

**INTERNATIONAL
LAND
COALITION**

**International Land Coalition Gender Audit Report
Gender Matters
August 2017**

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1. Executive summary

This report outlines the scope, methodology, findings and recommendations arising from the first gender audit of the International Land Coalition (ILC). The audit is a stocktake of the ILC's work on gender justice and women's land rights, examining the progress that has been made as well as priorities for further action.

Background and methodology

The audit included an examination of both the **external** and **internal** dimensions of ILC's operations and programming. Externally, there was a focus on the two main vehicles for ILC programming – the National Engagement Strategies (NES), or country level work, and, the recently introduced Commitment-based Initiatives (CBIs), or multi-country/regional/global initiatives – as well as on influencing policy and the operational aspects of grant-making, delivery and evaluation. Internally, the research looked at a number of different areas, including workplace culture, capacity and leadership.

Audit activities were guided by a framework consisting of the following **eight areas of enquiry**:

1. Gender strategies, policies and mandates
2. Leadership, accountability and co-ordination
3. Workplace culture
4. Capacity of Secretariat employees and members and resources (human and financial)
5. Gender mainstreaming in policy, programming and grant delivery
6. Communications
7. Monitoring, evaluation, learning and knowledge management
8. Partnerships

The main steps in the audit process included:

- Design of the audit framework (see annex 1 for the full framework)
- Introductory workshops with Council members and members of the Working Group on Women's Land Rights (WLR) and Gender Justice (GJ)
- A literature review of 49 ILC strategy documents
- 18 in-depth interviews and two focus group discussions with a total of 35 individuals (21 female, 14 male), including 15 representatives of member organisations, 13 Secretariat employees, six regional staff and one donor.¹

This audit is not an evaluation or impact assessment of ILC interventions in the area of gender justice, nor does it provide a comprehensive analysis of the policies and practice of individual members, neither of which would have been possible within the constraints of time and resources for a coalition the size of ILC. Nevertheless, the research team did seek to gather anecdotal evidence of impact, results and good practice wherever possible and these have been included as case studies in the report. The report also highlights and makes suggestions of areas of work or initiatives that ILC might wish to follow up on to deepen and broaden its learning in these areas.

¹ One focus group involved nine members of the Working Group on Women's Land Rights and Gender Justice, another involved six members of ILC's regional staff. Four of the members were interviewed in their capacity as representatives of member organisations and as members of the governing Council.

The research team was not asked to examine the extent to which ILC's human resources policies are gender-sensitive, since ILC is hosted by the UN agency IFAD and governed by its human resources policies. However, there was some overlap between the gender dimensions of issues raised in respect of workplace culture and these policies, and practices around recruitment, which are flagged in section 3.3 of the report.

It is hoped the report provides a useful initial snapshot and overview of current practices, achievements, challenges, processes, experiences, ideas and opinions around gender justice and ILC's work, which can stimulate dialogue and new thinking about how progress in this area can be accelerated at different levels of ILC.

Findings

The audit process highlighted a number of positive findings, as well as challenges, across the eight areas of enquiry. These are summarised below, beginning with positive findings.

Positive findings

Gender strategies, policies and mandates

- Key strategic documents and workplans, such as the ILC's strategic framework 2016-2021 and accompanying roadmap for implementation, include **explicit commitments to promote the principle of gender justice** and deliver equal land rights for women.
- All three of the most recent regional workplans (Latin America and the Caribbean, Asia and Africa, 2017) identify **gender justice as a priority issue** for their region and commit members to action in this area.
- ILC members in Africa have developed an ambitious charter of principles for achieving gender justice on land issues.

Leadership, accountability and co-ordination

- The majority of employees and members interviewed said they believe **council members and senior staff within ILC are supportive of the gender justice agenda** and willing to listen to suggestions and ideas for advancing these commitments.

Workplace culture

- All of the employees, members, and Council members spoken to were broadly supportive of ILC's gender commitments and in general we noted **good levels of gender awareness** and sensitisation.
- Some members have **quotas in place to ensure women's representation in governance structures** in their organisations and some have mechanisms in place, such as childcare provision, to facilitate women's participation in the workforce.
- At Council level, progressive measures such as: the **introduction of a voluntary quota** for a minimum of 40% representation of women in the Council and in the Assembly of Members; introduction of a rule that if the first delegate is male, the second has to be female at global meetings; and offering childcare support to all participants at global meetings; has improved sex ratios and women's representation at meetings at this level.
- At regional level, **women's representation in regional bodies and meetings is generally quite high**, particularly in Asia, with the lowest levels of women's representation in Africa.

- At Secretariat level, there are an equal number of women and men in the senior management team - three women and three men. And women are well-represented amongst the employees.

Capacity of secretariat employees and members and ILC resources (human and financial)

- A **global Working Group on WLR & GJ was established in 2016**, with the aim of fostering knowledge exchange and jointly strategising how to add value to members.
- ILC has developed and/or taken up several **useful tools to support integration of gender issues into CBIs and NES**, specifically the Gender Evaluation Criteria (GEC), the WLRs toolkit and the gender analysis form.
- ILC has a **rich and diverse membership, many of whom have extensive experience, skills and resources in the area of gender justice**, which ILC can potentially draw on in its work.

Gender mainstreaming in policy, programming and grant delivery

- ILC has made **good progress on advancing equal land rights for women** in its work, including this as a specific commitment in the current and previous strategic plan. All regions have a programmatic area of work on WLRs and at least a third of ILC members are estimated to be engaged in work to promote equal land rights for women. There are currently 3 CBIs focused on commitment four, and a number of NES have made **notable efforts to apply a gender lens to their strategy** as a whole, not simply in relation to commitment four.
- The Secretariat has developed a **helpful tracking system to monitor gender justice WLR throughout the NES** formulation and implementation process, with a traffic lights system to score the extent to which WLR and GJ are integrated.
- ILC has supported and encouraged members to make use of human rights reporting procedures to highlight gender discriminatory policies and practice in national legislation on land issues. Specifically, ILC has supported nine of its members to develop or contribute to CEDAW and CESCR shadow reports since 2015.

Communications

- ILC has contributed considerably to **enhancing and raising the profile of its members and their initiatives on gender justice and WLR** through the ILC website, social media and other media work. ILC Brand and Visual Identity Guidelines include some guidance for staff and members on how to ensure communications are gender-sensitive and are available in ILC's three main operational languages.

Monitoring, evaluation, learning and knowledge management

- There is evidence that ILC projects, particularly those with the specific goal of promoting women's land rights, have had **positive outcomes and some impact** on several different aspects of gender justice and women's land rights, including in the areas of: increasing women's representation and voice in decision making; enhancing the skills and knowledge of rural women and the organisations that represent them; supporting women to mobilise for positive change; and increasing women's access to and control over land.
- ILC has taken a **number of steps to strengthen attention to gender** in its monitoring, evaluation and learning systems and processes. For example, members have been requested to provide sex-disaggregated data and feedback on gender justice issues in their annual programme monitoring reports to the Secretariat.
- ILC's new integrated approach to Monitoring and Evaluation, Learning and Capacity-building (MELC) and corresponding tools, such as the new interactive M&E platform

currently under development, present an opportunity to monitor ILC's impact on gender more consistently and effectively.

Partnerships

- ILC has a core of strategic partners and donors, some of whom contribute funding for implementation of its strategy, in particular, SIDA, Swiss Development Cooperation, IFAD, MOFA Netherlands, Irish Aid, EC, and others who fund specific areas of its work, including WLR, such as Wellspring Foundation, who are **very supportive of its gender justice agenda**.
- ILC has used donor leverage strategically at global level to **influence policy-making on women's land rights**. For example, in 2015/16 ILC was able to gain indirect access to and influence the UN CEDAW Committee through its links with member and core donor IFAD. This enabled ILC to actively participate in the development of the Committee's General Recommendations on the Rights of Rural women.

Challenges identified

Gender strategies, policies and mandates

- There is a **lack of clarity and consistency in the use of key gender concepts and language**, and what these mean in relation to ILC's work and commitments. In particular, the concept of gender justice is not well understood. Likely reasons for this include: An **absence of definitions of key gender terms and concepts and their application** in the context of ILC's work in strategic documents; the fact that there is **no gender strategy or action plan** in place currently, although there are plans to develop this; and the historic thematic focus on WLR, leading to WLR being seen as **synonymous with gender justice**, rather than as one of a number of means of achieving the broader goal of gender justice.
- Despite the laudable aims of the Africa Platform Charter for Gender Justice, only three signatories have developed individual gender action plans and there is no evaluation system in place as yet.

Leadership, accountability and co-ordination

- Despite a widespread belief amongst staff and members that gender justice should be everyone's responsibility, in reality most of the responsibility to date has fallen to the dedicated gender employees in the Secretariat to drive forward the gender justice agenda across ILC. **Formal accountability for ILC's gender justice commitment has not been defined** and is not currently shared across management and governance structures.
- **Requirements to address gender are not routinely integrated into individual and joint workplans** at different levels of ILC – at Secretariat level, only gender employees have this requirement in their workplans and job descriptions, regional workplans of members include some commitments to gender justice, but they are not required to report against progress on gender justice commitments unless their work includes a focus on commitment four, and it is not a requirement for Regional Steering Committees or Council meetings to include an appraisal of progress on gender justice currently.

Workplace culture

- Currently, ILC's main measure of its commitment to becoming a gender just coalition is largely **reduced to the numbers of women participating in meetings** and represented in its governance structures, which, while important, should not be used as the sole barometer of progress in this area in future.
- Despite the offer of paid childcare and the requirement that every second representative attending a global meeting needs to be a woman, the representation

of women in key fora such as the Global Land Forum is still quite low. For example, just 28% of the representatives of voting members at the Members Assembly that took place during the 2015 Global Land Forum were women.

- Some members, particularly those interviewed from Asia and Africa, said they have encountered **real resistance to the suggestion of elevating women's roles** in their own or other member organisations.
- While more women than men work at the Secretariat overall and there are three women in the senior professional staff, **women are also concentrated in the lesser paid and less secure consultancy roles** which do not offer any staff benefits such as sick pay, maternity pay etc.
- Several female Secretariat staff members and consultants interviewed said they did not feel valued and they believe this to be because of their gender. Several employees – including four women and one man interviewed – perceived there to be a **culture of indirect discrimination towards women**, and two reported that balancing childcare responsibilities can be challenging given the amount of travel involved in the work.

Capacity of secretariat staff and members and ILC resources (human and financial)

- There are dedicated employees with responsibility to promote gender justice in ILC's work at the Secretariat, but they have limited capacity and, at a time when ILC's strategic plan has signalled a scaling up of the network's commitment to strengthen gender justice across all its work and operations, this **capacity has effectively been reduced**.
- There's a **lack of clarity about the role and function of the Working Group on WLR & GJ**, including amongst its members, and there's a lack of clarity about who within the ILC should take the lead in co-ordinating and facilitating the group's activities.
- **Existing capacity-building tools, with the exception of the GEC, have had limited uptake as yet by members**. Several of the members interviewed were not familiar with these tools and said they had not been promoted or disseminated within their regions.
- **ILC does not currently set a budget allocation or track spending on the gender justice and WLR commitments in its strategy**, which makes it very difficult to guide and assess the impact of spending in this area.
- Members interviewed would welcome **more practical support from the Secretariat on how to embed gender justice in their work**, particularly in the areas of programme design, policy and influencing, monitoring, evaluation and learning (MEL) processes, and working with communities, but also on how to become gender-just organisations themselves.

Gender mainstreaming in policy, programming and grant delivery

- There is currently **limited gender mainstreaming** in the two main vehicles for ILC's programming - National Engagement Strategies and Commitment-based Initiatives (NES and CBIs) – unless they have an explicit focus on commitment four (equal land rights for women).
- Even in the NES that include a focus on commitment four, **gender analysis tends to be weak and inconsistent**, with some notable exceptions.
- There is a growing evidence base at global level, including from within the ILC membership, to support gender analysis and gender mainstreaming in policy and programming work on land rights, but it is not easy for members to access this – there is currently no database of such resources managed by the Secretariat.

Monitoring, evaluation, learning and knowledge management

- The **lack of specific gender targets for each of the commitments**, and not simply for commitment four, is hindering progress on measuring gender justice outcomes and impact.
- Key guidance on monitoring and evaluation, external evaluation reports and internal knowledge management documents and related tools and frameworks – such as the key M&E document, 'Monitoring and Evaluation in the International Land Coalition - Operationalising the Road Map and Strategy 2016-2021, and the Evaluation Report Strategic Framework 2011-2015 - are **largely gender-blind**.
- The **lack of detailed and systematic monitoring, evaluation and learning on ILC's strategic commitments** on gender justice and WLR, makes it very difficult currently to learn from and replicate or scale up good practices. Learning also contains **limited reflection on the reasons for negative change, backlash or lack of progress**, missing out on valuable learning insights for all.
- Much of the gender focus in ILC's MEL to date (at all levels) is **limited to sex-disaggregated data**, such as the numbers of women and men benefiting from a training or participating in meetings, with very little attention paid to monitoring qualitative changes as a result of ILC's work.

Partnerships

- Donors are **not routinely analysing or raising gender justice issues with ILC**, beyond requirements for sex-disaggregated data.
- Scrutiny of ILC's gender justice commitments is **not necessarily co-ordinated or strategic**, even though gender equality is a priority issue in development cooperation for many of the donors and agencies supporting ILC.

Recommendations

Based on the audit findings, a number of recommendations have been developed for each of the eight areas of enquiry. These can be found in full in the report, divided into short and medium term actions, with each including direction on who, within ILC, the recommendation is directed towards (Secretariat (Sec), Working Group on Commitment 4 (WG), Regional Steering Committees (RSC), Regional Coordination Units (RCU), the Council (CC) and members (M)). Some of the key recommendations are highlighted below.

Gender strategies, policies and mandates

- R.1.1. **Clarify key gender terms and concepts**, and build awareness amongst staff and members on how ILC understands these concepts in relation to its work and commitments (not just commitment four). (Sec, WG)
- R.1.2. **Develop a gender strategy and action plan** to clarify ILC's vision for delivery of the gender justice and WLR commitments in the 2016-2021 strategy and to guide implementation. They should include clear and tangible objectives, which are broken down into realistic, measurable benchmarks and indicators, with clear lines of responsibility and appropriate levels of resources. (Sec, WG, CC, RSC)
- R.1.3. Introduce a stringent, **rigorous annual reporting process** on progress at national, regional and global levels. Progress on the strategy and action plan should also be scrutinised regularly by the Working Group on WLR & GJ. (Sec, M, CC, WG)

Leadership, accountability and co-ordination

- R.2.1. Ensure that leadership responsibility on gender justice is **vested in the Council, the Director and the Regional Committees**, rather than solely with the dedicated gender employees. (CC, Sec, RSC)

R.2.2. **Ensure gender awareness is present in all job descriptions** at Secretariat and regional level and in the role descriptions for Council and Regional Steering Committee members. (Sec, CC, RSC)

- R. 2.3. Regional Committees and the Director should **report formally on the implementation of the new gender strategy and work plan** on an annual basis to the Council. Gender justice should also be a regular item on Council, Regional Steering Committee and SMT meeting agendas. (Sec, CC)

Workplace culture

- R. 3.1. To become a gender-just network, **ILC needs to live its values in its own institutional culture, systems and processes at all levels**. Institutional culture, internal values and ways of working all play a key role in informing and creating pathways to programmes and policy that are gender-just. (Sec, CC, WG, RSC)
- R. 3.2. **Gender training** for all employees, senior managers and the governing bodies of ILC should include content on equal opportunities, discrimination and also unconscious bias. (Sec, CC, RSC, M)
- R. 3.3. ILC should **continue promoting women's equal participation with men in all global and regional meetings** by: discussion about the rationale for quotas and how best to overcome obstacles to implementing this; advertising the availability of childcare provision more widely; and considering the development of networks and platforms and mentoring to promote women's capacity and leadership potential in the sector. (Sec, RCU)
- R. 3.4. ILC should promote commitment to institutional gender justice amongst its members by, for example: **including this as criteria in the application form** for prospective new members and as one of the evaluation criteria used to assess prospective members; and **supporting members to conduct gender audits of their own organisations**. (RCU, M)
- R. 3.5. **Consider the introduction of a financial facility** to ensure all female employees working for ILC receive paid maternity leave and full cover, regardless of the nature of their contract. Where possible ILC should also avoid employing short-term consultants on long-term contracts and actively foster the career development of internal women candidates.
- R. 3.6. **Encourage more women-led organisations to apply** for ILC membership by, for instance, relaxing membership conditions for women-led organisations. Specific **targets could also be included** to ensure that a minimum number of women-led organisations are recruited in each round of recruitment proportionate to their current over/under representation in ILC. (Sec, RCU)

Capacity of secretariat staff and members and ILC resources (human and financial)

- R. 4.1. **Share the findings of this gender audit** with the membership, Council and Regional Steering Committees and invite feedback on findings and recommendations. (all)
- R. 4.2. Ensure that the TOR for the **Working Group on WLR & GJ** are formalised, that they have an annual budget allocation, sufficient time as part of the arrangement with the member organisation they represent to fulfil the role meaningfully, and sufficient influence and seniority to advance ILC's gender justice agenda. (Sec, WG)
- R. 4.3. **Strengthen available human and financial resources** to work on gender, particularly at regional level. Give Regional Steering Committees and Working Group members responsibility for overseeing the budget and delivery of training in their region. (RSC, RCU)
- R. 4.4. Consider adopting **financial resource tracking** for budget allocation and actual expenditure of staff time and other resources for gender-related activities and use the results to influence strategic planning regarding budget allocation. (Sec, RCU)

- R. 4.5. Ensure existing guidance on integrating gender into members' activities are user-friendly, accessible and available in all of ILC's core languages. (Sec, RCU)
- R. 4.6. Develop a **capacity-building plan to equip employees, members of governance bodies and members with the awareness, capability and skills to drive a gender strategy and action plan forward**. The capacity-building plan should aim to ensure the right people achieve the appropriate level of awareness, skills, and expertise, with an emphasis on encouraging individual conviction and motivation to deliver on gender justice commitments. (Sec, RCU)

Gender mainstreaming in policy, programming and grant delivery

- R. 5.1. **Make gender quotas in the governance and management processes for NES and CBIs mandatory** – this should extend to the NES Organising and Steering Committees, the membership of NES platforms, the CBI Working Group, and where possible the CBI and NES Review Committee members, and NES Facilitators. (Sec, CC, RSC)
- R. 5.2. Ensure **women's land organisations and organisations with expertise on gender are actively and meaningfully involved** in the development and management of all NES and CBIs, regardless of whether they include a focus on commitment four. (M, RCU)
- R. 5.3. Make **training, guidance and ongoing support available to members, committee members and facilitators** involved in the NES and CBI process to enable them to implement more gender-sensitive approaches, and provide **capacity-building support** for employees, members, and committee members and, in particular, facilitators working on NES and CBIs to ensure future NES and CBIs are gender responsive. (RCU)
- R. 5.4. Ensure **ILC's vision and position on gendered injustice and oppression**, as articulated in its gender strategy, are carried forward and made visible in external policy agendas at different levels, not only those with a focus on women's land rights. (all)
- R. 5.5. **Further investigate, through internal evaluations**, the gap between what's recorded in key ILC programme documents and gender justice practice on the ground.
- R. 5.6. **Revise the current guidance on integrating gender into NES** so it's more user-friendly for members. (Sec)
- R. 5.7. Promote **greater ownership and institutionalisation of core gender mainstreaming tools**, such as the GEC, by ensuring they are discussed at Regional Assembly level before dissemination and continue to support members to lead on training others in their use, based on their experiences and learning. (RCU, WG)
- R. 5.8. Ensure that current work to establish a 'Competency Map' includes **mapping the evidence-base currently available at national, regional and global levels** to support gender analysis and gender mainstreaming in policy and programming work so that this can be made available to members, particularly when planning new CBI and NES. (Sec, RCU)
- R. 5.9. Request that members **commission a robust and thorough gender analysis** of land rights issues in the country/regional context as part of the country assessment prior to developing *all* NES or CBIs. The GEC could be used to inform this analysis. The Secretariat could help by allocating funding and/or recommending in-country/regional experts (from within or external to the coalition) to support this. (M, RCU)
- R. 5.10. Include **consideration of gender issues as an additional criterion** for assessment of NES and CBI proposals. (Sec) *Communications*
- R. 6.1. **Revise the ILC website to better reflect the coalition's commitment to gender justice**, including adding a clear rationale for why women and girls are disproportionately affected in relation to access to and control of land rights, a greater

number of case studies focused on gender justice and WLR in the database of good practices, a clear case for how gender justice is also meaningfully integrated across all the other commitments, and a specific section on gender resources of members, including research, tools and gender policies. (Sec)

- R. 6.2. Enhance the existing Brand and Visual Identity Guidelines or produce a short accompanying guidance note to provide **more practical guidance for staff and members on what gender-sensitive communications look like**. (Sec, RCU)

Monitoring, evaluation, learning and knowledge management

R. 7.1. **Gender-sensitive Monitoring Evaluation and Learning** needs to be built into all stages of the programming cycle, by, for example, developing clear, realistic and measurable objectives, and qualitative and quantitative indicators and **targets on women's land rights and gender justice for each of the ten commitments**. In addition, all other targets in the new online monitoring and evaluation platform should be gender-sensitive. The **collection and analysis of sex-disaggregated data** should be integrated and operationalised as part of the implementation of the global indicator set currently being developed for the new M&E platform. (Sec, RCU, M)

- R. 7.2. Identify and **overcome obstacles to generating sex-disaggregated data**, for example by: highlighting gender data gaps at national, regional and global levels; building the capacity of staff and members to understand why gender statistics are needed; and mapping competency on gender-sensitive M&E through the Competency Mapping tool so that members that lack skills in this area can be matched with others with the relevant expertise in their country or region. (Sec)
- R. 7.3. Continue the approach of **co-creating knowledge** around gender justice issues to ensure women are the subjects, not the objects of learning, and that women from the Global South, in particular, inform the debate and practice on women's land rights. (all)
- R. 7.4. **Include accounts of challenges, reversals and backlash, as well as accounts of success** in learning around gender justice and WLR initiatives. (Sec, M)

Partnerships

- R. 8.1. Donors and strategic partners should **hold ILC to account for its gender justice commitments in line with ILC's gender equality strategy and action plan**. They could use their individual and collective potential to encourage and support ILC to meet its gender justice commitments through: monitoring implementation of the gender strategy and action plan as part of the funding cycle; underlining the importance of gender justice through their funding requirements; and using their participation in the Council meetings as opportunities to encourage ILC to aim for high-quality performance on its gender justice commitments.
- R. 8.2. Promote **more joint sharing and collective quality assurance** between ILC and its strategic partners and donors to enhance mutual learning, best practice and strategising on gender justice issues. This should include sharing learning on the challenges and opportunities encountered in integrating gender justice, both programmatically and institutionally in respective agencies. (Donors, Sec, CC, RSC, RCU)
- R. 8.3. **Explore partnerships and alliances with gender specialist organisations outside the ILC membership**, such as AWID,² that can enhance networking, shared learning, mutual strengthening and increased awareness of ILC's work.

² The Association for Women in Development is a feminist membership organisation with over 5000 individual and institutional members. These include researchers, academics, students, educators, activists, business people, policy-makers, development practitioners, funders, and more. Members can take part in events, webinars, advocacy and learning fora, as well as access updates and trends impacting women's rights around the world. A number of AWID's priority areas overlap with ILC's work, including economic justice and financing for women's equality; International

Conclusion

Overall, the gender audit has demonstrated the good start ILC has made on promoting equal land rights for women in its external work and ensuring representation and participation of women within its internal governance. ILC should be commended for its investment in and championing of women's land rights issues to date, which has resulted in positive outcomes and examples of good practice in all the regions in which its members operate, as well as the development of useful tools and lessons learned to inform future work.

In order for ILC to become a truly gender-just coalition, it now needs to commit to a more ambitious and transformative agenda for change by clarifying and strengthening its conceptual and practical approach to the integration of gender justice issues across all of its external-facing work and internal culture and practices.

Building on these foundations and adopting the recommendations in this report will put ILC in a strong position to lead the way in transforming gender power relations in the land rights movement. It will also help to build momentum and ownership across the membership, opening up possibilities for gender transformative future partnerships, programmes of work and ways of working.

2. Introduction

This audit is the first stocktake of the ILC's work on gender justice and women's land rights, looking at the progress that has been made as well as priorities for further action.

It was completed between November 2016 and July 2017 by an external research team from Gender Matters,³ with oversight by Sabine Pallas and Elisabetta Cangelosi from ILC.

2.1 Scope of the audit

The audit included an examination of both the **external** and **internal** dimensions of ILC's operations and programming. Externally, there was a focus on the two main vehicles for ILC programming – the National Engagement Strategies (NES), or country level work, and, the recently introduced Commitment-based Initiatives (CBIs), or multi-country/regional/global initiatives – as well as on influencing policy and the operational aspects of grant-making, delivery and evaluation.

Internally, the research looked at a number of different areas, including workplace culture, capacity and leadership, although its remit did not extend to human resources policies governing the Secretariat⁴, or to the individual policies and approaches of member organisations.

Audit activities were guided by a framework consisting of 11 **areas of enquiry**, which were later reduced to eight to minimise duplication and streamline findings⁵ (the full audit framework can be found in **annex A**):

Gender Champions is a leadership network that brings together female and male decision-makers to break down gender barriers <https://www.awid.org>

³ www.gendermatters.co.uk

⁴ The ILC Secretariat is hosted by IFAD and subject to IFAD's rules and policies, so it was decided the audit would not look at this area.

⁵ The original 11 areas of enquiry were: Gender strategies, policies and mandates, leadership, accountability and co-ordination, workplace culture (enabling environment), capacity of Secretariat employees and members, gender mainstreaming in policy, programming and grant delivery, communications, research and knowledge generation,

1. Gender strategies, policies and mandates
2. Leadership, accountability and co-ordination
3. Workplace culture
4. Capacity of Secretariat employees and members and resources (human and financial)
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7. Monitoring, evaluation, learning and knowledge management
8. Partnerships

It was further agreed the audit would segment its analysis and recommendations, wherever possible, into three levels – (1) Council and governance, (2) Secretariat, and (3) wider membership - to reflect the multi-layered functioning of the coalition.

The report highlights in bold who should be responsible for implementing each recommendation, and clusters recommendations into short-term or medium-term tasks to make it easier for ILC to formulate an action plan.⁶

2.2 Methodology and approach

Following an initial meeting with the ILC Secretariat to inform the research methodology, the research followed a multi-step process:

- Design of the **audit framework**
- An **introductory workshop** at the December 2016 Council meeting in Rome to consult Council members and ILC Secretariat employees on the audit framework and methodology
- **Two remote introductory meetings and briefings** with members of the Working Group on Women’s Land Rights (WLR) and Gender Justice (GJ) in March 2016
- A **literature review** of 49 ILC strategy documents to analyse their content from a gender perspective⁷ (see **annex B** for a full list of documents reviewed)
- **18 in-depth interviews** and **two focus group discussions** with a total of 35 individuals (21 female, 14 male), including 15 representatives of member organisations, 13 Secretariat employees, 6 regional staff and one donor.⁸

2.3 Limitations and qualification

This audit is not an evaluation or impact assessment of ILC interventions in the area of gender justice, nor does it provide a comprehensive analysis of the policies and practice of individual members, neither of which would have been possible within the constraints of time and resources for a coalition the size of ILC (206 member

capacity-building, monitoring, evaluation and learning, resources for gender equality and mainstreaming, and partnerships.

⁶It is for ILC to determine the exact length of time for each action, but for the purposes of this report it is assumed that short-term is within one year, and medium-term is within three years

⁷These included budgets, global and regional workplans, annual reports, external evaluation reports, procedures for review of NES (National Engagement Strategies) and CBIs (commitment-based initiatives), a sample of NES, key gender justice and women’s land rights tools and guidance, and key communications, knowledge management and Monitoring and Evaluation documents. Further secondary data was made available after interviews with employees and members, including additional operational documents and country-specific reports and studies. A copy of the full analysis of all these documents will be made available separately as it is too long to be included as an annex in this report.

⁸ One focus group involved nine members of the Working Group on Women’s Land Rights and Gender Justice, another involved six members of ILC’s regional staff. Four of the members were interviewed in their capacity as representatives of member organisations and as members of the governing Council.

organisations in four regions). Nevertheless, the research team did seek to gather anecdotal evidence of impact, results and good practice wherever possible and these have been included as case studies in the report. The report also highlights and makes suggestions of areas of work or initiatives that ILC might wish to follow up on to deepen and broaden its learning in these areas.

After the initial inception meeting in Rome in December 2016, delays at the Secretariat meant that the consultants could not begin the data collection until March 2017, squeezing the overall time for completion of the audit considerably. As a result, the survey of the membership the consultants had proposed had to be dropped from the methodology. The team made considerable efforts to interview as many members instead within the reduced time-frame, but the final number was less than originally envisaged, despite a lot of efforts by both the consultants and gender staff at the Secretariat to pin down members for interviews.

The literature review was a rapid, non-exhaustive review of existing evidence that represents an overview of the terrain of gender justice and WLR within ILC, but is particularly concentrated at global and regional levels, for the reasons cited above.

The research team was not asked to examine the extent to which ILC's human resources policies are gender-sensitive since ILC is hosted by the UN agency IFAD and governed by its human resources policies. However, there was some overlap between the gender dimensions of issues raised in respect of workplace culture and these policies, which are flagged in section 3.3 of the report. The audit also touched on some areas of concern to Secretariat employees that were partly related to gender equality - in particular the issue of the UN practice of recruiting and retaining consultants on non-staff contracts for long periods of time - but have wider implications that fall outside the formal remit of this audit. As such, we have not made specific recommendations here, but simply highlighted the concerns raised by employees.

The research team proposed an approach that was participatory, encouraging ILC to convene a representative internal Steering Group made up of employees and members, women and men and at different levels of the coalition to play an active role in overseeing and contributing to each stage of the audit process. Employees based at the Secretariat made a lot of effort to form a group, but did not succeed in getting any volunteers to come forward so it was decided to work through the existing Working Group on Women's Land Rights and Gender Justice where possible.

Despite these limitations, it is hoped the report provides a useful initial snapshot and overview of current practices, achievements, challenges, processes, experiences, ideas and opinions around gender justice and ILC's work, which can stimulate dialogue and new thinking about how progress in this area can be accelerated at different levels of ILC.

3. Key findings and recommendations

Below we set out the findings of the audit grouped into the eight main audit framework areas of enquiry. Each section includes positive findings, challenges and recommendations.

3.1 Gender strategies, policies and mandates

Positive findings

- ILC's strategic framework 2016-2021 includes **explicit commitments to promote the principle of gender justice** and deliver equal land rights for women (see box 1 below). The roadmap for the implementation of the strategy also highlights the need for a strong focus on gender justice.
- All three of the most recent regional workplans (Latin America and the Caribbean, Asia and Africa, 2017) identify gender justice as a priority issue for their region and commit members to action in this area.⁹
- Around a quarter of the membership¹⁰ stated in a mapping exercise conducted in 2013 and repeated in 2015 that they have some sort of gender policy, although it's not possible to say to what extent these are being fully implemented as this was outside the scope of this audit.¹¹
- ILC members in Africa have developed an ambitious **charter of principles for achieving gender justice** on land issues (see box 2)

Box 1: Excerpts from ILC's strategic framework 2016-2021

Our manifesto

There is widespread recognition that land rights are a fundamental element to addressing major challenges facing humanity: achieving gender equality etc.

We aim to address problems that are challenging and political as they relate to the unequal distribution of power that excludes the majority of people. We come together to defy this inequality, which we consider unjust and unacceptable, starting with the most pervasive of all – discrimination against women.

Our core values

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

We strive to overcome any practices that marginalise or disempower people, including by applying the principle of gender justice to all our work.

The change we seek

Commitment four: equal land rights for women

Key results

Members use ILC as a space to interact, collaborate, share and demonstrate solidarity, in a vibrant, gender-just, diversified and decentralised network.

Strategic objective two: Mobilise

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

Progress markers on the path to change

⁹Note that ILC's newest region of work, Europe and Middle East, has yet to develop a strategy and workplan, but its Regional Co-ordinator said it's been agreed as a priority for the region.

¹⁰Around 40% of the total membership (206 members) responded to these surveys, therefore the total number of members with gender policies overall, as of 2015, was 53 members, around a quarter of ILC's membership.

Members engagement and activities analysis: Building a women's land rights and gender justice network within ILC, 2015.

¹¹A review of the nine gender policies made available to the research team finds these range in their scope and focus, and include everything from governing documents (Estatuto Social Espaço Feminista), to strategic guidelines (ACAD Development Plan), an internal human resource policy (Transparency International) and overarching gender policies for both programmes and organisational policies and structures (Care International, Kapaeeng Foundation).

Change-makers demonstrate commitment to gender justice and use available tools to put it into practice.

Box 2: Africa Platform Charter for Gender Justice

In 2014/15 African ILC members formulated the Africa Platform Charter for Gender Justice as part of a project undertaken by the Africa Regional Co-ordination Unit. It currently has 41 signatories from 20 countries and two sub-regional office. The Charter emphasises the need to transform deep-seated systems of patriarchy and includes a series of 12 principles, which need to be addressed to achieve WLR and gender justice. Each signatory is required to develop their own Gender Justice Action Plan in both programme and institutional areas and to contribute to the development of an evaluation system using gender-sensitive markers to assess progress in implementing the Charter.

Challenges

“Gender justice means changing the way in which organisations working in the agrarian sector operate, for instance, denouncing power, reshuffling the structures thorough which power happens etc. But this doesn’t often happen in practice.”
ILC employee

- There is a **lack of clarity and consistency in the use of key gender concepts and language**, and what these mean in relation to ILC’s work and commitments, amongst the majority of ILC employees and members interviewed, including amongst members of the working group on WLR & GJ. In particular the concept of gender justice is not well understood. Likely reasons for this include:
 - An **absence of definitions of key gender terms and concepts and their application** in the context of ILC’s work in any strategic documents, particularly in the roadmap which guides operationalisation of the commitments in the strategy.
 - There is **no gender strategy or action plan** in place currently, although there are plans to use the findings of this audit to inform the development of a plan.
 - ILC has historically had a thematic focus on WLR in its operational work, but expanded this focus at the last strategic review to also encompass a commitment to mainstream gender operationally and institutionally. A few people interviewed for the audit remarked that the narrative and practice across the coalition have yet to catch up with the shift in ambition signalled by the new strategy. For example, one employee at the Secretariat said: *“What we haven’t done is revise our business model to see how it should be tweaked to that vision, or how it should be monitored against that vision. Are the instruments we have conducive to that? We have escalated our political ambitions in this area but not refreshed our toolkit.”*
 - The previous focus on WLR as a thematic issue has led to WLR being seen by several of the members and Secretariat employees interviewed as **synonymous with gender justice**, rather than as one of a number of means of achieving the broader goal of gender justice. It’s likely the wording in the strategic plan and road map are compounding this misunderstanding – in the former, commitment four is focused on equal land rights for women, whereas in the latter, commitment four includes both equal land rights for women *and* gender justice.
 - **WLR are generally expressed in quite narrow terms** in the literature reviewed, with the main focus on women’s *access* to land, but a limited focus on their *control* of land.¹²
- Despite the laudable aims of the Africa Platform Charter for Gender Justice, it appears that little progress has been made to date on implementation – only three

¹²See, in particular, the WLR and Gender Dimension in NES questionnaire, but this is also implicit in other documents. Of the documents reviewed, it is only explicit in the African Charter (principle four).

signatories¹³ have developed individual gender action plans and there is no evaluation system in place as yet. Members interviewed from the region attribute the lack of progress to a lack of resources and to the fact it's not seen as a priority by many of the signatories (see section 3.7 recommendations about deepening learning around this and other gender justice initiatives).

- There were mixed views amongst interviewees about the difference the strategic commitment to gender has made: *"It's important as it helps me to really think about the impact we are trying to achieve and whether I am using the most effective strategies to reach that impact"* (ILC employee) and *"I feel there is a different approach now on women, but not in a positive way. Since women's land rights has been integrated as one of the commitments, it's less 'out there' in the way it's communicated"* (ILC employee).

Recommendations

Short-term:

- **Clarify key gender terms and concepts**, and build awareness (see section 3.4) amongst employees and members on how ILC understands these concepts in relation to its work and commitments: in particular it should be made clear that gender justice is to be mainstreamed across *all* of the ten ILC commitments, including commitment four, and that commitment four is just one of a number of ways, alongside commitments 1-3 and 5-10, that the ILC is contributing to its overarching goal of gender justice. It should also be clarified that the principle of gender justice applies *internally* as well as externally and that ILC strives to become a gender just coalition, and to support its members in this aspiration. (**Secretariat, Working Group on WLR & GJ**)
- **Develop a gender strategy and action plan** to clarify ILC's vision for delivery of the gender justice and WLR commitments in the 2016-2021 strategy and to guide implementation. The process of developing the strategy and action plan should be participatory, involving members of the Council, Regional Steering Committees and Working Group on WLR & GJ in a discussion about what a gender focus will mean in different contexts, what the most high impact and cost effective actions would be and how to implement them in a co-ordinated way. It should also draw on the expertise of the numerous members that have already developed their own gender policies, including those involved in the development of the African Charter on Gender Justice. The resulting strategy and action plan should be clear about key gender concepts, the vision for why gender justice and WLR are essential to achieving ILC's overall commitments and outcomes, and what is needed to bring about the changes expressed in the vision statement. They should include clear and tangible objectives, which are broken down into realistic, measurable benchmarks and indicators, with clear lines of responsibility and appropriate levels of resources. (**Secretariat, Working Group on WLR & GJ, Council, Regional Steering Committees**)

Medium-term:

- Once the strategy and action plan are in place, ILC should introduce a stringent, **rigorous annual reporting process** on progress at national, regional and global levels. This should be integrated into existing reporting mechanisms, wherever possible, to avoid an additional reporting burden on members and Secretariat employees. Progress on the strategy and action plan should also be scrutinised regularly by the Working Group on WLR & GJ who will be responsible for signalling any challenges and opportunities in implementation of the strategy to the regional and

¹³Madagascar, Benin and Zambia

global governance structures. (**Secretariat, membership, Council, Working Group on WLR & GJ**)

3.2 Leadership, accountability and co-ordination

Positive findings

- A majority of employees and members interviewed said they believe **council members and senior employees within ILC are supportive of the gender justice agenda** and willing to listen to suggestions and ideas for advancing these commitments.
- All the Council members interviewed were very supportive of ILC's commitments to gender justice and could point to a number of examples as evidence for the progress ILC is making on WLR, although these were largely anecdotal.

Challenges

- Despite a widespread belief amongst employees and members that gender justice should be everyone's responsibility, in reality most of the responsibility to date has fallen to the dedicated gender employees in the Secretariat to drive forward the gender justice agenda across ILC.
- **Formal accountability for ILC's gender justice commitment has not been defined** and is not currently shared across management and governance structures. The difficulty of forming an internal steering group to oversee the work of the gender audit process seems to be indicative of this lack of shared responsibility and accountability. Secretariat employees interviewed attributed this primarily to heavy workloads, whereas at membership level this was attributed to a failure to institutionalise accountability for the gender justice commitment at regional and national level.
- **Requirements to address gender are not routinely integrated into individual and joint workplans** at different levels of ILC – at Secretariat level, only gender employees have this requirement in their workplans and job descriptions, regional workplans of members include some commitments to gender justice, but they are not required to report against progress on gender justice commitments unless their work includes a focus on commitment four, and it is not a requirement for Regional Steering Committees or Council meetings to include an appraisal of progress on gender justice currently.
- There's a perception amongst some employees and members interviewed that efforts are being duplicated due to a lack of co-ordination and that there's a need to get better at communicating what's happening in different regions/countries. In particular, they highlighted the **lack of formal interaction between representatives of the Working Group on WLR & GJ and the Regional Steering Committees**, which means opportunities to co-ordinate amongst members and feed learning on gender justice into regional processes and governance are currently being missed.
- One member underlined the need for **greater downward accountability to women beneficiaries** in particular - "*We need to ask ourselves the question if we are sufficiently accountable to the women we seek to serve*" – although it was not possible to assess within the scope of this audit the extent to which ILC members are currently accountable to this group.

Recommendations

Short-term:

- Leadership is the single most important and catalytic factor of success in achieving gender justice commitments. Making the changes outlined in this report require strong and committed leadership and support from senior management and the governance bodies of ILC (the Council, and Regional Steering Committees). Overall **leadership responsibility needs to be vested in the Council, the Director and the Regional Committees and should no longer be the sole responsibility of the dedicated gender employees**. Senior managers and those active in the governance structures of ILC should be trained and supported to feel equipped to talk about and implement ILC's gender strategy and action plan, and to develop confidence in alternative and non-traditional leadership styles and approaches that can help promote gender justice (see text box 3 below). **(Council, Secretariat, Regional Steering Committees)**
- Regional Committees and the Director should **report formally on the implementation of the new gender strategy and work plan** on an annual basis to the Council, with input from the Working Group on WLR & GJ and the dedicated gender employees who should be responsible for monitoring and reviewing implementation of the gender strategy and action plan on a more regular basis (bi-annually as a minimum). Gender justice should also be a regular item on Council, Regional Steering Committee and SMT meeting agendas to continually monitor progress and identify obstacles, which need addressing. **(Secretariat, Council)**
- Enhance co-ordination on gender justice issues at regional level by ensuring a minimum of one **representative of the Working Group on Gender Justice and WLR from the region is always represented at each Regional Steering Committee meeting** (this could be done on a rotational basis) and/or ensure the Regional Co-ordinator is fully briefed by the Working Group members in his/her region before Regional Steering Committee meetings so they are able to update Committee members. **(Regional Steering Committees, Working Group on WLR & GJ)**

Medium-term:

- **Ensure gender awareness is present in all job descriptions** at Secretariat and regional level and in the role descriptions for Council and Regional Steering Committee members and other relevant experience is included, as required (see section 3.4 – capacity-building – for more details). **(Secretariat, Council, Regional Steering Committees)**
- Explore further the mechanisms ILC members are using to **strengthen downward accountability towards beneficiaries**, in particular rural and peasant women and other marginalised groups - for example, ILC member in Togo, WiLDAF, has now set programme targets around feedback loops for women beneficiaries - and consider how these can be enhanced. **(Regional Co-ordination Units, Secretariat, Membership)**

Box 3: Leadership that promotes gender justice

Transformative, gender-just leadership includes forms of leadership that challenge the structures, ideologies and power imbalances that justify and perpetuate gender inequality, promote collective empowerment, participatory decision-making, and emphasise co-operation over competition in order to achieve gender justice.

Several organisations, including ILC member **Oxfam International**, have developed toolkits and guidance to help organisations understand how leadership can create sustainable change that promotes women's rights and gender justice. Some are explicitly feminist, but are intended to serve not just feminist organisations but all those organisations that have programmes with a focus on women or that are led

and/or staffed wholly or in part by women. They can also be used by individuals who play leadership roles or wish to assess or strengthen their leadership capacity.¹⁴

For example, a toolkit developed by Srilatha Batliwala for **CREA**, a human rights organisation based in Delhi, includes a useful framework for understanding feminist leadership for social transformation comprising four inter-related dimensions – politics/purpose; power; principles/values and practices - and proposes that these four dimensions are deeply influenced and practiced by the personal histories and experiences of the individual who practices leadership in any given context and at any level of an organisation or movement. It offers exercises to help individuals and organisations examine the nature of leadership in their own contexts and bring these more into line with the principles of feminist transformative leadership.¹⁵

3.3 Workplace culture

Positive findings

- All of the employees, members, and Council members we spoke to were broadly supportive of ILC's gender commitments and in general we noted **good levels of gender awareness** and sensitisation.
- Most respondents felt that the **overall culture and tone of meetings is positive** and non-discriminatory, although it should be noted participants were mostly representative of the global and regional levels of the organisation and this is not necessarily indicative of the culture at national level.
- Several members praised the **consensus-building leadership and participatory and consultative approach** the Secretariat employees adopt when engaging members, which they said should inform the approach to advancing ILC's gender justice commitment.

-Membership

- Of the 40% of members responding to a Gender Justice and WLR survey in 2013 and 2015, just over half (52%) said their organisation's governing structure has an equal balance of women and men, 23% have almost reached an equal balance and 31% are women-led organisations.¹⁶
- Some members have **quotas in place to ensure women's representation in governance structures** in their organisations. For example, in Nepal ILC member the Community Self-Reliance Centre (CSRC) has an organisational directive which ensures that 33% of representatives in the central committee (management group) are women.
- Some members have mechanisms in place to facilitate women's participation in the workforce. For example, Swadhina in India provides crèches in remote areas to ensure that childcare responsibilities do not limit women staff.
- A number of members interviewed said they felt the Secretariat has really encouraged members to support female staff to advance in their organisations. One

¹⁴ See, in particular: *Transformative Leadership for Women's Rights: An Oxfam Guide*, Oxfam International <https://www.oxfam.org/en/research/transformative-leadership-womens-rights-oxfam-guide>; *Achieving Transformative Feminist Leadership: A Toolkit for Organisations and Movements*, Srilatha Batliwala and Michel Friedman for CREA http://www.creaworld.org/sites/default/files/Final%20Feminist%20Leadership%20Manual%202014-4-14_0.pdf; and *Feminist Leadership for Social Transformation: Clearing the Conceptual Cloud*, CREA <https://justassociates.org/sites/justassociates.org/files/feminist-leadership-clearing-conceptual-cloud-srilatha-batliwala.pdf>

¹⁵ Find out more about CREA's work on feminist leadership here:

http://www.creaworld.org/what_we_do/Initiatives/strengthen-feminist-leadership

¹⁶ Members Engagement and Activities Analysis: Building a Women's Land Rights and Gender Justice Network within ILC

female Council member said: “I wouldn’t be in the position I’m in if ILC hadn’t promoted me in the way they did, such as by encouraging me to participate in trainings and attend meetings.”

-Council/Regional governance

- Several interviewees said they thought sex ratios had improved at Council level in recent years, which they attribute to the **introduction of a voluntary quota** for a minimum of 40% representation of women in the Council - and in the Assembly of Members which is the supreme governing body of the ILC. The statistics do show an improvement in women’s representation, particularly a marked improvement in the number of women representatives nominated by Asia, Latin America, and Africa since 2011, although in total the number of women represented peaked in 2011 and tailed off in 2013 and 2015, suggesting **more needs to be done to secure women’s representation at this level** (see box 4). Of the two co-chairs on the Council, one is always a woman.

Box 4: Representation of women and men on the Council

	2003		2005		2007		2009		2011		2013		2015	
Asia	2M	0F	2M	0F	2M	0F	2M	0F	1M	1F	1M	1F	2M	0F
Latin America	1M	0F	0M	1F	1M	1F								
Africa	0F	1F	1M	0F	2M	0F	2M	0F	1M	1F	1M	0F	2M	0F
International	2M	0F	1M	1F										
Inter-governmental organisations	3M	2F	4M	2F	6M*	1F*	6M*	1F	5M*	3W*	4M	1F	4M	2F
Total	8M	3F	8M	3F	12M	2F	12M	2F	9M	6W	7M	4F	10M	4F
Total percentages	73% M	27% F	73% M	27% F	86% M	14% F	86% M	14% F	60% M	40% F	64% M	36% F	71% M	29% F

* Some of the inter-governmental organisations had more than one representative in the years highlighted and representation was alternated between the two, so the total number of IGO representatives in these years is slightly higher than the actual number of IGO seats.

- For the Global Land Forum in 2015 ILC introduced the rule for global meetings that if the first delegate is male, the second has to be female (although it should be noted gender was one of three criteria for the selection of a second delegate). ILC has taken some steps to recognise obstacles, such as unpaid care responsibilities, that often prevent women from participating fully, by offering childcare support to all participants.
- Women’s representation in regional bodies and meetings is generally quite high, particularly in Asia, with the **lowest levels of women’s representation in Africa**. (See box 5)
- The Council has had both male and female Chairs on its Board of Trustees

Box 5: Representation of women and men at Regional meetings 2015

Region	Governance event	Number of participants	Number of men	Number of women	% of men	% of women
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Asia	Steering Committee meeting	6	3	3	50%	50%
	Regional Assembly	83	49	34	59%	41%
Africa	Steering Committee meeting	5	4	1	75%	25%
	Regional Assembly	52	33	19	63%	37%
Latin America	Steering Committee meeting	3	2	1	67%	33%
	Regional Assembly	42	25	17	60%	40%

-Secretariat

- Women are well-represented amongst the Global ILC support team and three of the senior management team are women, as of 30th June 2017.¹⁷

Challenges

- Currently, ILC's main measure of its commitment to becoming a gender just coalition is largely **reduced to the numbers of women participating in meetings** and represented in its governance structures, which, while important, should not be used as the sole barometer of progress in this area in future.
- There is a mixed picture about the **sensitivities of promoting gender justice in the work culture of a coalition** – several Secretariat employees said they don't feel comfortable 'insisting' on gender considerations in the work of members and cite power dynamics and the challenges of working as part of a network for this. Yet members interviewed that are gender experts and/or working at regional level state they would welcome the Secretariat setting clearer objectives and guidance around this, provided it's done in a participatory way with the members.

-Membership

- Despite the offer of paid childcare and the requirement that every second representative attending a global meeting needs to be a woman, the representation of women in key fora such as the Global Land Forum is still quite low. For example, just 28% of the representatives of voting members at the Members Assembly that took place during the 2015 Global Land Forum were women. Members interviewed suggested this is because the leadership of some members do not promote women's participation within their own organisations (see point below) and **recommended the quota is made mandatory**.
- At least four members, particularly those interviewed from Asia and Africa, said they have encountered **real resistance to the suggestion of elevating women's roles** in their own or other member organisations, and this has not been challenged by ILC regional offices or the global Secretariat in the past.

¹⁷ As of 30th June 2017, ILC employed 34 people – 15 consultants (15 female and 3 male), 7 professional staff (3 female and 4 male, one of the male posts was temporary and one a secondment), 8 regional staff, who are contracted by regional hosting organisations (5 female, 3 male), 2 general service/temp staff (2 female) and 2 interns (2 female).

Box 6: Voices of members from the regions

In the words of one member from **Asia**: “most of the member organisations are headed by men, so if there is a change to make that impacts them personally this is a reason for the resistance to gender... no-one will say outright we don’t want to do this, because it is a core value of ILC. This conversation should be initiated by the Council and continued regionally.” A member from **Africa** said: “In our region, some male representatives of organisations are paying lip service, but not really doing it (gender justice) in practice...it’s not necessarily a lack of awareness, but a lack of willingness to implement the commitments. This is what has driven the idea of the Africa Gender Justice Charter. It should not only be in the activities we do, but also in the processes we follow and in the culture of our organisations.” In **Latin America**, individuals interviewed reported a good momentum amongst members on addressing gender issues in programming, but less so on integrating them in their own institutional practices. “I feel that enabling change on gender justice is not just ILC’s responsibility. They can add the commitment to the strategic framework, but ultimately it is the members that need to take responsibility and work towards that too.”

- The current round of recruitment for new members that closes in August 2017 states that priority will be given to rural women’s organisations amongst other land-users, but **gender parity is not currently part of the assessment criteria**, nor is there a target for a certain percentage of women-led organisations to be recruited, which would enhance the voices of women amongst ILC’s membership.
- Several members said they would **like to see the under-representation of minority groups addressed in key ILC meetings at national, regional and global levels**, both women and men, (such as landusers, indigenous and peasant women and men) as well as women’s under-representation.

-Secretariat

- There is a mixed picture with regards to women’s representation at the Secretariat - more women than men work at the Secretariat overall and there are three women in the senior professional staff¹⁸, but **women are also concentrated in the lesser paid and less secure consultancy roles** which do not offer any staff benefits such as sick pay, maternity pay etc.¹⁹ Both women and men raised concerns about the consultancy roles having less career advancement prospects than permanent roles.
- Concerns were raised in interviews with two Secretariat employees about ILC’s maternity leave cover and the lack of maternity leave entitlement for consultants. One senior female staff member said she was covered by a junior intern during her first maternity leave and received no cover during her second maternity leave, putting her under pressure to return to work sooner than she would have liked and also making her feel de-valued as a professional. The maternity leave policy of ILC host, IFAD, does not stipulate that a staff member should be covered at the same level, but it does have a financial facility for maternity coverage from which ILC is excluded. As noted above, consultants employed by ILC (and IFAD) are not entitled to paid maternity leave.
- Three female staff members and consultants interviewed said they did not feel valued and perceived this to be because of their sex and four women and one man interviewed said they **perceived that women were being indirectly discriminated against because of their sex**. When asked to provide examples of this, several female employees cited experiences of being passed over for promotion in favour of

¹⁸ Senior professional staff: D1-M; P5-F; P4-M, F; P3-F; junior professional staff – P2-M, M

¹⁹Currently nine women work as consultants, and one man.

a less skilled male. One female consultant said she believed she was being paid less than a similarly qualified male colleague because of her sex. One female staff member said she found the discrimination very subtle and therefore difficult to challenge. She gave as an example “*women always being expected to buy the birthday cake or sort out the drinks for a colleague’s birthday.*” When asked if they had raised these issues with their line managers, only one member said she had, but she didn’t feel her concerns had been fully addressed. One said she had complained to another female colleague instead of her line manager. Another said she hadn’t mentioned it to her line manager, because she wasn’t sure if it was appropriate as the discrimination didn’t feel overt.

- Two employees reported that balancing childcare responsibilities can be challenging given the amount of travel involved in the work.

Recommendations

Short-term:

- To become a gender-just network, **ILC needs to live its values in its own institutional culture, systems and processes at all levels** - women’s equal representation with men in governance structures and meetings at all levels is just one aspect of this. *Institutional culture, internal values and ways of working* all play a key role in informing and creating pathways to programmes and policy that are gender-just (see **box 7** for the different factors that lead to a gender-just movement or network). ILC needs to **discuss and define its vision of itself as a gender-just coalition and articulate this clearly in the gender strategy**, with clear and measurable objectives at all levels to achieve this.²⁰ **(Secretariat, Council, Working Group on WLR & GJ, Regional Steering Committees)**
- While HR issues and the issue of consultant vs staff positions are outside the remit of this audit, aspects of these issues do have gender dimensions and are discriminatory in that they only disadvantage women. If ILC wishes to ensure that female employees – whether staff or consultants - are not disadvantaged by taking maternity leave and to promote itself as a ‘female-friendly’ employer, it should **consider the introduction of a financial facility** to ensure all female employees receive paid maternity leave and full cover, regardless of the nature of their contract. Where possible ILC should also avoid employing short-term consultants on long-term contracts and actively foster the career development of internal women candidates by reviewing employee career development periodically in line management meetings and more formally in appraisals.
- Gender training for all employees, senior managers and the governing bodies of ILC (see also recommendations for training in section 3.4 below) should include training on equal opportunities and also unconscious bias to make people more aware of the extent to which everyone has biases and prejudices and acts on them and how this could be contributing to the indirect discrimination against women in the Secretariat and elsewhere in the coalition, which was raised by several interviewees. Training for leaders in the coalition should also include reflection on the principles of transformative leadership (see box 3) and how these can be applied in practice. **(Secretariat, Council, Regional Steering Committees, membership)**
- The Secretariat should ensure all ILC employees are fully aware of the IFAD policies in place to prevent discrimination and the mechanisms for reporting this. It should monitor employee wellbeing during regular one to one meetings and consider conducting anonymous surveys of staff and consultants periodically to understand

²⁰ Research has found that recognising and transforming culture, power dynamics and hierarchies is one of a number of essential elements in building gender-just movements. See Gender and Social Movements, J Horn, BRIDGE, 2013: <http://bridge.ids.ac.uk/ids-document/A65986?lang=en#lang-pane-en>

what issues they face and how these can be addressed. It could also set up a group for women employees to discuss any issues in a safe space first, because raising any concerns in a collective way if they feel unable to report issues individually.

Box 7: What does a gender just movement look like?²¹

- Affirms the relevance and importance of integrating gendered inequality and challenging patriarchal power as an integral component of advancing justice for all, and naming this explicitly as a priority in movement politics, policies and strategies for action.
- Creates a positive, reflexive environment to support internal reflection and action around how gender operates in the deep structure of both individual and collective beliefs and actions.
- Provides active and formalised support for women's participation and leadership in all arenas of movement practice (including in movement policies if present and in movement-affiliated organisations), with attention to diversities among women and with adequate support for women in positions of leadership.
- Consistently tackles gender-based violence, establishing zero tolerance for the harassment of women, and creating mechanisms to prevent gender-based violence in movement spaces and to hold perpetrators to account.
- Assesses gendered bias in assigned movement roles and redistribution of labour and roles along more gender-just lines including in terms of public roles, movement outreach, internal administration and use of time.
- Enables full participation across gender by taking into account care work, reproductive roles and other gendered responsibilities, which can affect movement participation.
- Appreciates the ways in which gender affects how activists are targeted by external opposition, and develops specific strategies to prevent and respond to gender-based backlash, repression and violence against women activists by external actors.
- Engages with norms and notions of gender including taking into account context-specific gender identities, trans and intersex identity and shifting understandings of gender in social life and activism.

Medium-term:

- ILC should **continue promoting women's equal participation with men in all global and regional meetings** through: discussion with the regions about the rationale for quotas and how best to overcome obstacles to implementing this; advertising the availability of childcare provision more widely; supporting women to build confidence and develop leadership skills through initiatives such as mentoring, and internal and external networking opportunities (see **box 8** below for an example of networking to build women's leadership capacities that could be adapted by ILC). **(Secretariat, Regional Co-ordination Units)**
- **Work with senior leaders**, initially within the Secretariat and global and regional governance structures and then more widely, to create spaces for personal reflection and dialogue on the importance of gender equality in the workplace and women in senior roles as a way of addressing discrimination. **(Secretariat, Regional Steering Committees, Working Group on WLR & GJ)**
- ILC's institutional capacity building plan (see section 3.4) should include **capacity-building for members on what it means to be a gender just organisation**, what

²¹ *Ibid* These recommendations draw on past experience from diverse movements and movement actors to suggest possible components of feminist-allied and gender-just movements. These components function like enabling conditions, creating a supportive environment that allows for deep reflection, revision and action, and to sustain commitment to gender justice over time, including the face of backlash.
<http://socialmovements.bridge.ids.ac.uk/sites/socialmovements.bridge.ids.ac.uk/files/10.%205.%20Routes%20to%20Shaping.pdf>

the drivers of change are to create an enabling environment in their own organisations and how they can incrementally progress through different stages of organisational commitment to gender justice. **(Secretariat, Regional Co-ordination Units, Working Group on WLR & GJ)**

- ILC should consider how to **encourage more women-led organisations to apply** for membership – membership conditions could be relaxed for women-led organisations which are almost always small and under-resourced²² and for whom even the small funding contribution required by ILC²³ may be prohibitive. Specific **targets could also be included** to ensure that a minimum number of women-led organisations are recruited in each round of recruitment proportionate to their current over/under representation in ILC. Regional Coordination Units should actively encourage and support women-headed or women-led organisations to join ILC. **(Secretariat, Regional Co-ordination Units)**
- ILC should promote commitment to institutional gender justice amongst its members by, for example:
 - **Including this as criteria in the application form** for prospective new members²⁴ and also as one of the evaluation criteria used to assess prospective members. While under-representation of women should not preclude an organisation joining, it signals this is an issue of importance to ILC, and organisations which do have gender-equal boards and leadership would score additional points.
 - **Supporting members to conduct gender audits (internal and external) of their own organisations** (these could be externally facilitated, or, as a minimum, a very simple self-assessment tool could be developed) and share the learning from these processes through, for example, the Working Group on WLR & GJ. Some funding could be put aside at regional level to support the auditing process and initiatives identified to implement the recommendations.
 - **Developing incentive schemes** where senior/HR staff in member organisations are encouraged to identify issues of gender (and other types of) discrimination and disadvantage in the workplace through, for example, annual employee surveys and to proactively address this.

(Regional Co-ordination Units, membership)

Box 8: An example of networking to build women’s leadership capacities and address the gender imbalance in political life

UNITAR’s (the UN Institute for Training and Research) Women’s Leadership Programme works with UN Women to address the gender imbalance that exists on delegations to multilateral conferences under the United Nations as well as promoting women’s full and effective participation and leadership at all levels of political life. The programme facilitates regular awareness-raising, mentoring and leadership workshops for female delegates attending UN conferences. In 2016, it also established a Trust Fund for Women’s Empowerment which aims to serve and to organise further training activities for the international community in Geneva, with the support and contributions of the UN Member States.²⁵

3.4 Capacity of secretariat employees and members and ILC resources (human and financial)

²²2011 research by the Association for Women in Development found that the median level of income for the 1119 women’s organisations surveyed was \$20,000

https://www.awid.org/sites/default/files/atoms/files/where_is_the_money_preliminary_research_eng.pdf

²³<http://www.landcoalition.org/en/resources/ilc-membership-contribution-policy>

²⁴The form could ask prospective members whether they are women-led and what percentage of their leadership and governance teams are women and men.

²⁵<http://www.unitar.org/thematic-areas/strengthen-multilateralism/womens-leadership-programme>

Positive findings

- A **global Working Group on WLR & GJ** was established in 2016. The group is made up of a cross-section of ILC members from different regions with a mandate to “*foster knowledge exchange, jointly strategise how to add value to members.*”²⁶ A more specific terms of reference for the group is still being formulated.
- ILC has developed and/or taken up several **useful tools to support integration of gender issues into CBIs and NES**, specifically the Gender Evaluation Criteria (GEC),²⁷ which were developed by partners of the Global Land Tool Network,²⁸ the WLRs toolkit²⁹ and the gender analysis form. There is limited evidence to suggest the gender analysis form has been taken up by members, but at least eleven members have successfully used elements of the WLR toolkit,³⁰ particularly the GEC, and ILC has also invested significant resources in training members in Africa, Asia and Latin America on how to apply the GEC in their contexts.³¹
- The Secretariat has organised several **events to raise awareness about gender justice and WLR issues** at global and regional levels, including several workshops at the 2015 Global Land Forum focusing on this theme.
- ILC’s has a **rich and diverse membership, many of whom have extensive experience, skills and resources in the area of gender justice**, which ILC can potentially draw on in its work (see box 8 for examples).³²
- Employees, Council members and member organisation representatives interviewed were extremely positive about the **expertise and knowledge provided by the dedicated gender employees** in the Secretariat, with Sabine and Elisabetta in particular praised for their commitment to driving forward ILC’s gender justice agenda.

Box 9: Examples of gender resources and skills available within ILC membership

ILC member the **Centre for International Forestry Research (CIFOR)**³³ conducts research to inform policies and practices that affect forests in developing countries. Based in Indonesia, it is the lead centre for a major research programme on Forests, Trees and Agroforestry (known as CRP6) in partnership with the World Agroforestry Centre, Bioversity International, and the International Centre for Tropical Agriculture (CIAT). As part of this initiative, it has developed a **strategy, tools and case studies to improve the quality and volume of gender-responsive research** in the research components of the CRP6, with a particular focus on enhancing gender equity in access, use and management of forests and trees, and the distribution of associated benefits, which could potentially be used and adapted by other ILC members wishing to ensure their research is gender-responsive.³⁴

²⁶ Call for Expressions of Interest: ILC Working Group on Women’s Land Rights and Gender Justice

²⁷ A matrix to assess whether laws and policies are responsive to the needs of both women and men and to promote gender-responsive land governance, developed by partners of the GLTN:

http://www.landcoalition.org/sites/default/files/documents/resources/ilc_womens_land_rights_toolkit_-_gender_evaluation_criteria_gec_0.pdf

²⁸ <http://www.gltm.net>

²⁹ The WLR Toolkit brings together information on five tools that have been developed and successfully used by ILC http://www.landcoalition.org/sites/default/files/documents/resources/toolkit_cover_page.pdf

³⁰ *Ibid*

³¹ Between 2012 and 2015 ILC invested around \$274,000 to support peer-to-peer training on the GEC and action plan grants to implement the GEC in Africa and Asia.

³² Some have a greater focus on programmes (e.g. ULA, SWADHINA, LEMU, Espaço Feminista), some are more focused on policy (e.g. WILDAF, PWESCR), some on research (e.g. NRI), some on learning (eg PWESCR which has a coalition of 400 members on women’s rights to livelihoods) and some on gender mainstreaming (e.g. Oxfam, LANDESA).

³³ www.cifor.org

³⁴ See *Gender in the CGIAR Research Program on Forests, Trees and Agroforestry: A strategy for research and action*, 2013 http://www.cifor.org/publications/pdf_files/Books/BCIFOR1303.pdf

A number of members have devised **gender policies to guide implementation of their commitments to gender justice** both in their external programming and internal organisational culture and practices. For example, ILC member and international non-governmental organisation, CARE International,³⁵ itself a membership organisation, requires all its members to adhere to its gender policy and to devise implementation plans with appropriate investment of resources and robust monitoring and evaluation and reporting mechanisms to enact and monitor implementation of the policy. Its common standards in support of gender equality incorporating a gender and power analysis as a mandatory feature of all policy, planning and programmes, ensuring human resources policies and practices adequately address gender, and requiring all members to build capacity of staff to ensure the policy is implemented fully.³⁶

And ILC partner **Global Land Tool Network** has developed and run capacity-building training for a range of organisations on how to promote pro-poor and gender-responsive land governance. Aside from the Gender Evaluation Criteria developed by GLTN and others that are now being promoted with the support of ILC, the organisation has developed **two useful training packages** that could be used and adapted by ILC members wishing to deliver training in their own contexts on how to improve gender equality in land governance.³⁷

Challenges

“We can’t support them if we don’t know what we’re doing [on women’s land rights and gender justice]. Once we have understood, then we need a budget line towards actions that foster this and capacity building for member orgs to organise differently.”
Secretariat employee

- There are dedicated employees with responsibility to promote gender justice in ILC’s work at the Secretariat, but they have limited capacity and, at a time when ILC’s strategic plan has signalled a scaling up of the network’s commitment to strengthen gender justice across all its work and operations, this **capacity has effectively been reduced**.³⁸
- There’s a **lack of clarity about the role and function of the Working Group on WLR & GJ**, including amongst its members, and there’s a lack of clarity about who within the ILC should take the lead in co-ordinating and facilitating the group’s activities. There is evidence to suggest that individuals that have been tasked with driving forward gender commitments in the past have not been able to fulfil these roles because of a lack of clarity about their roles and resources to support these

³⁵ <https://www.care-international.org>

³⁶ <http://gender.care2share.wikispaces.net/file/view/English+CI+Gender+Policy+and+FAQ.pdf/206673128/English%20CI%20Gender%20Policy%20and%20FAQ.pdf>

³⁷ See, in particular, Designing and Evaluating Land Tools with a Gender Perspective: A Training Package for Land Professionals, 2011

http://www.gltn.net/jdownloads/GLTN%20Documents/designing_and_evaluation_land_tools_with_a_gender_perspective.pdf and *Improving gender equality and grassroots participation through good land governance: A Training Package*, 2010

http://www.gltn.net/jdownloads/GLTN%20Documents/improving_gender_equality_and_grassroots_participation_through_good_land_governanceeng2010.pdf

³⁸ There are currently three roles at the Secretariat with responsibility for promoting ILC’s gender justice commitment: the Thematic Co-ordination Manager - the percentage of her time on WLR is not clearly defined and it’s not clear whether her role is to mainstream WLR across all commitments or just commitment four; the Lead on the Communications/Corporate cluster – spends just 15-20% of her time on gender justice as a corporate commitment (previously she spent 50% of her time promoting both WLR and gender justice); and the consultant responsible for WLR, gender justice and land defenders, who works 80% of a full-time role and also needs to support the engagement of ILC members in protecting land and environmental defenders.

functions³⁹ and there is a significant risk this will happen again, unless the Working Group has clearly defined roles, responsibilities, capacity and seniority to drive forward ILC's gender justice and WLR agenda at a strategic level.

- **Existing capacity-building tools, with the exception of the GEC, have had limited uptake as yet by members.** Several of the members interviewed were not familiar with these tools and said they had not been promoted or disseminated within their regions. This could also be because the Women's Land Rights toolkit is relatively new. The language and format of some of these tools also needs to be more user-friendly and accessible, particularly for those members with little or no expertise on gender issues.⁴⁰
- **ILC does not currently set a budget allocation or track spending on the gender justice and WLR commitments in its strategy,** which makes it very difficult to guide and assess the impact of spending in this area. A rough estimate based on the figures made available to the audit research team suggests the spend on WLR for 2016/17 across the regions and at global level was approximately \$513,400 or **5.7% of the total budget.**⁴¹ Spend on commitment four in the regional budgets for 2016/17 was at a similar level of the overall budget for each region – in Africa, it was 4.9%, in Asia it was 4.4% and in Latin America it was 5.8% of the overall regional budget. The total global and regional spend on gender justice is likely to be higher as NES spend on WLR and gender justice are not included in these figures because of the challenges of disaggregating budget lines in the NES. As a result, ILC is not able to establish a global picture of its spend on gender, which is necessary to influence strategic planning decisions, and may even be under-selling its financial commitments in this area as a result.
- If pooled, the resources, such as research studies, gender mainstreaming tools, guidance etc, developed by members with gender expertise would be a hugely valuable resource for the whole membership, but currently there is **no central place for members to access this information** although we understand that this is being reviewed as the good practices database is being added to and made more user-friendly.
- **Very few employees and members interviewed have ever received formal gender training,** but said they would welcome this: *“Some sort of gender training is required and these should be obligatory for all new staff, as well as implemented in their budget and they should step up a bit from knowing it's important to knowing how to implement it and this should be the knowledge of everyone, not just a few individuals.”* ILC Member
- Members interviewed would welcome **more practical support from the Secretariat on how to embed gender justice in their work,** particularly in the areas of programme design, policy and influencing, monitoring, evaluation and learning (MEL) processes, and working with communities, but also on how to become gender-just

³⁹ When Regional Committees were set up around 2005/6 a Gender Focal Point (and a Focal Point for Indigenous People) were appointed for each region, but, were unable to fulfil these functions, according to one interviewee because they were not given specific guidelines or resources.

⁴⁰ For example, ILC's one page gender analysis document says: *“Understand and describe the complexity of gender relations in the context of social and power relations, and how this constrains or provides opportunities for promoting gender equality.”* – it would be more helpful to provide simple guidance in the form of questions and examples to facilitate members to conduct an analysis of power relations in a given context.

⁴¹ CBIs spending on commitment four in 2016/17 was 306,500 (106,500 Latin America, Asia 50,000 and Africa 150,000) + global funding - WLR toolkit and Working Group activities (\$120,000) + CEDAW shadow reporting (\$86,900). So out of a total global budget of \$9 million approximately \$513,400 was spent on WLR (or 5.7% of the overall budget). This percentage is likely to be higher if you count NES spend on gender justice, but because it's not possible to calculate the spend on gender in NES currently, this figure has not been counted. In previous years ILC has also invested an estimated \$212,000 to promote its Gender Evaluation Criteria through a series of workshops and trainings, but there was no spending on this in the last financial year. As a percentage of the overall budget for each region (as per the regional workplan and budget for 2017), Africa spend on WLR (in CBIs) is \$165,000 (4.9% of its overall budget), for Asia it's \$50,000 (4.4% of its annual budget) and for Latin America it's \$120,000 (5.8% of its annual budget), a total of \$335,000 – no budget for EME region in 2017).

organisations themselves. A few people said it would be really helpful to have this clarified and made easily available through some sort of simple fact-sheet, for example: *“The Secretariat for instance could generate some key ideas to support members in reflecting on how to apply gender principles. We are, for instance, already working internally on these issues, such as looking at pay, leadership etc...but still a tip sheet would be welcome and capacity building on gender analysis would also be welcome, for instance, through exchanges and knowledge sharing.”*
ILC member

Recommendations

Short-term:

- **Share the findings of this gender audit** with the membership, Council and Regional Steering Committees and invite feedback on findings and recommendations to stimulate discussion on next steps and reflection on how individual members, regions and leadership can play a role in taking forward the recommendations. **(All)**
- **Strengthen available human and financial resources to work on gender, particularly at regional level** – decisions about how best to allocate these resources should be devolved to regions, but could involve funding a gender expert post at the regional office and/or funding members with this expertise to support other members to mainstream gender and WLR into their work. Draw up a roster of members with gender expertise and consultants in ILC member countries and regions to support this. **(Regional Steering Committees, Regional Co-ordination Units)**
- Ensure that the TOR for the Working Group on WLR & GJ are formalised,⁴² that they have an annual budget allocation, sufficient time as part of the arrangement with the member organisation they represent to fulfil the role meaningfully - this might mean scaling back some other activities they currently do to be able to participate actively in the Working Group, and **sufficient influence and seniority to advance ILC’s gender justice agenda**. In the words of one employee: *“Gender advocates need to make their language/concepts accessible to the doer/decision-makers - they need interlocutors – people who know the systems, have the confidence to speak to the decision makers and who can influence the decision makers, who then tell the doers what to do.”* **(Secretariat, Working Group on WLR & GJ)**

Medium-term:

- Develop a **capacity-building plan to equip employees, members of governance bodies and members with the awareness, capability and skills to drive a gender strategy and action plan forward**. This needs to be informed by a capacity needs assessment, which for members should involve an assessment of organisational capacity for gender justice work.⁴³ There also needs to be clarity on what competencies on gender equality issues are required and by whom. Not all

⁴²Clarity is needed on whether they have the mandate to promote mainstreaming of gender justice at institutional level and across ILC’s other commitments, not just commitment four, which seems to be the main focus at present.

⁴³Some data is available from the mapping analysis conducted in 2013 and 2015 by Elisabetta Cangelosi, but more comprehensive information is needed to inform regional capacity development plans. The domains of this gender audit could be adapted for this purpose. Equally, there are numerous tools available in the public domain which could also be adapted, including one that’s been developed by an affiliate of ILC member, Oxfam, although it’s worth noting this is not as comprehensive as the domains used for this audit. Oxfam Canada has developed a simple and flexible self-assessment methodology that enables organisations to think deeply about their existing competencies on gender justice and also those they might need to develop to strengthen their work on gender justice, both in their programming and in their internal culture, values and leadership. The capacity areas are loosely defined so as to enable organisations to identify what capacity changes they think they need to make given their particular form and evolution to meet their mission and goals. The process is supported by external facilitators acting as ‘critical friends’.
https://www.oxfam.ca/sites/default/files/Ox-Gender-Toolkit_web-final_0.pdf

employees, members and representatives of the main governance bodies (the Council, Regional Steering Committees) need to become gender experts. But they do need to be aware of what is required and be able to access the relevant expertise when required. The capacity-building plan should aim to ensure the right people achieve the appropriate level of awareness, skills, and expertise, with an emphasis on encouraging individual conviction and motivation to deliver on gender justice commitments.⁴⁴ **(Secretariat, Regional Co-ordination Units)**

- Give Regional Steering Committees and Working Group members **responsibility for overseeing the budget and delivery of training in their region**. They may choose to commission members with gender expertise in the region to deliver peer training, or to bring in external expertise, as appropriate. Minimum standards and core content should be first agreed at global level with a focus on reflective and experiential training to engage members on a deeper level than a simple box-ticking exercise. Opportunities for strengthening gender skills and awareness could also be built into existing learning opportunities, such as inclusion in employee inductions and induction packs for new members and Council members, regional and global capacity-building workshops and/or online seminars/discussions for partners to learn 'how to' integrate gender into thematic areas of work, and into the systems and structures of their own organisations. **(Regional Steering Committees, Working Group on WLR & GJ)**
- Consider ways to **build motivation to learn and change** so members and employees understand the benefits of promoting gender justice and WLR beyond compliance, such as through developing personal performance objectives on gender and introducing a rewards scheme.⁴⁵ **(Secretariat and Regional Co-ordination Units)**
- ILC should consider **adopting financial resource tracking to track the budget allocation and actual expenditure of resources**⁴⁶ for gender-related activities and use the results to influence strategic planning regarding budget allocation (see **box 10** for an example of how this could be done).⁴⁷ For these to be effective in allowing the ILC to build up a global picture of its spend on gender and to influence strategic planning decisions they would, however, need to be mandatory, rather than optional. It would require some training in gender-responsive planning and budgeting for the regional staff so they could support members to apply this when developing NES and CBIs, and also for Secretariat staff tasked with oversight of NES and CBIs and

⁴⁴For example: Gender specialists in the Secretariat and regions – should have relevant expertise and develop capacity through engagement in continual professional development and engage regularly with other gender experts who have disciplinary expertise; Senior management, Council members and Regional Steering Committee members – must be convinced, vocal leaders and can achieve this through training and ongoing support from specialists; Working Group members – must be convinced of and conversant with how gender justice and WLR can add value to their work and the work of other members and help achieve strategic commitments; Members – need to be able to recognise the importance of gender to their work and be able to call on relevant expertise.

⁴⁵For example, the UK's Department for International Development introduced a short-term gender bonus scheme for senior management to incentivise senior commitment and galvanise a shift in attitudes and awareness as part of its gender equality action plan in 2008/2009 and in 2009/2010

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/67668/gen-eg-act-plan-lght-tch-rev-summ-dcmt.pdf

⁴⁶Such as funding for the Working Group on WLR & GJ, allocation for regional gender justice capacity-building activities, and, in particular, financial benchmarking of CBI and NES spending on WLR and gender justice. It would also be interesting to track sector groups as a percentage of project spend e.g. the percentage of funding going to women's land rights organisations which are typically under-funded

⁴⁷The most commonly used tools to do this are financial coding and gender markers. The first gender equality marker was developed by the Organisation for Economic Co-operation and Development in 2008 as a tool for tracking financing (and/or results) on gender-responsive development outcomes. Since then numerous UN agencies have adopted a version of the OECD gender marker. Using such a tool would require ILC to screen its investments against the gender equality policy marker and also to track money going to women's rights organisations. According to a mid-term evaluation of its policy on gender equality, ILC strategic partner, IFAD, also reports it has taken steps to introduce a gender marker suggesting there is an opportunity for the two organisations to also share learning on this methodology and its potential for adoption by the ILC: see UN Women, 'Review of Corporate Gender Equality Evaluations in the UN System,' July 2015; see also for the merits and challenges of using gender markers: <https://undg.org/wp-content/uploads/2017/03/UNDG-Gender-Equality-Marker-Background-Note-Final-Sep-2013.pdf>

budget lines at global level, who would be responsible for collating and cumulatively tracking the gender-responsiveness of allocations and expenditures. Funding incentives for scoring positively on gender markers could also be used to promote their use. (**Secretariat, Regional Co-ordination Units**)

- Ensure existing guidance on integrating gender into members' activities are **user-friendly, accessible and available in all of ILC's core languages**. Where new resources are needed, ensure these are developed in a participatory, co-creative way (**Secretariat, Regional Co-ordination Units**).

Box 10: Adapting a simple gender marker to track budget allocation⁴⁸

UNDP's gender marker is a simple tool for tracking expenditure towards gender mainstreaming. It requires projects to rate all project activities in terms of how they contribute to gender equality and women's empowerment. This is done in the planning and budgeting phase of project design, but can also be used for monitoring and reporting.

Each activity must be allocated a gender rating of 0, 1, 2 or 3, as follows:

- Activities that have gender equality as a principal objective should be rated 3;
- Activities that have gender equality as a significant objective should be rated 2;
- Activities that will contribute in some way to gender equality, but not significantly, should be rated 1; and
- Activities that are not expected to contribute noticeably to gender equality should be rated 0.

By tracking expenditure in this way, it's possible to start to analyse trends by region, outcome and focus areas.

The following examples illustrate the possible rating **given to various activities in ILC's 2017 workplan and budget** and the rationale for these ratings:

Project: *ILC members in Africa will put in place mechanisms to hold governments, regional organisations and the African Union accountable in regards to promoting women land rights and build capacity for women themselves so they can act as real changes agents to improve and promote their land rights.*

Gender rating: 3

Rationale: *Women's participation and increasing accountability on women's land rights are the principal activities of this project.*

Project: *Securing territorial rights for indigenous people in the African region project will include developing an advocacy plan for engaging with governments, knowledge production for advocacy on land rights violations, the gender dimensions of land, and promoting discussions around indigenous women's land rights issues.*

Gender rating: 2

Rationale: *The rights of indigenous women will be considered in the design of this project, but they are not the principal objective.*

Project: *the NES India will build the capacity of women and youth in Free, Prior and Informed Consent and land investment laws*

Gender rating: 1

Rationale: *women will participate in this training, but it does not specify whether the training includes gender considerations or that trainers are aware of the gender dimensions of land investment laws.*

Project: *Establish procedures to counteract ILC's carbon footprint*

Rating: 0

Rationale: *This activity does not appear to contribute to gender equality in any notable way.*

⁴⁸ This has been adapted from *Gender Mainstreaming Made Easy: Handbook for Programme Staff*, UNDP, 2013 http://www.undp.org/content/dam/somalia/docs/Project_Documents/Womens_Empowerment/Gender%20Mainstreaming%20Made%20Easy_Handbook%20for%20Programme%20Staff1.pdf

A summary of gender marker data in the annual report might look like this:

	Total expenditure	Total number of projects
Gen 3	\$1,350,000	3
Gen 2	\$2,475,000	5
Gen 1	\$5,325,999	11
Gen 0	\$980,000	2

3.5 Gender mainstreaming in policy, programming and grant delivery

Positive findings:

- ILC has made **good progress on advancing equal land rights for women** in its work since it initiated its ‘Women’s Land Rights initiative’ in 2007, including this as a specific commitment in the current and previous strategic plan, and this has translated into members including specific objectives, outcomes and activities focused on commitment four in some NES and CBIs:
 - All regions have a programmatic area of work on WLRs and at least a third of ILC members (around 60-70 members) are estimated to be engaged in work to promote equal land rights for women. All the regional workplans for 2017 include some commitments to WLR and gender justice and ear-mark funding on commitment four.
 - There are currently 3 CBIs focused on commitment four - one in Asia led by SWADHINA, one in Latin America led by CINEP and one in Africa led by WiLDAF.
 - In Africa, three NES include some commitment to WLR,⁴⁹ in Asia at least two of the existing NES countries, Bangladesh and India, have a particular focus on women’s land rights and gender justice; and in the Latin America region almost all the NES strategies include some focus on equal land rights for women. The Latin American region has also established a Regional Working Group focused on WLR.⁵⁰
 - A number of NES have made **notable efforts to apply a gender lens to their strategy** as a whole, not simply in relation to commitment four, in particular Cambodia and Togo (see **box 11** below). An internal evaluation led by the Secretariat’s gender employees of Togo’s experience of integrating gender into its NES suggests this progress is because: eight out of 15 members in the national ILC platform are women’s organisations, one of the three NES objectives is focused on women’s rights; and also because Togo member ADHD has encouraged and supported considerable use of the Gender Evaluation Criteria by all members of the NES platform to promote WLR in Togo.⁵¹
 - The 2017 regional workplans outline some promising initiatives to advance commitment four. While it’s too early to say what their impact will be, it’s encouraging to see that a number of these go beyond promoting the rights and awareness of individual women and women’s organisations, and also seek to

⁴⁹Of the broad commitments listed for each NES country in Africa, Togo has the greatest focus on gender equality issues (p5) with specific priority areas including influencing work on women’s access to and control over land. Minor references are also made to WLR in the Madagascar and Tanzania priorities (p6)

⁵⁰The Rural Women initiative (Iniciativa multipais mujer rural) which aims to transform policies, practices and agendas through building synergies amongst organisations in the working group, capacity building and experience sharing, advocacy and influencing – it had a budget of US\$120,000 in 2017

⁵¹Note that this evaluation is the only one of its kind to be carried out by ILC to date, but it seems likely that other countries that have very active and influential women’s organisations and/or gender-focused organisations as members are also more likely to take gender considerations into account when developing and implementing their NES. *Rapport de Mission: Etude de la Dimension Genre dans la Strategie Nationale d’Engagement au Togo*

address systemic and structural gender inequalities in land access, ownership and governance.⁵²

- The Secretariat has developed a **helpful tracking system to monitor WLR and GJ throughout the NES** formulation and implementation process, with a traffic lights system to score the extent to which WLR and GJ are integrated. This track system was shared with Regional Coordinators and ILC employees in June 2012, whilst specific tools, like a guide to carry out a gender analysis, have been sent to Members and published online. ILC Secretariat interacted with ILC members to provide feedback on on-going basis. This interaction has been “*uneven and often limited because of tight timelines, but it has proved to be fundamental to ensure a minimum consistency through-out the NES processes.*”⁵³
- ILC has supported and encouraged members to make use of human rights reporting procedures to highlight gender discriminatory policies and practice in national legislation on land issues. Specifically, ILC has supported nine of its members to develop or contribute to CEDAW and CESCR shadow reports since 2015 (see **box 9** below).

Box 11: Applying a gender lens: the NES of Cambodia and Togo

Both the Togo and Cambodia NES demonstrate a good understanding of the gender dimensions and unequal power relations affecting the issues their strategies seek to address – for instance, the Togo strategy highlights the provisions of customary laws that discriminate against women and a lack of awareness, and the Cambodia strategy references the gender imbalance in decision-making around land management and land tenure. They also include specific provisions and activities to promote women’s equitable access to land – such as building the awareness of local decision-makers on these issues and supporting women with national funds to support their financial independence in Togo and a WLR campaign in Cambodia, although few details are provided regarding the latter. Both strategies could be further strengthened by integrating a gender analysis more systematically throughout the strategy, reinforcing the rationale for their approach to promoting gender justice by providing quantitative and qualitative data and research, where available, and ensuring specific outcomes to promote gender justice are matched by corresponding ear-marked budget allocations. The Cambodia NES also needs to ensure that its strong gender analysis translates into tangible and measurable outcomes.

Box 12: Using CEDAW to advance women’s rights in Bangladesh

CEDAW is a critical tool to achieve the full realisation of equal rights for women in every country. In the past, the Bangladesh government’s periodic reports to the CEDAW Committee, the main mechanism by which governments report on progress against the Convention’s commitments, made no mention of women’s land rights. With ILC’s support, the Association for Land Reform and Development (ALRD) and other NES partners in Bangladesh were able to produce a civil society ‘shadow’ report highlighting weaknesses and inconsistencies in government legislation, policy and practice on women’s land rights, particularly in relation to the CEDAW articles relevant to women’s land and property rights.⁵⁴ The ILC support allowed for the report to be produced through a very participatory process that involved consultations

⁵² For example, the Madagascar NES includes provision for training government officials on gender awareness, the Guatemala NES sets out plans to present recommendations to the Ministry of Agriculture for more gender-just land policies, the Malawi NES will support the development of gender-sensitive standards and procedures to guide land committees and tribunals and a new multi-country initiative in Africa, the Women’s Rights for Inclusive Development and Growth in Africa (WRIDGA) will seek to hold eight national governments and Regional Economic Communities accountable on the implementation of relevant African Union women’s land rights instruments.

⁵³ Internal Note: WLR and GJ in ILC National Engagement Strategies

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http://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/BGD/INT_CEDAW_NGO_BGD_25332_E.pdf

with grassroots communities and also enabled civil society representatives to attend the CEDAW Committee hearing in Geneva. As a result of their report, the CEDAW Committee make a number of recommendations to the Bangladesh government aimed at addressing the legislative failings highlighted by NES partners. While the Bangladesh government has yet to implement all these recommendations to date, ALRD says the report has become a really useful advocacy tool to put pressure on the government to reform discriminatory laws and practices.

Challenges

- ILC’s own analysis of gender justice and WLR in NES finds that: “*Members and staff often do not clearly distinguish between WLR and GJ, evaluation of gender balance in NES related events is sometime complex and time-consuming and it seems of almost no interest, attention to CEDAW remains low, gender inclusion within organisational analysis remains low, gender analysis in NES document is often basic and gender is seldom addressed as a cross-cutting issue.*”⁵⁵
- Our analysis of a sample of seven NES⁵⁶ and interviews with the relevant Secretariat employees confirms that even in the NES that include a focus on commitment four, **gender analysis tends to be weak and inconsistent**, with some notable exceptions (see **box 11** above), and, while the narrative might include a commitment to address gender justice, this does not necessarily translate into specific targets, indicators and budgets that reflect this commitment.
- The available evidence suggests a number of reasons for the **limited mainstreaming and prioritisation of gender issues in NES**:
 - Gender is not consistently mainstreamed into NES tools and guidance – while some effort has been made to integrate gender into the National Engagement Strategy Manual and Toolkit, the main guidance note which explains the main features, processes and tools characterising the NES,⁵⁷ it does not include an explicit requirement for members to mainstream gender justice across *all* NES, nor does it provide detailed, step-by-step guidance for members on how to do this. A WLR and gender dimension in NES questionnaire exists, but is somewhat confusing and doesn’t seem to have been used much by members to assist them in drawing up gender-sensitive NES.⁵⁸
 - Gender is not mainstreamed into CBI guidance – while CBIs are only just starting to be developed it seems likely that those CBIs not focused on commitment four will also fail to integrate gender unless the guidance is made more explicit.⁵⁹
 - **Gender criteria are not included** in the assessment of NES and CBIs proposals.⁶⁰
 - The NES guidance document advises that Review Committees should be gender-balanced, but in practice this is not always the case. It does not require

⁵⁵Internal Note - Women’s Land Rights and Gender Justice in ILC National Engagement Strategies: Second Year review and assessment, AF, EC, SP

⁵⁶The following NES were reviewed for this audit: Albania, Cambodia, Guatemala, India, Madagascar, Nicaragua, and Togo. Note that as CBIs are only just getting underway these were not included in the review.

⁵⁷It encourages members to consider gender in the NES process, to ensure that NES committees are gender-balanced and that workshops include women’s rights organisations

⁵⁸In interviews the reasons for low uptake of tools like this was attributed to the lack of regional ownership and also the reluctance of Secretariat employees because ILC is a network and only provides small grants, whereas gender experts within the membership who were interviewed said they look to the Secretariat to provide some leadership and parameters and benchmarks on this (not just in NES and CBIs, but across the Board)

⁵⁹As per the NES, applicants just have to address one or more of the ten commitments set out in the Strategic Framework. Gender knowledge and expertise is not currently a criteria for selection to be on the ad-hoc review committees that assess the proposals, nor do they seem to have any guidance or support to assess proposals against gender criteria. Any mentions of gender issues are limited to general statements of commitment to equality, such as “ILC strives to overcome practices that perpetuate to marginalisation...”

⁶⁰NES and CBIs are assessed against seven criteria set out in the roadmap: relevance, potential for impact, potential for innovation, member demand, feasibility/interest, financial assessment and capacity.

them to be gender-aware or to assess proposals for gender-sensitivity and there is no support for them to apply this analysis in their consideration of the proposals. To date, there's been a **reliance on gender employees at the Secretariat** reviewing proposals for gender-sensitivity, but with an increasing number of proposals and reduced capacity of dedicated gender employees at Secretariat level this is not a sustainable solution.

- Several employees and members suggested that the work of some members is **more progressive and gender-aware than it appears from reading the NES**, suggesting possibly that either the current system is inadequate for capturing these perspectives and/or that they are not actively participating in the drafting or reviewing of NES. For example, *“In Nepal when they do land titling they push for women’s rights on the ground, but the same people when they draft the NES they don’t mention gender justice.”*
- Gender experts working for ILC members in different regions said there remain **considerable cultural blocks to integrating gender in land rights issues** in their countries and regions. Their concern is that some members in their regions will actively ignore gender in ILC programming, and in their own organisations, unless mandated to look at this by the Secretariat and/or by Regional Co-ordinators.
- ILC is **not maximising the wealth of gender expertise** of existing members and other women’s land rights organisations/gender-focused organisations, which could help to strengthen gender analysis and approaches in *all* NES and CBIs, regardless of whether they include a focus on commitment four.
- There is a growing evidence base at global level, including from within the ILC membership, to support gender analysis and gender mainstreaming in policy and programming work on land rights, but it is not easy for members to access this – there is currently no database of such resources managed by the Secretariat.⁶¹ A regional staff member said they it would also be helpful to have more access to research and documentation in the most widely spoken languages of their region, not only English.
- The available evidence suggests gender justice issues are not routinely integrated into policy analysis and advice to governments and this very much depends on whether this is an area of expertise for the member/s leading the policy work.

Recommendations

Short-term:

- **Make gender quotas in the governance and management processes for NES and CBIs mandatory** – this should extend to the NES Organising and Steering Committees, the membership of NES platforms, the CBI Working Group, and where possible the CBI and NES Review Committee members, and NES Facilitators. **(Secretariat, Council, Regional Steering Committees)**
- **Revise the current guidance on integrating gender into NES so it’s more user-friendly** for members. This should include key questions to prompt members to reflect on the gender analysis generated as part of the country assessment and consider how they can integrate gender-specific and/or gender-sensitive activities and objectives in each of the commitments they choose to focus on. **(Secretariat)**

⁶¹Although the ILC website includes some useful research studies and policy documents on gender related land rights issues in the ‘resources’ section, it’s necessary to search through the many other resources in this section, such as news stories and reports, to find reports that are specific to their region or country, or to the specific aspect of gender justice they are interested in. It’s not clear whether this information can be accessed more easily at national or regional level currently, and more information is needed from Regional Co-ordination Units to be able to map this more comprehensively.

- Promote **greater ownership and institutionalisation of core gender mainstreaming tools**, such as the GEC, by ensuring they are discussed at Regional Assembly level before dissemination and continue to support members to lead on training others in their use, based on their experiences and learning. **(Regional Co-ordination Units, Working Group on WLR & GJ)**
- Ensure that the current work to establish a ‘Competency Map’ includes mapping the evidence-base currently available at national, regional and global levels to **support gender analysis and gender mainstreaming in policy and programming work** so that this can be made available to members, particularly when planning new CBI and NES. **(Secretariat, Regional Co-ordination Units)**

Medium-term:

- Draw on the gender expertise both within and outside ILC by ensuring **women’s land organisations and organisations with expertise on gender are actively and meaningfully involved** in the development and management of all NES and CBIs, regardless of whether they include a focus on commitment four. Specifically, ILC should:
 - Be more strategic about asking members with this expertise for input or asking them to recommend organisations with gender expertise that could support these processes.⁶²
 - Include diverse women’s – and men’s - opinions in the development and management of NES including women and men of different ages, ethnicities and abilities and minority groups, to ensure CBIs and NES reflect multiple interests, needs and priorities.
 - **Ensure there’s a ‘level playing field’ for women** to participate with men in influencing the development and management of NES and CBIs. This could involve larger, more established members of ILC supporting and mentoring newer and smaller members/those with less capacity, typically women-led organisations, to share their expertise and participate actively. **(Membership, Regional Co-ordination Units)**
- Request that members commission a **robust and thorough gender analysis** of land rights issues in the country/regional context as part of the country assessment prior to developing *all* NES or CBIs. The GEC could be used to inform this analysis. The Secretariat could help by allocating funding and/or recommending in-country/regional experts (from within or external to the coalition) to support this. **(Membership, Regional Co-ordination Units)**
- Make **training, guidance and ongoing support available to members, committee members and facilitators** involved in the NES and CBI process to enable them to implement more gender-sensitive approaches.⁶³ Ideally this support should be available within the region, either in the form of a dedicated gender person sitting in the Regional Co-ordination Unit, a member with gender expertise tasked with this role and/or specific expertise bought in to accompany the process from concept to completion. *“Support in these processes should be a little more sustained. Follow up, especially in the first stage to verify if a correct implementation or reading of the results is being done, is essential.”* Regional employee **(Regional Co-ordination Units)**
- Provide **capacity-building support** for employees, members, and committee members and, in particular, facilitators working on NES and CBIs to ensure future

⁶²For instance, ILC member the Huairou Commission, a global coalition of women’s networks, INGOs and grassroots women’s organisations, has members and contacts in many of the countries where ILC works and is well-placed to suggest strong women leaders and partners that could input into NES processes and ensure gender issues are integrated.

⁶³Specifically ILC Review Process and Timeline for CBIs, the Guidelines for CBIs under the ILC Strategy 2016-2021, the CBI assessment matrix.

NES and CBIs are gender responsive. Give facilitators, committee members and members clear guidance and benchmarks on how to ensure a gender-responsive process and output. **(Secretariat/Regional Co-ordination Units)**

- Include **consideration of gender issues as an additional criterion** for assessment of NES and CBI proposals.
- Reflect on the process of developing **gender-responsive proposals and strategies through peer-to-peer learning**, such as the Facilitators Community of Practice, to ensure learning is captured and shared with other countries and regions. **(Regional Co-ordination Units)**
- Ensure ILC's vision and position on gendered injustice and oppression, as articulated in its gender strategy, are carried forward and made visible in external policy agendas at different levels, not only those with a focus on women's land rights. **(All)**
- **Further investigate, through internal evaluations, the gap between what's recorded in key ILC programme documents and gender justice practice on the ground.** Aside from the Nepal land titling example cited above under challenges, other initiatives that would be interesting to explore further include the work of feminist organisations in Nicaragua to promote women's leadership in the land rights movement, efforts of ILC members in Colombia to strengthen rural women's organisations around participation, representation and advocacy on land rights issues and their role in national food security, and an evaluation to better understand how the Kilimanjaro Initiative gets taken up by governments and benefits women's access to and ownership of land in practice.⁶⁴

3.6 Communications

Positive findings

- ILC has contributed considerably to **enhancing and raising the profile of its members and their initiatives on WLR** (and other issues) through the ILC website, social media and other media work. For example, in October 2016 ILC promoted the Kilimanjaro Initiative to promote women's land rights in Africa through social media and collated media stories from around Africa on its website.⁶⁵ It also used social media to create global awareness of an initiative led by Indonesian member, KPA, that involved women indigenous farmers sitting with their feet in cement in front of Parliament to halt the construction of a cement factory.⁶⁶
- ILC Brand and Visual Identity Guidelines⁶⁷ include some guidance for employees and members on how to ensure communications are gender-sensitive and are available in ILC's three main operational languages.⁶⁸

Challenges

- There is **no reference made to gender justice and WLR in any of the national communication strategies we reviewed** in the sample of seven NES, but they are not very detailed and it's possible there's more detail in members' own communications plans and strategies.

⁶⁴ Some of the Nicaraguan feminist organisations that are ILC members are doing interesting work on challenging unequal power dynamics at community level on land rights issues and food sovereignty and also advocating with government, which would be worth exploring more deeply.

⁶⁵ <http://www.landcoalition.org/en/regions/africa/news/media-helps-echo-voices-and-demands-women-climbing-mt-kilimanjaro>

⁶⁶ <http://www.landcoalition.org/en/regions/asia/news/action-alert-their-feet-buried-cement-kendeng-farmers-appeal-president>

⁶⁷ https://gallery.mailchimp.com/608130c9788e13674ce2c8a37/files/guidelines_web.pdf

⁶⁸ The guidance recommends ensuring a gender, age, racial and regional balance (page 18), the use of gender-neutral language (page 40), and a balance of gender, age, race, and region (page 64). In the accompanying 'cheat sheet' this is reduced to a recommendation to ensure gender balance in images.

- Some members said they would **welcome guidance on how to ensure their communications are gender-sensitive**, but the Secretariat has not yet developed any tools to support members in this area.
- There are some references to gender justice and WLR on the ILC’s website,⁶⁹ but in general the **website doesn’t really mention gender justice issues other than in relation to commitment four**. Given the increased focus on making gender justice central to ILC’s work, this could be mainstreamed more consistently across the webpages.

Recommendations

Short-term:

- **Revise the ILC website to better reflect the coalition’s commitment to gender justice:**
 - Avoid the use of gender-neutral terms across the website,⁷⁰ where possible.
 - Increase the number of case studies focused on gender justice and WLR in the database of good practices.
 - Make it clear on the ‘join us’ page that ILC encourages applications from women’s rights organisations.
 - Make it clearer how gender justice – which is cross-cutting – is also meaningfully integrated across all the other commitments and not just commitment four.
 - Include a clear rationale for why women and girls are disproportionately affected in relation to access to and control of land rights.
 - Ensure commitment to gender justice is mentioned in relation to ILC’s vision, mission goals or pillars.
 - Outline how ILC takes gender justice issues seriously within internal policy and practice - or at least ILC’s commitment to this and what plans it has to further this work.
 - The website could also include a specific section on gender resources of members, including research, tools, gender policies etc. (**Secretariat**)

Medium-term:

- ILC could enhance the existing Brand and Visual Identity Guidelines or produce a short accompanying guidance note to provide **more practical guidance for employees and members on what gender-sensitive communications look like**, including examples and explaining more fully what is meant by terms such as ‘gender-neutral language’ (see box 10). This could be adapted from existing guidance or checklists that members have developed and/or draw on the guidance IFAD is currently developing on gender-sensitive communications. There are also a number of useful resources available on the Internet.⁷¹ Any training for members on communications should also integrate a gender perspective. (**Secretariat, Regional Co-ordination Units**)

Box 13: Why gender and communications?

⁶⁹For instance, the news home page of the ILC website highlights several stories with a focus on WLR, including a study on women’s contribution to agriculture in Bangladesh and the African Union’s endorsement of the Pan-African Women’s Charter on Land Rights (accessed 21st April 2017).

⁷⁰Rural poor, land-users, small holders, indigenous peoples, pastoralists, which mask the differences between and amongst women and men.

⁷¹*Guidelines on gender-neutral language* (1999), UNESCO: <http://unesdoc.unesco.org/images/0011/001149/114950mo.pdf> and *Principles of gender-sensitive communication: UNDP Gender Equality Seal Initiative*: <http://www.im.undp.org/content/dam/jamaica/docs/gender/JM-AUG-29-UNDP%20Gender%20Seal-Principles%20of%20gender-sensitive%20communications.pdf>

Language and images can often reflect unconscious assumptions about gender roles and the abilities of women and men. The specific language and images ILC and its members use in, for example, press releases, social media content, and publications should therefore model the coalition’s commitment to gender justice.

As a minimum, the Secretariat and members should ensure their communications do no harm; i.e. cannot be interpreted as discriminatory, demeaning or biased. But they should strive to go beyond this and transform attitudes and behaviours related to gender inequality and the exclusion of women.

The following principles can be useful prompts to ensure communications work is gender-sensitive:

- *Challenge gender stereotypes* – actively challenge stereotypes by using words and images that show women and men in non-traditional gendered roles e.g. women as leaders and men as carers, and strive to show women as active in their own development.
- *Use gender-sensitive language* – words are not neutral and it’s important to avoid using exclusionary forms of language. For example, avoid using he/his when referring to both a man and a woman as this excludes women, instead use ‘he’ and ‘she’ or ‘his’ and ‘hers’, or use ‘they’ to avoid gendered pronouns.
- *Show diversity* – in many contexts women’s voices and experiences, in particular, are invisible. ILC communications should give voice to the experiences of both women and men, and of women and men from a range of backgrounds.
- *Empower beneficiaries and partners* – the processes of generating knowledge, messages and communications should be participatory, wherever possible, and ensure that those most affected by an issue, where possible, and/or those that represent them, are involved or, ideally, taking the lead.
- *Highlight specific barriers and obstacles faced by women* – while gender inequality impacts on both women and men, it impacts disproportionately on women. It is helpful to highlight this in news stories, policy messages, research publications and other written communications.

3.7 Monitoring, evaluation, learning and knowledge management

Positive findings

- There is evidence⁷² that ILC projects, particularly those with the specific goal of promoting women’s land rights, have had **positive outcomes and some impact** on several different aspects of gender justice and women’s land rights, although learning about what works/doesn’t work and why needs to be deepened through internal and external evaluations of individual projects:

Box 14: Positive outcomes and impacts on gender justice and WLR

Positive outcomes and impacts	Examples
Increasing women’s representation and voice in decision-making	In Albania , the ‘I Decide as Well’ campaign has increased the number of women represented in forest user associations and is now supporting them to ensure their influence counts in the decision-making of these organisations (see box 13)

⁷²This evidence draws on interviews with ILC members and case studies adapted from ILC’s Database of Good Practices: <http://www.landcoalition.org/en/what-database-good-practices>

<p>Enhancing the skills and knowledge of rural women and the organisations that represent them</p>	<p>ILC member in Nepal, the Community Self-Reliance Centre, has educated rural women and men and state actors about the legal and constitutional dimensions of women’s land rights which has led to women acquiring their share of land and property under joint land ownership certificates⁷³</p> <p>ILC member in Argentina, Fundacion Plurales, raised awareness amongst peasant and indigenous women about the government’s obligations to women under the UN Convention for the Elimination of All Forms of Discrimination against Women (CEDAW). Their views helped strengthen the shadow report to the CEDAW Committee who reviews progress against women’s rights. Fundacion Plurales also gained learned valuable lessons in using UN mechanisms for strengthening its advocacy work at country level.⁷⁴</p> <p>In Latin America, the Terra Mujer project supported six ILC members in five different countries – Guatemala, Nicaragua, Bolivia, Colombia and Costa Rica – to develop common methodologies for analysing land governance issues for rural women, to develop studies of the local situation collectively, to build grassroots knowledge and collect information through community-based learning spaces and to strengthen the capacity of grassroots rural women’s organisations and indigenous organisations to undertake collective action.</p>
<p>Supporting women to mobilise for positive change</p>	<p>In Africa, the Kilimanjaro Initiative gave rural women a voice on land rights issues and enabled them to present a charter of demands to regional policy-makers in 2016 (see box 14).</p> <p>In India, ILC member Swadhina provided training and support to indigenous women to form a local Women’s Committee and advocate for their right to benefit from a government scheme to improve land-based livelihoods. This enabled them to buy seeds and fertilisers, and increase their incomes and quality of life.⁷⁵</p>
<p>Promoting gender-sensitive land services</p>	<p>In Burundi, research conducted by ILC members has resulted in greater awareness of unequal land rights practices amongst judges at community tribunals. (see box 15)</p>
<p>Influencing law reform and the passage of pro-women land laws and policies</p>	<p>In Nepal, as a result of a campaign and march on government by women, supported by ILC member ABHIYAN, the Nepalese government passed a law that stated land titles can be transferred to women for only \$1. When the government failed to implement the law ABHIYAN widened its campaign in 2015, with support from the ILC,</p>

⁷³ Land Watch Asia Issue Brief: Women’s Land Rights in Asia: <http://www.angoc.org/wp-content/uploads/2016/01/Women-issue-brief1.pdf>

⁷⁴ <http://www.landcoalition.org/en/regions/global-including-europe/blog/ilc-members-push-womens-land-rights-priority-cedaw-agenda>

⁷⁵ <http://www.landcoalition.org/en/bestpractice/group-women-unites-and-claims-rights-and-services-state>

	<p>and as a result 10,000 women were able to obtain new land titles.⁷⁶</p> <p>In Cameroon, ILC members are influencing the ongoing policy reform process initiated by Cameroon's Ministry of State Property and Land Tenure so that the reformed policy results in a decrease in land rights abuses against women.</p>
Increasing women's access to and control over land	<p>In Niger, ILC member FAO-Dimitra facilitated women's participation in community dialogues around land through radio listener's clubs, community meetings and representation with religious and community leaders, enabling them to secure a 99-year lease on agricultural land.⁷⁷</p> <p>In Togo, WiLDAF (Women in Law and Development in Africa) has enabled 1000 women to access land, increase production through signposting to agricultural inputs and micro-funding and helped them secure land contracts enabling them to invest in the land. The ILC member has also ensured land rightfully passes to women on inheritance, and worked to bring about positive changes in the Family Code in relation to inheritance rights.⁷⁸</p>

Box 15: Increasing the participation of women in Forest User Associations in Albania⁷⁹

From July 2014 to 2016, ILC member National Federation of Common Forest and Pastures of Albania (NFCFPA), organised the 'I Decide as Well' campaign to address the under-representation of women in forest user associations, particularly as they remain one of the most vulnerable social groups in Albania, with limited rights to land.⁸⁰ Key to the success of this campaign, according to NFCFPA, was the way it dove-tailed with a World Bank call in 2016 for funding proposals that required applicants to have 30% of women on their governance boards. As a result, 120 out of 250 forest users' associations now have women represented on their boards. NFCFPA also saw all of its 11 regional federations increase their board membership to 30% of women. The organisation is now planning a second phase of the campaign to ensure that women's participation in these associations and federations is meaningful and not simply a box-ticking exercise. This will involve periodic monitoring of the forest associations that received grants from the World Bank and other donors to assess the role women have played.

Box 16: The Kilimanjaro Initiative: standing up for women's land rights in Africa

The Kilimanjaro Initiative was conceived during a meeting of rural women and civil society organisations in Dar Es Salaam, Tanzania, in 2012. Their aim was to address the absence of rural women in decision-making spaces on land rights issues and to voice their concerns about discrimination in access to and control over land and

⁷⁶ http://www.landcoalition.org/sites/default/files/documents/resources/case_studies_leaflet_5_nepal.pdf

⁷⁷ <http://www.landcoalition.org/en/regions/africa/resources/community-listeners-club-niger-finds-solution-secure-access-land-women>

⁷⁸ <http://www.landcoalition.org/en/regions/africa/goodpractice/using-gender-evaluation-criteria-gec-assess-laws-and-raise-awareness-amongst-population>

⁷⁹ From an interview with Albora Kancani, ILC Council member and representative of member organisation the National Federation of Common Forest and Pastures of Albania

⁸⁰ NES Albania: Promoting People-Centred Land Governance:

http://www.landcoalition.org/sites/default/files/documents/resources/nes-report-3-albania-web-en_0.pdf

natural resources in Africa. The Initiative led to more than 400 rural women from 22 countries participating in a Mass Assembly in October 2016 where they presented a charter of demands on their rights to land to representatives of regional bodies, such as the African Union, and government officials. 26 of the women also made a symbolic ascent of Mount Kilimanjaro to raise awareness of women's rights to land. The initiative was supported by ILC and a number of its members, including Oxfam, ActionAid, Women in Law and Development in Africa, and the Institute for Poverty, Land and Agrarian Studies. As a result, over 20 countries have already subscribed to the charter and rural women's assemblies have been set up in many of the countries to hold their governments accountable for implementing the commitments in the charter. There is also growing momentum now at Pan-African level, with the African Union's Land Policy Initiative launching a campaign targeting 30% of all registered land to be given to women, complementing the Kilimanjaro Initiative's objectives. The Initiative has also enabled rural women to play leadership roles on land rights issues, from village level up to the regional level.

Box 17: Promoting gender-sensitive land services in Burundi⁸¹

In Burundi, ILC supported member APDH (Association pour La Paix et les Droits de l'Homme) to conduct research to assess the gender-sensitivity of 43 community land services. The research also explored the extent to which judges of community tribunals on issues of land rights take account of gender justice issues and found many disparities. As there are no land inheritance laws in Burundi, judges make their own interpretation of each situation. The research allowed APDH to compare customary laws, practices and constitutional provisions for gender-sensitivity and to bring judges together to raise awareness of the situation. Following this work, the organisation is now putting together a project with Care International to create a body of good practice and experiences to promote women's land rights working from the community level up since they say there is no political will to develop land succession laws at national level. They attribute ILC's support with supporting them to realise through this research that the best entry points to address women's land rights are from the grassroots level up, to disseminate good practice at community level, raise awareness about women's rights at judicial level and monitor consciousness of such institutions about women's rights.

- ILC has taken a **number of steps to strengthen attention to gender** in its monitoring, evaluation and learning systems and processes:
 - Since the current ILC strategic plan was introduced in 2016, members have been requested to provide sex-disaggregated data and feed back on gender justice issues in their annual programme monitoring reports to the Secretariat - although this is **only mandatory for members that are in receipt of a grant and is often not provided despite being a mandatory requirement**.
 - Monitoring women's land rights is a high priority for members⁸²
 - ILC's new integrated approach to Monitoring and Evaluation, Learning and Capacity-building (MELC) and corresponding tools, such as the new interactive M&E platform currently under development, present an opportunity to monitor ILC's impact on gender (and other commitments) more consistently and effectively **provided gender justice and WLR are integrated into all aspects of the design and roll-out** of the new approach.
 - The ILC website includes a Database of Good Practice with case studies for each of its ten commitments. Currently 15 of these highlight examples of how members have advanced commitment four.⁸³

⁸¹ From an interview with Jean-Marie Habwintahe, President of ILC member APDH, Burundi

⁸² The external Evaluation Report of ILC's 2011-2105 Strategic Framework states that monitoring women's land rights was ranked third amongst the learning needs of new ILC members.

⁸³ <http://www.landcoalition.org/good-practices>

- ILC and its members have generated **some useful research on gender justice issues** and land rights at global, regional and national levels, some of which is available on ILC's website.⁸⁴ A sample of non-gender focused research publications reviewed addressed, to varying extents, the gender dimensions of the specific land rights issues in question.⁸⁵ And there is also evidence that research commissioned and/or led by the Secretariat has been developed through **participatory and/or co-creative processes with members**.⁸⁶

Challenges

- Several participants interviewed felt the **lack of specific gender targets for each of the commitments**, and not simply for commitment four, is hindering progress on measuring gender justice outcomes and impact. Integrating gender targets across all commitments is critical for enhancing internal understanding on the importance of gender as a cross-cutting theme.
- Key guidance on monitoring and evaluation, external evaluation reports and internal knowledge management documents and related tools and frameworks are **largely gender-blind**.⁸⁷
 - The ILC's Systematic Knowledge and Learning Approach does not address how gender justice issues are to be integrated into knowledge and learning.
 - The key M&E document, 'Monitoring and Evaluation in the International Land Coalition - Operationalising the Road Map and Strategy 2016-2021 the New M&E system' makes little reference to women's land rights or gender justice.⁸⁸
 - The Evaluation Report Strategic Framework 2011-2015 refers to the Gender Evaluation Criteria as a good way of putting members' knowledge into wider practice, but otherwise this important strategic document is almost entirely gender-blind,⁸⁹ suggesting there was limited learning around implementation of the WLR commitment in the last strategy, at the global level at least.
 - An independent mid-term review of the ILC's strategic plan 2011-2015 includes limited reference to WLR other than a few examples of good practice, including the Africa Gender Justice Charter, GEC and CEDAW shadow reporting.
- The **lack of detailed and systematic monitoring, evaluation and learning on ILC's strategic commitments** on gender justice and WLR and more broadly makes it very difficult currently to learn from and replicate or scale up good practices. One

⁸⁴ See, for example, *A Synthesis Report of Action-Research Projects on Women's Access to Land from Southern Africa*: <http://www.landcoalition.org/en/regions/africa/resources/synthesis-report-action-research-projects-womens-access-land-southern-africa> and *Women's access to land and household bargaining power: a comparative action-research project in patrilineal and matrilineal societies in Malawi*: <http://www.landcoalition.org/en/regions/africa/resources/womens-access-land-and-household-bargaining-power-comparative-action-research-project>

⁸⁵ See, for instance, *Land Investments, accountability and the law: lessons from West Africa* http://www.landcoalition.org/sites/default/files/documents/resources/iied_land_investments_accountability_and_the_law_-_lessons_from_west_africa.pdf; *Land Rights and the Rush for Land: Findings of the Global Commercial Pressures on Land Research project*: http://www.landcoalition.org/sites/default/files/documents/resources/ILC%20GSR%20report_ENG.pdf; and *Family Farming and People-Centred Land Governance: Exploring Linkages, Sharing Experiences and Identifying Policy Gaps* http://www.landcoalition.org/sites/default/files/documents/resources/family_farming_web_6_summary_nri_en.pdf

⁸⁶ For example, the Secretariat coordinated the research and writing of a synthesis of studies from Asia and West Africa on Islamic inheritance laws and their impact on rural women. The process involved several workshops with a selection of members between 2014 and 2016 to design and develop content and to share findings: *Framing the Debate: Islamic Inheritance Laws and Their Impact on Rural Women*, Kahn, F (2016) <http://www.landcoalition.org/en/regions/global-including-europe/resources/framing-debate-islamic-inheritance-laws-and-their-impact-rural-women>

⁸⁷ See the list of MEL documents reviewed as part of the literature review stage of the audit in appendix 2.

⁸⁸ With the exception of a mention of cumulative targets for 2018, where, out of 200 members connected with, at least 10 (5%) are women's organisations. Under Mobilising there is a target about 400 organisations taking part in focused learning events of which at least 180 are women.

⁸⁹ This is a bit more information about work carried out as part of the WLR initiative in what appears to be an annex to this main evaluation report

ILC employee noted that: “*We are not systematic about how we learn from and share information.*” And where ILC does capture learning, this usually contains **limited reflection on the reasons for negative change, backlash or lack of progress**, missing out on valuable learning insights for all. For instance, there has been no reflection on why members have failed to make progress on implementation of the Africa Platform Charter for Gender Justice, despite this being an important initiative by members to promote gender justice in their region.⁹⁰

- Several ILC employees (Secretariat and regions) reported that **members find the process of reporting a burden**, suggesting more work is needed to ‘build value for a learning culture’ within ILC, with gender as a central part of the approach, but there is also the need to develop greater awareness and capacity amongst both members and employees around the importance of gender-sensitive and sex disaggregated data collection and a robust gender analysis throughout the project cycle as an integral contribution to delivering on ILC’s overall vision.
- Data gathering and reporting on gender equality issues tends to be **limited to specific projects**, particularly those where ILC has to meet compliance obligations with donors.
- Much of the gender focus in ILC’s MEL to date (at all levels) is **limited to sex-disaggregated data**, such as the numbers of women and men benefitting from a training or participating in meetings, with very little attention paid to monitoring *qualitative* changes as a result of ILC’s work. This means that measurements of success are often far removed from what is needed to enable social change or deep learning on gender justice to take place. For example, to date, ILC has mainly relied on gathering sex-disaggregated data in the NES and CBIs on the numbers of women and men reached - although this data is not always provided consistently by members - but **numbers alone are insufficient to capture the complexity** of what is required for gender inequality to be challenged and women to become empowered, make decisions and participate in land management and food production etc. This lack of learning in turn is making it difficult for ILC to make strategic and informed decisions about its gender justice work.
- It was not possible to get a comprehensive picture of the obstacles to generating sex-disaggregated data at country level, but feedback from Regional Co-ordinators suggests **some members lack the technical skills to collect, manage and analyse sex disaggregated data**.
- Interviews for this audit reveal a **richness of activity and learning on gender justice issues that is not necessarily captured in the documents reviewed**. Secretariat employees interviewed suggested this is due to the lack of capacity at Secretariat level, with just a few employees to gather large volumes of information from the 206 members, and a lack of capacity amongst smaller members to generate learning reports and material. The lack of prompts to draw out learning on gender justice issues through NES reporting guidance is also likely to be making it more challenging to then aggregate learning at the Secretariat level.

Recommendations

Short-term:

- **Gender-sensitive Monitoring Evaluation and Learning needs to be built into all stages of the programming cycle** – it is much more difficult to measure progress

⁹⁰ It should be noted that negative change, backlash and failure to make progress on gender justice issues are not always indicative of failure or lack of effectiveness and can be exactly the opposite – they can be evidence that the process is working and creating resistance from the status quo as a result, although of course they can also be signs that strategies are not working:

https://www.awid.org/sites/default/files/atoms/files/capturing_change_in_womens_realities.pdf

and impact if, for instance, MEL frameworks for NES and CBIs are not informed by a robust gender analysis of the context in the first instance, then integrated into all MEL tools and data analysis and finally included in the Terms of Reference for mid-term and final evaluations. Specifically, ILC should:

- Develop clear, realistic and measurable objectives, and include qualitative and quantitative indicators and **targets⁹¹ on women's land rights and gender justice for each of the ten commitments** as part of the process of developing the gender strategy. Integrate these into the M&E platform, so that monitoring of all CBIs and NES feeds into overarching gender goals and targets in each area.⁹² **(Secretariat)**
- **Ensure all targets in the new online monitoring and evaluation platform are gender-sensitive. (Secretariat)**
- Ensure the annual **reporting guidance and templates for CBIs and NES include practical guidance** and pointers to encourage members to submit gender-related learning and case studies against the objectives defined in the gender strategy. **(Secretariat)**
- Ensure sex-disaggregated (and, wherever possible, disaggregation by other categories, such as age, ethnicity, income etc⁹³) data collection is **integrated and operationalised as part of the implementation of the global indicator set** currently being developed for the new M&E platform. **(Secretariat, Regional Co-ordinating Units, membership)**

Medium-term:

- Support employees and members to identify and **overcome obstacles to generating sex-disaggregated data**, such as by:
 - Highlighting gender data gaps at national, regional and global levels through policy and advocacy work.
 - Building the capacity of employees and members to understand why gender statistics are needed - to inform and monitor progress in NES and CBIs and to build an aggregate picture at regional and global level to better understand the impact on the lives of women and men targeted by ILC's work - as well as practical guidance on how to collect and analyse such data, through training and mentoring (see below).
 - Mapping competency on gender-sensitive M&E through the Competency Mapping tool so that members that lack skills in this area can be matched with others with the relevant expertise in their country or region. **(Secretariat)**
- Continue to build on the approach of **co-creating knowledge around gender justice issues** to ensure women are the *subjects* not the objects of learning, and that women from the Global South, in particular, inform the debate and practice on women's land rights, much in the way the Kilimanjaro Initiative (box 13) has done. **Learning from innovative initiatives** led by other organisations could provide ILC with inspiration and ideas to make its approach to learning more creative and collaborative also. See, for example, a recent initiative by ILC partner, Oxfam International, and allies, that involved working with young women to co-create knowledge, innovate and advocate for change on gender justice issues, ensuring that

⁹¹There are a number of useful guides to developing gender indicators that may be useful for ILC to consider: *Gender Indicators: What, Why and How?*, BRIDGE, IDS <http://www.oecd.org/dac/gender-development/43041409.pdf>; *Capturing Change in Women's Realities: A Critical Overview of Current Monitoring and Evaluation Frameworks and Approaches*, AWID: https://www.awid.org/sites/default/files/atoms/files/capturing_change_in_womens_realities.pdf

⁹²Some gender indicators have already been developed as part of the people data study and need to be expanded on and be consistent across the gender strategy and new global indicators.

⁹³The Sustainable Development Goals mention a number of specific groups in their targets, including age, sex, disability, race, ethnicity, religion, economic or other status. ILC is already seeking to align its global indicator set with the SDGs, and collecting information about these most vulnerable groups will enable ILC to measure progress in a more nuanced way than through collection of sex disaggregated data alone.

those most impacted by social issues were able to develop high-impact solutions for their communities.⁹⁴ **(All levels)**

- **Include accounts of challenges, reversals and backlash, as well as accounts of success** in learning around gender justice and WLR initiatives. Where this is not captured by MEL design frameworks and approaches, it's important that ILC finds other ways to capture this learning, such as by developing detailed case studies and/or commissioning further research that can bring to the fore negative change, reversals and backlash and reasons for lack of progress, as well as positive change. ILC should start by deepening its understanding of why implementation of the African Charter on Gender Justice has not progressed. **(Secretariat, membership)**
- Consider how knowledge, including knowledge and research around gender justice and WLR issues, can be **shared more systematically across the membership** in the new communications strategy and institutional capacity plan. **(Secretariat)**

Box 18: Key principles of gender-transformative MEL approaches

- No one assessment framework or tool can adequately capture all dimensions of gendered social change processes, therefore it's important to create MEL systems that combine different approaches and tools.⁹⁵
- Changes in unequal gender power relations do not go unchallenged, therefore it's important to track and analyse backlashes and resistance to change – not as failures of your approach, but as evidence of impact and possibly effectiveness.⁹⁶
- Ensure women's voices and experiences inform the development of frameworks and approaches.⁹⁷
- Changing unequal gender power relations and structures is complex - measurement of change needs to consider the multiple levels and dimensions of gender-transformation – from individual to systemic change and across formal and informal spheres of life, such as culture, beliefs and practices.⁹⁸

3.8 Partnerships

Positive findings

- ILC has a core of strategic partners and donors, some of whom contribute funding for implementation of its strategy, in particular, SIDA, Swiss Development Cooperation, IFAD, MOFA Netherlands, Irish Aid, EC, and others who fund specific areas of its

⁹⁴ The Roots Lab is a new social innovation lab for young women's rights with a focus on creating spaces that are innovative and feminist, flexible and responsive, and true to the values of gender equality: <https://views-voices.oxfam.org.uk/gender/2017/03/co-creating-feminist-innovation-lessons-learned-from-the-roots-lab-design-process/>

⁹⁵ The following publication contains a comprehensive analysis of the strengths and weaknesses of some of the leading M&E frameworks in development practice that can be used and adapted to capture the complexity of change in women's rights and gender equality work. It also outlines some of the new hybrid M&E models, tools and approaches being used along with local innovations to more effectively capture changes in women's rights and empowerment work: *Capturing Change in Women's Realities: A Critical Overview of Current Monitoring & Evaluation Frameworks and Approaches* (2010), Srilatha Batliwala and Alexandra Pittman, Toronto: Association for Women's Rights in Development: https://www.awid.org/sites/default/files/atoms/files/capturing_change_in_womens_realities.pdf

⁹⁶ *Ibid* For example, a violence against women project in India was declared a failure because it did not lead to the expected outcome of increased reporting to the police. A deeper investigation found that the focus on the police was the problem because the women were fearful and suspicious of the police. Instead they had developed a community-level strategy that was beginning to have some impact, but could not be measured through existing indicators, such as police complaints.

⁹⁷ *Ibid* For example, in the mid-term evaluation of a women's empowerment project, the evaluation team met with grassroots women's groups involved in the project and asked them in which ways the project had empowered them. One woman, a landless agricultural labourer said, 'three years ago, when the landlord addressed me I would look at the floor, now I answer with my eyes level with his chest, next year I will be strong enough to look him right in the eyes.'

⁹⁸ Gender At Work's framework for social change provides a useful way to think about the different areas and dimensions you may wish to measure: <http://www.genderatwork.org/OurWork/OurApproach/GWFramework.aspx>

work, including WLR, such as Wellspring Foundation, who are **very supportive of its gender justice agenda** and who have funded much of its WLR work.

- The donor interviewed welcomed ILC highlighting work by members who are actively promoting women's land rights and praised ILC for making the capacity building of women and women's organisations a priority.
- An ILC employee highlighted there's been a shift over the last ten years in the broad acceptance of WLRs, at least by donors, and **donors are now providing more funding** for this area – in fact it's one of the areas for which ILC has received the most ear-marked funding from donors - and there's a perception, shared by others, that **ILC has contributed to this shift**.
- ILC has used donor leverage strategically at global level to **influence policy-making on women's land rights** – in 2015/16 ILC was able to gain indirect access to and influence the UN CEDAW Committee through its links with member and core donor IFAD. This enabled ILC to actively participate in the development of the Committee's General Recommendations on the Rights of Rural women.⁹⁹ While IFAD is not a strategic partner of ILC, this is a good example of how the coalition could leverage the support of strategic partners, such as the EC, that share ILC's commitment to gender justice in land rights and are active and influential players in the field of international co-operation and development issues.

Challenges

- Donors are **not routinely analysing or raising gender justice issues with ILC**, beyond requirements for sex-disaggregated data.
- There is a **mixed picture about member-level engagement with key partners on gender**. Some interviewed said their partners are not necessarily aware of the ILC's commitments on gender justice – *"They are not discussed with external stakeholders from my knowledge. I don't think they are explicitly communicated externally as it is assumed that an organisation operating within a UN framework would adhere to pro-gender standards"* (ILC employee). Others said they are aware, and that it should be the responsibility of members as well as the Secretariat to make them more aware and to be more proactive and strategic in these partnerships: *"We should be more proactive in communicating and disseminating our proposals, especially by proposing specific meetings with these actors and proposing joint actions that generate synergies."*
- Scrutiny of ILC's gender justice commitments seems to be left to individual donor staff at present and is **not necessarily co-ordinated or strategic**, even though gender equality is a priority issue in development cooperation for many of the donors and agencies supporting ILC.
- For many years there has been only one woman representative amongst the strategic partners, suggesting that **gender parity is also something that donors and strategic partners need to look at in their own organisations**.
- ILC staff have collaborated informally with gender specialist organisations within the membership, for instance organising events and sessions with the Huirao Commission and taking part in IFAD's gender group, but have not formed partnerships or links with other gender specialist organisations outside the membership, which could be beneficial for sharing learning, mutual strengthening and increasing awareness of ILC's work.

Recommendations

⁹⁹ ILC's involvement included reviewing and inputting comments into drafts of the General Recommendation shared by their IFAD colleagues and being invited to relevant workshops and meetings.

Short-term:

- Donors and strategic partners hold a key position in the accountability chain and need to **hold ILC to account for its gender justice commitments in line with ILC's gender equality strategy and action plan**, just as they need to examine the quality and accountability of their own work to promote gender justice. Specifically, they should use their individual and collective potential to encourage and support ILC to meet its gender justice commitments through: monitoring implementation of the gender strategy and action plan as part of the funding cycle; underlining the importance of gender justice through their funding requirements; and using their participation in the Council meetings as opportunities to encourage ILC to aim for high-quality performance on its gender justice commitments. **(Donors)**
- ILC should provide donors with sufficient data and information for the purpose of monitoring progress on its gender equality strategy and action plan. **(Secretariat, Council, Regional Steering Committees, Regional Co-ordination Units, Working Group on WLR & GJ)**

Medium-term:

- Promote **more joint sharing and collective quality assurance** between ILC (at all levels - global, regional, national) and its strategic partners and donors to enhance mutual learning, best practice and strategising on gender justice issues. This should include sharing learning on the challenges and opportunities encountered in integrating gender justice both programmatically and institutionally in respective agencies. **(Donors, Secretariat, Council, Regional Steering Committees, Regional Co-ordination Units)**
- Donor leverage should be used strategically to **address sector-wide issues on gender justice** at all levels of ILC policy and programming, as in the example of the IFAD partnership being used to influence the CEDAW Committee. **(Donors, Secretariat, Regional Co-ordination Units, Regional Steering Committees)**
- Donors and strategic partners should aim to **increase the number of women representatives** attending Council meetings. **(Donors)**
- **Explore partnerships and alliances with gender specialist organisations outside the ILC membership**, such as AWID,¹⁰⁰ that can enhance networking, shared learning, mutual strengthening and increased awareness of ILC's work, and also potentially funding opportunities. Participate in spaces, such as the World Social Forum,¹⁰¹ that provide opportunities for networking with gender specialists from other social movements. **(Secretariat, Regional Co-ordination Units)**

4. Conclusion

Overall, the findings of this audit reflect the fact that, until the development of its 2016-2021 strategy and roadmap, ILC's main focus in respect of gender justice has been on the promotion of women's equal land rights in its external work and ensuring the equal representation of women within its internal governance.

¹⁰⁰ The Association for Women in Development is a feminist membership organisation with over 5000 individual and institutional members. These include researchers, academics, students, educators, activists, business people, policy-makers, development practitioners, funders, and more. Members can take part in events, webinars, advocacy and learning fora, as well as access updates and trends impacting women's rights around the world. A number of AWID's priority areas overlap with ILC's work, including economic justice and financing for women's equality; International Gender Champions is a leadership network that brings together female and male decision-makers to break down gender barriers <https://www.awid.org>

¹⁰¹ While the World Social Forum still grapples with how to fully integrate women's rights and women's voices and participation, it has provided vital spaces for gender equality advocates and feminists to meet and link with other social movements and civil society organisations with shared values. <https://fsm2016.org/en/>

ILC should be commended for its investment in and championing of women's land rights issues to date, which has resulted in positive outcomes and examples of good practice in all the regions in which its members operate, as well as the development of useful tools and lessons learned to inform future work.

But if ILC is to become a truly gender-just coalition, it needs to commit to a more ambitious and transformative agenda for change by clarifying and strengthening its conceptual and practical approach to the integration of gender justice issues across both its external-facing work and its internal culture and practices.

The good news is there is considerable potential for effecting a sea-change in ILC's approach to gender justice issues: there is a lot of expertise on gender justice issues within ILC's membership, governance structures and the Secretariat; donors are very supportive of ILC's gender justice agenda; and there's a genuine commitment to working in open, collaborative and participatory ways that can help in fostering shared ownership of ILC's gender justice commitment.

If these foundations are to be built on successfully, and for ILC to lead the way in transforming gender power relations in the land rights movement, it now needs to put in place steps to integrate gender justice more consistently and more expansively across its work – beginning with the collaborative development of a gender strategy and action plan, which will, when combined with strong leadership and commitment from senior management and the governance of ILC, help to operationalise the recommendations in this report. This will also help to build momentum and ownership across the membership and open up possibilities for gender transformative future partnerships, programmes of work and ways of working.

5. Contributors and acknowledgements

This report was researched and written by Ceri Hayes, of Gender Matters,¹⁰² with Kanwal Ahluwalia, Jenny Birchall and Paola Brambilla.

We are very grateful to the many employees and members who contributed to this report by taking part in interviews and focus group discussions and submitting reports for the literature review.

The research team is particularly grateful to Elisabetta Cangelosi and Sabine Pallas, for their support, advice and guidance throughout.

Participants in the interviews and focus group discussions included:

Secretariat

8f, 5m

Council members

3f, 1m

Additional member organisations

2m

¹⁰²www.gendermatters.co.uk

Donors

1f

Working Group on WLR & GJ

6 f, 3m

Regional Staff

3f, 3m

Total women participating in interviews/focus group discussions: 21

Total men participating in interviews/focus group discussions: 14

Total interviewed: 35

6. Appendices

Appendix 1: International Land Coalition Gender Audit Framework

For the purposes of the audit, the operations and work of the International Land Coalition will be segmented into 3 levels:

- Council and governance
- Secretariat and activities
- Wider membership

It is proposed that the audit process is guided by the following areas of enquiry and key questions. Some will be more or less applicable to each of the different levels of the Coalition, and key questions will be tailored according to which group they fall into. The questions indicated below are indicative at this stage and may change as the data collection instruments are developed.

Area of Enquiry	Key questions	Data collection methods
(1) Gender strategies, policies and mandates	Do key strategies, policies and mandates include commitments to gender equality and substantive gender analysis? Does the coalition (and its members) have gender-specific policy documents – for example a strategy on gender equality and women’s empowerment? Are there common understandings of gender justice and women’s land rights across ILC at strategic and conceptual levels?	Literature review Interviews Focus group discussions (FGD) Survey

<p>(2) Leadership, accountability and co-ordination</p>	<p>Does the leadership¹⁰³ of the ILC share a common understanding and commitment to gender equality and women's empowerment in Coalition's work? Do senior leaders actively promote gender equality internally and externally (e.g. Are gender equality programming and support issues regularly included as an agenda item in meetings of ILC leadership and are decisions followed through? Are these issues discussed with external stakeholders and partners? Are they reflected well in internal communiqués and external communications strategy? (e.g. speeches, media releases?)</p> <p>Is the ILC recognised as an institution with a commitment to gender equality in policy and practice?</p> <p>Are there requirements to address gender in the individual and joint work of members, the Secretariat etc?</p> <p>What accountability and oversight mechanisms are in place in relation to gender equality?</p>	<p>Interviews Survey FGDs</p>
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It is proposed that the leadership of the ILC includes the Council and Regional Steering Committees/Assemblies

	<p>Who is currently responsible for implementation of gender equality commitments? Who should be?</p> <p>What co-ordination mechanisms are in place to promote coherent approaches to promoting gender justice and women's land rights across the Coalition? And are they functioning? How do they need to change?</p>	
(3) Workplace culture (enabling environment)	<p>Does the working culture of the ILC – at the Secretariat and across the membership - promote gender equality and women's empowerment? e.g. having a gender-balanced governance, valuing both male and female meeting participants etc.</p> <p>Are there incentives in place for Coalition members and employees to do good work on gender?</p> <p>Are stereotypes and discriminatory attitudes actively challenged in meetings?</p>	<p>Survey FGDs Interviews with staff</p>
(4) Capacity of Secretariat employees & members	<p>What human resources are available to support gender mainstreaming and women's land rights across ILC's work?</p> <p>Is the distribution of gender expertise appropriate and the relevant gender expertise sought for different contexts?</p>	<p>Literature review (staffing figures, info on training etc) Survey FGDs Interviews</p>

	<p>What access do gender experts within ILC have to ILC leadership and membership, do people listen to them? Can they influence them?</p> <p>What capacity-building/training on gender has been carried out/is routinely available for secretariat employees and members? Is this available to some/all, including as part of inductions/support to members?</p> <p>Are staff and members aware of gender equality commitments, policies and guidelines where these exist (e.g. individual member policies)? How well informed are they about the content of these policies?</p> <p>Do ILC employees and members have the necessary knowledge, attitudes and skills to bring an awareness of gender equality issues to their work?</p> <p>What training and support are available to them?</p> <p>Does the Working Group on Women's Land Rights and Gender Justice (and any other gender justice groups) have a clear mandate and is it adequately resourced and accountable?</p> <p>Is there progressive gender parity within the</p>	
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	ILC? E.g. Coalition Council Steering Committees, NES Committees etc.	
(5) Gender mainstreaming in policy, programming, and grant delivery	<p>Is there substantive gender analysis and mainstreaming in key documents?</p> <p>Is gender mainstreamed in policy analysis and policy advice to governments/others?</p> <p>Is there an evidence base (e.g. statistical and qualitative gender studies) available to support gender analysis and gender mainstreaming in policy and programming work?</p> <p>Is gender mainstreamed in all aspects of core work (analysis, planning, implementation, M&E)?</p> <p>Do members proactively involve and consult with women beneficiaries and NGOs in their work?</p> <p>Are there joint initiatives in support of gender justice and/or women's land rights? E.g. African Charter?</p> <p>Does ILC's work support implementation of national/international gender equality frameworks and provisions on gender justice in land rights (e.g. CSW, CEDAW, mainstreaming gender issues in government</p>	<p>Literature review (sample of key strategy, policy, programme, evaluations)</p> <p>Staff survey</p> <p>FGDs</p> <p>Interviews with staff and partners</p>

	<p>policies and practice?)</p> <p>Do evaluations evaluate the degree to which gender goals were achieved and what tend to be the findings?</p>	
(6) Communications	Does the ILC's communications strategy and approach pay attention to gender justice and women's land rights?	<p>Literature review (website & other comms materials)</p> <p>Interviews</p> <p>FGDs</p> <p>Survey</p>
(7) Research and knowledge generation	Does the ILC's approach to research and knowledge generation pay attention to gender justice and women's land rights?	<p>Literature review (sample of knowledge products, research ToR etc)</p> <p>Interviews</p> <p>FGDs</p> <p>Survey</p>
(8) Capacity-building	Does the ILC's approach to capacity-building pay attention to gender justice and women's land rights?	<p>Literature review (capacity building tools and materials)</p> <p>Interviews</p> <p>FGDs</p> <p>Survey</p>
(9) Monitoring and evaluation and learning	<p>Does M&E at country/regional/global level include adequate attention to gender mainstreaming and the promotion of women's land rights?</p> <p>Is work routinely monitored and evaluated for its impact on gender justice and women's land rights?</p>	<p>Literature review (key M&E frameworks and tools, sample of evaluation and learning docs and case studies)</p> <p>Interviews</p> <p>FGDs</p> <p>Survey</p>

	<p>Is there any evidence (qualitative or quantitative) that ILC's work is having a positive impact on the promotion of gender justice and women's land rights?</p> <p>Are gender-sensitive indicators and outcomes included in M&E at all levels?</p> <p>Is sex-disaggregated data collected for projects and programmes?</p> <p>What systems, if any, are in place to systematically collect and record performance and results on gender justice and women's land rights?</p> <p>What training is available for ILC employees and members on gender-sensitive M&E?</p> <p>How is learning and good practice on gender mainstreaming and women's land rights shared at different levels and how can this be done better? (This audit can gather and include any examples of good practice on mainstreaming gender wherever possible)</p> <p>Do evaluations and reporting at different levels include learning on gender-related results?</p> <p>Have lessons learned on gender</p>	
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	mainstreaming led to changes in practice within ILC?	
(10) Resources for gender equality and mainstreaming	<p>What resources are allocated to gender equality at country-level? (Note: overlap with 'staff capacity' above)</p> <p>Is funding allocation for gender justice and women's land rights tracked in budget and expenditure systems?</p> <p>Are staff and members familiar with and making use of available gender resources? (e.g. use checklists and guidance)</p> <p>What external capacity and expertise do staff and members draw on? E.g. external consultants, women's NGOs.</p> <p>Existence of gender markers/gender tracking systems?</p>	<p>Literature review (budget docs)</p> <p>Survey</p> <p>FGDs</p> <p>Interviews</p>
(11) Partnerships (governments, donors, civil society etc)	<p>Are partners aware of the ILC's gender justice aspirations? (E.g. is this spelt out in MoUs and partnership agreements?)</p> <p>How does the ILC support or inhibit the advancement of gender justice in the work of its partners?</p>	

	How can partnerships ¹⁰⁴ be strengthened for better programming and policy results regarding gender equality and women's empowerment?	
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¹⁰⁴ It is proposed this area will focus on strategic partners i.e. those who are observers on Council, as well as identify 1-2 NES countries to look into government and other CSOs as partners

Appendix 2: Literature Review

African Gender Justice Charter

- Gender Justice Charter

National Engagement Strategies

- Albania – action plan and budget, and national engagement strategy
- Cambodia – national engagement strategy
- Guatemala – national engagement strategy
- India – national engagement strategy
- Madagascar – action plan and budget, and national engagement strategy
- Nicaragua – proposal and log-frame
- Togo – strategy, and work plan
- NES manual and toolkit
- Indications from our colleagues working on NES (some notes about which country info might be more relevant than others)

Procedures for Review of Proposals

- **Commitment-based initiatives Guidelines**
 - CBI assessment matrix
 - CBI guidance-note
 - CBI review process plan and timeline
- **National Engagement Strategy Guidelines**
 - NES evaluation form
 - NES manual and toolkit

Women's Land Rights Mapping

- **Background documents**
 - Gender Policies ILC members
 - Gender strategy CIFOR
 - Kapaeeng
 - MRGI Gender Guidelines
 - WHH Gender Mainstreaming
 - Gender & diversity policy Transparency International
 - Estatuto Social Espacio Feminista
 - ACAD Development Plan
 - CARE International Gender Policy
 - LEMU Gender Policy
 - Questionnaire to members 2015 on WLR (Eng, Fr, Sp)
 - Other docs (internal docs)
 - Mapping analysis 2015
 - Mapping analysis 2013
 - List of orgs
 - Table of activities
- **WLR Toolkit, including members engagement and activities analysis (external doc)**

Miscellaneous

- **Communications and knowledge management**
- Systematic knowledge and learning approaches

- Good practices ILC
- **Monitoring and evaluation**
- Monitoring and evaluation in the ILC
- Evaluation report 2010-11
- Evaluation report MTR
- Mid-term review 2014
- Revised review and assessment EC
- Gender justice and women's land rights at the Global Land Forum
- Analysis of Togo's integration of gender in its NES
- ILC annual report 2016
- **Strategy documents**
- Strategic framework 2016-2021
- Roadmap 2016 -2021 (and explanatory note)
- ILC's website – <http://www.landcoalition.org>
- **Budgets and organograms**
- Directory ILC staff
- Regional workplan and budget
- ILC programme of work and budget
- Organogram
- **Additional gender tools**
- Basic gender analysis guidance note

Additional membership/ILC documents reviewed following interviews and focus group discussions:

- *A Synthesis Report of Action-Research Projects on Women's Access to Land from Southern Africa:*
<http://www.landcoalition.org/en/regions/africa/resources/synthesis-report-action-research-projects-womens-access-land-southern-africa>
- *Women's access to land and household bargaining power: a comparative action-research project in patrilineal and matrilineal societies in Malawi:*
<http://www.landcoalition.org/en/regions/africa/resources/womens-access-land-and-household-bargaining-power-comparative-action-research-project>
- *Land Investments, accountability and the law: lessons from West Africa*
http://www.landcoalition.org/sites/default/files/documents/resources/iied_land_investments_accountability_and_the_law_-_lessons_from_west_africa.pdf;
- *Land Rights and the Rush for Land: Findings of the Global Commercial Pressures on Land Research project:*
http://www.landcoalition.org/sites/default/files/documents/resources/ILC%20GSR%20report_ENG.pdf;
- *Family Farming and People-Centred Land Governance: Exploring Linkages, Sharing Experiences and Identifying Policy Gaps:*
http://www.landcoalition.org/sites/default/files/documents/resources/family_farming_web_6_summary_nri_en.pdf
- *Framing the Debate: Islamic Inheritance Laws and Their Impact on Rural Women*, Kahn, F (2016)
<http://www.landcoalition.org/en/regions/global-including-europe/resources/framing-debate-islamic-inheritance-laws-and-their-impact-rural-women>