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2016  
2021



INTERNATIONAL  
LAND  
COALITION

# 2016 2021

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Printed on recycled/FSC paper. Photos by Michael Benanav, Fiona Flintan, Silvia Forno, IFAD Library, Rocco Rorandelli, Jason Taylor/Source Project. Illustrations by Aldo di Domenico. Design by Federico Pinci. Edited by David Wilson.

The opinions expressed herein are those of the authors and the individuals interviewed for this report. They do not constitute official positions of ILC, its members or donors.

**ISBN: 978-92-95105-25-6**

# 20 YEARS OF ILC

**A DIVERSE AND  
GROWING NETWORK OF  
MORE THAN 207 MEMBER  
ORGANISATIONS IN OVER  
64 COUNTRIES.**





**THE INTERNATIONAL LAND COALITION (ILC) ENTERS ITS THIRD DECADE AS A DIVERSE AND GROWING NETWORK OF MORE THAN 207 MEMBER ORGANISATIONS IN OVER 64 COUNTRIES.**

The International Land Coalition (ILC) provides a unique space where civil society and intergovernmental organisations come together on equal terms with a transformative vision for land governance.

In November 1995, over 1,000 representatives of civil society, governments, and multilateral institutions resolved at the Conference on Hunger and Poverty in Brussels to create the Popular Coalition to Eradicate Hunger and Poverty. It was later renamed the

International Land Coalition in recognition of the crucial importance of secure rights to land, water, and other natural resources in ending poverty.

Over the past two decades, ILC has engaged with the complex and rapidly changing realities in which its members work. In many countries, ILC-supported national multi-stakeholder platforms have played a decisive role in influencing policy and obtaining reforms that allow women and men to build a more secure and dignified future. At the global level, ILC has contributed to the widespread recognition that land rights are central to development agendas, and has raised the bar for standards of good practice in land governance.

Building on its existence as a global network of civil society<sup>1</sup> and intergovernmental organisations, ILC's focus has evolved to best achieve its mandate: from mobilising against hunger to promoting land rights; from awareness-raising to influencing policy; from contributing to the empowerment of civil society organisations (CSOs) to catalysing joint action.

After 20 years, the Coalition focuses above all else on supporting its members to achieve impact at the country level, translating that impact into global action, regional frameworks, and benchmarks for land governance that puts people at its centre.

<sup>1</sup> As per ILC's Charter, civil society includes: organisations of farmers, producers, women, Indigenous Peoples, agricultural workers; fishers, the landless, pastoralists, forest users; other associations of rural peoples, including community-based organisations and social movements; local, national, and international non-governmental organisations and their networks; and national, regional, and international research institutes.

# OUR

# MANIFESTO

**T**here is widespread recognition that land rights are a fundamental element to addressing major challenges facing humanity: achieving gender equality, overcoming rural poverty, building fair and sustainable food systems that recognise small-scale producers, peace-building, mitigating and adapting to climate change, managing ecosystems, and reversing land degradation.

States have achieved a historical international consensus on land governance in the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT), the Framework and Guidelines for Land Policy in Africa (F&G), and the

UN Declaration on the Rights of Indigenous Peoples (UNDRIP), which are among the building blocks of a wider commitment to the adoption of Sustainable Development Goals (SDGs) beyond 2015 for a just, equitable, and inclusive future.

At the same time, grassroots movements are increasingly having their own visions of development heard, and producer organisations are successfully gaining support for the critical role that family farmers and smallholders play in feeding the world and caring for the earth.

These gains notwithstanding, a substantial gap remains between our aspirations and the reality we see on the ground. We live in an increasingly unequal world, in which income,







wealth, and influence are controlled by the few and democratic space for participation is shrinking.

Ownership and control over land continue to be concentrated in fewer hands, putting over 500 million small-scale producers and 230 million indigenous people who live on and from the land at risk of being further marginalised. Human rights defenders on land and environment who oppose such injustices face serious threats and abuses, and find their lives at risk.

As members of the International Land Coalition, we work to close the gap between aspiration and reality by giving space to those who live on and from

the land to become the drivers of their own change, change that responds to their own needs and priorities.

Our common goal is land governance that recognises people's dignity and human rights and places women, men, youth, communities, and Indigenous Peoples who live on and from the land - current and future generations - at the centre of decision-making, including about their food systems.

Land governance centred on people supports them in adapting to climate change and caring for ecosystems that sustain life, opens up opportunities for all, and allows vibrant and sustainable economies to develop.

Our Coalition is a space for constructive dialogue to challenge one another, learn from each other according to our different capacities, and work together in solidarity, despite - and because of - our different perspectives. Each and every member contributes to building our Coalition as an amplifier for the voices of those excluded from decision-making and is a political actor for joint initiatives and influence.

As a Coalition, we are more than the sum of our parts, and our diversity is our greatest strength.

We aim to address problems that are challenging and political as they relate to the unequal distribution of power that excludes the majority of people. We come together to defy this inequality, which we consider unjust and unacceptable, starting with the most pervasive of all - discrimination against women. We combine our efforts to redress imbalances of power, and work together to ensure that those who live on and from the land decide how they use their land, for their own benefit and that of their communities and societies.

# OUR CORE VALUES

## **RIGHTS-BASED AND PEOPLE-CENTRED**

We uphold the inherent dignity, identity, and social inclusion of all women and men, as captured in the Universal Declaration of Human Rights (UDHR).

## **JUSTICE AND EQUITY**

We strive to overcome any practices that marginalise or disempower people, including by applying the principle of gender justice to all our work. We recognise the importance of economic justice to address inequality, create opportunity, and overcome poverty and hunger.

## **A COALITION OF EQUALS**

We give equal space to each member in our Coalition. ILC is a space for members to listen to and engage with each other in a climate of mutual respect. Regardless of size, capacity, or position, we all have an equal voice in decisions about our direction as a Coalition.

## **AUTONOMY**

We are non-partisan and independent of governments, donors, political parties, and corporations.



# OUR MISSION

**A GLOBAL ALLIANCE OF CIVIL SOCIETY  
AND INTERGOVERNMENTAL ORGANISATIONS  
WORKING TOGETHER TO PUT PEOPLE  
AT THE CENTRE OF LAND GOVERNANCE.**

# OUR VISION

**A JUST, EQUITABLE, AND INCLUSIVE WORLD  
IN WHICH LAND RIGHTS ARE SECURE AND  
POVERTY IS ERADICATED.**



# OUR 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.**



## THE CHANGE WE SEEK

ILC's membership has defined **10 COMMITMENTS** to jointly realise people-centred land governance at the country level. All ILC members individually and collectively contribute to the realisation of these commitments in policy, practice and agenda setting at their respective level of action. The commitments guide the work of ILC and will be the basis for developing actions that contribute to achieving our goal through our strategic objectives. These commitments are the benchmark by which ILC members work towards the implementation of the VGGT and other internationally agreed instruments to achieve:

- 1  **SECURE TENURE RIGHTS**
- 2  **STRONG SMALL-SCALE FARMING SYSTEMS**
- 3  **DIVERSE TENURE SYSTEMS**
- 4  **EQUAL LAND RIGHTS FOR WOMEN**
- 5  **SECURE TERRITORIAL RIGHTS FOR INDIGENOUS PEOPLES**
- 6  **LOCALLY MANAGED ECOSYSTEMS**
- 7  **INCLUSIVE DECISION-MAKING**
- 8  **TRANSPARENT AND ACCESSIBLE INFORMATION**
- 9  **EFFECTIVE ACTIONS AGAINST LAND GRABBING**
- 10  **PROTECTION FOR LAND RIGHTS DEFENDERS**

# WHAT WE WILL DO TO ACHIEVE OUR GOAL



*“As members of ILC, we welcome and reaffirm the Voluntary Guidelines on Responsible Governance of Tenure, and the Framework and Guidelines on Land Policy in Africa, as much-needed global and regional norms and benchmarks. We call on States to take the appropriate legal and institutional policies to operationalise these Guidelines, and we commit ourselves to working with them and other partners towards extending these Guidelines to practice and policy, both as member organisations and as a coalition.”*

Antigua Declaration of ILC Assembly of Members, Guatemala, April 2013

# CONNECT

**ILC CONNECTS MEMBERS TO EACH OTHER AND TO CHANGE-MAKERS BEYOND THE COALITION, CREATING OPPORTUNITIES FOR DIALOGUE, MUTUAL LEARNING, AND JOINT ACTION.**

# MOBILISE

**ILC MOBILISES MEMBERS BY FACILITATING INFORMED AND EFFECTIVE ACTION, THROUGH ACCESSIBLE AND USABLE KNOWLEDGE AND TOOLS, AND BY CREATING OPPORTUNITIES FOR INNOVATION, PILOTING, AND SCALING UP.**

# INFLUENCE

**ILC INFLUENCES KEY DECISION-MAKERS, INCLUDING GOVERNMENTS, THEIR PARTNERS, AND CORPORATE ACTORS AND INVESTORS TO ENGAGE WITH CIVIL SOCIETY ACTORS AS LEGITIMATE AND NECESSARY INTERLOCUTORS AND PARTNERS IN ACHIEVING LAND GOVERNANCE FOR AND WITH PEOPLE.**



ILC's uniqueness in **CONNECTING, MOBILISING, and INFLUENCING** is based on:

- An explicit agreement between all members of the Coalition in working towards achieving people-centred land governance, guided by shared values;
- A network that takes advantage of the different perspectives, capacities, outreach, and access to change-makers of ILC members, in particular between civil society and intergovernmental members;
- A systematic approach to learning across the network from local to global and vice versa, with a shared commitment to gathering knowledge and expertise across all parts of the ILC network (and beyond) and translating it into action;
- An ability to employ the network at country level to strengthen capacities, promote shared objectives in national process, and promote the sustainability of transformation;
- A space for solidarity of all members with each other.





# THEORY OF CHANGE

**O**UR TRANSFORMATIVE AGENDA, TO BRING ABOUT LAND GOVERNANCE THAT SERVES THE NEEDS OF PEOPLE WHO LIVE ON AND FROM THE LAND, IS AMBITIOUS.

Not only does it mean addressing huge gaps in wealth and power and being willing to challenge deeply entrenched interests. It also demands approaches that consider the inherent complexity of land governance processes and the non-linear and unpredictable nature of transformative change in this sector. Such challenges cannot be overcome

if efforts are dispersed and rely on fragmented knowledge and capacity.

ILC's function as a network brings together diverse but complementary efforts, particularly between intergovernmental and civil society organisations. ILC provides different entry points for members to pursue change, building on the diversity of knowledge, expertise, and successes and failures within the network, and with a strong focus on learning, adaptation, and innovative practice.





ILC supports its members 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's country-level work is complemented by efforts at regional and global levels that focus on changing norms, sharing knowledge and good practice, and identifying solutions towards achieving land governance that puts people at its centre. This creates a more enabling environment for country-level change.

Each Strategic Objective is partly focused within the network: building the coalition by **CONNECTING**; **MOBILISING** and scaling up knowledge on solutions; and jointly **INFLUENCING** change-makers. Each one also clearly aims at engaging a wider group of actors by building bridges to other change-makers; transforming knowledge into action; and promoting greater accountability in decisions over land.

By working effectively as a network, ILC enables its members to work with and influence external decision-makers – governments, corporate actors, development partners, and others. These actors play a central role in any transformation of policies, practices, or agenda setting.

For each Strategic Objective, we define a number of progress markers that will be used to assess how this wider set of actors that ILC seeks to influence are contributing to the change we seek at country level.

The goal of ILC is to bring about change at the country level, with an impact on the lives of women, men, and communities who live on and from the land.

This impact will be measured in the extent to which the 10 commitments to people-centred land governance agreed upon by members have been realised in practice in different countries, thus challenging poverty, hunger, and inequality. These commitments are our compass and will be the basis for developing our actions over the next six years.



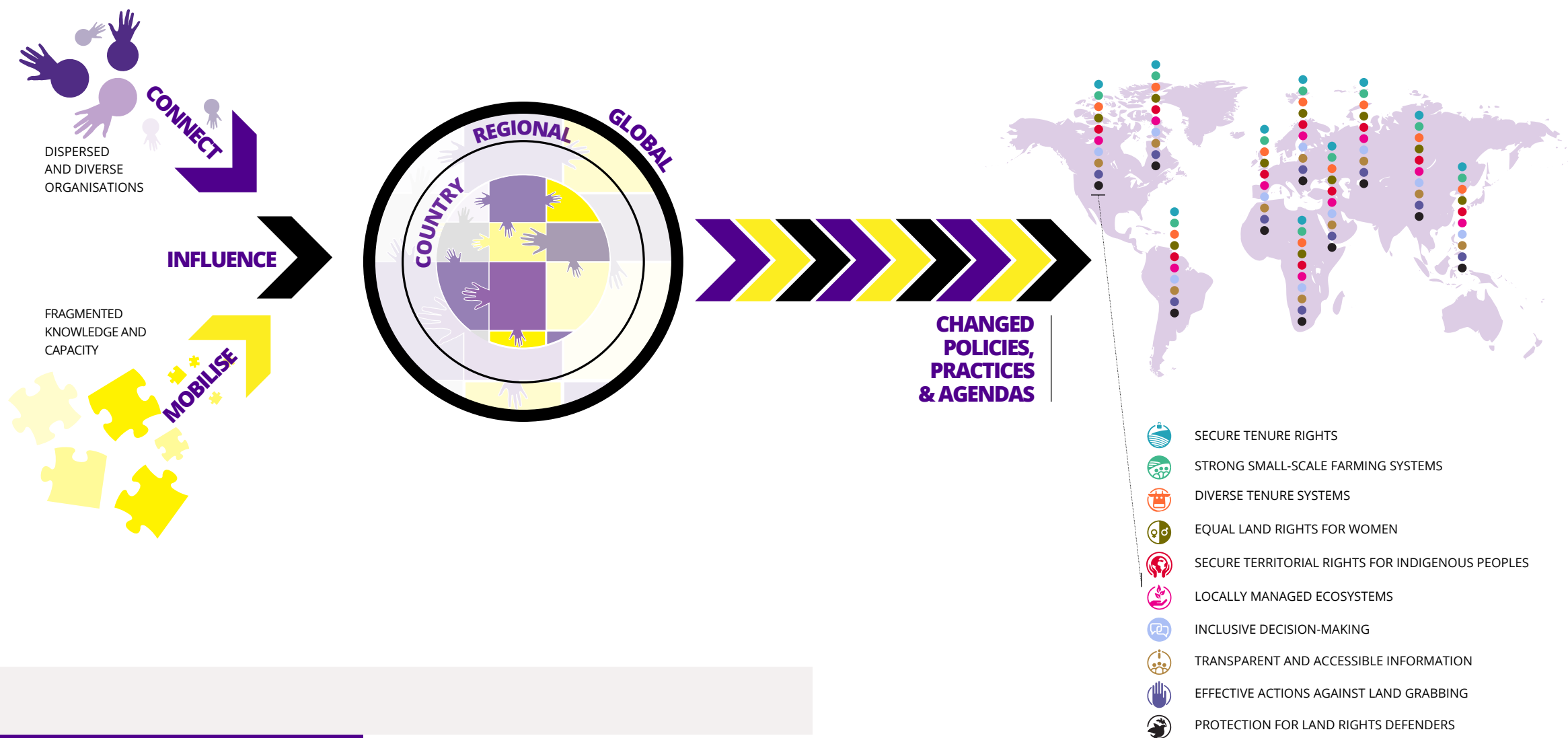


## SPHERE OF

CONTROL

INFLUENCE

CONCERN





## STRATEGIC OBJECTIVE 1

# CONNECT

**ILC CONNECTS MEMBERS TO EACH OTHER  
AND TO CHANGE-MAKERS BEYOND THE  
COALITION, CREATING OPPORTUNITIES  
FOR DIALOGUE, MUTUAL LEARNING,  
AND JOINT ACTION.**





**ILC**'s greatest strength lies in its ability to create opportunities for mutual learning and joint action between organisations at all levels: global, regional, national, and local – especially when these organisations would not otherwise work together. Members have different but complementary structures, experiences, and strengths – particularly between civil society and intergovernmental members – and finding common ground can open up opportunities for solidarity and collaboration.

Building the vibrancy of the network is at the core of what ILC is and what its members do together. Growing in a decentralised manner keeps ILC close to the work of its members, allowing for regional priorities and characteristics while preserving the global integrity of an ever stronger Coalition with common values. Many actors outside the Coalition share ILC's goal or are sympathetic to it, including civil society networks, media and opinion leaders, policy-makers and implementers, human rights institutions, and private sector actors.

ILC aims to act as a bridge to connect its members with such agents of change, and especially with grassroots movements to ensure our Coalition's accountability to those living on and from the land. It also connects members with tools, technologies, and processes that can facilitate their work.

At the country level in particular, ILC works to support civil society actors to build multi-stakeholder platforms in which they have a strong voice but which can also include all those making decisions over land, in particular government actors, intergovernmental organisations, and private sector actors, including corporations, companies, funds, or investors.

ILC also facilitates engagement with intermediate actors such as researchers, the media, and consumers and citizens at large to challenge paradigms, increase knowledge of how land governance can work for and with people, and build alliances for joint advocacy.

## KEY RESULTS OF OUR CONNECTING WE WANT TO SEE BY 2021

- 1.1** Members use ILC as a space to interact, collaborate, share and demonstrate solidarity, 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.

How well we connect as a network will determine our success in bringing about the change we seek.

## PROGRESS MARKERS ON THE PATHWAY TO CHANGE INCLUDE

### RELEVANT ACTORS

In particular those representing land users such as social movements and women's, grassroots, and producers' organisations, are attracted to join ILC.

### STRATEGIC PARTNERS

They are engaged at country level in initiatives led by ILC members.

### CHANGE-MAKERS

Who engage with ILC members in policy formulation and implementation at country level.

### LAND AND ENVIRONMENTAL RIGHTS DEFENDERS

They find a space for solidarity within ILC.

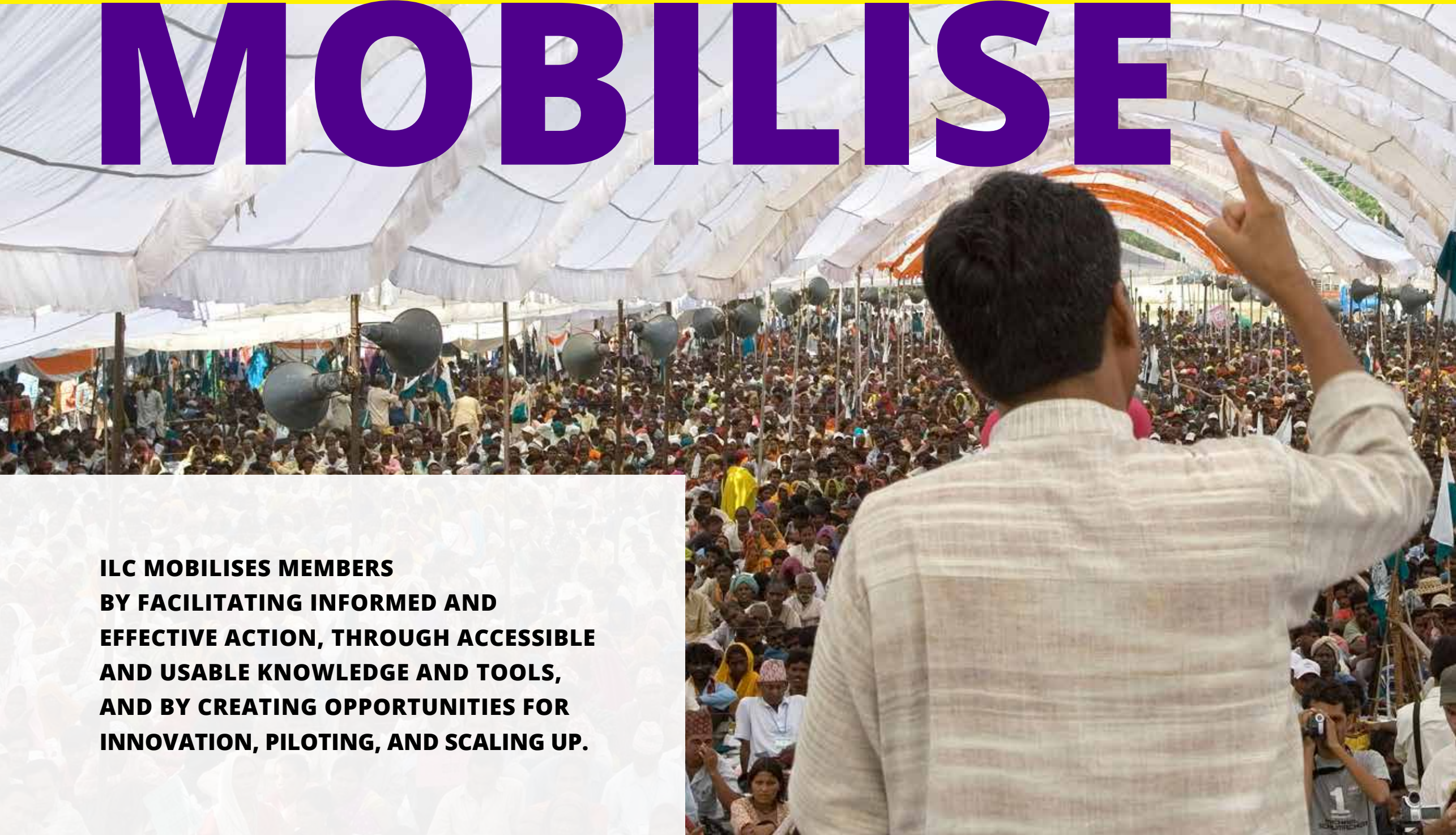
### HUMAN RIGHTS INSTITUTIONS

Who systematically address land rights within broader human rights frameworks.

## STRATEGIC OBJECTIVE 2

# MOBILISE

**ILC MOBILISES MEMBERS  
BY FACILITATING INFORMED AND  
EFFECTIVE ACTION, THROUGH ACCESSIBLE  
AND USABLE KNOWLEDGE AND TOOLS,  
AND BY CREATING OPPORTUNITIES FOR  
INNOVATION, PILOTING, AND SCALING UP.**





**ILC** aims to identify good practices at country level by providing support for members to lead, test, refine, implement, and promote land governance approaches for each of the 10 commitments to people-centred land governance, and with a special focus on gender justice.

ILC also supports opportunities for adapting and scaling up good practices, in partnership with intergovernmental members of the Coalition and relevant government agencies, who can play a critical role in upscaling.

ILC also acts as a knowledge broker, assisting members to turn knowledge into action. By documenting good practices, it provides a platform for members to share their innovations, making knowledge accessible and usable by members, and packaging and disseminating it to practitioners and change-makers beyond the Coalition.

ILC mobilises its members to share and use their knowledge so that it can be directly employed to improve practice, including through opportunities to learn from one another and to collaborate. With such a diverse array of experience within the ILC network, the Coalition is a place for individuals and organisations to match and draw on each other's knowledge and skills to inform each other's action.

### KEY RESULTS OF OUR MOBILISING WE WANT TO SEE BY 2021

- 2.1** Members use ILC as a space to identify solutions and improve practice, by piloting, replicating, and scaling up approaches to land governance for and with people.
- 2.2** ILC provides opportunities for members and others to develop their capacities, by documenting, producing, and sharing knowledge so as to transform it into action.

How well we mobilise as a network will determine our success in bringing about the change we seek.

### PROGRESS MARKERS ON THE PATHWAY TO CHANGE INCLUDE

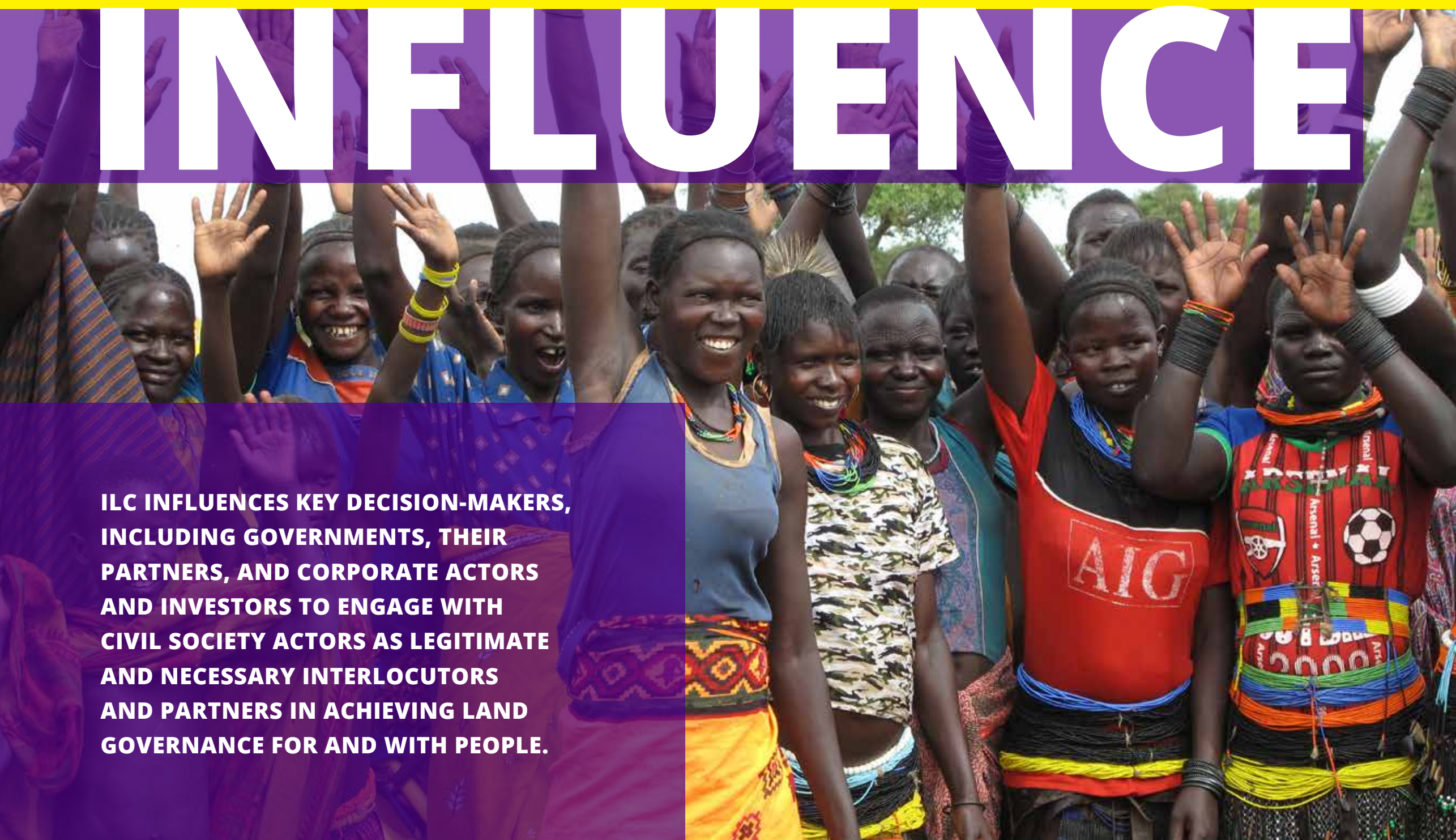
- » Social movements, women's, grassroots, and producers' organisations and champions in government have the tools to promote people-centred land governance.
- » Practitioners are equipped to make effective use of land-relevant tools and data arising from ILC monitoring initiatives.
- » Private sector actors engage with local communities through ILC members to share benefits and avoid eviction, expulsion, and exclusion.
- » Governments adopt better practices and strengthen institutional capacity to recognise diverse tenure systems and mitigate conflict amongst land users.
- » Change-makers demonstrate commitment to gender justice and use available tools to put it into practice.



## STRATEGIC OBJECTIVE 3

# INFLUENCE

**ILC INFLUENCES KEY DECISION-MAKERS, INCLUDING GOVERNMENTS, THEIR PARTNERS, AND CORPORATE ACTORS AND INVESTORS TO ENGAGE WITH CIVIL SOCIETY ACTORS AS LEGITIMATE AND NECESSARY INTERLOCUTORS AND PARTNERS IN ACHIEVING LAND GOVERNANCE FOR AND WITH PEOPLE.**





**ILC** aims at shifting norms and paradigms on land rights so that the 10 commitments on people-centred land governance find increasing acceptance among governments, including ministries, public investment and trade agencies, their development partners, and private sector actors, such as corporations. Because it is such a diverse network, ILC's influence arises partly through the building of shared narratives. Where ILC members are able to find consensus in common positions, this becomes a powerful statement reaching far beyond the Coalition.

ILC influences not only those agencies whose decisions and activities have a direct impact on people who live on and from

the land, but also the wider public, whose opinion can be an additional force for change. Ultimately, ILC aims to influence the development paradigm towards a just, equitable, and inclusive world without poverty in which land rights are secure.

ILC supports members in gathering land-related data and in making it accessible and usable to help people claim their rights to land. As a network, ILC promotes greater transparency and influences decision-making by demanding greater accountability on laws, policies, and internationally agreed benchmarks, including by monitoring the rule of law.



### KEY RESULTS WE WANT TO SEE BY 2021 THROUGH OUR INFLUENCING

- 3.1.** ILC members jointly and effectively advocate for the 10 commitments on people-centred land governance.
- 3.2.** ILC supports those who live on and from the land, their leaders, and their organisations to play a role as interlocutors with government, their development partners, and private sector actors in decision-making over land.
- 3.3.** ILC members utilise data to claim rights, promote transparency, and hold decision-makers accountable.

How well we influence as a network will determine our success in bringing about the change we seek.

### PROGRESS MARKERS ON THE PATHWAY TO CHANGE INCLUDE

- » Governments adopt legal and policy frameworks consistent with international benchmarks on tenure rights, including the VGGT.
- » Local communities and those living on and from the land whose rights are not recognised make their claims visible to governments, the public, and media.
- » Change-makers at regional and global levels draw on the views and perspectives of ILC members representing local communities and those living on and from the land.
- » Governments and their private sector and development partners transparently share land-related data and information.
- » Governments are held accountable by their citizens on their compliance with laws, policies, and internationally agreed benchmarks.





MUTUAL

# ACCOUNTABILITY FRAMEWORK

ILC is collectively accountable first and foremost to those who live on and from the land and their organisations – at individual or community level – working to secure land, water, and natural resource rights.

As a network, we rely on the joint work of our members to bring about the change we seek in policy, practice, and agenda setting. Respecting the identity of each ILC member and its accountability to its constituency, we voluntarily report to and challenge each other as members of the Coalition on the basis of our common vision, mission, and goal.

ILC members are organised in regional and cross-regional platforms and caucuses, in which they jointly plan their work and report back on progress annually to regional assemblies. A consolidated report is submitted to the Coalition Council and ILC's donors, and biennially to the Assembly of Members (AoM). This reporting fosters mutual accountability and is the basis for ILC's system of monitoring, evaluation, and learning.





Transforming land governance systems is a long-term effort involving many actors and requiring an approach to monitoring, evaluation, and learning that recognises the complex nature of a network such as ILC – one actor among many working to influence policy in a dynamic and fast-changing environment. ILC's monitoring, evaluation, and learning system will measure three things:

#### **EFFECTIVE FUNCTIONING OF ILC**

Through annual reports on the key results areas, made to the Council by the ILC Secretariat and Regional Coordination Units, based on reporting by members;

#### **CHANGES IN POLICY, PRACTICE, AND AGENDA SETTING BY WIDER ACTORS**

Through biennial reports on progress markers of the pathways for change, made to the AoM by the ILC Secretariat and Regional Coordination Units, based on reporting by members;

#### **CHANGES IN LAND GOVERNANCE IN THE COUNTRIES**

##### **WHERE ILC MEMBERS WORK TOGETHER**

Through participatory assessments by members of transformation towards the 10 commitments of people-centred land governance, showing changes over the course of the strategy period. The experiences and lessons learned by ILC members in their efforts to achieve land governance for and with people are at the heart of the Coalition as a learning network and of the mutual accountability that all ILC members work towards.

Members are accountable to each other, not only in reporting back on the implementation and results deriving from their actions, but also on the lessons they have learned in their actions towards achieving our common goal. The monitoring, evaluation, and learning system is elaborated as part of the ILC Roadmap.





## HOW WE DEVELOPED THIS STRATEGY

In our Coalition, the members set the agenda. The starting point for this Strategy was a survey in which over 80% of ILC members, as well as key actors outside the Coalition, described the role they want ILC to play. This was complemented by a review of the achievements and challenges of the ILC Strategic Framework 2011-15. ILC members provided their inputs directly through four regional workshops, held in Africa, Asia, Latin America, and Europe. A final global consultative workshop was held, which also included Strategic Partners. Following an electronic consultation of all members, the Strategy was adopted by the AoM in Dakar in May 2015. This Strategy is accompanied by a Roadmap describing how it will be implemented.

## ACKNOWLEDGEMENTS

ILC is a Coalition, and would be ineffective without all those who contribute to finance our collective efforts. All ILC members pay membership fees, and members also contribute in cash or in kind to collaborative initiatives. We would also like to thank our Strategic Partners and Donors who provide core support, guidance – and sometimes a little push when we need it.

## STRATEGIC PARTNERS & CORE DONORS



## PROGRAMME & PROJECT BASED DONORS



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