

Putting the *Grassroots Mechanism* into practice

2nd - 3rd November 2009, Nairobi

Workshop Report



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Background

In many countries, laws and policies exist that have the potential to enhance secure access to land for poor women and men. These laws relate to issues such as adequate housing and freedom from eviction, land reform and access to all land-based resources. They relate to cross-cutting issues such as the rights of women and marginalized groups to freedom from discrimination in relation to land and housing. However, very often the implementation of these laws and policies is weak or absent because governments lack the necessary expertise, resources or political will.

But many solutions to these problems are being developed by grassroots organizations and other civil society organizations that work closely with grassroots communities. These grassroots approaches are based upon the mobilization of grassroots groups to fill the gap left by government. But grassroots civil society often faces difficulties in replicating and scaling up these approaches beyond small-scale, local initiatives.

For this reason, the Global Land Tools Network (GLTN) has been developing the **Grassroots Mechanism** since 2007 in collaboration with three main partners that have made up the Grassroots Partners Group: Hakijamii Trust, Huairou Commission and Slum/Shack Dwellers International. The Grassroots Mechanism is a way of promoting the development and up-scaling of land tools in a way that allows grassroots groups to play a meaningful guiding role.

Box 1: Development of the Grassroots Mechanism so far:

- 2006 -** Grassroots Mechanism conceived after consultations with stakeholders.
- January 2007 -** Workshop held with grassroots participants and professional partners to review, share and learn lessons from experiences of participatory and community-led initiatives.
- July 2009 -** Publication of *Not About Us Without Us: Working with grassroots organizations in the land field*. It sets out GLTN's initial thinking on how effective and genuine grassroots participation can be a fundamental element of the development of large-scale land policy tools. In particular it sets out *key criteria* (see Box 2) for assessing participation and effectiveness when grassroots tools are up-scaled.

The Grassroots Partners Group was involved in organising and participating in the initial workshop, as well as in developing the concept for and advising on the publication *Not About Us Without Us*. This report outlines four key strategies for the Grassroots Mechanism:

- (i) Ensuring grassroots participation in the development of large-scale land policies.
- (ii) Scaling-up community-led initiatives for improving the tenure security of poor women and men.
- (iii) Building the capacity of the grassroots to engage in land administration and land management.
- (iv) Promoting grassroots participation approaches amongst GLTN partners.

Looking to the future, it was decided that GLTN would begin the selection of community-led initiatives for up-scaling in 2010. However, before project selection could begin, there was a need to work out how the criteria outlined in *Not About Us Without Us* can best be used as a basis for the evaluation of proposals from grassroots groups. GLTN and the Grassroots Partners Group also recognised that the active engagement of grassroots organisations in the Grassroots mechanism would be essential to its success: the Grassroots Mechanism needs to be demand-led, responsive and accountable to the grassroots, just like the initiatives it seeks to support. It was therefore necessary to explore how the selection process could take place in a manner that is fair, transparent and participatory.

Organization of the workshop

In order to advance a key aim of widening participation in the Grassroots Partners Group and the Grassroots Mechanism, the International Land Coalition was invited to join the group and to collaborate with GLTN Secretariat in organising the workshop. Logistical and other support, before and during the workshop, was provided by RECONCILE, a civil society member of ILC.

The workshop was held in Nairobi, Kenya, on **2 - 3 November 2009**. The theme was: **Putting the *Grassroots Mechanism* into Practice.**

Objectives and Programme

Objectives

The workshop had five objectives, each of which was reflected in the planning of the sessions.

1. Achieve outreach on the Grassroots Mechanism to a wider grassroots audience, both urban and rural.

One of the challenges faced by GLTN in establishing greater grassroots participation has been out-reach, especially to grassroots organisations and those outside of the Grassroots Partners Group. The workshop responded to this by inviting a broad selection of grassroots representatives from the networks, and devoting the first session to presentations and questions designed to give everyone a basic understanding of GLTN and the Grassroots Mechanism. Greater outreach is also the rationale for the opening up the Grassroots Partners Group to new networks. Inviting the ILC to both co-organise and participate in the workshop was a first step in this process.

2. Facilitate future participation by workshop participants in the call for proposals and obtain in-principle commitment to the process.

Before the workshop, participants were sent a draft copy of the call for proposals and asked to prepare a 2+ page draft proposal for presentation and discussion during the workshop. The second half of the morning and all afternoon on Day One were devoted to sharing, discussing and improving these proposals. The intention was to make sure that a range of grassroots organisations had sufficient capacity and understanding of the process to communicate and participate effectively in the call for proposals.

3. Design a transparent and participatory process for the selection of the project(s) for up-scaling.

It was recognised that the selection process in 2010 would need to be transparent and accountable to all stakeholders in order to ensure commitment. This is true not least for grassroots organisations: the Grassroots Mechanism needs to be demand-led and responsive to the needs and priorities of the grassroots, just as do the projects the Mechanism will support. A key aim of the workshop was thus to refine the call for proposals and agree on a concrete plan for the selection process. The whole process of having participants prepare, present and discuss draft proposals was designed to test out the draft call for proposals and to identify problems, whilst planning the selection process was the focus on the first morning session on Day Two.

4. Build capacities through knowledge-exchange about grassroots initiatives between participants, helping to create a community of practice.

Aside from the focus on the Grassroots Mechanism, the workshop aimed to be an opportunity for exchange between grassroots groups, and particularly across the networks. This was another reason for the focus on small group work and presentations by participants on their own work, and for why groups were composed of participants from across different networks. The opportunity for participants to attend the subsequent GLTN Partners Meeting was also intended to be an opportunity for networking, particularly for

building links internationally and with partners in other sectors.

5. To allow for the Grassroots Partners Group to prepare for the GLTN Partners Meeting.

The final objective of the workshop was to give space to the Grassroots Partners Group, now including ILC, to discuss together a common strategy ahead of the GLTN Partners Meeting, in order to strengthen the role of the Grassroots Partners within GLTN and disseminate better the work of the group during the meeting. The final session on Day Two was planned to give space for this purpose.

The programme in overview

The following provides an overview of the workshop agenda. The full programme is included in Annex 1.

Day One

9.00 – 10.45

Introduction

Presentations by GLTN Secretariat on the role of GLTN and the Grassroots Mechanism and by Tim Bending, facilitator, on the workshop objectives and the proposed criteria to be used for evaluating participation and scalability.

11.00 – 12.45

Sharing the draft proposals

Working groups across networks share and discuss the individual proposals.

14.00 – 16.00

Improving the draft proposals

Working groups discuss the proposals, focusing on how they could be improved and how it would be fair and meaningful to evaluate them based on the criteria. At the close, network focal points report back on the group work.

Evening

Informal meetings by the networks

Members of the four networks meet to further improve the proposals and discuss options for the call for proposals and selection process.

Day Two

8.30 – 10.45

Towards agreement on the 2010 selection process

Focal Points report back and present their group's recommendations from the evening session. Discussion on the way forward for GLTN Grassroots Group, including roles and responsibilities, time-line and process.

11.00 – 12.30

Preparing for the Global Partners Meeting

Discussion of the strategy to be adopted in the Global Partners Meeting to disseminate and mainstream the work done by the Grassroots Partners Group.

Participants

The workshop drew together representatives of grassroots organisations from Hakijamii, Huairou Commission, ILC and SDI. Each network agreed to identify and nominate, as far as possible, 4 participants from within their network, as well as one focal point or secretariat representative. The final list of participants is given in Box 2.

Box 2: List of participants:

	Organisation	Country	Network
Andrea Fitrianto	Urban Poor Consortium	Indonesia	Hakijamii
Armando Jarilla	Task Force Mapalad	Philippines	ILC
Blessing Mancitshana	SDI Secretariat	South Africa	SDI
Calisto Ribeiro	ORAM	Mozambique	ILC
Castorina Villegas	Estrategia/GROOTS-Peru	Peru	Huairou C.
Lee Salamanca	GWEC	Philippines	Huairou C.
Esupat Ngulupa	MWEDO	Tanzania	Huairou C.
Humphrey Otieno	Nairobi Popular Settlements Network	Kenya	Hakijamii
Jack Makau	Slum Dwellers International	Kenya	SDI
Janice Peterson	Huairou Commission	USA	Huairou C.
John Muhia	Nairobi Popular Settlements Network	Kenya	Hakijamii
Louise Cobbett	SDI Secretariat	South Africa	SDI
Marilu Sanchez	Estrategia/GROOTS-Peru	Peru	Huairou C.
Malcolm Langford	Hakijamii Secretariat	Norway	Hakijamii
Mike Taylor	ILC Secretariat	Italy	ILC
Mino Ramarosan	HARDI	Madagascar	ILC
Leena Dabiru	Social Development Foundation	India	ILC
Violet Shivutse	GROOTS	Kenya	Huairou C.
Clarissa Augustinus	GLTN Secretariat		
Maria Guglielma	GLTN Secretariat		
Tim Bending	Consultant		
Grace Owino	RECONCILE		
John Gichana	RECONCILE		
Ken Otieno	RECONCILE		

The sessions

Presentations

The work was opened by an introductory presentation by Clarissa Augustinus, Chief, Land Tenure and Property Administration Section, UN-HABITAT, on the Global Land Tools Network and the Grassroots Mechanism. It provided participants with an overview of the work of GLTN, including what GLTN is, who GLTN partners are, and how GLTN conceives its role in strengthening tenure security and improving the implementation of land policy. It also set out GLTN's thinking on why grassroots participation matters and gave an overview of the workshop's objectives.

This was followed by a presentation by Tim Bending, consultant and workshop facilitator, that presented the workshop objectives and programme in more detail. This presentation then turned to the concept of “scaling-up”, what is meant by the term and why it is considered important. Finally, it provided an overview of the criteria for evaluating participation and up-scaling that are suggested by the report, *Not About Us Without Us* (see Box 3). These criteria were used as the basis for the draft call for proposals that had been circulated to participants before the meeting.

Box 3. Criteria for evaluating participation and scalability

The report, *Not About Us Without Us*, puts forward twelve criteria for ensuring and assessing quality grassroots participation in the implementation of land tools at scale. These are distilled from various case studies and lessons learned by Partners. According to these criteria, a participatory process should be evaluated according to whether it:

6. gives sufficient control to grassroots participants;
7. builds on existing networks, community processes, customs and norms;
8. initiates new networks to include the most marginalised groups;
9. focuses on community strengths and land systems;
10. uses representative mechanisms as processes are scaled up;
11. is clear on objectives;
12. contains effective information strategies;
13. meets immediate needs and resources to avoid participation fatigue;
14. invests in capacity of grassroots participation at an early stage;
15. addresses need for political support and social transformation;
16. adopts minimum standards for participation process; and
17. contains accountability for participation and includes dispute resolution.

These criteria are intended to be a guide for GLTN and its Partners in increasing grassroots participation in land tool development and up-scaling, as well as in all aspects of land policy, administration and management. These lessons are not seen as rules; grassroots participation processes at their best are highly flexible and responsive to the local context.

Not About Us Without Us also sets out 8 cross-cutting criteria that are more specifically designed to guide the assessment of plans for up-scaling grassroots land tools. These cover issues of added value and viability, specifically:

1. relation to neglected policy areas;
2. impact on the poor, particularly women and marginalised groups;
3. appropriateness of scale;
4. receptivity of political, policy and legal environment;
5. strength and demand-driven nature of participation;
6. incentives and costs involved;
7. feasibility of operational issues; and
8. accountability to the grassroots.

The introductory presentations were followed by an opportunity for initial questions and comments. A key issue that came up was that many participants were unclear on the concept of a “land tool” as used by GLTN. Despite explanations, this remained an area of difficulty in the workshop, with participants tending to equate “tool” with “activity” rather than with “approach”, something closer to the GLTN usage.

Comments also focussed on how the criteria had been represented in the draft call for proposals and the presentation. It was argued out that issues of incentives and costs, operationalisation, and accountability to the grassroots, in particular, were not adequately represented in the first draft. Additional questions addressing these issues were put on a flip-chart for reference in the following small-group sessions, and amendments were made to the final Call for Proposals.

In the evaluation of the workshop, 7 of 13 respondents stated that the Introduction fully met their expectations; 5 that they were significantly met.

Working on the draft proposals

The second half of the first morning, through to the end of Day One, was focused on small group work. Participants were asked to present the draft proposals they had prepared. They also answered questions on their proposals and on the work of their organisations, and received feedback on their proposals from other participants. The small group discussions were facilitated by the focal points of Hakijamii, Huairou Commission and ILC.

It was envisaged that the morning session would focus on presentations and the afternoon session more on feedback and improving the proposals. In the event, each group tended to follow its own dynamic, with some going quickly through presentations on all the proposals and then focussing on common issues and problems, and others focusing on each proposal one at a time.

The following participants presented and discussed proposals:

- Andrea Fitrianto of the Urban Poor Coalition, Indonesia, on a movement of riverside dwellers to upgrade their informal settlements as an alternative to eviction;

- Armando Jarilla of Task Force Mapalad, the Philippines, on up-scaling an advocacy approach for securing land for landless communities under the CARP land reform programme;
- Calisto Ribeiro of ORAM, Mozambique, on their work to map and register community land claims, the difficulties that have been created by changing legislation, and how they wish to move forward in the future;
- Castorina Villegas and Marilu Sanchez from Estrategia/GROOTS-Peru, on scaling-up an approach for community-based mapping and planning the up-grading of informal settlements vulnerable to landslides and other problems;
- Lee Salamanca from the Grassroots Women's Empowerment Center, the Philippines, on community/women's groups-led process for relocating informal settlements along railway lines in Manilla, in order to ensure that housing and other rights are respected;
- Esupat Ngulupa from the Maasai Women's Development Organisation, Tanzania, on scaling-up and approach for documenting and securing the land rights of Maasai women under the Village Land Act in Tanzania;
- Humphrey Otieno and John Muhia from the Nairobi Popular Settlements Network, Kenya, on their civic education and community mobilisation work on issues related to slum-upgrading and human rights;
- Mino Ramaroson from HARDI, Madagascar, on their "citizen's cadastre" approach to facilitating land reform, lessons from previous up-scaling processes and plans for moving forward under a changed political environment;
- Leena Dabiru from the Social Development Foundation, Kenya, on their work in support of grassroots activists and organisations among Dalit, Tribal and other marginalised communities; and
- Violet Shivutse from GROOTS-Kenya on scaling-up an approach based on "watch-dog groups" to monitor and respond to forced evictions of women, particularly widows.

Discussions identified a great range of strengths and weaknesses in the draft proposals. Common problems related to a greater need for specificity in plans for up-scaling. Many proposals tended to focus on the existing work of the organisation but lacked sufficient reflection and analysis on exactly what would be entailed by up-scaling, what new problems might be encountered at a larger-scale of operation, and how these might be overcome. Facilitators and participants alike sought to give feedback on the kind of improvements that would be needed.

In the evaluation, 9 from 13 respondents stated that the process of sharing the proposals fully met their expectations. Slightly less, 7 from 13, stated that expectations were fully met on "Improving the proposals", with 5 saying that expectations were significantly met. In three comments, participants said that the small group work, or hearing the proposals of other participants, was what they liked best about the workshop. However, three comments also complained that time was short for this aspect of the workshop, particularly for getting feedback on the proposals.

In the evening of the first day, the participants of each network met together to discuss further how proposals could be improved, and how they thought the selection process for the Grassroots Mechanism should proceed.

Plenary discussions on the way forward

The final sessions were focused on agreeing a plan for the selection process and on discussing the broader way forward for the Grassroots Mechanism. Initially, discussions focused on both concrete plans for the selection, and more generally on how the group could work together over the coming year and beyond. A decision was then made to focus on agreeing the immediate next steps and identifying the individuals responsible for implementing these. It was decided to leave specific questions on how the group was to work together in the Partners Meeting to be discussed informally over lunch and in later meetings by those workshop participants who were interested in this, allowing others more time to attend preparatory training sessions on the work of GLTN in the afternoon.

The morning began with 10 minute presentations by Jan Peterson (Huairou Commission Secretariat), Michael Taylor (ILC Secretariat) and Malcolm Langford (Hakijamii Trust, International Office). Participants from SDI were only able to attend the workshop on the second day and opted not to make a presentation at this point. Presentations were followed by a plenary discussion.

The presentations and discussion addressed the following issues:

Plans for collaboration in 2010 and beyond

The session brought forward many ideas on how the Grassroots Mechanism could develop in the future. A key theme was supplementary fundraising. Two of the networks suggested that they might be able to ear-mark funds for the Mechanism, to complement the \$100,000 already made available by UN-HABITAT/GLTN. There was also broad support for developing a joint proposal to donors to expand the fund, perhaps creating a basket fund.

It was also suggested that GLTN should consider some form of non-monetary support for projects. For example, 10 or more projects might receive "approval" from UN-HABITAT, something that could provide valuable political capital to grassroots organisations when engaging with their national governments. It was also suggested that while the networks would support their member organisations in developing their proposals, GLTN could and should add value through technical support to the selected projects during implementation and evaluation. Another point, which was widely supported, was that another workshop should be held at the end of 2010 to review and learn from the process so far and identify how to take it further.

The selection criteria

The draft call for proposals was seen as a good basis for the selection process. It was suggested that the existing criteria could be made a little more clear and concise, and that some additions were necessary to adequately represent those put forward in *Not about us without us*. It was also suggested that several other things would need to be taken into account in making the selection. These included criteria of innovation, relevance to national context (or comparable situations in other countries) and the desirability of achieving a good geographical spread if the quality of the proposals were to allow this.

Specific plans for the selection process

There was a broad consensus that the selection process should be centred on a selection committee that should meet to make the final selection and that should be primarily composed of grassroots representatives. It was suggested that membership of the committee should be on a rotational basis and that the experience should be reviewed after one year. It was also agreed that the international secretariats and offices of the different networks should support their members in

developing their proposals, and that GLTN should at least provide support in analysing the proposals and identifying whether they are compatible with its minimum requirements.

Two issues became the focus of discussion. Firstly, there was a division of opinion over whether each network should nominate 1 grassroots representative for the selection committee, or whether 3-4 grassroots representatives should be selected regardless of their network membership (in this latter case, it was also suggested that the selection committee might contain other, non-grassroots, members.

Secondly, there was disagreement on whether selection committee members would have to refrain from submitting proposals, or whether they would merely have to be absent when their proposals were being discussed.

These two issues were put to a vote. It was thus decided that each network would nominate 1 selection committee member who would be able to submit a proposal but not take part in discussing or deciding whether it should be selected. It was also agreed the selection committee would receive support from a consultant, Tim Bending, who would not have voting rights, and they they would have the right to define what other support they might want for the selection process.

The participants from each network then assembled in small groups to nominate their representatives. The nominees were as follows:

- Humphrey Otieno (Hakijamii)
- Esupat Ngulupa (Huairou Commission)
- Armando Jarilla (ILC)

After email consultations, SDI was able to nominate Edith Mbanga.

In the evaluation, 12 of 13 respondents stated that this session fully or significantly met their expectations. In written comments on what participants liked best, 7 participants mentioned the discussions in this session and how consensus was reached.



The newly elected Selection Committee members present the timeline and roles and responsibilities they have agreed to the other participants.

The follow-up

Following the close of the workshop, participants had the opportunity to attend the GLTN Global Partners Meeting, held on the 4 – 5 November, as well as some preparatory capacity-building sessions on the work of GLTN on the afternoon of the 3rd. This was an opportunity for participants to learn much more about GLTN, as well as to input into discussions about the future direction of the network.

Alongside the official Partners Meeting sessions, this time also enabled workshop Participants to continue discussions that had been kick-started by the workshop. The focal points from the secretariats of Hakijamii, Huairou Commission, ILC and SDI met a number of times and were able to discuss the future of their collaboration and to liaise with donors.

The three newly-elected members of the selection committee that were present, met on the 4th with representatives of the GLTN secretariat to discuss and agree the details of the next steps of the process, including a time-line of activities up to the selection of the first projects for up-scaling in February 2010 (see Annex 2). This meeting also defined in detail the terms of reference of the selection committee and the roles and responsibilities of the other stakeholders in the process (see Annex 3.).

On the 5th, a final meeting was held of all the workshop participants. The selection committee presented to the other participants the time-line and the roles and responsibilities that had been agreed. Later, in a Partners Meeting session dedicated to the presentation of proposals by the GLTN partners, the selection committee members presented the conclusions of the workshop and the plans for taking the Grassroots Mechanism forward in 2010.



The Selection Committee members present the plans for the Grassroots Mechanism to the GLTN Global Partners Meeting.

The way forward in 2010 and beyond

Discussions did not only focus on the steps leading up to the selection of the first projects, but also on how the Grassroots Mechanism process could develop in the future, through 2010 and beyond. This occurred through the workshop plenary sessions, but more particularly through the informal discussions that took place alongside the workshop programme and during the following GLTN Partners Meeting.

Participants shared a vision of the process developing into an enlarged and sustainable mechanism for supporting the scaling up of innovative grassroots approaches to getting land-related laws and policies effectively implemented. The work in 2010 is viewed as a pilot phase with the initial fund of USD 100,000 being seen as “seed money” to help attract complementary funding to complement, expand and replenish the process. Simultaneously, Partners would like to see the Mechanism not just as a fund, but as a way of learning-by-doing, with a strong focus on documentation and the dissemination of lessons, and on matching the technical expertise of GLTN and the GLTN Partners with the hands-on know-how, innovation and practice of grassroots organisations.

Annex 1: Workshop Programme

Workshop: Putting the *Grassroots Mechanism* into practice

2nd - 3rd November 2009, Nairobi

Programme

Day One	
9.00 – 10.00	<p>Welcome and introduction of participants – M. Guglielma da Passano and Tim Bending.</p> <p>Presentation on the work of GLTN, the Grassroots Partners group, the Grassroots Mechanism – Clarissa Augustinus, Chief, Land Tenure and Property Administration Section, UN-HABITAT.</p> <p>Programme and objectives of the Workshop – Tim Bending</p>
10.00 – 10.45	<p>The Grassroots Mechanism: the process so far and the 12 criteria for evaluating participatory initiatives in the context of scaling-up. – M. Guglielma da Passano and Tim Bending.</p> <p>Question, comments, clarifications.</p>
10.45 - 11.00	Coffee
11.00 – 12.45	<p>Sharing the draft proposals: Working groups across Networks share and discuss the individual proposals.</p>
12.45 - 14.00	Lunch
14.00 – 16.00	<p>Improving the draft proposals and plans for scaling-up: Working groups discuss the proposals on the basis of a list of questions that will be provided. Discussions focuses on how they could be improved, and how it would be fair and meaningful to evaluate them based on the criteria.</p> <p>Feed-back from working groups discussion: Focal points report back on the group work. Plenary discussion on what are the typical strengths and weaknesses of the draft proposals, the key-considerations for the design of the selection process.</p>
16.00 – 16.15	Coffee
16.15 - 16.30	<p>Wrap-up: Presentation of the objectives of the evening session, the expected out-comes and the agenda for day 2 – Tim Bending, M. Guglielma da Passano</p>
Evening	<p>Informal meetings by the networks: Members of the four networks meet to further improve the proposals and discuss options for the call for proposals</p>

and selection process.

Day two

8.30 – 10.45

Introduction- Tim Bending and M. Guglielma da Passano

Reporting back: Focal Points report back and present their group's recommendations from the evening session – 4 Focal Points

Towards agreement on the 2010 selection process: Round-up and discussion on way forward for GLTN Grassroots Group including roles and responsibilities, timeline, process, etc. - GLTN Secretariat

Feed-back on the Grassroots Workshop

10.45 - 11.00

Coffee

11.00 – 12.30

Preparing for the Global Partners Meeting: Discussion of the strategy to be adopted in the Global Partners Meeting to disseminate and mainstream the work done by the group. The aim will be to agree on a common grassroots strategy on the Partners Meeting and to strengthen partnerships and collaboration between grassroots groups.

12.30 – 12.45

Wrap up and thank you – Clarissa Augustinus

Annex 2: Time line for the selection process, 2009-10

Next steps and time-line 2009-10

WHEN	WHO	WHAT
10/11/2009	GLTN/ Focal Points	Call for proposals (discussed and approved by the GRs participants and Focal Points in Nairobi) is forwarded to all GLTN Partners focal points, up-loaded on GLTN and Partners web-sites, distributed by focal points among their member organizations.
10-30/11/2009	GRs Organizations	Preparation of proposals
	Focal Points/ GRs Organizations	Strengthening proposals
	Focal Points	Completion of the 'Recommendations Sheet' looking at their Networks' proposals against a set of provided criteria.
	Consultant/ GLTN	Production of Grassroots WS report Newsletter 1 - dissemination of Grassroots WS report
1/12/2009	GLTN	Dead-line for submission of proposals.
1-21/12/2009	Consultant	First preliminary evaluation of the proposals done and submitted to GLTN Secretariat. Newsletter 2- Including information on the number, geographical spread, etc of the applications received (to the Selection Committee members, all GRs Workshop participants, Focal Points of Partner Organizations, and applicants).
	GLTN	Identification of the proposal/s (if any) that are not acceptable, recommendations for improvement formulated, proposals and recommendations sent back to applicants and focal points
22/12/09-7/1/2010	Focal points / GRs Organizations	Address the recommendations on the proposals that have been sent back.
8/1/2010	GLTN	Final dead-line for the submission of the amended proposals.
8-11/1/2010	Consultant	Analysis and preliminary evaluation of the proposals based on the criteria finalized and distributed to the Selection Committee members jointly with the proposals and the recommendations from the

focal points.

Newsletter 3- Including information of the number, geographical spread, etc. of the applications presented to the Selection Committee (to the Selection Committee members, all GRs Workshop participants, Focal Points of Partner Organizations, and applicants).

11-17/1/2010	Selection Committee	The Selection Committee members revise separately the proposals and prepare for their meeting in Tanzania.
18-24/1/2010	Selection Committee/ Consultant	Meeting in Tanzania to select the proposals that will be funded and make a short list of the non-funded proposals. Consultant attends the meeting (with no voting power) to support and facilitate the work of the Committee.
	Selection Committee	The attendance of any other participant will be determined by the Selection Committee members.
25-30/1/2010	Consultant	Compiles a report from the Tanzania meeting including: the list of selected and short-listed projects with justification, the proceedings of the meeting including an analysis of challenges and opportunities of the process so far, the recommendations for M&E and follow-up. Newsletter 4- Including all the above.
	GLTN	Communicates with the focal points in the umbrella organizations of the winning applicants and start processing the transfer of funds.
Feb 2010 – Dec 2010	Selected Organizations Selection Committee GLTN Focal Points Other Networks Members	<p>Projects Implementation M&E Peer-support Newsletters with regular up-dates Networking and information sharing options Etc.</p> <p>collaborate on:</p>

Annex 3: Roles and responsibilities, 2009-10

TOR Selection Committee

Purpose and Participants

- The Selection Committee (SC) of the GLTN Grassroots Partners Group is the body mandated with selecting the Grassroots initiatives to be funded by GLTN.
- The SC is composed exclusively of Grassroots representatives, one for each of the four main members of GLTN Grassroots Partners Group, namely: Hakijiamii, Huairou Commission, ILC and SDI.
- Membership of the SC is on rotation and based on an election process. The duration of the mandate is one year only.
- The SC for the year 2009-2010 is composed of:
 - **HUMPHREY OTIENO** representing Hakijiamii,
 - **ESUPAT NGULUPA** representing the Huairou Commission,
 - **ARMANDO JARILLA** representing ILC, and
 - **EDITH MBANGA** representing SDI.
- Each of the three already identified Committee Members was elected by his/her Network during the Grassroots Partners Workshop held in Nairobi 2-3 November 2009.

Roles and Responsibilities

- SC members are allowed to put forward proposals from their own organization on condition that they abstain from the discussion while their proposal is examined during the selection process.
- SC members' main responsibility is to select the projects to be up-scaled. In order to do so, they will meet in Tanzania in January 2010 (Selection Meeting). The SC members will also play an important role in all phases of the process.
- Before the selection meeting:

Agree on the criteria for the analysis;
Be in touch with each other, with Tim Bending, with GLTN Secretariat and the focal points as deemed necessary to receive up-dates on how the preparation is going (through email, teleconferences and skype calls);
- During the selection meeting:
 - (i) formulate recommendations on the M&E system to be put in place;
 - (ii) help document the selection process so far identifying what have been the difficulties, how they have overcome them; and
 - (iii) making recommendations for the future replications of the process.
- After the selection meeting the SC will maintain a leading role by:
 - (v) keeping in contact with Tim Bending, GLTN, Secretariat, the Focal Point and the Grassroots project managers themselves, as deemed necessary, to follow-up on the progress;
 - (vi) periodically discuss the progress, analyzing and comparing the experiences;
 - (vii) supporting the implementation of the M&E mechanisms they have identified including peer-reviews of the selected initiatives;
 - (viii) formulating recommendations for the way forward for GLTN Grassroots Group;
 - (ix) depending on available resources, participating in a meeting to review the process after the first year and amend it based on the recommendations and the lessons learned; and
 - (x) handing over to the following members of the SC once their term is over.

SC members have the power to identify what kind of support they require during the selection meeting and the wider process. This includes making a decision on whether they require further input or participants in the selection meeting from the GLTN Secretariat or the Grassroots Partners. They will make a recommendation in this sense and the Secretariat will provide the requested support if funding is available.

Grassroots representatives who participated in the Nairobi meeting

- The grassroots representatives that participated in the different phases of GLTN Grassroots mechanisms development are the pillar sustaining the process and their active engagement is the key to its success.
- During the Nairobi meeting participants have worked on their proposals which will be submitted once the call for proposals is open.
- In addition to putting forward their proposals, participants will be kept informed on the progress and are will be asked to make observations and recommendations at different stages.

Focal Points from GLTN Grassroots Partners

- Distribution of the call for proposals: The Grassroots Partners will distribute the call for proposals to their member organisations and up-load it on their websites.
- Strengthening proposals: The focal points will liaise with their members to provide support in proposal writing, strengthening the proposals.
- Making recommendations: Focal points are encouraged to submit a “recommendations sheet”, that reflects on their knowledge of the organizations and projects being proposed; to be submitted with the first submission of proposals. The very latest opportunity to submit such recommendations will be with the final date for submission of proposals on 8/1/2010.
- Final strengthening of proposals: Focal points will support member organisations to strengthen their proposals based on the feedback received from Tim Bending and GLTN Secretariat.
- Ongoing support: Throughout 2010, the Grassroots Partners will stay in touch with the process and be ready to provide support in the evaluation and learning process.
- Fund-raising: The Grassroots Partners will seek complementary sources of funding for the process in the course of 2010. Such funding may augment the size of the support for the selected projects, allow the support of further short-listed projects, or provide for the replenishment of the process in the next phase.

Instructions for Focal Points Recommendations:

Before the final submission of the Networks proposals each focal point is encouraged to make recommendations on the proposals from their network to the Selection Committee based on the possibility that they have in depth knowledge of the projects and organizations involved.

Recommendations should reflect on issues including:

1. Added value of GLTN support
2. Innovation
3. Replicability
4. Existing capacity of the organization
5. Realism of activities and objectives
6. Sustainability

GLTN Secretariat

The GLTN Secretariat will support and overview all stages of this initiative. In this it is envisaged that the consultant who facilitated the process since August 2009 will continue to have a key role on behalf of the secretariat. GLTN Secretariat's role will include:

- Production of Grassroots workshop report.
- First preliminary evaluation of the proposals submitted to GLTN Secretariat.
- Identifying the proposals that need revision in order to be fundable;
- Second preliminary evaluation and analysis of the proposals based on the criteria finalized and distributed to the Selection Committee members jointly with the proposals and the recommendations from the focal points.
- Making sure that all the proposals that are presented to the SC are acceptable for funding;
- Liaison/preliminary discussion with selection committee on the proposals and on the programme of the meeting.
- Facilitation of the selection meeting.
- Compilation of a report from the selection meeting, including: the list of selected and short-listed projects with justification, the proceedings of the meeting including an analysis of challenges and opportunities of the process so far, and the recommendations for M&E and follow-up.
- Complying with the decision of the SC and processing the transfer of the funds in a timely manner.
- Prepare and disseminate regular email updates (newsletters) to: disseminate the Workshop Report; provide updates on the progress of the selection process, including an overview of proposals received and passed on to the selection committee; and to disseminate the results of the selection meeting.
- Providing technical support, monitoring and evaluating the implementation of the selected projects in coordination with the SC.

Annex 4: Call for Proposals

Call for Proposals

For project funding under the Grassroots Mechanism of the Global Land Tools Network (GLTN).

In many countries laws and policies exist that have the potential to enhance secure access to land for poor women and men. These laws relate to issues such as adequate housing and freedom from eviction, land reform and access to all land-based resources. They relate to cross-cutting issues such as the rights of women and marginalized groups to freedom from discrimination in relation to land and housing. However, very often the implementation of these laws and policies is weak because governments lack the necessary expertise, resources or political will.

But many solutions to these problems are being developed by grassroots organizations and other civil society organizations that work closely with grassroots communities. These grassroots approaches are based upon the mobilization of grassroots groups to fill the gap left by government. But grassroots civil society often faces difficulties in replicating and scaling up these approaches beyond small-scale, local initiatives.

In 2010, GLTN, in partnership with the Hakijamii Trust, Huairou Commission, International Land Coalition and Slum/Shack Dwellers International, will provide support for the scaling up of innovative, participatory approaches to improving the secure access of poor women and men to land.

Basic criteria:

To be selected for support, projects should have the following characteristics:

- (i) Projects must be implemented by a civil society organization belonging to one of the GLTN Partners.
- (ii) The project should focus on improving access to land and/or tenure security.
- (iii) It should focus on addressing a failure of land-related policy implementation or failure to respect basic rights.
- (iv) The impact of the project should be pro-poor (i.e. the relative economic and political empowerment of the poor within society must be strengthened).
- (v) The benefits of the project should not discriminate against women and marginalized. Proposals are encouraged that promote the empowerment of women and marginalized groups.
- (vi) The approach or methodology used by the project should be based upon strong grassroots participation or self-mobilization as an essential element of the process.
- (vii) The approach to be scaled-up should have been already developed and piloted on a small-scale by the implementing organization.
- (viii) The scaling-up of the approach can involve building collaboration between grassroots actors and the state (local government, provincial or national government, etc.) in order to achieve more widespread impact, and/or it can involve scaling up through spreading and replication of the approach by other grassroots communities and their organizations. "Scaling up" is not intended to mean simply the expansion of operations by one organization (i.e. it must involve bringing in more stakeholders).

- (ix) Activities must be completed by the end of 2010. Nonetheless, preference will be given to proposals for projects that advance an ongoing process, contributing to the sustainability of that process.
- (x) Selected organizations should have a strong commitment to documenting the lessons learned by the process and sharing these with others, including evaluating progress during implementation, and final reporting.

Extent of support:

Grant size will be up to \$35,000. It is envisaged that 3 -4 projects will receive funding.

Deadline for proposal submission:

Proposals must be submitted no later than **1st December 2009**, to t.bending@gmail.com; maria-guglielma.dapassano@unhabitat.org

Proposal form

A. Basic information:

1. What is the name of your organization?
2. Which international network do you belong to?
3. What is the name of your specific project?
4. Project location:

B. The approach you wish to scale up

You should apply for support to scale up your organization's work or one element of your organization's work that meets the basic criteria described above. This is what we mean by the "approach" or methodology that you wish to scale up.

5. Please describe the general problem that your organization's approach seeks to address. If relevant, mention factors such as the political and policy context, the role of government bodies, the role of customary institutions and norms and the forms of land tenure involved.

[200 words]

[note: these indications on the number of words for each question are intended as a guide, not a fixed rule. Nonetheless, proposals that are not excessively long will be appreciated].

6. What are the objectives of your approach?

[100 words]

7. Please describe the activities you have undertaken to achieve these objectives.

[300 words]

8. What outcomes have been achieved by this approach? Please refer to specific outcomes for women, men and marginalized groups where they are different.

(hint: by "outcomes", we mean the direct effects of project activities, such as possession of

documented land rights, awareness of rights, better community organization, land management plans, greater recognition of customary rights, improved services, stronger role for women in decision-making, etc.)

[100 words]

9. What has been the impact of the approach on:

a) poor households

b) women

c) other marginalized groups in the project area?

(hint: by "impact", we mean how their general situation and conditions of life will change)

[200 words]

10. How have the outcomes that you describe contributed to achieving these impacts? How may they do so in the future?

[100 words]

C. Ensuring effective grassroots participation

11. What level of control do grassroots participants have over project activities?

[100 words]

12. How do you encourage participation? Does your approach address immediate needs and priorities?

[100 words]

13. What is the role of existing networks and customary institutions?

[100 words]

14. What methods do you use to ensure the participation of women and marginalised groups?

[100 words]

15. How do you make sure participants have the capacity to participate effectively?

[100 words]

16. How do you ensure that there is clear agreement with grassroots participants on project objectives?

[100 words]

17. How is the initiative accountable to participants? How can they make complaints or evaluate the

outcomes of the project?

D. Plans for scaling-up

18. Please describe your objectives for scaling up your approach over the next few years?

[100 words]

19. Please describe your specific objectives and expected outcomes for scaling up in 2010? (What are the key expected achievements? How many people/communities will benefit? What stakeholders will be brought into the process?)

[300 words]

20. Please describe in detail the activities you propose to implement in 2010.

[300 words]

E. Budget

21. Please provide a budget for the proposed activities in 2010. Please include a detailed breakdown of activities and the specific costs for each of these activities. (Use the table below if you wish - add more lines if needed).

Activity	Cost (\$)
Total	

22. What other sources of funding does your organization have that would complement funds provided by GLTN?

[100 words]

F. Ensuring your approach remains effective at a larger scale

23. As you scale up your initiative, how will you make sure that grassroots participants continue to be represented effectively in decision-making?

[100 words]

24. What minimum standards will be set for participation, and how will you ensure that they are kept?

[100 words]

25. How will you ensure that the grassroots continue to be well-informed as you scale-up? What is

your strategy for communication?

[100 words]

22. How will you ensure that activities continue to be driven by the demands of grassroots participants? What contributions will participants make to the process?

[100 words]

23. What are the costs involved for different stakeholders? What are the benefits? How do you know the costs will be affordable and outweighed by the benefits?

[100 words]

24. How will you deal with conflicts that arise as your initiative confronts vested interests?

[100 words]

25. How will you address the need for wider political support as your initiative begins to impact on a larger scale?

[100 words]

26. What factors are important to the success of the project but not under your control?

[100 words]

G. Learning

27. What are your plans for monitoring and evaluation during and after the activities have taken place?

[200 words]

28. How would this project contribute to the work of your organization in 2011 and beyond?

[200 words]

29. Aside from funding, how would support from GLTN help the realization of your organization's objectives?

[100 words]