



Innovations for Scaling Impact

Review of the Implementation and Impact of the International Land Coalition's 2007-11 Strategic Framework

March 2011

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Executive Summary

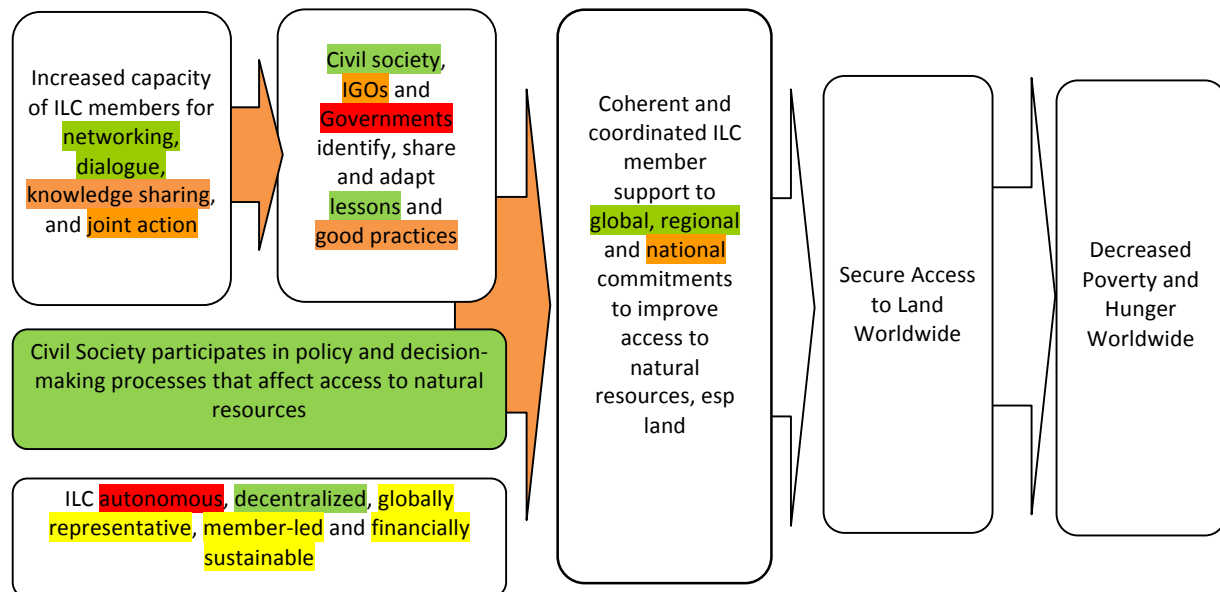
ILC has a very ambitious and important agenda. It aims to influence a wide range of significant actors with very modest resources. This type of situation requires a clear systemic analysis to identify highest leverage points, and translate the analysis into a solid strategy and disciplined execution. This investigation concludes that ILC has made identifiable progress. However, the focus and execution need sharpening and shifting in response to changing opportunities, challenges and achievements. This will require staff, Council and members to collectively sharpen their expectations and understanding of ILC.

The strategic framework of 2007-11 itself illustrates the need for sharpened focus. Stakeholders expressed significant dissatisfaction with the framework because of its vagueness. Guiding targets for the framework were never developed and baseline data was insufficient for constructing a point of comparison for an evaluation.

Therefore, this investigation is better thought of as an “assessment” rather than an “evaluation.” It identifies achievements of the 2007-11 period and makes recommendations focused on supporting the development of the next strategic plan.

The 2007-11 Framework, despite its shortcomings, provides a useful basis for analysis. This report translates the Framework into an overarching theory of change and then analyzes the individual components. The summary of this report is presented concisely in the Figure below. Each of the five left-hand boxes represents one Strategic Objective (SO) from the 2007-11 Framework. The last two boxes describe the overarching impact and outcome respectively that ILC aspires to realize. Taken together, this represents ILC’s theory of change.

Figure 1: ILC’s Implicit Theory of Change Expanded



The key individual words and boxes are color-coded to reflect our analysis of ILC’s achievements with to date. In this approach:

- Green = items we assess as having been realized to a significant extent,
- Yellow = items we assess as having been realized to a lesser, but still meaningful degree,
- Orange = items we assess as having been realized to some, but less meaningful degree
- Red = items we assess as not having been realized or realized to an unsatisfactory degree

This color-coded approach conveys at a high level our overall assessment of ILC’s achievements. However, the Strategic Framework itself and the way in which it was applied require assessment as well. In other words the whole, not only the parts, require assessment. After all, the basic theory behind a network is that the whole is *more than* the sum of the parts. And the way a network works is a key determinant of the sum. The following summarizes our overall assessment. Each is explained in greater detail in later pages of the report.

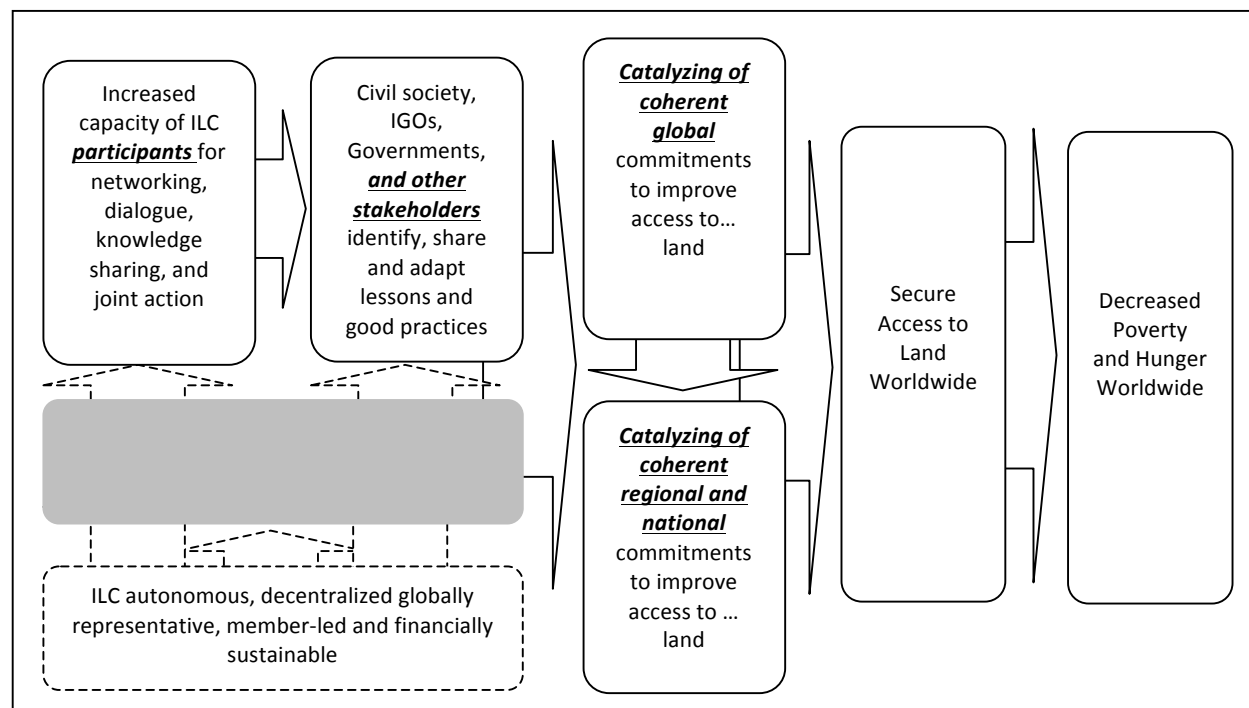
Summary Achievements

1. ILC has developed a growing IGO – NGO – research institute platform that is capable of multi-stakeholder influence.
2. ILC has influenced some international and some national debates to ensure its pro-poor perspective is on the international agenda are integrated into action plans.
3. ILC has developed an array of network capacities to realize change, most notably for multi-stakeholder (1) learning, research and capacity development; (2) advocacy, and (3) system organizing.

Summary Recommendations

1. ILC should focus more rigorously on utilizing a multi-stakeholder strategy.
2. ILC should recognize in its priorities the need to shift from creating frameworks to implementation.
3. ILC should be more disciplined and strategic about prioritizing, setting targets and allocating resources.
4. ILC should consider reframing its strategic objectives in the form of a more concise theory of change. An example of how the ILC might revise its theory of change is represented in Figure 2.

Figure 2: ILC’s Theory of Change – Suggested



In this figure the major changes are in the ***bold italicized*** text, the greyed-out box suggests that CSO capacity-building no longer be given special emphasis, and suggests with dotted lines that the SO related to internal qualities be framed as a way the work is being undertaken rather than an SO in itself.

This all reflects some important shifts proposed for ILC, summarized in Table 1. The first proposes that ILC shift effort from creating global frameworks to using them to develop national actions. This is because there are now two important international framework adopted by governments that incorporate ILC's goals: the Comprehensive Framework for Action High-Level Task Force on the Global Food security Crisis, and the African Union (AU) Framework and Guidelines for Land Policy in Africa. To both of which ILC made important contributions.

Table 1: Key Shifts

	From	To
Activity Focus	Creating the global frameworks	Implementing the Frameworks
Participants	IGOs, CSOs, Research Institutions	Multi-Stakeholder
Capacity Focus	CSO	Cross-Sectoral Interaction
Geographic focus	North-South Global	Global-national
Strategy	Target adverse	Target sophisticate
Role	Dispersed activities: Advocacy Learning/Capacity Dev. System Organizing	Primary: Monitoring Secondary: Advocacy Learning/Capacity Development System Organizing

The second shift is from being IGO-CSO-Research Institute focused, in terms of participation, to being truly multi-stakeholder. National governments, farmers' organizations and businesses all have important roles in land issues. A collective space where these stakeholders *who are committed to ILC's vision* can come together as co-owners is very badly needed and would be a unique offering.

In terms of capacity-development, the key shift proposed is from a focus on civil society organizations (CSOs) to developing the capacity of all the stakeholders to interact productively. This arises in part in recognition of ILC success in building CSO capacity, the presence of others who are doing that, the need of all stakeholders for development of this capacity, and that the CSO focus undermines ILC's ability to be a multi-stakeholder space.

Of less importance, but still an important shift, is from being global with a distinct North-South donor/recipient dynamic, to being truly global, including national. Donor budgets are being reduced, Southern economies and politics are becoming more powerful thereby reducing North-South distinctions, and there is on-going globalization of both goods and bads that suggest this shift will become increasingly important.

To further sharpen the strategy, adoption of specific targets is important. We share the view that log frames and rigid targets are inappropriate for the network as a whole, for a network dealing with a complex "squishy" issue, lots of uncontrollable variables and many other (more) powerful actors. However, creating a disciplined connection between activities and rationale is essential to a good on-going discussion and adjustments to reflect new learning, opportunities, achievements, and challenges.

Finally, ILC's role in the land issue should shift in response to the other shifts proposed above. As well there is need for a more uniting activity to pull together all that the individual efforts ILC is undertaking and reflect its modest resources. Monitoring of land access as a key implementation vehicle with associated research, capacity-development and multi-stakeholder action is one attractive option to consider.

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Introduction

This document presents an independent assessment by Innovations for Scaling Impact (iScale) of the influence of the International Land Coalition's strategic framework for 2007-11. This review was commissioned by ILC to provide input into the development of its strategic framework for 2011-15.

This report is divided into three sections. The first section introduces the methodologies we utilized in conducting this assessment. In the second section, we present the observations that emerged from our review of internal and external documents related to this period, and from our own primary research and analysis. The latter included input from stakeholders of ILC's work that we collected through formal interviews, observation of ILC proceedings and informal conversations. This original data collected offers new insights regarding ILC's work and context for validating previous assessments of ILC's work from 2007 to the present. Finally, in the third section we present our assessments of priority issues and associated recommendations for ILC to consider when finalizing its strategic framework for 2011-15.

In undertaking this analysis, we initially set out to investigate ILC (1) as a global action network, or GAN¹⁻³ rather than a traditional independent institution with clearly proscribed boundaries and (2) as a network that plays a unique role in the field of promoting global attention to land access and related issues. The significance of these two characterizations became clear very early in our review, particularly as we began to collect new primary data from stakeholders internal and external to ILC. In short, we became more aware of the extent to which other assessments have fallen short in assessing ILC's influence *as a network*, and as a member of a broader, growing *field* of organizations and sub-networks concerned with equitable and secure access to natural resources.

Further to the first point, ILC is best considered organizationally as a global action network, or GAN. GANs are new strategy characterized as an innovative coalition of multiple organizations from different sectors (business-government-civil society), with decentralized and multi-level voluntary leadership, generating entrepreneurial approaches to catalyzing systems-level changes, and producing public goods to address pressing global issues. In this sense, "entrepreneurial" used to suggest that the ILC in its grant-making activities has supported the activities of members, especially at the local level, not just to innovate (adopt in a more planned way a technology to another use) but to creatively explore opportunities and learn from failure as well as successful innovation.

As inter-organizational catalyzers of effective action, rather than executors of action themselves, GANs require a different assessment than traditional organizations whose influence on an issue is direct, tangible and easily identifiable. Identifying ILC as a GAN should not be surprising to anyone familiar with the institution and its work. However, because GANs are arrangements that are still becoming well understood themselves, both the strategies of ILC and the assessments of these strategies have not reflected this important fact. That has unfortunately limited the realization of the Coalition's unique contributions to date and potential further contributions to the field.

ILC certainly stands as an important actor in the field of efforts to promote equitable and secure access to natural resources worldwide, including having been a primary agent in developing the field globally. However, the institution is now surrounded by many others also working on this issue. As such, it is important to assess the influence of ILC itself as a member of an emerging broader and unintentional network of actors focused on access to natural resources and land.

Therefore in this review, our approach is to emphasize ILC's role as a multi-sectoral, inter-organizational network within a broader, unintentional network. This means that we are interested in understanding (1) the influences of ILC on policy and practice (its effects), (2) the relationships and the value of these

relationships among organizations that comprise ILC as a network (its connectivity) and are responsible for generating these effects, and (3) what is the sustainability of ILC as a network (its vibrancy) that will allow it to continue generating these relationships and the influences that come from them.¹ This framing helps to understand the system that ILC is both part of and influencing. It also provides an appropriate context to discuss shortcomings in realized and potential achievements (effects) of ILC's multi-stakeholder network strategy.

Methods

Anticipated Challenges in the Assessment of ILC

Undertaking the assessment of any effort to influence such a profound and wide-reaching issue as equitable and secure land access worldwide faces considerable challenges. Among these, we'd like to highlight two in particular. One concerns the complex character of the issue that ILC is attempting to address, which means that multiple forces influence the issue at any time and many influences, including significant ones, are indirect or non-linear. Two and correspondingly, concerns the character of ILC as an emergent social change effort, meaning that the roles and activities of ILC are still evolving in an attempt to discover those that will be most influential and abandon those that will not.²

With this understanding of ILC and the focus of its work in mind, we identified the need to utilize a combination of methodologies to compare the actual influence of their activities with the intended influence of these activities (confirmatory methodologies), and to identify unexpected influences of their activities or influences of their activities that were not anticipated *a priori* to be worth significant attention, but proved differently (exploratory methodologies).

Assessment Methodologies Utilized

Theory of Change Influence Tracing

The most basic approach that we utilize to assess the implementation and influence of ILC's strategic framework 2007-11 is representing the Coalition's theory of change graphically as an influence diagram. Once this graphical representation of ILC's theory of change is identified, we then color the different activities and influence pathways to indicate our assessment of the extent to which each activity and outcome was realized. We also indicate the influence of activities on intermediate outcomes and that of intermediate outcomes on later outcomes relative to its anticipated performance/productivity/influence. This basic technique of "traffic-lighting" the theory of change is useful for generating dialogue among stakeholders, and in doing so to prompt insights to help ILC to identify activities it might renew or redouble or decrease or end in 2011-15.

Contribution Analysis

Contribution Analysis is a methodology that identifies the relative contribution of *various factors to a policy change* or social outcome of interest. Because contribution analysis calls for the influence of ILC

¹ See Innovations for Scaling Impact and Keystone Accountability, *Next Generation Network Evaluation*, June 2010, and Appendix A: Network Components and Measures

² This observation is producing innovation in evaluation methodologies, such as with *Developmental Evaluation* associated with Michael Quinn Patton, and Outcome Mapping associated with the International Development Research Centre.

to be assessed relative to other sources of influence on outcomes, it offers a critical perspective that avoids over-attributing influence to ILC.

Contribution analysis provides clear guidance for collecting data from key informants, whether through interviews, focus groups, surveys or otherwise, to help avoid bias. By directing researchers to systematically and comprehensively identify all the influences that have contributed to a policy change or social change outcome, it helps safeguard against leading informants to focus on the intervention of interest (in this case the impact evaluation research).

Contribution analysis also provides guidance for data collection methods such as content analysis of media reports, statements by public officials or legislation to help avoid bias when attempting to “trace the signature,” or looking for the “footprint” of ILC activities. By generating a catalog of the various factors thought to have influenced the policy changes and/or social outcomes of interest, contribution analysis guides the collection of “signature tracing” data to look for evidence of the influence of these various factors and not just of ILC in order to provide clearer evidence for the unique and relative influence of ILC.

Contribution analysis also aims to not under-estimate the influence of ILC due to a failure to consider countervailing influences of broader social and political dynamics that might weaken the influence of ILC. Therefore, it also involves Stakeholder Analysis that identifies critical stakeholders who have an interest in influencing policy outcomes and the channels through which they can project this influence. This adds complementary rigor to our contribution analysis.

Most Significant Change

Most Significant Change (MSC) is a methodology that identifies the *various influences of an intervention*, including unanticipated and indirect influences

Complementary to Contribution Analysis, Most Significant Change is an exploratory methodology intended to ensure that an evaluation is not so narrow that it misses achievements other than those anticipated from the efforts. This is particularly important with evaluations of efforts to affect social change on a complex and dynamic issue such as land policy throughout the world. In these situations much of the impact of such efforts may actually be unanticipated.

By identifying the *full range* of influences attributed to the intervention of interest, Most Significant Change Methodology assists researchers to identify potential *indirect* paths of influence through which ILC has influenced policy and/or social outcomes. For example: the *a priori* focus of the independent review is on the influence of ILC Strategic Framework; however, practices or behaviors of actors other than those identified in the Strategic Framework might be influenced by ILC and result in improvements in the social outcome of interest due to adaptive behavior – all without any direct intent of ILC. An approach that focused on developing a theory of change representing only more linear influence paths is unlikely to capture this full picture of influences.

Most Significant Change Methodology also guides researchers to identify any potentially negative influence that ILC might have had on the policy change or social outcomes of interest. This would help to also avoid over-ascribing influence to ILC that could result from a linear development of a theory of change that does not consider factors such as, for illustration, the misrepresentation of ILC efforts.

Similarly, MSC also guides researchers to identify the influence of ILC on other policy changes and/or social outcomes of interest. Again, the development of a theory of change using a more linear logic approach could underestimate the value of ILC by not considering additional benefits of ILC programs. This could be, for example, ILC encouragement of and/or development of techniques for the conduct of

land tenure programs in other regions that result in meaningful influence on policy and/or social outcomes.

A specific line of exploratory data collection that we utilized was to ask respondents to identify the various actors that were most influenced by ILC, and then which actors are most likely to be affected by these actors. This line of inquiry is informed by a complementary methodology, Outcome Mapping, which is commonly used in program planning to identify targets of influence (“boundary partners”) for a particular intervention. However, in this case it is used to identify potential indirect influence paths and critical stakeholders to be investigated further through Stakeholder Analysis.

Stakeholder Analysis

Stakeholder Analysis is a methodology to identify groups that have an interest in a policy, their particular interests and their capacity for influencing this policy

Stakeholder Analysis has an advantage over more general “political economy” analysis because its framework for data collection and analysis guides examining and assessing the influence of particular actors on the change, or lack thereof, in a policy. As such, the findings to be gleaned from Stakeholder Analysis can more systematically document and rigorously describe impediments to political change, as opposed to more open-ended “thick description,” and offer more practical guidance on how to address these impediments.

Social network mapping and analysis provides both identification of stakeholders to be included in the Stakeholder Analysis, and greater insight into priority strategies to change the relationships among these stakeholders.

We were requested *not* to collect information by survey from ILC stakeholders, which would be a usual approach to stakeholder analysis.³ Therefore, we undertook stakeholder analysis with two other methodologies. One approach, utilizing a “web crawl,” is an automated technique of searching organizations’ websites to identify links to other organizations’ websites. This technique offers both (1) a method for identifying stakeholders in the field whose input might be solicited to inform the evaluation of ILC and (2) a stand-alone method for analyzing the field of organizations working on a particular issue. A second approach was to develop four specific cases based upon interviews and archival data, which describe stakeholders’ relationships.

These approaches offers a rich snapshot of the current state of ILC’s multi-stakeholder network, which can illustrate how effective ILC has been in developing its connectivity as well as inform strategic discussions about priorities and what to create.

Methodological Refinements for the Assessment of ILC as a Global Action Network

We collected data for each of these methods of analysis simultaneously and considered the findings emerging from each approach as we proceeded with our data collection and analysis. As such, as additional data were gathered, we continually reassessed the relative value of each approach and

³ We understood this restriction resulted from heavy surveying of ILC members recently, which resulted in significant reluctance to answer surveys. While other surveys have been done, they have all solicited input on different questions than the “influence” or “impact” of the ILC during the 2007-11 period under review. Unfortunately, the concern about asking members to complete another survey - what is meant by “survey fatigue” – is a meaningful limitation on the review.

refined our data collection methods in order to improve the quality of the final analysis. This led to the adoption of specific refinements to the initially outlined approach, including a recognition that the analysis of ILC's contributions to changes in policy and practice (effects) was going to offer results that were clearly less than anticipated and that we should incorporate additional analysis of ILC as a Global Action Network. This added emphasis is represented in the additional discussion in the next section of "Assessment of ILC as a Global Action Network." While all the modes of analysis, of course, assess ILC as a GAN, this section more specifically considers ILC's achievements relative to the defining characteristics of a GAN and what recommendations can be offered for ILC to better develop its vibrancy as a network. This additional analysis is also included to further emphasize ILC's achievements *as a network*, which might be unfairly assessed if the review improperly focused too much on the network's effects as other assessments have.

Data Collection

This review of the implementation and influence of ILC's strategic framework for 2007-11 is based upon primary and secondary data collection. Secondary ILC-provided sources included:

- Prior external assessments included both external assessments of ILC, such as those completed by the World Bank's Independent Evaluation Group, the European Community and INTRAC, and a Feedback Survey Report by Keystone-iScale;
- Internal assessment materials, including grant reports from ILC's members and member responses to the survey soliciting input for the development of the new 2011-15 strategic framework; and
- ILC meeting records and materials describing projects.

iScale used a variety of methods to gather additional primary data and stakeholder input for the review. These methods involved ## interviews (see Appendix ##) and included:

- Surveying of existing third-party literature and research to provide context for our review of ILC's documentation and inform our own primary research;
- Analysis of Internet websites of critical stakeholders, including variations of both content analysis and social network analysis, to provide raw data as well as to inform the selection of stakeholders to interview and survey;
- Interviews of internal and external stakeholders identified as critical through ILC's and iScale's prior knowledge of the field, and expanded through snowball sampling;
- Observation of ILC Consultative Council meeting in early December 2010 in Rome;
- A modified focus group discussion conducted with the Council;
- Interviews and a modified focus group discussion with stakeholders in the land arena in Nairobi; and
- Participation in a discussion in Nairobi about property and land dispossession.

Limitations

This review has very specific and significant challenges. Most important is a conceptual limitation as described earlier: the difficulty in describing the influence that might be identified as being attributable to ILC. The issue that ILC is focused on is far too complex to identify considerable direct influence of any single entity; this limitation applies even more so to ILC as a network, the influence of which is much more indirect and should be measured in terms of the network's connectivity and vibrancy.

The review needed to be appropriately limited in order to be feasibly completed within the time allowed and with the resources available. The scope of the review was specifically identified as the effectiveness of the ILC in achieving the objectives laid out in the strategic framework for 2007-11, with a particular

focus on the appropriate assessment of the ILC as a global action network (the implicit frame identified in the TOR and proposal by iScale, which became all the more clearly evident in the initial conversations with ILC secretariat staff). As such, there were neither sufficient resources nor enough time to incorporate program-level evaluation.

In regards to the discussion of funding, the prioritization of use of funds is a critical question – however, although there is necessarily an opportunistic relationship in that different efforts of the ILC have to be prioritized based on the level of funds obtained in any period, we suggest that this relationship needs to be greatly reversed, with more attention being given to setting funding goals and realizing development efforts as stemming from the organization’s strategic priorities. Also important is that even had a more traditional linear analysis of performance-against-targets been desired, there were no targets and no baseline data to work with. Although, as explained, we believe that such traditional analysis would be inappropriate on its own, the targets and data would have provided useful data and an important point of comparison.

The limited budget of the review meant that we had no funds for field visits to conduct in depth reviews with focused groups of stakeholders, other than in Kenya. Therefore, we have not been able to develop comparative case studies to carefully investigate the effects of ILC’s work on the ground in specific communities or to more directly observe regional operations of the Coalition, which would certainly allow us to better gauge the connectivity and vibrancy of the network. Fortunately, we were able to utilize other opportunities for one of us to visit Kenya and were thus able to incorporate one illustrative case study into this review, which we consider invaluable for illustrating certain findings.

The use of case studies to show the type and character of influence of the ILC at each level (global, regional, national, local) is intended to be *illustrative*. These cases are not intended to be representative nor authoritative. The scope of the review did not provide for this type of identification and comparative analysis of representative case studies. We understand that including additional case studies could very well allow for more stakeholders to relate to the report more strongly. But, the addition of such case studies--particularly identification of such case studies in an intentional way--would entail a different methodology at a meaningful investment if it is to contribute critical new insights. Additionally, we were asked not to survey ILC members which would be a usual data-collection tool; we understood this restriction resulted from over-survey of ILC members recently, which resulted in significant antipathy to surveys. This was a significant limitation. It suggests that this analysis is best described not as an “evaluation”, but rather as an “assessment review” of ILC’s activities. This led the investigation to focus on analytical outcomes that will be useful for ILC’s future development.

Despite these limitations, we are confident that this analysis provides a valuable assessment of ILC’s activities and in-put for developing its strategic plan. Furthermore, we believe that it represents a step forward in development of methodologies to analyze ILC’s activities.

iScale wishes to express their appreciation to ILC and those who provided information for this analysis. We were impressed with ILC’s responsiveness to requests, and in particular are appreciative of the support of Barbara Codipoti. We note that when an analysis is paid for by the party being analyzed, there is reason to be skeptical about undue influence. We want to note that at no time did we experience this. In fact, one strong memory is presentation of tentative conclusions to the December ILC Council meeting, without anyone at ILC ever having seen them before – or having requested to see them in advance.

Introduction: Investigating ILC as a Network

In this section we present data and related achievements and recommendations to assess ILC's vibrancy, connectivity, and effects. We analyze (1) the influences of ILC on policy and practice (its effects), (2) the relationships and the value of these relationships among organizations that comprise ILC as a network (its connectivity) and are responsible for generating these effects, and (3) what is the sustainability of ILC as a network (its vibrancy) that will allow it to continue generating these relationships and the influences that come from them.⁴

We begin by reviewing how these relate to each other in ILC's 2007-11 strategic framework by translating the strategic objectives into a theory of change. We then present our findings about what has emerged as ILC's most important influences. This is followed with Most Significant Change Analysis where we illustrate the influence of ILC through four case studies, with each focusing on a different level analysis, from the global to the local. We discuss the connectivity of ILC in the following section in which we identify and analyze the "social network" of ILC, focusing not on the connectivity of the members of ILC but instead considering the connectivity of ILC to the broader field. Finally, we provide an analysis of ILC as a Global Action Network in terms of the seven strategic definitional strategic qualities of GANs; and the six distinct roles that GANs play.

Tracing ILC's Influence through its Theory of Change

The five strategic objectives (SOs) of ILC's 2007-11 Strategic Framework, which we have depicted in the above influence diagram representing our explicit reconstruction of the Coalition's implicit theory of change, are presented in Box 1.

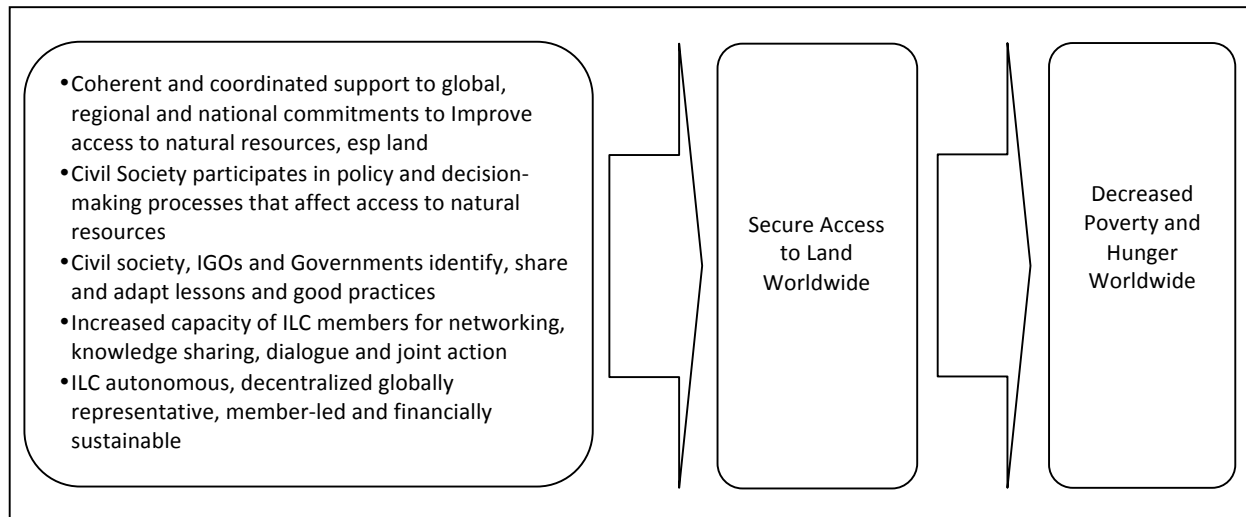
Box 1: ILC's Strategic Objectives 2007-11

- All members of ILC provide *coherent and coordinated support to global, regional and national commitments and actions* to improve the access of poor men and women to natural resources, especially land.
- Civil society participates more actively in, and exercises greater influence over, the policy and decision-making processes that affect the access of poor men and women to natural resources, especially land.
- Civil society, inter-governmental organizations and governments *identify, share and adopt lessons* and good practices that improve the access of poor men and women to natural resources, especially land.
- All members of ILC have increased capacity for networking, knowledge sharing, dialogue and joint action.
- ILC becomes an autonomous, decentralized, globally representative, member-led and financially sustainable coalition.

ILC aims for large system change. Its strategy should be derived from a sound theory of change. ILC's theory of change, represented in Figure ## below, has been constructed from a careful reading of the Coalition's 2007-11 Strategic Framework and consideration of the SOs.

⁴ See Innovations for Scaling Impact and Keystone Accountability, *Next Generation Network Evaluation*, June 2010, and Appendix A: Network Components and Measures

Figure 3: ILC's Implicit Theory of Change in Use



This theory is based on evidence that asset inequality, particularly land inequality, reduces economic growth and the impact of gains in productivity on poverty. This relationship is represented on the right side of the diagram, where the outcome of “Secure Access to Land Worldwide” is depicted as having an influence on “Decreased Poverty and Hunger Worldwide.” Referring to its overall activities as “putting a pro-poor land agenda into practice,” ILC explains the basis of the belief in this causal relationship in that:

...enabling a pattern of rural development that empowers poor women and men to improve their livelihoods and well-being by securing their resource rights – is critical in achieving a path out of poverty for rural households that depend on agriculture and other forms of primary production.⁴

Notably, while the primary focus of ILC's pro-poor land agenda is to realize more sustainable livelihoods, ILC also recognizes that progress on this issue can also lead to:

...other important economic, social, political and environmental benefits, including: identity and dignity; sustainable management of natural resources; peace and security; and multiplier benefits for the overall economy from improved incomes.⁴

Therefore, the theory is that secure and equitable access to and control over land reduces poverty and contributes to identity, dignity and inclusion. All of this presents a reasonable justification not just of ILC, but more broadly for a clarion call to other stakeholders that implementing a pro-poor land agenda is a challenge of the highest order.

ILC recognizes that a pro-poor land agenda requires progress along many dimensions. However, as a coalition of civil society and intergovernmental organizations, ILC identifies for itself a particular role: building multi-stakeholder alliances to uphold the resource rights of poor women and men. ILC identifies this unique focus of its work at a global level. Importantly, in its focus as well on promoting progress at the national level of policy and practice, ILC clearly identifies that in some countries, such efforts might range from correcting fundamental and historic injustices or redressing land grabbing and forced evictions to pursuing institutional change in order to address inequities that are rooted in policies, practices and organizations controlled by powerful interests.

The Strategic Framework presents, thus, for members, partners, donors and policy makers, ILC's vision, mission and objectives for the five years, 2007-11. In other words, the Strategic Framework, was intended to be both “the driving force of ILC and the central reference point for organizations wishing to join together to promote agrarian reform and help put a pro-poor land agenda into practice.”

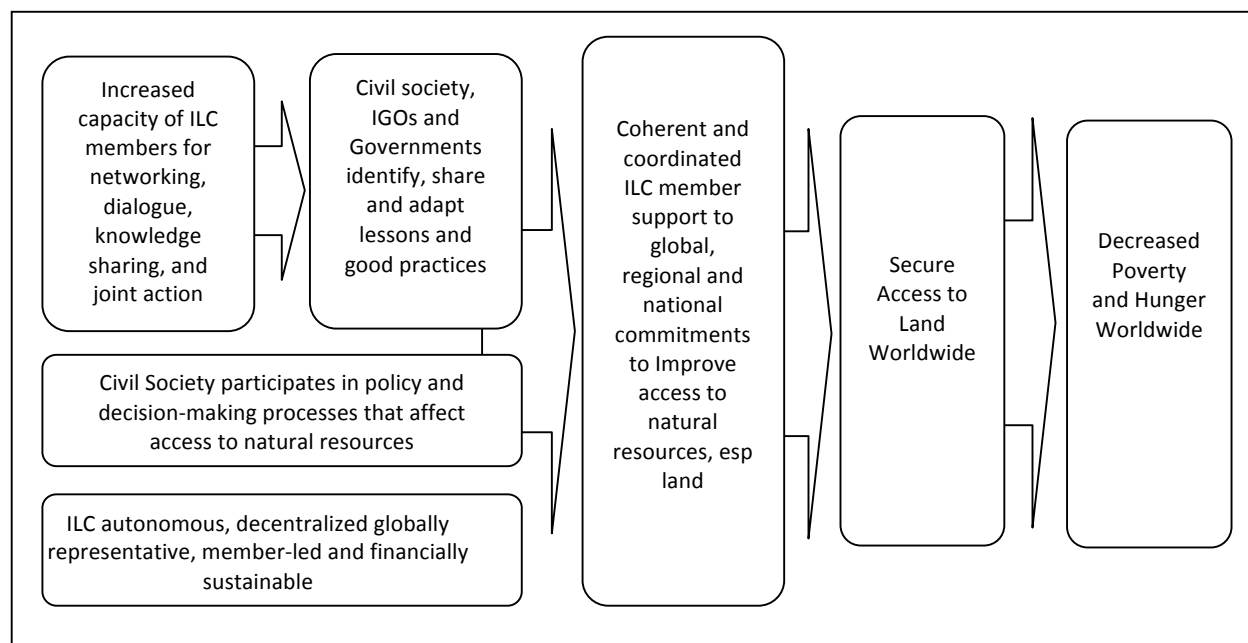
As well as identify the five strategic objectives, the 2007-11 Strategic Framework also identifies five core strategies, or “organizing principles” for ILC’s development of a results-based and gender-mainstreamed culture, incorporating corporate and decentralized planning, management and review processes to “transform” how it prioritizes, plans and manages its work to fulfill its mission and realize its vision. These core strategies were all largely more focused on internal organizational development priorities, and may be more appropriately referred to as organizational development priorities. Therefore, although important to consider as context, these principles are not represented explicitly in the theory of change. These core strategies are outlined in the box below.

Box 2: ILC’s Core Strategies (Organizational Development Priorities) 2007-11

- Refocus ILC at the national and local levels to achieve demonstrable impact on the livelihoods of poor women and men
- Forge strategic coalitions and partnerships as conduits for policy advocacy
- Expand and diversify ILC’s membership and strengthen the role of members in the direction and work of the Coalition
- Strengthen and focus ILC as a knowledge network
- Develop transparent systems for results-based and gender mainstreamed planning and management

Figure 4 represents ILC’s theory of change as we find it has been operationalized by the Coalition – with the strategic objectives holding equal importance under the 2007-11 Strategic Framework. We suggest that this expanded theory of change, depicting more explicitly the causal relationships assumed in the Strategic Framework, is more suitable for reviewing the Coalition’s performance during this period. This depiction allows for a more robust understanding of ILC’s performance, with ILC expected to have more direct and greater influence on the objectives most to the left of the diagram and more indirect and lesser influence on objectives as they are depicted further to the right. This is the model that we have used to assess the data described in the following sections and return to in our conclusion.

Figure 4: ILC’s Implicit Theory of Change Expanded



Data Analysis Part 1: ILC's Most Significant Contributions

Tracing the influence of ILC through its theory of change is a useful approach to assessing the performance of the organization in contributing to change that it identified a priori as being of interest to the Coalition. In this section, we turn our attention to discussing the most significant contributions of ILC regardless of its intention. This discussion is based on the Most Significant Change approach, which, as introduced previously, is intended to help identify the influences, both intended and unintended and positive and negative, of efforts to change policy and practice. Because we have not identified any negative influences attributed to ILC, we have titled this section correspondingly to denote the focus of our discussion on the most significant contributions of ILC.

First and foremost, the greatest contribution of ILC seems to be the consolidation of the issues of secure access to land as a primary issue of concern on the global development agenda. A quote from ILC's Strategic Framework 2007-11 itself identifies the success of ILC in raising this issue on the agenda:

In 1995 land issues had fallen from the development agenda. ILC responded by promoting the need to put land back on the agenda. It did so by working with its civil society and intergovernmental members to advocate for secure access to land. Today land is not only back on the agenda, it is confirmed to be linked to many development goals, from food security, to conflict prevention, to peace and security, to combating desertification and environmental degradation.

While this citation identifies ILC's success in reestablishing land on the global development agenda, since 2007 ILC has consolidated these gains through its fostering of a global network of actors, mostly from civil society, continuing to raise the profile of land on the agenda, fostering the emergence multi-stakeholder dialogue and information-sharing, developing institutional mechanisms to insure the profile of the issue at a regional level, develop the capacity of national and sub-national actors to continue to raise the issue at this level. And of course beyond these local, national and regional levels, ILC Secretariat is an active participant itself at the global level that can facilitate or initiate these types of multi-stakeholder approaches to land policy that favor the poor.

In particular, it is critical to recognize the value of the Coalition's contributions to building relationships among land policy actors worldwide and facilitating the exchange of information among them. While this is a field that appears to still be coalescing, our findings suggest that ILC has been influential in this emergence. Recognizing the importance of connectivity as one of the dimensions of the health of a network, it is critical not to prematurely discount the critical role that this achievement of coalescing a broader collective momentum globally can have over the long-term on catalyzing achievements on the issue of land policy.

Similarly, while ILC's efforts are hard to tie to any clear change in policy or practice related to land policy, it is important not to underestimate the contribution that ILC has made to improving the capacity of its partners who have themselves contributed directly to such achievements, as will be illustrated in the following case study on the Kenyan National Land Process.

Finally, our review points to the importance of ILC, as a global institution, in securing a place for its members in the process of developing the AU's Framework and Guidelines on Land Policy.

Data Analysis Part 2: Case Studies

These four cases were selected to investigate the dynamics between global, regional, national, and local. They are not assumed to be the most outstanding cases of ILC's work, although they are considered to be among the best examples.

Case Study 1: Comprehensive Framework for Action on the Global Food Security Crisis

On 17th September 2009, the Senior Steering Group (SSG) of the UN Systems High-Level Task Force for the Global Food Security Crisis agreed that the Comprehensive Framework for Action (CFA), the UN's strategy for addressing food security, should be adapted to reflect a) the changing food security and nutrition situation, and b) the experiences of partners in national authorities, international organizations, regional bodies, civil society and the private sector in responding to it. The influence of ILC on the final document is a notable example of the effectiveness of the Coalition's work.

Background on the CFA

At the end of April 2008 the United Nations' Chief Executives Board established a High Level Task Force for the Global Food Security Crisis (HLTF) as a temporary measure to enhance the efforts of the UN system addressing food security. The mandate of the HLTF was to "ensure a coherent system-wide response to both the causes of this crisis and its overwhelming adverse consequences among the world's most vulnerable populations."

The outcome of the HLTF was the development of a Comprehensive Framework for Action (CFA). During the latter half of 2008 the UN Secretary-General introduced the CFA as the HLTF's approach to increasing investments in agriculture, food security and nutrition and encouraged greater international support for country-led responses based on this comprehensive approach. The CFA detailed two sets of actions: those that contribute to short-term outcomes related to immediate needs and those that contribute to long-term outcomes needed for sustainable food systems that can withstand shocks associated with food price volatility, economic contraction, demographic change and adverse climatic events. While secure access to land plays an important role in addressing both of these dimensions of the problem, it was not addressed significantly in the original report.

ILC Influence on the CFA

While reviewing the CFA, the HLTF issued a call for comments from stakeholders. As part of this process, ILC Secretariat held consultations with the Coalition's members to inform the comments provided by the Secretariat on behalf of the network. These comments and the subsequent involvement of the Secretariat and its members in the HLTF review process had meaningful influence in the CFA's revision. Notably, apart from the influence on the final version of the CFA, the HLTF recognized ILC as an example of the high degree of consultation that some stakeholders took in preparing their comments. The HLTF commented that: "The International Land Coalition, for example, launched an internal consultation process by providing its members and partners in Africa, Latin America and Asia, a questionnaire on the links between land issues and food security from their own experiences, using the CFA structure to frame key questions."⁵

Thus the influence of ILC in the CFA revision process stemmed from two activities. First, on the basis of inputs from ILC Members' ILC Secretariat compiled a paper "Links between Land Tenure Security and Food Security" in March 2010 that it submitted to the HLTF. And second, during the CFA review process, ILC Secretariat played a key role in coordinating a consortium of organizations working towards tenure

⁵ Updated CFA, September 2010, page 2

security of land, water and other natural resources. It convened them to make a second submission to the HLTF Secretariat.

While ILC was not unique in identifying land as an important issue in addressing food security, we feel confident suggesting that new or meaningfully expanded additions to the CFA reflect the direct or indirect influence of ILC. Importantly, while we want to be clear that we do not attempt to assert that any of the revisions of the CFA reflect the unique influence of ILC, as such changes unquestionably result from a variety of influences, the extent to which other stakeholders as well raised the issue of land access and security can itself be interpreted as evidence of the influence of ILC in promoting awareness of land's role in development. Moreover, a review of the complete comments provided to the HLTF make clear that ILC raised the issue of land in unique ways: in both its focus on land as well as the depth, completeness and specificity of its comments, which are reflected in the final version of the updated CFA. Particular examples of revisions to the CFA, provided below, help to illustrate this influence.

First, in the opening section of the CFA, "Causes of Food Insecurity and Under-nutrition: Current Situation and Future Risks," land is now more prominently identified as a critical factor to be meaningfully addressed. A compelling example is the identification of (a) access to land and other natural resources and (b) land tenure as the first two specifically identified structural factors that affect food security:

4. *Structural factors and market failures:* In the last two decades many countries have successfully promoted food security with — in some cases — discernable improvements in the nutritional status of vulnerable people. However, the two crises have confirmed inadequacies in the structure and functioning of food systems that prevented these from withstanding the impact of successive shocks and from improving food security in a sustainable manner. This reflects (a) **increasing inequalities in access to and control over productive resources, in particular land and water;** (b) **policies that undermine smallholder tenure security;** (c) decades of under-investment in agriculture (particularly smallholder-based production and processing systems), rural development and infrastructure; (d) inconsistent attention to the effective operation of markets for food, and trading systems; and (e) lack of support for safety nets and social protection systems. (Emphasis added.)⁶

This recognition of the role of secure and equitable access to land and other natural resources in ensuring food security is further identified in the CFA's first outcome of "Meeting Immediate Needs of Vulnerable Populations." In this discussion, land access is identified as critical to mitigating food price volatility for poor rural households and preventing social and economic exclusion, especially during times of crisis.

27. Lessons learned since the 2008 food crisis show that **secure and equitable access to land and control over it mitigates the impact of food price volatility for poor rural households.** Hence, beyond the need to ensure emergency food assistance and safety nets, **land and other natural resources should be acknowledged as primary assets in household food production and as key to preventing social and economic exclusion, especially in times of crisis.** In urban areas, reliable employment and access to essential services, especially water, health, and sanitation, are critical. The challenges facing women in urban areas must be better understood and factored into programmes.

⁶ Pages 2

Emergency food assistance programmes should, as far as possible, be self-targeted and use local food resources to support local agricultural development and facilitate acceptability of distributed emergency foods.⁷

In addition to the simple mention of access to land and natural resources, the influence of ILC can seemingly be recognized as well in the reference to the twin goals of “secure and equitable” access, a framing that ILC champions, and is also repeated elsewhere in the document.

A third example of this raised consideration of land as a critical factor in ensuring food security is found in the discussion of future risks of food insecurity, in the specific prioritization of those with limited access to land alongside those with limited access to employment for protection during times of crisis:

9. *Future risks:* Within many developing countries, anxiety about high food prices and intense competition over land, water and transport capacity has already increased the risks of civil unrest, political instability, displacement of people and migration across borders. Unstable energy prices, continued food price volatility, and lack of infrastructure for market access create a context in which farmers find it difficult to operate profitably and meet their own food security needs. Increased global demands for food (due to population growth) within the context of limited land, water and other natural resources, combined with the impact of climate change on agricultural production and food systems, will increase the risks of food insecurity for smallholder households. ***Those unable to access land or employment are at greatest risk and should be prioritized for protection, especially during times of crisis.***⁸

A related reference to access to land and other natural resources is addressed more indirectly but still importantly in the CFA’s discussion of the importance of environmental sustainability to food security, noting that those with decreased access to land and natural resources, such as indigenous peoples, fisherfolk and pastoralists, are more susceptible to climate change:

ii. *Smallholder farming, pastoralism and environmental sustainability:* There is a need for urgent attention to ways in which agriculture can contribute to environmental sustainability and mitigate climate change through new patterns of agricultural and livestock development. Long-term food and nutrition security policies need to recognize that smallholder farmers who are currently food insecure, are likely to be hard hit by climate change and other environmental shocks, because they farm and rear on marginalized land and depend on erratic rainfall. Hence nations are investing in policies for disaster risk reduction and climate change adaptation to help those at risk increase the resilience of their cropping and livestock systems. These policies include access to diverse and flexible water tenure systems to mitigate the impact of climate change, particularly for users of the commons, such as the millions of indigenous peoples, fisherfolk and pastoralists. The latter tend to keep their flocks on marginal lands, earn their livelihoods through livestock rearing, and are particularly vulnerable to climatic shocks (droughts and floods), mobility restrictions and limited access to scarce resources (water and grazing land).⁹

CFA’s increased attention to land access as a critical element of the global context in which food security needs to be addressed, is not limited to the setting of the context of the problem. Land access is also

⁷ Page 10

⁸ Pages 3

⁹ Pages 4

highlighted prominently among the priority outcomes and actions to be realized to ensure food security. Thus, moving from the factors that contribute to food insecurity, the increased attention of the CFA to access to land and other natural resources is also recognizable in the document's calls to action for improving food and nutrition security. Once again, marking a significant change from the 2008 version of the CFA, which mentioned land access and security mostly in passing, the updated CFA identifies the importance of land in its first two areas identified for additional emphasis in efforts to address food security. In the first of these discussions, on the important of agriculture as an engine for development, enhancing secure and equitable access to land and other natural resources is identified as "key" to food production:

i. *Agriculture as an engine for development*: There is now a trend towards investing in agriculture as an engine for economic development. This approach — strongly fostered, within Africa, by the African Union — usually involves increased government spending on agriculture, infrastructure (for inputs and marketing) and the encouragement of private investments, including foreign direct investment in food production, post-harvest storage, processing and marketing. It also includes investment in food and agricultural science, technology and knowledge development and transfer — in ways that take account of, and respond to, the needs of smallholder farmers. It encourages the organization of smallholder farmers and agriculture workers in the elaboration and implementation of national plan for food and nutrition security so they can better participate in the new investments. ***In this context, policies enhancing secure and equitable access to and ownership of productive resources (especially land, water and seeds) are key for unleashing the full potential of smallholder farming and other artisanal food production systems, such as small-scale fishing and livestock.***¹⁰

This discussion is further elaborated upon in the CFA's second outcome group of "Building Longer-Term Resilience and Contributing to Global Food and Nutrition Security." In particular, in the sub-outcome emphasizing the need for sustained increases in food availability through growth in smallholder farmer food production, "secure and equitable access to natural resources, including land," is a major focus:

65. ***Secure and equitable access to natural resources, including land***, water and biodiversity, benefits smallholder farmers, especially women and their families, indigenous peoples, pastoralists, fisherfolk and landless rural workers. Policies that improve access in this way are fundamental to the sustainability of smallholder farming systems, improving the potential of all rural producers, mitigating the risks related to food price volatility and achieving long-term food security. They are likely to involve: (i) transparent and inclusive processes for developing land, water, seed and biodiversity policies; (ii) people-centered land policies; (iii) gender equality in access to land and land tenure; (iv) recognition of diverse, flexible and plural legal systems; (v) land redistribution when needed to enable the landless and land-poor to gain sufficient access to the land they need; and (vi) transparent and accessible information about land and its availability. Democratic land governance, with the meaningful participation of all stakeholders, builds long-term resilience to food insecurity, creates opportunities to eradicate poverty and increases political, social and economic stability.¹¹

¹⁰ Pages 3

¹¹ Page 24

While all of these examples suggest how land has become identified more prominently in the CFA, and defensibly due to the influence of ILC, there is one shift in the language of the CFA that is interesting in that it actually decreases the detail of attention given to land. Of course, this can simply be due to a change in editorial style and preference as to where to elucidate such discussion – but so long as we are identifying augmentations of discussion of land access as evidence of the raised profile of the issue, we need to also give equal attention to notable reduction in such discussions. Interestingly, this reduction in the discussion comes in the one section of the 2008 version of the Framework that spoke directly to access to land and natural resources, as one of the “Elements of the Action Framework” to promote sustained increases in food availability through growth in smallholder farmer food production. In the 2008 version, the language of this element of the action framework read:

Ensure secure access to and better management of natural resources, including land, water, and biodiversity. An ecosystems management approach must be mainstreamed into national agriculture plans. This includes the development of transparent, equitable, gender-sensitive and context appropriate natural resources policies such as integrated water resource management (IWRM). In addition, ***a transparent land tenure policy for managing land effectively while securing access to land rights for communities or individuals, particularly marginalized groups (e.g. indigenous people, women) is critical to long term sustainability and growth. The better defined and more secure tenure or use rights, the more sustainably those resources are managed.*** Natural resource management policies should consider issues of biodiversity, ecosystem management, and environmental governance.¹²

Whereas, in the 2010 updated version of the Framework this call to action was notably minimized to :

Enhance secure and equitable access to natural resources, including land, water and biodiversity by developing people-centred land policies; ***promoting gender equality in access to land and land tenure***, flexible and plural legal systems and dissemination¹³

Again, the reduction of the specificity of the call to action is notable, although the elements of the discussion all seem to still be represented in the more short-hand text.

All in all, the total of these various new or expanded discussions of land access in the CFA seem to identify a meaningful role of ILC in influencing the framework to call greater attention to land as a priority issue on the global development agenda. This was through the actions of both the Secretariat and various member organizations. This influence was identified by various observers as an example of one of the most significant contributions of ILC to advancing the land access issue, and is one that we feel is a notable model of the type of influence ILC has had under the 2007-11 framework.

Finally, identifying the CFA process as a model for capturing the influence of ILC is also notable because the Secretariat has itself attempted to document this influence through such content analysis of the CFA. As we discuss elsewhere, we encourage ILC to enhance its systems for monitoring and evaluation of its influence in a manner that is particularly suitable for it as a global action network, and this method of influence tracing through careful content analysis is a promising approach.

¹² CFA, 2008, page 20

¹³ Page 25

Case Study 2: Framework and Guidelines on Land Policy in Africa

Another example of one of the more significant changes that ILC has contributed to is the development of the Framework and Guidelines on Land Policy in Africa. The Framework, which was developed under the umbrella of the African Union Commission, the United Nations Economic Commission for Africa and the African Development Bank with a view to strengthening land rights, enhancing productivity and securing livelihoods for the majority of the continent's population. The Framework reflects lessons learned and best practices in land policy formulation and implementation from across Africa, and identifies guiding principles on how to develop sound land policies and legislation, and how to implement them effectively and efficiently.

The final document addressed:

- The nature and characteristics of land governance in Africa
- The role of the land sector in the development process
- Policies to reform land governance in Africa
- The difficulties likely to be met and conditions necessary for the effective implementation of such policies
- Measures to track progress in the development and implementation of those policies
- The modalities for its implementation at country, regional and continental levels

The three-year framework-development process involved extensive consultations with representatives of regional economic communities, government agencies, civil society organizations, practitioners, researchers, and others. Although many actors influenced the development of the Framework, the influence of ILC has been identified as uniquely meaningful in a variety of ways.

First, ILC was the facilitator of the three-day workshop that launched the framework-development in Addis Ababa. Various stakeholder groups participated in the workshop, including African regional organizations, national governments, non-governmental organizations and other stakeholder groups. It was successful enough to have generated further momentum for the rest of the process.

In addition to facilitating the workshop, various member organizations of ILC also participated in it. This was made possible by ILC's efforts to incorporate civil society organizations in the process and provide financial support to such actors. ILC was similarly represented by members of the network throughout the Framework's development.

The final outcome of the process, the Framework and Guidelines on Land Policy in Africa, was adopted by the AU Ministers of Agriculture, Land and Livestock in April 2009, and this adoption confirmed in a declaration of the Assembly of African Heads of State and Government at their Summit in July 2009.

Even beyond the final approval of the Framework, however, ILC continued efforts to build consensus among stakeholders regarding its realization at the country, regional and continental level. The Framework is an important document not just for guiding policymakers but also an entry point for civil society to engage in the continued improvement of land policy at all levels throughout the continent. ILC took upon itself to assist civil society organizations in becoming well acquainted with the guiding principles and best practices identified in the AU Framework and promote their engagement with national and regional governments for its implementation.

To this end, ILC Secretariat supported the Kenya Land Alliance, an ILC member organization, to host, with the Rwanda Initiative for Sustainable Development (RISD) and the Rwanda National Land Centre, a two-day workshop for civil society to become acquainted with the Framework, titled *"Concerted efforts to implementing the Africa Land Policy Framework and Guidelines: A CSOs' advocacy roadmap,"* and a complementary two-day meeting of ILC Africa Platform to further incorporate the results of the

workshop into the plans for the platform. The objectives of the Workshop, which was realized under the collaboration framework between ILC and the AUC, UNECA and AfDB, were (i) to familiarize CSOs in general and ILC members in particular with the Framework and build their commitment to actively participate in its implementation, and (ii) to formulate an roadmap for ILC Africa Regional Platform to assist in the dissemination and implementation of the Framework. It addressed such issues as how CSOs could use the Framework to support country-level advocacy.

Again, because of the myriad influences on the Framework-development process and the lack of independent data to make more observable the influence of ILC, particularly compared to that related to the CFA and especially with many other actors from UN-Habitat and the Global Land Tool Network also asserting influence, it is more difficult to assess the relative importance of ILC's unique influence on the Framework. Nevertheless, given the inclusion of ILC as a primary actor in the initiation of the process, as well as the involvement of ILC members throughout the process, it seems a fair assessment to suggest that ILC was a meaningful force in the Framework being realized. Similarly, it is even more difficult to ascertain the influence of ILC in raising the profile of land access as an issue generally to the point that the African Union Commission, the United Nations Economic Commission for Africa and the African Development Bank, would all commit to developing such a framework on land.

Case Study 3: Kenya National Land Policy

This case study and the next employ a different methodology than the two previous case studies, the first of which used primarily content analysis and the second of which used a more qualitative descriptive approach. These next two cases focus on identifying the influence of ILC by identifying the actors who have had the most influence on a particular outcome, such as the Kenya National Land Policy, paying particular attention to identifying the paths of influence of ILC.

In February 2004 a process was launched to develop National Land Policy (NLP) with stakeholders providing input to the concept paper, creating a more comprehensive inventory of stakeholders for the process and clustering into six groups for detailed work around selected themes. A draft released in 2005 underwent peer review against the Framework and Guidelines on Land Policy in Africa", then in draft form. After further stakeholder review, a final draft was presented to the NLP Secretariat. Two years later it was approved by Cabinet followed by intense lobbying by Land Sector Non State Actors (LSNSA) in particular. Dissatisfaction with land issues was an underlying cause for the turmoil accompanying the end of December 2007 elections.⁵

In December 2009 a revision received near unanimous support by the members of parliament. A Land Reform Transformation Unit (LRTU) is charged with driving transition arrangements prior to the establishment of the proposed National Land Commission (NLC), which will drive implementation. As part of the analysis, key data include ILC grants made to Kenya over the 2007-2011 period. These are:

- **Holding of ILC African Node**

As apart of ILC's Decentralization programme, the Kenya Land Alliance was provided \$90,62 from Oct. 2008 through March 2010 to facilitate the development of ILC in Africa to become an autonomous, decentralized, globally representative, member-led and financially sustainable coalition. This included:

- Coordinating and increasing harmony among members to better establish priorities and form common platforms necessary to increasing the capacity of members to engage in, advocacy, capacity building and research on land issues
- Facilitating the engagement of members in local, national, continental and global processes, including the AU-ECA-AfDB Land Policy Initiative

- Africa Workshop on AU/UNECA/AfDB Framework and Guidelines for Land Policy in Africa and Regional Meeting (Aug 09 – Jan 10 (KLA - Ref. n. LAND/09/08))**
 As part of ILC's Land Partnerships Programme, in 2009 ILC provided \$47,000 for a meeting organized on the theme: *"Concerted efforts to implementing the Africa Land Policy Framework and Guidelines: A CSOs' advocacy roadmap"*. The meeting:
 - Familiarized CSOs in general and ILC members in particular with the F&G and build their commitment to actively participate in its implementation;
 - Formulated an ILC/Africa Platform roadmap to assist in the dissemination and implementation of the F&G, goal was to harness and share existing knowledge and experiences, and to develop new insights to foster the elaboration and effective implementation of innovative land policies and laws that are favorable to disadvantaged people on the continent. It also developed ILC Africa platform.
- Land Watch Kenya (Aug 10 – March 11 (KLA - Ref. n. LAND/10/02))**
 As part of ILC's Land Partnerships Programme, in 2010 ILC provided \$45,000 in order for LSNSA and RECONCILE to:
 - Build the capacity of LSNSA to engage in implementation of legislative, LIMS and institutional framework.
 - Put in place ongoing monitoring framework system for implementation of LIMS, Legislation and emergent land governance institutional framework.
 - Influence NLP implementation processes to better meet the needs of land users.
- Support to the Africa component of ILC's global study on Commercial Pressures on Land (March 10 – July 2010 (RECONCILE - Ref. n. CPL/10/03))**
 As part of ILC's global study on commercial pressures on land being led by ILC member CIRAD, in 2010 ILC provided \$8000 to RECONCILE for regional activity.
- Secure land tenure for grassroots women through information sharing and influencing practice (Apr 2010 – Feb 2011 (GROOTS Kenya - Ref. n. WA/10/04))**
 This follows a 30-month multi-country project that included Kenya to identify strategies to enhance women's role in land ownership. This particular grant was for \$10,000 to GROOTS as a winner of an Innovation Contest, to use and build on the new knowledge that participants had been engaged in during the previous two years.
- WISP workshop on pastoralist organization for resource rights (Feb 2008 May 2008 (IUCN-EARO KP/08/05))**

International Land Coalition (ILC)

To understand ILC's influence over this period of development, there are both general and specific contributions that should be considered. General contributions are ones that have an influence more generally on the environment for NPL's development. Direct contributions are ones clearly targeting the NLP development. These distinct contributions will be discussed in the summary.

- Roles vis-à-vis NPL:

- 1) Financing: ILC provided grants as indicated.
 - 2) System Organizing: ILC brought together project participants internationally who would likely not have otherwise become connected. This includes CIRAD, RECONCILE, KLA in the commercialization of land initiative, and GROOTS, KLA and organizations outside of Kenya in the project on securing women's rights.
 - 3) Learning, Research and Capacity Development: Information on the NLP process was shared beyond Kenya in part through ILC; information was provided at ILC meetings that informed KLA's and other Kenya ILC members' actions. ILC also facilitated KLA's engagement in the AU Land Framework discussions, that influence the Kenya NLP.
- Exchanges vis-à-vis NPL:
 - 1) To GROOTS: Financing, network connections, influence
 - 2) To GLTN: Solidarity, system coordination, knowledge
 - 3) To KLA: Network connections, profile, influence, solidarity
 - 4) To RECONCILE: Money, network connections, solidarity
 - 5) To other ILC members: Knowledge
 - 6) To CIRAD: Financing, network connections
 - 7) To Other IGOs, Bilaterals and DPLG: Project management, system coordination

Kenya Land Alliance (KLA)

KLA is a network of Civil Society Organizations and Individuals committed to effective advocacy for the reform of policies and laws governing land in Kenya. KLA facilitates the activities of members and affiliates by gathering and disseminating information towards an all embracing, participatory and comprehensive land policy and laws reforms.

- Roles vis-à-vis NPL:
 - 1) Shared Visioning: Through its work with members, KLA helps articulate collective goals
 - 2) System Organizing: KLA brings together numerous organizations directly as members; it supports organizing the broader stakeholders through its leadership with LSNSA
 - 3) Learning, Research and Capacity Development: KLA is a hub for disseminating information, both about national developments and that gained internationally through ILC.
 - 4) Advocating: KLA has had a leading advocacy role during the entire NPL process⁶
- Exchanges vis-à-vis NPL:
 - 1) To LSNSA: System coordination, project management, network connections
 - 2) To ILC: Legitimacy, knowledge, network connections

Development Partners Group on Land (DPGL) in Kenya

This group comprises of Kenya's multi- and bi-lateral development partners currently supporting or interested in supporting the land sector. A Joint Declaration on interactions between the Ministry of Lands and Housing and the DPGL was signed April 2004. The Declaration stated that the partners will participate together in a National Land Policy Formulation process to promote an inclusive and interactive process involving all other Ministries closely related to land issues and relevant stakeholders. In terms of the Joint Declaration, the Ministry acknowledged and confirmed its commitment to working with the Group, to ensure more effective management of the lands sector.

- Roles vis-à-vis NPL:

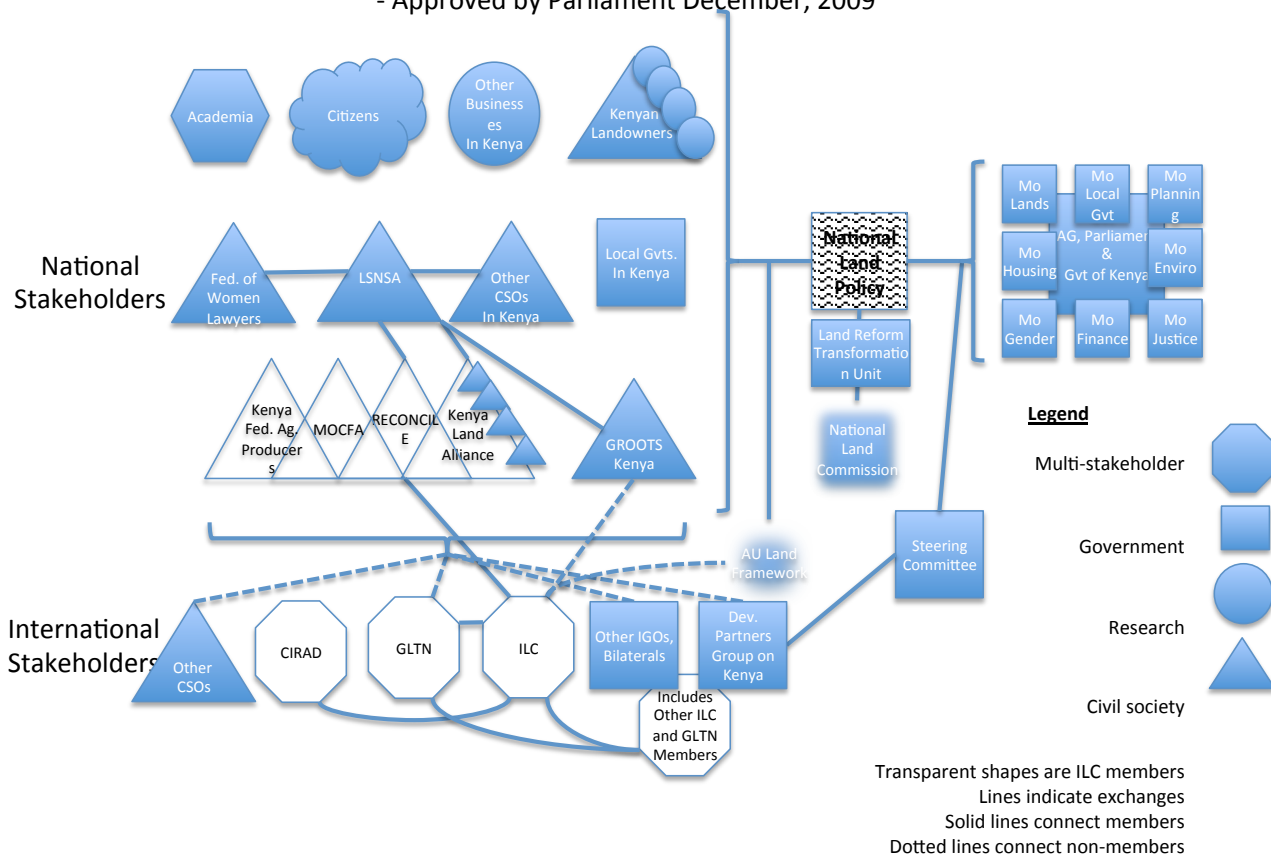
- 1) System Organizing: DPGL identified and mobilized technical expertise and global best practices to inform the process; it and the GoK formed a Steering Committee for the NLP development process.
 - 2) Learning, Research and Capacity Development: DPGL provided knowledge about how to undertake such a process
 - 3) Financing: DPGL financial support to the GoK for the various components of the process, and to stakeholders to support their participation
 - 4) Advocacy: DPGL advocacy focused on the process, such as comparison against the AU Land Framework, rather than specifically on content
- Exchanges vis-à-vis NPL:
 - 1) To GoK: Skill, network connections, profile/legitimacy
 - 2) To other stakeholders: Money, solidarity, influence

LSNSA – Land Sector Non State Actors

The LSNSA is a coalition of local land sector civil society and professional associations who came together in late 2008 for synergy in order to better influence and impact on the process. “On coming together LSNSA provided perhaps the strongest and most focused sectoral voice to lobby for the approval of the Kenya land policy. LSNSA helped to prod government to expedite necessary documentation, undertook public education and awareness campaigns for communities and leaders in the country.” ⁵ p. 17

- Roles vis-à-vis NPL:

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- 1) Shared Visioning: Creating goals for the NLP process amongst its participants
 - 2) System Organizing: Aggregating the voices of diverse stakeholders
 - 3) Learning, Research and Capacity Development: LSNSA assembled and disseminated knowledge about the NPL.
 - 4) Advocacy: LSNA's major role was to lobby the GoK to keep the NPL development process on track.
- Exchanges vis-à-vis NPL:
 - 1) To GoK: System coordination, influence, profile, network connections

Global Land Tools Network (GLTN)

GLTN's main objective is to contribute to poverty alleviation and the Millennium Development Goals through land reform, improved land management and security of tenure. It is a multi-stakeholder network, and is a member of ILC. It is a program of UN-Habitat. ILC is a member of GLTN; GLTN is a member of ILC.

In 2009 the NPL were recognized by the GLTN as an innovative tool that has led to increased grassroots women's access and ownership to land.

- Roles vis-à-vis NPL:
 - 1) Learning, Research and Capacity Development: GLTN disseminated knowledge about the NPL, and provided knowledge to stakeholders.
- Exchanges vis-à-vis NPL:
 - 1) To Kenya Stakeholders: Solidarity, system coordination, knowledge
 - 2) To ILC: Solidarity, system coordination, knowledge

RECONCILE

RECONCILE is a regional policy advocacy organization that plays a critical role in natural resource management, conflict resolution and advocacy in policy processes. RECONCILE played a leading role in the development of community land tenure and pastoral land tenure in the national land policy and has supported processes leading to the policy adoption by the Kenya parliament.⁷ p. 6

- Roles vis-à-vis NPL:
 - 3) Learning, Research and Capacity Development: RECONCILE led policy framing and development.
- Exchanges vis-à-vis NPL:
 - 4) To Kenya Stakeholders: Knowledge, skill
 - 5) To ILC: Knowledge

Government of Kenya

The GoK comprises many political and organizational interests. The issue of land touches many powerful stakeholders, and involves many ministries.

- Roles vis-à-vis NPL:
 - 1) System Visioning: The GoK organized a process to engage all stakeholders in developing the goals for a national land policy.
 - 2) System Organizing: The GoK organized the government apparatus and the elected people, and created events for them to engage with stakeholders.
 - 3) Advocating: The GoK articulated concerns of its supporters and government administration.
- Exchanges vis-à-vis NPL:
 - 1) To Kenya Stakeholders: System coordination, influence, project management (thinking of NLP development as a "project")

Summary Comments – Kenya NLP Case

In such a complicated and complex process as development of NLP, there is inevitably a myriad of actors whose “amount” of contribution is naturally difficult to ascertain. With respect to ILC in particular, it unquestionably made a contribution. By providing a platform for years to connect Kenyan organizations – most notably KLA – with external civil society and IGO actors, it helped build local knowledge and social capital that made a contribution to the development of Kenya’s land policy and sharing that knowledge more broadly.

The most direct contribution is to LNSA, in the form of money to support its programs. LNSA played a key role (and continues to do so) in land policy, and ILC’s member KLA plays a key role in LNSA. However, in retrospect there are two findings that appear somewhat surprising:

- 1) ILC never seems to have articulated a strategy in NLP’s development; its priorities were never defined with respect to the Kenya opportunity in particular. Lack of a strategy could only lead to sub-optimal contribution. Development of an NLP is certainly core to the Mission of ILC, and the Kenya process took place over six years during which ILC could have created a focused strategy. Such an opportunity to develop NLP is rarely repeated in a single country, and should not be missed. There will undoubtedly be similar opportunities in the future.
- 2) There has never been a review by ILC of the NLP and ILC’s role in it, to be able to draw lessons for future application. Yet, since national level processes are so critical to ILC’s mission, this deserves a good amount of attention.

Recommendation: Review the Kenya NLP and other relevant processes, and develop a generic strategy for such future opportunities.

- 3) GLTN and ILC are members of one another, and their roles seem to have a significant degree of overlap. This has deleterious consequences: (1) inefficient allocation of resources, (2) extra effort is required for coordination, and (3) stakeholders will inevitably be both confused (as interviews revealed), (4) the same stakeholders will be asked to participate in each organization, resulting in unreasonable demands on stakeholders’ time. The major apparent distinction is that one organization is housed with UN-Habitat, the other with the International Fund for Agricultural Development (IFAD). As well, GLTN has a slightly greater focus on learning and capacity development, in comparison to ILC’s slightly greater focus on system organizing.

Recommendation: Investigate options for closer collaboration and coordination (and possibly consider a merger) between ILC and GLTN.

Case Study 4: Watchdog Groups

Attachment A maps the relationships in this case. These are forums bringing together key stakeholders and community members to address property stripping and human rights issues. The property stripping (also referred to as “disinheritance”) often occurs when women’s husbands die, and others come in to seize control of their assets.

The WDGs provide support for victims and to ensure accountability by those who are responsible for preventing such occurrences. The Groups do this by:

- 1) Creating awareness when disinheritance occurs
- 2) Mobilizing materials, action and resources to assist a victim
- 3) Linking to institutions for support/help
- 4) Holding forums to sensitize the community on human rights and abuses

Gatundu Area Mwirutiri Women Initiative (GAMWI) WDG

The Gatundu Mwirutiri Women Initiative, or GAMWI, is working in Kenya specifically to protect women's rights, by forming watchdog groups at the community level that any woman chased away by her in-laws after the death of her husband can appeal to for help in claiming her inheritance rights.

GAMWI and GROOTS (Kenya) are collaborating recipients of ILC Innovation Contest, with the award money going to fund the Gatundu Area Mwirutiri Women Initiative WDG.

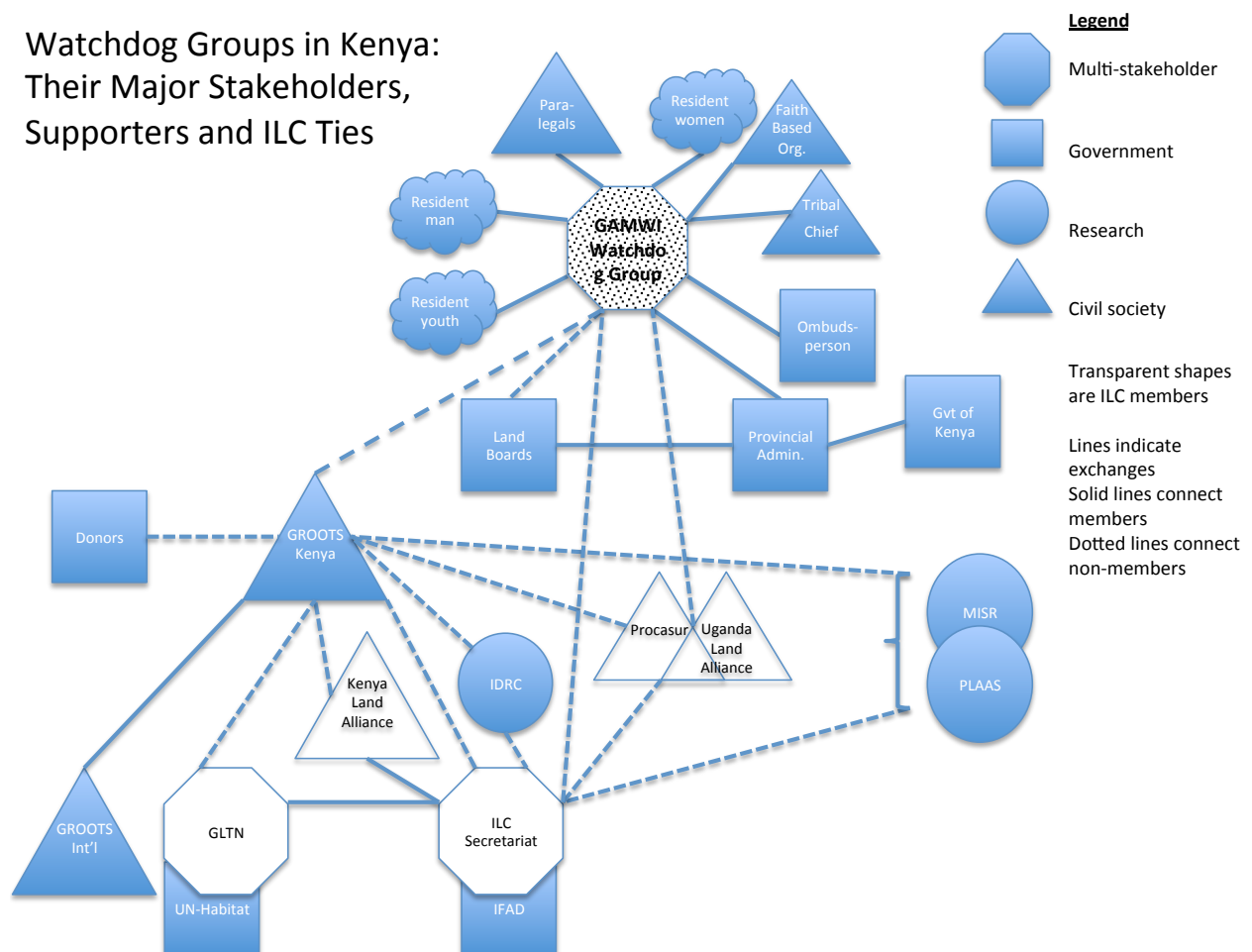
Role:

- 1) Learning, Research and Capacity Development: Further development of the WDG concept.

Exchanges:

- 1) To ILC: Knowledge
- 2) To GROOTS: Solidarity
- 3) To PROCASUR/ULA: Knowledge: GAMWI was a Learning Route site

Watchdog Groups in Kenya: Their Major Stakeholders, Supporters and ILC Ties



GROOTS Kenya

Grassroots Communities Operating Together in Sisterhood (GROOTS) is both a grassroots women-focused and pro-poor organization that is comprised of a network of over 2500 women-led, community based organizations and self help groups.

Role vis-à-vis WDGs:

- 1) Learning, Research and Capacity Development: Pioneered the concept of WDGs and provides training and on-going support to them.
 - 2) System Organizing: GROOTS connects women's initiatives, funders and other stakeholders to undertake collaborative initiatives such as support and development of WDGs.
 - 3) Advocating: on behalf of the Groups and displaced women.
- Exchanges vis-à-vis WDGs:
 - 1) To ILC: Network connections, knowledge, project management
 - 2) To GLTN: Knowledge
 - 3) To WDGs: Access to funding; solidarity; development expertise
 - 4) To Donors: Program management
 - 5) To GROOTS International: Solidarity, knowledge
 - 6) To KLA: Knowledge, network connections
 - 7) To IDRC: Network connections, knowledge
 - 8) To Procasur/Uganda Land Alliance: Knowledge, network connections

International Land Coalition (ILC)

ILC is a global alliance of CSOs and IGOs working together to promote secure and secure and equitable access to and control over land for poor women and men through advocacy, dialogue and capacity building.

ILC has had a series of interactions around GROOTS and its WDG approach through its project "Securing Women's Access to Land: Linking Research and Action". This 30-month IDRC-funded project included:

- An Inception Phase: GROOTS was contacted to learn more about its WDGs, and a representative participated in a workshop (May, 2008).
 - A Learning Route that included GROOTS had the main objective of jointly analyzing, by considering the results of action-oriented research and influencing policy, the main obstacles to and opportunities for women's access to land.
 - In 2010 GROOTS was a winner of an Innovation Contest to use the new knowledge, acquired during the Route, to build on the action-research projects that participants had been engaged in during the previous two years.
- Roles vis-à-vis WDGs:
 - 1) Financing: ILC provided \$10,000 to GROOTS
 - 2) System Organizing: ILC brought together the financial resources, Learning Journey project implementers and participants.
 - 3) Learning, Research and Capacity Development: GROOTS and the WDGs were featured participants at a 2007 ILC Regional Workshop; ILC disseminated lessons from the learning journey.
 - Exchanges vis-à-vis WDGs:

- 1) To GAMWI: Access to financing, network connections, profile
- 2) To GROOTS: Access to financing, network connections, profile, influence
- 3) To GLTN: Solidarity, system coordination, knowledge
- 4) To KLA: Network connections, profile, influence
- 5) To IDRC: Knowledge, project management
- 6) To Procasur, ULA: Access to financing, network connections
- 7) To MISR, PLAAS: Access to financing, network connections

Makerere Institute for Social Sciences, Makerere University, Uganda (MISR) and The Institute for Poverty, Land and Agrarian Studies (PLAAS)

MISR is a policy research and training center. PLAAS is a research and teaching centre.

Roles vis-à-vis WDGs:

- 1) System organizing: MISR and PLAAS brought together people from eight countries in Eastern Africa, including GROOTS, for an “inception workshop” with a special focus on gender sensitive methodology for action research.
 - 2) Learning, Research and Capacity Development: The workshop produced proposal-making capacity that resulted in a project proposal from GROOTS.
- Exchanges vis-à-vis WDGs:
 - 1) To GROOTS: Knowledge, skill
 - 2) To ILC: Knowledge, skill, project management

PROCASUR Regional Corporation (PROCASUR)/ Uganda Land Alliance (ULA)

PROCASUR is a regional organization based in Chile, which helps to generate skills of the players who plan, implement or participate in development initiatives and combating rural poverty, particularly in Latin America.

ULA is a consortium of national and international NGO, lobbying and advocating for fair land laws and policies that address the land rights of the poor, disadvantaged and vulnerable groups and individuals in Uganda.

- Roles vis-à-vis WDGs:
 - 1) Learning, Research and Capacity Development: PROCASUR led application of the Learning Journey Methodology that featured the WDGs. ULA presented a Learning Journey panel on influencing national policy.
 - 2) System organizing: ULA took a lead in organizing participation in the Learning Journey.
- Exchanges vis-à-vis WDGs:
 - 1) To ILC: Knowledge, skill, network connections, project management
 - 2) To GROOTS: Knowledge, skill, network connections
 - 3) To GAWMI: Access to funding, profile

Kenya Land Alliance (KLA)

KLA is a network of Civil Society Organizations and Individuals committed to effective advocacy for the reform of policies and laws governing land in Kenya. KLA facilitates the activities of members and affiliates by gathering and disseminating information towards an all-embracing, participatory and comprehensive land policy and laws reforms.

- Roles vis-à-vis WDGs:

- 1) Learning, Research and Capacity Development: KLA presented a Learning Journey panel on influencing national policy.
 - 2) System Organizing: KLA is an organizer of the land system in Kenya.
 - 3) Advocating: KLA advocates on behalf of interests of those in situations like the WDGs are helping.
- Exchanges vis-à-vis WDGs:
 - 1) To GROOTS: Knowledge, network connections, influence
 - 2) To ILC: Knowledge, network connections

Global Land Tools Network (GLTN)

GLTN's main objective is to contribute to poverty alleviation and the Millennium Development Goals through land reform, improved land management and security of tenure. It is a multi-stakeholder network, and is a member of ILC. It is a program of UN-Habitat. In 2009 the WDGs were recognized by the GLTN as an innovative tool that has led to increased grassroots women's access and ownership to land.

Roles vis-à-vis WDGs:

- 1) Learning, Research and Capacity Development: GLTN disseminated knowledge about the WDGs.
- Exchanges vis-à-vis WDGs:
 - 4) To GROOTS: Increased profile

IDRC – International Development Research Centre

IDRC works in close collaboration with researchers from the developing world in their search for the means to build healthier, more equitable, and more prosperous societies.

- Roles vis-à-vis WDGs:
 - 1) Financing: IDRC financed the project "Securing Women's Access to Land: Linking Research and Action".
- Exchanges vis-à-vis WDGs:
 - 1) To GROOTS: Increased profile

Huairou Commission

The Huairou Commission is a global membership and partnership coalition that empowers grassroots women's organizations to enhance their community development practice and to exercise collective political power at the global level.

Roles vis-à-vis WDGs:

- 2) Learning, Research and Capacity Development: Huairou provides a network for knowledge dissemination.
 - 3) System organizing: Huairou is organizing globally.
- Exchanges vis-à-vis WDGs:
 - 4) To GROOTS: Solidarity, profile

Data Analysis Part 3: Assessment of ILC as a Global Action Network

In ILC Council meeting of December 2010, ILC Director Madiodio Niasse proposed that ILC set itself a strategic goal of becoming a leading example of a Global Action Network (GAN).¹⁴ This is a fitting goal for ILC as its strategy is already reflective of an un-articulated framing of the role of ILC as a GAN. This suggests the value and appropriateness of comparing ILC to other GANs as a means of assessing its performance. ILC can glean clear lessons for its operations and influence by considering what is known about the characteristics and roles of GANs. Assessing ILC against such criteria can highlight choices that ILC has made, by commission or omission, that shape its operations and potential for effective influence.

There are two particular frameworks for understanding and evaluating GANs that can be useful for informing the assessment of ILC. First, it can be useful simply to consider how ILC's operations characterize it as a GAN – specifically using the seven characteristics that define a GAN as unique from other organizational forms. This guides an examination of ILC's opportunities and achievements. Second, doing a similar exercise using the framework of the archetypal roles of GANs can be useful to exploration achievements of, and opportunities facing, ILC coming out of its 2007-11 strategic plan.

Because the components of each of these frameworks are not completely mutually exclusive, reviewing ILC's work from 2007-2011 in such a way can lend itself to some repetition of observations. In the interests of efficiency, we have omitted some observations that could be made relating ILC to one or another characteristic or role of GANS to present each observation only once, in relation to the prompt to which it is best related. Nevertheless, to provide a comprehensive and logical review some repetition is present.

¹⁴ GANs are emerging as a key strategy to address complex global issues that require multi-stakeholder change network approach. They include the Global Compact, Forest and Marine Stewardship Councils, Transparency International, the Global Fund to Fight AIDS (Tuberculosis and Malaria) and the Global Water Partnership. The theory of GANs is not dogmatic, given they are in early stage of development as a new organizational form. That means that the theory should be treated as simply a guide to raise insights and questions that may or may not be appropriate for ILC.

GAN Analysis Part 1: ILC and the Defining Characteristics of GANs

GANs are defined by seven characteristics. These characteristics collectively represent a theory of understanding GANs as an *organizational strategy*. This understanding of GANs suggests that the effectiveness of such a network can be assessed in terms of how well the network exemplifies each of these characteristics. These characteristics, and ILC's accomplishments and opportunities related to each characteristic, are represented in Table 1 below.

Table 1: Characteristics of the International Land Coalition as a Global Action Network

GAN Characteristic	Achievements	Opportunities
Global and Multi-Level	<ul style="list-style-type: none"> • Large and growing global membership • Regional platforms established 	<ul style="list-style-type: none"> • Improve representation of global South • Improve focus of Regional Platforms • Increase focus of advocacy to support national-level policy and practice • Define membership targets that reflect strategy
Entrepreneurial Action Innovator	<ul style="list-style-type: none"> • Entrepreneurial action supported throughout ILC programs/activities 	<ul style="list-style-type: none"> • Emphasize action research in regranting program as a particular tool to foster entrepreneurial action
Diversity-Embracing	<ul style="list-style-type: none"> • Cross-sectoral membership – IGOs, NGOs/Civil Society, and Research Institutes 	<ul style="list-style-type: none"> • Better integrate non-member stakeholders • Incorporate processes for members to explicitly articulate and regularly review goals for their membership • Consult key IGOs to identify how to best engage them in the work of ILC
Public Goods Producer	<ul style="list-style-type: none"> • Social capital developed among traditionally segregated critical stakeholders 	<ul style="list-style-type: none"> • Increase attention to production of national level public goods
Inter-Organizational	<ul style="list-style-type: none"> • Regional Platforms 	<ul style="list-style-type: none"> • Continue to monitor and benchmark the satisfaction of membership with ILC's role as an inter-organizational network • In planning for independence from IFAD, consider how to advance the role of ILC as a neutral multi-stakeholder forum
Systemic Change Agent	<ul style="list-style-type: none"> • Land is a recognized issue on the global development agenda • Community-based NGOs throughout the world have increased capacity and potential for influencing change throughout the system 	<ul style="list-style-type: none"> • Prioritize goals and activities to best advance systemic change
Voluntary Leadership	<ul style="list-style-type: none"> • Members are committed to leading the work of the coalition, not just participating or relying on the Secretariat for leadership. 	<ul style="list-style-type: none"> • ILC Secretariat must play an important role as the professional administration of the coalition

GAN Characteristic 1: Global and Multi-Level

GANs aspire to be global, although this certainly does not occur overnight. A GAN is organized on a belief that the focus of its work effects and/or is effected by stakeholders in all (or most) parts of the world, and that global engagement is needed to ensure and sustain action to address the issue of their focus. Moreover, GANs do not focus on effecting influence only at a global level, but to have influence from a global level to a local level.

Membership

Achievement: ILC has developed a global-to-local network with a growing membership.

ILC has 83 member organizations, 19 operating globally or cross-continentially, 5 being regional and the balance national/sub-national. At the end of 2010 it had received about 26 applications for membership – representing a potential increase of 30 percent. To be a member requires committing to membership contribution fees which underscores the seriousness of membership.

Recommendation: By the end of the next strategic plan, ILC should review its representativeness of the Global South

Today globally ILC is dominated by an imbalanced North-South dynamic. Northern governmental organizations fund the work (either directly as through the EC, or indirectly through IFAD) to do work in Southern countries. Some of the research institute members and global NGOs have a global orientation, but in most cases they have a similar North-South logic. The non-global NGOs, on the other hand, are almost exclusively national and sub-national entities. The driving assumption is that there is something in the South that needs to be “fixed”, Northern resources are needed to address it, and it is not a problem in the North.

This imbalanced North-South dynamic is a quality found in many GANs that include bi-laterals and multi-laterals, such as the Global Water Partnership and the Global Fund to Fight AIDS. Others, such as the Forest Stewardship Council, the Global Compact and Transparency International, reflect a much more equitable global complexion.

There are several trends that suggest the latter type of GAN will increasingly become the norm – North-South resource disparities are decreasing with the growth in Southern economies; the funding of Northern governments is becoming more parsimonious, particularly when compared to private capital flows; and perhaps most importantly is the emergence of a truly *global* perspective on the issue of land access.

These trends challenge the underlying North-South GAN logic that the issues in the North are so different from those in the South that there is no reason to create a truly global strategy. For ILC, this trend would suggest that the situation of small farmers in the United States who are so clearly dominated by large corporations, and that of the family farmers in The Netherlands who are the country’s clear dominant agricultural model, have little to share or gain by connecting with their Southern counterparts.

Regional Platforms

Achievement: ILC has developed regional platforms.

There are three regional platforms with organization identities, although the African one’s location is in development. The logic behind these varies. The Latin American platform results from a common culture and linguistic ties that suggest it is a particularly rich one for learning across national boundaries. Until recently, the logic of an African platform would be hard to find given the great linguistic and cultural variation. However, the recent AU Framework provides a valid and important foil. It suggests that ILC African platforms work should be organized around implementation of that Framework.

Recommendation: Organize each regional platform around particular issues/activities that are of specific relevance to that region, rather than attempting to reproduce a global logic on the platform structure. Examples of potential opportunities:

- Latin America Platform: Organize the LA platform activity primarily around learning.

- Africa Platform: Organize the African platform's primary activity around implementation of the AU framework and related learning.
- Asia Platform: Review the geographic definition of the "Asia Platform", with a particular assessment of whether CIRDAP or some other regional entity has a realistic chance of playing an AU-like role. The logic of the "Asian" platform is much more difficult to find, without specific reference to the historic presence of ANGOC and FAO's structure. Taking meaningful action vis-à-vis "Asia", given its enormous size and diversity, is extremely problematic – and certainly more so for an organization of ILC's resources. There would be logic in organizing a platform around some major entities such as the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP...probably the defacto counterpart), ASEAN or South Asia that have a more powerful history of sharing and that could possibly develop something analogous to the AU framework.

Global-to-Local Focus

Recommendation: Focus greater attention of ILC's policy advocacy activities on supporting and encouraging national-level change

Land, as survey respondents and interviewees commonly noted, is a national issue. Yet, ILC's national strategy is curiously under-defined. This is not to say that there have not been significant national-level activities: for example, ILC has undertaken 10 national policy dialogues that required significant effort.

Rather, what is missing is a definition of what the national strategy is evolving into. What are sometimes referred to as national partners, are in fact national civil society networks. They do not reflect the multi-stakeholder nature of GANs as described in characteristic 1.4. ILC's national dialogues could have been stepping stones to a more multi-actor national strategy.

Most GANs have an active strategy involving formation of some sort of national organizing network. However, most do not have national platforms in every country or even a majority of countries. The national platforms are driven by assessment of strategic priorities (eg: what countries tend to influence/lead regional developments, which are ripe for change) and are often opportunity-driven, which means they respond to requests from stakeholders in the issue arena.

ILC's national-level strategy is somewhat complicated in comparison to some GANs, since some countries such as Kenya have or are developing multi-stakeholder forums for implementing land policy. It is further complicated by ILC's current emphasis on IGOs and restrictions on national governments' participation (see 1.7). But until a clear strategy is developed around national engagement, ILC's influence will be hindered.

ILC has undertaken a significant amount of activity at the local level, particularly with research activities. However, there is no suggestion that this should be an organizing focus.

Recommendation: Develop membership targets that reflect strategic priorities, including integrating membership expansion targets with a strategy to form national networks.

ILC is currently accepting new members, but there is not a well-articulated priority or commitment or strategy about how it will work with them. ILC's membership strategy includes the goal: "To establish and sustain a globally representative membership of the nature, scale and scope required to achieve ILC's vision, mission, strategic goals and objectives." This very general statement is not followed by further priorities or targets, although the strategic membership objective includes reference to the goal of "actively engaged and balanced membership" with reference to CSOs, IGOs and regions. It also appropriately points to the need to develop targets.

GAN Characteristic 2: Entrepreneurial Action Innovator

GANs are formed in part because of the need for responsive and flexible entities that are unencumbered by traditions and rules of member organizations. They are also formed because the multi-stakeholder diversity of views, when accompanied by a commitment to address an issue, produces innovative approaches.

Achievement: ILC has supported entrepreneurial activities both directly and through its re-granting activities

Some examples of this are with ILC's member-led strategy, its initiative in creating national dialogues, and program to help identify emerging trends that warrant responses. It has proven responsive to new developments, as illustrated with its program Commercialization Pressures on Land (CPL). The action research activities of ILC are a good example of this quality of GANs. They integrate various important outcomes, as:

*...with a 36 month research project to learn from women and respond to their needs through applied research aimed at catalyzing a transformative process. The **key results** from this research project are an **enhanced understanding of complexity of issues related to women's land rights**, an **increased capacity of the partners** involved to carry out research and advocacy, as well as a **number of partnerships** that were built and will continue to persist.* ⁸ p. 7

Recommendation: Maintain the programs of grants for action research in particular as a tool to continue developing ILC's quality as Entrepreneurial Action Innovator.

A core tool for ILC in promoting entrepreneurial action is its re-granting program. The program provides flexibility to ILC in terms of both its capacity to respond to opportunities and structure responses with a global needs perspective.

GAN Characteristic 3: Public Goods Producer

The production of public goods with a global perspective is a challenge that GANs are designed to address. Their global-to-local and multi-stakeholder qualities help them overcome boundaries facing individual organizations or uni-sectoral networks.¹⁵

Achievement: ILC has created social capital across traditional boundaries.

ILC sponsors multi-stakeholder and global connections both through its direct activities and through participation in those of others. Through holding its assemblies in locations such as Nepal, it has helped develop social capital and legitimacy to catalyze local action. Like most GANs, ILC's role in this production is indirect.

Concrete public good outcomes include influence on the AU land framework and the CFA. Less tangible outcomes are new knowledge and capacity through its research and development activities. Of course the production of these is interactive.

Recommendation: Shift the strategic focus of public goods production to the national level.

¹⁵ The term "sector" throughout this document refers to *organizational* sector, of which there are three: business, government and civil society. The distinction between these is very important for social change initiatives, since they have very distinct goals and ways of operating – collectively referred to as "logics".

However, the real public goods production for the issue of land occurs at the national level. Given the achievements to construct global (CFA) and regional (AU) frameworks, more categorical national-level production is warranted.

GAN Characteristic 4: Diversity-Embracing

This characteristic refers to diversity globally in terms of cultures and identities, and also in terms of organizational sectors (business, government, civil society). Diversity stands as a value on its own, but more importantly it is well-documented as a quality that produces innovation. GANs deal with pernicious issues that require innovation.

Achievement: ILC has developed a cross-sectoral membership incorporating IGOs, civil society and research institutes

To date ILC has developed itself as a network of IGOs, civil society and research institutes. Maintaining this diversity of membership is unusual and requires effort, and should be recognized as an achievement. Interviews revealed that people generally feel satisfied with the current level of influence of these three stakeholders in ILC.

However, notable is that ILC is also commonly referred to as a “multi-stakeholder platform” which suggests a more open and broader participation strategy. As well, there were varying points of view about whether the current range of diversity is sufficient. In consultations with members, ILC staff noted the field is changing:

- Many new stakeholders are entering in a domain that was until recently largely the domain of the state. These include private sector actors interested in realizing economic opportunities with natural resources through ownership and concessions in part facilitated by the demand from governments for more foreign direct investment.
- At the same time social movements and producer organisations have risen to the stage. These organizations bring the voices of farmers, landless and other actors previously ignored to the table and have become important forces in international and national policy debates.⁸

Recommendation: That ILC establish a formal strategy to engage non-member stakeholders.

Interviews about additional stakeholders revealed conflation between issues of creating an ILC strategy vis-à-vis a stakeholder group, participation and control. There is a general tendency to, for example, reject engagement with business. As well, there is great ambivalence about direct participation of national governments. And yet, they are key stakeholders in the land ownership issues. People were much more positive about engaging southern farmer organizations; they reacted to the idea of engaging northern farmer organizations as a novelty that did not quite fit with ILC’s southern focus.

There are many ways to engage stakeholders as active participants, without ceding a direct role in major control issues. These range from ad hoc, to project participants, to advisory councils, to non-voting councilors. Some sort of formalization of strategy needs to be developed, beyond the current range from no contact to ad hoc.

Recommendation: That ILC review with IGOs who and how best to engage the IGOs.

Although people feel the amount of influence of stakeholder members currently is satisfactory, the intensity and quality of engagement with IGOs is less than satisfactory. A 2009 survey noted with 77 respondents noted: “...the groups mostly benefiting of their participation in ILC network are CSOs (57% of those responding to this question give it a high or very high rating) and those receiving funds from ILC (68%). None of the 3 IGOs in the survey reports that their participation in ILC has met their expectations.”⁹ p. 30

At the December 2010 some Councilors gathered to address the question: How can governments' and IGOs' commitment to ILC be strengthened? In terms of attaining their goals without undermining those of ILC? This revealed that there is a perception that ILC is simply a vehicle for ILC support, and does not have the IGOs' goals in focus; and IGOs have not adequately made their own ILC goals sufficiently explicit.

Recommendation: That stakeholders – either individually or as a group – articulate goals for their participation in ILC and that these be regularly reviewed.

GAN and multi-stakeholder experience more broadly indicates that there is danger in only focusing on a collective goal. Stakeholders – either individually or as a stakeholder group – should articulate goals to the GAN as a whole as well. To ensure robust participation, stakeholder representatives must perceive that participation in the GAN will help them achieve the programmatic goals at their own organization.

As well, rethinking who within a member organization should participate and how, can produce more active engagement. For example, an expert in measurement or research might be best engaged as a member of the knowledge or data bank strategy, with people who have a broader programmatic responsibility for land being on the Council.

GAN Characteristic 5: Inter-Organizational Network

GANs are inter-organizational, rather than inter-individual, networks. They have a global node usually referred to as a Secretariat, but they espouse a decentralized network structure. Typically there are two dynamics at play in their structure: a geographic-based one, and an issue or theme-based one.

Achievement: ILC has reduced the centralization of its network with the development of its regional platforms.

In response to critiques and with the vision of a member-driven network, ILC has developed three regional nodes. These appear quite uneven in development and logic, as described in the “Global” characteristic. As well, it has developed three global programs: 1) Commercial Pressures on Land Initiative, 2) the Land Reporting Initiative, and 3) Women's Access to Land. As noted earlier, the national strategy and structure need further development.

The 2009 Keystone survey of nine networks found:

- Respondents give ILC a rating of 14 out of 20 for how well the Secretariat meets their needs in general. This places ILC at the highest end of the bottom 25% of networks in the group.
- The overall value of relationships established as a result of participating in ILC is rated 10 out of 20. This places ILC among the lowest performing networks.
- Of particular concern is that only 35% of the 77 respondents rated ILC as “very” or “extremely” effective in “supporting its constituents in furthering their goals”. This, however, seems at odds with the rate of membership renewals and new membership applications; there may have been significant improvement over the 18 months since the survey. This deserves further and regular investigation.

Recommendation: Repeat the Keystone survey or a variation every two years.

ILC is unusual as a GAN in that it is still housed in its founding partner's home and is technically a program of it. Becoming an autonomous organization is a strategic objective, and the issue obviously has received attention. There is inertia and some obvious administrative support reasons to continue the arrangement, weighed against greater administrative flexibility. Becoming autonomous has two further implications. Most importantly, it reinforces the image of ILC being a neutral actor in terms of multi-stakeholder interests. However, ILC has a distinctly pro-CSO orientation even explicit in its SOs.

Therefore, leaving the IGO home might well undermine the perception of ILC as a neutral multi-stakeholder platform...unless ILC tempers its pro-CSO orientation, which is something that is worth considering. Another option touted by some, to rotate between IGOs, would be an administrative, logical and personnel nightmare (as GANs that have tried this have found out).

Recommendation: That when considering becoming autonomous, ILC seriously consider implications on how it will be perceived as a neutral multi-stakeholder forum.

GAN Characteristic 6: Systemic Change Agent

GANs are not about incremental change or even reform. They are about transformation of their issue arena, where there are basic power realignments and new ways of thinking about an issue. GANs aim for global change. They advance the “tipping point” theory: shift the standards, norms and expectations of enough organizations, citizens and consumers, and the social acceptance that is critical for access to markets and legitimacy will oblige others to follow.

To understand this strategic characteristic of GANs, distinguishing between network and system is useful. ILC aims to change the global system of access to land. This system includes all the organizations that are stakeholders in the issue. However, ILC does not aim to have all those stakeholder join its network. Rather, it simply aims to engage enough key stakeholders to shift the system to realize secure and equitable access to and control over land for poor.

Achievement: ILC has contributed to empowerment of CSOs working on land-poverty issues.

A common theme in all the data is that ILC plays an important role in legitimizing and amplifying the role of CSOs in the land-poverty arena. As noted earlier, this is most apparent with NGOs vis-à-vis government.

Nevertheless, review of data also suggests that ILC’s theory of change is under-developed. The SOs lack a clear change theory reference, and there appears to be an additive process without a guiding change framework to decide whether new proposals and ideas should be acted upon. Perhaps the following Membership Objective comes closest:

ILC’s membership has the critical mass, relationships, network linkages and other capacities to expand its influence beyond individual members and to constructively engage policy and decision-makers.

This should be accompanied by a more clearly articulated set of goals and priority activities to create greater coherence. This is discussed further in the section on ILC’s role below.

Recommendation: Articulate ILC’s strategies in terms of priority goals and roles.

GAN Characteristic 7: Voluntary Leadership

GANs are coalitions of those who really want to advance the coalition issue. They are not about simply “managing” it. Passion, inspiration and commitment are the core glue for organizations to work together. Money, laws and coercion might be the tools of some of the participants in other forums, but when they participate in a GAN the primary motivations are commitment and inspiration based on mutual respect.

Achievement: ILC has attracted and is continuing to attract members who are committed to leading the work of the coalition, not just participating or relying on the Secretariat for leadership.

As noted earlier, ILC members must all contribute fees to participate, and yet its membership continues to grow. There is not doubt that the belief that membership will enhance access to funding is part of the attraction for some CSOs, but the actual rate of membership receipt of funds is far from universal.

Recommendation: Focus on developing trust among members rather than on debates about governance

ILC has spent considerable time debating the name to apply to participants – members, strategic partners, partners, funders, etc. A well-functioning GAN must indeed have clear rules for its governance structure, but the essential asset of a GAN is the trust that it carries with system stakeholders. This trust comes from shared commitment to the vision, belief in the capability of the network to be effective, and a belief that there is clarity in the program. The technical legal authority is incidental, and GANs' structure must not be driven by legal constraints. Rather, GANs' must be clear about their stakeholder trust, and simply translate their activities into legal demands.

Recommendation: Under the leadership of the membership, ILC Secretariat must play an important role as the professional administration of the coalition

ILC is increasingly emphasizing its quality as a member-led coalition. However, this should not be confused for staff responsibilities to provide clear and well-articulated recommendations and for Council to make hard decisions. To do this requires further development of priority strategies and definition of ILC's key role in the land debate. More on this in "roles" below.

GAN Analysis Part 2: ILC and Roles played by GANs

With these seven strategic characteristics, what is ILC going to *do* to realize its vision? GANs take on six roles to realize their vision, identified in Table 2. A GAN usually begins by focusing on one role and then may take on others as it realizes success and its capacity grows. For example, Transparency International first had to focus on advocating and shared visioning – shifting the perception of corruption as an inevitable and acceptable cultural attribute, to corruption being seen as a big problem that must be addressed. With success, there followed increased emphasis on the other roles of organizing a global system (network) to address the issue with roles such as its corruption perception index (measuring/certifying) and learning/capacity development.

Table 2: Roles of the International Land Coalition as a Global Action Network

Role (to stimulate...)	Goal
Shared Visioning	Creating events and interactions that generate shared understanding and vision
System Organization	Bringing together an emerging global system of diverse stakeholders to generate coherence in strategies
Learning and Capacity Development	Developing and disseminating new knowledge and tools with research, piloting new approaches, and training
Measurement / Certification	Developing indices, assessments, and/or certification processes
Financing	Combining forces to aggregate their impact and create a more efficient funding vehicle than any one could do on its own
Advocacy	Mobilizing voice and increasing pressure upon specific stakeholders who are blocking (actively or inactively) change

Table 3: Role Achievements and Opportunities for ILC as a Global Action Network

Role (to stimulate...)	Achievements	Opportunities
Shared Visioning	<ul style="list-style-type: none"> • Consistent internal support for vision • Expanded adoption of its vision with the CFA and AU Framework 	<ul style="list-style-type: none"> • Shift priority of activities from shared visioning to implementation of shared vision
System Organization	<ul style="list-style-type: none"> • ILC has contributed to expanding and solidifying connections amongst stakeholders committed to its vision • ILC has developed an engagement strategy that builds system connections with a limited group of stakeholders 	<ul style="list-style-type: none"> • Emphasize commitment to ILC vision as a condition for working closely with stakeholders, rather than focus on the type of organization of the stakeholder
Learning and Capacity Development	<ul style="list-style-type: none"> • Impressive range of research, learning and capacity development initiatives 	<ul style="list-style-type: none"> • Review activities to identify strategies to promote multi-stakeholder action research strategies.
Measurement / Certification	<ul style="list-style-type: none"> • ILC is well positioned to monitor land accords 	<ul style="list-style-type: none"> • Consider making monitoring a central if not primary focus of ILC
Financing	<ul style="list-style-type: none"> • Modest grant-making resources have been leveraged to advance systemic interventions 	<ul style="list-style-type: none"> • Identify clear goals for financial resource development, corresponding with goals for influence of ILC • Grant-making should be continued as an activity for advancing ILC goals, with even more clear articulation of relationship between grants and strategy • Grant-making activities should not be defined by available budget but by clearly articulated strategy for intended influence of grants and plan for developing resources for sustainable implementation of this strategy
Advocacy	<ul style="list-style-type: none"> • Robust range of multi-stakeholder advocating strategies 	<ul style="list-style-type: none"> • Develop a definition of advocacy for ILC that more appropriately represents the multi-stakeholder nature of advocacy activity of GANs • Further develop the Coalition's skills for advocacy representing a systems change perspective

GAN Role : Shared Visioning

Achievement: There is consistent internal support for ILC's vision.

The vision of ILC over the period under review is: Secure and equitable access to and control over land reduces poverty and contributes to identity, dignity and inclusion. There is nothing to suggest that there is any dissension about this vision.

Achievement: There is broad agreement about the major roles of ILC.

ILC's mission points to its role as "advocacy, dialogue and capacity-building." The interviews and a poll at the December Council meeting revealed that there is broad agreement that the core roles of ILC are advocating, system organizing and learning/capacity development. The interviews also demonstrated strong agreement with the 2010 ILC consultation note statement that:

“...ILC’s primary role as a multi-stakeholder platform is in facilitating/convening dialogue. Following this, ILC has a support role for capacity building, research, and information sharing so as to level the playing field as far as possible and for debates to be informed by evidence and knowledge.”⁸ p. 6

Although there is agreement about the focal roles of ILC, reviewing each individually provides important insights.

Achievement: ILC has expanded adoption of its vision with the CFA and AU Framework.

ILC has worked to ensure the issue of land access and poverty are part of the international agenda. Certainly the food crisis and the rise of CPL have been major factors in realizing this. Nevertheless, as noted, the AU Framework and CFA represent successes in expanding those who share ILC’s vision.

Recommendation: That ILC shift additional emphasis to implementation of reform efforts from a focus on promoting the emergence of a shared global vision.

These achievements suggest that ILC can now significantly refocus its efforts away from the international forums where it has participated to get its vision adopted, to the implementation of the vision. Certainly there will be some needed maintenance and further promotion of the vision at the national level, but visioning can be less of an emphasis in engagement with global and regional bodies, with the obvious exception of ongoing expansion of membership and incorporation of additional stakeholders.. This means, for example, reassessing the value of participation in global fora such as CIDRAP and the World Bank Land Conference, unless it is relevant to implementation or the CFA or AU.

GAN Role 2: System Organizing

Achievement: ILC has contributed to expanding and solidifying connections amongst stakeholders committed to its vision.

One good example of ILC’s system organizing is through its strategic use of regional and global assemblies. The Nepal global assembly appears to have been a significant contributor to advancing ILC vision there, with the strengthening of CSO – government connections; the presence of the Togo Minister of Agriculture at the African regional assembly suggests a similar function.

Achievement: ILC has developed an engagement strategy that builds system connections with a limited group of stakeholders.

The term “member-led” and the decentralization have been applied in a way that in general is very supportive of system-organizing. Although there is always the danger that consultations are over-done, nevertheless creating discussion amongst system stakeholders is a critical part of system organizing. And undertaking research as action research and in ways that engages stakeholders in “the work” makes an important contribution to building connections.

Recommendation: That ILC emphasize commitment to its vision as a condition for working closely with organizations, rather than their stakeholder category.

A critical question that ILC continues to be unclear about is who to engage among system stakeholders, and how. This is one underlying reason for the noted discussion at the Council meeting about the names of different organizations and stakeholders – members, partners, strategic partners... The interviews also revealed significant different views about what the role of national governments should be, vis-à-vis ILC.

ILC has imposed upon itself limitations to how much particular stakeholders can identify with and participate in ILC, that inhibit its ability to be a truly multi-stakeholder platform for those committed to its objectives. This limits ILC’s potential for success.

Moreover, the wording of SO2 seems particularly questionable:

- Civil society participates more actively in, and exercises greater influence over, the policy and decision-making processes that affect the access of poor men and women to natural resources, especially land.
- More actively and greater influence than who? Undoubtedly this arises from an historic situation where civil society is not recognized as a legitimate partner in land issues; and undoubtedly this remains an issue. However, considering ILC's multi-stakeholderhood, the real point is that all legitimate voices have appropriate influence based on mutual respect.
- Typically GANs are coalitions of those who want to advance an issue in the direction of the vision. Undoubtedly some wariness in ILC arises from concern that some stakeholder groups are so opposed to the vision that they would only act to prevent it. However, to advance system organizing requires a much more nuanced approach than continuing with broad stereotypes.

This is not to say that ILC should disregard stakeholder categories. Indeed, it is indeed important to ensure a diversity of voice in decision-making forums through representation by stakeholder category as is recognized in the Charter.

GANs typically find that support comes from within all stakeholder groups, and the key is to ensure that those considered close enough to influence ILC are indeed committed to the vision. This is already part of the conditions of membership.

GAN Role 3: Research, Learning and Capacity Development

Achievement: ILC has developed an impressive range of research, learning and capacity development initiatives.

The huge growth in the number grants largely reflects a huge growth in this activity: from 32 in 2008, to 60 in 2009 and up to a projected 90 by the end of 2010. These involve an impressive array of activity type that include action research, learning journeys, data-base development and workshops.

This is certainly a valuable role for ILC, and the overall impression is very positive. Obviously review of these activities in any detail is well beyond the scope of this report. However, sharing some cursory observations can be useful.

The strategy appears to reflect well Membership Objective 4. (*ILC's membership is a recognized and collective source of knowledge on pro-poor land policies and practices.*) This non-outside expert approach, such as with the Land Portal Interim Steering Committee, is an excellent one for a GAN to support its diverse change (as opposed to simple knowledge development) goals.

There is also a laudable integration of multi-stakeholder participation in most projects, such as with the International Seminar Post-Constitutional Bolivia with gathered 500 of them.

The number of grants seems extremely large for an entity the size of ILC. A simple extrapolation of an administrative approach for 32 probably does not work well for 90. A review of whether there is another way to organize these – without suggesting reduction of the amount of funding – seems in order.

Recommendation: That ILC review its learning, research and capacity development activities to identify new strategies to reduce its grants administration effort, and develop guidelines to promote multi-stakeholder and action research strategies.

There are some projects that appear to undermine ILC's credibility as a multi-stakeholder forum – or at least insufficiently emphasize its multi-stakeholder and system-organizing role. Most notably, there are many activities that are exclusively for, or almost so, civil society organizations. For example, the

learning journeys (an excellent methodology) did not appear to have government people. The origins of ILC are with civil society capacity development, and this is a categorical focus of an SO. However, governments (for example) certainly need their own capacity developed for partnership and land reform, and doing this collectively has an added system organizing/social capital development benefit.

There is probably room for greater emphasis upon action research, in contrast to traditional research. For example, case studies and papers were produced in a Latin American project without case conferences and other processes of engagement to ensure the learning is socially embedded.

GAN Role 4: Measuring/certifying

In the Council poll, no Councillors identified this as an ILC role. That likely had to do with the way it was presented, because it has good potential to be the driving central activity of ILC in implementation. This activity includes assessing and monitoring – it basically refers to activities that involve promoting change through continually advancing standards of performance that are quantified. Defining those standards and assessing the level of performance through multi-stakeholder processes is a powerful implementation tool.

Achievement: ILC is well positioned to make monitoring of land accords a core activity.

Already ILC has produced very relevant tools and activities, including the *Land Monitoring Handbook*, the document *Quantitative Indicators for Common Property Tenure Security*, and land watch and *Observatorios de tierra* support.

The Access Initiative (TAI) is a GAN that has developed a methodology that ILC might find particularly useful. TAI focuses on implementation of Principle 10 of the Rio Declaration. Although constitutionally an NGO network and with an underdeveloped multi-stakeholder strategy, it operates like a GAN in the way it engages governments as partners in assessments of their implementation of Principle 10. Initiated with the support of the World Resources Institute, it has high scientific credibility.

Of course different national governments will respond differently to the proposal for a joint assessment (the government in this case is a participant-peer, and may or may not be a “member”). For some, implementation is a priority and they will appreciate ILC help, for some it can be made a priority, and others they will simply be opposed (actively or passively) to implementation of the AU Framework or the CFA. As with any change strategy, the lesson is to go with the early adopters and least resisters – regardless of civil society presence.

Recommendation: That ILC consider focusing more attention on monitoring efforts.

An emphasis upon “monitoring” and public reporting and facilitation of dialogue about actual progress towards desired outcomes would help focus all of ILC’s activities. It would guide prioritization of learning/research/capacity development and geographic focus. In particular, this could provide critical value in a global data-base that is valued by all stakeholders. Of course all this should be done in multi-stakeholder processes.

GAN Role 5: Financing

Although the Council was unanimous that financing is not a core role, the interviews revealed a strong perception that a major role of ILC is to raise money for “the system”. They mean two things. One is that ILC as-the-secretariat raise money from global funders for itself and to regrant to others. And the other is that ILC as-a-network support local and regional money-raising.

Achievement: ILC is leveraging modest grant-making resources to take high leverage systemic interventions.

In 2010 ILC made grants of over \$1.6 million. This is an essential activity of ILC to spur systemically strategic activity. This means activity that, from the perspective of the global land-and-poverty system, will produce highly influential activity, with the benefits being made available to the system. This does not negate the value of regional-based granting, since that responds to the dynamics of large geographic systems. However, it would be inadvisable to consider devolving granting to a national level since this would fragment the resources into ineffective pieces. Of course a region would hopefully identify specific national focuses for granting.

The granting is also critical to the need for ILC participants to undertake meaningful activity to develop the social capital and capacity necessary for ILC's vision. Certainly this activity has a negative impact of confusing some about ILC being a financing agency. However, neither the Council poll nor the interviews suggested that this is a significant issue.

Recommendation: ILC should identify and develop appropriate levels of resources necessary for achievement of specific goals, including more sustainable and strategic grant-making .

While ILC has done well utilizing the re-granting resources made available to it, particularly to spur entrepreneurial and innovative activities, there is concern about the sustainability of the grant-making program. The concern over the general sustainability of the re-granting program is of additional concern in that it also precludes ILC from thinking more strategically about its re-granting efforts. Setting longer-term, ambitious and yet realistic goals for the purpose and correspondent dollar size of the re-granting program would likely permit ILC to exert even greater influence through this effort.

GAN Role 6: Advocating

This is the most problematic of roles for GANs. Rather than traditional advocacy where one party urges another party to do something, advocacy for GANs is a multi-stakeholder learning process. The learning is both about other stakeholders' perspectives, and potential "solutions" to the issue being addressed. This is the hard work of innovation that transcends differences.

Achievement: ILC has developed a robust range of multi-stakeholder advocating strategies.

ILC's convenings, dialogues, action research and even data-base development strategies are all a form of advocating when they are multi-stakeholder. There are many good examples of this, such as with the Niger processes and international dialogue process on large-scale international land acquisitions.

Research throughout this report's investigation reveal that there is significant confusion about "advocacy". Very naturally many people tend to think of it in traditional "telling" rather than "co-learning" terms. This is evident, for example, in the 2009 Kigali workshop sub-titled "A CSO's Advocacy Roadmap". In fact reviewing the actual report, the workshop was much more about a multi-stakeholder roadmap (as it should have been) with substantial emphasis upon multi-stakeholder partnering. The CSO reference might have referred to the target audience, but as was stated earlier ILC should guard against a uni-sectoral focus. A more categorical CSO-only project appears to be with the India-National Land Alliance that "has carried out a wide range of consultations involving activists, communities' representatives, social movement leaders, journalists and supporters among academic communities."

Recommendation: That ILC develop a definition of advocacy as a more distinctively multi-stakeholder activity.

Uni-sectoral approaches will undermine ILC's ability to act as a multi-stakeholder forum, ignores the need for governments to also build their capacity, and misses an opportunity to actually build ties across traditional boundaries – rather than simply teaching about it.

In discussions, it became obvious that some people focus on development of a statement or position from one sector's perspective as being a legitimate activity of ILC. Any statements or positions should be the product of good cross-sector work. This is not to say that there is not a role for uni-sectoral spaces within ILC. Indeed, it is important for the distinct stakeholders to have an opportunity to identify issues from their perspective. However, they should be placed within a multi-stakeholder event or process.

It is useful to again point out that this has significant implications for national-level strategies. The Land Alliances, for example, are important and valued members. However, they cannot be equated with ILC's national nodes.

Recommendation: That ILC further develop its core skills drawing from systems change traditions.

Multi-stakeholder activities require significant and specific skills, drawing from large system change, facilitation, visioning, partnership development, negotiating and mediating traditions. These should be developed as the core skills of ILC. It is the members who have knowledge about land, research, and data-base development. The staff only need to know enough about land-poverty to be able to apply the core skills effectively. (NOTE: This is the reverse of the view presented in the World Bank IEG analysis.)

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Data Analysis Part 4: The Influence of other Stakeholders on ILC and the Field

Stakeholder Analysis is a methodology to identify groups that have an interest in a policy, their particular interests and their capacity for influencing this policy. In order to systematically identify the stakeholders involved with ILC's work and inform our assessment of their influence on the contributions of ILC, we have utilized a method of social network analysis to develop maps of the more prominent stakeholders of ILC. As noted previously, this mode of analysis has been limited by a need to rely on secondary sources, particularly relational data represented by hyperlinks among the website of ILC and those of other actors.

Before presenting our analysis stemming from these maps, we would like to make some notes on how to interpret the maps. First, it is important to keep in mind that any social network maps are simplifications of actual social networks constructed to represent particular characteristics of these networks. Second, in addition to being constructed to illuminate particular characteristics of social networks, such maps are influenced by the source of data used to construct them. Maps built using primary data gathered directly from stakeholders for the purpose of social network analysis are not necessarily better than maps built with secondary data, as the findings of any social network analysis can provide unique insights depending on the data used. For example, the data primarily represented in the maps below represents the relationships among the actors identified by their connectedness of their websites. Notably, the willingness of an organization to link its website to that of another organization can be considered a more "objective" indicator of a relationship of a certain quality than self-reported data. At the same time, certain idiosyncrasies of web-drawn data have to be recognized - for example, educational institutions are much more reticent to link to external URLs than, for example, NGOs.

With these caveats expressed, some more specific guidance can be provided as to how to read the maps. First, each of the various circles, or nodes, represents a stakeholder organization, and a line, or "tie," between two nodes represents that at least one of these organizations has identified that it has a relationship with the other. (In this case, an organization's identification of a relationship is evidenced by a hyperlink from its website to that of the other organization.) Second, nodes are sized and located differently to represent certain information – the size of an organization's node is relative to the number of other organizations that identify a relationship with the organization, and a nodes are positioned in the map, according to a mathematical formula, in order to represent which groups of organizations share stronger relations to each other.

We identified the organizations and their relations represented in the map by starting with 32 NGOs and 9 IGO/multi-stakeholder entities identified from other sources as critical players in the field. In order to eliminate less meaningful information, or "noise," from the maps, we have excluded from the final displays any organizations not identified as having relations with at least two other organizations in the field.

The primary observation to be identified in these maps is a confirmation of an assessment we make elsewhere – that ILC is central to the consolidation of a robust field of actors engaged in addressing land as a concern of development. This can be recognized in each of the maps that include ILC – especially map 3, which locates ILC in the relative center of the map, thus suggesting its centrality in the field, and map 5, which replicates this finding but highlights the centrality of ILC to the network of only nongovernmental and civil society organizations.

Secondly, however, the maps, especially map 2, highlight a related and yet somewhat contradictory finding, which is while ILC is central to the field, that many other organizations, and in particular the World Bank Group and UN Agencies, play a similarly central and unifying role in the field. In other words, ILC is not unique in its function as a champion of land on the development agenda or even as the

primary network within the field. Again, this observation in the maps corresponds to similar observations we have made elsewhere.

Related to this observation, the maps similarly highlight that ILC is also not a uniquely necessary hub among nongovernmental and civil society organizations. One of the successes of ILC even prior to 2007 was its contribution to the development of the capacity of nongovernmental and civil society organizations worldwide to connect with each other as well as with governmental and intergovernmental actors to raise the profile of land as an issue on the development agenda. Maps 2 and 5 in particular support this observation. Nevertheless, the conclusions drawn from the maps should not be over-interpreted to suggest that there is not still opportunity for ILC to support this networking. While ILC might consider repositioning itself to be more recognized as an institution focused on promoting multi-stakeholder dialogue and action on land policy rather than civil society engagement in land policy, there is still room for ILC to play a meaningful role in continuing to support civil society's development of capacity to engage meaningfully in these multi-stakeholder efforts.

Related to all three of these previous observations, the maps suggest that ILC must both recognize itself as part of a large and growing field and refocus its attentions to fulfilling roles in the broader network that allow it to provide its most valuable, unique contribution to the field. Also the maps illustrate the importance of ILC understanding how to engage most effectively with the other critical stakeholders in the field. Again, these are not observations that are unique to our review of the social network maps but instead match with those drawn from other analysis. To the first point, the field is now consolidating, and ILC is not the only or necessarily even the "most important" entity across the board promoting land as a priority on the global development agenda.

To the second point, this suggests not only that ILC should develop its unique role in this now large and vibrant field, but that it should consider how to best engage critical stakeholders, especially those it has had difficulty engaging previously, such as IGOs. The World Bank Group and the UN Agencies in particular are stakeholders who from various accounts, including their prominent and central positions in the maps, are truly critical to progress on land in development debates. Similarly, other multilateral and bilateral development entities are also prominent if not as central, and from other accounts these are also institutions that ILC has not done as good a job engaging. Notably, the prominent governmental and NGO actors in the field are mostly European political and research institutions, such as the European Union (EU) and the European Commission (EC), International Institute for Environment and Development (IIED), the Institute Development Studies at the University of Sussex (IDS), Eldis and Oxfam. It would thus seem to behoove ILC to maintain its relationships with these European institutions in the field as it works to develop better relationships with IGOs.

Observations from the maps that could help ILC identify how to evolve its role to potentially continue to provide the most valuable unique contribution to the field include:

- ILC's position in the maps identify it as serving an important bridge between IGOS and governmental institutions of the "global North" with governmental and especially nongovernmental institutions of the "global South." This observation corresponds to observations informed by other analyses.
- ILC serves as a similar bridge between the "international research collaboratives" (such as the Consultative Group on International Agricultural Research (CGIAR), the International Food Policy Research Institute (IFPRI), the International Development Research Centre (IDRC), and others) institutions of the "global South." However, the Global Development Network (GDNet) also occupies a similar position/serves a similar role in the field. This observation reflects with other analyses.

Summary Achievements and Recommendations

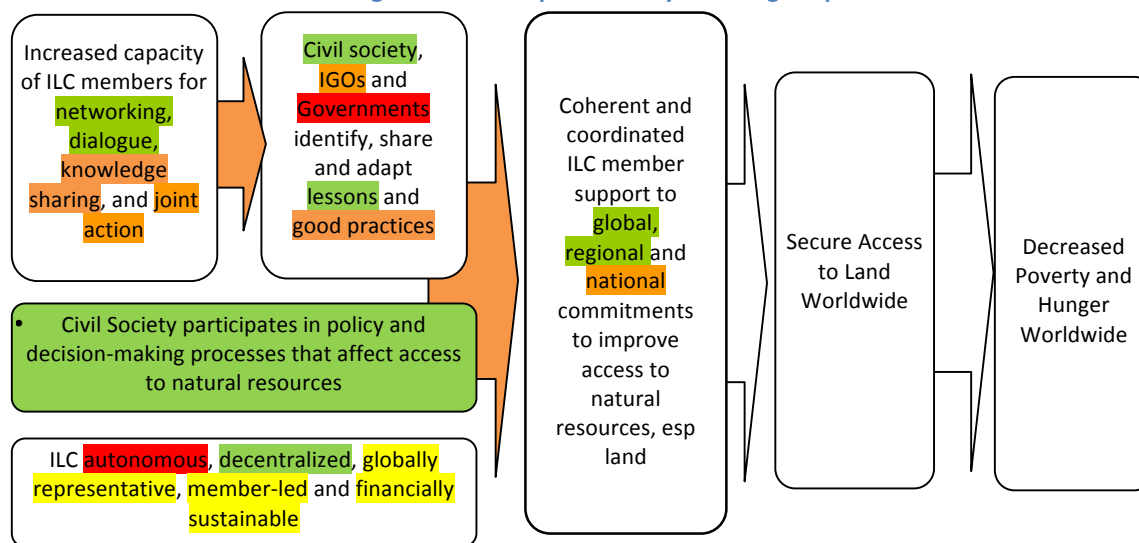
As a tool for summarizing, we return to the Theory of Change based upon the SOs that was introduced earlier. We understand that there is dissatisfaction with these SOs; there were no baseline data or stated targets to support this assessment; and ILC did not want us to survey members because of survey-fatigue concerns. However, we believe that based on the data presented in the previous section we can make a robust summary assessment that can provide useful insights for development of the next strategic plan. To do this we return to the strategy objectives framed as a theory of change as the most appropriate and useful assessment framework.

In Figure 1 we add “stoplight” coloring to represent our assessment of ILC’s realization of its five strategic objectives. In this version of stoplight coloration, we highlight in:

- Green = items we assess as having been realized to a significant extent,
- Yellow = items we assess as having been realized to a lesser, but still meaningful degree,
- Orange = items we assess as having been realized to some, but less meaningful degree
- Red = items we assess as not having been realized or having been realized to an unsatisfactory degree

Some objectives consist of multiple components themselves. For example, the objective to increase ILC members’ capacity includes (a) networking, (b) dialogue, (c) knowledge sharing, and (d) joint action. Therefore, we apply separate highlighting to each of these components if suggested by our assessment.

Figure 1: ILC’s Implicit Theory of Change Expanded



We begin our explanation of our assessment in the bottom left corner, with the SO related to ILC’s own internal organizational development. Among the components of this objective, we recognize the significant progress that ILC has made in its efforts to decentralize through the launch and meaningful development of the regional platforms. Additionally, the Coalition has developed a globally diverse membership, although more can be expected. Similarly, interviews revealed ILC has made significant improvement to being a “member-led” coalition, although this philosophical commitment might be being applied practically in a way that is overly “populist.” This suggests that there is a risk of the ILC secretariat abdicating its role as a managerial apparatus of the ILC and instead acts exclusively in an administrative role, only acting to implement direction given by members rather than serving the membership by undertaking careful analysis of options, presenting this analysis and making recommendations for the membership to ratify or provide further guidance. We have a

concern that the ILC may be employing an interpretation of “member-led” that has swung too far away, in response to previous concerns of the membership, from providing appropriate “managerial leadership”.

Finally with respect to this SO, we recognize substantial progress that ILC has made in attracting additional resources during the 2007-11 period. This has allowed it to grow its budget accordingly and bodes well for its sustainability. At the same time, we recognize various signs that suggest that the Coalition still has an orientation towards developing plans for the future that are very contingent, depending on its success in securing resources, rather than identifying clear program goals and correspondent financial goals and plans for development of these necessary resources.

We move next to a review of ILC’s contribution to the strategic objective of securing for civil society a role in policy and decision-making processes that affect access to natural resources. ILC has ensured civil society engagement in the AU Land Framework and the CFA processes; as well, there are national-level processes such as in Nepal where it has enhanced civil society’s role. And through its strategic convening of global and regional meetings, it has built connections to policy-makers. In fact, as will be discussed further later in the report, we suggest that with such notable progress having been made in realizing this objective, both prior to 2007 and having been consolidated since then, ILC should consider decreasing its attention to this particular objective.

Next we turn to the SO related to increasing the capacity of its members. Our investigation reveals that members of ILC have increased their capacity for inter-organizational networking among themselves at national, regional and global levels. This has been facilitated by ILC’s platforms, conferences, and action research at these various levels. Second, ILC members have also clearly increased their capacity for inter-organizational dialogue during this period. This is evidenced with the reported success and satisfaction of members with ILC-facilitated activities as well as the increased engagement of ILC member organizations with other actors in significant forums on land policy, such as the AU Framework, the Togo dialogues, and the CFA process. Knowledge sharing capacity of members has also improved, with ILC website identified as a valuable source of information. However, there is still considerable room for progress both to become a widely recognized source of land reporting expertise and as a more vibrant platform for regular sharing of knowledge among ILC members. We find that ILC has built capacity for joint action through the way it creates collective research and development initiatives, its regional platforms, and ensuring members’ connection to global policy processes. However, this capacity is too often civil society joint action, rather than including IGOs.

ILC can be expected to have greater influence on these first three SOs. This is less true of the other two. There is quite uneven influence with regards to the SO regarding engagement among civil society, intergovernmental organizations (IGOs) and governments to identify share and adapt lessons and good practice. ILC continues to build its civil society profile and there are very good examples of collective learning for NGOs such as with the learning journeys. However, there is weaker IGO interaction in this regard, and there is lack of a strategy for direct national government engagement. The engagements with the latter in terms of learning seems largely through meeting and conferences, rather than through joint learning activity. Although there is clear evidence of lessons being developed, there is only weak anecdotal evidence of this turning into good practice.

Finally, we turn to the objective that ILC has the least direct influence on: ILC members’ coherent and coordinated support of global, regional and national commitments to improve access to natural resources, especially land. Coherence of interests and coordination of action is dependent upon both increased member capacity for, and realization of, mutually supportive engagement. Therefore, the Coalition also can only hold itself accountable for how effectively it has acted to contribute to the realization of this objective, and not for the realization of the objective. We assess the performance is uneven. ILC members have lent support to develop commitments such as the AU Framework and the CFA. And they have been active in national-level processes such as the Kenya case demonstrates. However, there is absence of an ILC national-level strategy that would seem a critical element in providing coordinated support.

We will now reframe these observations in a more succinct number of achievements and recommendations.

Achievement 1: ILC has developed a growing IGO - NGO - research institute platform that is capable of multi-stakeholder influence.

- a. Networking capacity
- b. Dialogue capacity
- c. Civil society, IGOs
- d. Decentralized
- e. Member-led
- f. Globally representative
- g. Financially sustainable

It is easy to overlook this achievement and take it for granted, particularly because it is part of ILC's founding. However, maintaining a cross-sectoral forum requires skill and attention. ILC has not only maintained the platform, but has a significantly growing membership. This is occurring in the face of increased expectations of members to make material contributions.

Although the SO reference to networking and dialogue capacity was undoubtedly framed more in terms of the ability of members to connect with non-members, the core expression of these capacities is actually within ILC itself.

The most significant related theory of change outcome is the health of the civil society participation in particular. That of IGOs is notably weaker. Although the SO does not make any distinction between international NGOs and research organizations, given their roles and perspectives in the issue of land is quite distinct, their active engagement should be also noted as an achievement.

There has been substantial movement to be member-led and decentralized, accompanied by development of the regional platforms. However, we have noted with the latter that the performance is uneven: we raise the need for increased geographic focus for the "Asia" platform, and the African platform is still very much in development.

We interpret the reference to "globally representative" to be stakeholders from all parts of the world who are interested in the focal issue of ILC. Although ILC can be said to have members from North and South, there are stakeholders who do not seem engaged. The most obvious are farmers' organizations, and this is now receiving some attention. National governments' and private enterprise's roles need further development.

ILC appears to be on firm financial footing, given the increases in financial support. However, financing appears to be an on-going challenge in the face of need for multi-year financial strategies, diminishing donor budgets and the under-engagement of IGOs. Given the rising importance of land and agriculture issues, and the recent adoption of the CFA and AU framework, ILC appears in a good position to be an increasingly attractive partner for funders.

Achievement 2: ILC has influenced some international and some national debates to ensure its pro-poor perspective is on the international agenda and integrated into action plans.

- a. Member support to global, regional... commitments to improve access
- b. Networking capacity
- c. Dialogue capacity
- d. Civil society participates in policy and decision-making processes

The most notable achievements for the field over the past four years are the CFA, the AU Land Framework and some national-level policy developments such as in Kenya, Niger and Nepal. Of course there are many actors in these developments, but ILC and its members had a notable presence and the alignment of the products with ILC's goals certainly suggest ILC has been influential.

There were numerous action research and workshop activities initiated by ILC to develop network and dialogue capacities. Indeed, an element of many of workshops, research and conferences was a design eye to implicitly build these capacities. The policy achievements require networking and dialogue capacities, and therefore the policy achievements can be considered indicators of successful development of ILC's capacity development work.

Achievement 3: ILC has developed an array of network capacities to realize change, most notably for multi-stakeholder (1) learning, research and capacity development; (2) advocacy, and (3) system organizing.

- a. Civil society, IGOs ...identify, share and adapt lessons

ILC has developed its role with these three activities in particular. It has done this with an impressive range of approaches. Although there have been some relatively traditional "trainings" and research papers, by and large there appears to be a very good understanding of the need to closely tie and even integrate learning and acting to truly realize development. This has been reflected both in the design of activities with member leadership, and in activity implementation such as with action research, learning journeys, and highly participatory meetings.

Recommendation 1: ILC should focus more rigorously on being a multi-stakeholder strategy.

- a. and Governments
- b. Need to include other stakeholders
- c. Autonomous

ILC historically has privileged the role of civil society in the Coalition. This was the product of an era when civil society organizations working on the issue of land were almost non-existent. Capacity-development was critical in order for civil society to have a meaningful role. Today there are numerous NGOs focusing on land issues and a significant number of national and regional networks. Although there is certainly need for greater civil society capacity, the situation today is far different from ILC's founding.

There is widespread recognition in ILC that it's most distinctive quality is with its cross-sectoral NGO-IGO membership. There are many other donor agencies working to develop capacity of NGOs in the land arena, and although the resources might still be considered inadequate, capacity-building is not a unique feature of ILC.

There is growing need for a space where diverse stakeholders can work together to ensure land access. The stakeholders go far beyond those of IGOs and NGOs; indeed, it is difficult to see how real progress can be made *without* going beyond them. Most notably absent are farmers' organizations, national governments and private enterprise. Certainly there is reason for caution about how to engage particularly the last two, but there is a range of possibilities depending on the degree they support ILC's goals.

The need for a collectively-owned space of issue stakeholders is critical to giving life to the fundamental values of respect and embracing of diversity that are core to ILC's vision. Dominance of one actor suppresses the spirit of collective responsibility, shared skills/knowledge/resources, innovative thinking and entrepreneurial action that are sorely needed to address seemingly intractable problems and ones where progress is much too slow. For example, building a knowledge base and monitoring system that is widely seen as high quality and legitimate across stakeholder groups can only be achieved through collective ownership and action.

The need for this shared space will become increasingly global in new ways as the traditional North/South dynamic declines in the face of rising economic and political capacity of the South, diminishing donor budgets, and the general globalization of issues.

Of course ILC should continue to be led by those committed to its goals. However, continuing to privilege civil society actually undermines ILC's ability to be perceived as, and act as, a collectively-owned place for those working to realize its vision. This should not get embroiled in questions about the Charter and governance, at least not for the next few years. Investigate and experiment with such things as advisory groups and observers. But ILC should develop strategies to engage a broader range of stakeholders on a peer basis.

This investigation also revealed insufficiently developed strategies and tools for engaging stakeholders. One undeniable tool is financing of joint work such as with conferences and research. However, different stakeholders will need different strategies. For example, it appears that one reason that IGOs are insufficiently engaged is because their goals have been insufficiently articulated. These goals should certainly contribute to ILC's vision; however, there should be clearly articulated goals with IGO's in terms of the IGO's programmatic objectives. They should understand that their participation in ILC is a critical way to realize their objectives – and in fact a multi-stakeholder forum like ILC is critical to realizing their objectives (i.e.: they cannot reach their objectives on their own). As well, ILC should make sure it engages the right person from an IGO in the right place. Researchers are best placed in a leadership role vis-à-vis the research agenda. Senior IGO leaders should be those who are on the Council. Therefore, ILC should also develop further its strategies and tools for engaging stakeholders, and do this with the understanding that these will likely vary by stakeholder group.

There is, however, a significant challenge to ILC's claim to being a unique multi-stakeholder network in the land arena with the presence of the Global Land Tools Network (GLTN). ILC and GLTN are members of each other. The distinction between them for even an informed outsider would lie more with their sponsorship (UN-Habitat versus IFAD) than anything else. There is good reason to investigate options for closer collaboration and coordination (and possibly consider a merger) of the two networks, which could reasonably be accompanied by them becoming independent of their host organizations. Their co-presence is confusing, leads to unnecessary coordination issues and inevitable duplication, and in particular has a deleterious impact upon system stakeholders who have limited time and resources to participate in a network and cannot be expected to be full participants in both. A fair test that should be considered when exploring this issue further is: To what extent do you have to be a GLTN or ILC "insider" to understand the distinctions between the two efforts – while they might be known by such insiders are they as readily apparent to the broader field of actors involved in land issues?

Recommendation 2: ILC should recognize in its priorities the need to shift from creating frameworks to implementation.

- a. Joint action
- b. Member support to national ... commitments to improve access

This past year has seen milestones in the land issue, with the development of the AU Land Framework and the CFA. These can be easily under-rated or under-appreciated as new tools for ILC to realize its vision. They provide the foil that ILC has long been aiming to develop in the international arena for spurring implementation. Although more international agreements, particularly regional ones, would be helpful, they should not be pursued with the same focus. The question now is how to realize their implementation.

Inertia of a historic strategy often leads to ineffective application of resources. There are historic investment in skills, programs and structures that can cloud or inhibit the need to change in response to a change in an issue arena like land. Networks should be particularly resilient at shifting.

This investigation rates the historic joint action low in part because the action seemed unbalanced in terms of stakeholder groups. This can be addressed in part through the first summary recommendation. There are things that the IGOs need integrated into joint action, for example, that they can not do on their own. These seem under-articulated.

This investigation also rated low ILC's engagement at the national level – the level where the questions of integration of international agreements into national policy become critical. ILC has no national engagement strategy, and has not done enough to draw lessons from engagement in countries like Kenya and Nepal – lessons not just about “how access to land” can be integrated into national-level policy, but lessons also about how ILC and its members can most effectively participate in this process.

ILC members are working to develop land monitoring systems, and this is a great example of where a collaborative effort is needed – not just across sectors, but also to identify how to engage organizations at various levels from local to global. A signature activity such as this should be identified to tie together and give discipline to development of ILC's activities.

Recommendation 3: ILC should be more disciplined and strategic about prioritizing, setting targets and allocating resources.

- a. Coherent and coordinated member support
- b. Member-led

The previous point leads to the recommendation for greater definition of strategy. We perceive this as necessarily connecting to the member-led quality. The definition of strategy and targets needs to arise from members to ensure their understanding of, and their commitment to, playing their role in realizing them.

There was obviously an historic problem when ILC was being “secretariat-driven”, but that does not seem to be the case today. The absence of a clearly-defined set of SOs (lamented by all) with targets (lamented by some) can be seen as product of this historic quality, since the absence allows greater secretariat discretion.

Being “member-led” in a multi-stakeholder global network is open to particularly problematic interpretation. People naturally tend to think in terms of “one-member-one vote”. That will create big problems. This is recognized in careful crafting of balances amongst stakeholder and geographic voices in Global Action Networks, including ILC in its Council and regional structures. This needs to be honored in larger meetings of ILC participants. The goal of the network is not simply to additive of everyone's wish list, but to be integrative and transcend the individual perspectives to create a highly dynamic whole focused on highly strategic action.

Targets are needed to give clear direction and support members' in playing their role in realizing them. Resources are modest, and members need a framework to understand which a “good” idea must be “excellent” in terms of the strategy in order to become part of ILC.

However, the concept of “targets” often has problematic interpretations and uses. When dealing with a highly dynamic field of activity with many actors and newly emerging trends and opportunities, targets are often best expressed in terms of ranges. For example: ILC will contribute to integration of access to land principles in (## to ##) national land policies over the next four years. This helps the next steps of identifying priority countries, while being flexible to respond to new opportunities. And defining priority countries helps members understand the conditions necessary to be in a priority country. And this leads to such activities as creating a community of practice amongst those priority countries.

We want to also be clear that we are not arguing in favor of a log frame. This is an abuse of the concept of “planning” that can be particularly problematic for a network like ILC dealing with a complex “squishy” issue, lots of uncontrollable variables and many other (more) powerful actors. The business strategy guru Henry Mintzberg once advocated simply throwing away a strategic plan once it was written, in recognition that the core value of planning is in the active verb – it is about focusing discussion, creating on-going cycles of discussion and adjustment in response to opportunities, learning and environmental changes. However, creating a disciplined connection of activities and rationale is essential to have a good on-going discussion and

adjustments. Currently this connection and rationale are under-defined and the development of a member-supported strategy and targets is important for it to be defined.

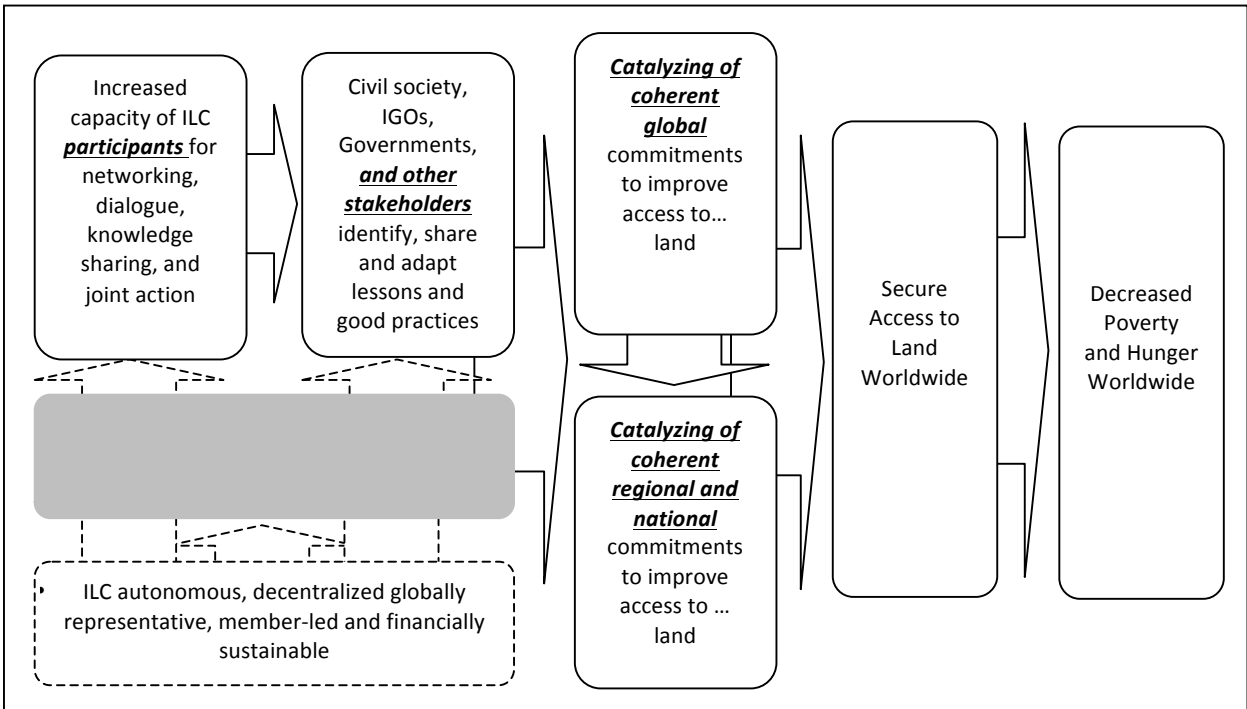
Recommendation 4: ILC should consider reframing its strategic objectives as a more concise theory of change.

This recommendation reflects all of the summary assessment coming from Figure 2. When we reviewed ILC’s theory of change, we introduced the idea that the Coalition can benefit from refining this theory to clarify its strategy tracking of influence. We present Figure 2 as an example of how ILC might refine its theory and strategy.

The primarily differences in this refined version include:

1. Representing as a utilitarian, organizational development objective of different status, the objective related to ILC’s becoming autonomous, decentralized globally representative, member-led and financially sustainable.
2. Omission of the objective related to supporting civil society to participate in policy and decision-making processes that affect access to natural resources.
3. Replacing “members” with “participants”, reflecting the need to broaden ILC’s stakeholder focus, but without getting into formal governance issues.
4. Explicit addition of “other stakeholders” also to reflect our recommendation that ILC broaden its stakeholder focus
5. Replacing the terms “coherent and coordinated” with “catalyzing of coherent” to better reflect our view that (1) an active verb is preferable, (2) a broader range of actions than coordination are necessary (for example, developing), (3) the core function of a GAN is to create “coherence” amongst stakeholders.
6. Identify the path of influence that global commitments can have on catalyzing national commitments by breaking these apart.

Figure 2: ILC’s Theory of Change - Suggested



Despite its problems and vagaries, the 2007-11 Strategic Framework laid the groundwork for a shift of this order. The biggest and probably most controversial of the suggested refinements is the omission of the

objective on supporting civil society to participate in policy and decision-making processes that affect access to natural resources. This follows the discussion in Summary Recommendation 1 above. It suggests a change of a scale similar to that associated with the 2007-11 Strategic Framework that pointed out:

In 1995 land issues had fallen from the development agenda. ILC responded by promoting the need to put land back on the agenda. It did so by working with its civil society and intergovernmental members to advocate for secure access to land.⁴

As well, the 2007-11 Strategic Framework went on to list “multi-stakeholder dialogue” first among its priority issues, noting:

*As the 2006 external evaluation concluded, there is now more than ever a need for **effective mechanisms that encourage and foster multi-stakeholder dialogue about land issues**” (emphasis added). In particular, ILC insightfully noted that such multi-stakeholder dialogue is particularly needed because **“land issues tend to be not only technical questions, but issues with highly sensitive political and social implications.”**⁴ (emphasis added).*

As we have described, ILC has made good progress in developing dialogue and networking capacity. The 2007-11 Strategic Framework went on to identify as a priority:

*The current land reform movement is characterized by a range of important actors (government, political parties, inter-government, civil society, social movements and the **private sector, including multi-national corporations**) that have overlapping, different and often politicized agendas.⁴ (emphasis added)*

Recently, in response to interest in acquiring or leasing large tracts of land by investors based in the North and in the food-importing countries, ILC has developed Commercial Pressure on Land as a global initiative. It is a short step to develop this into a strategy to engage the private sector.

Additionally the 2007-11 Framework pointed out:

One of ILC’s comparative advantages is its unique status as a bridge between civil society and intergovernmental organizations, bringing diverse groups together, sharing information on land issues, and providing opportunities for collaborative policy dialogue and advocacy. As a convener, ILC also facilitates the creation of space for broad and inclusive social dialogue at all levels, where diverse and often-competing interests can be negotiated. ILC will work more strategically and pro-actively to identify with its members and partners the need for coalitions and partnerships around specific issues and to support their formation.⁴

Furthermore the 2007-11 Framework pointed to the need to:

Refocus ILC at the national and local levels to achieve demonstrable impact on the livelihoods of poor women and men: The most significant change to ILC’s operation will be to place greater emphasis on the national and local levels, building critical mass in a limited number of priority countries to achieve demonstrable impact and to identify scalable and replicable approaches and solutions to land issues.⁴

All this suggests that the summary achievements and recommendations incorporated into the revised theory of change and strategic objectives represent continuity in work, with sharpened focus and changes in response to new opportunities, challenges and achievements.

Appendix 1: Documents Reviewed

Charter and Governance Framework (2009)
Strategic Framework 2007-2011 (2007)
Concept Paper - Formulation Strategic Framework 2011-2015 (2010)
Notes and Questionnaire to members - E-Consultation Strategic Framework 2011-2015 (2010)
ILC History– ppt by the Secretariat (2010)
Operating Framework and Monitoring & Evaluation Framework A précis (2009)
Operating Framework (2008)
Monitoring & Evaluation Framework (2008)
ILC M&E system – Report by Nigel Simister, M&E international expert INTRAC (part I- Situational Analysis) (2010)
M&E kit for the secretariat (2009)
External Evaluation of the ILC – Universalia (2006)
International Land Coalition Evaluation Report – Independent Evaluation Group (IEG) World Bank (2007)
EC monitoring mission report (2009)
iScale-Keystone Comparative Constituency Feedback Report (2010)
Internal Review of the Regionalisation Process in Africa, Asia and Latin America – Reports by the regions (2010)
M&E collating tables
Work Plan tracking sheet
ALL GRANTS related Activities 2005-2010
ALL NOT-GRANTS related Activities 2007-2010
ILC Year Work Plans & Budget (2007-2008-2009-2010)
Resource Mobilization Strategy (2007)
Communication Strategy (2007)
Membership Strategy (2008)
ILC Corporate Brochure (2008)
ILC Annual Report 2009
ILC Biennial Report 2007-2009
ILC Biennial Report 2005-2007
Assembly of Members Report 2009
Asia Regional Meeting Report 2008
Latin America Regional Meeting Report 2007
Coalition Council Meeting Minutes
Secretariat reports to the Council
Grantees' reports and M&E Forms (*Samples*)
"Grant Reporting Form" by the Secretariat
ILC Newsletter
Legal Agreement - standard format (for grantees)

Appendix 2: Interview Questions

Questions for ILC Staff

Background

- What TERMS would you use to describe the focus of the ILC's work?
- Do OTHERS working on the same issues as the ILC use DIFFERENT TERMS to refer to their work? If so, which terms?
- What are the most important ACCOMPLISHMENTS that the ILC as a whole has achieved during the last four years (going back to 2007)? Are any of these more important?
- Have the EMPHASIS OF the ILC's ACTIVITIES, in whole or in part, CHANGED during the past four years (going back to 2007)? And if so, how?
- Which 5 organizations are MOST CRITICAL to the success of the ILC's and its members' work in general?
- Who would you identify as the three MOST IMPORTANT CURRENT LEADERS (organizations and/or individuals) working on the same issues as the ILC in general? In this case, we are looking for leaders who are really pushing to advance the issues. Do not restrict yourself to ILC members. (List in order of your perception of their importance to the field)
- I'd like to ask you about the ACTIVITIES that the ILC engages in. I would like you to rate the following list twice:

Rate it first for its current level of priority as an activity for ILC on a scale from 0 (zero) to five (5) . A "0" (zero) rating suggests that the ILC does not engage in the work at all. And a "5" (five) rating would indicate that the activity is a core or primary activity of the organization.

Rate the activity second for your perception of ILC achievements (performance?), given its priority and considering what you think are reasonable expectations. Again please use a scale from 0 (zero) to five (5). A "0" (zero) rating suggests that the ILC has done nothing, "3" (three) that performance reasonable, and "5" (five) that ILC has significantly performed beyond reasonable expectations. Feel free to put down N/C (no comment) if you feel you can't answer the question.

	Priority	Achieve	Comment
Convening and providing platforms for exchanges amongst diverse stakeholders			
Raising awareness on land issues			
Development of Financial Resources for the field (raising money)			
Provision of Financial Support to actors in the field (making grants)			
Policy Analysis & Its Development			
Working to realize policy implementation			
Research – Data gathering			
Participatory Action Research			
Capacity-Building, Training and Technical Assistance			
Indicators/assessment tools for monitoring and addressing land issues			
Knowledge Network/center for knowledge dissemination			
ILC's network/institutional development			
Any Other Activities? (please specify)			

- Are there any skills that ILC as a network lacks or should strengthen to play its role in developing these activities?
- What capacities should ILC focus on developing amongst its members for them to achieve success?

- One important role for ILC is to support bridging between stakeholders. How would you rate ILC's level of engagement with the following stakeholder groups on the ILC on a scale of 0 to 5, with 0 being no engagement, 3 being about right, and 5 being much too strong. If you feel you cannot rate a stakeholder group, please indicate no comment (n/c). We would like you to rate the level in terms of what it is currently, and what you think it should be.

	Now	Should be	Comment
Intergovernmental organizations like IFAD, FAO and the World Bank			
Southern NGOs			
Northern NGOs			
Donor agencies excluding IGOs			
Research institutes			
National and local government			
Business			
Grassroot/community-based organizations			
Social movements at national-regional-global			
Farm Organizations – South			
Farm organizations – North			

Should any other stakeholders be included for a distinct rating?

- We understand the ILC to be both an international nongovernmental organization and a global network of organizations. Would you define the ILC differently – if so, how?
- Every organization with aspirations as large as the ILC faces significant challenges. What do you think are the most important challenges that the ILC must do better at addressing in terms of your way of working?
- What do you think should be the geographic level of focus? And what extent do you think ILC has been over the past four years? Please rate on a scale of 0-5, with 5 being a top priority and 0 being no action. Feel free to put down N/C (no comment) if you feel you can't answer the question. DOES SHOULD BE REFER TO FUTURE OR PAST?

	Has been	Should be	Comment
Global			
Regional (continental)			
National			
Local			

- Achievements to SOs. The 2007-11 Strategic Plan for the ILC identified 5 strategic objectives. We would like to know your perception about its level of achievement for each of these on a scale of 0 to 5, 0-5, with 0=significantly underperformed, 3=performance reasonable, 5=significantly performed beyond reasonable expectations. We realize that you may be unfamiliar with performance on some of the objectives, in which case you can indicate no comment (N/C).

	Rating	Comment
<i>All members of ILC provide coherent and coordinated support to global, regional and national commitments and actions to improve the access of poor men and women to natural resources, especially land.</i>		
<i>Civil society participates more actively in, and exercises greater influence over, the policy and decision-making processes that affect the access of poor men and women to natural resources, especially land.</i>		
<i>Civil society, inter-governmental organizations and governments identify, share and adopt lessons and good practices that improve the access of poor men and women to natural resources, especially land.</i>		
<i>All members of ILC have increased capacity for networking, knowledge sharing, dialogue and joint action.</i>		
<i>ILC becomes an autonomous, decentralized, globally representative, member-led and financially sustainable coalition.</i>		

General reflections/additions/things to emphasize

Questions for ILC Stakeholders

Background

- What TERMS would you use to describe the focus of your organization's work? How do you explain to others what it does?
- How would you describe ILC's focus of work, as different and/or complementary to your own organization's?
- Who would you identify as the three MOST IMPORTANT LEADERS (organizations and/or individuals) other than yourselves working on the same issues as the ILC? In this case, we are looking for leaders who are really pushing to advance the issues. You may or may not include ILC. (List in order of your perception of their importance to the field)

Organization	Individual contact name	Email	Location (city)

- Which are the five (5) organizations who are MOST CRITICAL to the success of your work to address issues related to land policy and development? This may or may not include those in mentioned in question 3.

Organization	Individual contact name	Email	Location (city)

- GEOGRAPHIC FOCUS: What would you identify as your organization's geographic areas of focus? Rate it on a scale from 0 (zero) to five (5) . A "0" (zero) rating suggests that the you do not engage in the work at all. And a "5" (five) rating would indicate that the activity is a core or primary activity of your organization.

	Priority	Comment
Global		
Regional (continental)		
National		
Local		

What would you identify as ILC's geographic areas of focus? Rate it: First in terms of what you perceive currently is ILC's priority on a scale from 0 (zero) to five (5) . A "0" (zero) rating suggests that ILC does not engage in the level of work at all. And a "5" (five) rating would indicate that the activity is a core or primary activity of ILC. Second in terms of what you think should become ILC's geographic level of focus on a scale from 0 (zero) to five (5) . A "0" (zero) rating suggests that ILC should not engage in the level of work at all. And a "5" (five) rating would indicate that the level of activity should be a core or primary activity of ILC.

	Currently is	Should be	Comment
Global			
Regional (continental)			
National			
Local			

- **ACCOMPLISHMENTS TO THE FIELD:** What have been the most important ACCOMPLISHMENTS in the field of land policy and development during the last four years (going back to 2007?) These may be at the local, national, regional (continental) or global levels. Which organizations and/or individuals are MOST RESPONSIBLE for these accomplishments?

Accomplishment	Most responsible

- **CONTRIBUTIONS TO THE FIELD:** What would you identify as the ILC's most important CONTRIBUTIONS TO THE FIELD during the last four years (going back to 2007)? Have any other organizations and/or individuals also contributed to these accomplishments to which the ILC has contributed – if so, how?

Contribution	Other Contributors	Others' contribution/role

- **ACTIVITIES** I'd like to ask you about the ACTIVITIES that your organization and the ILC engages in. I would like you to rate the following list of activities for its current level of priority that you believe that it should be as an activity for your organization on a scale from 0 (zero) to five (5) . A "0" (zero) rating suggests that the ILC does not engage in the work at all. And a "5" (five) rating would indicate that the activity is a core or primary activity of the organization. (Note that some may not apply, in which case put n/a)

	Priority	Comment
Advocacy to national governments and others		
Creating alliances and platforms for dialogue and joint action		
Raising awareness on land issues		
Development of Financial Resources for the field (raising money)		
Provision of Financial Support to actors in the field (making grants)		
Policy Analysis & Its Development		
Working to realize policy implementation		
Research – Information and data gathering		
(Participatory) Action Research – with stakeholders experimenting with new approaches and problem-solving		
Capacity-Building, Training and Technical Assistance		
Indicators/measurement/assessment tools for monitoring and addressing land issues		
Knowledge Network/center for knowledge dissemination		
Any Other Activities? (please specify)		

- Now I would like to turn to the activities of ILC. Could you please rate the following list twice.
Rate it first for its current level of priority that you believe that it should be as an activity for your organization on a scale from 0 (zero) to five (5). A "0" (zero) rating suggests that the ILC does not engage in

the work at all. And a “5” (five) rating would indicate that the activity is a core or primary activity of the organization.

Rate the activity second for your perception of ILC achievements (performance?), given its priority and considering what you think are reasonable expectations. Again please use a scale from 0 (zero) to five (5). A “0” (zero) rating suggests that the ILC has done nothing, “3” (three) that performance reasonable, and “5” (five) that ILC has significantly performed beyond reasonable expectations. Feel free to put down N/C (no comment) if you feel you can’t answer the question.

	Priority	Achieved	Comment
Convening and providing platforms for exchanges amongst diverse stakeholders			
Raising awareness on land issues			
Development of Financial Resources for the field (raising money)			
Provision of Financial Support to actors in the field (making grants)			
Policy Analysis & Its Development			
Research – Data gathering			
Participatory Action Research			
Capacity-Building, Training and Technical Assistance			
Indicators/measurement/assessment tools for monitoring and addressing land issues			
Knowledge Network/center for knowledge dissemination			
Strengthening the ILC Network			
Any Other Activities? (please specify)			

- Are there any training topics that would be particularly good for your organization or others in your country and/or region for you to be more effective in realizing your goals?

BRIDGING STAKEHOLDERS One important role for ILC is to support bridging between stakeholders.

- How would you rate ILC’s level of engagement with the following stakeholder groups?

Rate on a scale of 0 to 5, with 0 being much too weak, 3 being about right, and 5 being much too strong (hence 3 is the mid-point). That means that if an organization has no influence and you feel it should not have any influence, it will be rated a 3.

If you feel you cannot rate a stakeholder group, please indicate no comment (n/c).

	Rating	Comment
Intergovernmental organizations like IFAD, FAO and the World Bank		
Southern NGOs		
Northern NGOs		
Donor agencies excluding IGOs		
Research institutes		
National and local government		
Business/for-profit corporations		
Grassroots/community-based organizations		
Social movements at national-regional-global		
Farm Organizations – South		
Farm organizations – North		

Should any other stakeholders be included for a distinct rating?

- Every organization working on land issues faces significant challenges. What do you think are the most important challenges that the you must do better at addressing in terms of your way of working?
- General reflections/additions

Appendix 3: Network Metrics

From Innovations for Scaling Impact and Keystone Accountability, *Next Generation Network Evaluation*, June 2010, and Appendix A: Network Components and Measures

Table ##: Network Metrics: Effects

Measure	Questions	Data Source Examples	Author
Effects	What outputs is the network producing - at what costs - and what outcomes, or impacts, is the network having by producing these outputs? (DEPENDENT ON THE Network's TOC)		
Systemic Change	Are the networks overall goals and objectives being achieved?	1. Systems or field level data in which the network is working 2. External stakeholder perceptions	
Value added	Are the networks goals and objectives clear and are they being achieved?	1. Review of network strategy documents 2. Stakeholder perceptions gathered through interviews 3. Review of network monitoring data	Creech 2004; IDRC network review
	Is the network fully realizing the advantages of working together?	1. Stakeholder (external and internal) perceptions gathered through interviews 2. Review of relevant network documents and monitoring data	Creech 2004
	Is the knowledge being produced relevant to the needs of decision makers?	1. Number of targeted issue briefs produced by the network 2. Stakeholder (external and internal) perspectives gathered through interviews 3. Degree to which decision makers adopt the language and arguments supported by the network	Creech 2004
Importance/ influence of network in its environment	How central is the network? Centrality - measure of the importance and influence of the network within the power structure and organizational ecology of its community	1. Number of requests for participation by other organizations 2. Relative size of budget 3. Number of media references 4. Number of key stakeholders that publically support the network 5. Number of key stakeholders that identify the network as important	Mitchell & Shortell, 2000; Provan & Millard 2001
Importance/ influence of network in its environment	How influential is the network?	1. Number of requests from key stakeholders for information from the network 2. Number of requests from key stakeholders for network participation 3. Number of media references 4. Number of key decision makers that publically support the network	Mitchell & Shortell, 2000; Provan & Millard 2001
	Who are the individuals who are the most influential?	1. Stakeholder perceptions gathered through interviews 2. Stakeholder survey	Holley 2007
	How effectively does the network engage with key stakeholders outside the network?	1. Number of participants who attended network sponsored events 2. Number of meetings with key stakeholders 3. Number of requests from key stakeholders for work, information or further engagement 4. Interviews with key people whom the network was trying to influence to ascertain who they know within the network, how they found out about the network's work and how they became interested in what the network was doing 5. Number of new funding proposals that resulted from relationship building activities	Creech 2004

Table ##: Network Metrics: Vibrancy

Measure	Questions	Data Source Examples	Author
Vibrancy	A network is more than connections. What are the essential characteristics that a network must achieve so that its efforts will be successful and, if so desired, sustainable?		
Trust	To what degree do network members hold a set of shared values?	1. Alignment of network members explicit written organizational principles, vision and mission	Church et al. 2002
	To what degree do network members hold a set of shared norms or operating principals?	1. Existence of written MOU between members	Church et al. 2002; IDRC Literature review
Structure and Governance	How is the network organized?	1. Review of network strategy documents 2. Stakeholder perceptions gathered through interviews	Creech 2004; Madeline Church et al. 2002
	How dose the network make decisions?	1. Review of network strategy documents 2. Stakeholder perceptions gathered through interviews	Creech 2004
	Are there any structural and governance issues impeding the network's effectiveness?	1. Stakeholder perceptions gathered through interviews	Creech 2004
	Is control of the network distributed among members or is it centralized?	1. Review of network strategy documents 2. Stakeholder perceptions gathered through interviews	Net Gains Handbook
Core / periphery	How large is the core? Does it contain different but overlapping clusters? How large is the periphery?	1. Network maps	Holley 2007
Ownership	Are network members working "in" the network or "for" it?	1. Stakeholder perceptions gathered through interviews 2. Stakeholder survey	IDRC network review
Changes in knowledge base	To what degree has the network changed the knowledge base or framed the debate for the issues it focuses on?	1. Interviews with key people the network was trying to influence 2. Reviewing unsolicited user feedback 3. Journal indexes and citation indexes as indicators of references to the networks information in academic and professional literature 4. Web server logs to track growth in site traffic	Creech 2004
Member Capacity Development	Were there appropriate levels of intellectual support for the research being undertaken by the network?	1. Number of experts supporting the research process both within and external to the network	Creech 2004
	Were network members afforded opportunities to receive training to further their knowledge and skills?	1. Number of background training sessions provided by the network for the issues under investigation 2. Number of workshops held to exchange information and ideas within the network 3. Existence of funding for network members to seek out and receive further professional training	Creech 2004
	Were efforts made to include young researchers/professionals in the networks activities?	1. Number of young researchers/professionals included in network projects	Creech 2004
	Was customized information provided to members to support research?	1. Stakeholder surveys	Creech 2004

Measure	Questions	Data Source Examples	Author
Vibrancy (cont.)	A network is more than connections. What are the essential characteristics that a network must achieve so that its efforts will be successful and, if so desired, sustainable?		
Life cycle	How is the network performing in comparison to other networks at similar stages in development?	1. Stakeholder perceptions gathered through interviews 2. Stakeholder survey	Creech 2004
	What is the continuum of growth of the network?	1. Stakeholder perceptions gathered through interviews 2. Stakeholder survey	Creech 2004
Diversity	How much diversity is contained in the network?	1. Membership breakdown by geography 2. Membership breakdown by sector 3. Membership breakdown by issue area	Holley 2007; IDRC network review; Net Gains Handbook
	Are individuals interacting primarily with people like them or different from them?	1. Demographic breakdown of partners participating in joint-projects	Holley 2007
Interdependence	Are ties that are accidentally broken (due to death, retirement, job changes) replaced?	1. Review of human resources records	Mizruchi & Galaskiewicz 1993; Gary 1985; Provan & Milward 2001
	Is there an absence of service duplication?	1. Stakeholder perceptions gathered through interviews 2. Stakeholder survey	
Resilience	How dependent is the network on a small number of individuals? If those individuals left, would the network fragment?	1. Network maps 2. Stakeholder interviews	Holley 2007
Sustainability	How is the network defining sustainability?	1. Review of network strategy documents 2. Key network leadership interviews	Earl 2004
	What factors help or hinder sustainability of networks?	1. Key stakeholder interviews	Earl 2004
	Does the network have the required resources to operate?	1. Review of budget documents 2. Key stakeholder interviews	Creech 2004; Merchant et al 1999; Hendricks 1999
Alignment	Are there formal rules for conflict resolution?	1. Review of network documents	Mitchell & Shortell 2000
	Is there a match between problems addressed in the network and partnership composition?	1. Review of network activities and membership breakdown 2. Stakeholder interviews	Mitchell & Shortell 2000
	Is there match between partnership composition and network priorities?	1. Review of membership breakdown 2. Stakeholder interviews	Mitchell & Shortell 2000
	Is there a match between partnership task complexity (differentiation) and governance structures (coordination and control)?	1. Review of network documents 2. Stakeholder interviews	Mitchell & Shortell 2000

Measure	Questions	Data Source Examples	Author
Vibrancy (cont.)	A network is more than connections. What are the essential characteristics that a network must achieve so that its efforts will be successful and, if so desired, sustainable?		
Cohesion	Who are the individuals most central to the network?	1. Network maps 2. Stakeholder perceptions gathered through interviews	Holley 2007
	What level multiplicity – measure of network density, strength and durability – exists within the network?	1. Network maps 2. Number of overlapping ties between network members	Provan & Milward 2001
	How cohesive is the network?	1. Strength of ties between members 2. Duration of members relationships 3. Number of members with multiple ties to the network	McMahon et al 2001
Network Development	Is the network continuing to develop?	1. Number of members making and taking advantage of both strong and weak ties in the Network 2. Number of members coming together in different combinations in the network 3. Size of the network (number of orgs involved, number of individuals involved) 4. Increasing diversity among network members 5. Increase in range of services provided (if appropriate) 6. Increasing strength of ties between members	Provan & Milward 2001; Wilson-Grau 2006; Net Gains Handbook; Selsky 1991; Chapman 2001
	Is the network adapting overtime to match its context? Is it capable of managing change?	1. Use of new technologies where appropriate 2. Stakeholder perceptions gathered through interviews 3. Existence of explicit learning and feedback loops	IDRC Network review

Table ##: Network Metrics: Connectivity

Measure	Questions	Data Source Examples	Author
Connectivity	What is flowing through the network - information and other resources? What are the characteristics of links among nodes, especially their structural arrangements? How robust are the connections the network makes?		
Communication Quality and Practice	How is the network publishing its work?	1. Number of published journal articles 2. Number of self-published articles	Creech 2004
	Did the network organize workshops, events and consultations to promote network knowledge and information?	1. Number of workshops 2. Number of consultations 3. Number of events	Creech 2004
	Are network members bringing in communications professionals to assist with network communications?	1. Number of communication professionals used	Creech 2004
Communication Quality and Practice	How diverse was the network's set of products?	1. Number of research papers 2. Number of issue papers 3. Number of policy notes 4. Number of newsletters	Creech 2004
	How effectively is the network using electronic media?	1. Number of network products on their website 2. Number of member websites that point to the network website 3. Number of members that contribute actively to the network website 4. Website tracking – website hits, comments posted etc...	Creech 2004
	How effectively is the network using mainstream media?	1. Number of news article references to network activities 2. Number of press releases drafted by the network 3. Number of members who are pooling their media contacts 4. Number of members who are developing and distributing network media releases	Creech 2004
	How well does the network communicate internally?	1. Number of network newsletters sent 2. Number of emails exchanged between network members 3. Number of resources exchanged between network members 4. Number of network meetings held 5. Breakdown of types of information exchanged between members 6. Range of technology employed	Fanner 1998
Communication Quality and Practice	How often do members communicate with each other	1. Number of emails/phone calls between/among network members 2. Number of meetings to discuss network activities between network members	Church et al. 2002

Measure	Questions	Data Source Examples	Author
Connectivity (cont.)	What is flowing through the network - information and other resources? What are the characteristics of links among nodes, especially their structural arrangements? How robust are the connections the network makes?		
Connector	How connected is the network? Who are the individuals who are connecting people who wouldn't otherwise be connected? How likely is it that people throughout the network know what is happening in other parts of the network?	1. Stakeholder perceptions gathered through interviews 2. Stakeholder survey	Holley 2007
Participation	Who is participating, when and for how long?	1. Membership breakdown by length and activity level 2. Number of members actively participating in the network 3. Number of members engaging in multiple kinds of network activities	Church et al. 2002
	What are members contributing?	1. Stakeholder perceptions gathered through interviews 2. Stakeholder survey	Church et al. 2002
Coordination	What style of governance is used?	1. Stakeholder perceptions gathered through interviews 2. Stakeholder survey 3. Review of relevant network documents	Earl 2004
	What coordination approaches have been used?	1. Stakeholder perceptions gathered through interviews 2. Stakeholder survey 3. Review of relevant network documents	Earl 2004
Collaboration	What is the level of collaboration within the network?	1. Number of joint-proposals written by network members 2. Number of joint-projects undertaken by network members	Church et al. 2002
	Are members willing to work together?	1. Number of members working on joint projects 2. Number of projects jointly initiated 3. Number of members actively sharing resources	Selsky 1991

Appendix 4: Social Network Maps and Observations

Issue crawls begin by identifying key URLs – referred to as “seed URLs” – relevant to an issue arena such as access to land. In this case, we identified URLs by drawing from organizational members of ILC. We have five maps of interest.

Some notes on “reading” the maps:

- Always remember you are looking at the *virtual* world based on *inlinks* (the number of organizations that link to a site). Although it increasingly aligns with the real world, particularly for global issues, idiosyncrasies remain. For example, educational institutions are much more reticent to link to external URLs than, for example, NGOs.
- Nodes are sized according to the number of *inlinks*.
- Nodes’ relative locations are the product of their links and those of others in the network (nodes they are “closest to”).
- The maps here are all *co-link* ones which means they show nodes with two or more links in the network. As well, they display the *top 200* nodes’ links for the seed URLs (there are actually only **112-118** nodes in these maps, since some nodes have multiple links).
- The maps arise from using 32 NGO seed URLs and 9 IGO/multi-stakeholder ones.
- In these maps ILC is colored green. (These are fewer than the total membership URLs, but certainly enough to provide a valid map.)

Map 1

Map 1 locates ILC in the center of the page with all other actors positioned around it. In this map, each organization’s position is determined by:

- the closeness of the organization’s relation to ILC (with a closer relation represented by the organization’s node being positioned closer to the center of the page and nearer to ILC), and
- the organization’s importance in the field (as measured by its centrality, or the number of other organizations that are connected to it)

Notable characteristics of the field as suggested by this graphical network representation are...

- The UN and the World Bank are the most important actors, as represented by being the most central and the largest nodes
- FAO is the largest and most central node, in fact, containing ILC, which is understandable given the hosting relationship
- Aside from FAO, the centrality of the UN is represented by the cluster of UN agencies in the center of the map, with the UN, UNDP and UNEP each respectively found further away from the center below ILC; the rest of the UN agencies are found in a cluster stretching downward and rightward from ILC
- The World Bank is another of the largest nodes but it is less central than the UN, with the programs of the World Bank found clustered above ILC, further away from ILC than the UN agencies
- Other multilateral development banks and agencies can be found spread about to the right of ILC
- Similarly, humanitarian relief and development agencies can be found spread about to the left of ILC
- Various environmental agencies, including UN agencies are clustered further towards the bottom of the page
- Finally, research organizations, publications and platforms can be found even further out to the right

Maps 2-4

In Maps 2-4, we explored including and excluding various categories of actors to try to suggest additional insights.

In Map 2, we explored representing all organizations identified through the webcrawl data collection method except ILC. This map did not offer much additional insight except for bringing the World Bank more into the center of the network alongside the UN agencies. The exclusion of ILC also pulled additional multilateral and bilateral development agencies more into the center. These changes reflect that the World Bank and other development agencies are seemingly as central if not more central in the field than the UN agencies, whose centrality seems to be more due to their relationship to ILC via FAO rather than due to their greater importance to the field.

In Map 3, we explored representing again ILC along with all other organizations but this time without forcing ILC to the center of the map. Nevertheless, ILC is still located relatively centrally in this representation, with the World Bank, UNDP and UNEP all also located in the center of the map and each relatively equidistant from ILC. Again, not surprisingly, IFAD and FAO are located most closely to ILC, with ILC/FAO/IFAD nexus forming one node alongside the other central nodes of the World Bank, UNDP and UNEP.

In Map 4, we explored excluding IGOs from Map 3. The major influence of this adjustment was simply to illustrate the centrality of bilateral development organizations, such as USAID, DFID, IrishAid, and regional actors such as the European Community and OECD. These organizations are now not suddenly more central to the network but their centrality is easier to recognize now that the IGOs are now no longer overwhelming them.

While each of these maps offer some additional level of clarity, we found that the next iteration represented the most useful insights for ILC.

Map 5

Finally, in Map 5, in which we explore excluding both IGOs and other government donors, we find some new directions in our insights. Among the most important of these observations are...

The most prominent organizations, in order of centrality, are

- Cluster 1: International research collaboratives: the Consultative Group on International Agricultural Research (CGIAR), orbited by the International Food Policy Research Institute (IFPRI), and the International Development Research Centre (IDRC), and
- Cluster 2: European political and research institutions: the European Union (EU) and the European Commission (EC), orbited by the International Institute for Environment and Development (IIED), the Institute Development Studies at the University of Sussex (IDS), Eldis and Oxfam

Notably, ILC is located just to the left of the cluster of European institutions, recognizably serving as an important bridge between these institutions and other institutions of the “global North” and similar governmental and especially NGOs of the “global South.” ILC serves as a similar bridge between the cluster of “international research collaboratives” and institutions of the “global South,” although the Global Development Network (GDNet) also serves this role as well for the “international research collaboratives”

Generally, this map was especially important for suggesting to us other stakeholders to engage for input into the review of ILC’s influence on the field.

Map 1: All Actors



Map 2: IGOs



Map 3: NGOs



Map 4: NGOs excluding most IGOs



Map 5: NGOs –excluding Most IGOs and Major Donors

