

KEYSTONE PERFORMANCE SURVEYS 2018

International Land Coalition



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Executive Summary

In 2009, the International Land Coalition was part of a larger cohort of transnational social change networks that conducted comparative performance surveys. In 2012 and 2014, the ILC decided to repeat the same survey, comparing its results over the years. In response to internal structural changes to its network, in 2018 the ILC decided to administer another performance survey to determine how these changes are perceived by its members and affect the overall dynamics of the network.

This executive summary provides an overview of the International Land Coalition's performance, underlining the key findings for each performance category. Where possible, comparisons to previous years are drawn. As a result of these survey design changes and in lieu of baseline data, Keystone employs the *Net Performance Analysis* (see Annex 3), allowing it to compare and benchmark ILC's data against that of a global cohort of networks. The International Land Coalition's performance was analysed by focussing on five main categories: Engagement and role of the ILC network, Regional and National Engagement Strategy Platforms, relationship and communication, participation and effectiveness of network, and understanding and learning.

The questionnaire was sent to 202 members, out of which 71 members responded, yielding a response rate of 35%. A detailed breakdown of respondents is provided in the main report.

ENGAGEMENT AND ROLE OF THE ILC NETWORK

According to 40% of respondents in 2018, the ILC is a network that has a clear centre with interactions that may or may not go through it¹. Compared to previous years, the ILC has moved away from a centralised network, indicating that it presents a strong core network, all the while providing its members with the necessary freedom and autonomy.

The ILC also asked its members about their level of satisfaction with member engagement in the network, across global, national, regional, and thematic levels. According to respondents, the engagement of members in the national context is the most positive. ILC members were less satisfied with the level of engagement in the regional, thematic, and global context.

- **Recommendation:** *In the open comments, members address several issues and concerns, indicating areas for improvement. Keystone proposes that the ILC engage with its members and use these remarks to inform the dialogue.*

One respondent proposed that more could be done to ensure a sustainable and mainstream way of learning, as the ILC network is not solely based on collaboration but instead should be focussed on transforming individual members "by owning the cause and the methods from others". Similarly, another respondent highlighted a lack of space for the cultivation of relationships and learning.

When asked about the members' *own* engagement in the ILC network, 32% of the respondents claim to actively engaged in the network, while the majority (35%) claim to be moderately engaged in the network. 42% believe that other members only moderately engage in the network activities².

When asked to what extent members feel that they belong and meaningfully contribute to the ILC network, 47% of all respondents were neutral. 24% believe that they belong and meaningfully contribute to the network. 53% of respondents feel they actively participate in the network and take advantage of its opportunities³. The data seems to suggest that respondents who claim to be active members, also consider others to be relatively active, while those who claim to only be moderately active also consider of others to be moderately active. When asked to elaborate, the two issues that seemed the most pertinent, were the use of technology and a lack of resources. With respect to the technology, one respondent considered the messages from the ILC to be generic, impersonal, and difficult to open due to the type of technology used. Another respondent commented on the challenge of using technology in an environment that works with indigenous and peasant organisations who have a lower education level and are

1 See 'Figure 4' (page 13)

2 See 'Figure 6' (page 16) and 'Figure 7' (page 17).

3 See 'Figure 9' (page 20).

Executive Summary

thus less versed in using technology. Concerning the lack of resources, respondents mentioned that they are ready and willing to contribute meaningfully to the network but do not have the human resources or financial capacity to fully engage.

Similar to previous years, the ILC asked its respondents what they believe the ILC's *current* primary role to be and what they think it *should* be. The results of members' responses to this question in 2018 seems to follow a trend when compared to results from the 2009, 2012, and 2014 survey. Initially, respondents believed that the ILC's *current* role is to be an active agent on behalf of its constituents, but that it *should* be to support constituents in performing certain activities. This has shifted over the years, with members now believing that the ILC's *current and future* role are the same – supporting constituents in performing certain activities.

When asked to what extent the Secretariat fulfils the needs of the members' organisations, respondents expressed their satisfaction with the Secretariat's quick response time, and ability to enable a transparent and efficient flow of information, giving these aspects the highest scores. Respondents considered the Secretariat to be less effective in providing high quality, relevant coordination.

REGIONAL AND NATIONAL ENGAGEMENT STRATEGY PLATFORM

In this year's survey, the ILC asked members about the Regional Coordination Units (RCUs), National Engagement Strategy (NES) platform, and Commitment-Based Initiatives (CBI) and how well each meets their organisations' needs.

With regard to the *Regional Coordination Units*, the most appreciated features according to respondents are their ability to enable a transparent and efficient flow of information and their quick response to queries. The areas with which respondents were less pleased were the RCU's ability to provide opportunities for advocacy and lobbying, and their provision of high quality, relevant learning opportunities. Respondents were less pleased with the *National Engagement Strategy facilitator* and *Commitment-Based Initiatives focal points*, with many respondents giving negative scores between 0 and 6 on the Likert scale for *all* aspects⁴.

RELATIONSHIP AND COMMUNICATION

With regard to the *quality* of communication, ILC's members have the highest scores for the Secretariat and Regional Coordination Units. The three bodies receiving the lowest ratings are the CBI focal points, governance bodies of the ILC, and task/theme workgroups or committees. When asked to elaborate on their scores, members referred to the need to have "more extensive and up-to-date information on guidelines and agreements of the ILC orders" as well as a need for clarity in terms of hierarchy as it is "not clear who is in charge of what in ILC". Another recurring issue that was mentioned, was the need to communicate more widely and "replicate the work in other countries or sub-regions".

In terms of *quantity* of communication, the majority of respondents claim to receive too much communication from all ILC bodies. The two bodies from which they claim to get too much communication are the RCUs and Secretariat.

PARTICIPATION AND EFFECTIVENESS OF NETWORK

The ILC asked whether members have established valuable relationships as a result of their ILC participation. According to the members, the two types of organisations with which members established the most valuable relationships are Civil Society Organisations (CSOs) and Human rights protection mechanisms. The least valuable connections were made with private sector companies/businesses, independent consultants, and/or the media and journalists.

In addressing the effectiveness of the ILC network, respondents were asked whether they have confidence in the ILC's ability to achieve its goal of ensuring people-centred land governance. In general, the comments provided by members are positive, believing in the network's effectiveness and capabilities. The most prevalent factor hindering the ILC's effectiveness is the willpower of policy-makers and the political elite. Moreover, similar to other areas of enquiry, members express a demand for greater participation within the network.

4 See 'Figure 13' (page 26).

Executive Summary

- **Recommendation:** *The ILC should consider engaging in further activities or ameliorating its platforms and increase cooperation between members.*

According to respondents, the most effective ILC areas of support is the facilitation of knowledge sharing between members, creating new knowledge, and enabling new partnerships. The areas that are considered to be the least effective include the provision of institutional strengthening, providing financial support to members, and enhancing the member capacity to mobilise resource. When asked in what areas the ILC should be more effective, respondents mentioned the provision of learning opportunities, facilitating dialogue towards common positions, facilitations knowledge sharing between members, and protecting HR defenders and denouncing violations to human rights. As one respondent summarised; “the ILC should enable members to further their goals by holding knowledge sharing spaces, learning spaces, and provide institutional capacity building to members”.

UNDERSTANDING AND LEARNING

In terms of impact, members experience the most positive effect on their ability to connect with other organisations and institutions, and the reach of their work. Members believe the network to have the least effect on mobilising resources and impacting the values and way they are applied by network members.

- **Recommendation:** *The ILC’s influence on impact has changed over the years, and it will be interesting for the ILC to reflect on those trends highlighted in the report and to consider if this shift is intentional or not.*

When asked about the ILC’s influence in the members’ respective areas of work, the data seems to suggest that national/local NGOs consider the ILC to have a major influence, whereas other networks disagree. Unsurprisingly, the data suggests that members who are actively engaged in the ILC network describe the ILC to be a major influencer, whereas members who engage less, also believe it to have less influence in its area of work.

Similar to previous years, the ILC asked its members to indicate the usefulness of the different network knowledge products and outputs. The three most valued knowledge products/outputs are ILC events/workshops, ILC publications, and ILC Communities of Practice (CoP) such as the NES CoP. The least valuable knowledge products/outputs are considered to be the ILC’s regional social media, other members’ publications, and ILC’s social media. This is consistent over the years and suggests that members gain the most benefit from knowledge products/outcomes that either involve collaboration with other members or sharing and learning from them.

As one of the final questions, the ILC asked its members to list the three main changes that they would like to see ILC implement in the future. Firstly, members indicate that they would most like the ILC to focus on collaboration through joint projects and the cultivation of joint learning. In line with this, there have been requests for the ILC to connect with other relevant sectors such as forestry, agriculture, and climate change, as well as facilitate the integration of members and allow for more efficient networking. Secondly, members also addressed the nature of the network and membership, claiming that the ILC must involve more organisation working towards the ILC’s ultimate goal by decreasing memberships to ensure a more sustainable and inclusive model. Thirdly, members would like the ILC to focus on providing additional technical and financial support allowing members to expand their scope of work.

Finally, the International Land Coalition asked its members how likely they would be to recommend engaging with the ILC to a friend or colleague. Out of 55 responses, 47% scored this question with a 9 or 10, indicating that they are very likely to recommend the ILC. Only 5% are very unlikely to recommend the ILC. Members’ comments for this question were widely positive and encouraging⁵. According to its members, the International Land Coalition is widely known in its field, encouraging interaction on a global level, and allowing for an “important learning and training space [strengthening] grassroots organisations”.

5 See ‘Figure 24’ (page 48)

Introduction

Since 2006, Keystone Accountability has worked with over a hundred government agencies, private foundations, international non-governmental organisations (INGOs), and businesses to improve the way they work with others. We help organisations understand and improve their performance through harnessing feedback, especially from the people they serve. We have developed the Constituent Voice™ method for this purpose. Keystone uses this method to collect feedback from primary constituents, turn it into performance data, and then use the data to facilitate open, learning dialogue between an organisation and its constituents. This generates validated learning that deepens insights, strengthens relationships, and enables better management to shared outcomes. The process involves people being asked to rate and comment on different aspects of an organisation's performance. People respond anonymously. Keystone acts as a neutral third party so no one's identity is revealed to the organisation soliciting feedback.

In 2009, the International Land Coalition was part of a larger cohort of transnational social change networks that conducted comparative performance surveys, administered to their constituents all over the world. In 2012 and 2014, the ILC decided to repeat the same survey, comparing its results over the years. In response to internal structural changes to its network, the ILC decided to administer another performance survey to determine how these changes are perceived by its members and affect the overall dynamics of the network. Where possible, comparisons to previous years are drawn. As a result of these survey design changes and in lieu of baseline data, Keystone employs the *Net Performance Analysis*, allowing it to compare and benchmark ILC's data against that of a global cohort of networks. For a more elaborate explanation of the Net Performance Analysis, please refer to the *Benchmarks and indexes* section below or consult *Annex 3*.

This report presents the opinion of ILC Members with respect to the vibrancy, organisation, and ability to deliver and carry out its role. In many cases we also present these trends and comments alongside scores from other social change networks that asked the same or similar questions in the past. This comparative data provides a performance benchmark - and helps to set the bar and contextualise what good performance looks like (or reads like). Some questions may have positive scores on an absolute 0 to 10-point Likert scale but are negative feedback, when viewed in a context where all other organisations perform better.

- **Executive Summary** provides credible data on how well ILC carries out its role in its partnership with/between members, as seen from the perspective of those with whom it works.
- **Annex 1** is the questionnaire that was used for the survey.
- **Annex 2** includes the raw quantitative data as well as all the responses given to the open-ended questions of the survey. These have been edited to protect the anonymity of respondents.
- **Annex 3** Net Performance Analysis.
- **Annex 4** General recommendations

SURVEY PROCESS

The survey process was managed by Keystone Accountability, as an online survey to which people were invited by email. The invitation emphasized that their participation was voluntary and anonymous.

The questionnaire was sent to 202 members in English, French, Spanish, and Russian from March 6, 2018 to May 16, 2018. Keystone administered the online survey and sent out regular reminders to increase the response rate. The ILC supported Keystone in encouraging members to respond by referring to and/or sending out reminders. A detailed response rate is included below.

71 members (35% of all contacted members) responded to survey on-line but had the option to complete it off-line if necessary. The survey was limited to those who had a basic level of Internet access. From experience, we do not believe that this makes the data significantly less representative.

BENCHMARKS AND INDEXES

Benchmarks are calculated by averaging ratings per questions for each organisation, then averaging these average scores together so that each organisation is weighted equally. This reduces the chance that data is skewed by larger organisations with more respondents.

As previously mentioned, Keystone uses a technique of feedback data analysis increasingly common in the customer satisfaction industry known as Net Performance Analysis (NPA)⁶ to distinguish between three profiles of constituents. As ILC considers how to improve in light of the survey findings it is extremely important to develop distinct strategies on how to address the areas that received the most negative score, based on the qualitative feedback provided by the different types of constituent profiles. The three constituent profiles are as follows:

- The “positives” are constituents that rate ILC with a 9 or 10 on the 0-10-point scale used in the survey. These are ILC’s champions. They are highly likely to be wholehearted participants in activities and consistently recommend ILC to their friends and colleagues.
- The passives are those who give ratings of 7 and 8, which are considered “okay”. They do not have major concerns, but they are not particularly enthusiastic about or loyal to ILC. With the right encouragement, they could well become positives.
- Those who provide ratings from 0-6 are categorized as “negatives”. They have fairly negative perceptions of the partnership with ILC and common developmental objectives are likely to be negatively affected as a result.

The Net Performance Analysis, uses a Likert scale ranging from 0 to 10, which many organisations find useful as it allows them to track their ‘Net Performance Score’ (commonly referred to as NP score or NPS). To get a NP score, one subtracts the percentage of negative responses from the percentage of positive responses. This allows for a clear comparison between the two opposite poles – respondents who give very positive scores and those who provide negative scores. It is not uncommon to have negative NP scores. However, the most successful organisations generally have high NP scores. Data from thousands of companies show a clear correlation between high Net Performance Scores and corporate growth and profitability.⁷ For further information on the NPS and how it is calculated and analysed, please refer to *Annex 3*. Keystone believes that the customer satisfaction approach is even more relevant to development and social change than it is to business. This is so because those who are meant to benefit from the intended change are key to bringing it about.

NPA also provides an effective way to interpret survey response rates. A growing number of organisations include non-responses to surveys as “negatives”. However, Keystone did not apply this correction to data in this report. The NP scores reported here omit non-responses.

Throughout this report, ILC’s results are compared to the organisations listed below.

Table 1 Organisations in the global cohort benchmark for networks	
Association for Progressive Communications	Omidyar Network
Aflatoun	Open Contracting Partnership
Gender at Work	Practitioner Hub
Global Water Partnership	Red Mercosur
International Land Coalition	Transparency International

⁶ For more see: www.netpromotersystem.com, as well as the open source net promoter community at www.netpromoter.com.

⁷ Note: You can see typical NP scores for a range of industries at www.netpromoter.com.

RESPONDENTS

Table 2 Response rate over the years

	2009 [*]	2012	2014	2018
No. of representatives of members ^{**} invited to respond ^{***}	189	133	213	202
No. of responses received	73	43	61	71
Total response rate	39%	32%	29%	35%
[*] In 2009, the ILC participated as a member out of a cohort of organisations conducting performance surveys. ^{**} Members of ILC at the time of the Surveys were the following: 2009: 83, 2012: 116, 2014: 152, 2018: 202 ^{***} Prior to 2018, the ILC also reached out to Strategic Partners and other partners, which is reflected in the response rate.				

The table above portrays ILC's response rate over the years. The total number of *complete* and *partial* survey. Some respondents did not answer all questions. Out of the 71 respondents in total, 54 provided a complete response in which they answered each question and 17 were registered as partial responses, meaning that some questions were skipped. The response rate varies between questions and the number of responses per question is indicated, where applicable, in the respective tables and figures.

Comments derived from the open-text questions in the survey are included where relevant. Direct quotes are presented using quotations and redacted where deemed necessary, to ensure anonymity.

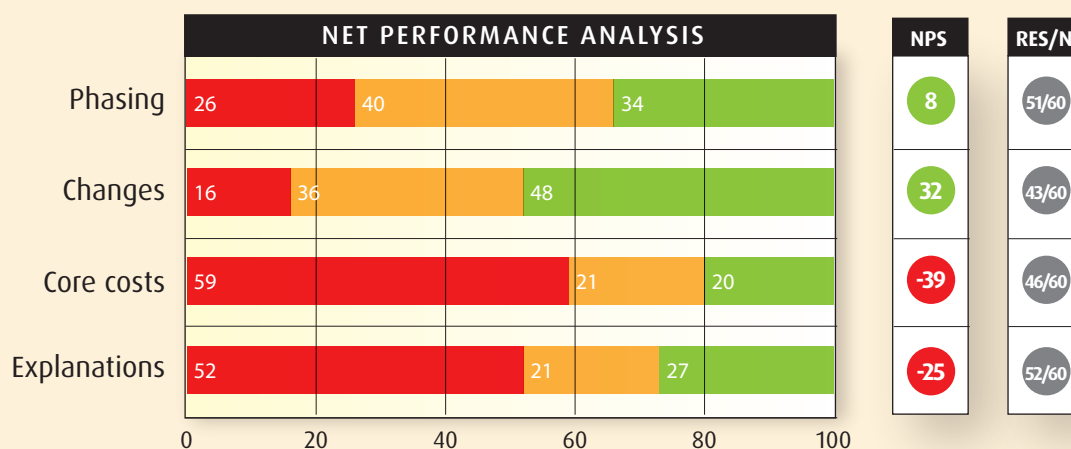
READING THE CHARTS

Each section includes a short bullet-point summary of the main takeaways based on what the data seems to be suggesting. This interpretation needs to be reflected on as part of the ILC's broader analysis process and should not be considered the *only* interpretation, or even the *right* one.

This report uses simple charts to show how the ILC is rated across all areas. These include simple bar charts, tables and stacked bar charts showing the NPA. Occasionally these NPA visuals include a benchmark NP score for comparison purposes, referred to as the "global cohort benchmark" (GCB). The GCB is the average NP score of the global cohort against which the ILC is being benchmarked. This should not be confused with the "mean", which is merely the average score given by all respondents for this questions on a Likert scale of 0 to 10.

For several tables, data pertaining to the global cohort are not available as a result of customisation. Customised questions were not posed to the global cohort and can thus not be benchmarked.

Figure 1 Sample Graph



The chart shows how much respondents agree with the statements:

- 1 'The payments are made in appropriate phases so we can easily manage our cash flow.'
- 2 'Network X allows us to make any changes that we need to about how we spend funds.'
- 3 'Network X makes an appropriate contribution to general / core costs.'
- 4 'Network X clearly explains any conditions imposed by the original donors who provide the funds.'

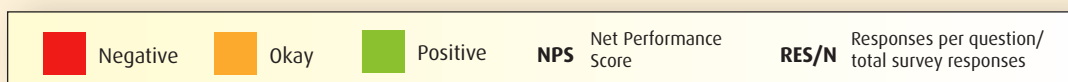
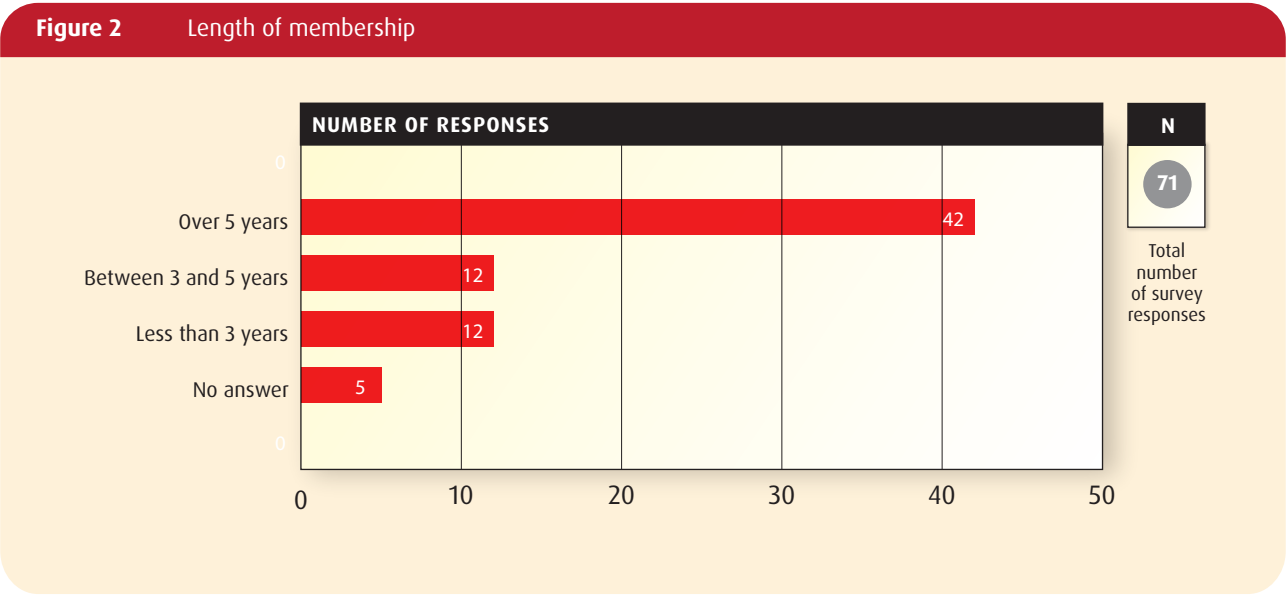


Figure 1 shows how a specific Network ('Network X') is rated across four areas: phasing, changes, core costs and explanation. This figure is composed of the following elements:

- Each bar in the chart shows the breakdown of the percentage of 'Negative', 'Okay' and 'Positive' scores for each aspect of the Network respectively. In this case, for 'Phasing', 26% of respondents scored 'Negative', 40% scored 'Okay' and 48% scored 'Positive'.
- The figures in circles on the right hand side of the bars show the Net Performance Score for each aspect. For 'Changes', Network X has a NPS of '32'. The chart does not show benchmarks for these figures.
- The figures in circles on the far right of the chart show the number of individual responses per question out of the total survey responses. 46 out of 60 respondents gave a score to the 'Core Costs' aspect.

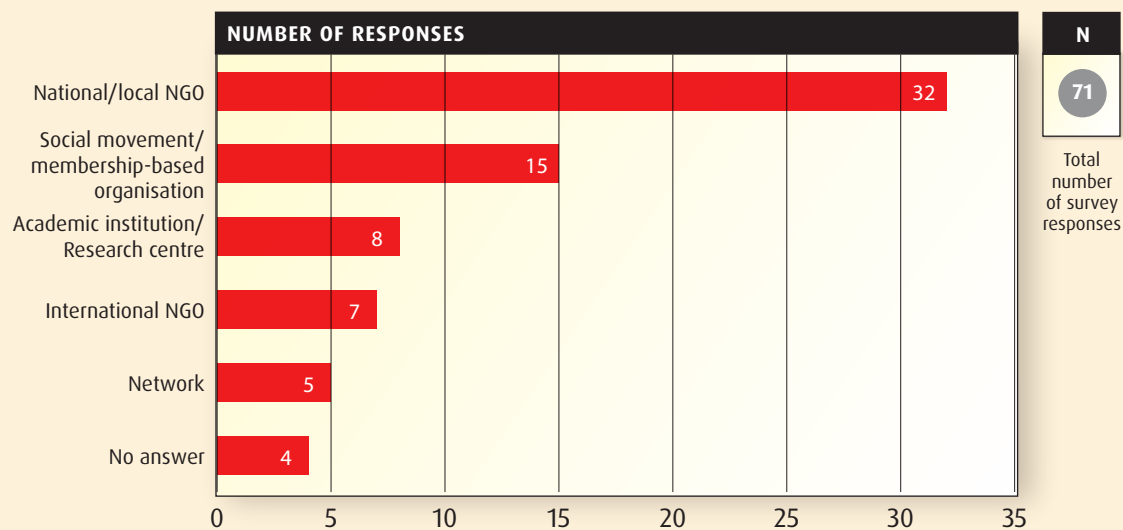
Part 1: About your organisation



- 59% of respondents claim to have been a member of the ILC network for 5 years or more. 34% of respondents have been an ILC member for 5 years or less.

About your organisation

Figure 3 Members by type of organisations



- Out of the 71 respondents, 45% describe themselves as a national or local non-governmental organisation. 21% claim to work as a social movement/membership-based organisation. 11% describe themselves as an academic institution/research centre. Only 6% of ILC's respondents claim to be networks.

About your organisation

Table 3 Respondents' involvement with ILC

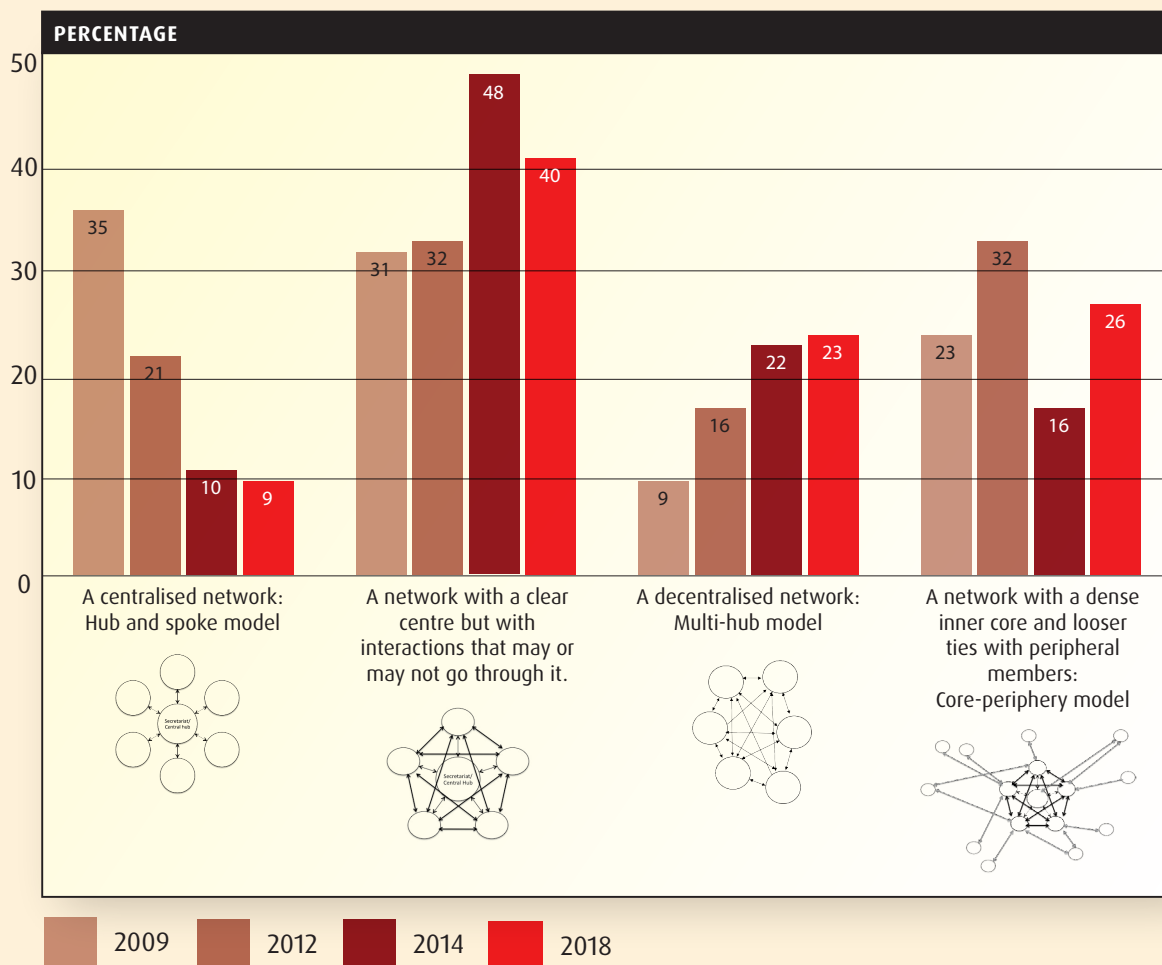
	Percent	Count
My organisation is part of a National Engagement Strategy	64%	41
My organisation is part of a Commitment Based Initiative	52%	33
My organisation is part of a research or learning activity of the ILC	19%	12
My organisation is part of a thematic working group of ILC	45%	29
My organisation is part of an advocacy/campaign of the ILC	19%	12
My organisation is part of ILC's Council	9%	6
My organisation is part of a Regional Committee	11%	7
My organisation receives funding from ILC	41%	26

The ILC asked its respondents in which of the following ways they are involved with the ILC.

- 64% of all respondents are part of a National Engagement Strategy (NES), 52% are part of a Commitment Based Initiative (CBI), and 45% are part of a thematic working group. 41% of respondents claim to be receiving funding from the ILC. Only 9% of ILC's respondents are part of the ILC Council.

Part 2: Engagement and Role of the ILC network

Figure 4 The ILC model

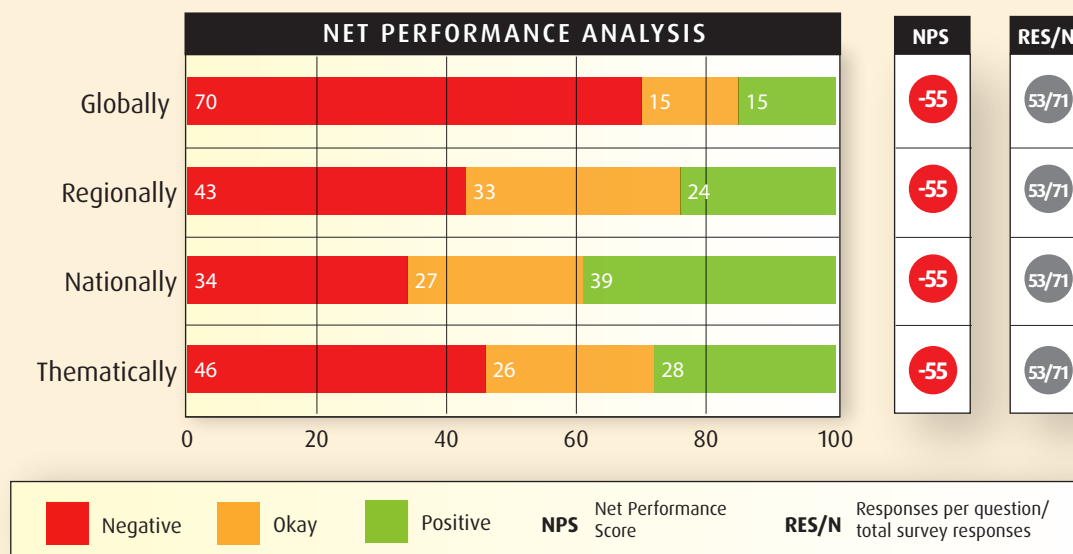


To determine its members' perspective on the engagement and interaction within the ILC network, respondents were asked which model best describes the ILC network. The ILC asked its members the same question in previous Performance Surveys.

- The majority of members (40%) responding in 2018, consider the ILC to be a network that has a clear centre with interaction that may or may not go through it. 26% of ILC respondents think the ILC is a network with a dense inner core and looser ties with peripheral members.
- The trend over the years shows that the ILC has moved away from a centralised network, and toward a network that has a clear centre with interactions that may or may not go through the centre. This indicates that the ILC presents a strong core network, all the while providing its members with the freedom to act autonomously.

Engagement and Role of the ILC network

Figure 5 Satisfaction over the level of engagement with other ILC members



The ILC asked its respondents to what extent they consider their level of engagement with other ILC members to be satisfactory from a global, regional, national and thematic perspective.

- In the national context, 39% of respondents are positives who either gave a 9 or 10 on the 0 to 10-point scale, indicating that they are very satisfied with their level of engagement with other ILC members. However, similarly, 34% of respondents were not at all satisfied with the level of engagement, resulting in a NP score of 5.
- ILC respondents expressed their dissatisfaction with the level of engagement in the regional, thematic, and global context, by providing more negative responses than positive ones for each (NPS = -19, -19, and -55, respectively).
- Particularly in the global context, ILC respondents are displeased with the level of engagement between members, with 70% of respondents claiming to be very dissatisfied compared to only 15% providing positive responses with a score of 9 or 10.

Engagement and Role of the ILC network

The ILC asked its members to elaborate on the extent to which they consider their level of engagement with other members to be satisfactory. Comments received in this area include:

"A lot more can be done to mainstream a way of learning and leading change that is sustainable through the work of the member organizations. Still, each organization does what it knows best without too much learning from what others in the network know how to do. It is not just about cooperation between organizations to tackle a challenge but to transform ourselves by owning the cause and the methods from the others."

"Worldwide relationships still have challenges to overcome. The main is the language and the interaction channels. Those points were surpassed at the regional and local levels."

"So far the engagement is satisfactory except in some cases where they do not reply messages -emails in time."

"We have not attended any global functions; we attended one regional meeting but which had been ongoing for long on an issue that is not our issue. The NES is an opportunity to engage more but only if it furthers our advocacy messages. Since we are fairly new, we hope the above engagement at all four fronts will improve."

"We have engagement with ILC members but I don't see a lot of forums and spaces that cultivate relationships and collaboration, and learning."

"[REDACTED] our members at national level are not really involved. However, the [REDACTED] secretariat is strongly involved in ILC activities at global level and in the gender thematic area. Some work [still needs] to be done on the regional level."

"It's normal to have better coordination and communication in national level, compare to global level since our organization must focus in issue that is more specific / close."

"Globally: we would like to be better engaged in global campaigns and we would like to see our main concern (corruption) be taken up by the ILC as an important global topic. Regionally: hardly any interaction - we do not hear much about what happens at regional level. National: some of the [REDACTED] national chapters are now involved in NES. Thematic: we are engaged in some thematic discussions."

"Through the [REDACTED] we work with regional and national ILC partners. On global level, we do not engage so much [with] other ILC partners- although I may not even know in some cases that organisations we work with are also ILC partners."

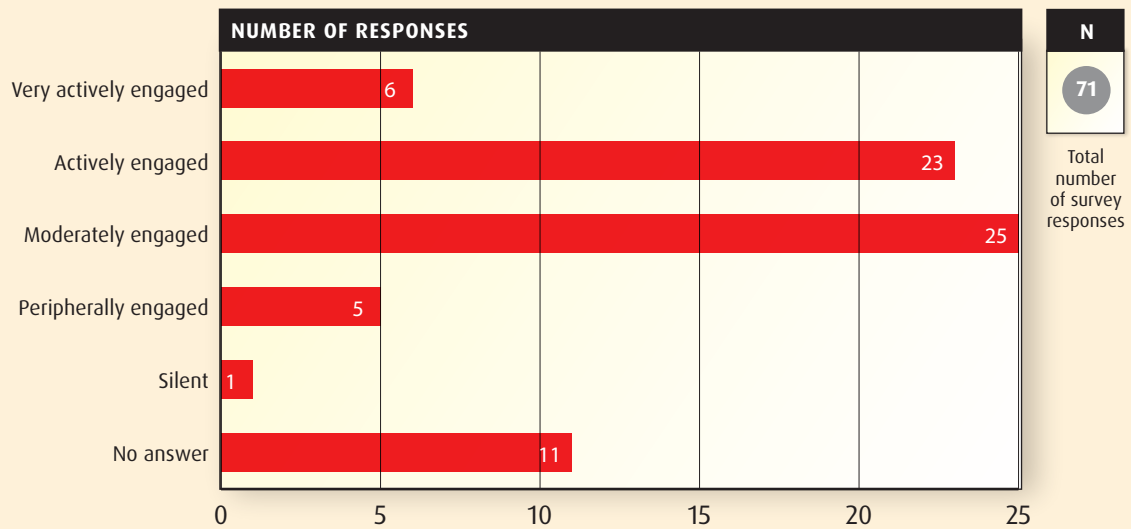
"We have just been accepted as members of ILC. Although we have been involved in a CBI and a thematic work group, we still didn't have time to make a national meeting [REDACTED] with the rest of the ILC members. We have met ILC members globally, and we are starting to participate in the "region" (Europe and Middle East). We think that there is still much to be done on engagement with other ILC members from our part."

"Given the number of members, it is more difficult to communicate with each other at the global level. At the regional and national levels, information flows more fluidly."

"We find that our commitment is more than average in all the different levels. The effort and commitment of the organization must improve and strengthen."

Engagement and Role of the ILC network

Figure 6 Members' opinion of own level of engagement with the ILC network

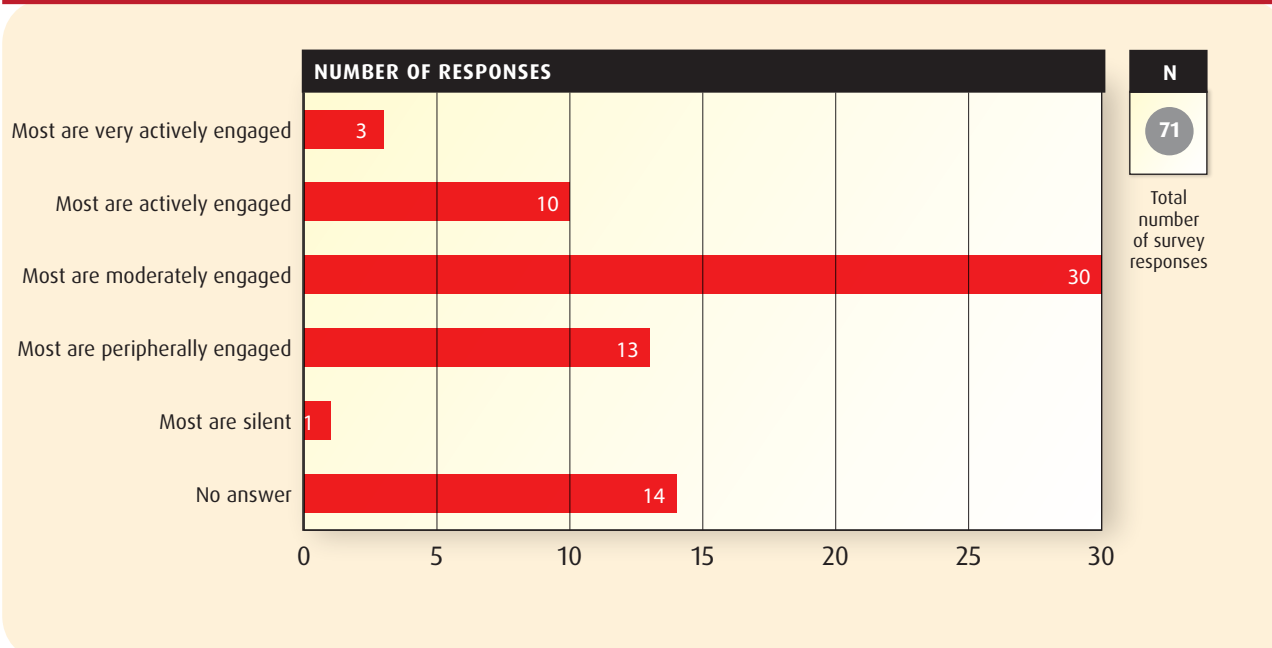


The ILC asked its members how they would describe their engagement with the ILC network as well as how they believe other members to be engaging. The majority of respondents (25 out of 71) claim to moderately engage by staying informed of activities and infrequently engaging in discussion and activities.

- 23 out of 71 respondents claim to be actively engaging by keeping well informed about activities and occasionally initiating and even leading discussions, collaborations and/or other activities. Only one participant claimed to be a silent member who is poorly informed and does not engage in discussions and activities.

Engagement and Role of the ILC network

Figure 7 Members' opinion of others' level of engagement with the ILC network

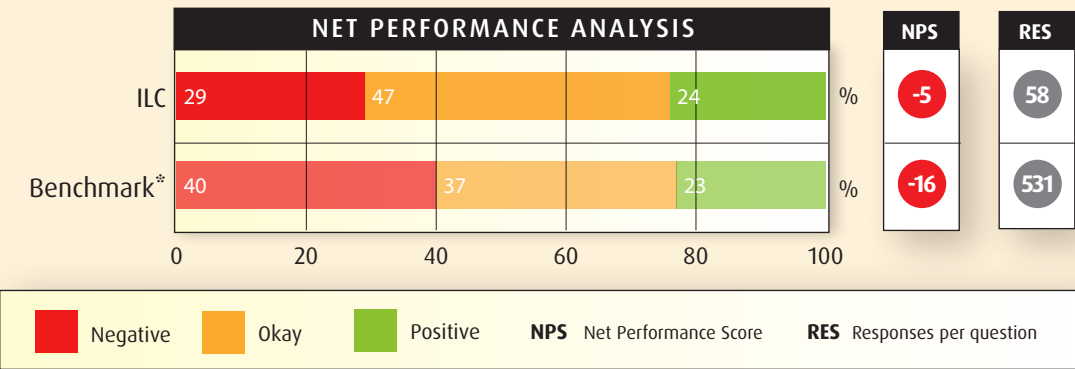


- When asked how ILC members believe others to engage in the network, the majority (30 out of 71) believe that other members are moderately engaged. Out of the 71 respondents, 13 believe that members are peripherally engaged, indicating that they are not well informed of activities and only rarely engage in discussions and activities.
- Only 13 out of 71 respondents believe that other members are either very actively engaged or actively engaged.
- This indicates that while some members believe themselves to be active participants in the ILC network, they consider others to be less involved in activities, discussions, or collaborations.

Engagement and Role of the ILC network

Figure 8 Sense of belonging and contributions

To what extent do you agree with the following statement: **“I feel that I belong with International Land Coalition and that I contribute meaningfully to it”.**



*The benchmark includes 531 responses from Networks and member organisations, 7 organisations. The average raw score was 6.4.

The International Land Coalition asked members to what extent they agree with the statement: “I feel that I belong with ILC and that I contribute meaningfully to it”.

- 47% of respondents gave a score of 7 or 8, indicating a neutral stance with respect to their contribution to the ILC network. Roughly one fourth of respondents (24%) believe that they belong and meaningfully contribute to the network.
- Compared to the global benchmark, the ILC got a higher NP score (-5) compared to the benchmark (-16). This indicates that although 29% of the respondents do not feel that they belong - or meaningfully contribute - to the network, ILC members scored higher than the global cohort benchmark, where 40% of respondents gave negative scores.

Engagement and Role of the ILC network

Comments received in this area include:

"ILC regularly consults us for the sharing of experiences, but the support system for carrying out activities is unclear."

"I believe that much more can be done to achieve a greater contribution belonging and identification of the members with the ILC. Actions that must be co-responsibility of both parties. And for that the ILC must motivate a greater involvement of its actions and objectives. And on the other hand, a greater commitment of the institutions must be achieved through different mechanisms to feel that they contribute in a significant way."

"As mentioned above our organization is involved globally, regionally and thematically. Thematically, especially with the rangelands initiative. However, in an ideal world more people in our organization would be involved and the engagement would be more institutional. Instead our contribution is derived 95% from one person."

"[REDACTED] submitted two good practice examples to the ILC awards competition and one was nominated for the award. That is great. However, we feel that our concern (land corruption) does not receive the necessary visibility."

"Besides reading the newsletters we very rarely have the time and capacity to engage more. It would require a project (i.e. funding) to engage more with the network and the issue in general which is otherwise very relevant for us working a lot with and for smallholders."

"Our capacity to interact with ILC is [due] to our weakness as organization. We are trying to optimize and increase the interchange for valorising and profiting from ILC members and ILC network."

"I make my best attempt to actively engage in ILC activities but still I feel that I am not utilizing the full potential to contribute meaningfully because I think I have access to limited activities and opportunities."

"We contribute meaningfully when and where it makes sense to [REDACTED]. It is here important to note that we engage in-countries by providing core financial support and technical/organisation capacity building to civil society networks. We rarely engage directly so our engagement with ILC is a question of choice of our civil society partners. Right now, a past [REDACTED] partner [REDACTED] is drawing up a NES and we provide non-monetary support. In Uganda and Tanzania, [REDACTED] also engaged directly while our partners [were] instrumental to the NES processes. I only score us 5, because our engagement is thus far limited, but this is also a question of strategic focus: We are now reviewing our organisational structure and strategies which will inevitably impact on our level of engagement with ILC, whether we will prioritise higher or lower engagement."

"ILC deals with people and land and it is also what we do, therefore the belonging is thematic. However, we have not been part of most of the initiatives held by the secretariat. We feel that it is easier to participate through our peers in the region."

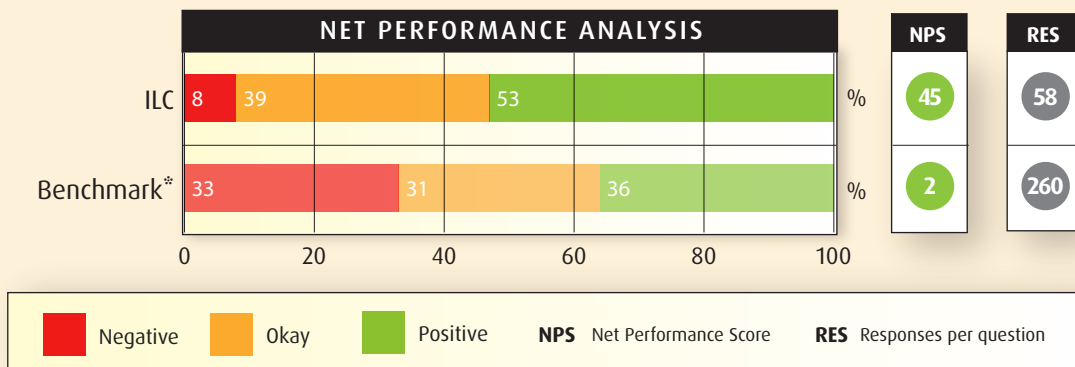
"During several meetings we discussed the joint vision of ILC members. For example, several times we discussed how could we together implement actions in various commitments and based on participatory approach. We developed a project coordinated by [REDACTED] and was implemented in different countries."

"In the online discussions I participate but on the side of the financial mobilization it is not good."

Engagement and Role of the ILC network

Figure 9 Willingness to participate

To what extent do you agree with the following statement: **“I am ready, willing, and able to participate in International Land Coalition and am open to participate in opportunities offered by the Coalition”**.



*The benchmark includes 260 responses from Networks and member organizations, 6 organizations. The average raw score was 7.4.

The ILC asked respondents to what extent they believe they are “ready willing and able to participate in ILC and whether they are open to participate in opportunities offered by the Coalition”.

- 53% of respondents believe that they are in a position that allows them to actively participate in the ILC network and take advantage of opportunities offered by it. Only 9% gave a score between 0 and 6.
- ILC respondents scored higher than the global benchmark with a NP score of 45 compared to the benchmark’s NP score of 2.
- The responses for this statement were disaggregated with the data on ILC members’ opinion of how other members engage with the ILC network. Respondents who believe that other members are actively engaged in the network also gave higher scores in agreement with this statement. Respondents who believe most members to be moderately engaged, gave lower scores for this statement. This indicates that respondents who consider themselves to be active members, also consider others to be relatively active, whereas respondents who believe others to be moderately active also think of themselves as less ready, willing, and able to participate in the network and take advantage of its opportunities.

Engagement and Role of the ILC network

Comments received in this area include:

“Yes, but only if it contributes to the objectives of [REDACTED]. The IT technology that ILC uses to communicate is difficult to open and understand and with so much work already, the tendency is for me to move on and not wait for the email to open. Messages are generic and not personal; making them easy to not read.”

“We would be ready and willing but not really able at the moment. We see this as an opportunity to be kept in the loop, be informed and get more engaged when funding allows, i.e. looking for funds in the meanwhile.”

“The ILC has always generated opportunities for organizations such as [REDACTED] and we have always acted willing to participate in all processes.”

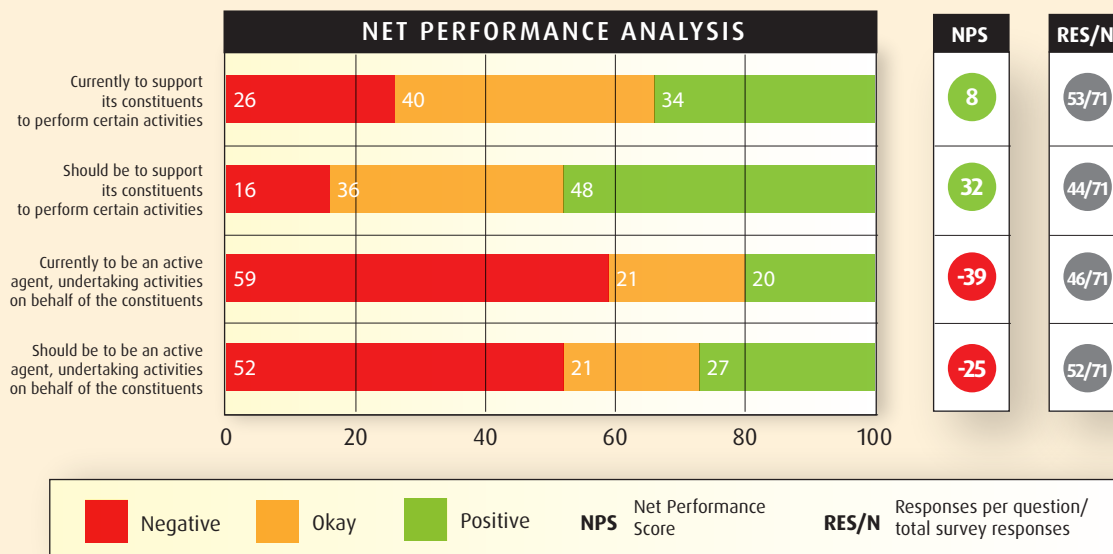
“I put this number because we are willing, we are open to participate but our weakness is the technical thing because it is an indigenous and peasant organization and we did not have the opportunity to attend universities.”

“Ready, yes. Willing, yes. Able? It is difficult to get the funding and the human resource time to engage more than we already are. But ideally, engagement with national level ILC work be the next logical step.”

“The ILC must play a more far-reaching and influential role in the development of priority issues, and I should be an active part of the projections and work processes contributing more than I currently have an opportunity.”

Engagement and Role of the ILC network

Figure 10 ILC's primary role



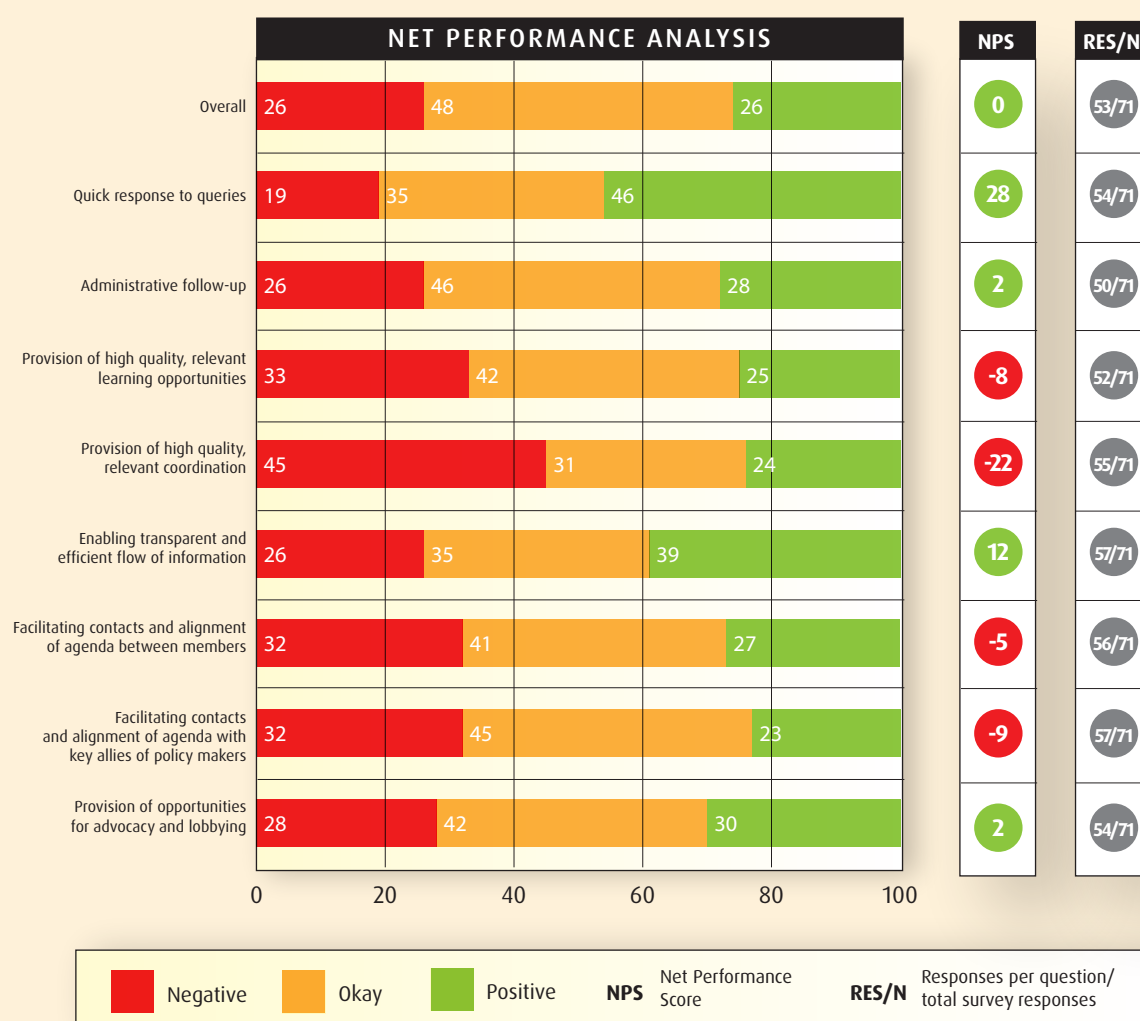
Similar to previous years, the ILC asked its respondents about what they believe the ILC's current primary role to be and what they think it should be. Members were asked how much ILC's role is to support its constituents in performing certain activities, and/or to be an active agent, undertaking activities on behalf of the constituents.

The results of members' responses to this question in 2018 seems to follow a trend when compared to results from the 2009, 2012, and 2014 survey. Initially, respondents believed that the ILC's current role was as an active agent on behalf of its constituents, but that it should be to support constituents in performing certain activities. However, over the years, there has been a shift. Now, members still believe that the ILC's primary role should be to support constituents in performing certain activities, but have also undergone a shift in their thinking, now believing that the ILC's current role is the same. This indicates that respondents over the years believed that the ILC should focus more on supporting its constituents, which it has ultimately managed to do. This is reflected in the responses provided in 2018.

- As indicated below, on average half of all respondents believe that the ILC's current role is not (and should not be) to be an active agent on behalf of its constituents. 34% of respondents strongly believe that the ILC's current primary role is to support its constituents in performing certain activities, and 48% of respondents strongly believe this should be their primary role.
- As such, it seems that the ILC has responded to its respondents' views of what its role should be, closing the gap between what its current primary role is and what respondents believe it should be.

Engagement and Role of the ILC network

Figure 11 How well does ILC's Secretariat meet your organisation's needs?



The International Land Coalition asked its members to what extent they believe the Secretariat to fulfil their organisation's needs.

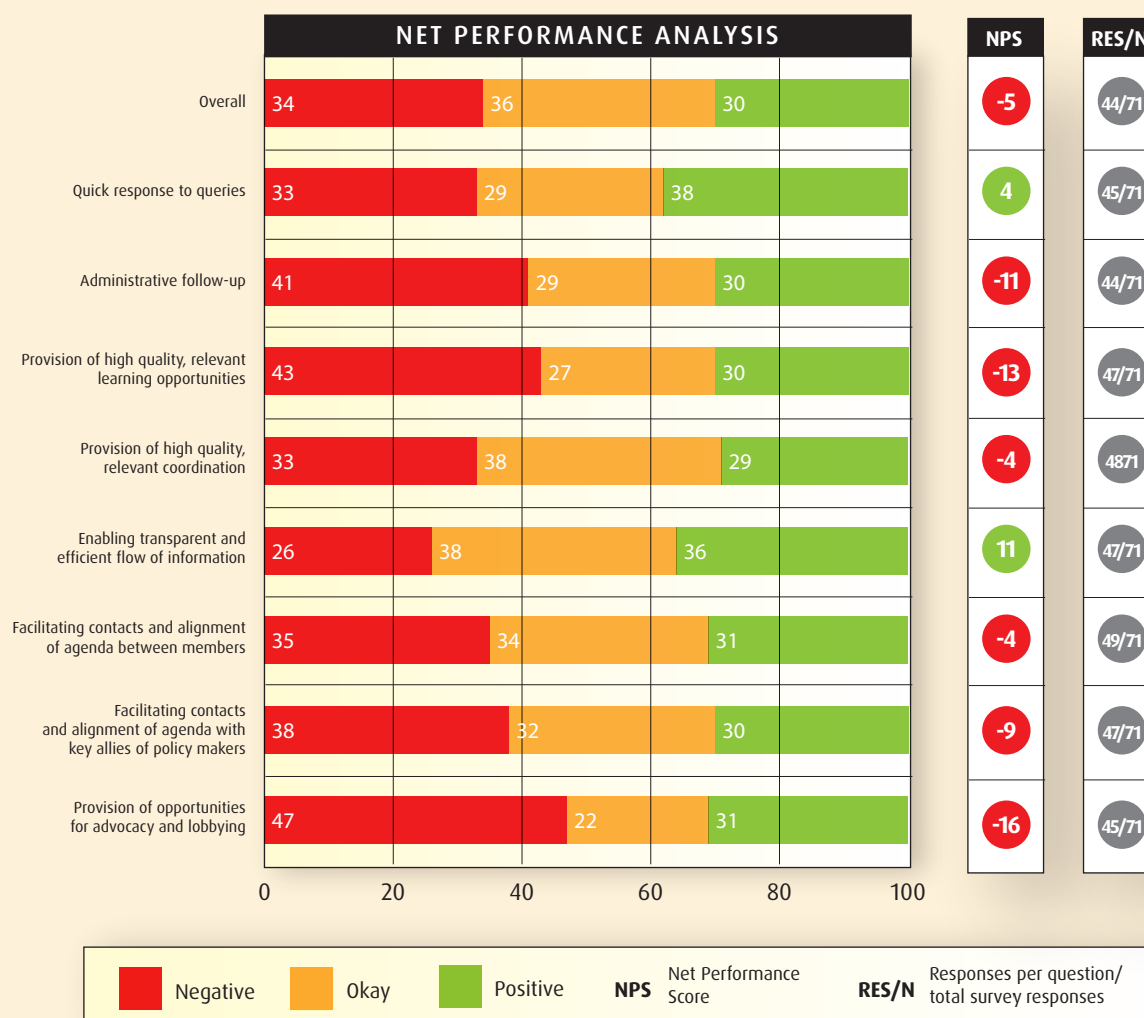
- The overall NP score for this aspect was 0, with 47% of respondents feeling neutral about the Secretariat's abilities, 26% strongly believing that it does not meet their needs, and equally 26% believing that it completely meets their needs.
- The two areas with the highest NP scores and percentage of positive responses were given for the Secretariat's quick response to queries, and ability to enable transparent and efficient flow of information (NPS: 28 and 12, respectively). The lowest rated aspect, with the majority of scores between 0 and 6, was the provision of high quality, relevant coordination (NPS: -22).
- In 2009, the lowest rated aspect was the Secretariat's ability to facilitate contacts with policy makers. This was the second lowest rated aspect in 2018 with an NPS of -9.

Engagement and Role of the ILC network

- In 2012, the lowest rated aspect was the Secretariat's provision of high quality services. The 2018 equivalent for this aspect is the provision of high quality, relevant learning opportunities, which was the third lowest rated aspect in 2018 with an NPS of -8.
- In 2014, the lowest rated aspect was once again the Secretariat's ability to facilitate contacts with policy makers.

Part 3: Regional and National Engagement Strategy platform

Figure 12 How well does the Regional Coordination Unit meet your organisation's needs?



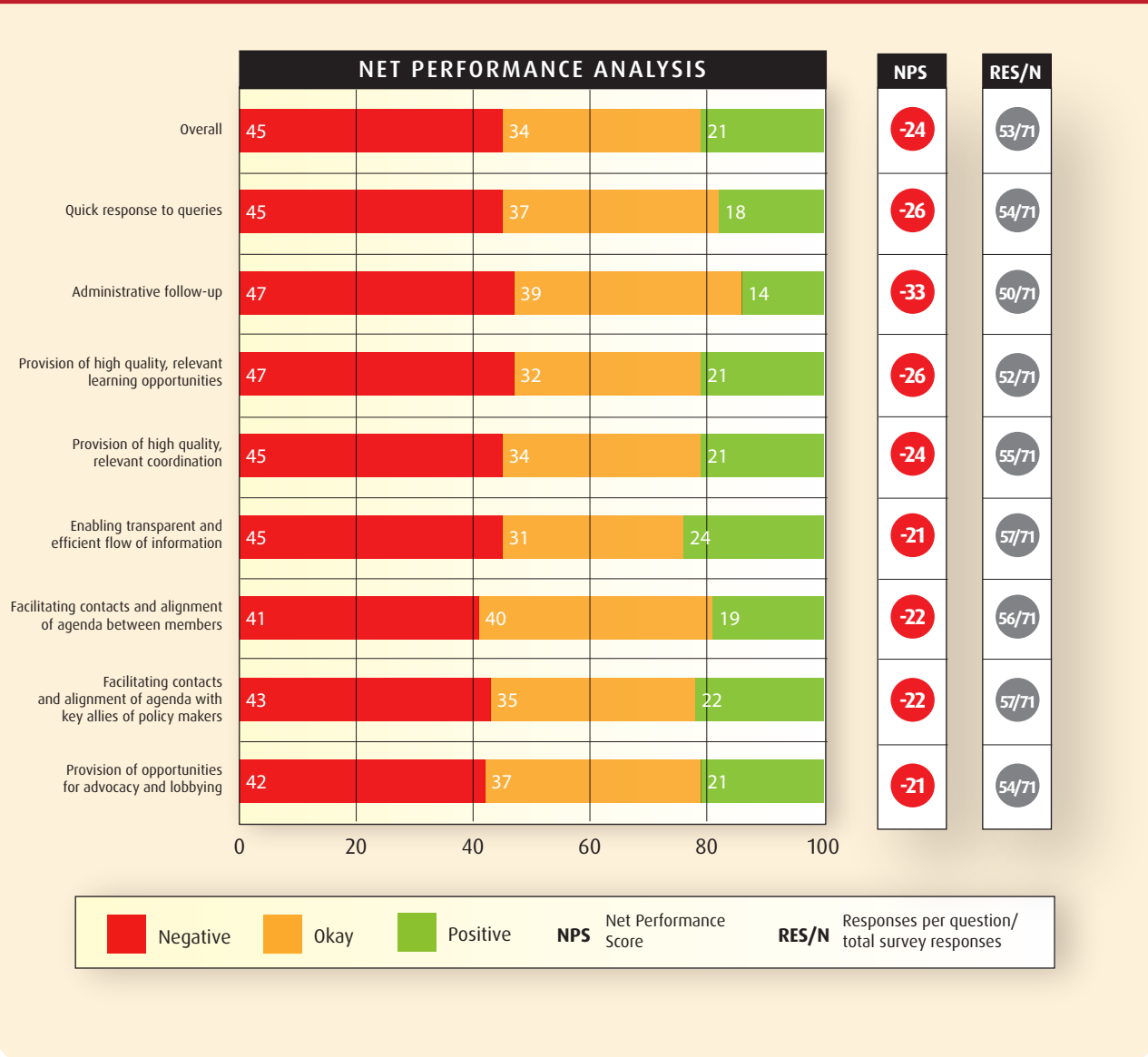
In this year's survey, as a result of internal changes to the International Land Coalition's network structure, the ILC asked members about the Regional Coordination Units (RCUs), National Engagement Strategy (NES) platform and Commitment-Based Initiatives (CBI).

The International Land Coalition asked its members whether they are a part of the regional platform of the ILC and if so, how well the Regional Coordination Unit's meet their organisations' needs.

- Overall, respondents are relatively equally spread across all three performance areas of the Net Performance model (NPS: -5). 34% do not consider the Regional Coordination Unit to meet their needs, 36% neither feel particularly negative or positive, and 30% strongly believe that it meets their needs.
- The two aspects for which respondents gave the highest scores, are for the Regional Coordination Unit's ability to enable a transparent and efficient flow of information (NPS: 11), and their quick response to queries (NPS: 4).
- The two areas that received the lowest scores were for the Regional Coordination Unit's ability to provide opportunities for advocacy and lobbying (NPS: -16), and the provision of high quality, relevant learning opportunities (NPS: -13).

Regional and National Engagement Strategy platform

Figure 13 How well does the NES facilitator / the CBI focal point or Coordination meet your organisation's needs?



The International Land Coalition also asked its members about whether they are a part of a National Engagement Strategy Platform or Commitment Based Initiative. Those who are a part of the NES platform or CBI, were asked how well the NES facilitator / CBI focal point or Coordination meets their organisations' needs.

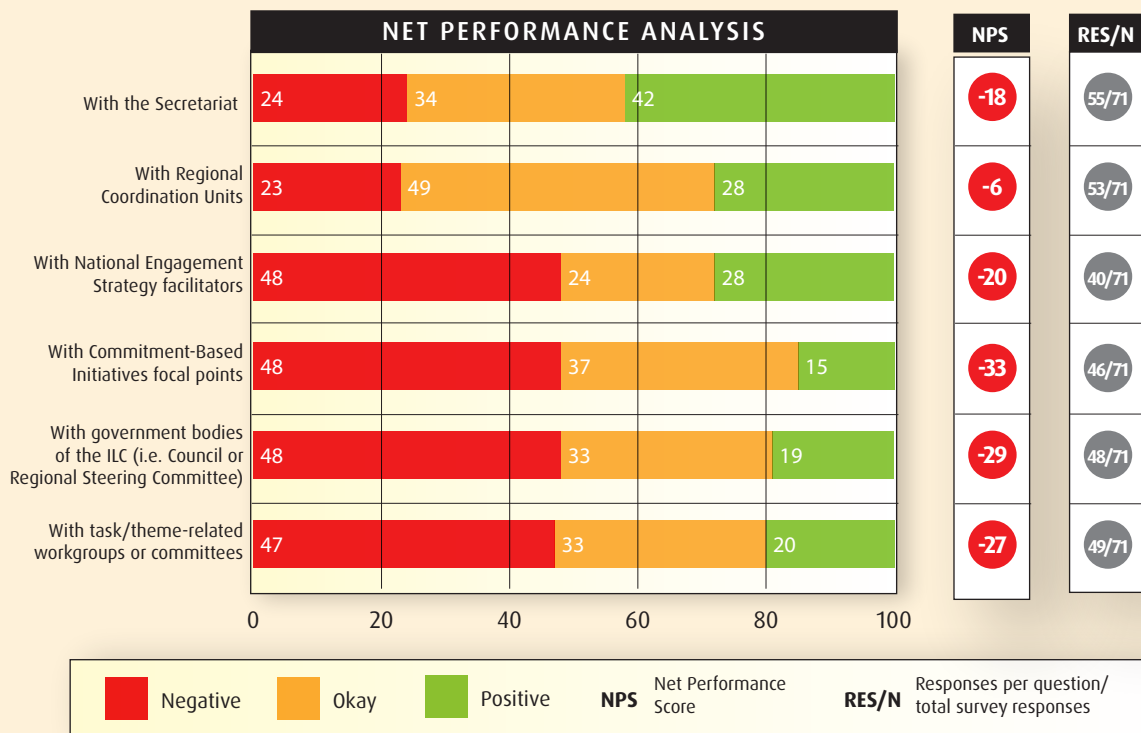
- Overall, with a NP score of -24, respondents gave lower scores for the NES facilitator / CBI focal point or Coordination than for the Regional Coordination Unit. The majority of respondents (ranging between 41% - 47%), gave a negative score for all aspects. NP scores range between -21 and -33, indicating that there is general room for improvement on the NES facilitator / CBI focal point or Coordination's ability to meet the needs of ILC network members.
- When asked to rate the quality of common engagement through the NES, 36% of respondents gave a negative score between 0 and 6, 46% take on a neutral position, and 18% rate the quality of common engagement very positively with scores of 9 or 10. The NP score for the quality of common engagement through the NES is -18.

Regional and National Engagement Strategy platform

- Additionally, the ILC asked respondents to rate the added value of being engaged in a Commitment Based Initiative. With a NP score of 11, respondents believe their engagement in a CBI to add value. 20% of respondents gave a score between 0 and 6, 48% gave a score of 7 or 8, and 32% of respondents gave a score of 9 or 10.

Part 4: Relationship and communication

Figure 14 Quality of communications with different ILC bodies



The International Land Coalition asked its members to rate the quality and quantity of communications they have with the different bodies of ILC (i.e. timeliness, openness, relevance, accuracy, frequency, etc.).

- With respect to the quality, ILC's members gave the highest scores for the Secretariat and Regional Coordination Units. With a NP score of 18, the highest rated ILC body is the Secretariat, with 42% of respondents considering it to have a very high-quality communication.
- The three bodies receiving similarly low ratings with regard to the quality of communication are the Commitment-Based Initiatives focal points, governance bodies of the ILC, and task/theme workgroups or committees (NPS: -33, -29, and -27 respectively).

Relationship and communication

Comments received in this area include:

"It would be important to have more extensive and up-to-date information on guidelines and agreements of the ILC orders."

"Focal points of CBIs don't effectively engage ILC members in the projects. They solely manage the projects."

"Yes, the CBI leads should communicate widely about CBI work and develop mechanism to replicate the work in other countries or sub regions. This could be made possible by making funds available -by the secretariat and RCU to replicate CBI work."

"ILC should not only focus on land issue, but also more consider about livelihood improvement through farming land productive."

"We have experienced some coordination problems: sometimes is not clear who is in charge of what in ILC, and some staff has difficulties in providing clear and timely answers to matters related to its functions. Nonetheless, in general the experience is very satisfactory."

"From our perspective to improve the quality of the relationship we suggest that you should rotate the people you occupy, positions as facilitators of the NES and Commitment Based Initiatives (CBIs), or thematic groups."

"Regarding the Commitment Based Initiatives focal points, we lack interaction, concretely with the GLOBAL CALL TO ACTION ON INDIGENOUS AND COMMUNITY LAND RIGHTS and EQUAL LAND RIGHTS FOR WOMEN because they should try to maximize the cooperation and dialogue with the ILC members."

"As a global coalition, we are struggling to include our members at local level to be considered by the facilitators and other regional mechanisms."

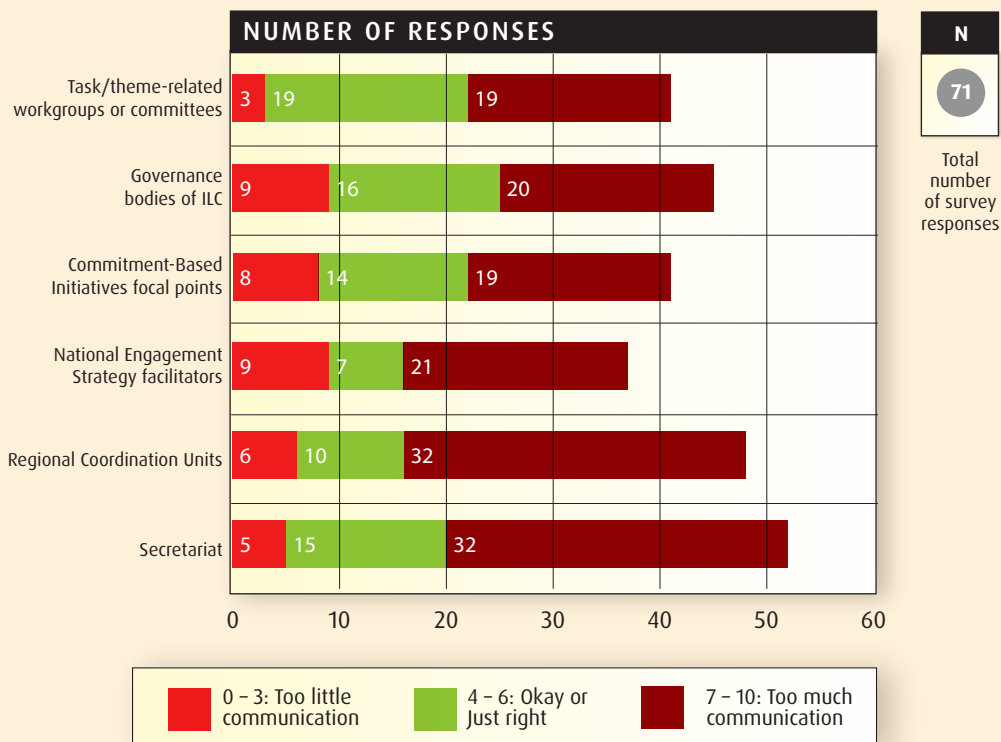
"More interactions with regional Coordination Units & themes committees, needed."

"No problem at all at Regional Coordination unit, but focal point of Committed Based Initiatives we are not sure if they know what they are supposed to do for instance they were supposed to facilitate acquisition of 20 Customary Rights of Occupancy (CCROs) in [REDACTED] in 2016/2017, but nothing was done."

"The above notes depend on our organization and the party concerned. Our organization needs technical and financial support. Is it possible if ILC supports the institutional strengthening of its members according to their categories?"

Relationship and communication

Figure 15 Quantity of communications with different ILC bodies

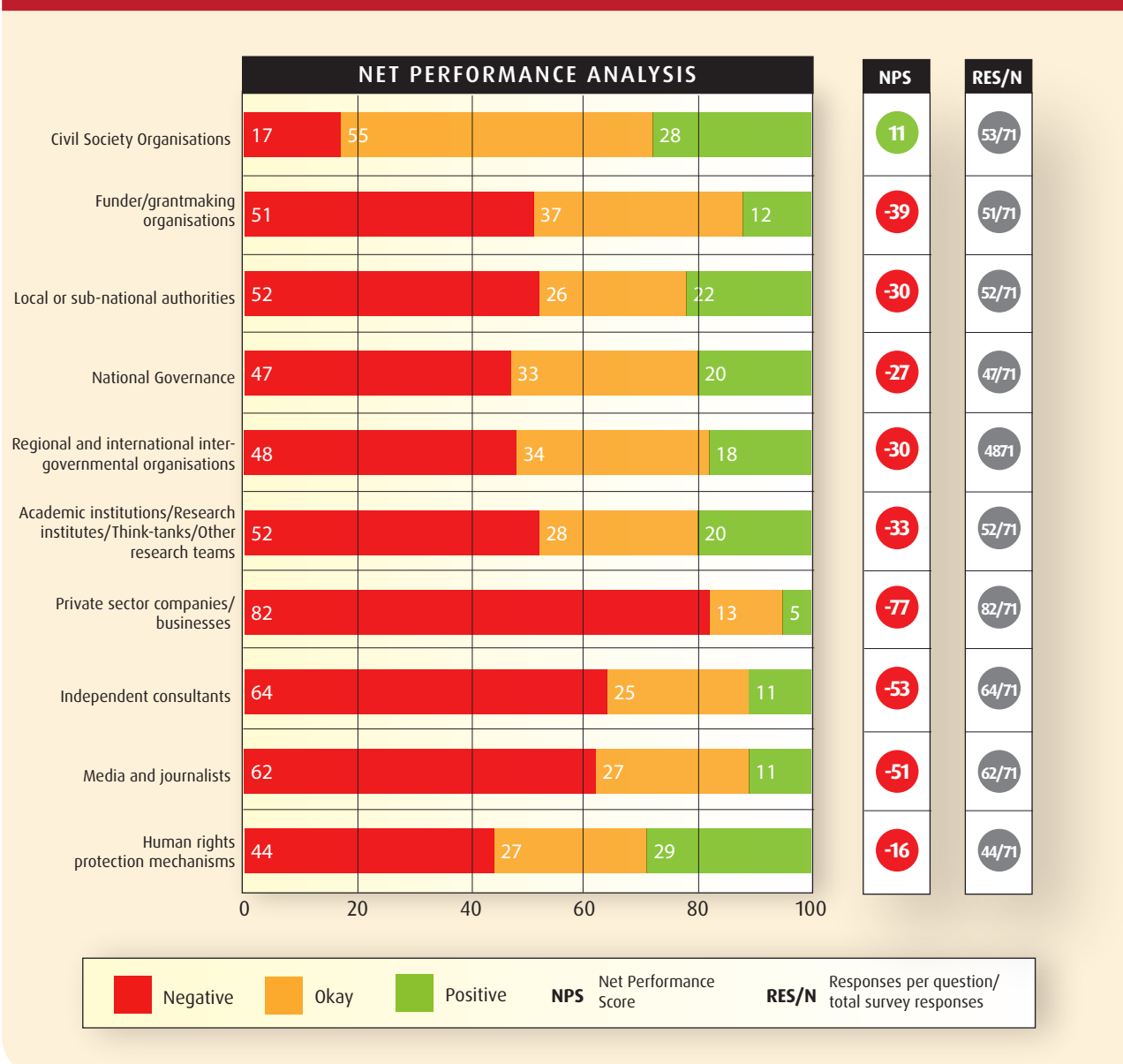


With respect to the quantity of communications, the ILC asked its members to rate the extent of communication with 0 representing no communication at all, 5 representing the right amount of communication, and 10 indicating too much communication.

- As indicated above, the majority of respondents believe to be receiving too much communication from all of ILC's bodies.

Part 5: Participation and effectiveness of network

Figure 16 Possibility and value of establishing relationships



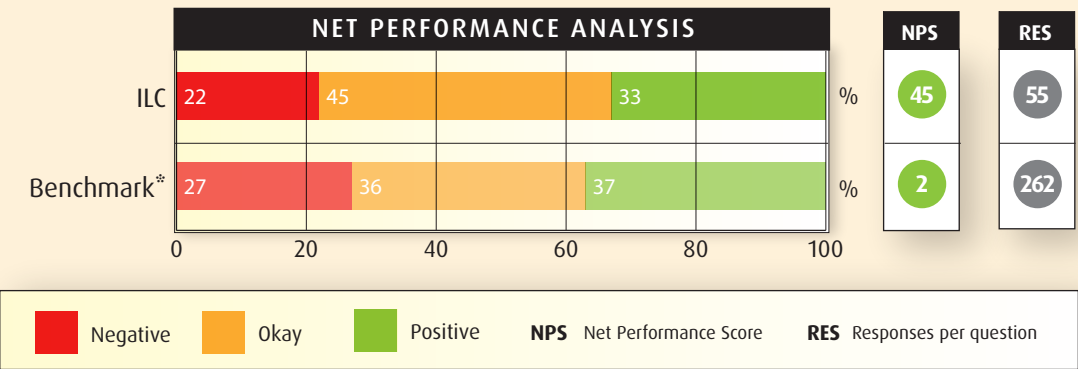
The International Land Coalition asked its members whether they have established valuable relationships with the different types of member organisations as a result of their participation in the ILC.

- According to respondents, the two types of organisation with which members established the most valuable relationships are Civil Society Organisations (CSOs) and Human rights protection mechanisms (NPS: 11 and -16, respectively).
- The least valuable relationships were made with Private sector companies/businesses, independent consultants, and the media and journalists (NPS: -77, -53, and -51, respectively).

Participation and effectiveness of network

Figure 17 Confidence in the capacity of the ILC to achieve its goal of people-centred land governance

To what extent do you agree with the following statement: **“I have confidence in the capacity of the International Land Coalition to achieve its goal of people-centred land governance.”**



*The benchmark includes 262 responses from Networks and member organizations, 6 organizations. The average raw score was 7.7.

The ILC also asked its members to what extent they agree with the statement: “I have confidence in the capacity of the ILC to achieve its goal of people-centred land governance”.

- 33% of ILC’s respondents believe that it will achieve its goal, 45% neither feel particularly positive or negative about the statement, and 22% do not believe that ILC has the capacity to achieve this goal.
- The ILC has a NP score of 11, which is slightly higher than that of the global cohort benchmark (NPS: 10).

Participation and effectiveness of network

Comments received in this area include:

"I am amazed of the governance of the network. ILC provides excellent opportunities for CSO engagement - whether it comes to direct influencing the network (this survey being an example) or using the network as a channel of influence for your own advocacy agendas through collective ILC advocacy. Yet, member participation is weak, as from what I have seen which is not much. So YES, capacity is there but we need greater PARTICIPATION to achieve the goal."

"If they really engage in a more decentralized structure and less dependent on the secretariat, since they believe that they can perform the role that members should perform."

"Since ILC is a coalition of Diverse organizations it will achieve its goal if all the members put their positive efforts collectively for one goal more strongly in future."

"Situation in [REDACTED] is difficult to be predictable due to political interference. It is also deeply involved with land abuse and land grabbing by rich and or powerful persons."

"During NES formulation farmers mentioned that this is the last chance to solve the land related problems (they are related to errors in conflict resolution of land issues)."

"Coherence of 'connect-mobilize-influence' and 'theory of change' should be reviewed."

"It's a very ambitious goal. ILC has capacity and is a useful network but the task is going to be a difficult one."

"If the organizations commissioned to facilitate undertaking of the commitments required at National and CBI levels are not serious, nothing will be articulated. Assessment should be carried based on the plans and what have been implemented so far."

"I have confidence in the ILC, but not a lot of confidence in the political will of policy makers."

"It will take time but through the CBIs and NES, ILC will be able to achieve its goal."

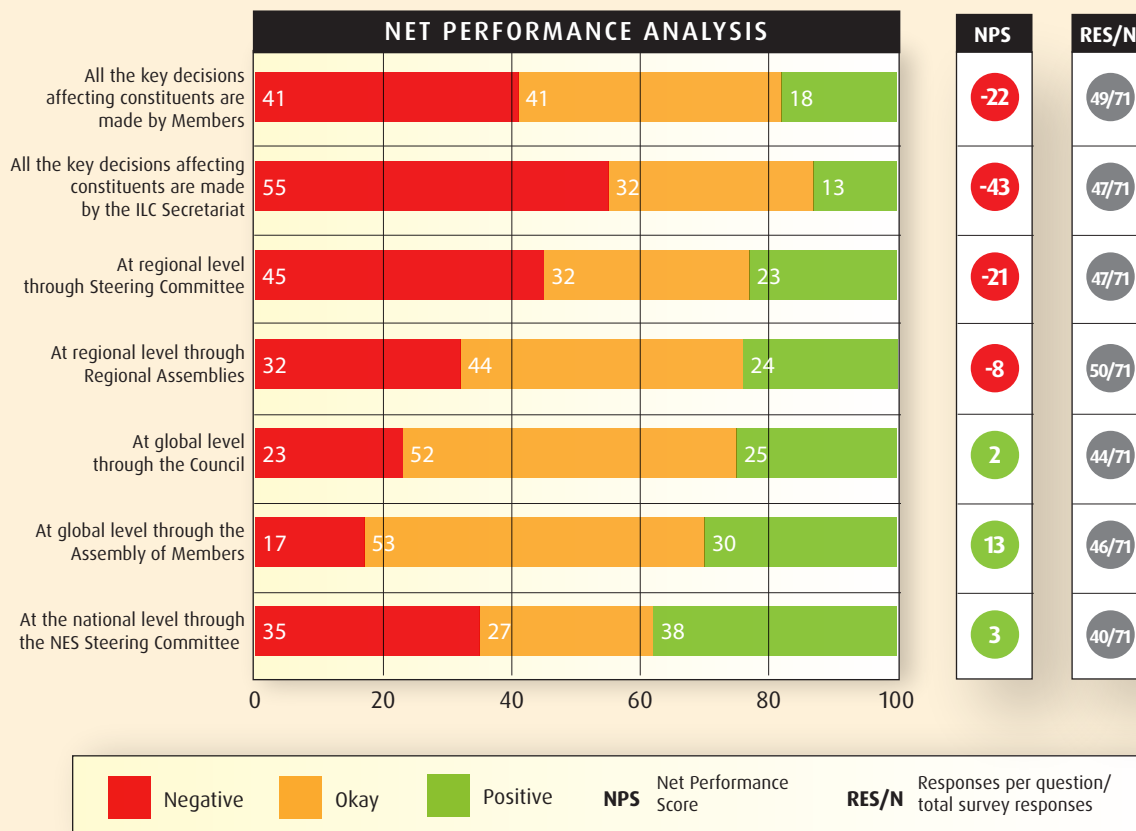
"There are a lot of powerful actors who work against this goal or simply neglect its importance."

"It is a network with very good members and capabilities to achieve the goal. But there are major obstacles that do not depend exclusively on the ILC."

"We trust because it is the only international organization that can help us find solutions via advocacy."

Participation and effectiveness of network

Figure 18 How are key decisions affecting constituents made in ILC?

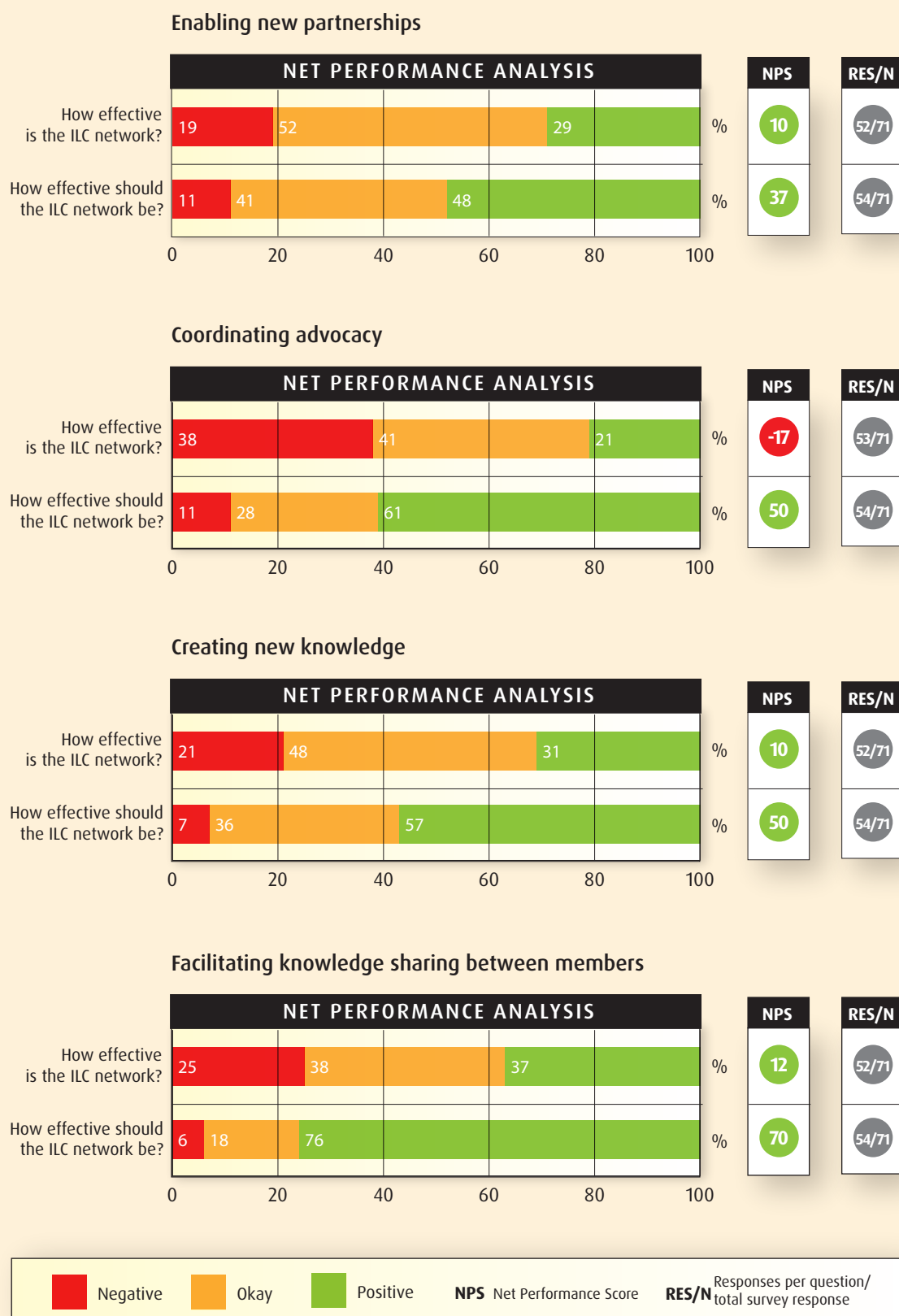


The ILC asked its members how key decisions that affect members, are made in ILC.

- The majority of respondents believe that decisions are made at the global level through the Assembly of Members and at the national level through the NES Steering Committee. The lowest scored aspects were by the Secretariat, or ILC members, or at the regional level through the Steering Committee.

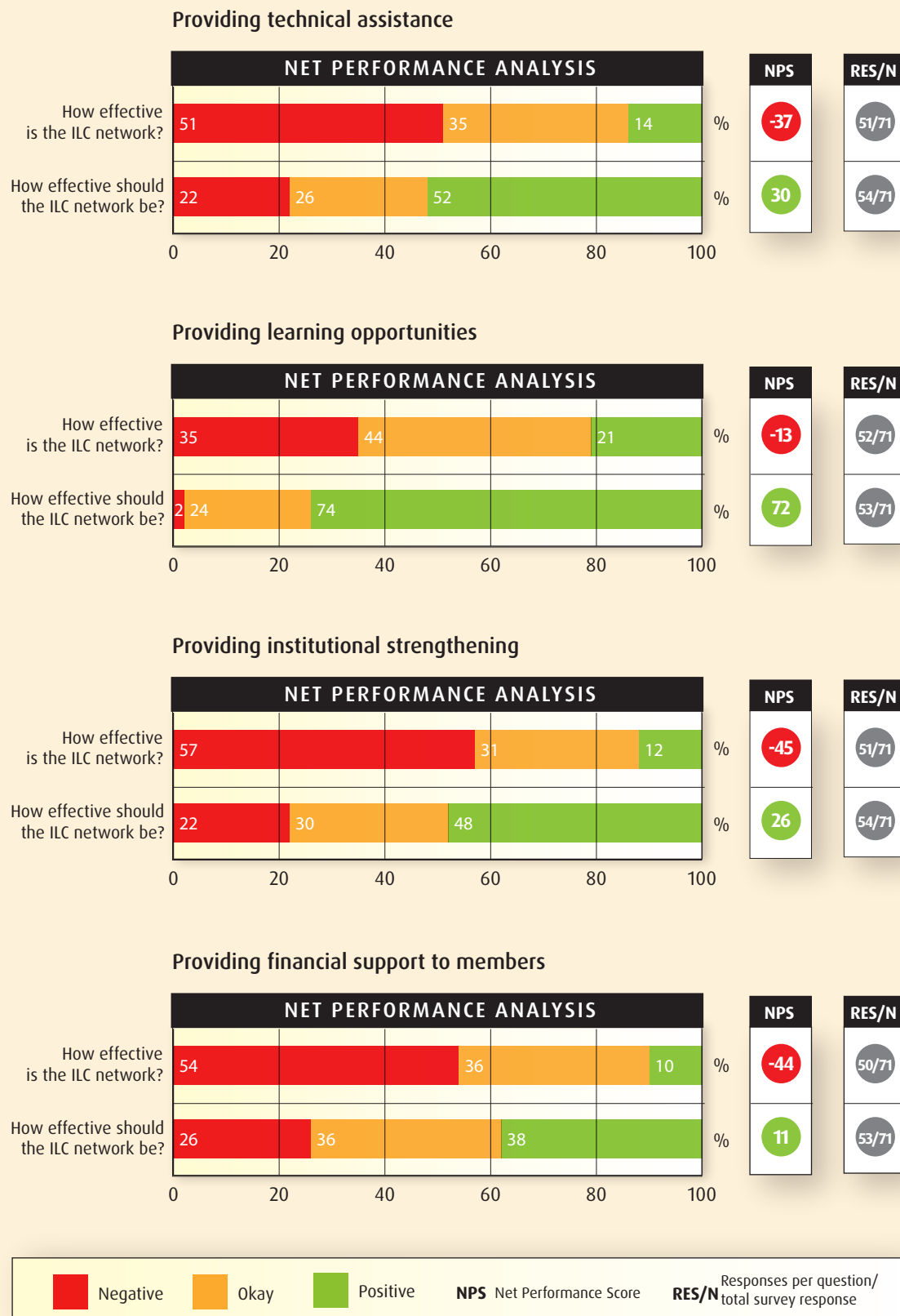
Participation and effectiveness of network

Figure 19 Part 1 How effective is the ILC network currently and how effective should it be?



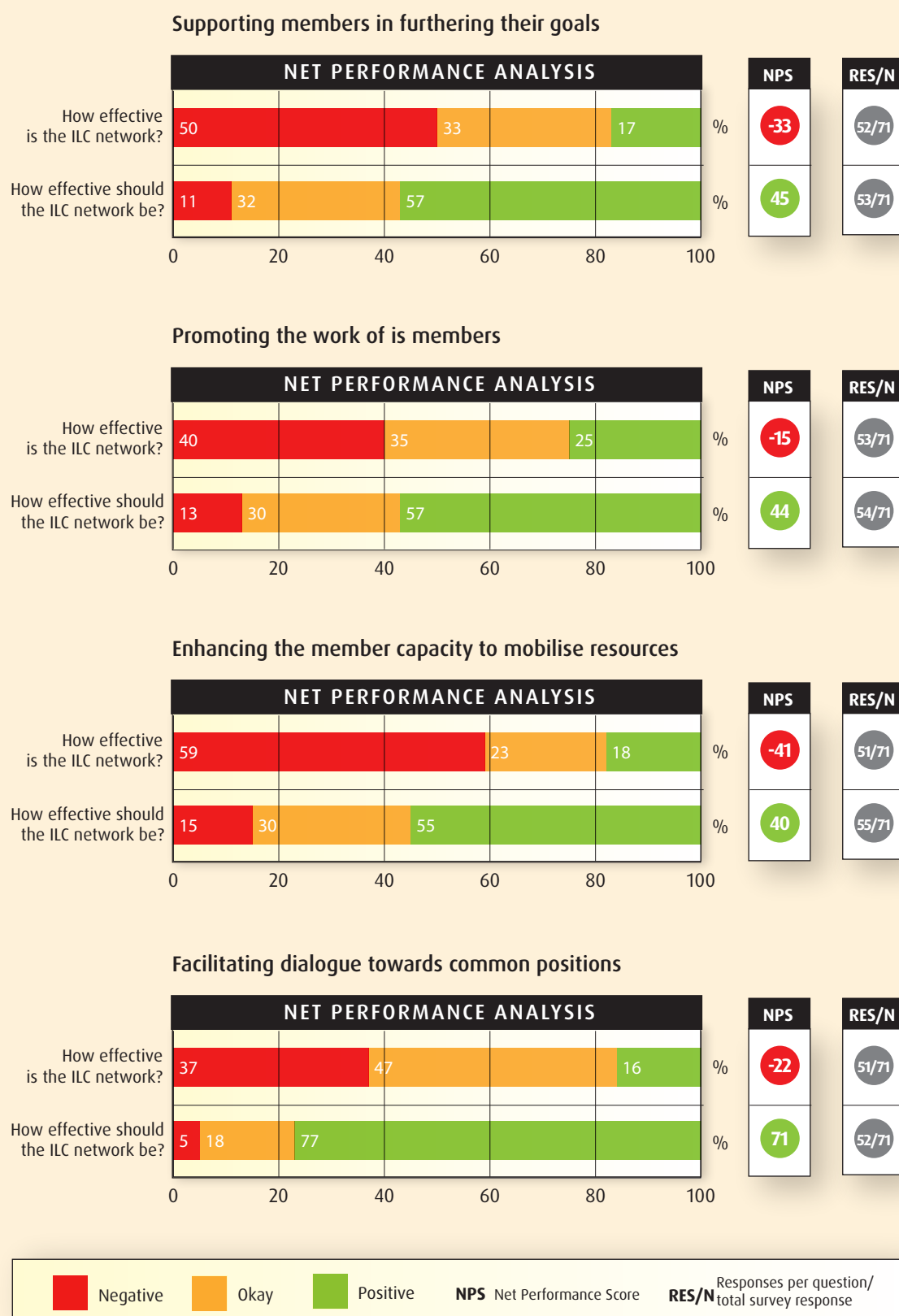
Participation and effectiveness of network

Figure 19 Part 2 How effective is the ILC network currently and how effective should it be?



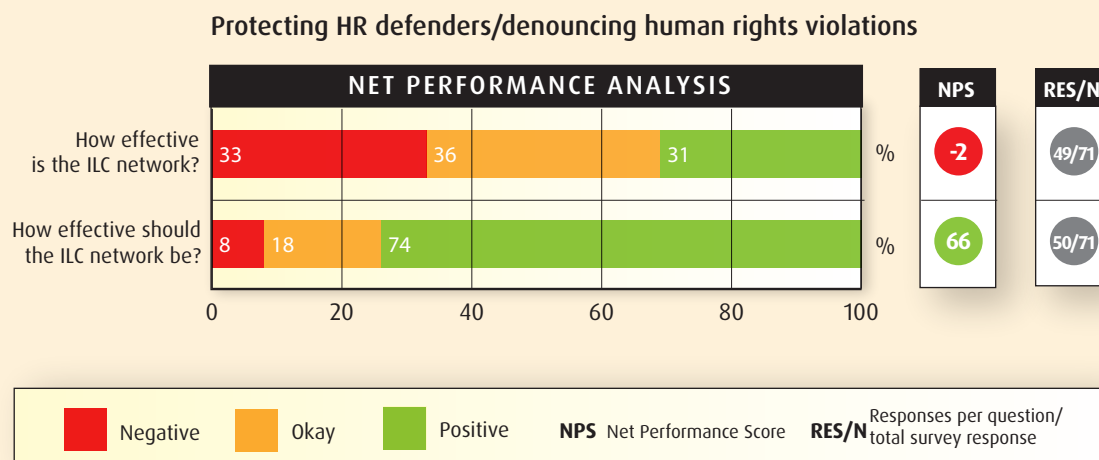
Participation and effectiveness of network

Figure 19 Part 3 How effective is the ILC network currently and how effective should it be?



Participation and effectiveness of network

Figure 19 Part 4 How effective is the ILC network currently and how effective should it be?



The International Land Coalition wanted to determine its effectiveness and asked its members how effective they think the ILC currently is and should be in the following areas.

- The areas in which ILC members consider it to be the most effective include: the facilitation of knowledge sharing between members (NPS: 12), creating new knowledge (NPS: 10), enabling new partnerships (NPS: 10), and protecting HR defenders and denouncing violations to human rights (NPS: -2).
- The areas receiving the lowest NP scores, and thus deemed the least effective include: the provision of institutional strengthening (NPS: -45), providing financial support to its members (NPS: -44), enhancing the member capacity to mobilise resources (NPS: -41), and providing technical assistance.
- ILC respondents believe that it should be more effective in: providing learning opportunities (NPS: 72), facilitating dialogue towards common positions (NPS: 71), facilitating knowledge sharing between members (NPS: 70), and protecting HR defenders and denouncing violations to human rights (NPS: 66).

Participation and effectiveness of network

The ILC asked its members to elaborate by providing comments or suggestions on their perceived value of being an ILC member. Comments received in this area include:

“It allows generating strategic alliances with other institutions and organizations, articulating efforts and resources with other institutions, it is a great ally to carry out advocacy at an international and national level, which is not always taken advantage of.”

“For us it is very important to participate in the ILC, since it is a network that offers us the opportunity to work together at a national, regional and global level. We believe that it is essential to form a network at a global level that allows us to exchange experiences, knowledge and skills. And above all, not the possibility of making an impact, and being able to find allies to work together on common objectives. Therefore, [REDACTED] has a high value in participating in this type of coalition. We suggest that the mechanisms of greater participation, decision and protagonism of all members can be improved with equity in the different levels of execution and implementation of actions.”

“ILC should enable members to further their goals by holding knowledge sharing space, learning spaces and providing institutional capacity building to members.”

“The learning and experience sharing has greatly enhanced the work of [REDACTED]. Financial grants have also broadened the scope of our work.”

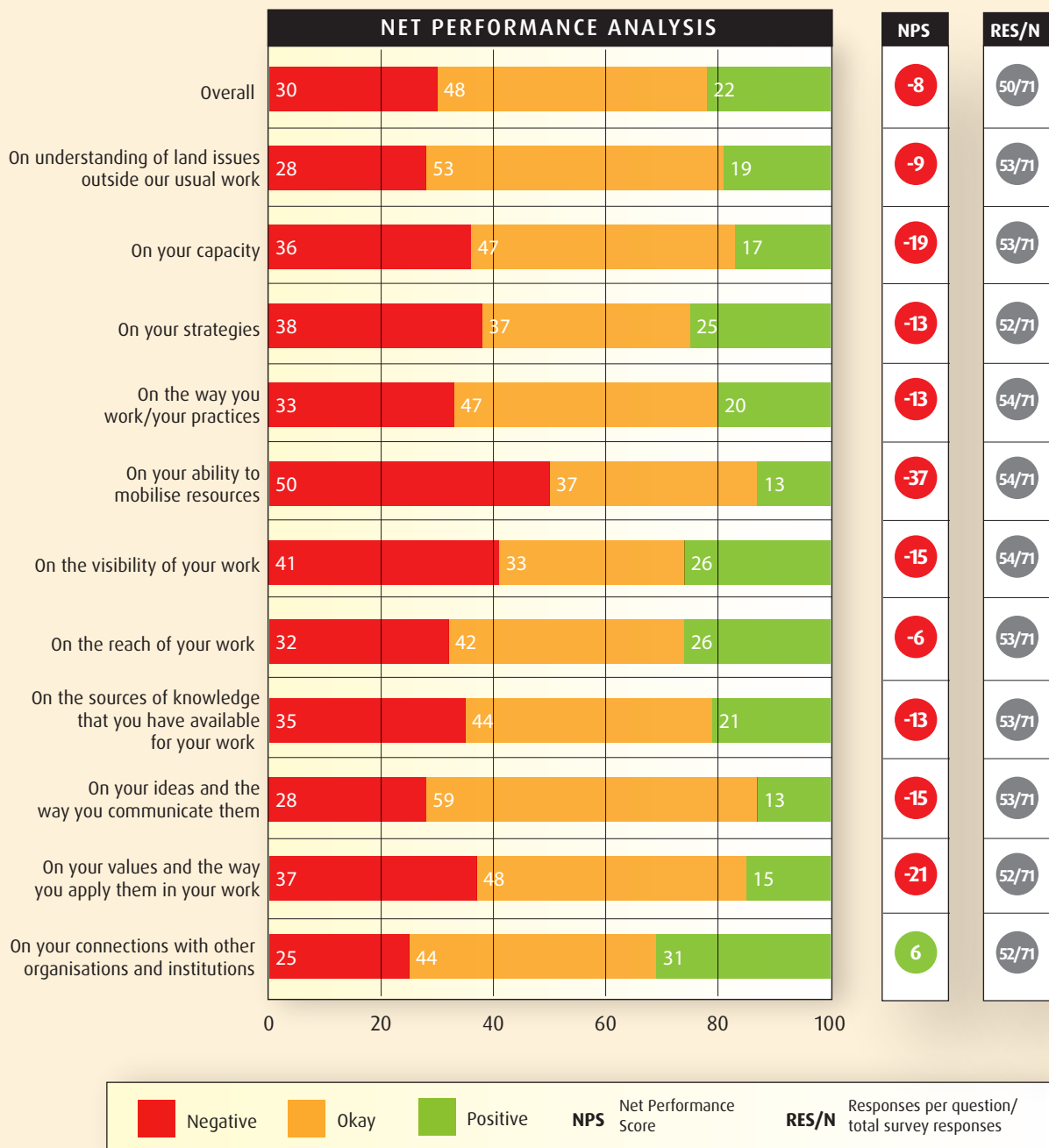
“As mentioned before, ILC is totally committed to LAND issues and we are also dedicated towards women’s land rights. I believe that the coalition can make a fantastic contribution if the secretariat gives more space, voice and visibility to the work members are doing.”

“I wish ILC as network of Land rights organisations should do more to protect and defend land Rights Defenders.”

“It allows us to join efforts to keep on the agenda the issue of governance over land seen from women, youth and the indigenous population.”

Part 6: Understanding and learning

Figure 20 Impact of participation in ILC on the work of members



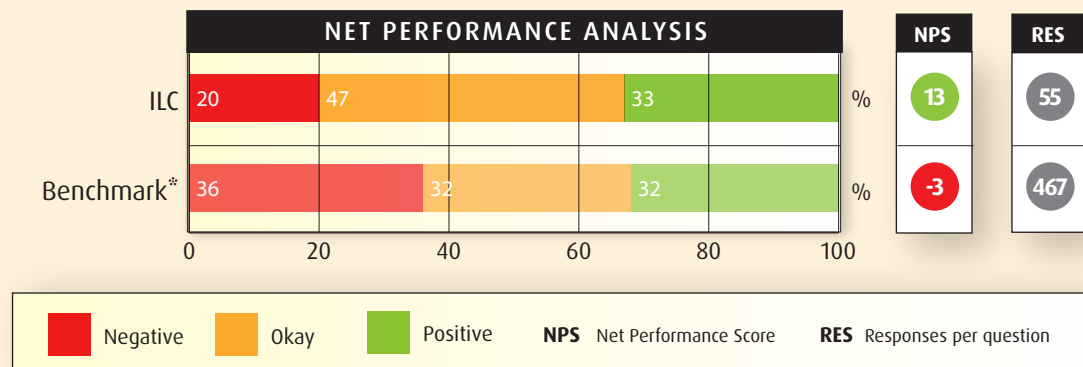
Understanding and learning

The International Land Coalition asked its members to what extent their participation in the network impacts their organisations' work.

- The two areas where members experience the most positive impact are their ability to connect with other organisations and institutions (NPS: 6) and on the reach of their work (NPS: -6).
- The two areas in which the ILC network exerts the least impact is in its ability to mobilise resources (NPS: -37) and impact the values and way they are applied by network members (NPS: -21).
- In 2009 and 2012, the ILC seemed to have the least impact on the way members work/their practices and on their capacity. Similarly, in 2014, the way members work/their practices and on their capacity was one of the lowest rated areas of ILC influence alongside the ILC's ability to impact the ideas and their communication as well as members' values and the way they are applied to the organisation's work.
- The areas in which the ILC was seen to have the most influence in 2009 and 2014 was on the members' availability to sources of knowledge. In 2012, members believed the ILC to have the most impact on their ideas and communication thereof, and the visibility of their work.

Figure 21 Would you describe International Land Coalition as a major influencer in its area of work?

Would you describe International Land Coalition as a major influencer in its area of work?



*The benchmark includes 467 responses from Networks and member organizations, 7 organizations. The average raw score was 7.1.

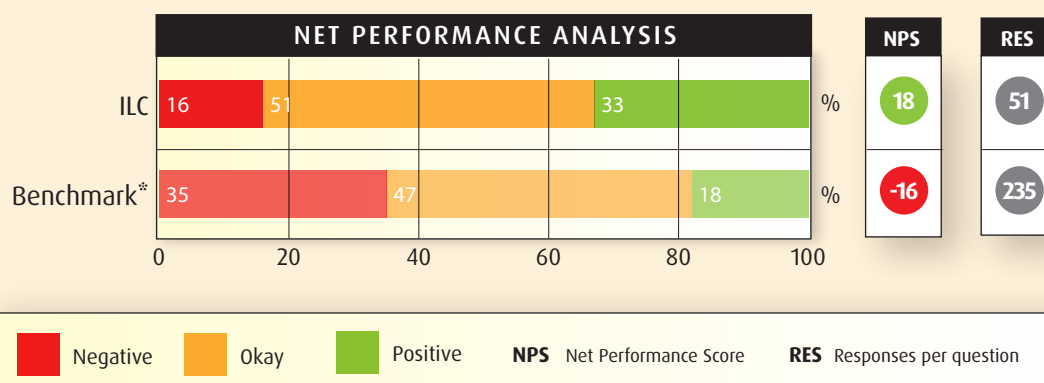
The ILC asked its members whether they believe the ILC to be a major influencer in its area of work.

- 33% of respondents believe the ILC to be a major influencer, 47% neither have a particularly positive or negative opinion on the influence of the ILC, and 20% do not believe the ILC to be a major influencer. With a NP score of 13, the ILC scores well above the global cohort benchmark of -3.
- When segmented by the type of member the data suggests that national/local NGOs give a high rating for this question, whereas members who are networks, tend to give a lower score. This suggests that unlike networks, national/local NGOs consider the ILC to have major influence in its area of work.
- Moreover, when segmented by the level of engagement, it seems that members who claim to be very actively engaged in the ILC network believe that the ILC is a major influencer in its field, whereas members who claim to be peripherally engaged, gave lower scores. This suggests that members who are actively engaged with the ILC network describe the ILC to be a major influencer, whereas members who engage less, also believe the ILC to have less influence in its area of work.
- Compared to the preceding performance survey from 2014, 65% of respondents were positives that saw the ILC as a major influencer, 25% gave a more neutral rating, and 11% did not feel it to be a major influencer. As such, while the ILC scores better than the global cohort benchmark, the percentage of members who scored it with a 9 or 10 and consider it to be a major influencer has decreased from 65% in 2014 to 33% in 2018.

Understanding and learning

Figure 22 Raising priority of issues on public policy agendas

To what extent do you agree with the following statement: **“The International Land Coalition has raised the priority of our issues on relevant public policy agendas”**.



*The benchmark includes 235 responses from Networks and member organizations, 6 organizations. The average raw score was 6.5.

The International Land Coalition asked its members to what extent they believe the ILC to have “raised the priority of their issues on relevant public policy agenda”.

- 33% of respondents believe that the ILC has been active in raising the priority of their issues on the public policy agenda, 51% neither feel particularly positive or negative about this statement, and 16% think the ILC has not been active in raising their issues on relevant public policy agendas. With a NP score of 18, the ILC scores well above the global cohort benchmark of -16.

Understanding and learning

Comments received in this area include:

"Although the ILC has taken as a priority the change of agendas, policies and practices, in our country it has not been easy to arrange it."

"Land issues for genuine development in defeating poverty and hunger from the globe were buried and inundated because of massive propaganda and mis-leading statements about the miracle of micro-finance and micro-enterprises, but ILC boldly and courageously brought land issues at the fore front of development paradigm and agenda."

"Government has become supportive to the issue of land tenure and ownership: Joint land ownership is approved which is contributing to increase women's land ownership."

"With the ILC we have been able to put on the agenda the problems of rural women in our country, especially the situation of discrimination against indigenous women for decision-making on access and use of land and territory. This work has allowed us to channel other resources to deepen the work with indigenous women."

"[REDACTED] focuses on the right to food and much of our work revolves around smallholder farming and climate change adaptation/resilience. Land rights is critical to smallholder farming."

"Through the NES."

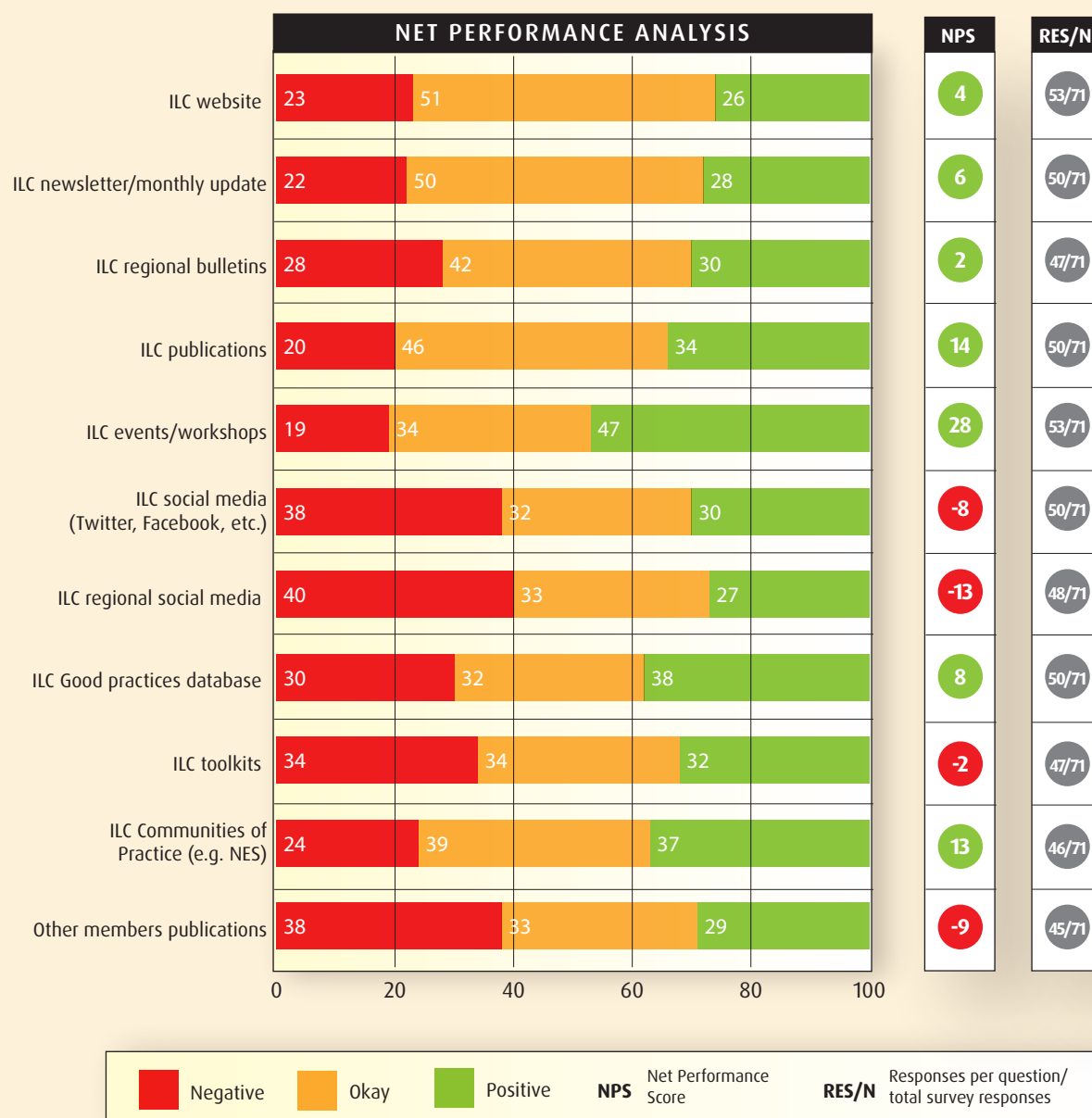
"We do not have enough access/ visibility of the works of the ILC related to public policy agendas."

"Through the GLF."

"The [REDACTED], when assuming the coordination of the National Engagement Strategy, has placed at the centre of its work the incidence in public agendas either with local government levels or with levels of national government."

Understanding and learning

Figure 23 Usefulness of ILC network knowledge products/outputs



The ILC asked its members to indicate the usefulness of the different network knowledge products and outputs.

- The three most valuable knowledge products/outputs according to respondents are ILC events/workshops (NPS: 28), ILC publications (NPS: 14), and ILC Communities of Practice (e.g. NES) (NPS: 13). The least valuable knowledge products/outputs are: ILC regional social media (NPS: -13), other members' publications (NPS: -9), and ILC social media (Twitter, Facebook, etc.) (NPS: -8).
- In 2009, the most useful knowledge products/outputs were ILC events and the website. In 2012, the ILC knowledge publications and Land portal were the most useful products/outputs for respondents. In 2014, the most useful outputs were the ILC events and knowledge publications.
- The least useful product and/or output in 2009 were other members' publications. In 2012 and 2014, the ILC newsletter was considered to be the least useful product.

Understanding and learning

The ILC asked its members which three main changes they believe it should make for its future. Comments received in this area include:

"Involve more organizations working towards the ILC goal by decreasing the membership fee. Facilitate the development of joint projects. Advocate and facilitate advocacy done by members."

"Bring local solutions up, become sustainable and inclusive, further connect with other relevant sectors like forestry and agriculture, particularly climate change. Members have plenty to share on these matters, but for that ILC should look further down improving direct participation of the CBOs."

"1. Engaging local communities in dialogue sharing. 2. Maintaining follow ups through monitoring formats. 3. Maintaining activity specific time lines."

"1. ILC should make sure that its commitments across the Region are fulfilled as articulated in the plans. 2. Its active members should implement the projects in the region, not individual people like what is happening now. Up to this moment we don't understand what is happening regarding issues related to Sustainable rangeland management project in East Africa."

"Funding support. Media training. Litigation support."

"Give more autonomy to the Regional Offices. Increase internships, inter-learning among the members. Translating interesting research in other regions that are not always in Spanish."

"Take NES and CBI activities hand in hand. Organize capacity development program for needy members. Increase the network."

"1. More work on facilitating joint action on global commitments for equitable land tenure. 2. Strengthening national level networking."

"1- Give more space and voice for the members; 2- Engage more seriously in regionalization; 3- Take more seriously the decisions made by steering committees."

"NES should be introduced in Southern Africa."

"1) improve the quality of NES facilitator work, 2) support members to find technical and financial support, and 3) facilitate regional collaboration and integration of members."

"Connect its members to technical and financial partners influence public policy through NES build member capacity."

"Tool-kits. Website. Social media (FB)."

"More coherence between NES and CBIs. Scale down global programs. Re-tooling of Secretariat to make them more responsive for a Network organization."

"1- efficient networking between members 2- complementarity of country actions 3 - sharing of experiences between countries."

Understanding and learning

"ILC Publications to be regularly shared to members electronically."

"- ILC needs to improve their channel of communication at different levels through national, regional and global. - ILC should consider how to establish a new mechanism for institutional members to actively get involved in the process."

"Publish more good practices. Organize more events and workshops. Provide more tools for work of local organizations."

"1. Depuration of active and non-active members. 2. Improve Governance at all levels, allowing greater and better participation of members. 3. Carry out an evaluation (external, internal and co-evaluation) of the different multi-country initiatives, ENIs and others, to make changes on time."

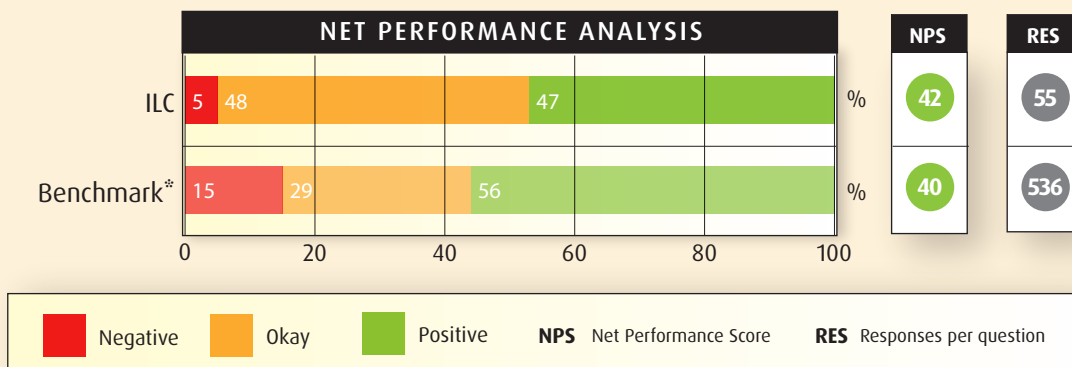
"I may not yet have sufficient experience with ILC and knowledge of the resources at hand for you, to give a meaningful answer. On a general note, however, we consider ILC to be an excellent, international PLATFORM for INTERNATIONAL advocacy. But the real potential is as an international platform for NATIONAL advocacy which will inevitably impact on change at the international level. As such, the more discrete, organisational support to NES networks and their host organisations is absolutely critical and should be stepped up. It is however important that ILC coordinates with other existing initiatives of DPs, INGOs like [REDACTED], multilaterals, regional bodies, etc. when supporting an NES to ensure that we build on lessons from the past and strengthen synergies between ongoing initiatives - as far as I know, this does however happen to some extent."

"ILC has a unique role as a convener and facilitator of collective action. But at present I don't think ILC really has an effective strategy for how it does it- how it really supports collaboration and collective action across its membership. Doing that well takes a lot more thought and skill than just convening workshops- it requires really cultivating the skill of 'getting the right people in the room', cultivating intimacy and trust between different actors, and investing in social collaborative processes and long-term relationships. ILC has a collaborative DNA and the right structure as a network, but it doesn't have the right skills and approaches to build world-changing collaborations based on trust, commitment and common interest and with the key actors involved. ILC needs to become a 'collaboration machine' and think about how it uses all its different physical and virtual convening spaces towards those ends. ILC also needs to become a 'learning machine' and make a greater effort to cultivate and disseminate the most cutting-edge ideas, perspectives, and research on land rights issues. It can do a lot of that through partnerships with many of the innovative organizations and networks- many of which have close ties to ILC- such as Land Portal, PLACE, RRI, and others, that are producing this information. ILC should be a hub for bringing this information together and sharing it back out to its members and the entire land rights field."

Understanding and learning

Figure 24 Recommending ILC to others

How likely would you recommend engaging with International Land Coalition to a friend or colleague?



*The benchmark includes 536 responses from Networks and member organizations, 7 organizations. The average raw score was 8.2.

The ILC asked its members how likely they would be to recommend engaging with the ILC to a friend or colleague.

- Out of 55 responses, 47% scored this question with a 9 or 10, indicating that they would recommend the ILC to a friend or colleague, 47% took a neutral stance, neither feeling particularly positive or negative about recommending the ILC, and only 5% would not recommend a friend or colleague to engage with the ILC. With a NP score of 42, compared to the benchmark of 40, the ILC scored higher than the global cohort of networks.

When asked to elaborate on the score provided to this question, comments received in this area include:

"The vision is more exciting and the commitments if well implemented will serve the majority of the poor who are really the targeted ones. Having close collaboration with like-minded friend or colleague will add value of the expected results for the betterment of the current generation and generations to come."

"ILC has been presented [REDACTED] with networking opportunities which has impacted our work for the better."

"Most of the colleagues working in this field already know / are engaging with ILC. I would only recommend it to those who have the means to join as membership fee is quite substantial."

"As explained earlier, ILC provides excellent opportunities for influencing - not least for African civil society organisations and networks. A shame that so few seize the opportunity."

"I recommend membership of ILC to any organization that is involved significantly in land rights and have facilitated at least 3-4 new members joining in the past two membership cycles."

"I think that the ILC gives a strong contribution to move from a local, national to a global perspective, and also the concrete possibilities of relationships with entities and experts from several countries and even continents."

Understanding and learning

"Because whenever you talk about land governance, ILC is the best."

"Because as a Global organization it gives us the opportunity to connect with different organizations that work with similar issues around the world."

"It is win-win approach."

"I think the ILC is in the centre of a highly important and interesting network of active organisations around a key topic!"

"Because the ILC means a good opportunity and instrument for organizations that defend the rights to land and promotes the responsible and sustainable management of natural resources, giving great opportunity to grassroots organizations of peasants, women, youth and indigenous communities."

"The ILC is a network of networks that allows linking with people, institutions and organizations at local, regional and global level, which has the common objective, in this case working for a Land Governance centred on people, even more in contexts in which those that violate a lot the rights of the people who work the land due to the extractivism and the prioritization of economic growth in our countries leaving aside people."

"It is an important learning and training space to strengthen grassroots organizations."

Conclusion

The International Land Coalition has gone through various changes since its first Keystone performance survey in 2009, which is reflected in the respective qualitative and quantitative data. The ILC's next challenge will be to use the provided data to further analyse and engage in dialogue, ultimately allowing it to course-correct and improve the network dynamics as well as increase their social impact. Keystone recommends that the International Land Coalition not only focus on the quantitative data but also the qualitative data provided through open comments, as this can inform the dialogue between members and ultimately provide meaningful insight into the improvement of their performance. Moreover, considering the diversity of members, we advise that the data be interpreted with caution, as it is perilous to make assumptions or derive causal links and conclusions solely based on this dataset. A deep-dive into the comments, can help the International Land Coalition determine how best to address the issues or areas where there is room for improvement in collaboration with its members. Keystone could assist the ILC in digesting and understanding the results and consider how to integrate a more regular, light-touch feedback system (see Annex 4).

Annexes

Annex 1: Survey questionnaire

Annex 2: Anonymised raw data

Annex 3: Net Performance Analysis

Annex 4: General recommendations