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Enabling the rural poor
to overcome poverty

President's report

Proposed grant to the

International Land Coalition to strengthen the performance of the International Land Coalition

Executive Board — Eighty-ninth Session
Rome, 12-14 December 2006

For: **Approval**

Note to Executive Board Directors

This document is submitted for approval by the Executive Board.

To make the best use of time available at Executive Board sessions, Directors are invited to contact the following focal point with any technical questions about this document before the session:

Isabel Lavandenz-Paccieri

Director, Latin America and the Caribbean Division

telephone: +39 06 5459 2318

e-mail: i.lavandenz@ifad.org

Queries regarding the dispatch of documentation for this session should be addressed to:

Deirdre McGrenra

Governing Bodies Officer

telephone: +39 06 5459 2374

e-mail: d.mcgrenra@ifad.org

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Logical framework

Abbreviations and acronyms

CIDA	Canadian International Development Agency
ILC	International Land Coalition

Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed grant to the International Land Coalition to strengthen the performance and support the institutional transformation of the International Land Coalition, as contained in paragraph 20.

Proposed grant to the International Land Coalition to strengthen the performance of the International Land Coalition

I. Introduction

1. The International Land Coalition (ILC) was founded as a result of the 1995 Conference on Hunger and Poverty, with the intention of creating a multistakeholder mechanism, including civil-society and intergovernmental organizations, that could effectively address global land issues. The Coalition was formally constituted in 2003.
2. ILC is governed by an Assembly of Members, which meets every two years, and a 14-member Coalition Council, which serves as the executive board and meets twice each year. Its activities are coordinated by a secretariat based at IFAD headquarters in Rome.
3. ILC aims to strengthen the capacities of its member and partner institutions to become more effective in empowering communities of resource-poor and landless households to gain and maintain secure access to land, including through processes to foster the establishment of pro-poor land policies at the national level.
4. ILC is at a crossroads. While the recent independent external evaluation of ILC confirmed its relevance within the growing community of institutions working on the land agenda, it also noted that ILC needed to change its way of operating, and to take a more focused and targeted approach to its work, setting goals and objectives built on its areas of comparative advantage.

II. An agenda for change

5. In addition to the external evaluation, other processes are helping to inform ILC's planning and strategic framework, now being developed for 2007-2010.¹ These include:
 - an ILC-commissioned evaluation of the Community Empowerment Facility
 - an ILC desk review of the Knowledge Programme and the Network Support Programme
 - a review of lessons learned from the other ILC programme areas
 - a survey of the strengths and weaknesses of ILC's policy and advocacy activities as seen by its members and partners
6. ILC has set in motion an agenda for change in order to improve its effectiveness and efficiency in achieving its mission. The change agenda aims to improve future performance, which – for the Coalition – means working as a stronger alliance of members and partners to achieve its strategic objectives. Some of the areas for change resulted from decisions taken by the 2005 meeting of the Assembly of Members.
7. ILC's secretariat has drafted a Plan of Action that outlines plans for institutional and programmatic changes, based primarily on the findings and recommendations of the external evaluation. IFAD endorses this plan as the basis for continuing its support to ILC through the period of transition, during which IFAD will determine the most suitable form of relationship to take with ILC in the future. IFAD recognizes that ILC processes will entail, in addition to the approval of the Plan of Action obtained at the Coalition Council's meeting on 7-8 November 2006, the approval of the Plan of Action and new strategic framework by the Assembly of Members in April 2007.

¹ Summarized in annex II of the ILC Plan of Action approved by the Coalition Council.

III. A two-year process

8. A review of the processes and time frames needed to complete the changes foreseen indicated that institutional changes would require about 18 months and programme changes roughly two years.
9. Within this two-year process, ILC will also continue its ongoing programme of work, consisting of forward programmes and activities to be undertaken with commitments from current funding partners, including the Canadian International Development Agency (CIDA), the Swiss Agency for Development and Cooperation, the Belgian Survival Fund (BSF) and – under a programme agreement about to be signed – the European Commission.²
10. The two-year period will see the realignment of current activities into a strategic programme framework focusing on three objectives. First, ILC will strengthen dialogue among different stakeholders to build commitments to pro-poor land policies and practices. Second, it will support capacity-building and networking for collective empowerment. Third, it will advocate for pro-poor land policies and laws, and for compliance with international agreements. In developing its new programme framework, ILC will, among other programme actions during 2007 and 2008:
 - (i) develop regional programme strategies with partners in Africa, Asia and Latin America;
 - (ii) strengthen its knowledge, networking and community empowerment activities with its 65 partners involved in its civil society programmes;
 - (iii) enlarge its networking, knowledge and capacity-building programmes to include at least 12 additional partners;
 - (iv) expand its joint country programmes with IFAD, including in the Niger and Uganda in the tripartite IFAD/BSF/ILC partnership;
 - (v) replicate its Land Alliances for National Development (LAND) Partnerships programme;
 - (vi) establish a programme to develop land indicators to monitor progress, to be used to promote compliance with national and international agreements and legislation;
 - (vii) publish the results of its current policy and thematic work on common property, pastoralism and land conflict, and launch new policy work on women's access to land and forest tenure; and
 - (viii) continue its global advocacy within the United Nations system and other international forums.³
11. The two-year period will also see a strengthening of governance by members and partners, and a broadening of the membership base to include new members drawn from a range of civil society organizations and international development agencies involved in promoting pro-poor land reform – in particular, national and international NGOs and farmers' associations. A strategy for doing this will be developed by the existing members with the active participation of non-member partners and through consultation with other organizations promoting pro-poor land reform that are not associated with ILC.
12. The grant agreement will contain milestones, at six-month intervals, that must be reached to "trigger" any further IFAD grant financing. The milestones will be:
 - By the 6-month point, the Council and the Assembly of Members must have fully approved (i) the ILC Plan of Action and its Strategic Framework for the period 2007-2010; and (ii) an integrated resource mobilization strategy.
 - By the 12-month point, a final decision must have been taken on the form of legal status that ILC intends to adopt, and the process must have been activated to register ILC as such an entity. In addition, a strategy for expanding ILC membership must have been approved.
 - By the 18-month point, ILC must have fulfilled all legal requirements related to its legal status and have revised its governance structure accordingly.

² Programme details are given in the ILC Plan of Action approved by the Coalition Council.

³ Annex II of the ILC Plan of Action approved by the Coalition Council, contains further details on these and other programmes as part of ILC's two-year programme of work.

- By the 24-month point, (i) a new business and housing agreement with IFAD must have been approved and activated by both parties; and (ii) a results-based programme of work must have been agreed with IFAD and the other Council members. In line with the IFAD Policy for Grant Financing, such a programme of work should reflect complementarities through common strategic activities and approaches. In addition, future funding will depend on achieving targets for cofinancing by other donors such that, by month 24, cofinancing of the overall budget by other donors must account for not less than 65 per cent of required revenues, and within this, cofinancing by other donors of the administrative portion must be not less than 50 per cent.

IV. Goals and objectives for the proposed grant

13. The proposed grant will provide a contribution towards ILC's institutional requirements in terms of transition-related operations and ongoing programme operations and administration for the period ending 31 December 2008. During this period, ILC will progressively introduce the changes required – while continuing to manage, implement and monitor its active programmes at the global, country and regional levels. In addition, it will also perform ongoing governance functions and convene the Assembly of Members in 2007.
14. The programme of work is based not only on the various evaluation processes mentioned above, but also on ILC's stocktaking of lessons learned during the past year. The proposed IFAD grant will contribute cofunding to ILC's programmes, for which an additional level of funding of about US\$3.2 million has been mobilized, as outlined in section VI below.
15. The funding will support ILC's management in the form of additional one-time costs related to implementing some of the transition items – primarily establishing ILC as an entity with recognized legal status – with a significant portion being used to support the continuation of ILC programmes.

V. Grant request

16. The grant requested will contribute to the 2007 and 2008 programmes of work, which incorporate institutional changes and ongoing programmes and activities, including the transformation of the current programming into a focused strategic framework that is explicitly aligned with ILC's mission and objectives. The grant will also contribute to ILC management, including its operations, administration and governance costs. In 2007, governance costs will include funding for the Assembly of Members, where IFAD's contribution will be matched by CIDA.
17. In ILC's programme operations, the IFAD contribution will be applied to staff roles in implementing programmes and to monitoring and evaluation. The cost for staff directly linked to ILC programmes, rather than to its management and administration, is estimated for the two-year period at US\$965,000. Of this cost, US\$830,000 will be from the grant, with the balance from other donors (see section VI). The portion of the IFAD grant for programme staff costs therefore represents about 20 per cent of the total programme costs of US\$4.9 million based on currently committed funds.

Indicative allocation of IFAD grant funds

United States dollars

	2007	2008	Total
Governing bodies			
- Coalition Council (2 per year)	30 000	45 000	75 000
- Assembly of Members (every two years)	80 000		80 000
Personnel			
- Director, programme officer, programme assistant, support staff	560 000	400 000	960 000
- Regional and Country Programmes incorporating the Knowledge and the Network Support Programme	200 000	255 000	455 000
- Support services for institutional change: monitoring and evaluation; business plan development; legal services; other related professional advisory services	55 000	75 000	130 000
Total grant request	925 000	775 000	1 700 000

The IFAD grant for 2007/2008 is comprised of programme costs (455 000), personnel costs (960 000) and other administration costs consisting of governing bodies and support services (285 000).

18. The total two-year grant request to IFAD for fiscal years 2007 and 2008 is US\$1.7 million.

VI. Programme funding mobilized from other sources

19. ILC has mobilized funds from other donors for its programmes and activities, including: (i) CAN\$450,000 approved by CIDA for use through 2007, with renewal for 2008-2009 under discussion; (ii) US\$200,000 approved by the Swiss Agency for Development and Cooperation to 31 December 2007; (iii) US\$500,000 approved by the Government of Belgium to 31 December 2008; (iv) US\$250,000 from the Netherlands, phase one to be completed in 2006 and renewal under discussion; and (v) EUR 1.5 million expected to be approved by the European Commission for 2007 and 2008 by mid-December 2006. Furthermore, a recent mission to the World Bank has set the basis for applying for both renewed funding and country funding with several task managers. The Government of Norway has indicated a willingness to consider providing support. A proposal has been submitted to the International Development Research Centre (IDRC) for support to ILC's work on women's access to land, in the form of a joint initiative for which the Centre would agree to provide ILC with the necessary programmatic and administrative funding.

VII. Recommendation

20. I recommend that the Executive Board approve the proposed grant in terms of the following resolution:

RESOLVED: that the Fund shall make a grant to the International Land Coalition to strengthen the performance and support the institutional transformation of the International Land Coalition for an amount not exceeding one million seven hundred thousand United States dollars (US\$1,700,000) for fiscal years 2007 and 2008, upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Lennart Båge
President

Logical framework

<i>Overall objective</i>	<i>Indicators</i>	<i>Means of verification</i>	<i>Assumptions</i>
To strengthen the performance of ILC	Future actions of ILC meet with the performance criteria recommended by the external evaluation	Survey of members Monitoring and evaluation reports	
Purposes			
1. To reform the institutional structures and operations to improve effectiveness	The reform of the institutional structures and strategic planning framework produce measurable changes that have a positive effect by December 2008.	Minutes of Council November 2006 Minutes and record of proceedings of Assembly of Members 2007	Members and partners have a shared commitment to change Sufficient funds will be available
2. To develop and implement a strategic programming framework		New governance framework Budget linking strategic objectives and activities to resources	
Expected results			
1. ILC has an unambiguous legal status	Decision taken on the form of ILC legal identity by the 12-month point Legal requirements related to legal status concluded by the 18-month point The governance structure is revised accordingly to new legal status by the 18-month point	Records of discussions on ILC legal status among ILC members Official registration and legitimization of ILC legal status New official governance documents	Feasible options to provide ILC with appropriate legal status
2. IFAD's relationships with ILC are clearly established under an agreement(s) making explicit the roles and responsibilities of each institution with a set of measurable results for each component of the relationship	New business and housing agreement with IFAD by the 24-month point ILC result-based programme of work is agreed with IFAD and other Council members by the 24-month point Agreements with each IFAD division are implemented with a minimum of one concrete activity for 2007 and not less than 2 for 2008.	Agreements documenting relationships of IFAD-ILC: President's Bulletin, Housing Agreement, etc. Workplan of collaboration document between IFAD and ILC Documentation on collaboration with IFAD divisions	IFAD divisions are favourable to establishing partnerships with ILC
3. ILC has an integrated resource mobilization strategy. Targets for cofinancing by other donors achieved as a prerequisite for IFAD funding.	Cofinancing by other donors accounts for not less than 65 per cent of the required funding, of which not less than 50 per cent in the administrative portion, by the 24-month point.	Agreements with other donors ILC revenues report IFAD financial records of ILC financial status	Land issues retain or gain in the level of interest by donors
4. ILC has an approved Strategic Framework 2007-2010	Approval by the Council and the Assembly of Members of new Plan of Action by the 6-month point The new strategic framework meets the requirements resulting from the external evaluation	ILC Strategic Framework 2007-2010 Verbatim of Executive Council and Assembly of Members meetings	ILC Council is willing to accept fundamental change in the interest of establishing a forward looking strategic framework

<i>Overall objective</i>	<i>Indicators</i>	<i>Means of verification</i>	<i>Assumptions</i>
5. ILC has a member-led and member-based institution as validated by its revised governance framework, regionalized programme strategy designed and implemented by members and a plan for membership growth	Number of peer-to-peer monitoring and direct consultations/exchanges among members and partners increase	Exchange of reports of members Monitoring reports	Members are able to commit their organizations and some of their human and other resources to becoming more active and accepting higher levels of responsibility
	Number of members representing ILC in events, as ILC speakers and in delegations by ILC to regional and global events increases	Increased number of lessons learned and knowledge products from members Report of Assembly of Members	
	Budget allocated to member-to-member exchanges increase.	ILC registry of members ILC website and newsletter	
	The governance structure has clearly defined membership criteria, nominating procedures and strategy for acquisitions.	Report of regional meeting	
	Three regional strategies (Africa, Latin America, Asia)	Report of Executive Council	
	3 regional meetings held before December 2008		
	Three ILC regional focal points established in a member organization based in each region.		
6. ILC has a new programming framework that is focused on concrete results and supported by a business plan linking programmes to resources	Number of new members nominated during the Assembly of Members in 2007		Sufficient resources are available to invest in the costs of developing the new frameworks, including to research and cultivate potential donor partnerships
	The ILC Action Plan includes accurate and realistic results and indicators of performance	ILC Plan of Action 2007-2008 ILC resource mobilization plan 2007-2008	
	The ILC Action plan validated by the Coalition Council in November 2006	ILC monitoring and evaluation system – procedures documented	
	Resource mobilization plan approved by the Council in November 2006	Minutes of ILC Council and committee meetings	
	Monitoring and evaluation system in place at the 12-month point	ILC reporting to IFAD ILC reporting to the Coalition Council	