



# **Evaluation of the International Land Coalition (ILC) strategy and the support provided by the EU and Switzerland**

## **Final evaluation report**



**MDF**  
EMPOWERING PEOPLE,  
CREATING IMPACT

Commissioned by SDC, EC, IFAD, ILC Council and  
funded by EC and SDC

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## **Final evaluation report**

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**INTERNATIONAL  
LAND  
COALITION**



**The evaluation was co-implemented by**

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Implemented by a consortium  
led by GFA Consulting Group



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EMPOWERING PEOPLE,  
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## List of abbreviations

ALLIED	Alliance for Land, Indigenous and Environmental Defenders
AoM	Assembly of Members
BMZ	Federal Ministry for Economic Cooperation and Development
CAFI	Central African Forest Initiative
CfT	Call for Tenders
CSO	Civil Society Organization
EMENA	Europe, the Middle East and North Africa
EU	European Union
FGD	Focus Group Discussion
GLF	Global Land Forum
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development in Eastern Africa
ILC	International Land Coalition
ILEDs	Indigenous, Land, and Environmental Defenders
iNGO	International Non-Governmental Organization
KII	Key Informant Interview
LAC	Latin America and the Caribbean
LED	Land and Environmental Defender
MoU	Memorandum of Understanding
MTR	Mid-Term Review
NGO	Non-Governmental Organization
NP	Net Promoter
NLC	National Land Coalition
PCLG	People Centred Land Governance
RCU	Regional Coordination Unit
RG	Reference Group
RF	Results Framework
SDC	Swiss Agency for Development and Cooperation
SO	Strategic Objective
ToC	Theory of Change
ToR	Terms of Reference
VGGT	Voluntary Guidelines on the Responsible Governance of Tenure of Land
WLR	Women's Land Rights





# 1 Introduction

## 1.1 Purpose and scope of the evaluation

This report presents the evaluation of the International Land Coalition (ILC) 2022-2024 workplan and the support provided by the European Union (EU) and the Swiss Agency for Development Cooperation (SDC). According to the Terms of Reference (ToR) of the evaluation, the main objectives of this evaluation were to provide the EU, the SDC, the International Fund for Agricultural Development (IFAD), the ILC Assembly of Members (AoM) through the ILC Council, the ILC One Team and other interested stakeholders with:

- An overall independent assessment of the performance of the ILC triennial cycle of the strategy and the related EU and Swiss actions, paying particular attention to its different levels of results measured against its expected objectives; and the reasons underpinning such results.
- Key lessons learned, conclusions and related recommendations to improve current and future interventions, including, for example, the development of ILC's triennial plan for 2025 – 2027.

The evaluation serves an accountability function vis-a-vis the EU and SDC as well as a learning objective for the ILC Council that relate to the strategic shifts and choices that have been made during this first cycle (2022-2024), and the role of the data component specifically.

On the one hand, the evaluation covers the triennial ILC Workplan for the years 2022 to 2024 as part of ILC's 9-year strategy (2022-2030), and, on the other hand, the EU action "Securing Equitable Land Rights", and the SDC funded: "ILC's triennial workplan 22-24 and the Land Matrix Initiative". The period of donor support to the workplan runs from the start of the strategy in January 2022 up to December 2024 for SDC, and December 2025 in the case of the EU.<sup>1</sup>

The evaluation is framed by the six standard OECD-DAC evaluation criteria of relevance, coherence, efficiency, effectiveness, impact and sustainability. As this is the mid-term evaluation of the triennial workplan (hereafter the triennial evaluation), sustainability and impact have only been assessed in terms of expectations/prospects.

## 1.2 Evaluation methods and approach

The evaluation consisted of a theory-based and qualitative approach. The team applied comparative analysis to assess:

- 1) The *performance* of the ILC based on its triennial workplan, in terms of effectiveness and efficiency.
- 2) The *governance* and administrative/operational structure and arrangements of the ILC, by reviewing the arrangements as they are on paper and collecting data on its functioning in practice.

The evaluation team used the *Circle of Coherence* framework as inspiration for the interviews with members and ILC secretariat, to assess the network function and quality of governance of the ILC. The team collected insights into the nature and intensity of interaction among members, through interviews with the different stakeholders within ILC and their perception of the current balance in interactions as well as the changing role of ILC from funder to facilitator. Additionally,

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<sup>1</sup> Specific Terms of Reference for Evaluation of the International Land Coalition (ILC) strategy and the support provided by the EU and Switzerland

the evaluation team used 2024 Keystone Vibrancy survey data to capture members' reflections on their engagement with the network and interactions among each other.<sup>2</sup>

### 1.2.1 Data collection and analysis methods

The team used different data sources to enhance the triangulation and validation of findings. Moreover, it drew information from both primary and secondary sources.

**Desk review:** the evaluation team undertook a comprehensive review of the most pertinent documents and websites, primarily the contracts with the EU and SDC, the ILC-IFAD roadmap, the 2023 ILC Charter, the ILC Strategy for 2022-2030, the triennial workplan (2022-2024), the results framework, annual reports, the ILC online platform for members, the 2022-2030 communication strategy, resource mobilisation updates, contribution stories and impact assessment, the ILC People, Climate and Nature programme, the Gender Action Plan and assessments, financial reports, the two vibrancy surveys, and the ILC website.

**Key informant interviews (KIIs) and focus group discussions (FGD):** the team conducted 64 KIIs and 2 FGDs with a total of 73 respondents representing ILC members, One Team staff, and representatives of external institutions/actors:

CATEGORY		KIIS	FGDS	TOTAL RESPONDENTS
1	Member/NLC representatives	26		26
2	ILC Secretariat/One Team	16	1 (6 participants)	22
3	Donors	4	1 (3 participants)	7
4	External/collaborative organisations	18		18
TOTALS		64	2	73

**Field visits:** The evaluation team conducted field visits to three countries, namely Italy, the Philippines, and Uganda. In Rome, Italy, two evaluation team members interviewed ILC staff, donors and ILC partner staff. In the Philippines, the evaluation team member spoke to different members of the NLC, the facilitator and support staff, as well as partner organisations, whilst in Uganda, the evaluation team member attended an ILC learning event. This weeklong event enabled her to speak to a wide range of NLC facilitators from Africa, Asia and NLC members from Colombia, as well as donors and partners. The outcome was, on the one hand, a deep dive into the experiences in the Philippines and Rome, and a broader understanding of the Africa, Asia, and donor landscape. Insights from each region are used to strengthen and triangulate findings and arguments.

**Sensemaking:** a virtual workshop was organised on the 25th of June 2024 to present and jointly validate and reflect on preliminary findings, structured around the agreed evaluation questions. The workshop also provided an opportunity for ILC to provide additional information and to discuss recommendations and ways forward.

### 1.3 Deviations from the ToR

The evaluation team reviewed the ToR and suggested changes to the indicative evaluation questions. The main changes made included the merging of some of the, sometimes, overlapping

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<sup>2</sup> ILC regularly conducts a vibrancy survey amongst its members, which was developed by Keystone to collect feedback on transnational social change networks. The survey includes a number of elements such as: engagement with other ILC members, the sense of belonging and contribution, engagement with ILC, expectations of ILC, and impact on the work of members.

questions in order to arrive at the recommended maximum of 10; the reformulation of some evaluation questions to ensure clarity, and the addition of an evaluation question on efficiency. These were the only changes made to the original ToR. During the inception period, judgement criteria and sources of verification were developed for each of the evaluation questions, which were incorporated into the evaluation matrix (see Annex A).

## **1.4 Challenges and limitations**

- The timeframe and resources were limited, which meant that field visits were limited to the Philippines, Asia and one learning event in Uganda, Africa. Given the huge diversity of the ILC and its operations in four separate regions and over 80 countries, this level of coverage was not representative. The team has tried to compensate for this gap as best they could through an in-depth document review and a high number of virtual interviews. Also, attending the learning event in Uganda meant that the opinions of diverse members and coalition activities could be accessed, resulting in an overview of the main topics and themes covered in this evaluation.
- Related to the above is the limited information available to the team on the regional dimension of the network so observations on this aspect are circumspect.
- Stakeholders included in data collection did not include NLC facilitators for the EMENA region. Analysis of progress on the national levels is therefore restricted to Africa, Asia, and the LAC regions.
- Given the limited timeframe and resources it was not possible for the team to assess specific data initiatives within the data component. The focus was rather placed on assessing the ILC's LANDex and to the extent possible providing limited feedback based on observations made by interviewees on specific initiatives such as the Land Matrix, LandMark and PRIndex.
- Likewise, the role of regional/global advocacy platforms is not assessed in as much detail as that of NLCs due to the limited interaction that the evaluation team had with representatives of these platforms.

## **1.5 Structure of the report**

The first chapter of this report provides background information on the purpose and scope of the evaluation as well as the methodology applied, and a brief description of the challenges encountered by the team. Chapter two provides background information on the ILC including key facts and figures, its strategy and aims, and key activities. Chapter three provides a detailed overview of the main findings structured by the judgement criteria for each of the agreed evaluation questions. Chapter four presents the main conclusions derived from the evaluation findings, whilst chapter five describes the corresponding recommendations.



## 2 The ILC - Facts and figures

### 2.1 Description of the ILC and its triennial strategy

The International Land Coalition (ILC) is an independent global alliance of People's Organisations, civil society and intergovernmental organisations that is accountable to and governed by its members.<sup>3</sup> Initiated during a Conference on Hunger and Poverty in 1995, the alliance's focus is on advancing people-centred land governance (PCLG).

Through its members' work, it aims to realise land governance at country level, protecting the rights of women, men and communities. ILC does this by bringing together diverse groups to find solutions that work for those historically excluded from decision-making and by working for systems change on all levels, through its diverse membership, which is uniquely placed to act locally, nationally, regionally and globally. ILC is a network with global and regional platforms, and National Land Coalitions in over 30 countries. Furthermore, it facilitates the collection and use of land related data to hold governments and companies accountable, as well as facilitating member-led regional and global advocacy platforms on specific issues.

In 2021, members of the coalition adopted a new strategy for 2022-2030. It builds on the premise that equitable land rights are key to human rights, healthy and democratic societies, and a sustainable planet. The new strategy also recognizes that land rights are central to avoiding climate breakdown, and support peaceful societies, sustainable food systems, and overcoming growing inequality, with an emphasis on gender inequality.<sup>4</sup> ILC's goal of PCLG; securing land rights for and with people, who live on and from the land, is defined by ten commitments, which all members adhere to:

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

ILC is governed by the **Assembly of Members (AoM)**, which is responsible for establishing the overall strategies and policies and ensuring that the network remains in compliance with the intention of its members.

The executive board, the **ILC Council**, performs overall responsibilities of governance between meetings of the AoM.

Regionally, ILC has four **Regional Committees** for Africa, Asia, EMENA (Europe, Middle East and North Africa) and LAC (Latin America and the Caribbean) that ensure that the priorities and actions of the ILC are relevant to specific regional and sub-regional contexts.

The **Regional Coordination Units** (RCUs) are based in the four regions of operation (Africa, Asia, EMENA and LAC) headed by a Regional Coordinator. They facilitate the delivery of the regional strategy and work plans.

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<sup>3</sup> ILC (2022) International Land Coalition Triennial Work Plan 2022-2024, p. 2

<sup>4</sup> ILC (2021) International Land Coalition Strategy 2022-2030, p. 5

The ILC One team, comprises the ILC staff located in Rome as well as staff from the RCUs. The One team executes the programme of work approved by the ILC Council and is also responsible for supporting the effective functioning of the ILC.

ILC People's Organisations (POs) comprise organisations that belong to women, youth, family and peasant farmers, indigenous peoples, pastoralists, forest dwellers, hunter-gatherers, fisherfolks, afro-descendants and local communities. These groups are organised into constituency platforms where functions are exercised in ways that build accountability across the membership.

The main funders of ILC's strategy are currently the EU, the SDC, the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany, and the IFAD. This evaluation specifically focuses on the support provided by the EU, SDC and IFAD. In the case of the EU, the total cost of the Action is estimated at USD 29,913,473.19 with the EU undertaking to provide a contribution of up to EUR 12,000,000 (estimated at USD 12,040,800). In the case of the SDC, a financial contribution of CHF 3,000,000 was initially agreed broken down into CHF 2,550,000 in core funding for the ILC's triennial work plan 2022 – 2024, and CHF 450,000 as a contribution to the Land Matrix Initiative (LMI). Further to the amendment made to the original agreement, funding of the ILC's Strategy for 2022 - 2024 was increased by an additional CHF 500,000, bringing the total SDC contribution to CHF 3,500,000. IFAD's contribution was \$2.25M.

## 2.2 ILCs Theory of Change and results framework

The ILC's current Theory of Change (ToC) was developed following the Impact Assessment conducted in 2021. As such, it informed the design of ILC's overarching strategy for 2022-2030. The ToC is structured around three Strategic Objectives (SOs) as depicted in the graphic below (Figure 1):

The first SO (**SO1 - NLCs**) centres on members building partnerships through National Land Coalitions (NLCs). ILC members, with POs at the helm, build broad and diverse partnerships through NLCs to find solutions to defend, secure or regain land rights. These coalitions work for local level change that addresses the needs of the women, men and communities living on and from the land. The changes brought about through this SO are expected to manifest themselves at local and national levels. For the 2022-2024 triennium, ILC has committed to directly support 30-35 NLCs to work locally and nationally, alongside an additional 16 multi-stakeholder platforms, who are partners of ILC's Land Collaborative.

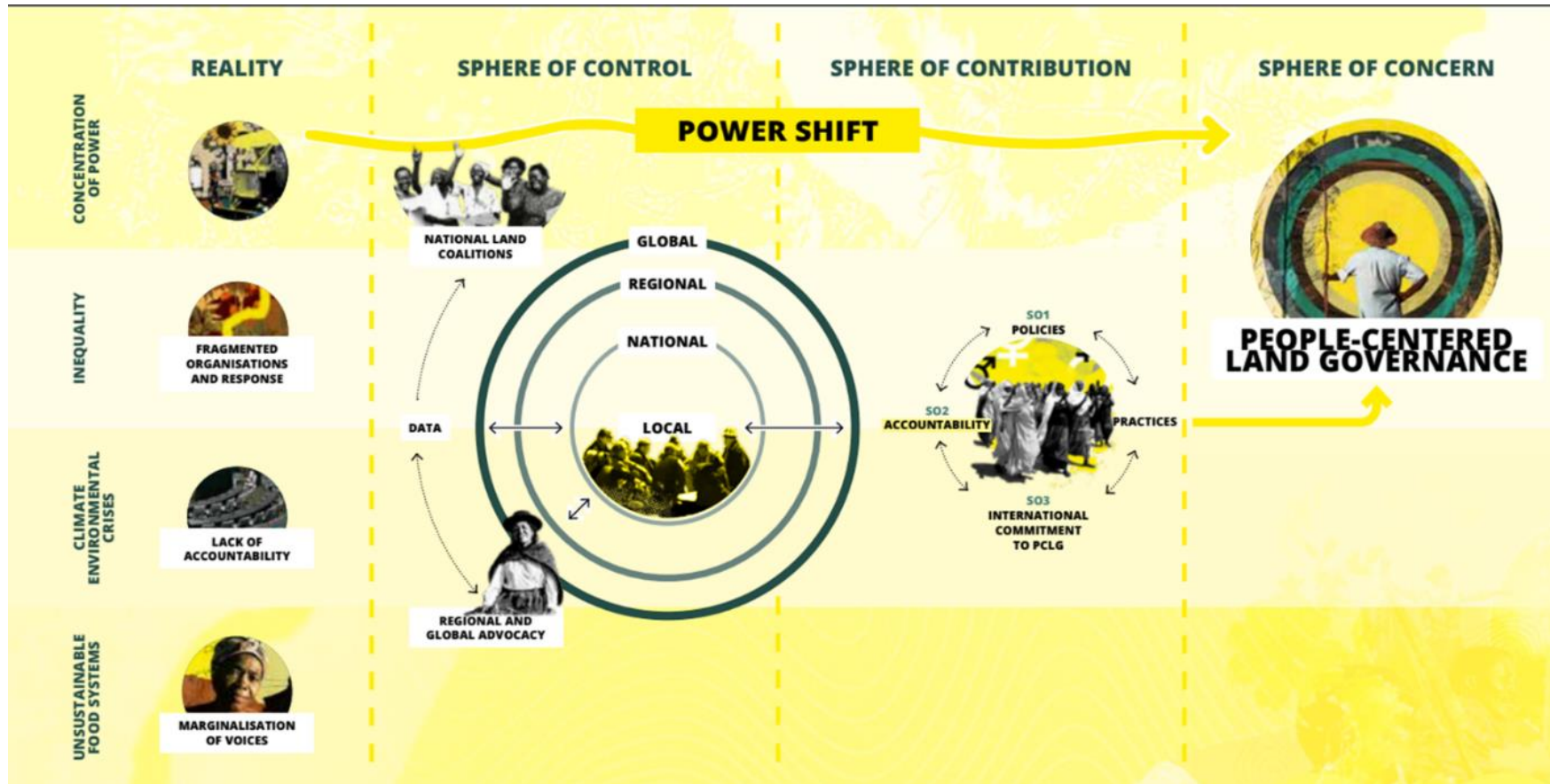
The second SO (**SO2 - Data**) addresses the role of data, in particular, citizen or community generated data, to track progress against (national and international) land-related commitments and to hold governments and corporations accountable. Locally generated people's data is expected to provide a powerful basis for evidence-based dialogue and subsequent action between governments and civil society. LANDex is ILC's land governance monitoring framework and includes several pre-existing land data initiatives such as the Land Matrix, LandMark and PRIIndex and other regional monitoring ones.

The third SO, (**SO3 - Advocacy**) focuses on advocacy in regional and global spaces, where POs are given space to advocate for increased political commitment and action on PCLG.<sup>5</sup> Advocacy in regional and global spaces aims to amplify the voices of POs and build political will across countries for PCLG. This in turn should create an enabling environment for members' work in their own countries on the themes laid out by the ten commitments. For the 2022-2024 triennium, ILC has committed to support up to 30 member-led regional and global platforms to advocate and convene for a more enabling environment for PCLG.

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<sup>5</sup> ILC Strategy document 2022-2030

Figure 1: Theory of Change



In comparison to the previous strategy, additional contextual layers have been added to the ToC, reflecting the governance reform within ILC, the internal and external power shifts, for example, decentralisation and increased recognition of the power of the members and their constituencies. A major change to the ToC has been the new impact statement which now focusses on securing land rights whereas previously the focus was on triggering changes in policies and practices. In addition, the systems-change approach underpinning the ToC entails the shifting of power into the hands of people whose lives depend on land, and positioning land rights as a key solution to four global challenges, namely avoiding catastrophic climate breakdown, building peaceful and democratic societies, sustainable and resilient local food systems, and overcoming growing inequality – particularly gender inequality.

The current nine-year strategy (2022-2030) also includes two pledges on 1) Gender Justice, by among others, aiming to support and promote women's full participation and leadership within the network and beyond, and 2) Defending the Defenders, by supporting and protecting land and environmental rights defenders against criminalisation, intimidation and marginalisation.<sup>6</sup> An important platform for this latter work is through the ILC-convened Alliance for Land, Indigenous and Environmental Defenders (ALLIED), a global network of civil society actors that drives multi-stakeholder action and systemic change in the recognition, support, and protection of Indigenous, Land, and Environmental Defenders (ILEDs) including the management of a global database on attacks against land and environmental defenders.<sup>7</sup>

Table 1 below, excerpt taken from the ILC results framework provides more detailed information on these three SOs as well as what is referred to as expected results (See section 3.1.2 for more detailed analysis of the results framework), indicators and targets.

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<sup>6</sup> ILC Strategy document 2022-2030, p. 19.

<sup>7</sup> ILC (2022) International Land Coalition Triennial Work Plan 2022-2024, p. 11

Table 1: results framework

		Expected result	Objectively verifiable indicators	Qualitative indicators	Target by 2030
sphere of concern (IMPACT)	Goal	People Centred Land Governance	% of people with secure land rights in NLC countries ( by age and sex disaggregated)		20%
			% of NLC countries in which women's land rights are recognised		50%
			% of countries that report on land SDGs		30%
		Expected result	Objectively verifiable indicators	Qualitative indicators	Target by 2024 cumulative
sphere of contribution (OUTCOMES)		<b>SO1: National Land Coalitions advance people-centred land governance</b>			
	Outcome Area 1	ER1.1. People's organisations take the lead/are the driving force in National Land Coalitions	% of National Land Coalitions with key roles played by people's organisations	type of org and role (especially Women's groups/orgs/ PO s and youth orgs ...)	50%
		ER1.2. National Land Coalitions are sustainable, innovative and influential	# of policy changes and practices (behaviours, programs and budget allocations) contribute to securing land rights	description of policy and practice change (include countries)	25 policies 35 Practices
		<b>Strategic Objective 2: People's data is produced and used to hold governments accountable</b>			
	Outcome Area 2	ER2.1. Key actors produce and use people's data	# of key actors contribute to producing / using people data	type of actors (especially Women's)	30-35 NLCs
		ER 2.2. Countries use people's data to report on progress	# of countries in which people's data contributes to SDG Voluntary National Reports and alternative reports on land rights	type of report	10
		<b>Strategic Objective 3: Regional and global advocacy builds political commitment to people-centred land governance</b>			
	Outcome Area 3	ER.3.1. Global and regional processes recognise the right to land as key to addressing the climate emergency and other global challenges .	# of international, regional and National processes influenced by ILC members actions, especially people's organisations, women and youth	type of process, thematic issue addressed (incl. gender perspective on land rights) , involvement of women and youth	32
		ER.3.2. ILC network members, especially people's organisations, have stronger capacity to create/provoke/enable inclusive change	# of ILC members that give space to new generations of women and men and POs to be their spokespersons in national and international events	description of inclusion of young leaders at global, regional and national events	10
		<b>Gender Justice cross cutting pledge/ Defending the defenders Pledge</b>			
	Gender crosscutting outcomes	ILC Platforms are gender just	# of ILC members , NLCs and regional platforms that use and promote gender justice	type of members/platform/ type of approach	50%
		Women and their organisations have voice & agency at local, national, regional and global level	# of women and their organisations represented in negotiation and policy-making	description	10
	Defend the defenders pledge	Defending the defenders - support and protect LED and be a platform for their voices .	# of reported LED attacks through people's data initiatives (ALLIED) inform and influence custodians (UN), institutions (NHRI), governments (NSO+) and companies	description	2000



## 3 Findings

This chapter includes findings related to the six OECD/DAC criteria. Findings are based on collected data, facts and figures, as derived from the evaluation methods described in chapter 2. The sections in this chapter follow the evaluation questions and the judgement criteria agreed with ILC and presented in the inception report. Where deemed necessary and appropriate, the evaluation team have added sections, if only for readability of the report.

### 3.1 Relevance and quality of design

This section assesses the relevance and quality of design of the ILC strategy (2022-2030) and triennial workplan (2022-2024), their objectives and priorities, and how they aim to address current needs and priorities in land governance. It includes assessments of the extent to which the strategy responds to the needs and priorities of ILC members, the added value of ILC, the quality and appropriateness of the ILC strategy design, the relevance of linking ILC work to the four global challenges, and of the two Pledges, as well as how the workplan reflects the long-term strategy, and the extent to which indicators of success and deliverables are pertinent and realistic. Finally, the extent to which the “data component” of the EU funded intervention and the SDC funded Land Matrix Initiative bring added value to global efforts for data collection, analysis, and dissemination on land governance is assessed.

#### 3.1.1 Responding to the needs and priorities of ILC members

Whereas previously the ILC strategy was described as more top down and “a la carte”, i.e. not necessarily aligned with needs on the ground, this has changed. Most members consulted as part of this evaluation confirm that the network is responsive to their needs.

The planning phase is highly participatory. **In the case of the NLCs**, members first identify priorities or most pressing issues, and then agree on where they can best work together for the greatest impact. As they generally know each other’s strengths and weaknesses they can divide the work effectively. In NLC Uganda, for example, their priorities are aligned with the ILC Strategy, whilst their priorities are added to the workplan. Although this discussion takes place in a national context, it is framed in terms of the global development agenda.

There are, however, limitations to the extent to which the needs and priorities of members are being met. One such constraint is the limited amount of funding available, which means that some priority areas do not receive the support members require and choices have to be made. For example, in the case of the Philippines, most funding goes towards advocacy which members agree with, but they would like to see more funds dedicated to areas such as research and data to back up advocacy, and to cross learning events. In the case of Malawi, they would like to see more funds go to implementation of pilot projects.

In other cases, the level of demand for support within priority areas vastly exceeds resources. This was the case with a recent Call for Tenders (for the Land Rights Now campaign), that received 48 responses, but due to limited funds could only fund three, namely Cameroon, Argentina and Philippines. Another example is the training currently being carried out in Philippines on accessing carbon finance which is limited to 50 persons in three locations which is nowhere near meeting the level of demand.

Another constraint to meeting members’ needs is linked to the diversity of the network membership with some members just getting started, or getting land literacy, while others are well established organisations who have been working on land rights for many years. A question that arises in this case is “*who do you concentrate on?*” with some NLCs focussing on the former and others on the latter. This is closely linked to another issue shared with the evaluation team whereby certain members are frequently called on to share their expertise with other members

of the NLC but do not receive training themselves: There is a sense that their needs are not being met, for example, these members consider themselves to be resource providers to the NLC.

A further challenge is linked to ILC's power shift to POs, representing the women, men and communities who live on and from the land (discussed in more detail below in the section the section on Governance). This shift requires that the funding going to POs should also be prioritised so has introduced a certain bias in the allocation of funds towards these types of organisations and away from others. This is leading to a growing sense, expressed by some members, that the needs and priorities of all members are not necessarily being met and that ILC is no longer a network of equals. This is reflected in emerging tensions within the NLC between POs and non-POs, such as NGOs.

On the **regional level**, opinions vary, with some interviewees saying that the regional dimension has not yet materialised while others say that it is in process. For example, in the case of RCU Asia, the process of developing a demand driven strategy for the region has proven challenging due to the diversity of members' contexts, with three very distinct sub-regions, namely South Asia, Southeast Asia and Central Asia, with language providing an additional complication. Finding common ground is difficult given the different views and approaches adopted by these sub-groups, as evidenced, for example, by some members in Central Asia actively engaging in carbon markets whereas others in Southeast Asia are very against this global development. This complexity, combined with the lack of stable leadership of the RCU meant that there is no regional plan for Asia for the current triennium (work is agreed through annual workplans). RCU Africa specified the difficulties in aligning members' needs and priorities, whilst, at the same time, working as one coalition with one voice. For example, the RCU argued that ensuring collaboration between members that work in different parts of the continent, and which have different agendas and different approaches, is complex. Similarly, members in the LAC region said that coordinating and engaging diverse members who also have their own work and mandates is challenging.

The evaluation team identified some regional initiatives in Asia, for example on the work related to land and environmental defenders, which includes Asia-wide deliverables such as a Rapid Mechanism, a programmatic approach to LED in Asia and Partnerships and Collaborations around LED in Asia, and to a lesser extent gender related work. Other examples include advocacy examples, which are discussed in more detail under point 3.2.2.

Adding to the challenge of developing regional plans is the need to take account of the overarching global strategy. Frustration was expressed within the Secretariat at the lack of alignment between some regional strategies and the preexisting global one which would suggest that alignment is not always taking place. To this end, a template has recently been developed for the four regions to build the regional strategy for the coming triennium through a highly participatory approach. This template is due to be finalised in mid-September and implemented.

### 3.1.2 The added value of ILC

As regards the **added value** of ILC, all interviewees confirmed that being part of ILC adds value to their work, and this takes many forms. One of the main added values identified is that the network is keeping land rights on the global, regional and national development agendas. Many consider that if ILC did not exist, the issue of land rights would have fallen off these agendas. According to various interviewees, ILC frames and consolidates land rights and positions them in various global platforms and agendas, such as the climate agenda which is a new avenue for many members.

Moreover, the opportunity provided by ILC members to learn from each other is often cited as one of its main added values; through the sharing of experiences and of expertise. In this regard, the diversity of members' competences, including legal, technical, and moral, is considered a big plus, providing lots of scope for intra-learning. For example, in the case of NLC Philippines, one

of the members, PAFID, has conducted training for other members on various topics such as mapping/surveying and is currently delivering training on how to engage in carbon financing, both of which are highly appreciated. The **advocacy** role played by the network is also singled out as a major added value; the argument that they are stronger together is put forward as particularly relevant to smaller organisations, as it adds legitimacy to their stance and gives them greater visibility. Closely linked to this advocacy role is the success achieved by ILC in **raising awareness** and getting public opinion on the side of different aspects of land governance, which is also identified as a key added value, for example the Sumilao case in the Philippines (see below for more details).

ILC brings together a broad range of stakeholders from the constituencies and POs who live on and from the land, like Indigenous People (IPs); pastoralists; smallholder farmers, forest dwellers, fisherfolk, women and youth, but also governments, civil society organizations, intergovernmental organizations and research institutes. Being able to engage collectively outside, as well as facilitate dialogue within the network, for example between World Bank and POs, is a key added value of ILC. Similarly, the **high level of representation of POs and constituency groups** within the coalition is considered another major added value. As noted by the ILC,

*“Our added value is to connect people working on land and give them tools to make bigger impact. Each of our members have a different focus. We work with all of them and focus on the priority of land so they can put that on the agenda.”*

*- Staff member -*

Giving voice to POs and engaging them in processes alongside government and international organisations is a key added value of ILC membership. Also, given the focus of many other key actors, including ILC members IFAD, FAO, and the EU, on the need to directly engage with POs makes ILC a good complementary partner. Another area highlighted by representatives of the One Team and ILC members is the so-called **network effect** whereby ILC provides opportunities for both national and regional organisations to get involved with like-minded organisations in other regions; ILC serves as a window to the world, helping NLCs to think regionally and globally.

A good indicator of the added value of the ILC is the number of applicants to the network. In the Philippines, four organisations applied to become members. These positive perceptions do not mean to say that there are no tensions within NLCs and RCUs. On the contrary, in certain cases, some of the members have an antagonistic history. But this is also considered a plus of the network; by keeping people together and focused, it pushes them to work together in pursuit of a common cause, emphasising the notion of co-existence.

On the **regional level**, the main added value identified by the evaluation team includes the potential learning between countries, for example, the Philippines learnt from Indonesia about REDD++ and how to deal with HR violations, while Indonesia is learning from Philippines about community organisation. Even for countries with very different contexts like Myanmar, the scope for cross-country learning is still there. For example, member strategies on different issues can be shared with Myanmar. Another added value of the regional dimension is the bridging role that can be played by the RCU between the ILC secretariat and the region they represent. Here, the interpersonal relations between RCU members and NLCs and regional platforms play a key role in building trust and ownership due to the closer cultural ties between them. Other examples of added value were identified such as the positioning of land on the regional agenda and the role played by the RCU in supporting members with resource mobilisation.

### 3.1.3 Quality/appropriateness of the ILC design

The ILC design includes both the Theory of Change (ToC) graphic and the results framework (RF). The evaluation team looked at both instruments/tools in assessing the appropriateness of the

ILC design. Whilst some of the findings and observations in this section reflect our own M&E expertise, additional findings are introduced from qualitative data:

According to ILC's ToC as described in its 2022-2030 strategy and in section 2.2 of this report, the three levels of intervention (the three outputs under the sphere of control) are identified as relating to NLCs, Data and Regional and Global Advocacy (but are not formulated as outputs e.g., increased institutional and financial capacity of NLCs, land related data available or Increased awareness of land rights). In the case of the sphere of contribution, 4 outcomes are identified in terms of changed policies and practices, increased accountability and international commitments to PCLG. What is interesting is that three of these four outcomes are specifically linked to an SO e.g., increased accountability is linked to SO2 whereas policies are linked to SO1 etc. This linking of outcomes to specific SOs does not fully capture the underlying change process as described in the Strategy described above nor does it capture interlinkages between outputs and outcomes e.g., the generation of people's data will not only lead to increased accountability but will also provide input into policies (SO1 according to graphic) and political will (SO3 according to graphic). Likewise, the interlinkages between the three SOs and how they will bring about the desired change also needs to be made more evident.

What the goal of **people-centred land governance (PCLG)** means needs to be made more explicit i.e. the link between PCLG and the ILC's 10 commitments. Whilst this link might be clear to members of the One Team it is not necessarily the case with other stakeholders. Furthermore, as it stands, PCLG reads more like a means to an end rather than an end in and of itself. A more appropriate formulation of this goal would be 'securing land rights for and with people, who live on and from the land'.<sup>8</sup> Another observation on this ToC is the lack of reference to the two ILC Pledges related to LED and Gender Justice. Finally, the link with the four challenges of climate crises, shrinking civic spaces, inequality and unsustainable food systems, would be more compelling if they appeared on the far right of the ToC i.e. a consequence of PCLG would be a positive impact on climate crises, inequalities, etc. It is also worth noting that there are no assumptions identified. As assumptions are a key component of theories of change, this needs to be rectified.

The **ILC results framework (RF)** associated with the 2022-2030 Strategy is partially presented in section 2.2. The impact statement is the same as the one identified in the ToC, but there are only three objectives (SO) here and they are given different definitions, namely SO1: NLCs advance people-centred land governance, whereas in the ToC the corresponding outcome is policies; SO2 is People's data is produced and used to hold governments accountable; no reference to corporations is made, and SO3 is: Regional and global advocacy builds political commitment to people-centred land governance, whereas the ToC refers to international commitments to people-centred land governance. It is not clear where the fourth outcome depicted in the ToC fits. Ideally the outcomes in both the ToC and the results framework would be the same. As regards the indicators listed in the results framework, the three indicators for the overall goal (impact) of the coalition, namely PCLG, are identified as (i) % of people with secure land rights in NLC countries; (ii) % of NLC countries in which women's land rights are recognised and (iii). % of countries that report on land SDGs. It is not clear why these three were selected as the most appropriate means of measuring PCLG, for example, in what way does the fact that a country is reporting on land SDGs indicate that it is practicing PCLG and why are WLR given precedence over Indigenous People's land rights for example. Given that PCLG is supposed to be strongly linked to the 10 commitments and that in turn the LANDex indicators developed under SO2 are also drawn from the 10 commitments, the evaluation team would have expected to see the link between them made explicit here. For example, some more relevant impact indicators from LANDEX are:

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<sup>8</sup> See more information [here](#).

1B. Women and men with legally recognized documentation or secure rights to land disaggregated by type of tenure;

3C. Those living on community land perceive their rights to land protected against dispossession or eviction, disaggregated by sex;

5C1: Those living on indigenous land who perceive their rights to land protected against dispossession or eviction, disaggregated by sex;

5C2: Percent of land held or used by Indigenous Peoples that is recognized;

9C: Land grabbing cases where corrective action was taken against violators etc.

To select the most appropriate indicators, it is important to have a clear definition of what PCLG means.

Another issue with the current version of the ILC RF is the introduction of certain “Expected Results” (ER) per SO. This term is no longer in use as all levels of a Logframe, including outputs, outcomes and impact, are expected results. Secondly, some of the ER go beyond what the corresponding SO is trying to achieve, for example, ER1.2 NLCs are sustainable, innovative and influential; innovative and sustainable NLCs go well beyond the corresponding SO of NLCs advance PCLG. Likewise, ER3.2 ILC network members, especially POs, have stronger capacity to create/provoke/enable inclusive change, goes beyond SO3 (Regional and global advocacy builds political commitment to PCLG) and seems to be more linked to SO1.

Some indicators in the RF are not appropriate for the SO, for example, % of NLCs with key roles played by POs (what constitutes a key role is not specified) or # of key actors contribute to producing / using people’s data where key actors are supposedly women’s groups or PO and yet the baseline and targets only refer to NLCs. And on output level, the relevance of some indicators is questionable, e.g., number of knowledge produced, number of trainings, number of advocacy actions. There is also an issue around the comparative power of certain indicators, for example, # of policy changes and practices (behaviours, programs and budget allocations) contribute to securing land rights; how would one compare the approval of a law extending the agrarian reform process by 10 years with an additional budget of 50 billion pesos to a law forgiving outstanding debts on distributed lands estimated at 15.000 pesos per farmer. The column dedicated to qualitative indicators contains information more related to disaggregation levels. Some of the targets have been set in the absence of baselines, which makes it inherently difficult to measure progress related to ILC’s interventions.

And then there is the triennial workplan which identifies a series of “indicators of success” and deliverables for each of the three SO and two Pledges (as well as other support services such as communication and M&E). By way of example, the indicators of success for SO1 are listed in the workplan as:

**We will measure our success by:**

- 50 % of National Land Coalitions with key roles played by people’s organisations.
- Contribution to 25 changed policies in 15 countries.
- 5 governmental and multilateral agencies collaborate with National Land Coalitions, leading to changes in programmes and/or investment.

If we compare this with the information above for the RF, the first target remains the same, the second one only refers to policies, no reference being made to the 35 practices listed in the RF while the third target is new i.e. not referred to in the RF.

The **key deliverables** for SO1 are identified as:



- 35 National Land Coalitions supported to be change-makers in their countries
- 30 National Land Coalitions adopt the Stand 4 Her Land Campaign
- 5 partnerships established between National Land Coalitions and IGO-funded programs
- 10 National Land Coalitions mobilised operational funding
- 16 National advocacy policy dialogues and other land reform roundtables convened
- 90 local level communities dialogues, consultations, and advocacy events held
- 6 media campaigns launched in National Land Coalitions
- 2 global supporters of national partnerships on land join LandCollaborative
- 45 capacity strengthening events for facilitators in 20 countries, including 9 addressing people's organisations
- 35 facilitators improve their competencies and skills
- 12 learning notes on national multi-stakeholder partnerships
- 3 good practice/'how to' notes on giving leadership to people's organisations
- 6 regional or cross regional policy briefs and knowledge products

These deliverables or outputs/activities should reflect the outputs listed in the RF.

### 3.1.4 Relevance of linking ILC work to the four global challenges, and of the two Pledges on gender justice and LEDs

The four global challenges referred to in the 2022-2030 Strategy are climate crises, shrinking civic spaces, inequality, and unsustainable food systems; *"Together with partners beyond our coalition, ILC works to build visibility and political will to achieve the TEN COMMITMENTS as priority areas of action for people-centred land governance as key to addressing the **climate emergency, and other global challenges, including overcoming inequality, building peaceful and democratic societies, and strengthening sustainable local food systems**".* Global challenges are addressed by linking them to land rights, opening alternative funding sources, and the operationalization of the two pledges.

The **four global challenges** are elaborated on in the triennial workplan with the emphasis placed on climate change and ecosystem restoration but also on inequality between men and women: ... *"we are working in a context where global attention remains largely on urgent crises rather than structural questions of land rights. That is why our strategy puts land rights at the centre of meeting the most urgent challenges of our time: avoiding catastrophic climate breakdown, building peaceful and democratic societies, sustainable and resilient local food systems, and overcoming growing inequality – particularly gender inequality. In this triennium, we will work to build partnerships to make ILC visible, active and funded beyond the land community – because land connects everything. We will also integrate our programming against each of these four global challenges, to show our transformative impact against them, and to bring on board non-traditional donors...Linking the impact of ILC activities to the four global challenges will enable ILC to build alliances and gain donor support from beyond the land sector. **We will prioritise building these linkages with respect to climate change and ecosystem restoration, and inequality between men and women.**"* They are also addressed under ER 3.1. of the RF: Global and regional processes recognise the right to land as key to addressing the climate emergency and other global challenges.

The evaluation team considers highlighting the link between land rights and these global challenges a good practice, firstly because of its inherent logic in that land is a crucial factor in all of these, but also because it opens possible other sources of funding, for example climate finance. It is also worth noting that the ten commitments underpinning the ILC mandate include one specifically related to locally managed ecosystems and another on small-scale farming systems, so some of these links have been there from the outset. Some interviewees also pointed out that it is not enough to get secure tenure for farmers; given the prevailing culture of dependency that exists between farming communities and landowners, titling activities need to be accompanied by support services looking at other issues, such as productivity and conservation. This reflects this broader perspective adopted by the ILC: There is an immediate link with two of the four challenges, namely Climate Change and Food Systems (see text box 1).

**Text box 1: Link between climate change and food systems**

Land is at the centre of finding solutions to climate change, food security and biodiversity loss, for example, through sustainable land use practices, agroecology and land restoration promulgated by Indigenous Peoples (IPs), smallholders and family farmers/peasants, forest dwellers, fisher folks and pastoralists. Evidence shows that the lands and territories under the custodianship of IPs and other local communities contain most global biodiversity hotspots and most effective carbon sinks. Pastoralists, in turn, are stewards to large portions of the world's rangelands, which cover 54% of the earth's land surface and include grasslands, wetlands, shrublands, and other areas that serve as important and stable sinks for atmospheric carbon dioxide.

We also know that where smallholder and family farmers/peasant, forest dwellers and fisher folks enjoy land tenure security, their practices are more likely to reflect a sustainable land use. Climate change, biodiversity loss, food insecurity and land degradation are intricate, interconnected processes that impact various aspects of our lives. Effective governance and management of land play a crucial role in sustainable development, including food systems, and the well-being of global communities and ecosystems. Recognizing the interdependence of these challenges, we now know that tackling these intersecting emergencies, a shift in focus is needed, with land emerging as the central cross-sectoral factor, forming the basis of our coordinated efforts to address our planetary crises.

However, whilst there is broad agreement that the linking of land rights to these key global challenges is logical, there is less clarity about how it will be translated into concrete actions. To date, progress has mainly been made regarding climate change and ecosystem restoration through the "People, Climate and Nature Programme".<sup>9</sup> The draft concept note for this programme makes the link between land and climate change and food systems, as summarised in annex C.

Representatives of both the One Team and the NLCs would like to see the holistic/programmatic approach that was applied to the development of People, Climate and Nature programme extended to the other three challenges. In addition, these priority cross-cutting workstreams are perceived as inadequately resourced (see section 4 on Efficiency for more details on this issue).

As regards the opening of **possible alternative funding sources**, this is also confirmed as a positive development by interviewees and in some countries, climate change (and gender related initiatives) already constitutes a significant proportion of leveraged funding. Citing the case of climate change and more specifically the Convention on Biodiversity's (CBD's) specific acknowledgement of IP conservation areas as a prime example of effective conservation

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<sup>9</sup> See more information [here](#).

governance models, has facilitated access by several NLCs to funding from the Rain Forest Trust. This is a good example of how linking land to these higher-level goals can be effective in terms of accessing funding.

The pivot towards POs is also seen as relevant in this context, for example, many of larger donors, including ILC members, want closer engagement with POs in addressing climate change/biodiversity, like the World Bank's multi donor trust fund: Enhancing Access to Benefits while Lowering Emissions (EnABLE), whose overall goal is to enhance social inclusion and gender equality across the World Bank's climate finance activities. Specifically, this includes marginalized communities and disadvantaged and vulnerable groups, like Indigenous Peoples, local communities, women, and young people, as potential beneficiaries of emission reductions programmes under the Scaling Climate Action by Lowering Emissions (SCALE) initiative and its affiliated trust funds. The direct impact is intended to maximize beneficiaries' carbon and non-carbon benefits, which in turn will contribute to a range of broader outcomes, including improved livelihood resilience, biodiversity conservation, and climate change mitigation.

As regards the two pledges on gender justice and LEDs, both of these topics are considered highly relevant by key informants in headquarters (Rome) and in the field.

### **3.1.5 How the workplan reflects the long-term strategy, and the extent to which indicators of success and deliverables are pertinent and realistic**

The **ILC triennial workplan** reflects the longer-term strategy (2022-2030) and provides detailed information on the work to be carried out under each of the 3 SOs and 2 Pledges as well as activities related to governance of the network, monitoring and evaluation, knowledge management and learning and communication. As regards the indicators for success and deliverables, these are not very ambitious given the overall level of ambition the network has set itself through its 10 commitments. For example, if we consider the indicators of success for SO2, there is a gap between 30-35 NLCs having full LANDex data and applications and 10 countries using people's data to develop parallel reports or SDG reports and the overall goal of SO2 which is "People's data is produced and used to hold governments and corporations accountable. This goal is better reflected in Landex indicators such as: National information on public land deals are made publicly available; Land grabbing cases where corrective action was taken against violators; Free Prior and Informed Consent (FPIC) and other safeguards are implemented in largescale land transactions and Percent of land held or used by Indigenous Peoples that is recognized. What is missing from these "indicators of success" is the link to the accountability of governments and corporations. As they stand, they are limited to the production of data and its use in a very narrow context, such as Parallel and SDG reports. The deliverables are also basically a series of activities and outputs that are not clearly linked to the achievement of the ILC's higher level goals.

### **3.1.6 The added value of the EU funded intervention, and the SDC funded Land Matrix Initiative<sup>10</sup>**

The **data landscape** is complex, comprising several distinct data initiatives, each with its own raison d'être and no connection between them. The concept behind LANDex arose in 2016, in discussions on the importance of land monitoring by civil society and in response to the need to **overcome fragmentation in existing initiatives**. Over the course of the next two years – through eight global and regional consultations – a long list of monitoring initiatives and indicators (250) was narrowed down to 33. These indicators are organised according to ILC's 10 Commitments

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<sup>10</sup> Note that this section provides an overall assessment of LANDex which is ILC's Global Land Governance Index comprising pre-existing data initiatives such as PRIndex, Land Matrix, LandMark, Land Portal as well as directly collected community generated data. Specific data initiatives such as LMI have not been evaluated in detail due to resource constraints.

and follow a human rights-based approach to monitoring: they measure the legal framework, levels of implementation and consequent results, outcomes or perceptions of progress towards PCLG. In 2018, LANDex was piloted in Colombia, Nepal and Senegal.

There are now 11 countries implementing LANDex, and the target of 33 is expected to be achieved by the end of 2025. Using a diversity of data sources, the tool strengthens the land data ecosystem prioritising data that is people-centred and disaggregated by sex, tenure, ethnicity, affiliation and age, whenever possible. In creating LANDex, the idea was not to reinvent the wheel but instead to identify opportunities to collaborate and align with ongoing initiatives at the local, national and global level. For each indicator, existing methodologies were identified or developed in the case that none existed. In general, the methodologies fall into four categories: i) people-based assessments, which draw on the experiences of individuals, ii) calculations, which depend on best available data, iii) survey-based, which are drawn from third-party generators such as PRIndex, Land Matrix, LandMark, Land Portal, Transparency International and iv) crowdsourced, which is used to collect data for 10C on violations against defenders.<sup>11</sup>

In line with its goal of PCLG, more than half – 18/33 – of the indicators in LANDex rely fully or partially on people-based assessments. These indicators include a series of questions that respondents answer to assess progress towards a subjective topic or subject. To ensure the quality of the data that deals with questions about the legal framework, 10 of these 18 indicators rely on assessments completed by designated legal experts.

Some NLCs show more interest in the potential of data than others. For example, NLC DRC highlighted the potential added value of LANDex to take stock of the land situation and changes, which they can then use as a source of dialogue with the national government. Likewise, in Tanzania, the NLC has recently approached the National Statistics Office to share data. Usually, the national government does not accept other sources of data, so by partnering with the National Statistics Office and feeding LANDex data into their datasets, the NLC has created a situation whereby the national government is more open to accepting data from alternative sources e.g. LANDex data. The National Statistics Office sees the benefit of the partnership in that their data is enriched, and gaps are filled. The same situation was reported in Philippines.

Partners highlighted that an added value of LANDex data is that it is improving their knowledge on what is happening in their countries, allowing them to identify where the gaps are and where they should prioritize their interventions. NLCs and RCUs, however, discussed that further capacity strengthening is needed to understand how to use the data for advocacy purposes. The potential of the data is there but the operationalization is somewhat lacking, NLCs said.

Further to criticisms that the system was overly demanding, in terms of collecting data against 33 indicators, and not user friendly, the tracking of all 33 indicators was no longer obligatory and participating NLCs now only need to track core (around 15) indicators. Likewise, in response to the criticism that the system is targeted at data/M&E experts but not grassroots organisations, a newer version of the tool was developed for non-data people including data such as killer facts per indicator. Notwithstanding these efforts to improve the user friendliness of LANDex, criticisms remain. These include the accessibility of the tool as well as the accuracy of some of the global datasets used by the tool; a few interviewees referred to issues arising with PRIndex<sup>12</sup> where the data was considered misleading. For example, according to PRIndex, more than 80% of people in Argentina were recorded as feeling secure in their tenure, with women feeling more secure than men. However, this statistic was contradicted by Argentinian women who participated in a subsequent focus group discussion. They said they did not have secure tenure

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<sup>11</sup> See more information [here](#).

<sup>12</sup> Please note that the evaluation team was unable to carry out an in-depth assessment of any of the global datasets that feed into LANDex such as PRIndex. What we are reporting here are comments and observations made by data users to the evaluation team.

rights. The explanation put forward for the biased findings was that the PRIndex model is population based, so in countries such as Argentina with a concentration of the population living in urban areas, a bias is introduced into the data, exacerbated by the fact that Indigenous Peoples are excluded from data collection. This is not to say that PRIndex data is not relevant in other circumstances or contexts, but in the case of ILC, with a strong focus on rural populations and specific groups such as IPs, its relevance seems questionable. As PRIndex is responsible for 5 of the 33 indicators, the relevance and robustness of the data it provides needs to be assessed as it runs the risk of undermining the broader LANDex initiative. On the other hand, Land Matrix, Landmark and ALLIED were frequently referred to in positive terms.

Other criticisms made about LANDex were that despite one of its main added values being put forward as people centred data, several interviewees commented on how data does not yet represent the needs of the communities; some members went so far as to say it is useless. For example, in the Philippines, one of the NLC members is frequently called on by IP groups concerned that a mining concession might impact their land. In their opinion, LANDex should be able to tell them whether this is the case or not but cannot. The NLC member must do this work. Another example is the work being done by another NLC member to support IPs who will be impacted by the construction of two dams, funded by a Chinese loan. For the NLC Colombia, the point was made that their priorities and focus were not included in the LANDex indicators and that this is a reason why they do not use it.

The general feedback provided was that LANDex is too centralised and not aligned with what is happening on the ground (community generated data). In line with its PO focus, ILC should be promoting data collection mechanisms on the community level and this data needs to be continuously and systematically collected, and not just when conflict breaks out. Another area for improvement includes the potential for more peer-to-peer exchanges between data Focal Points (FPs) for example of Philippines and Brazil. And finally, the question of how the FAO's Global Observatory (GLO) would impact LANDex (and vice versa) was also raised.

There are however some positive examples of how data can potentially be a powerful tool for advocating on land rights. The case of the Saramaka<sup>13</sup> people in Suriname is an example of how data can contribute to local advocacy efforts. The case study (see text box below) shows the potential of data and tells the story of the sort of efforts and collaboration that is needed to make a case. The research is being put forward to the American Court of Human Rights this summer and was presented during the COP. Though it is unclear what will come of the research, how it will be received in court and what the outcomes will be, there is a clear indication that this could be an example of one of the added values of data.

As regards the links between the data component i.e. SO2 and the other two SOs, several commentators (in the Secretariat and NLCs) felt that the links between SO2 and SO1 are not being sufficiently exploited. LANDex is creating a huge amount of data, but it is not clear how this data is being used and how it is bringing change, mainly because data is not yet used extensively. In the case of NLCs some really use the data, for example, Argentina, but others just do the minimum. In the case of SO3, there is better integration e.g. for some of the advocacy activities and shadow reporting on CEDAW, but again, this link could be strengthened. Another issue is the lack of monitoring/tracking of the use of data produced by SO2. Links between SO2 and the RF are also reported to be weak, and SO2 data is not aligned with the data section of M&E reports. Overall, the feedback received suggests that SO2 appears to have its own trajectory and is not sufficiently embedded in SO1 and SO3, suggesting that SO1 and SO3 should have been involved in the design of SO2-co-ownership.

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<sup>13</sup> <https://learn.landcoalition.org/es/good-practices/leading-case-secures-recognition-of-indigenous-peoples-land-rights/>



**Text box 2:** A case study on the Saramaka people in Suriname

A recently released study<sup>1</sup> (June 2024) shows the extent of damage caused by illegal mining and logging concessions in Suriname. Researchers used cutting-edge geospatial technology to uncover massive losses of biodiversity on the lands of the Saramaka people, a tribal group consisting of over 25,000 individuals living and taking care of 1.4 million Ha of pristine forest in the Amazon.

The data reveals that the government has illegally granted 32% of Saramaka territory – amounting to 447,000 of 1.5 million Ha – in logging and mining concessions, causing over 60,000 Ha of damaged or degraded forest: roughly the size of Singapore. An additional 100,000 Ha surrounding their ancestral territory and directly affecting Saramaka livelihoods, have been damaged or completely deforested.

Through efforts of the ILC Secretariat, global members were called upon to create a mapping, collect satellite images, and reports on negative outcomes for the Saramaka people with the participation of youth. A petition was sent out, but this was not enough, the ILC Secretariat said. A digital campaign on change.org was initiated and was strengthened with secondary research.

Saramaka leaders hope that this new research, coming from Landmark will help turn the tide. The study says:

*“Landmark is providing critical data on the status of Indigenous Peoples and community lands. This is the first time in a decades-long battle for recognition of their rights that the Saramaka Peoples have evidence to bring to their government to show how these activities are encroaching on their land,”* says Jeremy Bourgoin, co-author and researcher with CIRAD and the International Land Coalition.

*“It’s amazing to see how with data, evidence and the support of international organizations, the Saramaka people are building such a powerful movement,”* says report co-author Sara Ramirez Gomez. *“When the construction of Palmera Road started, I saw how they felt powerless against that giant. Today, they’ve gained confidence, and feel their voices can be heard. This is the first time ever the Saramaka will protest. It’s a historical moment for them.”*

## 3.2 Coherence

This section of the evaluation report considers how the ILC global workplan aligns with regional and national workplans, as well as synergies and relationships with other key stakeholders on the global, regional and national levels. Overall, the

### 3.2.1 Aligning ILC workplan with regional/national initiatives

The NLCs operate based on annual contracts and seed funding, also known as catalytic funds, to implement the activities defined in their annual workplans and to support the NLC facilitator. These **annual workplans** are based on longer-term, three or five-year national strategies. In theory, these national workplans feed into the regional workplan, which in turn feeds into the global annual workplan, making it a bottom-up process. A steering committee on the regional level, consisting of the RCU coordinator, a member of the ILC Secretariat and four elected NLC members, meet on a quarterly basis to discuss priorities and ways forward regarding activities on the regional level. They are also the decision-makers on which themes and topics should be prioritized on the regional level, thus influencing the areas in which the RCU can support the NLCs. African-based NLCs confirmed they meet monthly to discuss their progress on the workplan.

**Thematic work** on relevant themes, such as the two Pledges, is supported through thematic focal persons on the national, regional and global levels. For example, there are 15 regional thematic

platforms in Africa and LAC, among which are women's land rights, ecosystem restoration, indigenous land rights and land defenders. RCUs and NLC facilitators confirmed that the regional platforms meet virtually monthly to align activities and to discuss progress on relevant themes. NLCs and the RCUs also meet annually.

RCU Africa aims to keep close relationships with ILC and African members through monthly calls with the ILC secretariat, quarterly one-on-one calls with each member, quarterly calls with NLC facilitators, and a further annual meeting with all members during which the NLC discusses and develops the new annual workplan in line with their regional strategy. RCU Africa stressed that these calls must continue and that the calls are key to keep an overview of the regional platform, of members' priorities and that these interactions are a mechanism for accountability.

The assumption underlying the **workplan development process** is that the ILC strategy informs the national and regional workplans, but that there is space to contextualize national workplans, based on their specific priorities. Hence, in the example of the regional platform in Africa, the workplan is aligned with the ILC strategy in addition to the region's priorities determined by NLC members. A main challenge in developing the workplan is the limited funding received from ILC.

Overall, NLCs and the Africa and EMENA RCUs mentioned that limited funds require them to prioritize and choose areas of intervention, and that it limits them from doing all that they want to do. Another challenge is in coordinating and aligning diverse contexts and NLCs with diverging priorities and experiences at the regional level. For example, though small, the EMENA region is extremely diverse with European NLCs' priorities focusing more on green energy and conservation, eastern European NLCs focussing more on protecting land tenure, and MENA-based NLCs operating in conflict-affected areas.

This challenge is exasperated by differences in language and in capacities. For example, in the Asia and EMENA regions, members speak many different languages, like Arabic, Albanian, Russian, and Spanish. Communication between the RCU, NLC and members who are not proficient in English is difficult. In addition, members vary in capacities, including in their understanding of land governance and implementation. Hence, RCUs iterated the need to continue strengthening grassroots organizations and nascent members' capacities so that they may be empowered to speak the same technical language on land governance and land issues as members who have more experience.

The **participatory and inclusive approach** to workplan development is commendable as it speaks to putting PCLG at the centre for creating change. NLCs in Malawi, Tanzania, and Uganda spoke about how they see members become more empowered by being included and by being given the opportunity to decide their own priorities and approaches. The process of linking SOs to each other in workplans remains in process, as conversations for understanding between NLC members, the ILC secretariat, and the RCUs are ongoing. For example, ILC stated that for the next triennial their intentions are to work from the national workplans to the global one, instead of having the ILC Secretariat provide an underlying strategy.

The evaluation team commends the participatory and inclusive approach to developing workplans, as it supports the power shift towards PCLG. The design is driven by the ILC strategy and ToC but is foreseen to be driven more by members in the next triennial. This will allow for even more alignment with the ILC Strategy and in support of the goal PCLG.

### 3.2.2 Synergies and relationships with other key stakeholders

One of the goals of ILC is to create greater convergence around land rights among the different actors operating on the national level. The degree of convergence achieved varies greatly among countries and according to members of the One Team. The evaluation therefore determines that there is progress towards convergence, but that it is not equal. There are three categories of NLCs: those who have fully embraced the concept, like Senegal and Tanzania, and more recently Colombia, which was facilitated by the recent change in government; those who have some

degree of convergence, like the Philippines, though not with government, and those who reject the concept, like Cambodia. Examples of different levels of synergic relationships are numerous:

**On the global level,** ILC has created synergies and partnerships with various international organizations and institutions for advocacy, knowledge management and resource mobilization purposes, including large multilateral organisations as well as research institutes such as FAO, CIFOR, the Rainforest Trust, the Tenure Facility, and the World Bank. In the case of CIFOR, they presented the research they had carried out in collaboration with ILC, on enabling conditions for more effective and more equitable partnerships between civil society organizations and governments in the land sector during the ILC organised learning week (11 – 14 June 2024) in Kampala, Uganda. A toolkit based on this research and for support of members and external stakeholders is in development.

As regards resource mobilisation (see section 3.4.2 for more information), ILC's focus on people's organizations means that they are an ideal partner for many international organizations. For example, FAO is keen to work with ILC and perceives them as being a complementary partner. Also, IFAD seeks engagement with people's organizations on the national level, which ILC could support them in (see section 3.4.1).

International organizations argued that ILC's approach to supporting synergies and relationships is different from other organizations. More specifically, international organizations spoke positively about ILC's focus on PCLG. There is a challenge, international organizations argued, however, in determining how and how much ILC should be involved in creating relationships between institutions and decision-making bodies on a national level. For example, NLC Togo is not known to the national government, hence, the question is what ILC should do to support relationship building between the NLC and national decision-makers e.g. to advance SO3.

**On the regional level,** for example, the RCU EMENA hopes that a partnership with the [Arab Land Initiative](#) can support them to do advocacy on the regional level and in supporting them in strengthening members' capacities by inviting them to webinars and other trainings. RCU Africa aims to advance their contributions to SO3 above and beyond their own capacities by partnering with the Intergovernmental Authority on Development ([IGAD](#)) in Eastern Africa, an institution that aims to contribute to a region where people enjoy a safe environment alleviating poverty through appropriate and effective sustainable development programmes by focusing on land governance and related issues.

The added value of the partnership is that members can engage with policy makers in IGAD member states that would not have been accessible to them otherwise. As a result of the partnership, RCU and NLC members engaged in dialogue with IGAD last year and were able to play a key role in including civil society and in informing the ongoing process of developing national land policies in countries where IGAD was supporting national governments in drafting new land policies, like South Sudan. IGAD member states, RCU Africa said, were open to work with the RCU and NLCs, because of the standing relationship with IGAD. The MoU expired in 2023, though a renewed partnership and MoU is in the making. Finally, RCU Africa is also partnering with an organisation that specializes in mapping. They have offered technical support to members who have expressed their need for support.

**At the national level,** national decision-makers iterated the benefits and added value of working with civil society. On the one hand, NLCs and members can contribute to increasing national decision-makers understanding of land governance issues on the ground. For example, the national government in the DRC relies on civil society to diagnose the challenges people face in the rural areas and to communicate these to them. This allows national decision-makers to make informed decisions regarding policies and national budget allocations. They also said they count on the NLC and its members to coordinate and facilitate local and national actors for implementation of their plans and projects, as well as to facilitate discussion among local stakeholders before these are presented to the coordination body on the national level. The

relationship that has developed is one of collaboration on which both the NLC and the national government can build.

In the case of the Philippines, there is a good degree of complementarity/synergies between the work of the ILC and key donors. For example, the collaboration between NLC members and USAID's INSPIRE programme and the World Bank's SPLIT programme. In the case of the latter, one of the NLC members is working with them to resolve difficulties that have emerged during the implementation of their titling programme, such as overlapping titles and incorrect mapping. They are also providing input to the World Bank with a view to putting in place a safeguards policy though this seems to have stalled in recent times. Interestingly, the links with IFAD and EU projects are less evident. The notion of NLC members as service providers to these other donor organisations is something that should be strengthened.

Similarly, in Malawi, high-level government officials discussed their positive relationship with the NLC:

*Because now we have a facilitator. The communication is so strong compared to just having a civil society organization at a local level working with the ILC. It's more stable. It's more consistent.*

*- High-level official -*

As Malawi is currently going through land policy reform, their focus on working with civil society has transferred from monitoring to implementation of pilot projects. High-level officials iterated the added value of the NLC in that NLC members can reach people in the rural areas and can more easily work with vulnerable populations.

Also, the NLC can push the government and advocate for needed change in a way that national decision-makers working for Ministers cannot: As their mandates are different, high-level government officials must follow the lead of the Government, whereas civil society is best placed to flag needed changes in policy and practice. High-level government officials said that continued dialogue and close working relationship between them and NLC members allow for a more integrated process of change. NLC Colombia, Tanzania, Malawi, DRC, and Uganda stated that they are in continued dialogue with their respective governments for monitoring purposes, diagnosing challenges, and for implementation of government's plans. In engaging in dialogue, NLCs are indirectly holding governments to account.

NLC facilitators from Tanzania, Malawi, DRC, and Uganda, and members of the NLC Uganda said that the added value of the NLC is that they can learn from their peers, they can build on each other's experiences, and that they are stronger together. For example, the strength in numbers is that they can share tasks and that they can work on more challenges in the land governance sector simultaneously. Though NLC facilitators said that it takes a lot of their time and energy to continuously coordinate members, and that relationship building is still in process, there is now increased collaboration among NLC members, which supports coherence of the NLC and their efforts, and creates synergies in their work.

For example, in Uganda, the NLC was presented with an unexpected opportunity to engage in dialogue with the national government. However, the seed funding they had received from ILC had already been earmarked for other activities in the workplan. An NLC member who is an international organization offered to provide the funding for this opportunity, which enabled the NLC to do advocacy at the national level. It is unclear what the results were from this activity.

The evaluation team determines that partnerships allow coalitions on all levels to expand on their work, to implement activities and reach their goals in a more efficient way. The evaluation team sees this as a good way to advance people-centred land governance, as demonstrated by the various examples from the global, regional, and national levels presented above.

### 3.3 Effectiveness

This section considers the extent to which ILC is delivering on its workplan. More specifically, the section includes findings on progress regarding the indicators of success and the effectiveness of the MELCK framework.

#### 3.3.1 Progress regarding the indicators of success

The triennial workplan identifies a series of indicators of success and deliverables for each of the three SOs and two Pledges as well as other support services such as communication and M&E. Note that for the overall goal of PCLG, there are no indicators of success in the current workplan as this is considered a long-term goal, to be achieved by 2030.

Overall, the evaluation assesses that progress is mixed and that there are areas for improvement. Indicators of success as listed in the workplan and progress towards them are assessed in more detail below for each of the three SO as well as the two Pledges.

Indicators of success for **SO1** are listed in the workplan as:

- 50 % of National Land Coalitions with key roles played by people's organisations
- Contribution to 25 changed policies in 15 countries
- governmental and multilateral agencies collaborate with National Land Coalitions, leading to changes in programmes and/or investment

Progress against these indicators can be summarised as follows:

- 33% of National Land Coalitions with key roles played by people's organisations
- 37 policies, 54 practices and 30 agendas changed to contribute to land rights
- . In total, 58 ILC members were part of NLCs.<sup>14</sup>

The target for the first indicator of success was not reached whereas the second target was exceeded. Though as noted above, there are inconsistencies between the indicators of success listed in the workplan and those in the RF so here the indicator of success only refers to policies, not practices. The RF does not include an indicator for collaborations between governmental and multilateral agencies collaborate with NLCs.

To support NLCs in their goal of advancing people-centred land governance (SO1), ILC provides both financial and non-financial support through structured learning, knowledge exchange, technical assistance, and advocacy:

*Members are self-sufficient and don't need as much guidance in the global advocacy spaces. ILC discusses advocacy messages and collects from members what messages are important.*

*- Partner -*

Key support activities carried out in 2022,<sup>15</sup> included consultations with land rights experts and support to members in COP-events where they were able to showcase their experiences and technical expertise. The Land Rights Now (LRN) campaign was also launched, and peer-to-peer exchanges were held, such as the conference in Asia. In 2023, the learning cycles continued, ILC supported the VGGT+10 initiative, and NLCs continued to engage in national dialogues

For **SO2**, the indicators of success in the workplan are:

- 30-35 National Land Coalitions with full LANDex data and applications
- 10 countries used people's data to develop parallel reports or SDG reports

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<sup>14</sup> Ibid.

<sup>15</sup> ILC Annual report 2022



Progress against these indicators can be summarized as follows:

- 26 National Land Coalitions and 12 key actors with full LANDex data and applications
- 12 countries used people's data to develop parallel or SDG reports.

So, both targets were exceeded in 2023. This is not surprising, as the SO is being led by the ILC Secretariat, and, therefore, steps towards progress can be taken more efficiently. For example, the target number of key actors that contribute to producing/using key data at 30-35 NLCs was exceeded to include 26 NLCs and 12 actors. In addition, the target number of ten countries in which people's data contributes to SDG Voluntary National Reports and alternative reports on land rights was also exceeded by two.

Bearing in mind the SO which these indicators are supposed to be measuring, the evaluation team consider that the latter could be a lot more ambitious. According to the workplan, SO2<sup>16</sup>: People's data is produced and used to hold Governments and corporations accountable, which is to be achieved through the generation of people's data and its subsequent integration into global reporting mechanisms, like CEDAW and the SDGs. An added focus is on generating data for LEDs and gender justice. Examples of how ILC has used data include, collected LANDex data in 2022,<sup>17</sup> involving 26 Pos. ILC collaborated with key actors to use data for accountability. In 2023, ILC refined the LANDex tool and developed regional data packages and integrated data cycles for enhanced evidence to be used for advocacy. For example, ILC presented their data at high-profile events, like CBD and GBF.

In addition, NLCs received, and continue to receive, training and guidance on data collection, and they receive small amounts of funding to collect data and upload it. The ILC Secretariat deems the process a success and confirmed that data is tested and verified on country and regional level. However, some questions were raised by KI as regards the legitimacy of some of the data. In some countries, like Uganda, the data focal point left the member organisation, so the NLC no longer contributes to LANDex. In other countries, like Peru, the advantage of data was in generating an overall understanding/picture of, for example, how many hectares of land is being used to produce a certain crop.

In the case of **SO3**, the indicators of success are:

- 12 regional and global processes influenced by member-led platforms
- 20 national processes influenced as a result of the advocacy strategies at regional and global level

Progress against these indicators can be summarized as follows:

- 17 global, one regional and 31 national processes have been influenced by ILC members' actions
- 29 young speakers, 93 POs, and 41 women were given space to be ILC members' spokespersons in national and international events.

In line with SO3: regional and global advocacy builds on political commitment to people-centred land governance, the objectives, as laid out in in the triennial workplan, are to create an enabling environment and to build political commitment towards PCLG and to influence regional and global processes and build leadership capacities. To this end, ILC released reports on land and environment defenders and launched campaigns, such as the [Illusion of abundance](#) campaign.<sup>18</sup> In 2023,<sup>19</sup> ILC supported members' participation at the COP and SDG Summit. They also launched the Global Land Agenda initiative to elevate political commitment to land reform.

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<sup>16</sup> ILC triennial workplan

<sup>17</sup> ILC Annual report 2022

<sup>18</sup> Ibid.

<sup>19</sup> Ibid.

Overall, there has been significant progress in supporting members' participation in international events and high-level dialogues with national and international decision-makers, which are ongoing. Campaigns likely increased the visibility of land governance issues and how they affect people, though visibility is difficult to measure as the impact of campaigns and other advocacy events on people's perceptions, opinions, etc. are difficult to isolate. Steps are being taken to integrate data into global frameworks.<sup>20</sup>

### 3.3.2 Progress towards the Gender Justice Pledge

For the ILC Gender Justice Pledge, the indicators of success are listed as:

- Minimum 50% ILC members, National Land Coalitions and regional platforms that use and promote gender transformative approaches (including through gender balance in governing bodies and implementation of Gender Audits, as well as gender budgeting)
- 10 women and their organisations represented in negotiation and policymaking.

Progress can be summarized as:

- 193 members (65,87%) use and promote gender justice approaches.
- 46 women and their organisations were represented in negotiations and policymaking.

In 2017, the ILC Council approved the Gender Action Plan, with the aim of supporting learning, improving the workplace environment, and network culture, and to ensure that gender justice is applied across everything done in the name of ILC.<sup>21</sup> The purpose of the gender action plan was to inform the ILC strategy and to move away from being gender sensitive to gender transformative.

Recommendations made in the ILC Gender Action Plan focus on three aspects, namely (i) learning and trainings, (ii) monitoring, data tracking and sharing, and (iii) reinforcing gender focal points and gender oversight committee's roles and responsibilities. ILC's commitment to gender justice is stated as:

*"We are committed to breaking cycles of gender injustice in our own coalition and our partnerships. We actively build a gender sensitive work-culture, safe spaces for all, and support women's full participation and leadership, within our network and beyond"*

*- ILC triennial workplan (2022-2024) -*

The evaluation team confirms that efforts were made to take these recommendations on board in the new strategy, including support to gender focal points across the One Team, gender audits and trainings, and coordination of the network of gender experts. In addition, learning labs and the Women for Women, which is ILC One Team's Mentoring and Solidarity Network that promotes women's leadership and supports women to play more significant roles in ILC member organisations. These are highlighted in the gender transformative action plans, developed during the learning exchange in Arusha (2022).<sup>22</sup> As regards gender audits, between 2022-2024, 23 audits were carried out and in 2024 ILC is supporting the implementation of nine Gender Action Plans, based on previously conducted Gender Audits, including six individual members and three platforms. All NLCs try to promote Gender Justice across their actions in different ways, from trainings to advocacy, from engaging in global campaigns to producing documentation and analysis. Commitment to promote gender justice also included: mapping, promotion of women's participation at all levels, including governance, as well as women's leadership.

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<sup>20</sup> ILC Annual reports 2022 and 2023

<sup>21</sup> ILC's gender action plan: assessing achievements and learning lessons to define what's next (2017)

<sup>22</sup> ILC Annual report 2022

On the global level, the gender experts' network consists of 40 gender experts from 26 ILC members. Their aim is to exchange good practices and share knowledge, skills, and resources on gender justice. ILC provided technical support to NLC Albania, Guatemala, and the Philippines to develop and submit alternative report to the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) Committee.<sup>23</sup> Finally, in line with being gender inclusive, 68% of participants in the youth leadership programme are women.<sup>24</sup>

### **3.3.3 Progress towards the Defend the Defenders pledge.**

The indicator of success for the Defend the Defenders Pledge is:

- Documenting at least 2000 of the attacks that take place and bringing them to the attention of government in 17 countries.

According to the 2023 progress report, progress towards this target can be summarized as follows:

The Defend the Defenders pledge is supported by an emergency fund. RCUs stated that the fund is modest, but that it has helped pay defenders' bail, or allowed them to pay for legal costs to help their case. The limited availability of funding results in great responsibility and ethical considerations, namely who should receive funding and who should not.

In Africa, the Regional Platform supported 127 people, including 61 women, as well as seven human rights defenders facing threats and legal prosecution in DRC (3), Cameroon (2), Madagascar (1), and Senegal (1). In Latin America and the Caribbean, the Emergency Fund supported five acute instances of criminalization and human rights abuses, benefiting 165 individuals across Argentina and Guatemala. In Asia, the Philippines NLC contributed to the submission of LED cases to the Department of Agrarian Reform, established an in-house Response Mechanism for LED (QRM-LED), and coordinated support for 14 LED cases affecting around 3500 people. Similarly, in Cambodia, the NLC's support for the documentation and resolution of land conflict cases by provincial authorities led to the securing of 222 hectares for 112 households. Moreover, through members of the ALLIED Data Working Group, over 1,510 attacks were reported in 2023.

A good practice is reported by RCU Asia where they have a set of guidelines for deciding who they will support. This makes the decision more transparent and ethically less heavy. In the LAC region, for example, there are many cases of human and land defenders' rights violations. RCU LAC has a due diligence process in place whereby the RCU coordinator and three members research the legitimacy of the claim. Only twice have applications for support been denied, one of which was retracted and the other proved illegitimate. The evaluation team was not made aware of any cases where support was needed but could not be given, but inevitably limited resources mean that choices have to be made.

In summary, areas for improvement, as reported by ILC, include SO1 and the LED Pledge, more specifically, on 'People's organisations take the lead/are the driving force in National Land Coalitions' and 'Defending the defenders-support and protect LED and be a platform for their voices.', respectively. The target for SO1 is described as '50% of National Land Coalitions with key roles played by people's organisations.' According to the latest data made available to the evaluation team, this target has not been reached: by end 2023, only 10 (33%) NLCs have people's organizations in key roles. Similarly, the target for the pledge on defending the defenders is defined as # of reported LED attacks through ALLIED inform and influence custodians, like UN, institutions, including NHRI, governments, including NSO+, and companies, which has not yet

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<sup>23</sup> Ibid.

<sup>24</sup> Ibid.

been reached. Based on these findings, the evaluation team assesses that there has been progress related to the Defend the Defenders Pledge, but that it is limited.

### 3.3.4 Effectiveness of the M&E system

The M&E system is comprised of multiple tools for monitoring progress towards results. These include the RF, contribution stories, and the Keystone Vibrancy Survey. As the RF has already been assessed in some detail in section 3.1.2, the focus here will be on the other two tools and on the combined effectiveness of the three of them in terms of how they are used to steer the work of the ILC.

A total of 10 **contribution stories**<sup>25</sup> have been produced during the first triennial. The content of these analyses is discussed with partners during a participatory workshop. The evaluation team observed such a workshop with NLC Uganda members, which was held after the learning week in Kampala in June 2024. Members reported on all the activities they had carried out in contribution to an identified outcome, which were identified through a desk study by the ILC Secretariat prior to the workshop.

The communications team at the ILC Secretariat uses these contribution stories to identify human interest stories to be shared with the wider public. An additional use is to show donors what ILC is contributing to in terms of the impact of their work in-country. This is an added value, confirmed by donors who said they appreciate the human-centred approach and who see it as one of ILC's strengths. However, the added value of the contribution workshop to the NLC is unclear. The contribution workshop resembles an exercise in data extraction, rather than an exercise for learning.

Overall, the contribution stories miss a key dimension, namely an in-depth analysis of how outcomes were brought about (or not). Contribution stories is an established methodology that tells the story of how significant given actions have been in creating change in the context of other contributing factors. Hence, lessons learned will become evident by adding positive and negative external factors to the contribution story. As such, the contribution stories could be used by other NLCs and members to apply these learnings and to identify contextual similarities and differences.

The evaluation team received data from two vibrancy **surveys**, one from 2020 and one from 2024. In the case of the most recent one, 175 of the 295 members of the ILC invited to respond completed the survey, for a response rate of 59% which is considered high. In addition, the main subgroups of members – National-Regional Civil Society Organizations, Peoples Organizations, Global Civil Society Organizations, and International Governmental Organizations & Multilaterals – are all well represented in the data.

To the question, “How useful did you find this survey?” partners gave one of the highest scores, with 43% of those who completed the survey in a meeting with those who interact with ILC scoring 9 or 10 out of 10. This signals high expectations on ILC to follow up on findings and to the 1,200 comments provided to open questions in the questionnaire. The 2024 survey systematically provided a comparison of the data for the 2018 and 2024 surveys demonstrating the interest the coalition has in assessing shifts in the perceptions of members regarding their work and engagement in the network. Overall, the content and quality of these surveys is considered commendable as is the level of interest and effort that ILC puts into accessing feedback, as it speaks to their commitment of being a member-led coalition. Some of the data produced by the survey has been used by this evaluation as it is considered a reliable source of qualitative data (see section 5.2.2).

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<sup>25</sup> Contribution stories are from Argentina, Bangladesh, Ecuador, Global (2022 and 2023), Guatemala, Indonesia, the Philippines, South Africa, and Togo.

The ILC Secretariat annual **communications plan** is developed based on a survey/consultation process with the entire One Team, with the idea that communications can help make strategic linkages between the different work areas and flag opportunities for visibility. A suggested list of priorities is then put back to the Cluster for approval. The communications team was prepared to take a bolder stand on land issues.

As regards the communication of results, members and partners confirm that ILC is strong in developing strong case studies and reports, which partners can use as examples. Members stated that the communication team develop convincing stories of why land issues are important to focus on and to link these issues to larger topics, like climate change. They also state that they appreciate how the communications team can synthesize vast amounts of information into bite-size formats, like information cards which are very accessible.

The three-year communications workplan has three objectives, for which annual priorities are set. These priorities may differ across regions, whereas sometimes they converge, like during the COP. The plan simultaneously tries to leave room for unplanned events, like the war in Palestine this year. A missed opportunity of the communications' aspect is that it does not call for action. The focus of the materials is on the positive, highlighting the strengths of the network. However, in doing so, the communications team is making a deliberate choice to forego highlighting challenges. Examples of collaboration between the communications and advocacy teams Land Rights Now Guatemala and #SheShouldMakeTheNews as well as additional examples, including evictions of Maasai in Loliondo in Tanzania. Collaboration for visibility on the national and regional levels are less evident.

Notwithstanding the positive aspects of the M&E tools highlighted above, the evaluation team is of the opinion that they provide only a limited overview of progress towards ILC's overall goal and SOs as described in its ToC. Though each tool provides a side of the story, for example of the contributions NLCs, ILC, and members make, the tools are not linked in such a way that they tell a coherent story of progress. The weakness of the RF indicators and the lack of ambition and consistency of the workplan's "indicators of success" described in detail in section 3.1.2 limit meaningful monitoring. The weak linkages with the indicators tracked under LANDex is considered a missed opportunity for effective monitoring of progress towards results. The evaluation team assesses the M&E system to weak and somewhat incoherent, which does not allow for effective monitoring and evaluation based on these tools, only.

### 3.4 Efficiency

This section of the report considers how efficiently ILC is using its resources. It includes an assessment of the appropriateness of administrative/operational arrangements including decentralised working modalities and the hosting structure. It also provides an overview of expenditures vs. costs/budgeting, administrative/operational arrangements, and the current financial situation.

#### 3.4.1 Appropriateness of administrative/operational arrangements including decentralized working modalities and hosting structure

IFAD is a cofounder of ILC and has hosted it since 1995. Since 2022, the **IFAD-ILC Roadmap 2020-2025**, or "Land Tenure Security for Rural Prosperity and Resilience", has provided a framework for IFAD-ILC collaboration. The roadmap is structured around three operational objectives:

- Sustainable country-level impact at scale, through policy dialogue and technical support throughout the project cycle;
- Global and regional policy engagement, and thematic programme support across countries;
- Knowledge and data generation, innovation and dissemination of good practices.

According to the June 2024 Progress Report to PMC on the ILC-IFAD roadmap 2022 – 2025, *"IFAD and ILC collaboration in securing land tenure for rural people is more relevant than ever. The*

*complexity of land tenure in response to emerging challenges such as fragility and climate (i.e. carbon and biodiversity schemes) cannot be addressed if not with a collaborative approach based on IFAD and ILC complementary expertise and outreach. In the frame of IFAD 13, it is a unique opportunity for IFAD hosting ILC secretariat to reach 300 member organisations with technical and political expertise to address complex land matters and propose solutions to challenging and evolving questions for a resilient future.”*

Of the three main areas of collaboration listed above, the report states that “*in-country work is prevailing as the main added value of the partnership*”. The ILC technical contribution by One team and members in support of the IFAD land desk is reflecting the importance of land tenure in COSOPs (Country Strategic Opportunities Programmes) and solution-led-projects. Building collaborative actions on the ground takes time and often turnover of people and their workloads against competing priorities is discontinuing paths of collaboration. We can estimate it takes around two years to have a success story to share but the preparatory work is expected to diminish while experimenting collaborative modalities in several contexts and extracting the good practices”. In other words, although some progress has been made, results are slow to emerge.

Some of the more successful stories that give a good indication of the potential of this collaboration include the LandMonitor project in the Philippines and Brazil, which was the winner of IFAD’s 2022 Innovation Challenge. Addressing a persistent lack of official data to inform policy and decision making, ILC members and rural communities identify and collect land data that fills gaps in national data sets, including sex-disaggregated data. The data informs IFAD loan projects that have tenure components, providing concrete recommendations not only for IFAD investments but also to governments. Engaging IFAD and decision-makers, ILC members can elevate community generated data for accountability.

Another area where notable progress has been made is in WLR. In Bangladesh, Uganda, Kyrgyzstan and Colombia, IFAD has been working with CIFOR and CIAT-Bioversity to pilot Gender Transformative Approaches together with ILC members such as Land Net and UCOBAC in Uganda and Kaflu in Kyrgyzstan with the aim of registering land in the name of women. In Kyrgyzstan, the collaboration is going a step further in bringing these innovations into a co-implemented USD2.5M GAFSP grant that has a large WLR and livelihoods component led by KAFLU and the NLC with IFAD supervision.

As regards COSOPs, which guide IFAD country operations, in Argentina, Cameroon, Colombia, DRC and Madagascar, ILC members are participating in COSOP and project design and implementation, proposing solutions to prevent and resolve land issues during and after land investment for agriculture. A summary of IFAD/ILC in country collaboration as of June 2024 can be found in annex C.

In summary, although the visible operational successes of the IFAD/ILC hosting arrangement are slow to emerge and limited in terms of coverage, the potential benefits of this collaboration are clear and are confirmed by a broad range of interviewees. Other benefits of the arrangement cited by stakeholders refer to ILC being able to exploit IFAD’s close relations with partner governments to get issues onto the table, and the increased credibility and visibility the IFAD brand brings to ILC. Being able to use IFAD services such as procurement, payments, HR, IT was also identified as a benefit.

However, **challenges** have emerged in recent years due to ILC’s lack of legal identity which prevents it accessing funds from potential donors in particular US philanthropic organisations/ foundation, the Rain Forest Trust, whereby funds had to be channelled to a member organisation, and funds for support services from ILC, like training/communication, then being reverted to IFAD. By coincidence this resulted in the situation whereby funds left a New York based bank to be deposited in a bank in the Philippines only to be sent back to IFAD’s bank account in New York, destined for the ILC Secretariat, based in Rome. The same happened with the Ford Foundation whereby funds had to be channelled through CEPES. The funding mechanisms,



according to ILC Secretariat staff and members, leads to missed opportunities. The reasons put forward for why these funds cannot go directly to IFAD and then to ILC, are, on the one hand, the reluctance of certain organisations such as private foundations to channel funds through a UN agency, and on the other hand, what is referred to as IFAD's stringent rules. From the IFAD perspective, their rules and regulations have not changed since the setting up of the hosting agreement with ILC, so they object to the charge that their rules are stringent. What has changed is the direction that ILC is taking in terms of shifting from being a funder to a facilitator (see Sustainability section) which has resulted in a bigger role for ILC members in identifying other sources of funding (resource mobilisation).

This shift, combined with the power shift to POs means that non-traditional donors are being approached as potential funders of ILC activities, for example, foundations and philanthropic sources. Some of these newer types of funders, for example, Ford Foundation and the Rainforest Trust are indeed encountering difficulties in meeting the financial requirements of an entity such as IFAD, resulting the complex financial flows described above. IFAD points to the fact that there are no issues with funds being channelled from donors such as the EU and SDC.

Though some interviewees raised the question as to whether it makes sense for ILC to remain within IFAD, which is a bank, whilst pursuing its people's organisation identity, both parties say it is a mutually beneficial relationship. Besides setting up their own entity, for example, along the lines of the SUN movement, would be very costly. Also, given that ILC opted to not acquire a legal identity to maintain its high level of flexibility to cater to its diverse membership, namely for ILC to be an organisation based on shared values rather than a formal coalition with clearly defined positions on various issues, this is not a realistic option. That said, there is a pressing need to resolve this issue as on the one hand, ILC is being pushed to raise more funds, but on the other, too many obstacles are being put in their way. Options such as increased autonomy for ILC within IFAD or the possibility of entering into a fiscal sponsorship agreement is currently being explored.

As regards **regional hosting arrangements** these are also throwing up issues as the designated host organisations (ICRAF in Nairobi, CEPES in Lima, CIFOR in Jakarta and Germany for EMENA) have their own rules and procedures which differ, so ILC employees in one regional office do not necessarily have the same working conditions (salaries/leave etc) as those in another. However, according to interviewees, there is a move now to standardise working conditions across the regions, but this is proving problematic for some regions, for example, Asia, who consider that some degree of flexibility in working conditions makes the job more appealing. They are concerned that if this flexibility is taken away, they will struggle to find people willing to work in RCUs. In addition, in some cases the financial systems are cumbersome whereas NLCs use small amounts and need to move quickly. According to interviewees, this causes a lot of problems.

Other RCUs, like RCU LAC, emphasized their priority to create a coalition in which all members were aware of and felt they were all part of ILC. NLCs said the RCUs play a pivotal role in explaining the overall goal and strategy to them and that they now feel as part of the coalition. The process of understanding the ILC strategy and set-up has taken time, and is in some countries, like DRC, still ongoing. Overall, however, NLCs were appreciative of the structure and of the support RCUs provide, which allow for increased efficiency in terms of aligning priorities and support mechanisms between the regional and global levels, and in sharing knowledge.

On the national level, the **NLC hosting arrangements**, particularly in Asia, have implications for the direction or priorities of NLCs. For example, in the case of the Philippines, the NLC's previous host was a more academic/research-oriented entity so that type of work was prominent, whereas now the host is CARRD, a more technical and action-oriented entity, which has led to a shift in the focus. This can sometimes cause problems, for example, CARRD is not very in favour of advocacy, such as marches and campouts, whereas this is a clear priority for other members:

*“Over the course of the next three years, we will continue to shift our centre of gravity to a more regionalised network and decentralised support team, restructuring the organogram to be fit for purpose to the new strategy. At the same time, the incoming Council will be working on governance reform to better distribute decision-making and accountability across a wide and diverse network”.*

*- According to the 2022-2024 workplan -*

According to ILC Secretariat and members, although efforts have been made to decentralise, and provide more power to the RCU and NLCS, it is challenging, especially in terms of decision making. Decentralisation is seen more as a long-term goal that will evolve in line with increased capacity to absorb responsibilities. ILC is still perceived as being centralised as evidenced by the distribution of the budget between the ILC Secretariat (55%), and the RCUs. RCUs point out that although they have much more responsibility for resource mobilisation on a regional level, they have little to no say on how those funds are used; some interviewees claimed they were merely regional offices rather than regional teams.

### 3.4.2 Expenditure vs. budgeting/ costs

The total **budget** approved for the 2022-24 triennium is USD 29,913,473 including both core and resources leveraged through One Team, with a maximum contribution of EUR 12,000,000 from the EU (estimated at \$US 12,040,800) and a maximum of CHF 3,500,000 from SDC. The latter is made up of CHF 2,550,000 (later increased by CHF 500,000) allocated to the core basket fund for the purpose of implementing ILC’s triennial work plan 2022 - 2024, and CHF 450,000 which is earmarked for the Land Matrix Initiative (LMI). The EU contribution is not earmarked and goes to the ILC’s core basket fund. Spending by the end of 2023 had reached USD 16,813.902.

The distribution of spending in 2023 by SO is presented in table 3. From this it can be seen that almost 80% of funds committed in 2023 under SO1 and SO3 went to supporting ILC members’ activities or facilitating advocacy and capacity building opportunities for them. It can also be seen that SO2 accounts for the largest spend (USD 3,777.758) most of which is raised through partnerships and targeted support to initiatives including initiatives such as Land Matrix, LandMark, Land Portal and PRIndex.

Table 3: distribution of spending in 2023 by SO

	Support to Members (Funding)	Support to Members (Advocacy and Capacity Building)	Support Team	Partnerships and targeted support to initiatives	Total by SO
<b>SO3</b>	888 068	253 845	284 355	124 763	<b>1 551 031</b>
<b>SO2</b>	36 380	115 540	47 623	3 578 215	<b>3 777 758</b>
<b>SO1</b>	644 500	104 564	73 760	22 899	<b>845 723</b>
<b>Total by Expense Type</b>	<b>1 568 948</b>	<b>473 948</b>	<b>405 737</b>	<b>3 725 878</b>	<b>6 174 511</b>

In terms of **human resources**, the number of staff is deemed adequate by some in the Secretariat but are not prioritised correctly e.g., there are too many staff in communications and too few in resource mobilisation. But, for others, the One Team is understaffed and over stretched; people don’t have time to consult colleagues, and opportunities are being missed. Some staff members argued that lack of staff has created a bottleneck. Climate is the only one of the four global challenges that has a dedicated staff member, but she has no team and no budget and only has an advisory role, meaning there is no requirement for anyone to engage with her. The three other global challenges do not have a dedicated expert, and the WLR position is currently vacant.

The organigramme, which has been changed numerous times, gives an indication of the workload distribution and range of responsibilities, with one person responsible for External Relations, Visibility and Gender Justice, another one for Impact, Regionalisation and Learning, and another

one for Strategy, Network and Knowledge. Furthermore, the separation of learning and knowledge does not make sense.

On the national level, NLC facilitators in particular are overstretched. The key role played by these facilitators in terms of animating NLCs was highlighted by several interviewees but there are issues associated with this role, for example, closely linked to the hosting issue addressed above, it is not always clear who facilitators are answerable to: the host organisation or the Secretariat? And how to deal with non-performing facilitators also lacks clarity.

In terms of **management**, some members of the One Team suggested that ILC needs a more integrated management approach that “joins the dots”. For example, through closer integration between the teams managing the three SOs, and between the SOs and thematic experts, like gender justice, youth, climate, food systems etc. According to some interviewees, the organisational structure is not appropriate; there is too much focus on the national level and as reporting is country based, it is not capturing cross cutting and global links.

## 3.5 Governance

This section considers the new governance set-up of ILC and whether it is fit for purpose in relation to the implementation of the ILC strategy. The section includes an assessment of the appropriateness of the revised structure in terms of the power shift to POs and the level of quality of engagement with relevant stakeholders to achieve its objectives.

### 3.5.1 Appropriateness of the revised governance structure

The ILC uses the term people’s organisations for constituency-based organisations that directly represent, and are accountable to, people depending upon land. This includes farmers, peasants, women, youth, Indigenous Peoples, agricultural workers, fisherfolk, landless people, pastoralists, forest users, and other associations of rural peoples, including community-based organisations”.

In 2023, following the 2021 AoM, a comprehensive **governance reform** of ILC was initiated, focusing on shifting power to these POs both within and beyond the ILC network. This transformative effort, involving 106 ILC members, was facilitated by the Governance Reform Committee and the People’s Organisations Committee, and was overseen by the ILC Council with the support of the One Team. A series of consultations were conducted across the regions which culminated in the new ILC Charter (hereafter referred to as the Charter), approved by the AoM in September 2023.

According to this new Charter *“the ILC is based on the potential for diverse organisations working together at different levels to achieve systems change. At the centre of ILC’s membership and work are People’s Organisations. In support, and solidarity, with their efforts to secure their land rights are other civil society organisations including NGOs, research institutions and inter-governmental organisations”*. This shift towards POs will be reflected in the revised governance structure, which is described in the Charter, according to which the AoM appoints a Council to act as the executive board of the ILC every three years. The Council consists of a maximum of 19 member representatives of which:

- eight represent regions (two per region of which at least one is a people’s organisation).
- five represent constituencies of people’s organisations.
- two represent the Global Caucus (of which one is a research organisation);
- three represent intergovernmental organisations (of which one is a CGIAR centre) and
- one represents the Host of the ILC Secretariat.

This power shift towards POs represents a key pivot for the network and is what distinguishes ILC from other actors. But the process is still in its early stages. According to the One Team, elections for the Council and Regional Steering Committees are being held this year (Oct/Nov), with the expectation that POs will be highly represented in the Council (one out of two Council

representatives per region will be a people's organisation, and five constituency platforms can elect one representative to the Council, bringing their overall representation in the Council to potentially 47.4%, while they actually represent 36% of members). Actual implementation of the reform is therefore not expected before 2025. All interviewees concur that this pivot is a positive development for the network that aligns with its PCLG and 10 commitments, as illustrated by this quote:

*“The more participation there is of people on the ground, of the actual people that are managing or stewarding land, the easier it will be for own priorities to be placed in the agendas”*

- Partner-

This is also reflected in the findings of the Keystone Vibrancy Survey referred to above whereby in response to members' rating of the value of the relationships that they establish through the ILC with different types of organizations, one of the two most valued relationships by a large margin was with POs. The second one was with organizations working on the same topics as the member but in different countries.

**The power shift to people-centred land governance** comes with challenges in terms of capacity, an emerging divide between NGOs and POs, and access to funding. As regards capacity, although some of the POs present in the network are very strong and have been active in land rights for many years, this is not the case for all. The question therefore arises as to the extent to which (limited) ILC funding should be focussed on increasing the capacities of these POs at the expense of other members.

Although several members pointed out that some members of the network, NGOs, think tanks, research organisations, inherently **support POs**, some also questioned the distinction being made between a people's organisation and an NGO: Some members claimed that many organisations classified as a people's organisation are managed by professionals, hence, are not so different from NGOs.

Linked to this discussion is the issue of access to funding. As noted above, more and more donors, both traditional and non-traditional, are keen to work with POs, so this opens a range of funding opportunities. However, there are inconsistencies in terms of this stated desire and the reality. For example, EU Calls for Tender give extra points to offers presented by POs but at the same time include requirements that make this challenging for most POs, for example, three-year audited accounts and high levels of financial thresholds.

The same happens with other donors, for example, USAID, which requires POs to become members of the Council for Certification of NGOs as it the case in the Philippines. This means that de facto, it is much easier for NGOs with strong track records and the relevant permits etc. to access donor funds leading to the charge that “NGOs are capturing funds that should be going to POs”. Although incipient, this potential fracturing of the network between NGOs and people's organisation presents a serious risk to the network so will need to be addressed.

### 3.5.2 Level and quality of engagement with relevant stakeholders

A good source of data on the level and quality of engagement of the network with its stakeholders is the draft 2024 Network Vibrancy Report elaborated by Keystone. This draft report draws on the responses given by 175 of the 295 members of the ILC i.e. a response rate of 59%, with all main stakeholder groups included (National and Regional Civil Society Organizations, Peoples Organizations, Global Civil Society Organizations, and International Governmental Organizations & Multilaterals) as shown in table 4 below.

Table 4: Number of Keystone Vibrancy survey responses

Members by type of organization	Number of responses	Percent of total responses (n = 175)	Number invited by category	Percent of those responding by category
National-Regional CSO	85	49%	135	63%
People's organizations	62	35%	107	58%
Global CSOs	20	11%	42	48%
IGOs & Multilaterals	8	5%	11	73%
<b>Total</b>	<b>175</b>	<b>100%</b>	<b>293</b>	<b>59%</b>

In terms of methodology, Net Promoter (NP) Analysis is used to report quantitative scores, which clusters ratings of 0 to 6 as negative, 7 and 8 as neutral (okay), and 9 to 10 as positive. The single net score subtracts the negatives from the positives which often yields negative NP scores. As noted by the authors of the report *“this should not be read as a discouraging result, but as a fair representation of how expectations are being met across a network whose core nature is voluntary, organized around values and social justice.”* Feedback is compared with data from a similar survey conducted by Keystone in 2018.

Some of the key findings of this survey related to the level and quality of engagement of the network with its stakeholders to achieve its goals include the following:

Although down somewhat from 2018, table 5 below shows that 80% of members believe that ILC will achieve its goal of PCLG (44% +36%).

Table 5: members that believe ILC will achieve its goals

	Negative	Okay	Positive	NPS	2018	Ave. score
“I have confidence in the capacity of ILC to achieve its goal of people-centred land governance.”	21%	36%	44%	23	45	7.74

Also down from 2018 (table 6), but by a smaller margin, 64% of members feel they belong and contribute meaningfully to the network (which means that 36% do not). According to the report *“a close examination of the qualitative data suggests that lower scores here are associated with members’ sense that they can be doing more. Newer members also say they have not yet been able to contribute yet”*.

Table 6: members sense of belonging

	Negative	Okay	Positive	NPS	2018	Ave. score
“I feel that my organisation belongs to ILC and that we contribute meaningfully to it.”	36%	41%	23%	-14	-5	6.69

In terms of expectations (table 7), almost two-thirds of members say they are being met, at least substantially.

Table 7: fulfilled expectations

Extent of fulfilled expectations	Negative	Okay	Positive	NPS	Ave. score
	39%	44%	18%	-21	6.59

These three key findings of the Keystone Vibrancy Survey indicate a strong appreciation of ILC's work but show that there is scope for improvement. For example, areas of improvement relate to resource mobilization. This very much fits with the findings of the evaluation team as elaborated on in different sections of this report.

In terms of what the network is doing well and what it could do better, the survey results indicate that the three most positively assessed aspects are:

- Quick response to queries (NPS -6)
- Enabling transparent and efficient flow of information (NPS -9)
- Supporting good governance of the network (NPS -9)

While the three lowest scoring areas i.e. where the network could do better, relate to:

- The provision of high quality, relevant technical expertise (including on data) (NPS -32)
- Facilitating contacts and alignment of agendas with influential actors or policymakers (NPS -36)
- Supporting resource mobilisation with donors (NPS -39)

The top three areas of impact from participation in the ILC's work are listed by members as:

- Their organization's understanding of land and natural resources issues outside their usual work (NPS -7; Average 6.87)
- Their organization's ability and/or willingness to increase leadership opportunities to younger people and women (NPS -8; Average 6.85)
- Their organization's ability to use knowledge/contacts/skills acquired through ILC initiatives/events (NPS -13; Average 6.59)

On the other hand, the areas identified as being of least impact are:

- Their organization's ability to engage government for policy change (NPS -34; Average 5.73).
- Their organization's ability to collect, manage and use land data (NPS -39; Average 5.75).
- Their organization's ability to mobilise resources (NPS -44; Average 5.35).

Furthermore, the ILC asked its members about their level of satisfaction (table 8) with member engagement in the network, across global, national, regional, and thematic levels. According to respondents, the engagement of members in the national context is the most positive. ILC members were less satisfied with the level of engagement in the regional, thematic, and global context which also concurs with the evaluation findings. The results are presented in the table below. Of note are the relatively high levels of negative responses for global (62%) and regional (50%) engagement.

Table 8: levels of members' satisfaction

	N/A	Negative	Okay	Positive	N	NPS	2018 NPS	2024 and 2018 difference	Average score
Nationally	3	41%	31%	28%	174	-14	5	-19	6.36
Thematically	2	42%	38%	20%	174	-22	-19	-3	6.33



Regionally	2	50%	32%	18%	175	-31	-19	-13	6.18
Globally	3	62%	27%	10%	175	-52	-55	+3	5.22

Also, interesting for ILC to note are the responses to the question about the value of the relationships (table 9) that they establish through the ILC with different types of organizations. The very low rating given to relations with funders/grant making organizations on the one hand (76%), and private sector companies/businesses on the other (91%), suggests there is ample scope for improving the work of the network regarding these two stakeholder groups. An example from Malawi was that ILC introduced the NLC to a large iNGO. Though appreciated by the NLC, the support provided by ILC did not extend further. A lesson learnt, the NLC said, is that an introduction does not bear fruit, unless it has a purpose, and the newly formed relationship has something to build on.

Table 9: value of relationship with other organisations

Value relationships of with other organizations	N/A	Negative	Okay	Positive	N	NPS	2018 NPS	2024 and 2018 difference	Average score
Civil Society Organizations	1	30%	40%	29%	174	-2	11	-13	6.91
People's organizations	7	41%	34%	25%	167	-16			6.31
Other organizations working on the same topic as yours, but in different countries/regions	2	43%	38%	18%	175	-25			6.21
National Governments	9	69%	20%	11%	168	-58	-27	-31	4.80
Human rights protection mechanisms	10	69%	21%	10%	166	-60	-16	-44	4.63
Local or sub-national authorities	10	69%	22%	8%	165	-61	-30	-31	4.59
Regional and international intergovernmental organizations	11	67%	27%	5%	165	-62	-30	-32	4.68
Academic institutions/ Research institutes/	7	70%	21%	8%	169	-62	-33	-29	4.67

think-tanks/Other research teams									
Media Journalists and	10	73%	16%	11%	166	-62	-51	-11	4.14
Funder/grantmaking organizations	7	76%	15%	9%	168	-67	-39	-28	4.17
Private sector companies/businesses	14	91%	7%	2%	162	-90	-77	-13	2.50

According to the Charter, the appointment of new members can only be approved by the AoM, based on the recommendations of the Membership Committee. However, other than stating that an important consideration in the selection of new members is obtaining regional balance, no other criteria are laid down. In the case of the Philippines, four new organisations have applied for membership of the NLC but have not been accepted by the regional committee as the Philippines already accounts for 9 of the 50 members (nearly 20%). A key factor underpinning this decision is the concern that four new members entail four “more mouths to feed.”

This seems to be a very reductive approach to the question of membership which is not sufficiently focussed on what applicants bring to the network (rather than what they take out). In particular, the issue of limited interaction with the private sector as noted above, would suggest that applicants that could bring this type of engagement should be prioritised, for example one of the applicants in the Philippines is the Initiatives for Dialogue and Empowerment through Alternative Legal Services (IDEALS), which amongst other things, negotiates private sector deals with farmers and does a lot of work on Environmental, Social, and Governance (ESG) issues. Having a member with direct links to the private sector in the network would allow for engagement and perhaps better understanding and relations with this key stakeholder group.

### 3.6 Impact

This section considers signs of change towards PCLG. More specifically, it looks at the degree of progress at global, regional, and national levels on the three stated indicators/targets for PCLG (secure land rights, women’s land rights and reporting on land SDGs) and how well the ILC has built on opportunities for impact, and their ability to track impact on the ground. In addition, the section considers the specific issue of youth inclusion and youth participation.

#### 3.6.1 Progress toward the three impact indicators

As noted above, the 2022-2030 RF identifies three indicators to track progress towards the overall goal or impact of ILC:

4. % of people with secure land rights in NLC countries (by age and sex disaggregated)
5. % of NLC countries in which women’s land rights are recognised and
6. % of countries that report on land SDGs.

Also noted above (in Section 3.1.2), it is not clear why these three were selected as the most appropriate means of measuring PCLG and suggest that given some of the LANDex indicators which relate to the 10 commitments would have been more appropriate e.g. 1B. Women and men with legally recognized documentation or secure rights to land disaggregated by type of tenure; 3C. Those living on community land perceive their rights to land protected against dispossession or eviction, disaggregated by sex; 5C1: Those living on indigenous land who perceive their rights

to land protected against dispossession or eviction, disaggregated by sex; 5C2: Percent of land held or used by Indigenous Peoples that is recognized and/or 9C: Land grabbing cases where corrective action was taken against violators etc.

In any event, progress towards the targets set for these three indicators is not expected to be strong given that they were only set at the start of the Strategy (2022) and are not expected to be achieved until 2030. That said, according to the 2023 annual report, there is no data for the first indicator while for the second (WLR), from a baseline of 34% in 2022, this had risen to 46.43% a year later while for the third indicator (SDG reporting) the figures are 4.62% in 2022 and 5.13% in 2023. In both cases where data is available, the situation seems to be improving though as always with this type of high-level data the issue of attribution arises e.g. to what extent the work of the ILC can claim to have contributed to these positive developments

As regards the extent to which ILC can track impact on the ground in terms of the four global challenges it aims to address through improved land tenure security, given the limited progress made to date in developing coherent strategies for each of these challenges, except for climate change, it is not possible to comment on this aspect. However, given that these are global challenges that are all addressed by the SDGs, the tracking of progress should be facilitated.

### 3.6.2 Building on opportunities for impact

NLCs and partners engaged in multiple opportunities that contribute to the overall goal of PCLG. These include national, regional, and international advocacy, VGGT+10, learning weeks and conferences, and online trainings. Efforts were made to include youth and increase their participation, as well as contributions towards women's inclusion for gender justice. Finally, the Defend the Defenders pledge and emergency fund, albeit small, has proven to be an important component of the work. Overall, the evaluation team deems that efforts are appreciated by members and that they are continuous, although some efforts could be strengthened, like youth participation and ILC Secretariat's visibility in advocacy. These contributions are discussed in more detail below:

In-country, **advocacy** for policy change have happened. For example, in Kyrgyzstan high-level officials said they have been able to reach their goals, namely by bringing about policy change in two areas out of three planned policy changes on land governance. They said that they have been able to achieve this because of their collaboration with the NLC and because they were able to build on the added value of the ILC in advocacy processes and in sharing knowledge with NLC members. High-level officials from Malawi said they appreciate working with NLC members and that they are instrumental in implementing the policy pilot projects. Likewise, DRC and Uganda high-level officials said they rely heavily on the NLC and its members, specifically in monitoring the situation on the ground and in providing relevant information for policy changes.

Advocacy is one of the key activities ILC and its members contribute to (see more under point 3.2.2). However, members said, advocacy is expensive to engage in and often additional resources are required for it. For example, NLC Uganda leveraged funding from a member to engage in dialogue with the national government. Similarly, international advocacy is expensive. Though members have participated in COP side events and regional events, they have relied on financial support from ILC or partners. Positive outcomes have been seen in-country, most notably an example in Sierra Leone where the member now routinely supports and liaises with a Minister. They are on speaking terms and often travel to the field together. This is an explicit sign of progress towards PCLG.

On the **regional level**, RCUs and NLCs have participated in regional advocacy spaces. For example, RCU Africa was active in the Kilimanjaro Initiative. This initiative is one where women march to the top of the Kilimanjaro Mountain in Tanzania and call for their rights. ActionAid, Landesa and Oxfam supported this climb. RCU Africa have also engaged with the African Union during which they advocated for a new framework for land governance. The new framework then becomes a reference for member states for adoption and policy change on the national level. The RCU has

created a relationship with the African Union such that the African Union asked the RCU to be the co-convenor for the biannual conference. RCU LAC states that they are called upon regularly and that they enjoy recognition on the regional level. For example, UN Agencies in LAC give them space regarding land issues.

Moreover, there is some discussion at the ILC Secretariat as to whether they forego their visibility at the international level, for example at the World Bank, by supporting members' participation. The ILC Secretariat prioritizes members' participation and inclusion in these fora, though a clear direction and strategy would strengthen the overall advocacy approach and could make space for ILC Secretariat's involvement as well.

Finally, ILC has been active in contributing to COP27 and COP28 side events. The **VGGT+10** initiative was launched during a learning event last year. NLC Colombia, ILC, FAO, GIZ, and Welthunger Hilfe (WHH) have been actively engaged in the initiative. The latter, as part of the Land for Life programme, with which they have two countries<sup>26</sup> overlap with ILC and that have NLCs. NLCs in Cambodia, Madagascar, Malawi, Uganda, Senegal and Cameroon have started implementing plans in line with the VGGT+10 initiative. Outcomes of this collaboration and partnership has been linking and learning as well as provision of support to international advocacy spaces. Opportunities for impact are closely linked to partnerships, discussed in more detail under point 3.2.2.

**Learning events**, like the one held in Uganda (11-14 June 2024) are seen as an added value in that they provide a space for members to meet, discuss, and learn from each other. Similar learning exchanges took place on regional levels in 2023; one took place in Indonesia, which focused on social inclusion and youth and the other took place in Kenya, which focused on Indigenous Peoples and local communities' role and rights within conservation, biodiversity and climate projects. Partners who are also network organizations suggested that their members shared the same need and wish as ILC's members for learning. ILC and partners may facilitate this learning and the sharing of information.

An added value of learning exchanges is that members' motivation is reignited to tackle challenges in their own countries, because they see and come to understand that others may face the same challenges. Also, partners and ILC have a similar interest in knowing what is happening in their members' countries in terms of contextual developments and what is being done under the umbrella of ILC. Field visits, like the ones participants went on prior to the Uganda learning week are a good practice for this. Finally, partners and ILC have a joint interest in sharing this knowledge with donors so that they may understand why the work they do with members is important and what progress may look like. An added value of the ILC is their convening power:

*"We've done exchanges with our partners, and we keep talking about government, but we're not talking with them. Now we're talking with them, and that's because of ILC."*

*- Partner -*

Most learning events take place online, as they facilitate the inclusion and participation of all members, regardless of their geographic location. For example, an FAO-ILC-Tenure Facility learning cycle was held in Latin America. A series of five case studies were presented during **webinars** by members who had played a part in these case studies. An example of a topic discussed is Indigenous Peoples and local communities' land tenure. The webinars were well-attended by 100 people per webinar from a variety of backgrounds, by government officials, NGOs and academia. Another round of webinars is planned for this year. Another example, related to

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<sup>26</sup> Overlapping countries with NLCs between the Land for Life programme and ILC are Burkina Faso and Liberia.

youth inclusion, is the webinar held on the Internal Youth Day, which focused on climate change and included an artistic contest to highlight the power of creative advocacy approaches.<sup>27</sup>

These types of learning events can be helpful and informative, though they require funding, which is scarce. Hence, planning and budgeting ahead is essential. Another challenge is that of coordination between members, some of which take on the organising role voluntarily. Where inclusion is a priority for member-based organizations, sometimes the organizing working group for the learning event cannot choose which qualifications and capacities participating members have. Hence, it sometimes becomes an exercise where capacity building is necessary. Results and outcomes of those learning exchanges are not measured or evaluated, as it is hard to attribute outcomes to learning and knowledge created, though this could be, partners suggested, an added value.

NLCs from all regions said they participated in **online trainings**, like on advocacy, governance, youth and leadership, and private sector engagements, gender transformation, and of ILC facilitators. Trainings offered by RCUs and ILC are ongoing, which the evaluation team deems a good practice: learning must be ongoing to support growth. A challenge highlighted by Russian-speaking NLCs is that trainings are often only provided in French, English, and Spanish, which they do not speak. Hence, they miss out on training opportunities. Overall, however, NLCs said trainings have fostered a greater understanding of topics and of the process, though it is unclear whether knowledge created from trainings trickles down to NLC members, or whether it stays with the one who participated in the training, in this case, the NLC facilitator.

### 3.6.3 Youth inclusion and youth participation

An example of youth inclusion was seen in Kyrgyzstan, which is where the youth focal point for Asia is based. As part of promoting youth inclusion, she was invited to two advocacy fora on the international level where she presented on water retention in artificial glaciers. While the evaluation team applauds the commitment to **youth inclusion**, it remains limited to tokenism in advocacy spaces. Though members highlighted the challenge of missing policies that allow for youth inclusion in national decision-making spaces, these are often easier reached on the international level. Hence, a missed opportunity has been highlighting youth-specific land issues and practices related to land governance.

In support of youth inclusion and youth participation, ILC together with partners launched a **multi-stakeholder platform on youth land governance** in Africa. The purpose of the platform is to coordinate efforts in promoting youth access to land. The platform will be a space for young people to engage in policy dialogues with high-level government officials, to strengthen leadership skills and organizational capacity, and to promote the use of data by policymakers.<sup>28</sup>

In addition, 101 youth from ILC members formed the ILC global youth network. During an in-person network meeting, they developed a **regional agenda with concrete proposals and key messages** that support advocacy processes and contribute to raising awareness on the importance of rights to land. In 2022, the ILC youth network took these messages to the COP27, the World Food Forum, the Regional Youth Climate Summit, and the CBD COP15.<sup>29</sup>

The global Youth Leadership programme with a strong focus on land rights, climate and nature as well as women's leadership and collective action was also initiated. Gender justice is an integral part of the programme, which is complimented by efforts to ensure gender balance and participation.<sup>30</sup> The programme included non-members,<sup>31</sup> which could indicate a need/demand

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<sup>27</sup> Annual report 2022

<sup>28</sup> Annual report 2022

<sup>29</sup> Ibid.

<sup>30</sup> Ibid.

<sup>31</sup> Ibid.

for **additional focus on building youth leadership for meaningful youth participation** in land governance.

### 3.7 Sustainability

This section explores the extent to which results achieved by ILC are sustainable. It considers evidence of sustainable outcomes related to securing equitable land tenure, financial resources, resource mobilization, and the identification of direct operational funding from donors, as well as institutional sustainability.

#### 3.7.1 Evidence of sustainable outcomes

Though it is early days in the implementation of the new ILC Strategy, the evaluation team has identified promising signs of sustainable outcomes, notably in awareness raised, capacities strengthened, and increased resilience rooted in the multi-stakeholder approach and in shifting the power to POs. These are essential ingredients for sustainable PCLG:

By **raising awareness**, as discussed under point 3.6.4. women's raised awareness allows them to stand up for their rights and claim them. Similarly, in countries where other vulnerable groups, like foresters, or community members, like those visited in Dokolo during the learning week in Uganda. In the latter, participants learned about grievance redress and heard a story from one of the women on how the project helped her express her grievance regarding lost cows that had grazed on the forest land but had been taken by the investors to prevent destruction of the forest. Through dialogue with the other community members, investors, and the NLC member, the woman learned that her cows could not graze in the forest and that she should let her cows graze on her own land, though was compensated for the loss of her cows.

**Capacity strengthening** happens continuously through a learning by doing approach. NLC members noticed that community members increasingly take charge of their own affairs and that government officials, in some cases, have built rapport with community leaders. NLCs are learning to mobilize resources to secure their own sustainability and to advocate for their goals and objectives.

NLCs show **increased resilience**: They show lasting commitment to the goal and continued contributions to national dialogues about land governance reform, despite the steep drop in financial support from ILC. Nevertheless, sometimes setbacks happen, for example in land tenure being revoked, which is normal in changing contexts where there are also changes among those in decision-making positions. People's organizations, members', and NLCs increased resilience has come about through capacity building, either through learning by doing, learning at events, or through trainings offered by ILC and RCUs. Members iterated that the role of a standalone facilitator assures consistency in line with the shared goal of PCLG and continuity in interventions and activities. ILC has continued to create a safe and enabling space for NLCs and its members by prioritizing dialogue, inclusion, and participation of all their diverse members.

The **multi-stakeholder approach** is seen as an added value to the ILC and NLCs. The latter, stated that, with the new strategy, they have become more inclusive. An example is that NLCs are now more aware and conscious about including the youth and people living with disabilities focus, whereas before they were more limited in their scope. In addition, a complex problem and goal requires a multi-stakeholder approach whereby a problem is addressed from multiple angles.

In **shifting the power**, the process has become more efficient, NLCs have said. Where, for example in Tanzania, INGOs used to run the national Steering Committee on land. Now national organizations are part of this Steering Committee. As a result, thoughts and ideas are shared more readily. ILC facilitates this process by encouraging dialogue and by having an RCU coordinator and NLC facilitator who is separate from members and only has this task. This makes coordination between members easier and faster, putting POs at the centre of the work. Though NLC facilitators said that it has proven more difficult to explain to members that ILC is a



members-led network, they have also said that there is a strength in numbers and that this strength has become notable in the work they have been able to do in-country.

### 3.7.2 Resourcing NLCs

In terms of financial resources, the evaluation team determines that ILC's decision to shift from being **a funder to facilitating members' access to funding** has had limiting effects for the work of the coalition in the countries. The shift resulted from various push factors such as the drying up of donor funds and the power shift to POs, which "*required a break with the classic donor-beneficiary dependent relationship*".<sup>32</sup> However, several interviewees say the shift happened too quickly and should have struck a better balance between capacity building, support from ILC, and empowerment. For example, in the case of Malawi, the previous host mismanaged funds, which has made it difficult to mobilize new resources for the NLC. Seed funding provided by ILC covers the cost of the NLC facilitator's fees, but little more. The change in scope and funding was too abrupt and left the NLC with no time to adjust to the new circumstances.

According to the 2022-2024 workplan:<sup>33</sup> "Direct financial support to National Land Coalitions - that meet our transformative criteria - will be limited to unrestricted and flexible core funding to ensure their continuity. ILC will continuously seek to facilitate opportunities for NLCs to receive direct operational funding by donors. This will include exploring a possible Trust Fund to offer competitive funding to National Land Coalitions, which will likely link their success in securing land rights with impact against one or more of the global challenges". For example, the NLCs budget in Philippines went from 7-8 million Pesos down to 1,7 million seriously impacting their scope of activities and obliging some of the NLC members to cut back on staff. As noted in the 2023 Annual Report, "*ILC members and staff have encountered persistent challenges, most notably and frequently regarding limited resources. This is perceived by members as one of the main causes that have affected both ILC's capacity to deliver and offer various kinds of support and initiatives, in addition to having a strong impact on member participation. At the national level, National Land Coalitions are struggling to progress effectively due to these limited resources, as well as frequent changes in leadership and weak member engagement arising partly from these factors. Moreover, some NLCs' strategies lack specificity, adversely affecting implementation and resource mobilisation*".

The **issue of limited resources** was systematically raised with the evaluation team and many interviewees observed that the limited funding is holding back development of the network for example, of the 48 requests received in response to a Call for Tender for the Land Rights Now (LRN) campaign they could only fund three (Cameroon; Argentina and Philippines), and in the Philippines, the recent training sessions on how to access climate finance (which are very much appreciated by members) can only fund 50 persons in three locations, meaning a total of 150 persons which is nowhere near meeting the demand for this kind of expertise. An RCU member said:

*It's not easy for our regional platform because, you know, when you find the application for funding, these are for some country for a group of organization in country, but not for work in region. So it's difficult to find some opportunities for the entire plan.*

- RCU LAC -

This is a serious drawback as support to resource mobilisation with donors is rated as one of the three lowest in terms of how well the ILC team meets members' needs according to the KPS survey results for 2024. Other repercussions of this shift from funder to facilitator means that

<sup>32</sup> Workplan

<sup>33</sup> 2022-2024 workplan

members are being driven by the opportunities available to them through projects i.e. they are responsive to available funds rather than a strategic overarching plan. Furthermore, leveraging funds is becoming a big burden on both the secretariat and NLCs who are obliged to spend a lot of their time chasing funds/writing proposals. In the case of the Philippines, the NLC focal point estimates he spends 1/3<sup>rd</sup> of his time sourcing funds for members. In other cases, NLCs have chosen not to prioritise resource mobilisation. Rather, they prioritize advocacy and collaboration with members. Others said that the reason they do not prioritize resource mobilization is because they are not a registered entity, hence, cannot access funding, as there is nowhere to send it.

Another serious risk being posed by the current resource mobilisation model is that members who successfully raise funds may not feel under any obligation to share those funds with other members of their NLC such as happened in the case of the Association for Land Reform and Development in Bangladesh (ALRD) which received funding from Landesa but considers those funds to be theirs rather than for the benefit of the NLC. Without clear rules and guidelines in place setting out roles and responsibilities regarding resource mobilisation, and as (some) members become more adept at this, there is a strong risk that more and more of them will feel they can “go it alone”, thus undermining the very basis of the network. Finally, another issue raised by some interviewees concerned the delays in receiving funds which means members have to pre-finance many of their activities, for example, mobilisations or emergency measures for LEDs. For example, in 2022 the Philippines NLC received funds in November so had two months to spend them. In 2023 and 2024 the first tranche was received in March leaving seven months to implement the workplan.

### 3.7.3 Financial sustainability

Financial sustainability is evaluated from two perspectives, namely that of the NLC and members, and of the ILC Secretariat. The evaluation team deems ILC to be financially sustainable, though ILC may be more ambitious in raising funds and expectations of NLCs are currently too high:

Since the start of the new strategy, NLCs receive considerably less of ILC's core funding than before. They receive USD30,000 in seed funding, which is often used for payment of the NLC facilitator or for main workplan activities. NLCs are expected to leverage additional funds themselves. NLC facilitators stated that it is very difficult to leverage funding from other sources, as they are not registered organizations in their respective countries. Also, when funding opportunities come, members are interested in pursuing them themselves. This creates competition between NLC members. When the funding comes through, the member is likely to attribute it to their resource mobilization work, not to the partnership they mobilized funding with or the NLC. Though ILC provided support through 41 resources mobilisation clinics, excluding trainings and ad-hoc sessions for specific challenges, for example Liberia for NLC strategy and Philippines for donor meeting preparation, the overall sentiment among NLCs and members is that leveraging funding remains a major challenge and that they would appreciate additional training/guidance on this subject.

By **shifting the power to POs**, the new strategy demands more involvement from their members and gives them more responsibility. There is a clear voice coming from the members that there is an imbalance: if greater responsibilities are given, it should be met with bigger budgets. However, members said, the opposite is the case. Though members share the same goal as the ILC strategy, they feel somewhat constrained and frustrated that they cannot do more due to lack of funding. The ILC Secretariat and RCU provide technical support to NLCs and members in this area by sharing funding opportunities and by supporting them in proposal writing. Similarly, members support each other, also by sharing funding opportunities and by creating new partnerships.

Despite frequent references to limited resources from many sources, like interviews, reports, and the KPS survey, the actual figures present a different picture. From the data presented in the ILC resource mobilisation data (see table below), ILC is very close to hitting its targets. For the 2022-24 triennium, ILC's budget target was USD 42 million, evenly split between core/flexible and

earmarked funding sourced through ILC platforms and members. Five core donors - the European Commission Directorate-General for International Partnerships (DG INTPA), the Federal Ministry for Economic Cooperation and Development of Germany (BMZ), the Swiss Agency for Development and Cooperation (SDC), International Fund for Agricultural Development (IFAD), and Wellspring Philanthropic Fund (WPF) - renewed their commitment, and two of them, the EC and SDC, agreed to increase their contributions.

By December 2023, agreements for core and earmarked funding exceeding USD 19 million had been finalised, with a top-up of EUR 2 million to the existing core contribution proposed for early 2024 leaving a small gap of USD175 039. In the case of leveraged funding (global level), the target was exceeded by USD1 202 683, while for funds leveraged by members, the gap was USD 1 203 959. In other words, the actual gap in funding for the triennium is actually very small, USD176 315. This seems to suggest that ILC needs to be more ambitious in terms of raising funds, setting higher targets for all three levels of funding.

Table 7: Progress against triennial targets

<b>Funding type</b>	<b>Target in USD</b>	<b>Contributions in USD (approved)</b>	<b>Gap</b>
<b>Core</b>	<b>\$21 000 000</b>	<b>\$20 824 961</b>	<b>\$175 039</b>
<b>Leveraged (global)</b>	<b>\$7 000 000</b>	<b>\$8 202 683</b>	<b>(+ \$1 202 683)</b>
<b>Leveraged (members)*</b>	<b>\$ 14 000 000</b>	<b>\$12 796 041</b>	<b>\$ 1 203 959</b>
<b>Total</b>	<b>\$42 000 000</b>	<b>\$41 823 685</b>	<b>\$176 315</b>

If we look at the breakdown of leveraged funds as presented in the table below, Asia is particularly adept at mobilising resources with a success rate of 52% and USD 5.66 million raised closely followed by LAC with a 41% success rate and USD 6.52 raised. EMENA has been least successful in leveraging funds, which is not surprising as the RCU coordinator only started working with ILC in November 2023. These figures are promising in terms of overall potential financial sustainability though inevitably this will not be the case for all NLCs. Furthermore, there would appear to be scope for cross learning between the regions in terms of fundraising with a view to enhancing financial sustainability.

Region	No. of proposals	Successful	Unsuccessful	Status pending	Amount pending (USD M)*	Amount secured (USD M)
Africa	40	13	20	7	5,9	0,6
Asia	27	14	10	3	0,17	5,66
EMENA	1	0	1	0	0,25	0
LAC	37	15	12	10	1,3	6,52
GLOBAL	8	7	n/a	1	1,41	8,2

<b>Total</b>	<b>113</b>	<b>49</b>	<b>43</b>	<b>21</b>	<b>9,03</b>	<b>20,98</b>
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Table 8: Overview of leveraged funding proposals

\* Amounts have been rounded and converted from other currencies

### 3.7.4 Institutional sustainability

ILC's institutional sustainability depends on a combination of factors, including members' capacities, willingness, and interest in being part of the coalition and to support its work, the perceived added value of the coalition, and potential for resource mobilization (discussed above). Political and donor interest to support and work with ILC is another factor that contributes to institutional sustainability. The evaluation team assesses that progress is being made towards securing institutional sustainability and highlights good practices:

Layers of institutional sustainability vary across ILC; some of it depends on **members' capacities**: some members are well-established, whilst others are national/local NGOs, some of whom are nascent, or temporary groups that come together for advocacy reasons, like in the DRC. To support the overall ILC institutional sustainability and that of its members, the weaker members, in particular POs, according to some NLCs, should be given priority. The evaluation team observed that in general, members are willing to spend time, energy, and funds on the NLC and its members, which is a positive finding that supports institutional sustainability.

Areas where capacities were strengthened, and **synergies created** with national decision-makers are also a sign of institutional sustainability, related to political support to keep land on the political agenda and political interest in keeping and changing policies on land governance. ILC is seen as a leading player in the space on land by partners, members, governments and donors: partners highlighted their convening power, and members highlighted their weight and role in supporting advocacy. There are ample signs that ILC has an abundance of added value, which underpin its institutional sustainability.

Though operational challenges of being a member-led network, like requiring time and energy to coordinate and facilitate collaboration, challenges of prioritizing inclusion and participation of their members, ILC's institutional sustainability depends on their **members' commitment** to the goal. At this point in time, there is no reason to assume that this institutional sustainability is at risk, especially as ILC continues to grow in membership.

Finally, the four challenges illustrate the **continued importance of land**, even the increase of its importance, for example, because of increasing population growth, climate concerns, increasing international investments happening in this space, the land issue remains and may increase in importance for a peaceful and prosperous world.

## 4. Conclusions

This section summarises the findings, as presented in the body of this report and clusters them into conclusions according to the six OECD DAC evaluation criteria.

### (i). Relevance and quality of design

**Conclusion 1.** Most members consulted as part of this evaluation confirm that the work carried out by ILC **responds to their needs** but there are limitations. For example, the limited amount of funding available means that some priority areas do not receive the support members require, while the level of demand for support within some priority areas greatly exceeds resources. Another limitation relates to the fact that certain members are frequently called on to share their expertise with other members but do not receive support themselves, hence, there is a sense that the needs of others are prioritised over theirs. Based on these findings, the evaluation team concludes that while ILC is responsive to members' needs, **operational and financial constraints** mean that some members' needs remain unanswered.

**Conclusion 2.** The evaluation team concludes that **ILC has clear added value** in terms of keeping **land rights on the agenda**. The opportunity provided by ILC members to **learn from each other** is also one of its main added values, specifically through the sharing of experiences and expertise. In this regard, the diversity of members' competences; legal, technical, and moral, is considered positively, providing ample scope for intra-learning. **The advocacy role** played by the coalition is also singled out as a major added value; the strength in numbers argument is put forward as particularly relevant to smaller organisations as it gives them greater legitimacy and visibility. Closely linked to this advocacy role is the success achieved by ILC in **raising awareness** and getting public opinion on the side of different aspects of land governance which is also identified as a key added value. The **high level of representation of people's organisation/constituency groups** within the coalition is considered another major added value. Giving voice to POs and engaging them in processes alongside government and international organisations is a key added value of ILC membership. Another area highlighted by representatives of the One Team and ILC members is the so-called **network effect** whereby ILC provides opportunities for both national and regional organisations to get involved with like-minded organisations in other regions (connecting); ILC serves as a window to the world, helping NLCs to think regionally and globally.

**Conclusion 3.** In terms of quality of design, the evaluation team concludes that the ToC suffers from a number of weaknesses e.g. it lacks reference to the two Pledges and a link to the 10 commitments and the four challenges is also missing. The ToC is not based on assumptions, nor are (all) targets informed by a baseline study. Of note are the numerous inconsistencies between the ToC, the results framework (RF) for the ILC 2022-2030 Strategy, and the triennial workplan. These inconsistencies make it difficult to measure progress and weaken the ILC design.

**Conclusion 4.** Highlighting the **link between land rights and the four global challenges** is considered to have been a good decision, firstly because of its inherent logic that land is a crucial factor in all of these, but also because it opens up other potential sources of funding, such as climate finance. However, whilst there is broad agreement that the linking of land rights to these key global challenges makes sense, there is less clarity about how it will be translated into concrete actions. To date, progress has mainly been made regarding climate change and ecosystem restoration through the "People, Climate and Nature Programme".<sup>34</sup> This programme is considered a good practice insofar as it pulls the different strands of the ILC's ToC together by detailing how work under each of its three pillars, will "cut across ILC's areas of engagement", namely NLCs, Data and Global and Regional Advocacy as well as Knowledge and Learning. As

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<sup>34</sup> ILC's draft PROGRAMME ON PEOPLE, CLIMATE AND NATURE for consultation with partners

regards the opening of **possible alternative funding sources**, this is also confirmed as a positive development by interviewees and in some countries, climate change and gender related initiatives already constitute a significant proportion of leveraged funding.

**Conclusion 5.** The **ILC triennial workplan adequately reflects the longer-term strategy (2022-2030)** and provides detailed information on the work to be carried out under each of the three SOs and two Pledges as well as activities related to governance of the network, monitoring and evaluation, knowledge management, and learning and communication. As regards the “indicators of success” and deliverables, these are deemed pertinent and realistic, though not very ambitious given the overall level of ambition the coalition has set itself through its 10 commitments. The deliverables are basically a series of activities and outputs that are not clearly linked to the achievement of the ILC’s higher level goals.

## **(ii). Coherence**

**Conclusion 6.** NLCs and RCUs confirm that their **workplans align with the ILC Strategy** and ToC. The participatory and inclusive approach to developing workplans is commendable. The design is driven by the ILC strategy and ToC but is foreseen to be driven more by members in the next triennial, which is even more aligned with the strategy and vision of PCLG. However, limited funding calls for prioritization of actions and interventions thus limiting the scope of their actions. A second challenge is in coordinating and aligning diverse contexts, priorities, experiences, and language skills. Finally, diverse capacities between members call for continued strengthening of capacities. Despite these challenges, the evaluation team concludes that processes and structures are in place that allow for coherence between the national, regional, and global levels.

**Conclusion 7. Synergies and partnerships** are continuously being created, e.g., with FAO, CAFI, Rainforest Trust, Tenure Facility and the World Bank. The added value of ILC in these partnerships is their priority on giving POs a voice, which is fully aligned with the in-country work of these large donors. Similarly, on the regional level, synergies have been created with regional organisations, like IGAD in Africa and the Arab Land Initiative in EMENA. These synergies allow members to do advocacy or engage in capacity strengthening through their participation in webinars and trainings. **Synergies on the national level** are often made with national decision-makers. The partnership between civil society and national governments was highlighted as an added value in-country. For example, some high-level officials notes that civil society will always have a role to play in showing them the realities of the people, in advocating for the need to change/adapt policies, and/or to implement the projects. The evaluation team determines that synergies and partnerships allow coalitions on all levels to expand on their work, to implement activities and reach their goals in a more efficient way.

## **(iii). Effectiveness**

**Conclusion 8.** There has been significant progress in line with the **indicators of success**, as listed in the workplan though the lack of ambition of most of these indicators/targets undermines their usefulness. Most progress has been made towards SO2. Areas for improvement include SO1 and the second Pledge on LEDs.

**Conclusion 9.** While the commitment to youth inclusion is noted, it remains limited to tokenism in advocacy spaces. Though members highlighted the challenge of missing policies that allow for youth inclusion in national decision-making spaces, these are often easier reached on the international level. Hence, a missed opportunity has been highlighting youth-specific land issues and practices related to land governance.

**Conclusion 10.** **LANDex** represents a serious attempt to **overcome the high level of fragmentation in the current, complex data landscape**. A key added value of LANDex is that more than half (18/33) of its indicators rely fully or partially on people-based assessments. However, and notwithstanding the efforts made by the ILC Secretariat to improve the user friendliness of



LANDex, criticisms remain and several of the members consulted by the evaluation team were critical of the tool. The general feedback provided was that it is too centralised and not aligned with what is happening on the ground. As regards the global data sets that contribute to LANDex, Land Matrix, Landmark and ALLIED were frequently referred to in positive terms. As regards the links between the data component, namely SO2 and the other two SOs, several commentators in the Secretariat and NLCs felt that the links between SO2 and SO1 are not being sufficiently exploited. LANDex is creating a huge amount of data, but it is not clear how this data is being used and how it is bringing change. In the case of SO3, there is better integration, though the evaluation team concludes that the link could be strengthened.

**Conclusion 11.** The **M&E system** is comprised of multiple tools for monitoring progress towards results. These include the results framework (RF), contribution stories, and the Keystone Vibrancy Survey. There are several weaknesses in the RF such as a lack of consistency with the ToC, inappropriate indicators, and the inclusion of “Expected Results” which in some cases go beyond what the corresponding SO is trying to achieve. A total of 10 **contribution stories**<sup>35</sup> have been produced during the first triennial and these serve a useful purpose both in terms of visibility (human interest stories) and donors, who appreciate the human-centred approach and who see it as one of ILC’s strengths. The content and quality of the **vibrancy surveys** is considered commendable as is the level of interest and effort that ILC puts into accessing members’ feedback, as it speaks to their commitment of being a member-led coalition. However, notwithstanding these positive aspects of the M&E tools, the evaluation team is of the opinion that they provide only a limited overview of progress towards ILC’s overall goal and SOs as described in its ToC. Though each tool provides a side of the story, the tools are not linked in such a way that they tell a coherent story of progress. In particular the weakness of the RF indicators and the lack of ambition (and consistency) of the workplan “indicators of success” limit meaningful monitoring. The lack of linkages with the indicators tracked under LANDex is considered a missed opportunity for effective monitoring of progress towards results.

#### (iv). Efficiency

**Conclusion 12.** Although the operational successes of the IFAD/ILC **hosting arrangement** are slow to emerge and limited in terms of coverage, the potential benefits of this collaboration are clear and are confirmed by a broad range of interviewees. Benefits of the arrangement cited by stakeholders refer to ILC being able to exploit IFAD’s close relations with partner governments to get issues onto the table, and the increased credibility and visibility the IFAD brand brings to ILC members. Being able to use IFAD services such as procurement, payments, HR, IT was also identified as a benefit. From IFAD’s perspective, the access provided to their target groups on the ground, in particular POs is considered a major benefit of the relationship.

**Conclusion 13.** Problems have emerged in recent years due to ILC’s lack of legal identity which prevents it accessing funds from potential donors (in particular, US philanthropic organisations/foundations). This is leading to missed opportunities. There is a pressing need to resolve this issue as on the one hand, ILC is being pushed to raise more funds, but on the other, too many obstacles are being put in their way. Options such as increased autonomy for ILC within IFAD or the possibility of entering into a fiscal sponsorship agreement should be explored. According to information shared with the evaluation team, these discussions are ongoing.

#### (v). Governance

**Conclusion 14.** ILC’s power shift towards POs represents a key pivot for the network and is what distinguishes ILC from other actors. All interviewees concur that this pivot is a positive development for the network that aligns with its goal and 10 commitments. This is also reflected

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<sup>35</sup> Contribution stories are from Argentina, Bangladesh, Ecuador, Global (2022 and 2023), Guatemala, Indonesia, the Philippines, South Africa, and Togo.

in the findings of the Keystone Vibrancy Survey whereby in response to members' rating of the value of the relationships that they establish through the ILC with different types of organizations, one of the two most valued relationships by a large margin was that with POs. However, this power shift comes with challenges in terms of capacity, an emerging divide between NGOs and POs, and access to funding. As regards capacity, although some POs in the coalition are well-established and have been active in land rights for many years, this is not the case for all. The question therefore arises about the extent to which (limited) ILC funding should be focussed on increasing the capacities of these POs at the expense of other members. Linked to this discussion is the issue of access to funding. More and more donors, both traditional and non-traditional, are keen to work with POs, so this opens a range of funding opportunities. However, there are inconsistencies in terms of this stated desire and the reality, for example, EU Calls for Tender give extra points to offers presented by POs but at the same time include requirements that make this very challenging e.g. three-year audited accounts and high levels of financial thresholds. The same happens with other donors, for example, USAID, which requires POs to become members of the Council for Certification of NGOs. This means that de facto, it is much easier for NGOs with strong track records and the relevant permits to access donor funds, leading to the charge that "NGOs are capturing funds that should be going to POs". Although incipient, this potential fracturing of the network needs to be kept in check.

**Conclusion 15.** Progress towards the targets set for the three impact indicators is not expected to be strong given that they were only set at the start of the Strategy (2022) and are not expected to be achieved until 2030. That said, according to the 2023 annual report, there is no data for the first indicator while for the second (WLR), from a baseline of 34% in 2022, this had risen to 46.43% a year later while for the third indicator (SDG reporting) the figures are 4.62% in 2022 and 5.13% in 2023. In both cases where data is available, the situation seems to be improving though as always with this type of high-level data the issue of attribution arises e.g. to what extent the work of the ILC can claim to have contributed to these positive developments.

## **(vi). Sustainability**

**Conclusion 16.** There are significant signs of **sustainable outcomes** related to the ILC strategy, interventions and actions. These relate to raised awareness, strengthened capacities of members through learning activities and learning by doing, and increased resilience of members and people by creating a safe space in which collaboration, dialogue, and participation are prioritized. The multi-stakeholder approach is an added value of ILC, which supports overcoming a complex challenge from multiple perspectives. By shifting the power to POs, the process has become potentially more effective by allowing for more voices to be part of the conversation on land governance overall.

**Conclusion 17.** ILC's decision to shift from being a funder to facilitating members' access to funding has had serious implications for the work of the coalition. Several interviewees say the shift happened too quickly and should have struck a better balance between capacity development and empowerment. The issue of limited resources was systematically raised with the evaluation team and many interviewees observed that the limited funding is holding back development of the coalition. Other repercussions of this shift from **funder to facilitator** are that members are being driven by the opportunities available to them through projects; they are responsive to available funds rather than a strategic overarching plan. Furthermore, leveraging funds is becoming a burden on both the secretariat and NLCs who are obliged to spend a lot of their time chasing funds/writing proposals. Another serious risk posed by the current resource mobilisation model is that members who do successfully raise funds may not feel under any obligation to share those funds with other members of their NLC. Without clear rules and guidelines in place setting out roles and responsibilities regarding resource mobilisation, and as (some) members become more adept at this, there is a strong risk that more and more of them will feel they can "go it alone" thus undermining the very basis of the coalition. However, notwithstanding these concerns, the figures tell a different story: according to the ILC resource

mobilisation data, ILC is very close to hitting its targets. For the 2022-24 triennium, ILC's budget target was USD 42 million, evenly split between core/flexible and earmarked funding sourced through ILC platforms and members. By December 2023, agreements for core and earmarked funding exceeding USD 19 million had been finalised, with a top-up of EUR 2 million to the existing core contribution proposed for early 2024 leaving a small gap of USD 175,039. In the case of leveraged funding (global level), the target was exceeded by USD 1,202,683, while for funds leveraged by members, the gap was USD 1,203,959. In other words, the gap in funding for the triennium is actually very small, USD 176,315.

**Conclusion 18.** ILC's **institutional sustainability** depends on a combination of factors, including members' capacities, willingness, and interest in being part of the coalition and to support its work, and the perceived added value of the coalition. The evaluation team observed that in general, members are willing to spend time, energy, and funds on the work of the NLC and its members, which is a good indication of their commitment. ILC is seen as a leading player in the space on land by partners, members, governments and donors. Partners highlighted their convening power, and members highlighted their weight and role in supporting advocacy. There are ample signs that ILC has an abundance of added value, which underpins its institutional sustainability. Though there are operational challenges of being a member-led network, like requiring time and energy to coordinate and facilitate collaboration, challenges of prioritizing inclusion and participation of their members, at this point in time, there is no reason to believe that institutional sustainability is at risk, especially as ILC continues to grow in membership.

## 5. Recommendations

The recommendations are split into a three-tier system, where each recommendation is assigned a tier speaking to its importance and the urgency with which it should be addressed. The three tiers are:

- **Red – URGENT:** A critical change which should be made immediately. If left unresolved, it has the risk to undermine the work of the ILC, its impact, its reputation and member satisfaction.
- **Amber – IMPORTANT:** An important change which should be made whenever possible. It is unlikely to materially affect the ILC in the short-term but will reduce efficiency and could compromise impact in the long-term.
- **Green – DESIRABLE:** A ‘nice-to-have’, which should be considered in the fullness of time. Unlikely to immediately change the work of the ILC but can contribute to greater impact over time. While the lowest of the tiers, it should not be ignored or disregarded.

**Recommendation 1 linked to C1 and C17 (One Team): URGENT** To be able to meet the network’s expanding needs, support to resource mobilisation by members needs to be prioritised and expanded on. This could also take the form of peer learning drawing on the success of NLCs in the Asia and LAC regions as regards resource mobilisation.

**Recommendation 2 linked to C3 and C11 (One Team and members): URGENT** The planning and management documents supporting the work of the ILC, namely the ToC, the RF and the Workplan need to be revised and made more coherent. The ToC needs to have clearly formulated results statements. As it stands, the overall goal of PCLG reads more like a means to an end rather than an end in and of itself. A more appropriate formulation of this goal would be “Securing land rights for and with people, who live on and from the land”. The link between PCLG and the 10 Commitments needs to be made more explicit e.g. by using the relevant LANDex indicators.

The change process depicted in the ToC graphic needs to be accompanied by a narrative that also includes the underlying assumptions. The two ILC Pledges should also be included in the ToC and the four challenges should be placed on the far right of the ToC. The RF needs to remove the ERs; there should only be impact, outcome and output levels and these should be the same as those appearing in the ToC. They should be accompanied by relevant indicators, preferably drawn from LANDEX. The workplan should include the same results (outcomes and outputs) and indicators as the RF and as an operational document should include the clusters of activities what will lead to the delivery of those outputs. Possible formulations of these outputs could be: OP1: increased institutional and financial capacity of NLCs; OP2: Land related data available and OP3: Increased awareness of land rights.

**Recommendation 3 linked to C4 (Council of the Coalition): DESIRABLE** The holistic/programmatic approach that was applied to the development of the People, Climate and Nature programme should be extended to the other three challenges and to other key areas of work such as LED. In addition, these priority cross-cutting workstreams need to be adequately resourced and afforded more than just an advisory role.

**Recommendation 4 linked to C5/C8 (One Team): IMPORTANT** The indicators for success and deliverables of the ILC triennial workplan should be revised to reflect the overall level of ambition the coalition has set itself through its 10 commitments. Deliverables should be formulated as outputs with a clear explanation of how they will contribute to the achievement of the ILC’s higher level goals SOs.

**Recommendation 5 linked to C8 (Council of the Coalition, One Team and members): DESIRABLE:** Explore youth-related issues related to land: An area for improvement is youth inclusion (section 3.6.2) and youth participation. The ILC Secretariat, in collaboration with the RCUs and NLCs should consider exploring specific youth-related issues in land governance. There is likely much

to learn there in terms of access to rights and land tenure, access to decision-making processes, and youth-specific priorities. This could provide additional insights and could strengthen the ILC approach even further, for example by opening new funding streams.

**Recommendation 6 linked to C10 (One Team): URGENT** Align data tools with reality: LANDex needs to be better aligned with what is happening on the ground. Work on SO2 needs to be more embedded in the work of the other two workstreams (SO1 and SO3) and the thematic areas (gender, LED, climate, food systems etc.). A dedicated workshop on the data component should be organised as soon as possible with relevant stakeholders such as NLCs, RCUs, thematic experts, the leads of SO1, SO2 and SO3, and other organisations working on land data such as LMI, LandMark, Allied, Prindex, FAO etc.

**Recommendation 7 linked to C11 (Council of the Coalition and One Team): IMPORTANT** Strengthen synergies between MELCK: The One Team should strengthen the MELCK framework to allow for stronger and clearer synergies between its different components. More specifically, the bottleneck effect that has been created by slimming down the team must be overcome and a way to compensate for the loss of key staff/foci must be found. Simultaneously, ILC Secretariat should encourage stronger links between the areas through stronger and more transparent communication. The ILC Council could give recommendations on the levels of effort of various areas connected to the MELCK framework. By doing this, ILC will strengthen their structures and be stronger in linking the SOs.

**Recommendation 8 linked to C13 (Council of Coalition, Secretariat and IFAD): URGENT** There is a need to agree on a mechanism that facilitates a more efficient flow of funds either through collaboration with potential “new” donors to allow them to meet IFAD’s requirements e.g. through some type of pillar assessment as is done by the EU, or through a more flexible arrangement within IFAD that caters for these types of donors e.g. through the appointment of a fiscal agent. In parallel, clear rules and guidelines need to be put in place setting out roles and responsibilities regarding resource mobilisation.

**Recommendation 9 linked to C14 (One Team and members): IMPORTANT** ILC’s shift towards POs needs to be accompanied by an in-depth, participatory reflection by the One Team and the members on the implications of this shift in terms of fund allocation and capacity needs. A roadmap spelling out how this shift is taking place and what its implications for all (POs and non-POs) is needed in order to address the emerging tensions between POs and other members e.g. NGOs. In parallel, the increasing role of POs in the network requires a dedicated programme to build their capacities and to strengthen their ability to engage directly with donors.

**Recommendation 10 linked to C15 (Council of the Coalition): DESIRABLE** The Council should work to meet the coalition’s expanding needs. Dialogue between members and national governments must continue to be facilitated. Members’ capacities must continue to be strengthened, especially of those members that are less established. To support this process, a clear overview of members’ capacities and learning needs, as well as specific needs for support could support and direct efforts more efficiently and effectively, leading to more impact and progress towards the PCLG on all levels.

## Annex A: Evaluation matrix

Evaluation Questions	Judgement Criteria	Methods and sources of verification
<b>Relevance and quality of design</b>		
<b>EQ 1. Do the ILC strategy (2022-20230) and triennial workplan (2022-2024), their objectives and priorities, address current needs and priorities in land governance?</b>	<p>JC 1.1. Extent to which ILC strategy responds to the needs and priorities of its members and adds value to what they are/would be doing</p> <p>JC 1.2. Quality/appropriateness of the ILC design as reflected in its ToC and Results Framework (including extent to which the three specific objectives/outcomes reinforce each other)</p> <p>JC 1.3. Are ILC efforts to engage in selected global processes e.g., for its four challenges – Climate crises, shrinking civic spaces, inequality, food systems and the 2 pledges on gender justice and land and environmental rights defenders, adequately targeted and designed?</p> <p>JC 1.4. Does the ILC triennial workplan adequately reflect the longer-term strategy (2022-2030) and to what extent are the 'indicators for success'/deliverables pertinent and realistic?</p> <p>JC 1.5. Extent to which the “data component” of the EU funded intervention and the SDC funded Land Matrix Initiative bring added value to global efforts for data</p>	<ul style="list-style-type: none"> <li>• Desk review of workplan, strategy documents, ToC, results framework, and ILCs online monitoring database</li> <li>• Analysis of 2024 vibrancy survey data</li> <li>• Field visits</li> <li>• KIIs and FGDs with members, NLCs, ILC Secretariat and Council, reps from data initiatives, and external organisations that engage with ILC in different platforms</li> </ul>



	collection, analysis, and dissemination on land governance.	
<b>Coherence</b>		
<b>EQ 2. How well does the ILC fit within the context it operates in?</b>	<p>JC 2.1. Extent to which the ILC workplan is aligned with national/regional initiatives on land</p> <p>JC 2.2. Extent to which the ILC complements/creates synergies with the work of other actors/donors/platforms (engagement, co-ordination and complementarity with other key stakeholders at local, regional, national and/or international level)</p>	<ul style="list-style-type: none"> <li>• Field visits</li> <li>• KIIs and FGDs with members, NLCs, ILC Secretariat and Council, reps from data initiatives, external stakeholders and organisations that engage with ILC in different platforms, donors</li> </ul>
<b>Effectiveness</b>		
<b>EQ 3. To what extent is ILC delivering on its workplan (SOs and outputs)?</b>	<p>JC 3.1. Progress with regard to “indicators of success” and deliverables set out in 2022 - 2024 workplan</p> <p>JC 3.2. Effectiveness of M&amp;E system in terms of steering ILC (including M&amp;E platform, survey results, contribution analyses etc.) i.e. the extent to which data captured by the M&amp;E platform, the contribution analyses, and the opinions expressed by ILC members through surveys, is acted upon.</p>	<ul style="list-style-type: none"> <li>• Desk review of workplan, strategy documents, results framework, annual reports, contribution analyses, and ILCs online monitoring database</li> <li>• Analysis of 2024 vibrancy survey data</li> <li>• Field visits</li> <li>• KIIs and FGDs with members, NLCs, ILC Secretariat and Council, and donors</li> </ul>
<b>Efficiency</b>		
<b>EQ 4. How efficiently is ILC using its resources</b>	JC 4.1 Appropriateness of administrative/operational arrangements including decentralized working modalities and hosting structure/model	<ul style="list-style-type: none"> <li>• Desk review of workplan, annual reports, and budgets</li> <li>• Analysis of 2024 vibrancy survey data</li> </ul>



	JC 4.2. What is situation re expenditure vs. budgeting/ costs	<p>Comparative analysis of administrative/operational arrangements on paper, and comparing this with actual practices as captured by:</p> <ul style="list-style-type: none"> <li>• KIIs and FGDs with members, NLCs, ILC Secretariat and Council, and donors</li> </ul>
<b>Governance</b>		
<b>EQ 5. Is the new governance set-up of ILC fit for purpose in relation to implementing the ILC strategy?</b>	<p>JC 5.1. Appropriateness of the revised governance structure in terms of the power shift to peoples' organisations (representing the women, men and communities who live on and from the land)</p> <p>JC 5.2. Level and quality of engagement with relevant stakeholders to achieve its objectives</p>	<ul style="list-style-type: none"> <li>• Desk review of workplan, strategy documents, and ILCs online monitoring database</li> <li>• Analysis of 2024 vibrancy survey data</li> </ul> <p>Comparative analysis of governance structure on paper, and comparing this with actual practice as captured by:</p> <ul style="list-style-type: none"> <li>• Field visits</li> <li>• KIIs and FGDs with members, NLCs, ILC Secretariat and Council, and external organisations that engage with ILC in different platforms</li> </ul>
<b>Impact</b>		
<b>EQ 6. To what extent is ILC progressing towards its overall goal/impact</b>	<p>JC 6.1. Degree of progress at global, regional, and national levels on the three stated indicators/targets (secure land rights, women's land rights and reporting on land SDGs).</p> <p>JC 6.2. How well has ILC built on the opportunities for impact afforded by the diversity of its membership, people's organisations, inter-governmental organisations, NGOs and research centres?</p> <p>JC 6.3. To what extent is ILC able to track impact on the ground in terms of the four</p>	<ul style="list-style-type: none"> <li>• Desk review of workplan, strategy documents, annual reports, results framework, contribution analyses, and ILCs online monitoring database</li> <li>• Analysis of 2024 vibrancy survey data</li> <li>• Field visits</li> <li>• KIIs and FGDs with members, NLCs, ILC Secretariat and Council, reps from data initiatives, external organisations that engage with ILC in different platforms, and donors</li> </ul>



	global challenges it aims to address through improved land tenure security	
<b>Sustainability</b>		
<b>EQ 7. To what extent are the results achieved by the ILC sustainable</b>	<p>JC 7.1. What evidence is there that the improvement in securing equitable land tenure at global, regional, and national levels will remain or further improve?</p> <p>JC 7.2. To what extent are ILC platforms (global, regional and country level) moving towards financial and institutional sustainability?</p> <p>JC 7.3. To what extent has ILC identified opportunities for member-led platforms to receive direct operational funding from donors.</p>	<ul style="list-style-type: none"> <li>• Desk review of vibrancy survey data, annual reports, budgets and ILCs online monitoring database</li> <li>• Analysis of 2024 vibrancy survey data</li> <li>• Field visits</li> <li>• KIIs and FGDs with members, NLCs, ILC Secretariat and Council, reps from data initiatives, external organisations that engage with ILC in different platforms, and donors</li> </ul>



## Annex B: Financial data

This annex includes audited financial data (2023).

REQUESTED 2022-24 Budget		SOURCE of FUNDING			Situation Jan 2022 -signed contracts		
DESCRIPTION	TOTAL 2022-24	CORE (Target)	Leveraged through ONE Team (Target)	Leveraged through Members (Target)	CORE (Actual based on signed contracts)	Leveraged through ONE Team (Actual based on signed)	Leveraged through Members (info disclosed by)
SO1: National Land Coalitions Advance PCLG	40 577 000.00	3 670 000.00	-	14 000 000.00	6 450 770.00	-	73 000.00
SO1: Leverage support to National Land Coalitions (including MPTF)		-	3 000 000.00			128 700.00	
SO2: People's Data is produced-used to hold governments accountable		1 390 000.00	-			-	
SO2- Leveraged support on data incl Land Matrix		-	2 800 000.00			2 685 988.00	
SO3: Regional and Global Advocacy		4 190 000.00	-			-	
SO3: Partnerships for Regional and Global Advocacy		-	1 000 000.00			785 000.00	4 000 000.00
ILC Institutional Pledges (Gender Justice and LED)		490 000.00	-				
NETWORK SUPPORT -incl. comms		2 800 000.00	-				
Regional and Global Governance		380 000.00	-				
ONE team (Global and Regional)		6 857 000.00	-				450 000.00
<b>Sub-Total Direct costs</b>	<b>40 577 000.00</b>	<b>19 777 000.00</b>	<b>6 800 000.00</b>	<b>14 000 000.00</b>	<b>6 450 770.00</b>	<b>3 599 688.00</b>	<b>4 523 000.00</b>
Hosting fee and other admin	1 800 000.00	1 500 000.00	300 000.00				-
<b>Sub-Total Indirect costs</b>	<b>1 800 000.00</b>	<b>1 500 000.00</b>	<b>300 000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
ILC RESERVE FUND							
BRIDGE funding							
<b>GRAND TOTAL</b>	<b>42 377 000.00</b>	<b>21 277 000.00</b>	<b>7 100 000.00</b>	<b>14 000 000.00</b>	<b>6 450 770.00</b>	<b>3 599 688.00</b>	<b>4 523 000.00</b>

\*From CIRAD: Learning specilast on loan to ONE team for 3 years; data senior specilast on loan for 10 months

FUNDING TYPE	TARGET IN USD	CONTRIBUTIONS IN USD (APPROVED)	GAP
Core	\$21 000 000	\$20 824 961	\$175 039
Leveraged (global)	\$7 000 000	\$8 202 683	(above target by \$1 202 683)
Leveraged (members)	\$14 000 000	\$12 796 041	\$ 1 203 959
<b>Total</b>	<b>\$42 000 000</b>	<b>\$41 823 685</b>	<b>\$176 315</b>

Table 2: Overview of leveraged funding proposals

REGION	NO. OF PROPOSALS	SUCCESSFUL	UNSUCCESSFUL	STATUS PENDING	AMOUNT PENDING (USD M)	AMOUNT SECURED (USD M)
Africa	40	13	20	7	5,9	0,6
Asia	27	14	10	3	0,17	5,66
EMENA	1	0	1	0	0,25	0
LAC	37	15	12	10	1,3	6,52
GLOBAL	8	7	n/a	1	1,41	8,2
<b>Total</b>	<b>113</b>	<b>49</b>	<b>43</b>	<b>21</b>	<b>9,03</b>	<b>20,98</b>

\* Amounts have been rounded and converted from other currencies

## Annex C: Additional information and data

### Draft concept note ‘People, Climate and Nature’ programme

The information below is taken from ILC’s draft PROGRAMME ON PEOPLE, CLIMATE AND NATURE for consultation with partners. The programme is structured around three “pillars of work” that were identified by a highly participatory consultation process.

**Pillar 1 - land tenure rights for protecting biodiversity and reversing land degradation** - with emphasis on land rights as a critical cornerstone for promoting community-based conservation and restoration initiatives and protecting critical carbon sinks, while being a defence against top-down initiatives in the name of conservation or restoration, that may undermine land rights, prevent traditional land use practices or lead to land evictions.

**Pillar 2 - land tenure rights in the context of solutions to climate change** - with a focus on the importance that climate change solutions must not undermine the rights of those living off the land. In particular, work will encompass the promotion of land rights as a basis for carbon and biodiversity markets and other financing initiatives, while highlighting the need to protect land rights in the context of the green energy transition.

**Pillar 3 - land tenure rights for sustainable food systems** - focus on the importance of land tenure rights for protecting sustainable land use practices, including of pastoralists and other mobile communities, smallholders and family farmers, highlighting their contribution to reversing land degradation, promoting sustainable land use practices, guaranteeing food security and fighting the climate crisis.

This initiative pulls the different SOs of the ILC’s ToC together. For example, in the case of Pillar 1 the table below summarises how work in this area will cut across ILC’s SOs, namely NLCs, Data and Global and Regional Advocacy as well as Knowledge and Learning.

Pillar One	Global and Regional Outreach	Impact on the ground with National Land Coalitions	Data for accountability	Knowledge & Learning	Expected outcome
<b>Land tenure rights as a basis for protecting biodiversity and reversing land degradation</b>	CBD, with an emphasis on: a) indicators for accountability, b) Indigenous Peoples, Local Communities and Women’s Land Rights for conservation and restoration, c) Role of	Financial support and Capacity development for NLCs/members to engage in NBSAP and LDN processes - in partnership with UNCCD, FAO and UNEP Facilitating conservation &	Land tenure and land use indicator for holding governments accountable to land rights components of the Kunming Montreal Global Biodiversity Framework and emerging Program of	Development of knowledge products highlighting the links between restoration and tenure  Documenting for visibility / storytelling Indigenous Peoples, local	More hectares secured, conserved and restored  Tenure policy and practice strengthened in the context of conservation and restoration planning, including for

	<p>Smallholder farmers and pastoralists d) defenders</p> <p>UNCCD on a) pastoralists and b) Women's Land Rights</p> <p>Engagement through our partnership with UN Decade on Ecosystem Restoration/ restoration platforms on tenure and community led restoration</p> <p>New York Climate Week / UNGA / Global Summit - Landmark launch</p> <p>Possible regional conservation fora in Africa, Asia and LAC, including the Global Landscape Forum</p>	<p>restoration finance (RFT and others)</p> <p>ILC Global Land Catalyst Fund for national Land Coalitions</p> <p>IFAD-GBFF engagement in NLC countries</p>	<p>work under Art. 8j.</p> <p>Exploration of the same indicators for UNCCD.</p> <p>LANDex to monitoring implementation of Rio Conventions</p> <p>LandMark at the service of Indigenous Peoples and Local Communities to promote, secure and defend land tenure in related national and global policy spaces</p> <p><a href="#">Alliance for Land, Indigenous and Environmental Defenders ALLIED</a></p>	<p>communities , pastoralists and small holder farmers respective stewardship role in biodiversity conservation and restoration, as well as subsequent climate mitigation and adaptation</p> <p>Training on Landmark for ILC members+</p> <p>Training for NLCs on NBSAPs and National Action Plans to reverse land degradation</p> <p>Peer to peer learning on community led conservation and restoration, and related policy advocacy.</p>	<p>IPs, LCs and women.</p> <p>Strengthened accountability mechanisms towards governments recognition of IPs, LCs and women's land and territorial rights.</p> <p>Increased recognition of IPs, LCs, and pastoralists contribution to conservation, restoration, and climate mitigation.</p> <p>Visibility and protection for those expelled from their land in the name of conservation and restoration</p>
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#### Examples of collaborations

	Country	COSOP	Project
4	Cameroon	COSOP	Project to Support the Development of agricultural sectors Phase 2 (PADFA II)



			PEA Youth
2	<b>Madagascar</b>	COSOP	Project to Support Development in the Menabe and Melaky (AD2M II)  Strengthen Sustainable Entrepreneurship and Support Economic Integration of Rural Youth (PROGRES)
3	<b>Uganda</b>		Gender Transformative Approaches IFAD CIFOR
4	<b>DRC</b>	COSOP	Inclusive and Resilient Rural Development Programme (PADRIR) in the Democratic Republic of Congo.  CAFI UN HABITAT (TBC)
5	<b>Philippines</b>	COSOP	IFAD-ILC Land Monitor focus on Second Cordillera Highland Agricultural Resource Management Project (CHARMP2)
6	<b>Bangladesh</b>		Gender Transformative Approaches IFAD CIFOR
7	<b>Kyrgyzstan</b>		GAFSP DMSOP  Regional Resilient Pastoral Communities Development Project (RRPCP)  Gender Transformative Approaches IFAD CIFOR
8	<b>Brazil</b>		IFAD-ILC Land Monitor
9	<b>Argentina</b>	COSOP	
10	<b>Colombia</b>	COSOP	Gender Transformative Approaches IFAD CIFOR
11	<b>Brazil</b>		IFAD-ILC Land Monitor



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