstration of new approaches Focus on practical tools/approaches for uptake by members and others</td>
</tr>
<tr>
<td>4 Member demand</td>
<td>A strong case is made by members during Global or Regional assemblies Coalition Council decisions</td>
</tr>
<tr>
<td>5 Feasibility</td>
<td>Coordinated mapping, review and learning by ILC Secretariat and RCUs Surveys among membership</td>
</tr>
<tr>
<td>6 Financial assessment</td>
<td>Availability of funding from ILC budget and potential for co-funding Likely impact-cost ratio</td>
</tr>
<tr>
<td>7 Capacity</td>
<td>Relevant expertise and supporting capacity within the network Partners with relevant capacity available to support initiative</td>
</tr>
</tbody>
</table>

A number of commitment-based initiatives are already established, while others are in an incipient stage or have yet to be explored. ILC will follow a staged approach to build on existing initiatives and learn from them, with a strong focus on consulting and involving members as follows:

<table>
<thead>
<tr>
<th>COMMITMENT</th>
<th>UNDER DEVELOPMENT AND IMPLEMENTATION</th>
<th>INCIDENT TO BE EXPLORED AND CONSOLIDATED IN 2016 AND BEYOND</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMITMENT 1</td>
<td></td>
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<tr>
<td>COMMITMENT 2</td>
<td></td>
<td></td>
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<tr>
<td>COMMITMENT 3</td>
<td>Global Rangelands initiative Land Portal Partnership Family and smallholder farming and food systems</td>
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<tr>
<td>COMMITMENT 4</td>
<td>Women’s Land Rights &amp; Gender Justice Land Watch Asia Kilimanjaro Initiative in Africa</td>
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<tr>
<td>COMMITMENT 5</td>
<td>Indigenous Peoples’ rights to land, territories and natural resources Red de Observatorios (LAC)</td>
<td></td>
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<tr>
<td>COMMITMENT 6</td>
<td>Land and natural resources in the semi-arid zone of Latin America Land Watch Asia Global Call to Action</td>
<td></td>
</tr>
<tr>
<td>COMMITMENT 7</td>
<td>Inclusive decision-making: Youth in Latin America</td>
<td></td>
</tr>
</tbody>
</table>

NATIONAL ENGAGEMENT STRATEGIES

Through the NES process, a consultative platform brings together ILC members and other stakeholders with a medium-long term perspective, in order to create a force that increases possibilities for political change. This involves key – and often diverse – actors coming together and building a common strategy based on complementarity of capacities and reciprocity. The establishment of a national multi-stakeholder platform accelerates the likelihood of results, increases efficiency and efficacy of action, and provides a constructive space for action where diverse perspectives can be coordinated.

Under the previous Strategic Framework, NES processes mobilised 70 members in 19 countries. In addition, 200 non-member CSOs joined with ILC members in NES platforms. Learning from their experiences has informed the following key elements that will define a NES process:

- **NES platforms** reflect the diversity of the ILC membership, and are also inclusive of non-members open to a transformative agenda, in particular grassroots organisations, women’s organisations and social movements. While they may be initiated by a core group of ILC members, they ideally grow to become multi-stakeholder platforms. This actor-based approach enables members and other change-makers to generate a critical mass for transformation.
- The first step in a NES is a country assessment that (i) maps out key land issues, alongside areas of focus by members; (ii) maps actors within and beyond ILC to define a strategy for transformation and a collective work-plan; (iii) assesses complementary initiatives, including of grassroots organisations, women’s organisations and social movements taking place in the same country with potential for identifying collaboration; and (iv) provides information towards the baseline, from which progress will be measured and monitored.
- **NES partners** develop a country strategy through a consultative and inclusive process, identifying priority areas of work according to the ten commitments. The Strategy has short, medium and long terms objectives.
As part of the Strategy, NES partners develop a three-year budgeted workplan to address prioritised land-related challenges, based on their assessment of funding possibilities. ILC contributes seed funding for its implementation, and NES partners raise additional funds.

The coordinating mechanism of the NES platform is formalised with clear functions, roles and responsibilities. Various ILC generated tools and mechanisms can support this process.

Ongoing learning from the implementation of NES initiatives is shared amongst NES actors and countries to inform strategies and practices, including through south-south and/or government-CSO exchange and study tours.

ILC members monitor changes in land governance according to the ten commitments. This is done through the definition of a logframe, and the setting in place of a monitoring system by members that defines a baseline and captures progress every three years. NES platform monitoring of changes in land governance in the areas of the prioritised commitments is one source of data for capturing such progress. This provides strategic direction for NES implementation, and can feed advocacy efforts.

These fit into a three-year NES cycle as follows:

YEAR 0
ILC country Assessment
→ Land governance baseline (Dashboard)

YEAR 1
ILC country Strategy
→ Action plan (Multi-year log frame)

YEAR 2
ILC NES YEAR 1
→ Land governance status (Dashboard)

YEAR 3
ILC NES YEAR 2 (Progress monitoring)
→ ILC NES YEAR 3 (Progress monitoring)

The elements shown in fig.3 will be applied in all NES countries, with the Global Secretariat and RCUs providing support to existing NES countries to adapt if needed.

WHERE WE WORK
As of 2016, ILC’s members are headquartered in 64 countries. Considering the national conditions that enable the realisation of a NES, the number of countries with NES is expected to progressively increase from 19 to 30-35 countries by 2021. This would allow the participation of an estimated 120 national member organisations of ILC and all international members.

GEOGRAPHICAL DISTRIBUTION OF ILC MEMBER HEADQUARTERS

Members in 2016 (existing NES Countries in bold):
Albania (2), Argentina (4), Bangladesh (4), Benin (4), Bolivia (3), Brazil (1), Burkina Faso (2), WA/Burkina Faso – sub regional (1), Burundi (3), Cambodia (3), Cameroon (4), Cabo Verde (1), Chile (1), Colombia (3), Costa Rica (1), Denmark (2), Democratic Republic of Congo (2), Ecuador (2), El Salvador (1), France (4), Germany (4), Ghana (2), Guatemala (3), Honduras (4), India (2), Indonesia (3), Ireland (1), Italy (5), Jordan (1), Kazakhstan (1), Kenya (12), EA/Kenya – sub regional (1), Kosova (1), Kyrgyz Republic (3), Madagascar (6), Malawi (1), Mexico (2), Moldova (1), Mongolia (2), Mozambique (2), Nepal (6), Netherlands (2), Nicaragua (3), Niger (1), Pakistan (1), Palestine (1), Peru (8), Philippine (8), Rwanda (1), Senegal (3), South Africa (6), South Sudan (3), Spain (3), Sri Lanka (1), Sudan (1), Sweden (1), Switzerland (4), Tanzania (4), Thailand (1), Togo (2), Uganda (2), UK (10), USA (10), Venezuela (4), Zambia (3), Zimbabwe (3)
All members have the opportunity to propose a NES platform in their own country. Once proposals are submitted, the following four criteria will be used by Regional Coordination Units (RCUs), in consultation with Regional Steering Committees, and the Global Secretariat to determine possible support to NES in new countries:

<table>
<thead>
<tr>
<th>EXPANSION CRITERIA</th>
<th>BASIS FOR ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. MEMBER</td>
<td>Any intervention at country level is based on a clear expression of interest that defines the role ILC could play and its niche of action</td>
</tr>
<tr>
<td>2. SYNERGIES</td>
<td>Demonstration that the proposed NES is complementary to any other multi-stakeholder process or platform that exists</td>
</tr>
<tr>
<td>3. FUNDRAISING</td>
<td>Assessed on the basis of information provided by members and interest expressed in a given country by ILC funding partners</td>
</tr>
<tr>
<td>4. SUPPORT</td>
<td>Feasibility of providing technical and organisational support, considering geographic accessibility, workload, and other limiting factors</td>
</tr>
<tr>
<td>5. CAPACITY</td>
<td>Defines the role ILC could play and its niche of action</td>
</tr>
</tbody>
</table>

Expansion criteria #2 is becoming increasingly important, as more organisations take up the mantle of implementing internationally accepted frameworks, such as the VGGTs, with reference to Para 26.2 calling on states "to set up multi-stakeholder platforms and frameworks at local, national and regional levels or use such existing platforms and frameworks to collaborate on the implementation of these Guidelines". In order to avoid duplication and optimise resources, ILC will ensure harmonisation with similar initiatives by RRI, Oxfam, GLTN, FAO, WB, EC and LPI and others through liaising to ensure clarity and optimise resources, ILC will ensure harmonisation with similar initiatives by RRI, Oxfam, GLTN, FAO, WB, EC and LPI and others through liaising to ensure clarity and optimise resources

In most cases, a commitment-based initiative will focus on supporting the work of members in NES countries, in which the relevant commitment has been prioritised. To a limited extent, initiatives will also be open to members implementing activities in non-NES countries. Ideally, activities would be a stepping stone towards building the necessary conditions in the country for future NES development. However, where the political environment in a country may not be conducive for the development of a NES, but there is clear interest from members or strategic partners to work with the ILC, then commitment-based initiatives may be developed even if unlikely to develop into a NES.

MECHANISMS AT COUNTRY LEVEL
ILC supports its members with a number of delivery mechanisms, which serve to better connect, mobilise and influence at country level. As the focus of ILC work at country level is through NES, some delivery mechanisms are only available to NES countries:

CONNECT

NES COUNTRIES:
NES platform building and strengthening: This platform is the functional body through which members and partners come together to consult and work towards change in the country. ILC provides seed funding for the creation or strengthening of a multi-stakeholder NES platform that can engage with policy formulation and implementation while building the capacities of its own members and testing new ideas to make the case for changes in policy, practice and agendas.

NES country assessment: At the outset of a NES, ILC supports members to assess the current situation of land governance relating to the ten ILC commitments to people-centred land governance. This assessment is used to define the country Strategy (see below). It also provides the baseline for monitoring outcomes, and it is an input into the baseline developed by NES platforms for triennial monitoring of impact.

NES country strategy: The Strategy is formulated through a consultative process, involving all ILC members in the country, including international members and Strategic Partners who have an interest in the country. The participation of change-makers beyond ILC’s membership is strongly encouraged. The country strategy is built around one or more of the ILC commitments. Members use a logframe to plan and monitor progress against objectives, outcomes, outputs and activities.

NES facilitator: The NES facilitator supports the engagement of actors and the delivery of the NES workplan. Key roles include strengthening decision-making processes of the NES platform; facilitating wide involvement of actors; developing a common vision and multi-year strategies; and facilitating learning and knowledge exchange.

ALL COUNTRIES

Strategic membership expansion: The membership expansion process will be strategically managed considering the linkages with the ten commitments. Connecting new and different organisations with specific expertise will equip the entire network to be as effective as possible in their transformative agenda according to the ten commitments. A brief guide for membership expansion will be considered by the Council prior to the 2017 opening for membership applications.

Systematic mapping of needs and expertise: ILC systematically maps the knowledge and capacities that members would like to improve and the expertise and skills they are willing to share. This helps ILC understand the potential for new connections and collaborations among members with common interests and complementary expertise.
MOBILISE

NES COUNTRIES

ILC Country Dashboard: A tool that will enable NES platforms to capture the changing status of land governance in the country with respect to those commitments that are prioritised in the NES. This will both be a source of data for ILC’s monitoring of outcomes and impacts, and it will be a tool for advocacy in the NES. This tool will be developed by the Global Secretariat and RCUs with specialist support. It will present a rating system, against which members in a NES platform can, in a participatory manner, assess the status quo of governance in each commitment area they have prioritised. Progress can then be monitored on the same basis at triennial intervals.

Peer-to-peer evaluation and NES support: Members join evaluation missions of the Secretariat or Regional Coordination Units in NES countries other than their own, in order to learn from the experiences of other countries and to contribute from their own experiences in the other country. This delivery mechanism is designed to achieve both joint learning and peer evaluation.

NES communications: NES countries will have the option of undertaking a needs assessment survey, which will define communications objectives and activities to support the NES platform. Drawing on the capacities of other ILC members, training will be provided, including on the use of appropriate tools such as social media and access to community radio. This will be a component for a wider communication strategy to support the ILC Strategy 2016-21.

ALL COUNTRIES

Facility for communities facing investment initiatives: A facility will be set up drawing on the expertise within the Coalition to support rural communities to engage in a more equal and informed manner with potential or existing investment initiatives, and prevent land grabbing. It will focus on reinforcing the capacities of communities and increasing access to grievance mechanisms. The Facility will be developed with the support of the Secretariat and building on the expertise of members in land and investment.

Targeted publication series: Based on the knowledge produced through NES, ILC Secretariat will manage a number of publication series that are focused on widely disseminating knowledge and data produced within the network, especially through NES. They will focus on knowledge that has high potential for generating actionable results against the ten commitments.

Facilitated peer-to-peer learning: ILC will use innovative approaches to enable peer-to-peer knowledge sharing and capacity building between members. Such exchanges will focus on enabling members to adapt and scale up practical approaches to the fulfilment of the ten commitments that can be adapted and scaled up in other contexts.

Database of Good Practices: Good practices from members and non-members are documented and disseminated online and offline, so as to inform the national, regional and global advocacy work of ILC and partners. They also constitute a benchmark to assess existing land initiatives and to inform the inception of new initiatives at country level.

Facility for Human Rights Defenders: ILC will make available in all regions a facility to support Human Rights Defenders on Land who face harassment. This facility will be managed at the regional level, and will be available to all member organisations in need. The facility will also be linked to a monitoring project to assemble data on violations of Human Rights Defenders on Land.

Toolbox for monitoring policy commitments and advocacy: A set of tools for use by members to advance the realisation of the ten commitments. The adaptation and development of such tools is supported by ILC, as is their use by other members that may find them useful. Existing tools include the Gender Evaluation Criteria, participatory land use planning, participatory mapping, and the Land Matrix.

Mentoring & fellowship scheme: ILC enables horizontal peer-to-peer mentoring to take advantage of the rich knowledge and expertise of ILC’s diverse members. In addition to learning exchanges, a fellowship programme will be developed that allows fellows to contribute to the programme of work of the ILC Secretariat, regional nodes, or a member organisation, with a particular focus on building capacities in the South.

INFLUENCE

ALL COUNTRIES

Media and advocacy campaigns: Strong and aligned messages internally will be essential to raising the visibility of the network and land issues at large, as well as for people-centred land governance to get greater acceptance amongst governments and other decision-makers. ILC will support joint campaigns of members, including publications, press releases and events that bring widespread attention to one or more of the commitments.
During the formulation of the new Strategy, members were consulted on the most strategic regional policy spaces that should be emphasised in the 2016-2021 timeframe. These have been prioritised according to the above criteria, and are listed below, organised by the commitment they are primarily relevant to.

As the relevance of policy processes and actors fluctuates over time, ILC will maintain a flexible approach to engagement, whereby those listed below are periodically re-evaluated, and additional engagements can also be considered by the ILC Council during approval of annual work plans.

### ADVOCACY SPACES AND POLICY PROCESSES PRIORITISED FOR REGIONAL AND GLOBAL ENGAGEMENT

<table>
<thead>
<tr>
<th>COMMITMENT</th>
<th>GLOBAL</th>
<th>ASIA</th>
<th>AFRICA</th>
<th>LATIN AMERICA AND CARIBBEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCLG 1 Secure tenure rights</td>
<td>Post-2015</td>
<td>ASEAN</td>
<td>LFCSO Platform</td>
<td>ECONIAS</td>
</tr>
<tr>
<td>PCLG 2 Strong small-scale farming systems</td>
<td>CFS</td>
<td>IYFF+10</td>
<td>AU Policy Framework on Pastoralism</td>
<td>ECAHER on territorial management</td>
</tr>
<tr>
<td>PCLG 3 Diverse tenure systems</td>
<td>CFS</td>
<td>IYFF+10</td>
<td>AU Policy Framework on Pastoralism</td>
<td>ECAHER on territorial management</td>
</tr>
<tr>
<td>PCLG 4 Equal land rights for women</td>
<td>CEDAW</td>
<td>CESC</td>
<td>ACHPR</td>
<td></td>
</tr>
<tr>
<td>PCLG 5 Secure territorial rights for Indigenous Peoples</td>
<td>UNPFI</td>
<td>IASG</td>
<td>ACHPR</td>
<td></td>
</tr>
<tr>
<td>PCLG 6 Locally managed ecosystems</td>
<td>UNCCD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PCLG 7 Inclusive decision-making</td>
<td>World Social Forum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PCLG 8 Transparent and accessible information</td>
<td>Transparency and Accountability Initiative</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PCLG 9 Effective actions against land grabbing</td>
<td>World Bank safeguards</td>
<td>ASEAN human rights and investment</td>
<td>ADB safeguards</td>
<td></td>
</tr>
<tr>
<td>PCLG 10 Protected land rights defenders</td>
<td>OEWG</td>
<td></td>
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</table>

### EXPANSION CRITERIA

<table>
<thead>
<tr>
<th>EXPANSION CRITERIA</th>
<th>BASIS FOR ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Relevance</td>
<td>To one or more of the ten commitments</td>
</tr>
<tr>
<td>2 Platform</td>
<td>Potential opportunity for the voices of land-users to be heard at regional and global levels</td>
</tr>
<tr>
<td>3 Potential for influence</td>
<td>Potential that the action could have an influence on change-makers or the process</td>
</tr>
<tr>
<td>4 Access</td>
<td>Engagement by ILC provides access by ILC members in ways that Coalition members could not achieve individually</td>
</tr>
<tr>
<td>5 Positioning</td>
<td>The process has been prioritised by members for sustained engagement, and trusted partnerships have been built</td>
</tr>
</tbody>
</table>

### ABBREVIATIONS

- ACHPR: African Commission on Human and Peoples’ Rights
- CFS: Committee on World Food Security
- CESC: Committee on Economic, Social and Cultural Rights
- CEDAW: Convention on the Elimination of all Forms of Discrimination Against Women
- IYFF+10: International Year of Family Farming +10
- LFCSO: Land and Poverty
- OEWG: Open-ended Working Group
- WGHHR: Working Group on Human Rights
The Mid-term Evaluation of the 2011-2015 Strategic Framework recommended that ILC’s monitoring systems should better link with sustained learning and a more comprehensive knowledge cycle. Doing so allows ILC to take full advantage of its constitution as a network which is focused on learning and action. Acting on this recommendation has been an important building block for the 2016-21 Strategy, which brings monitoring, learning and communication together in a common system which is more central to how ILC functions. Key changes have been made in three areas in preparation for the implementation of the new Strategy from 2016 onward:

- ILC has changed the way it communicates by aligning its messages to the role members play in realising the ten commitments, and how these translate into gains in policies, practices and agendas. Adopting an actor-based and outcome-oriented communication approach focuses monitoring and communicating on:
  - Changes in policies
  - Changes in practices and behaviour
  - Changes in agenda settings
  - Changes in engagement/mobilisation of the other actors
  - Learning from past experiences and uptake of successful examples

- ILC has restructured its M&E system, i.e. the tools, procedures and practices to gather, analyse, and store data and information on ILC’s activities, programmes, and projects. The new M&E Toolkit focuses on outcomes, is actor-oriented, and is able to capture multi-dimensional outcomes. A secure website has been set up as a central repository of grant evaluations and reports, which will also be available to the membership through a public interface. This will give ILC members the ability to review progress on projects by members and to compare data across regions and the ten commitments - refer to section 4.3. MemberNet.

- ILC has a new Systematic Knowledge and Learning Approach to systematise all knowledge and learning efforts, by (i) making more effective knowledge connections across levels; (ii) using the capacities available in the network more systematically;
THE INNOVATION CYCLE: MONITORING, LEARNING AND COMMUNICATING

ILC is a network of organisations that connects and mobilises to influence practices, policies and agendas of land governance in such a way that land governance serves the needs of people who live on and from the land. These changes in practices, policies and agendas do not happen overnight. They require the testing and piloting of new ideas, after which these ideas can be adjusted or scaled up. This means that in some contexts ILC has to pilot ideas that are radically new for that context, while in other contexts it supports member organisations to adapt or scale up practices or policies that have proven to be successful. Scaling up will have two particular dimensions:

- ‘upstream’ by entering/sustaining international partnerships that can help ILC scale up the identified good practices.
- ‘downstream’ by using the lessons and practices of its members to feed into National Engagement Strategies or commitment-based initiatives to be used by members.

This cycle of piloting, adapting, and scaling up solutions to achieve people-centred land governance is ILC’s innovation cycle. It is a cyclic endeavour because new ideas need to be tested through piloting and rigorous monitoring before they can be adapted to different contexts and scaled up. Moreover, the scaling up of practices and policies can lead to further adaptation that, again, requires testing. In each iteration of the cycle, members connect with new members and stakeholders, mobilise new knowledge and skills, and influence actors and policy contexts in new arenas or in new ways.

In order to assist members in each iteration of the innovation cycle to connect with the right stakeholders, mobilise the most adequate knowledge and skills, and influence policies, practices and agendas in the most effective way, the ILC has put in place three institutional support processes: monitoring and evaluation of what is going on in each iteration of the cycle, learning from the experiences and sharing of knowledge, and communication within and outside the network.

As such, ILC’s monitoring and evaluation system is designed to:

- Understand the efficiency and effectiveness of ILC’s interventions; showing which approaches work and identifying remaining gaps and possibilities for adaptation or scaling up;
- Understand changes in policy, practice, and agenda setting by wider actors; indicating the extent to which a country context is ready for piloting or scaling up ideas; and
- Understand changes in land governance in the countries where ILC members work together; showing the progress of ILC towards people-centred land governance.

In this cycle of innovation, communication is essential to:

- Connect members within the Coalition and with actors outside the Coalition;
- Support mobilisation efforts; and
- Engage a broader audience in the debate on land governance.
provide tools to members to make their influencing efforts more powerful.

ILC is a facilitator of South-South cooperation, a space where innovation from southern-based organisations is identified, supported and shared for adaptation and upscaling by other southern-based organisations.

**MONITORING AND EVALUATION**

ILC monitors and evaluates across its three levels of engagement. At each of these levels, change happens at different timescales and can be attributed, in different degrees, to ILC’s action.

ILC monitors and reports to its Council annually on the effectiveness and efficiency of its interventions. Reporting takes place against the indicators described in the results framework (see end-page), based on the Strategic Objectives ‘Connect’, ‘Mobilise’ and ‘Influence’. These changes are in ILC’s sphere of control. Changes in policies, practices and agenda settings, which are changes in ILC’s sphere of influence, are monitored annually, but reported on triennially to the Assembly of Members. Finally, ILC monitors impact in the lives of women and men, which is ILC’s sphere of concern.

As shown in the following table, monitoring and evaluation at each level also contributes in different ways to ILC’s innovation cycle.

<table>
<thead>
<tr>
<th>WHAT ILC MONITORS</th>
<th>WHICH MEANS A FOCUS ON...</th>
<th>REPORTING OUTPUTS</th>
<th>IMPORTANCE FOR INNOVATION CYCLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective functioning of ILC</td>
<td>Outputs: How effectively ILC connects mobilises and influences</td>
<td>Annual reports presented to the Council and Donors on ILC’s Strategic Objectives (SOs) and their key result areas.</td>
<td>Identify gaps, approaches that work and possibilities for replication or scaling up</td>
</tr>
<tr>
<td>Changes in policy, practice, and agenda setting by wider actors</td>
<td>Outcomes: How the work of ILC has contributed to changes in policy, practice and agenda setting by wider actors</td>
<td>Triennial public reports prepared to coincide with the AoM, on how Connect, Mobilise and Influence have contributed to changes in policies, practices and agenda settings</td>
<td>Identify contexts that are ready for piloting, replicating, mainstreaming or scaling up ideas</td>
</tr>
<tr>
<td>Changes in land governance in NES countries</td>
<td>Impacts: Transformations in the lives of women, men and communities</td>
<td>Triennial assessments</td>
<td>Progress towards people-centred land governance</td>
</tr>
</tbody>
</table>

A multiyear planning and budgeting cycle complements the monitoring cycle so as to increase transparency and accountability across ILC members both regionally and globally.

Under the guidance of the Council, the Global Secretariat will coordinate a Mid-Term Review of the implementation of the 2016-2021 Strategy in 2018, to map its contribution to the changes described above. Recommendations and lessons learned will inform and shape the possible amendments to this roadmap for the second three-year cycle (2019-2021).

**DELIVERY MECHANISMS FOR MONITORING AND EVALUATION**

**CONNECT AND MOBILISE**

- **Biennial survey of members and partners:** This independent exercise to evaluate the perceptions of members and partners of ILC’s success as a network will be carried out twice, in 2017 and 2019. The survey will be done prior to the next call for membership, so as to inform it.

- **MemberNet:** An easy-to-use and interactive virtual space for members to connect, creating opportunities for dialogue, mutual learning and joint action. The tool will serve as a bridge amongst ILC’s diverse membership, providing information on their organisations. It will focus on three areas: information about member’s organisations and initiatives; a comprehensive list of focal points working on each of ILC’s commitments; and administrative information on member grants and reports for work undertaken under the ILC umbrella.

**INFLUENCE**

Dashboard: see description under Mechanisms at country level

**KNOWLEDGE SHARING AND LEARNING**

ILC provides support to accompany its members throughout the entire cycle of identification of good experiences and knowledge needs; the digestion and systematisation of good experiences; sharing of experiences and joint learning; and capacity building. This enables members to pilot, adapt and scale up solutions that could contribute to people-centred land governance.

In line with the Systematic Knowledge and Learning Approach, developed in 2014, the following actions will characterise knowledge management in 2016-21:

- **Facilitating effective knowledge connections:** both horizontally and vertically:
  - Knowledge and skills need not only to be shared between members (horizontally), but also between global, regional and local levels (vertically). This requires, amongst others, the rigorous documentation of successes in the ILC Database of Good Practices.
  - **Taking advantage of the capacities in the network:** This requires the systematic mapping of knowledge resources and needs of members and the knowledge and skills they can put at the disposal of the Coalition.

- **Orienting knowledge and learning activities towards piloting, adaptation and scaling up:** ILC accompanies its members as they actually adopt and embody the knowledge they need to pilot, replicate, mainstream or scale it up in order to generate long-lasting change. ILC will therefore invest in horizontal exchanges, mutual mentoring and a fellowship scheme – mechanisms that guarantee a high level of adaptation and adoption of knowledge.

- **Decentralising knowledge sharing and learning efforts towards the lowest appropriate level (global, regional, national).** In particular the NES platforms will be
equipped to collect, share and scale up good practices.

DELIVERY MECHANISMS FOR KNOWLEDGE SHARING AND LEARNING
Delivery mechanisms for knowledge sharing and learning are detailed in the preceding chapters on promoting change at country level and on regional and global advocacy spaces, as they directly serve these two areas of work. For Connect, delivery mechanisms include: a systematic mapping of needs and expertise; mentoring & fellowship scheme; and joint missions/peer reviews. For Mobilise, they include: Targeted publication series; facilitated peer-to-peer learning; the database of good practices; and fairs of ideas. For Influence, the delivery mechanism is regional and global land forums.

COMMUNICATIONS Effective communications plays an essential role in achieving each of the ILC objectives of connect-mobilise-influence, and in achieving the desired outcomes and impact of ILC. Within the network, this requires overcoming language barriers and access to technology so as to be accessible to all members. At the same time, the rise of social media has fundamentally changed the ways in which people connect with each other, mobilise their knowledge, and influence the processes in which they have a stake.

Communications support to the implementation of the Strategy focuses on four principal areas:

» Strategic communications plans in support of National Engagement Strategies
» Tools that foster internal connections and cooperation within the network (connect)
» Equip membership with knowledge and capacity for joint action (mobilise)
» Jointly influence the behaviours and attitudes of decision makers towards people-centred land governance (influence)

This will require a twin-track approach, with focus on facilitating ILC’s internal communication needs within the network, while positioning the ILC externally to assist in member’s advocacy efforts.

DELIVERY MECHANISMS FOR COMMUNICATIONS

CONNECT
NETWORK COMMUNICATION
MemberNet: see description under Delivery mechanisms for monitoring and evaluation

EXTERNAL COMMUNICATION
Websites and social media: ILC’s restructured website and social media channels will be a space where members’ work can be promoted, including NES platforms and regional sites for Regional ILC platforms. Websites will provide comprehensive information on National Engagement Strategies and regional initiatives.

MOBILISE
NETWORK COMMUNICATION
Communication training for NES countries: see description under Mechanisms at country level

EXTERNAL COMMUNICATION
Partnering with community radio: as the most widely used source of information for people living around the world, ILC will facilitate opportunities for NES platforms to partner with community based radio networks for sensitisation at local level and enhanced linkages with the communities that ILC members serve.

INFLUENCE
NETWORK COMMUNICATION
Joint media campaigns: see description under Mechanisms at country level

EXTERNAL COMMUNICATION
Unifying ILC’s visual identity and strengthening key messages: ILC will move towards greater integration and consistency of key messages and visual identity across all levels. This will provide a strong, easily recognisable set of messages and a brand for change-makers.
THE MUTUAL ACCOUNTABILITY FRAMEWORK

ILC members are primarily accountable to their own organisational governance structures. By becoming a member of ILC, members also choose to make themselves voluntarily accountable to each other. As ILC’s membership grows beyond 200, the mutual accountability framework is particularly important in maintaining a coherent network that is able to effectively work together with a common purpose.

ILC members hold one another accountable for agreements reached through:

**PLANNING**: Common goals, objectives and workplans

**MONITORING**: Results defined by common indicators

**REVIEW AND RECOGNITION**: in common platforms

**PLANNING: COMMON GOALS, OBJECTIVES AND WORKPLANS**

Members develop shared workplans, based on priorities on the national, regional or thematic platforms of ILC in which they participate. These initiatives are multi-year and are accompanied by results-oriented logframes, for which participating members are mutually accountable for working towards.

**MONITORING: RESULTS DEFINED BY COMMON INDICATORS**

ILC’s M&E systems ensure that transparency and availability of information encourages positive practices by members within the network. This involves tracking commitments, generating evidence against them, learning, fostering debate, and ultimately providing the incentives for strong mutual accountability. The Global Secretariat and RCUs are responsible for facilitating the systems within ILC that contribute to the mutual accountability framework.

ILC monitors its own actions (expected results), what they bring about through the sphere of influence (outcomes) and the impact they have (sphere of concern). These various levels, given their different nature, require diverse timeframes and methodologies to be able to show progress. ILC uses two principal data gathering systems:

» Tracking annual progress in achieving expected results, and how they contribute to the outcome level. This system is facilitated by the Global Secretariat and RCUs who are responsible for its functioning.

» Tracks progress triennially in NES countries towards changes in policies, practices and agenda setting defined through the ten commitments. While the Global Secretariat and RCUs provide the tools and support to enable this monitoring, it is undertaken by members.

**REVIEW AND RECOGNITION: IN COMMON PLATFORMS**

The ILC places a premium on consultation, dialogue, debate and consensus building within the network, based on mutual consent, common values and trust as peers. This is a route towards mutual accountability at different levels in addition to the common commitments of ILC as a whole:

» In NES platforms, members, partners and strategic partners come together to plan, implement and assess progress. A logframe allows for periodic reporting to each other within the NES platform, and to other ILC members in regional and global events. NES platforms also triennially monitor changes in land governance in their country according to the ten commitments, using the dashboard.

» In Regional platforms, members meet annually at regional assemblies to plan and report on multi-year initiatives that have been agreed in a common workplan.

» In commitment-based initiatives, members come together around specific initiatives to realise the ten commitments, in order to define activities across countries and regions. These working groups of members define multi-year workplans and monitor progress, reporting to each other and also to the wider membership.

In all the above processes, the RCUs and Secretariat facilitate the flow of information to the wider membership. The RCUs and Secretariat have the responsibility to consolidate reports, lessons learned and challenges into an annual report to be presented to the Regional Steering Committees, the Coalition Council and ILC’s strategic partners, and triennially to the Assembly of Members.

In addition to platforms for review and debate, peer-to-peer learning activities (against the commitments) and peer review missions (especially for NES) foster learning and give visibility to the work of members, enabling success to be rewarded with recognition by other members and partners.

**MANAGING THE MUTUAL ACCOUNTABILITY FRAMEWORK**

The ILC management cycle requires a continuous synchronisation of efforts by multiple actors that work according to different criteria and procedures. The regional assemblies are crucial for bottom-up and participatory planning. The ILC Council and Regional Steering Committees guide priority setting. The Secretariat and RCUs support consolidation of the annual workplan for Council approval, and support members to enhance their proposals. They also work to raise funds to implement the annual workplan.
ROADMAP FOR THE IMPLEMENTATION OF THE ILC STRATEGY 2016-2021

**Early December**: Overall 2016-2018 work plan, with annual break down is presented to the Coalition Council. It goes together with an annual provisional Budget -for approval by the Council- built through the consolidated inputs and funds availability.

**Mid December**: ILC Secretariat and RCUs meet and reconcile tentative budget allocation based on the following criteria:

- Strategic guidance by the Council and the Regional Steering Committees
- Alignment with the focus areas of the ten commitments
- Balance across regions and possible earmarking of funds due to donors’ preferences
- Achievements of previous phases of the project and proper reporting
- Avoiding over-concentration between regions and between members

**February of the following year**: ILC Secretariat and RCUs consolidate an indicative annual budget. Members are informed and can develop proposals where ILC funding is needed.

**March-April**: ILC Secretariat and RCUs support quality enhancement of the proposals received, either remotely or through missions.

**June**: Final annual budget is approved by the Coalition Council. Implementation of annual workplan is expedited.

**October**: Reporting on results at regional assemblies. This happens every year to enhance mutual accountability irrespective of specific cash-flows attached to proposals. Review process might lead to changes in proposals for following year(s).

RCUs are given new and more defined responsibilities in the vision of ILC 2021 – with major focus on their support role to regional platforms to be the key venue for planning, monitoring, learning and communications (including for fundraising). The strengthening of the RCU will accompany this new vision.

**SEQUENCED ANNUAL PROCESS (OCTOBER TO OCTOBER)**

**September/October**: Members meet in Regional Assemblies and decide on their priorities. Ideally they have already engaged with each other on proposals to be discussed during the assembly. They define priority areas and indicate triennial work plans with annual break-down of activities. Workplans of commitment-based initiatives of members are submitted through the regional planning processes, or directly if they can demonstrate the support of regional platforms.

**October/November**: ILC Secretariat and RCUs consolidate these inputs into a global work plan with the same timeline. Where common priorities are emerging from regional workplans, these could be considered for possible global initiatives.

**PRIORITISATION** enables ILC to better focus its activities in line with the Strategy and its ten commitments to people-centred land governance.

**Planning and Budgeting** enables ILC to agree on triennial workplans and estimated budget requirements for activities to be undertaken at national, regional and global levels. This also provides a basis for mobilising additional resources.

**Implementation and Monitoring** ensures ILC work advances according to the approved workplan and budget, and with institutional reporting requirements while providing transparent information on ILC’s work and impact. It also assists identification of possible variances from the plan and budget, for which corrective actions are necessary.

**When**: at regional meetings.

**When**: at regional meetings with follow up in preparation of December Council

**Strategic guidance by the Council and the Regional Steering Committees**

**Alignment with the focus areas of the ten commitments**

**Balance across regions and possible earmarking of funds due to donors’ preferences**

**Achievements of previous phases of the project and proper reporting**

**Avoiding over-concentration between regions and between members**
**IMPROVED HARMONISATION**

A well-functioning system for mutual accountability in the different platforms that bring ILC members together requires harmonisation in their functioning, and in the roles and operations of the Global Secretariat and RCUs. These include:

<table>
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<tr>
<th>CHANGE</th>
<th>RATIONALE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSEMBLY OF MEMBERS/ GLOBAL LAND FORUM</strong></td>
<td></td>
</tr>
<tr>
<td>Move from a 2 to 3 year cycle*</td>
<td>More planning time allows for a high quality global land forum, with space for members to show progress and innovative practices, including to external change-makers.</td>
</tr>
<tr>
<td>Half-day member caucuses at AoM</td>
<td>Decreased frequency of membership intake allows for consolidation of network.</td>
</tr>
<tr>
<td>Half-day member caucuses at AoM</td>
<td>Becomes the caucus planning moment for the year of the AoM, as there will not be separate regional assemblies.</td>
</tr>
<tr>
<td>Members cover a substantial portion of participation costs</td>
<td>Financial sustainability as the membership grows, while ensuring solutions for full participation of all members</td>
</tr>
<tr>
<td>Members find the event directly beneficial to the extent that they are willing to use their own resources.</td>
<td></td>
</tr>
<tr>
<td>Alternative participation techniques such as video conferencing to be inclusive of those who do not travel to the event.</td>
<td></td>
</tr>
<tr>
<td><strong>ILC COUNCIL</strong></td>
<td></td>
</tr>
<tr>
<td>Hold mid-year Council meeting electronically</td>
<td>Main agenda item (approval of final budget) does not require a physical meeting. This allows for a longer December Council meeting with more substantive discussions and lesson-sharing, including additional resource people as needed.</td>
</tr>
<tr>
<td>Council term extends from 2 to 3 years*</td>
<td>Council members have greater opportunity to provide sustained support and guidance to ILC work.</td>
</tr>
<tr>
<td>Increase representatives from 14 to 16*</td>
<td>A possible new regional caucus for members focusing their work in regions not currently covered (e.g. Europe and Middle East). This also adjusts the CSO-IGO balance in the Council to be closer to the changing balance in the membership as a whole.</td>
</tr>
<tr>
<td><strong>ACCOUNTABILITY AND TRANSPARENCY IN REGIONAL PLATFORMS</strong></td>
<td></td>
</tr>
<tr>
<td>Fourth regional caucus for members</td>
<td>As above.</td>
</tr>
<tr>
<td>Annual report by RCUs for presentation to regional assemblies and input into corporate report</td>
<td>Greater accountability within regional platforms through reporting to peers.</td>
</tr>
<tr>
<td>Support host organisations to provide minimum conditions to functioning of RCUs</td>
<td>Hosting arrangements provide a conducive environment for RCUs to fulfill administrative and financial requirements for 2016-21, which include:</td>
</tr>
<tr>
<td></td>
<td>Administrative and financial systems capable of managing USD1 million/year</td>
</tr>
<tr>
<td></td>
<td>Ability to raise required co-financing within region</td>
</tr>
<tr>
<td></td>
<td>Capacity to host an expanded support team at regional level</td>
</tr>
<tr>
<td></td>
<td>Adherence to international financial standards</td>
</tr>
</tbody>
</table>

**CHANGE**

- Hold annual regional assemblies
- NES Platforms meet at least once per year
- Secretariat and RCU restructuring and stronger integration

**RATIONALE**

- Regular planning, reporting and sharing of lessons between platform members.
- Reporting on progress and results within the platform, used to provide annual reporting to the RCUs and Secretariat.
- To provide adequate planning and monitoring support functions, along with managing increased budgets and management of grants to members.
- To provide adequate support at the country level.
- To increase capacity of RCUs and thematic hubs to support resource mobilisation and expanded membership and work plans.
- To enhance mobility between ILC members and with RCUs and Secretariat, through secondments and fellowships.
- New organigram to be implemented, structured around delivery of the Strategic Objectives, increase in support structures biased towards regional and country levels, and members as resource hubs.
- To create a stronger global support team with increased integration between Secretariat, RCUs and NES coordinators.

**NES PLATFORMS**

- Reporting on progress and results within the platform, used to provide annual reporting to the RCUs and Secretariat.
- Opportunity for participation by strategic partners/RCU/Secretariat/ potential donors.

**SECRETARIAT AND RCU**

- To provide adequate planning and monitoring support functions, along with managing increased budgets and management of grants to members.
- To provide adequate support at the country level.
- To increase capacity of RCUs and thematic hubs to support resource mobilisation and expanded membership and work plans.
- To enhance mobility between ILC members and with RCUs and Secretariat, through secondments and fellowships.
- New organigram to be implemented, structured around delivery of the Strategic Objectives, increase in support structures biased towards regional and country levels, and members as resource hubs.
- To create a stronger global support team with increased integration between Secretariat, RCUs and NES coordinators.

**ARRANGEMENTS FOR SECRETARIAT BEYOND 2020 HOSTING AGREEMENT**

- Council will be provided with options for post-2020 hosting agreement with IFAD, leading to a decision by membership at 2018 AoM.

*These procedures are defined in the Charter and Governance Framework of ILC, and thus require a decision by an Assembly of Members for their change. If agreed by the ILC Council, this will be made through an electronic Assembly of Members.*
BUDGET OF THE STRATEGY

BUDGET PROJECTION

To implement the 2016-21 Strategy, ILC foresees two 3-year funding cycles to build the capacities to double the resources of the previous Strategy period. This means 80 million USD over the next six years against the 38 million that was targeted in previous 4-years Strategy. The final target will be progressively achieved in two cycles of 3-years each supported by a mid-term evaluation to assess progress, including in fundraising, and guide adjustments.

The success of the budget depends significantly on the mobilisation of catalytic resources that do not pass through the Secretariat. These will be raised by (i) NES platforms, (ii) Regional Coordination Units, and (iii) commitment-based initiatives of ILC. In addition, members will co-finance ILC-funded activities. At least 25% of ILC’s total budget over 2016-21 will be mobilised in this manner.

Using a progressive approach, which is essential to build capacities and to implement effectively, an increase in annual budgets is foreseen from USD 10 million in 2016 to USD 12.5 million in 2018. This implies an average increase in annual budgets of 20-25% against the former Strategy.

An additional increase is foreseen for the second cycle (2019-2021), based on the successful performance of the first cycle in achieving ILC’s objectives. The percentage of funds mobilised by members (especially through NES) and RCUs will be more relevant in the second half, in order to build a polycentric and decentralised ILC.

Of the total amount of USD 80 million, the Secretariat will directly mobilise USD 60 million. NES platforms, RCUs and thematic initiatives of ILC USD 12 million, and members co-financing is forecast to be USD 8 million in total. This provides a combined estimate of USD 16 million in complementary funding and co-financing.

HOW WILL RESOURCES BE MOBILISED?

ILC has gained significant capacity to produce results-oriented plans that are developed by its members in a participatory and transparent manner. This is made possible by the willingness of members to engage with each other and with Strategic Partners that have committed core funding to implement the Strategy. In turn, it also strengthens possibilities for members to raise complementary funding directly.

SECRETARIAT: ILC Secretariat will primarily seek core support to the Strategy. All five providers of core-funding to ILC have indicated interest to continue doing so moving forward into the new Strategy. Some have committed to do so at increased levels. In addition, the Secretariat endeavours to identify two additional core funders for the new Strategy. This will guarantee sufficient and diversified financial resources to accomplish objectives with minimal annual fluctuation in budget. No single donor will contribute more than 30% of ILC’s total annual budget.

SECRETARIAT AND RCUS: Over and above core funding, the Secretariat will raise the shortfall in annual budgets from donors willing to support flagship initiatives relating to the ten commitments, whether at regional or global level. In order to ensure stewardship by its membership and Council, ILC will assess the strategic potential of donors to specific initiatives eventually providing core support to ILC.

ILC MEMBERS: Members will co-finance and account for resources and activities in the ILC work plan with at least 10% of the total cost of the activity. In the case of the NES, members will co-finance 20% and develop a plan for mobilising resources at the country level, clearly defining roles for all partners involved in their implementation.

### BUDGET PROJECTION

<table>
<thead>
<tr>
<th>YEAR</th>
<th>IN MILLION USD</th>
<th>ESTIMATED BUDGET</th>
<th>FUNDS MOBILISED BY SECRETARIAT</th>
<th>FUNDS MOBILISED BY NES PLATFORMS, RCUS AND THEMATIC INITIATIVES</th>
<th>MEMBER CO-FINANCING</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>10</td>
<td>8.5</td>
<td>1</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>11.5</td>
<td>9</td>
<td>1.5</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>12.5</td>
<td>9.5</td>
<td>1.5</td>
<td>1.5</td>
<td></td>
</tr>
<tr>
<td>Total 2016-18</td>
<td>34</td>
<td>27</td>
<td>4</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>14</td>
<td>10</td>
<td>2.5</td>
<td>1.5</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>15</td>
<td>11</td>
<td>2.5</td>
<td>1.5</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>17</td>
<td>12</td>
<td>3</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Total 2019-21</td>
<td>46</td>
<td>33</td>
<td>8</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>TOTAL 2016-21</td>
<td>80</td>
<td>60</td>
<td>12</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>
WHERE WILL RESOURCES BE USED?
Resources will be primarily deployed to support country-level engagement. An indicative breakdown of ILC budget for the period 2016-21, will support ILC's strategic focus on country level work with 80% of its programme budget to be used in support of this work. Regional and global advocacy work will not count for more than 20% of the programme budget. No more than 30% of ILC budget will be used against staffing, administration and governance costs.

<table>
<thead>
<tr>
<th>TOTAL PROGRAMMES 75%</th>
</tr>
</thead>
<tbody>
<tr>
<td>COUNTRY LEVEL OUTCOMES (80%)</td>
</tr>
<tr>
<td>CMI in NES</td>
</tr>
<tr>
<td>CMI in multi-country initiatives</td>
</tr>
<tr>
<td>CMI in Learning, knowledge and M&amp;E</td>
</tr>
<tr>
<td>Communications</td>
</tr>
<tr>
<td>REGIONAL AND GLOBAL LEVEL OUTCOMES (20%)</td>
</tr>
<tr>
<td>CMI in regional processes</td>
</tr>
<tr>
<td>CMI in global processes</td>
</tr>
<tr>
<td>Communications</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STAFF, ADMINISTRATION AND GOVERNANCE 25%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme Staff</td>
</tr>
<tr>
<td>Hosting fee</td>
</tr>
<tr>
<td>Governance</td>
</tr>
<tr>
<td>Audit</td>
</tr>
<tr>
<td>Administrative costs</td>
</tr>
</tbody>
</table>

ANNEX 1: RESULTS FRAMEWORK FOR ILC STRATEGY 2016-2021

All ILC actions have these characteristics:

- **Joint engagement**: Proposals do not come from single members, but are the result of joint engagement between different members who represent the diverse constituencies of the ILC. Joint actions will be organized around specific commitments through NES; multi-country, regional and global initiatives.

- **Common Frameworks**: Proposals must clearly show how activities align with ILC’s Strategic Objectives and the selected commitment(s) out of 10 commitments approved with the Strategy.

All ILC actions will therefore report on their contribution to realize the ILC commitments at three different levels:

- **the output/ expected results level** - what members will do. A mix of quantitative data and narrative will be gathered through structured M&E forms and reports submitted by members on the implementing actions;

- **the outcome level** - what members achieve by their joint actions - as part of ILC contribution to changes in policies, practices and agendas (narratives’ shifts). This will be monitored through individual case studies yearly;

- **the impact level** - changes in people’s lives in areas of 10 commitments. This will be measured during an external mid-term evaluation that will additionally analyse ILC’s contribution to progress on 10 commitments reported. Data produced by NES platforms through the dashboard will contribute to this.
## Impact Level

### Objective Level

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objectively Verifiable Indicators</th>
</tr>
</thead>
</table>
| MEANS OF VERIFICATION: ILC M&E system; independent impact assessment of ILC SF  
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 | Number and type of people with legally enhanced tenure security contributed to by collaborative efforts of ILC members (gender disaggregated) – as part of ILC commitment num 1 (also based on perception of involved people)  
Amount of land more sustainably managed contributed to by collaborative efforts of ILC members - as part of ILC commitment num 2 (also based on perception of involved people) |

## Outcome Level

### Covering the Ten Commitments

<table>
<thead>
<tr>
<th>Objectively Verifiable Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEANS OF VERIFICATION: case studies on yearly basis from ILC M&amp;E system; ILC reports to Council Progress reports; Comprehensive assessments/report after 3 years; NES dashboard</td>
</tr>
<tr>
<td>(i) Changes in agendas (narrative shifts) catalysed by ILC members</td>
</tr>
<tr>
<td>(ii) Changes in practices catalysed by ILC members</td>
</tr>
<tr>
<td>(iii) Changes in policies catalysed by ILC members</td>
</tr>
</tbody>
</table>

### Expected Result

<table>
<thead>
<tr>
<th>Output Level</th>
<th>Indicators</th>
<th>MID*</th>
<th>END*</th>
</tr>
</thead>
</table>
| MEANS OF VERIFICATION: reports from grant recipients; travel reports from Secretariat and RCUs; workshop proceedings, evaluation reports, policy levels, membership analytics, membership satisfaction survey; membership vitality survey  
STRATEGIC OBJECTIVE: 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 across different categories use ILC as a space to interact, collaborate, share, and express solidarity at country, regional, and international levels, in a vibrant, gender-just, diversified, and decentralised network  
1.2 Members use ILC as a bridge to connect to other change-makers, especially at the country level, including from grassroots movements, government and other public institutions, and the private sector  
1.3 ILC members utilise data to claim rights, promote transparency, and hold decision-makers accountable | # of joint work-plans and actions points by ILC members at national, regional and international levels to realise the ten commitments and ensure gender balance of participants in activities  
# and type (commitment diversity) of non-members engaged with NES platforms/grassroots organisations, women’s organisations and social movements  
# of joint work-plans and actions points by ILC members (gender disaggregated) – as part of ILC SF | | |
ANNEX 2: KEY MILESTONES TIMELINE

2015
- Regional Assemblies
- New Strategy launch
- Regional Steering Committees
- Virtual June Council
- December Council

2016
- New Strategy launch
- Regional Steering Committees
- Virtual June Council
- December Council

2017
- AoM
- New membership intake
- Regional Steering Committees
- Virtual June Council
- December Council

2018
- AoM
- New membership intake
- Regional Steering Committees
- Virtual June Council
- December Council

2019
- AoM
- New membership intake
- Regional Steering Committees
- Virtual June Council
- December Council

2020
- AoM
- New membership intake
- Regional Steering Committees
- Virtual June Council
- December Council

2021
- AoM
- New membership intake
- Regional Steering Committees
- Virtual June Council
- December Council

C-M-I: MILESTONES

- 22 NES countries
- 5 commitments have supporting initiatives (1, 3, 4, 5, 8)
- 80 good practices in database

- 24 NES countries
- 15 fellows/interns

- 26 NES countries
- 10 NES facilitators
- 10 joint NES missions
- 8 commitments have supporting initiatives (1, 3, 4, 5, 6, 8, 9, 10)
- 9 consultations,
- 1 GLF

- 28 NES countries
- 15 NES facilitators
- 20 joint missions)
- 8 commitments have supporting initiatives (1, 3, 4, 5, 6, 8, 9, 10)
- 9 consultations

- 26 NES countries
- 10 NES facilitators
- 10 joint NES missions
- 8 commitments have supporting initiatives (1, 3, 4, 5, 6, 8, 9, 10)
- 9 consultations,
- 1 GLF

- 24 NES countries
- 15 fellows/interns

- 28 NES countries
- 15 NES facilitators
- 20 joint missions)