



# Confident Gender and Land Champions

Building Critical Mass for Locally-Driven Change



## Acknowledgements

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## Quotations

All quotations in this paper are presented anonymously to protect individual confidentiality, except for those in boxes featuring photos of named champions, which have their specific permission. All other quotations from champions are referenced with the same coding system used throughout WOLTS, with only gender, approximate age and country noted. Quotations from other stakeholders who took part in interviews and surveys during Stage 3 are referenced by gender, approximate age and position title and location (the *aimag* (region) name for Mongolia, the village name for Tanzania). Quotations from team members who took part in interviews during Stage 3 are referenced solely by the codes A to G.

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## Glossary

<i>aimag</i>	region or province (Mongolia)
ALAMGAC	Mongolian Government Implementing Agency for Land Administration and Management, Geodesy and Cartography
<i>bagh</i>	administrative sub-division within a <i>soum</i> (Mongolia)
GBV	gender-based violence
<i>khural</i>	parliament (Mongolia)
<i>kitongoji</i>	administrative sub-division of a village, usually called a hamlet in English (Tanzania)
PCC	People Centered Conservation
<i>soum</i>	administrative sub-division within an <i>aimag</i> outside of the capital city (Mongolia)
<i>vitongoji</i>	plural form of <i>kitongoji</i> (Tanzania)
WOLTS	Women’s Land Tenure Security project



## Introduction

*The men and women champions nurtured through the Women's Land Tenure Security (WOLTS) project have become influential local advisors who are delivering change – reinvigorating local power structures to strengthen and protect the rights of women and vulnerable groups and delivering real improvements for women's land rights and community land rights alike. The outcomes of WOLTS Stage 3, a dissemination-focused stage, described in this paper, confirm that both impactful dissemination and impactful local capacity building for sustainable, gender-equitable land governance are very possible if built in from the start and given enough time, following the WOLTS approach of iterative and sensitively-facilitated community engagement that fosters critical mass for locally-driven change.*

*The WOLTS experience demonstrates the value of a strategic, action-oriented approach to securing land rights and challenging gendered social norms. Stage 3 sought to ramp up the sharing of lessons learned and evidence amassed to date, while creating space for fresh evidence of continuing, sustainable impacts to emerge. Key aims were: (1) to entrench local ownership of the WOLTS approach; (2) to strengthen the confidence and capacity of the gender and land champions to share authoritatively about their experiences; and (3) to elevate their voices beyond their immediate communities. Champions shaped their own messages and became empowered as confident actors in dissemination and beyond. Not just champions but also team members and partner organisations continued to strengthen their capacity to support gender equity and land rights for all, through cross-project learning and skill-sharing. The overall WOLTS result is sustainable change.<sup>1</sup>*

## About WOLTS

For over seven years, WOLTS has been developing and refining an innovative, evidence-based approach to community engagement and capacity building to protect and support the land rights of all vulnerable people. Through a process of long-term “action-research” at the intersection of gender and land relations in mining-affected pastoralist communities in Mongolia and Tanzania, WOLTS seeks to mainstream attention to gender equity in land tenure governance within a framework that facilitates improvements in community land and natural resource rights.<sup>2</sup> WOLTS demonstrates that investing in a diverse group of gender and land champions, women and men, can be transformative both for women and the wider community.

## What WOLTS did

WOLTS is grounded in the principle that better understanding of women's land rights benefits the whole community. The WOLTS approach was strategically designed to build local ownership and be of practical use by creating a space for

communities to become empowered to determine their own priorities and address their own gender- and land-related issues. The project's long-term goal is three-fold. From the very beginning (in October 2015) we have sought to deliver: (1) stronger evidence on threats to women's land rights; (2) strengthened community, civil society and local government capacity to protect women's land rights and govern land in a participatory, inclusive and gender-equitable way; and (3) real gains in women's land rights in project communities and beyond.





During WOLTS Stage 1 we carried out in-depth participatory research on land, gender, mining and pastoralism. We worked in two pilot communities each in mineral-rich areas of both countries; a fifth community was added in Mongolia in 2017. The team undertook rigorous research, with a baseline survey, a participatory fieldwork phase (structured focus group discussions and biographic interviews), and results validation in community feedback meetings. A key outcome was the demand for relevant skills and information, the latter in clear, understandable formats, to empower communities to defend their rights and take charge of their own land and natural resource governance.<sup>3</sup>

With solid buy-in from the communities and local governments, WOLTS Stage 2 began in February 2018. Groups of locally respected men and women willing to become trained champions for land rights and gender equity in their community were selected via a consultative process. They took part in an iterative, highly participatory training programme across the first four pilot communities (Round 1, 2018-19), with men and women taking part jointly and equally. Round 2 followed throughout 2020 in two of these four communities, with existing champions mentoring a cohort of new champions nominated by their peers, and with COVID-safe precautions to ensure training could continue in person. During WOLTS Stage 2 we thus intensified our efforts to strengthen the capacity of communities, civil society and local governments to protect and secure women's land rights in a way that sees gender equity fully mainstreamed within land governance, administration and management. We also continued gathering evidence on threats to

different people's land rights, and effective ways to counter them, as well as on impacts of the WOLTS gender and land champions training programme. **Box 1** summarises key outcomes from Stage 2.<sup>4</sup> **Box 2** (next page) summarises key aspects of the training.

**BOX 1: Key findings from WOLTS after 5 years in the pilot communities (by end 2020)**

1. **Women's participation in land governance has increased.** WOLTS delivered a significant increase in women's participation in community decision-making on land in a relatively short time.
2. **Investing in women's land rights protects community land rights.** Improving women's land rights found to also protect the community's land.
3. **Knowledge of land- and gender-related laws rose by almost 50%.** WOLTS delivered almost 50% increase in awareness of key laws among men and women champions as a result of the training.
4. **Ripple effect on gender-based violence and broader gender norms.** Training women's land rights champions had a ripple effect on other gender norms, including on GBV.
5. **Women's economic empowerment – an indirect impact.** Improved understanding of women's land rights and gender equality contributed to women's economic empowerment through its effects on women's confidence.
6. **A proven methodology – ready to scale up.** WOLTS has produced a proven approach and methodology that is ready to be scaled up.





## **BOX 2: About the WOLTS gender and land champions training programme**

### **Who are the champions?**

- *Mix of ordinary community members and traditional leaders and elders, women and men – of all ages, income groups and education levels.*
- *Large proportion previously held local leadership positions and/or still held a range of non-governmental positions of responsibility prior to training – but none were currently serving government officials.*
- *Signed up voluntarily after in-depth nomination, interview and selection process, drawing on recommendations from within each community.*
- *Willing to build their collective identity as an influential group of land and gender advisors; able to share their knowledge and skills to support ordinary people and local governments.*

### **What was the overall goal of the training?**

- *To raise awareness and empower men and women to share knowledge and support their fellow community members and local leaders to strengthen gender equity and the rights of women and vulnerable groups, not just in land governance but also in relation to broader gendered social norms.*

### **What did the training involve?**

- *Diverse methods to engage local communities and identify and train the champions, including vigorous group discussions, in small groups and plenaries, mixed and segregated by gender.*
- *Extensive use of scenario-based role-plays and practical participatory exercises, combined with a stepped approach to the most sensitive gender issues identified by the communities.*
- *Replicable format across all communities, with tailored content to meet local needs and issues.*
- *Careful design built champions' skills and confidence to discuss land, mining and natural resource issues in a gender-sensitive way, with regular feedback and reflection used to plan subsequent sessions.*
- *Safe and mutually supportive space nurtured champions as they developed a collective vision of themselves as land rights defenders and social norm change-makers.*



## **What we did next – WOLTS Stage 3**

Integral to achieving WOLTS' long-term goals is to see real improvements in women's land tenure security in the communities and countries reached by the project, along with wider sharing and dissemination of lessons learned. In October 2021 we thus began Stage 3 – an extended, dissemination-focused stage. This has had three purposes: (1) to enable us to continue collecting new evidence of the impacts from the Stage 2 training programme in the pilot communities, and beyond; (2) to enable us to continue nurturing the men and women champions, growing their confidence and capacity to share their experiences with a range of audiences and speak with authority about gender and land issues in their communities, while simultaneously entrenching local ownership of the WOLTS process; and (3) to allow for wider dissemination of key findings from all the WOLTS work so far.

## **An action-oriented approach**

The WOLTS approach is strongly action-oriented, not just during Stage 3 but from the very start. This approach is important in fostering local ownership, strengthening capacity, and ensuring the sustained impact of all WOLTS' research, training, capacity-building, and dissemination in support of participatory, inclusive and gender-equitable land governance for all.

## **The logic of WOLTS**

Bottom-up approaches to development have a long history, but too often in the land sector a top-down approach predominates. Within the women's rights

field, renewed emphasis on intersectionality – differences between women in terms of age, ethnicity, religion, sexuality, marital status, education, livelihoods, etc. – makes it increasingly difficult to claim that anything can be generalised. The diversity of economic and ecological contexts, and of gendered socio-cultural norms, makes it hard not to get lost in the nuances of a particular case. An action-oriented approach is therefore very valuable, as it builds within its methodology the scope for tailoring to local context, reinforcing local ownership, and developing local capacity to drive social norm change around land governance. It is then the approach and general outcomes, not the outcomes specific to one context over another, that can be scaled up and replicated in other contexts.



### The WOLTS team's positionality

Another key aspect of the WOLTS approach concerns what the team, as facilitators, can realistically claim to know about local communities and their land and gender issues. In the context of longstanding debates on knowledge, relativity and the tensions between outside researchers and local women, Goetz argues for the researcher to take a position of “partial knowing”, in which she accepts that all knowledge is situated, local and open to revision, and that there are no universal truths about women. She can then responsibly present claims that “see with others without claiming to be them, or forcing them to see her way”.<sup>5</sup> This standpoint is applicable well beyond research into women’s rights, and it underscores the position of the WOLTS team vis-à-vis the men and women champions and their communities. Both the Stage 1 participatory research findings and the Stage 2 training programme emerged gradually from ongoing analysis and iterative feedback and reflection with communities and champions.

Likewise, no individual gender and land champion can be seen as an objective holder of all knowledge about their community. Rather, the men and women champions in each community continue to grow their identity as a collective, knowledge-sharing group, evolving their skills and experiences as they go. Over time, as critical mass builds, they become more and more empowered to work together to deliver real improvements in the land rights of all vulnerable people, and for their community.

## Stage 3 findings

The present paper shares key findings from the extended, dissemination-focused stage of WOLTS. We include direct outcomes for the gender and land champions from the various activities undertaken during Stage 3, as well as elaborating both new and existing findings from the WOLTS action-oriented approach in general. These findings have emerged more strongly during dissemination activities, and point to genuine, long-term sustainability. **Box 3** summarises key headlines from Stage 3.

### **BOX 3: Headlines from WOLTS Stage 3**

1. **Champions developed their own stories and messages.** Local ownership increases as champions choose who to speak for them and work together to shape their own stories to share with others from their collective experience.
2. **Champions empowered as confident actors for change.** Confidence deepens through direct engagement in dissemination activities, and more widely among the gender and land champions as a group.
3. **Champions have become influential local advisors.** Leadership skills grow as champions respond to community demand for action on land and gender issues and drive change in social norms.
4. **WOLTS approach strengthens cross-project learning.** Iterative methodology enables learning and skill-sharing for champions, communities, team members, partner organisations, and collaborators.
5. **Impactful dissemination and capacity building takes time.** Strong commitment, sensitive facilitation and nurturing lead to critical mass for sustainable outcomes and impacts longer-term.



# 1 Champions developed their own stories and messages

*During Stage 3, WOLTS supported men and women champions to shape their own stories and messages about the impacts of the gender and land champions training programme on themselves and their communities. Dissemination activities were designed to elevate the voices of the champions well beyond their immediate areas, including through meetings and publishing blogs. In both Mongolia and Tanzania, champions worked closely together, encouraging each other to speak from their hearts about the issues and changes they felt to be most significant. The outcome is a rich, personal and authentic sharing of experiences. One highlight of Stage 3 is the remarkable extent to which we see men champions actively support women champions, especially those men who are traditional leaders and elders.*

## What happened

A range of dissemination activities took place in Stage 3 of WOLTS, targeting the most strategically relevant audiences in each country and globally. The choice of activities and audiences was developed in light of the expressed interests of the champions. In **Tanzania**, a field-based dissemination programme focused on supporting champions to reach out to other mining-affected communities. Supported by WOLTS team members, the champions directly shared information about their experience of WOLTS with 12 other communities across five districts. Their visits were very well received and have led to much wider interest in the WOLTS model.



In **Mongolia**, dissemination focused on government audiences at district, regional and national levels. This was partly also in response to interest from the national land agency, ALAMGAC, in having the WOLTS team introduce new collaboratively-developed ‘gender guidelines’ for participatory local land management to government land officers nationally. These guidelines were developed and

tested in one of the WOLTS pilot communities, with local gender and land champions taking part in that process.<sup>6</sup> Following some 30 online workshops led by WOLTS team members at the end of 2021, reaching 673 land officers from 330 *soums* (districts), some of the champions joined the team in the capital city, Ulaanbaatar, for a face-to-face workshop in October 2022 with senior government land officers from 20 of Mongolia’s 21 *aimags* (regions).<sup>7</sup>

As well as the country-based activities, the WOLTS team supported seven champions to develop their own stories about their experiences for a wider audience, through online publication in our ‘Champions Perspectives’ blog series. The blogs were disseminated in English on global platforms, and, for the Mongolian champions, by national media in Mongolian, giving the champions greater visibility and self-confidence.<sup>8</sup> The blog stories were also shared orally by all the champion-authors with fellow champions in their communities, to great enthusiasm and applause.



Prior to dissemination activities getting underway, the team met with champions from Mundarara in Tanzania and champions from Dalanjargalan and

Bornuur in Mongolia to discuss key messages and learnings from WOLTS and encourage them to find their own words and stories. As we observed, the champions in each community then decided who among themselves they wanted to represent them in other communities and with government stakeholders, in a consensual and cooperative way.

A number of skills-development strategies were brought by the team to support the champions, building on activities that sought to boost confidence and capacity during the earlier training programmes. For example, participatory exercises helped develop champions' public speaking skills and confidence to engage in well-informed debate about land, mining and natural resource issues in their communities in an inclusive and gender-sensitive way. Extensive use of techniques such as ice-breaker games and scenario-based role-plays encouraged champions to be confident speaking publicly and to develop a collective identity of themselves as a team. This was especially noticeable by Step 4 of the training, when the champions prepared and performed role-plays on local land issues, some involving a reversal of gender roles, for local government leaders.<sup>9</sup> **Box 4** describes one practical exercise used in the WOLTS training programme to cultivate the champions' public speaking skills. It was this kind of exercise that the team was able to build on, when supporting the champions to prepare themselves to address different audiences during Stage 3.



In-person preparation time ahead of dissemination meetings allowed the champions space to develop their messaging and to rehearse together, with the team on hand as a practice audience to provide feedback and encouragement. This built on the

#### **BOX 4: WOLTS public speaking skills exercise**

- *This exercise was facilitated in small mixed groups of men and women, each using a different locally-relevant scenario devised from the Stage 1 research findings.*
- *Facilitators first explained that to address difficult land and gender issues and help women and men participate equally in community decision-making, it is important for vulnerable people, and women in particular, to have the confidence to speak up publicly about the issues affecting them. It is equally important that more powerful people, and men in particular, feel confident to speak out in favour of those more vulnerable, even if some members of the community may disagree. This exercise gives space for everyone to practice these skills.*
- *In each small group, two women were nominated to be the public speakers. They were asked to spend 10 minutes together thinking about how to present the issues in their scenario to a community meeting, and what kind of solutions they will propose. They were also asked to think about possible negative reactions from other community members and how they might respond.*
- *The other members of the small group (men and women) were asked to divide the following roles among themselves:*
  - *Some supportive community members, who agree with everything that is said and add their own solutions to the issues.*
  - *Some community members who disagree with most of the discussion and disrupt the meeting.*
- *These champions were asked to spend 10 minutes together in their sub-groups thinking about how to react to what will be said by the two public speakers. Those who are not supportive were asked to think about some difficult questions to ask the speakers, while those who are supportive were asked to think about ways to convince others that the proposed changes are good for the community.*
- *Each small group role-played the community meeting and discussed afterwards what they had learned from the exercise.*

careful nurturing of champions to speak confidently and with authority – an essential element of the whole WOLTS process that has had lasting results, particularly in increasing women's participation in public meetings and decision-making beyond land and natural resources issues.<sup>10</sup>



### What the champions said

Feedback from the champions most involved in the dissemination activities was extremely positive, both about the process of carrying out these new activities and the skills they mastered along the way.<sup>11</sup>

*I was confident to present in the Village Council meetings in all those other villages, as I was with my fellow champion, and I knew he had my back.*

M13, middle-aged woman, Tanzania

*These activities took me to villages I had never visited and expanded my networks. They acted as a reflection of WOLTS training and consolidated my knowledge... I felt privileged that the other villages I went to were all Maasai. It meant I could use my mother tongue and people could absorb what I was saying in my own words.*

M20, older man, Tanzania

*For me it was a good and exciting experience to make a speech in front of government land experts from all those Mongolian aimags... I also really enjoyed working with our fellow champions from Bornuur.*

D12, older woman, Mongolia

*My kids went to Mokoro website and found my blog there. They were very proud of me! I also learned a lot from hearing about stories and blogs of other champions.*

D37, middle-aged man, Mongolia

It was clear that the champions who shared in dissemination meetings with different audiences took the responsibility seriously. They prepared hard to make their part a success on behalf of them all, as they reported to their fellow champions afterwards.

*I was a bit afraid to represent you all! One thing I want to mention is that we prepared very well. The day before, we came to the PCC office and prepared our presentation and stories with the WOLTS team. That was really useful.*

B23, middle-aged woman, Mongolia

Those who did not directly take part in the dissemination meetings were effusive in their praise for their fellows. In both countries, their feedback to the champions who represented them reflected a shared pride in their collective achievements, and a deep affection and mutual respect.

*I can really feel that you made such an effort to deliver our messages to them. You raised the name of our soum among those land experts.*

D23, young woman, Mongolia

*I am very grateful to you that you took your time and represented us very nicely and proudly. I am very happy to hear your presentation that you made. It reminded me of all the topics we have gone through during our training programme.*

D16, middle-aged woman, Mongolia

*We are so proud of those of us who went to speak in other communities affected by mining. We wish you could have taken even more time to equip them with all the knowledge and awareness we got in our training.*

M9, older man, Tanzania

### What local and regional officials said

In **Mongolia**, taking champions to meet senior government officials working for ALAMGAC helped to elevate often-unheard voices from the grassroots to the level of those responsible for making and implementing national policies on land. In **Tanzania**, taking champions to meet Village Councils in other communities facing similar challenges helped share knowledge and hope that securing local rights is very possible if community members work together in an inclusive and gender-equitable way. The knowledge came from the champions' skill in articulating their stories and key messages about their experiences;



the hope from audiences witnessing the passion in their delivery.

*It was great to hear from the champions. They did an excellent presentation for us about the project, the training and the training methods.*

Bayankhongor Aimag Land Officer, middle-aged woman

*I admired the way our fellow woman dared to speak about sensitive issues that men usually don't want to hear about, especially from a woman! Issues like family abandonment cause many disputes in our village... I really liked the confidence of Sindooi, the way she smiled while presenting, to keep everyone actively engaged.*

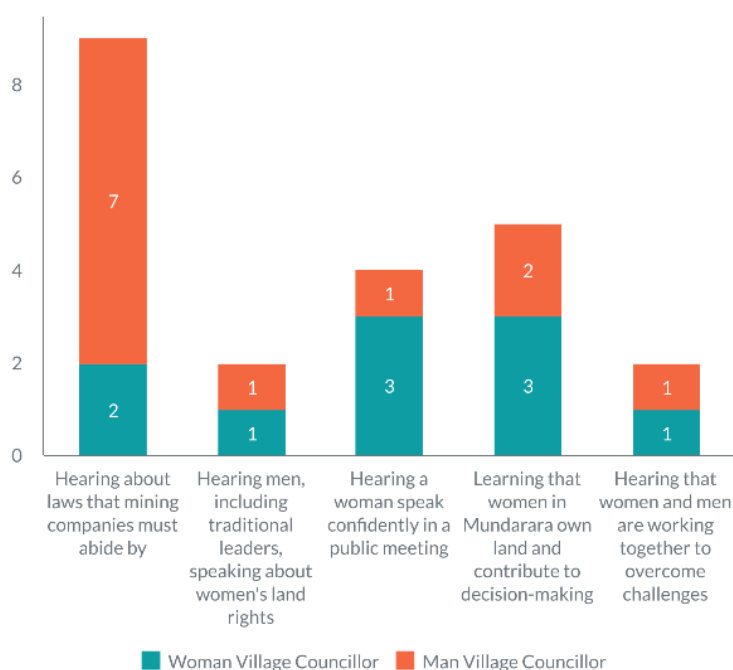
Matale B Village Councillor, older woman

*It was impressive, as they were telling the story of changes that I have already observed with my own eyes when I went to their village in 2021.*

Losokonoi Village Councillor, older man

Results from a snapshot survey of equal numbers of men and women Village Councillors who attended one of the dissemination meetings in **Tanzania**, as set out in **Chart 1**, indicate the extent to which audiences were surprised by the visible confidence of the gender and land champions, the level of cooperation among them, and the social changes that have already come about from their efforts.<sup>12</sup>

**Chart 1: Responses to the question “Was there anything about the meeting that surprised you?”**



### What the team said

One team member described taking Tanzanian champions to other communities to speak directly to them about their achievements as “far more powerful” than publishing a report.

*Women in Maweni were impressed with Rosa's presentation and said they wished to become like her in future... In Qang'nded she was so able to touch both men and women that they clapped her before the closing remarks.*

Team member D

*Everyone was amazed by the confidence and knowledge our champions displayed... The presentation made by Peter in the villages he went to was especially interesting. He is an experienced traditional leader and used those skills on top of his WOLTS skills to elaborate things for the Village Councillors, to help them see the impact of what the champions all together were saying.*

Team member F

For most Mongolian champions, as another team member pointed out, joining officials for a workshop in the capital, where they shared their stories and took part side-by-side in exercises and role-plays, was “the first time they have been involved in a big meeting with national government experts”.

*Our champions did a good job! They really supported each other and shared their messages in a very nice way... Their fellow champions were very proud of them. They said the champions could raise their voices at the national level.*

Team member B



## 2 Champions empowered as confident actors for change

*While undertaking dissemination activities in Stage 3, the project team observed significant personal growth in the champions most involved in the dissemination activities, with women in particular becoming more confident to speak up in meetings with government officials and communities, and in addressing their stories to much wider audiences through their blogs. Their deepened sense of ownership and empowerment was evident from the moment they were chosen, from their embrace of responsibility and their diligent preparations for the meetings and work that followed.*

### What happened

The project achieved its aim of supporting the gender and land champions to become confident actors for change during Stage 3. This is testament to the WOLTS training programme's emphasis on public speaking skills (including timing, delivery, identifying key points, sequencing and structuring an argument, using relevant examples, anticipating questions from the audience, etc.), as well as building increasing knowledge and awareness of relevant laws and the overall confidence to take action to protect local rights. The experience of carrying out dissemination activities demonstrates that local champions are particularly effective at communicating with other communities facing similar land, gender and mining challenges. In **Tanzania**, for example, there was strength in having Maasai champions take their message to other Maasai villages, with shared language and traditions, yet they also had a very powerful, positive impact in non-Maasai villages.



*Odgerel – “At first, I was wondering if these government experts would listen to us. Then, after we spoke, I felt really relaxed. Because the experts’ reaction was very positive. They were really interested in our stories. I was so moved when they listened to us carefully and respected us. I was not expecting that... I was also really moved by the Director of ALAMGAC. He said in his opening speech that the experts should learn from the champions. I was really encouraged by these words. It gave me confidence.”*



*In the [non-Maasai] villages I was judged by my [Maasai] clothing and language that I would not have anything meaningful to say, but they proved themselves wrong during my presentation! [she was laughing]*

M18, older woman, Tanzania

*What I will take away from this experience is to now always take advantage of any public space to speak out firmly against all forms of GBV.*

M13, middle-aged woman, Tanzania

### What the champions said

During meetings with other champions, as well as in one-to-one interviews with the WOLTS team, the champions who were most closely involved in the dissemination activities shared their reflections.

At the same time, the other champions spoke warmly of the empowering effect it had on them to hear about what their fellow champions had done.

*I think our choice of you to present about what we achieved together was really good. You did good work for WOLTS, PCC and our soum.*

B22, young man, Mongolia

*It is great to hear that even non-Maasai people in other villages were keen to listen to a woman like me speak in a large public meeting. It gives me confidence in my ability to be understood.*

M32, young woman, Tanzania

*I want to thank our champions who did a really great job representing us all. Because we chose you two, we also did a good job! We chose the right people from us.*

B24, middle-aged woman, Mongolia



*Sindooi – “I have been involved with WOLTS from the beginning, and it has changed everything. Women face many challenges, as have I in the past. WOLTS gives me confidence in myself and knowledge of the law. Now I am not afraid to speak up at meetings in front of men. I am proud to help women, especially widows, who often don’t know their rights.”*

### What local and regional officials said

In **Mongolia**, the champions influenced national and *aimag* land agency officials to actively want to work with people like them at the *soum* and *bagh* (local) levels. In **Tanzania**, the impact on members of other village governments hearing directly from the champions was clear. Women commented on how interesting it was to hear from women speakers in a public meeting, while men and women commented on how the men champions supported women, and the mutual benefits of increased gender equality.

*Those champions showed how confident they were in front of senior officials, and what they had achieved from the WOLTS training. Meeting them encourages us to cooperate with local people who have been involved in proper training and have a positive attitude.*

Dornogobi Aimag Land Officer, middle-aged woman

*I enjoyed seeing a woman of my mother’s age making a wonderful presentation and quoting from the Constitution about women’s rights.*

Laja Village Councillor, older woman

*It was most interesting listening to my fellow traditional leader talking about women’s rights to own land and wanting villagers to respect widows and childless women. I gained confidence to begin preaching about this in my own area, at any gathering I attend. I wish to be like my friend!... It is the right time for traditional leaders to stand against violators of community rights.*

Matale B Village Councillor, middle-aged man

### What the team said

Although the WOLTS team had high hopes for the outcomes of Stage 3, the champions’ successes in dissemination activities exceeded all expectations. Team members observed both personal growth as well as the power of the champions to affect those who were hearing their voices for the first time.

*Odgerel said several times that he did not expect people would listen to him, as he is an ordinary herder. But then he shared that some of them even called him a teacher.*

Team member E

*Women’s contributions are not usually considered in the rural communities, but our women champions seem to have encouraged women in other villages to take actions to seek spaces to raise up their voices with their issues.*

Team member D

*The champions were the highlight of the workshop! They were so confident and organised. It was obvious officials saw this event as important and found the tools and exercises useful and fun. But mainly they wanted to ask the champions how they were trained and what they have done on their own in their local areas.*

Team member E



*Tuya – “When I was a child, I dreamt of being a literature teacher, but then I studied social issues and I am still working in this field. In some ways, WOLTS has made my dream come true. I wrote the blog, finally! I think I have to write more. And I am working on it now because this is one way to reach out to people.”*

### 3 Champions have become influential local advisors

*Champions have become influential local advisors and leaders in addressing a range of gender- and land-related problems that affect their communities. This is a direct outcome of the WOLTS action-oriented approach and is manifested in three key ways: (1) champions are better able to support their communities by working with local governments to protect and manage natural resources in a participatory, inclusive and gender-equitable way; (2) in the face of threats to local natural resources from land grabbing, including from mining investors, the trained champions are visibly more active in holding those who threaten their community's land to account; and (3) they are even more widely respected in their communities among all the men and women who had earlier nominated them to take part in the WOLTS training programme, being actively sought out for advice, guidance, mediation and dialogue. These are all sustainable, longer-term impacts, grounded in the Stage 1 participatory research and community engagement, and the champions' individual involvement in Stage 2 training and Stage 3 dissemination. Stage 3 itself created the space for these further impacts from the whole WOLTS approach to emerge.*

#### What happened

As we describe elsewhere, one of the outcomes of WOLTS Stage 2 was a substantive increase in knowledge and awareness of land- and gender-related laws among men and women champions. Their increase in knowledge was measured against the general level of legal knowledge in the community through the WOLTS Stage 1 baseline survey as well as the champions' own levels of legal knowledge immediately prior to starting the WOLTS training. The overall increase in knowledge and awareness of national land- and gender-related laws delivered by the Stage 2 training was also markedly higher among women champions than men, with a 62% increase across women champions and a 37% increase across men champions.<sup>13</sup>

We know from our contacts with champions and other community members and leaders before we started the dissemination activities of WOLTS Stage 3, that both men and women champions were already highly valued in their communities for their understanding of land- and gender-related laws as well as by local government and other leaders. During Stage 3, evidence of these impacts continued to emerge. We have seen that the more the champions were able to use their skills and capacities to be of service in their communities, the more respected and influential they have become.

A major outcome (and objective) of the WOLTS approach was to develop a win-win attitude among

the champions and communities that puts gender equity and fairness front and centre in the struggle to protect community land rights, and which sees improving land rights for women as essential. From the very first training sessions, WOLTS facilitators used games and role-plays to drill down with the champions into what gender equity is and why it benefits everyone. The result can be seen in the new and ongoing outcomes from the champions training programme that the team learned more about during the dissemination work in Stage 3.



In **Mongolia**, the champions have proven themselves to be highly effective in local and national advocacy efforts. For champions from Bornuur, no further training was undertaken in Stage 2 beyond Round 1 (end 2019), while champions in Dalanjargalan remained involved in Round 2 (to the end of 2020),



mentoring a new cohort of champions. During Stage 3, it emerged that the Bornuur champions, despite having less formal ongoing engagement with the project, were no less active in their communities.



**Lkhagvadorj** – “Since I finished the WOLTS training in Bornuur two years ago, I have explained about gender to soum government leaders. They sometimes ask me to talk on GBV. I give around eight minutes presentation that I prepared myself... I also became Chair of the Soum Citizen Representative Khural and advised several soum land management meetings that at least 10% of people who are given land each year should be women. After discussing it, they agreed that at least 5% can be given to women. I think it is good progress!”

Bringing champions together in Stage 3 also led to valuable cross-cutting learning. For example, Bornuur champions were thrilled to hear full details of what their fellow champions had achieved in June 2022, when a peaceful herders’ protest led by Dalanjargalan champions gained national media attention and action, including a presidential pledge to ensure rules to protect local pastureland are followed by mining companies. **Box 5** provides more information.<sup>14</sup>



#### **BOX 5: WOLTS champions lead national protest to hold mining companies to account**

- *Dalanjargalan lies in the Gobi Desert and 80% of its territory is under mining licences. In May and June 2022, more than 100 local herders travelled to the Mongolian capital to demonstrate outside the national parliament. Initiated jointly by the gender and land champions and the Chair of the Soum Citizen Representative Khural, five champions were very involved and had leading organisational roles.*
- *Before going to Ulaanbaatar, they visited all the bags in Dalanjargalan and collected signatures from 1,500 local households. Later, as news of the protest spread, they were joined by more herders from other soums. They submitted a joint letter to the National Security Committee, and Mongolia’s President, Prime Minister and Speaker of Parliament all asked the Committee to take immediate action. The result, after 21 days of organising, was that 10 mining companies had new operations stopped and 30 others were put under government monitoring for environmental breaches. The national government also promised not to issue any new licences in the soum before 2024.*
- *Champions who took part in the demonstration remained peaceful, polite and respectful throughout, co-operating with police to keep troublemakers at bay. Their success in gaining presidential support through calm and carefully planned action has sent a powerful message to herders all over Mongolia, that thoughtful protests can be effective.*

Not only is participation by the champions in formal community leadership roles increasing in both countries as an outcome of the training,<sup>15</sup> but, as these Mongolian examples show, the champions are very proactive in their communities, independently of the project. This is promising for the long-term sustainability of the WOLTS approach.

In **Tanzania**, champions are advising on local decision-making on land and natural resources, addressing concerns about unclear legal aspects, and generally making themselves available to answer questions and lend perspective on land, gender and



mining issues. Men and women champions are working with other leaders to protect inheritance rights for widows, land rights for childless women, and the rights of all women to acquire land and earn income. They are also tackling wider gender issues, such as encouraging girls to stay in school and avoid early marriage. They have become influential local advisors on gender and land.<sup>16</sup>

Champions were nominated to take part in the Stage 2 training because they were already respected in their communities. However, people can be respected yet not asked to help solve difficult problems. What has happened as an outcome of the WOLTS process – in both countries – is that these trained champions are now considered as people with extra skills who are able to support community members and local governments in addressing many challenges. In Mundarara, for example, as one team member explained, the champions have become the “go-to” people that “must be approached” to assist in resolving issues that village leaders or other community members have not managed to resolve.

### What the champions said

All the champions realise the impact they make in their communities and beyond, as reported by some of those who did not directly take part in Stage 3’s dissemination meetings with different audiences.

*Champions are well recognised by soum leaders.*  
B4, middle-aged woman, Mongolia

*It is sad to learn how the rights of those other communities you visited are being violated because of their ignorance on mining, land and gender issues. But it is good that you went there and shared with them some of what we have been able to achieve here.*

M2, middle-aged man, Tanzania

In **Tanzania**, as we document elsewhere, a specific outcome from the legal awareness element of the champions training lies in the direct gains for women’s land rights reported to the WOLTS team.<sup>17</sup> In both countries during Stage 3, men and women champions shared further successes from their efforts to get women’s land rights formally recorded, with registration of land used and held individually by women reportedly now more common. Champions spoke about their ongoing efforts to

amplify their impact, with men champions focusing on shifting attitudes among fellow men and especially traditional leaders, for example by bringing women with them into traditionally men-only meetings and insisting they be allowed to speak.<sup>18</sup> In some cases, it is only women’s interventions that enable issues being debated in community meetings to be resolved.<sup>19</sup>



**Rosa** – “People in Olgira wanted to move onto our grazing land. After men leaders had failed to settle the matter, I stood up in a meeting of both villages and said that if we agree it will only increase pressure on our land, so they must find another place. The District Commissioner agreed with me immediately and declared the matter closed.”

### What local and regional officials said

In **Tanzania**, Village Councillors were impressed at how champions were organising to get land for all.

*I was surprised to hear that those women in Mundarara are owning their land, and this is supported by their husbands, male relatives, and most importantly, by the traditional leaders.*

Kitwai A Village Councillor, middle-aged woman



*The meeting opened my eyes on the importance of involving women in decision-making about resource ownership.*

Qang'nded Village Councillor, middle-aged woman

*It is so good to hear how women are free to engage in income-generating activities and their husbands and traditional leaders support that process! I wish this could happen in my area too!*

Sinonik Village Councillor, middle-aged woman

*I feel keen now to start discussing about women's land rights and support them to apply and be prioritized during land division in our village... I learned that if women are empowered, they can contribute to their family's and community's welfare.*

Kitwai B Village Councillor, middle-aged man

*Hearing jointly from men and women champions revealed the level of equality in their community.*

Laja Village Councillor, older woman

Likewise in **Mongolia**, the valuable role of the champions as influential local advisors was recognised by government officials who met them.

*During the role-play we did with the champions, most of the land experts found some solutions on how to include disabled people, and how to reach out to locals more widely using champions as their supporters.*

Dundgobi Aimag Land Officer, middle-aged woman

*It was great to meet the champions in person. I found that if all soums could have champions, it would be easier to reach out to local community members on any occasion. They can support each other and protect their land and rights.*

Bayan-Ulgii Aimag Land Officer, middle-aged man

Senior government officials who heard directly from the gender and land champions about both the WOLTS training programme and the 'gender guidelines' developed collaboratively with ALAMGAC, did not hesitate to say in a post-workshop feedback survey that they expected this whole experience to positively impact their forthcoming work, as illustrated in **Chart 2**.<sup>20</sup>

**Chart 2: Senior government land officers' perceptions about the value of meeting gender and land champions in face-to-face workshop on new 'gender guidelines'**

The workshop and new gender guidelines will positively influence the way you facilitate public consultation during soum land management planning



Strongly agree (75%) Agree (10%)  
Neither agree nor disagree (10%) Disagree (5%)

In your opinion, the workshop and new gender guidelines will result in a visibly more participatory, inclusive and gender-equitable soum land management plan



Strongly agree (50%) Agree (30%)  
Neither agree nor disagree (15%) Disagree (5%)





### What the team said

The WOLTS team is inspired by reports about new champion-led initiatives and other positive outcomes from the training programme, across both countries. Every time team members return to the communities, there are new successes to celebrate. One exciting aspect is seeing men and women taking ownership of their roles in different ways, yet everywhere working together for social change.

*Kitwai A was one of the most active villages during the dissemination meetings. Men there rarely involve women in decision-making, but they promised our champions to start doing it...*

*In Kiserian, Village Councillors were very interested in our champions' message that men should promote women's land rights and assist them with household responsibilities. Men there told our champions that they still oppress women... In Landanai, traditional leaders were happy with the idea of supporting women's land rights for the welfare of the whole village. This was a huge impact of them hearing directly from our champions.*

Team member A

*The champions' local knowledge, as community members, is a powerful tool that can be used to bring about change in the most vulnerable communities, and for all vulnerable people... In meeting after meeting in all the other villages we went to, people really liked having the champions visit and share their experiences. They considered this knowledge even as a weapon to protect their own land.*

Team member D

*After working with Dalanjargalan champions, Lkhagvadorj explained more about their peaceful demonstration in Ulaanbaatar to fellow champions in Bornuur. They were really inspired and got courage that they can do something like it to change things in their area.*

Team member E

*I think the peaceful demonstration in Ulaanbaatar that was organised by champions from Dalanjargalan was a direct, visible result of the WOLTS training programme.*

Team member B

**Champions Rosa and Milya**



**Champion Munkh-Onon**



## 4 WOLTS approach strengthens cross-project learning

*The patient facilitation and overall community-led focus of the WOLTS approach has not just supported the champions and the communities but has brought new learnings for individual project team members, in-country civil society partner organisations and their collaborators in government. The WOLTS approach creates a safe space for the voices of champions to emerge, and for a deepening of team members' skills and abilities to nurture and facilitate cross-project learning and skill-sharing, providing inspiration and encouragement.*

### What happened

The WOLTS approach rests on strong partnership between Mokoro, HakiMadini and PCC, and on team training to support robust research and to develop appropriate and contextually-relevant tools to strengthen women's land rights on the ground. During Stage 3, team members from all WOLTS project partners named above have consolidated their communications skills, for example in writing engaging blogs, making effective online and face-to-face presentations, working with local media, and utilising illustrative materials. Partner organisations have developed greater expertise in applying rigorous methodology and deeper engagement with communities. The whole team has grown through regular reflection at every stage, within the team, and with champions and communities.<sup>21</sup>



More broadly, the team worked throughout to build good relationships with different levels of government. Local officials were invited to join Step 4 of the Stage 2 training programme, and since then local governments in both countries have directly asked champions to come and teach them some of their new skills, such as how to facilitate more participatory meetings, or about gender, as described in examples above and elsewhere.<sup>22</sup>



**Purevdolgor** – “I learned some effective ways to share information. I also learned it needs much preparation and planning beforehand to make it good... Through WOLTS, I learned how to negotiate with mining companies to force them to act responsibly. By talking to them, they began cleaning up land in our area.”

### What the champions said

After all the dissemination activities were complete, champions in both countries reflected on specific skills they had acquired from WOLTS overall, as well as from the individual team members and partner organisations they worked with most closely during Stage 3.

*I learned from HakiMadini the importance of informing authorities prior to speaking with community members, to smooth implementation and avoid any possible misinterpretation... I also learned how to use energisers in meetings to keep participants active.*

M20, older man, Tanzania

*I really like WOLTS and PCC in its training. You put the facilitators and the champions on the same level. It gives a chance to make it very participatory, where participants can freely exchange their ideas. That's why it's fun! When I was a child, only teachers spoke in class. That stayed with me. But I have learned the skill of the participatory approach from the WOLTS team. Now I try to use this approach whenever I make a speech or take part in a meeting or training.*

B10, middle-aged man, Mongolia



*I gained different social skills that have changed my traditional way of living... I learned from the WOLTS team not to be so proud, even when I feel I am better than others, in order to be able to communicate with people at all levels.*

M13, middle-aged woman, Tanzania

*I learned to use a general greeting which is acceptable to many, rather than using a religious greeting. This is because people have different beliefs, and it is also important to distinguish a public gathering from a religious one.*

M18, older woman, Tanzania

*I learned from the WOLTS team about the importance of reflection sessions after every meeting in order to improve the next... I saw how to ask questions to the audience and invite those who are not active to contribute to ensure their participation... I also saw how trying to connect on the same level as your audience smooths communication and understanding.*

M5, young man, Tanzania



### What local and regional officials said

WOLTS team members always pay close attention to protocols, keeping in touch with local leaders regularly in both countries about new stages of our work. In the pilot communities, local leaders were invited to our national stakeholder workshops at the end of Stage 1, as well as the Step 4 training as noted above. Members of local governments that the team worked with in Stage 3, beyond the pilot communities, frequently commented on their increased openness and willingness to listen and collaborate, due to the fostering of good relations throughout and the way potentially sensitive issues were constructively and positively addressed.



*The WOLTS team facilitators' methods bring a positive vibe and easy understanding.*

Uvs Aimag Land Officer, middle-aged man

*We now understand as leaders what our role should be in managing mining activities for the benefit of the whole village. WOLTS has shown us that we might have been the source of the problem because we were not aware of our roles.*

Maweni Village Councillor, older woman

*Knowing that current investors are misusing our land in the name of the Ministry, it is good to learn that discussing their presence at village level is not opposing the Ministry.*

Kitwai B Village Councillor, middle-aged man

*I enjoyed hearing about how to deal with mining investors. We almost gave up as we did not know that it is still possible to build constructive relations with them as Mundarara did.*

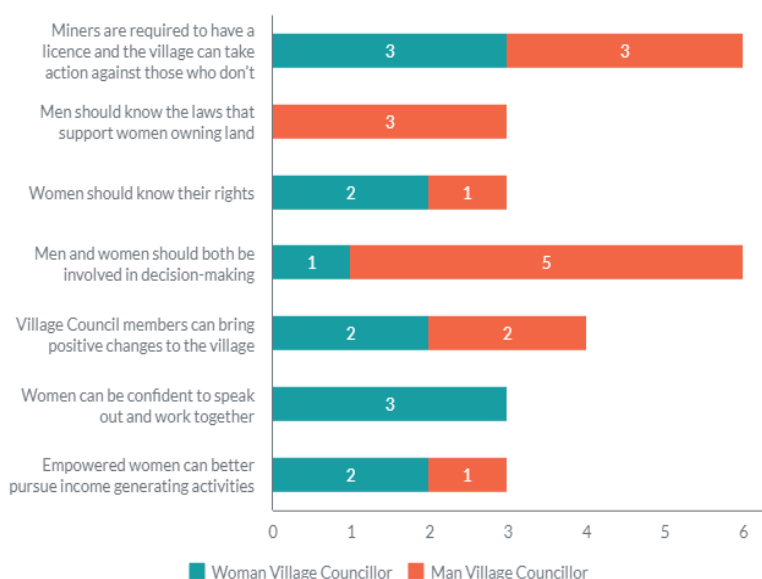
Sinonik Village Councillor, middle-aged woman

*I really liked seeing a man and a woman champion presenting together. It shows respect to both men and women and that all are equal and have the right to be equally involved in community development.*

Laja Village Councillor, middle-aged man

In **Tanzania**, results from the snapshot survey of Village Councillors who attended one of the dissemination meetings that the gender and land champions spoke at, as presented in **Chart 3**, show some of the information that was successfully conveyed, thereby helping to support the capacity of those other villages to defend local land rights and engage productively with outside investors.<sup>23</sup>

**Chart 3: Responses to the question “What did you learn that you can apply in your community?”**



*The value of our having strong internal project partnerships has become even more apparent in Stage 3. It has all been about seeking new ways to present the WOLTS approach to new stakeholders. Without the knowledge and connections that all three WOLTS partner organisations have – Mokoro, PCC and HakiMadini – we would not be able to have the same reach, globally, nationally and locally.*

Team member C

Likewise, there were clear benefits when the team was able to bring champions from different communities together and bring them closer to the team during dissemination activities.

*Champions involved in dissemination saw firsthand the importance of taking the right approach. In one village we visited, the Chair was so welcoming and humble to our champions. All the Village Council members arrived on time to receive us, indicating the positive collaboration with their Chair and importance of the protocol visits we had made before, which gave local authorities good information and enough time to invite all the participants from their vitongoji.*

Team member D

All WOLTS project partners agree that empowerment of champions and elevating women's voices in advocacy should be incorporated in their future work. In **Mongolia**, as well as their work with the champions, PCC has been doing this across the country, through dissemination of the 'gender guidelines' via online training at the end of 2021 and new face-to-face training since the end of 2022.



### What the team said

We have also seen capacity changes among project partners at the global level. Activities in Stage 3 have included project team members presenting about WOLTS in global conferences and webinars, as well as preparing blogs and articles. As a team, we carried out regular reflection sessions, and the country teams then shared global learnings and examples onwards with the champions in each country.





*Every one of us in PCC has advanced our skills in conducting action-research. We also increased our overall organisational capacity on planning and developed our self-evaluation skills. PCC is now nationally recognised as one of the NGOs that works on gender and land.*

Team member E

*I gained a lot of experience in this process of working with champions, conducting online training and organising activities. My planning and execution skills have improved... We have become empowered as an organisation. It was very progressive to learn new research methods and put them into practice. We have seen that the WOLTS approach is the most effective way to spread information across local communities, through the leadership of local citizens, influencing them and encouraging them to do good things.*

Team member B



In **Tanzania**, HakiMadini has already applied elements of the WOLTS methodology in its new ‘Women’s Land Rights Project’ in Kwimba District, which is starting to show success by changing the mindsets of men/husbands/male relatives. From denying women’s land rights, they have moved to accepting joint land registration and discussing women’s land rights in public spaces.

*Our organisation has learned the usefulness of having community-based representatives who are equipped with appropriate knowledge to keep rolling out the project’s goal. Currently HakiMadini’s community-based projects are all now focused on working with one group of people for longer periods to be well equipped with the knowledge to be able to share the full package with the wider community. We have learned this through the WOLTS approach of developing local gender and land champions, women and men.*

Team member D



HakiMadini team members remarked on how involvement with WOLTS has underscored their appreciation of striving for local ownership by communities for the sustainability of any project.

*My involvement with WOLTS has taught me to let target communities raise their own challenges and make their own priorities, instead of speaking and deciding for them.*

Team member A

*We have learned as an organisation that dissemination of positive impacts from a project to communities in new areas is more effective when done by the community members involved than by HakiMadini speaking on their behalf.*

Team member F





## 5 Impactful dissemination and capacity building takes time

*As part of the action-oriented approach of WOLTS, dissemination and capacity building have been woven through all activities from the project's very beginning, not just during the dissemination-focused Stage 3. This is a unique strength of the WOLTS approach, and it takes time and commitment. The outcome is empowered men and women champions who have the knowledge and drive to promote gender-equitable land governance and encourage changes in gendered social norms in their communities. The value and sustainability of the WOLTS approach is well recognised by all those involved.*

### What happened

Right from the beginning of our Stage 1 action-research, the WOLTS approach has been designed to strengthen community understanding of existing tenure arrangements and land governance practices and stimulate discussion and debate within the community about what changes might be desirable and how they could be achieved. The Stage 2 training programme supports communities to achieve those changes. The WOLTS approach is thus highly iterative in nature: we continually adapt our methodology and gather feedback from all interested stakeholders, to strengthen impacts over time.

communities are not always created. Developing the local voices of champions takes time, sometimes years. The extended dissemination work of WOLTS Stage 3 came after five years of action-research and champions training, making a total of seven years developing and piloting our overall approach. Interviews, photography, blogs, and media work took place throughout the project. Our Stage 2 training programme in the pilot communities incorporated public speaking skills and practical exercises from the start. Interactive activities were based around real-life scenarios that emerged out of the Stage 1 participatory research, especially from the community feedback meetings.

Donors rarely fund this kind of long-term work, yet it is essential for success in the land sector, given how closely land rights – understood as the relations between people with respect to land – are connected to gendered social norms. All those involved in WOLTS are deeply grateful to the funders of this project for their far-sighted and patient investment. All WOLTS stakeholders (champions, partners and local and regional officials) urge donors to focus much more on training and empowerment of local champions and to note that this takes time and must be done in committed partnership with local communities.

WOLTS places great importance on taking a long-term approach to achieving real change. Our methodology recognises the need to wait and see whether any changes supported by the project will be negated by reversions to long-standing customary practices and land tenure arrangements, or whether changes in gendered social norms around land relations and land governance processes will instead gather sufficient critical mass and social legitimacy to bed in. The process of nurturing champions is instructive – becoming a champion happens within



The 18-month dissemination-focused WOLTS Stage 3 is highly unusual in the land sector, where often only a few months are allotted to the communication of findings, immediately after research or programme activities have finished. The norm is also for communication and dissemination activities to be carried out mainly by project teams, and opportunities to elevate voices from local

wider normative, political and institutional contexts, and individual champions may face different constraints. At the start of Stage 2, Round 1, one woman in **Tanzania** who was heavily pregnant needed permission from her very sceptical husband to attend training sessions and she dropped out early on; by Round 2 he was asking the team, with his sincere apologies, if she could please join the training again. In another example from Tanzania, a village government leader who was also initially sceptical has transformed into an active and conscientious gender and land champion since he retired from elected office and joined Round 2 of the training.

These changes have taken place as a direct result of the WOLTS approach, emphasising local ownership and building a critical mass for change. As noted already in this paper, champions have become proactive change-leaders independently of the project, which is promising for long-term sustainability. Dissemination, including sharing information and results, and capacity building have both been key to this.

As noted above, gender concepts and issues were introduced in the WOLTS training programme from the start. Deeply-embedded gender and other traditional social norms in both countries makes change more difficult, yet developing safe spaces for communities to explore normative issues fulfilled an important need.<sup>24</sup> Building capacity and confidence to discuss sensitive issues, first with other champions and then, more widely, through dissemination activities, have been important next steps to building critical mass for change. Social norms everywhere are not static; they adapt and change over time. Through our action-oriented approach of working with both men and women, WOLTS has helped to foster a locally-owned process of rapidly adapting and sharing ideas about social norms and practices on land and gender issues.

The WOLTS focus on gender equity – fairness – and on seeing everyone as worthy of treatment as an equal human being, is reported by champions and local and regional officials alike as inclusive and non-threatening. Having men and women leading together to drive normative change is another key feature of the WOLTS approach. Together these principles provide a solid foundation from which to build bonds among change-makers based on

equality, and achieve measurable improvements in land governance and tenure security for all.



*Milya – “At first, I had no idea that women had a right to land. Being part of the WOLTS project really changed things for me. Now my wife and my mother have both applied for land from the Village Council. They are using their land to start businesses which really helps our family... I have helped so many women to write letters to apply for land from the village government, and I’m proud to say that most have received plots.”*

In **Mongolia**, groups of champions in each area have emerged almost as a new local institution, recognised and respected by both their leaders and communities. This is playing an important role in sustaining the outcomes of WOLTS at the local level, and it is notable how the men and women champions as a collective group of influential local advisors are thus already helping their respective local governments and local people to develop inclusive, participatory and gender-sensitive land governance in their areas. They also have active Facebook groups which they use to organise independently, such as with the protest by Dalanjargalan champions discussed above.

### What the champions said

Champions clearly recognise the importance of allowing enough time for change to occur, and then to encourage further change by sharing information about those already-occurring changes.

*I now have more courage and confidence to share my thoughts with others. I will encourage other champions that we can do this together.*

D37, middle-aged man, Mongolia



### What local and regional officials said

Likewise, members of local governments familiar with WOLTS appreciate the longer-term implications and depth of outcomes that stem from its long-term, iterative and locally-grounded approach.

*If each soum has well trained local advisors like these champions, it will be a huge support for the local governments and the community. They can encourage local people to become involved in any decision-making processes.*

Gobisumber Aimag Land Officer, middle-aged man

*It felt good to meet the champions in person. I wish I could have such active champions in my aimag, at least in some soums. It seems that they actively participate in all activities of the soum, not only on the land and gender issues but they also encourage other people to participate more in the soum's development.*

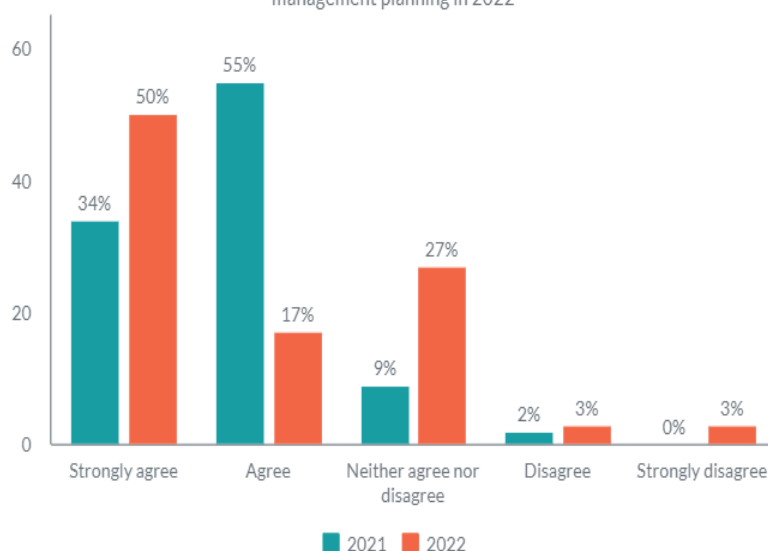
Dundgobi Aimag Land Officer, middle-aged woman

In addition to developing the 'gender guidelines', the long process of collaborating with ALAMGAC and building buy-in from local governments has been critical in achieving positive outcomes for WOLTS in **Mongolia**. The 'gender guidelines' developed through the collaboration between WOLTS and ALAMGAC were included within broader national land planning guidelines for *soums* and published and distributed to land agency staff in local government offices nation-wide in April 2021. The success of this collaboration testifies to the potential of the WOLTS approach to produce much wider impacts on women's land rights beyond pilot communities (and countries), contributing to improved land tenure governance that benefits communities all over Mongolia. This is clear from the

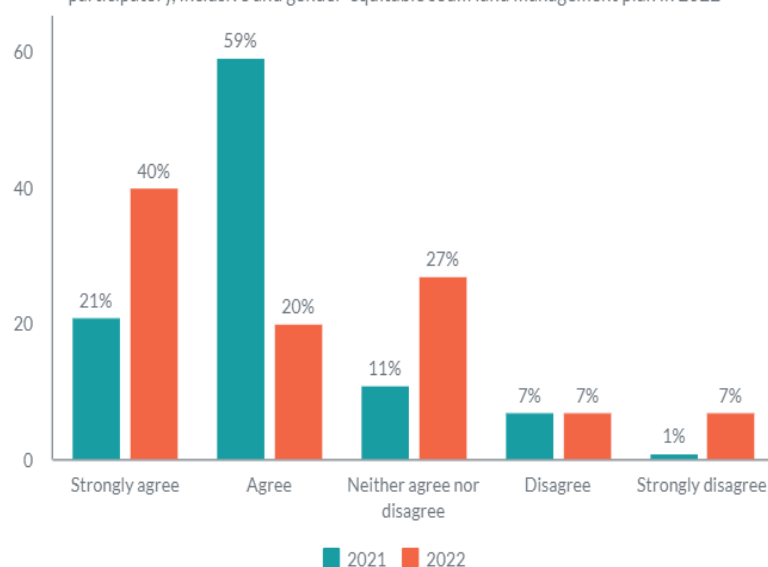
results of two surveys of local government land officers who attended the online training in late 2021, as shown in **Chart 4**. The first survey was one month after the training, where they were asked what impact it would have on their approach to the preparation of land management plans in their *soums* in the coming year. A year later they were asked what impact they felt it had had in practice. Response rates were lower in the follow-up survey, but the results are still very positive overall.<sup>25</sup>

**Chart 4: Local government land officers' perceptions about the impact of online training**

The workshop and new gender guidelines will positively influence / have positively influenced the way you will facilitate / have facilitated the public consultation process during soum land management planning in 2022



The workshop and new gender guidelines will result / have resulted in a visibly more participatory, inclusive and gender-equitable soum land management plan in 2022





This data emphasises the importance of taking a long-term approach to change. The lower response rate for the follow-up survey was in large part because many *soums* had not yet developed their new land management plans by the time the survey was conducted, and some were in the middle of their annual land use planning process and annual livestock census around the time of the survey. However, as indicated above, there is clear demand across Mongolia for further training on the ‘gender guidelines’ and for gender and land champions training programmes in different *soums*.

In **Tanzania**, similar demand for the champions training programme was evident from the comments of Village Councillors in all of the other communities visited by the champions. There was also a clear recognition of the time and effort it takes to develop the kind of confident and empowered men and women champions that most of these Village Councillors were meeting for the first time.

*I liked hearing from the champions because they were so informed and the challenges they have overcome are the same challenges that we are facing in our village too.*

Maweni Village Councillor, older woman

*I have learned that to be able to protect the community’s natural resources, it is important to equally engage both men and women in decision-making. This can take some time.*

Qang’nded Village Councillor, older man

*I was surprised to see a highly respected traditional leader presenting courageously about women’s rights. We are used to never hearing traditional leaders intervene on these issues... Another outdated culture in our village which I do not like is that women and men must be separate during mealtimes, and women are served last after men have finished eating.*

Matale B Village Councillor, older woman

*In the past, women must kneel down as a symbol of respect to be allowed to contribute to the meeting, but I was happy to see our fellow woman speaking confidently and without kneeling down. This shows things are changing.*

Kitwai A Village Councillor, middle-aged woman

*Sharing of decision-making between women and men in their community is the real lesson about what changed within that community.*

Matale A Village Councillor, older man

*Sindooi shared her experience of using different platforms including at water points, rubble collection sites, women council meetings, etc., to create awareness among other women about their rights and about the procedures to follow in case their rights are violated.*

Sinonik Village Councillor, middle-aged woman



### What the team said

The long-term commitment of the WOLTS approach is key to its success, yet team members also observed that there is much more work to do.

*It is a gradual process, but then there is a point in time when I realised the project has gone from being led by the team to instead being in much more of a supportive role as the champions drive things forward... I also learned that there will be ongoing opportunities to develop our communications because our results are not static. The champions and communities are continuing the momentum, which provides more evidence that can be used in various ways.*

Team member C

*Changes do not come overnight. The longer the engagement, the greater the realisation of change. The road to change is never the same for two communities, or even two people, so it is necessary to give ample time to allow change to happen... We still have a long way to go to ensure that women can fully exercise their rights. Given that they live in the middle of a deep-rooted culture that keeps oppressing women, there is an entire need for a rolling programme to keep engaging the already awakened ones, to keep the momentum up and raise new activists.*

Team member D

## Conclusions

*The WOLTS project's action-oriented approach to securing land rights and challenging gendered social norms over the past seven years has delivered tangible change. Through the three stages of the project – participatory exploration, the gender and land champions training programme and the elevation of champions' voices in Stage 3 – WOLTS is mapping out a sustainable model for improving women's land rights and community land rights well beyond the mining-affected pastoralist areas of Tanzania and Mongolia described here. As our team members observed at the end of the last chapter, WOLTS' impact is carrying on, but needs support to "roll on". It is time to enable more communities to join.*

## Sustainable, locally-driven change

WOLTS creates the space – and the methodological approach – to allow normative change to be discussed and adopted in local communities in a highly participatory, inclusive and equitable way. During Stage 3, the champions' messages as expressed in meetings with their own and other communities, in their work locally, in their published blogs, and in their messages to officials about their land issues, all combined to show that the WOLTS approach is genuinely empowering for local communities. It leads also to internal team and cross-project learning and skill-sharing, to increased ownership of project goals by external stakeholders, and to local action for real change. Above all, it is sustainable – and demonstrates how change in gendered social norms ripples out over time from work on gender and land.

The overall experience of WOLTS highlights the benefits of taking a long-term, community-led approach to improving gender equity in land governance. It also underlines how a methodologically rigorous approach enables any long-term change in social norms around gender and land to be adequately tracked. Without doubt, it takes time to develop capacity to mainstream the protection of women's land rights within community land protection efforts. Establishing partnerships with local civil society and government through long-term action-research and community engagement, with built-in commitment to extended dissemination, allows time for such capacity to grow. The most powerful outcome from WOLTS is the change in the men and women champions and the impact they are having in their communities and on others. This is a self-perpetuating result – far more lasting than many top-down technical interventions

because it enables communities themselves to choose the direction of change. This is something WOLTS emphasised from the start, as examples throughout this paper have shown.



Having spent a long time in these communities, we have witnessed the small groups of champions challenging societal norms. This has brought about wider discussion in the community – more people then become involved. The act of having the conversation becomes more accepted and eventually a critical mass is reached – which snowballs and then suddenly changes start happening more quickly. We have seen this with all the examples shared in this paper and elsewhere, and it is why we are now seeing sustainable, self-perpetuating results. The extended dissemination phase of WOLTS Stage 3 thus produced further insights and findings that add value to the project as a whole, adding to its impact and lending confidence in the sustainability of the overall approach.

Key attributes of WOLTS are the iterative approach, the local ownership, the fact that we began by gathering local evidence and not assuming we knew everything. Likewise, champions have not been

elevated to be people who know everything but rather have emerged as an organic group who continue to grow.

## Building on WOLTS

The WOLTS approach works and is ready to be scaled up for wider implementation to enable more communities to join. The demand for “more WOLTS” is strong. Other communities are asking for it in both Mongolia and Tanzania, including government leaders. In **Mongolia**, there has been interest from a range of stakeholder groups in PCC and champions sharing the ‘gender guidelines’ in many more *soums* as well as inquiries about the WOLTS approach to training champions.

*I was moved by the workshop participants when they said they want to have the same training programme as ours for their local people.*

D12, older woman, Mongolia

*All soums need this kind of champions training, to inform and educate local people, to implement participatory and gender-inclusive land governance. The champions stand in the middle between the government and the local people.*

Bayankhongor Aimag Land Officer, middle-aged woman

In **Tanzania**, there has likewise been much demand for WOLTS training across all stakeholder groups, with the transformation of the champions so noticeable that leaders of all other villages visited in Stage 3 wanted the same for their own people.

*When we wanted to learn more is the time you were packing up and getting ready to go. You left us still thirsty and hungry for knowledge!*

Sinonik Village Councillor, middle-aged woman

*I would like to request a long project that allows participation of the wider community so that many knowledgeable people are all around the village to back up village leaders.*

Landanai Village Councillor, middle-aged man

*I was happy to hear about the deep knowledge gained from WOLTS training. I wish this luck would come to my community as well!*

Endagem Village Councillor, older woman

*We need the same intensive training as those WOLTS villages, as we face the same challenges.*

Losokonoi Village Councillor, older man



As one team member summed up:

*After visiting other villages, we have seen that most mining-affected communities face similar challenges of low awareness about land and mining laws and procedures. We observed that most investors disregard local concerns as they know that the community and the village leaders are not aware of the laws and procedures. Then also women in the different communities, despite different cultures, are still undermined, and they feel themselves uncomfortable to challenge men in leadership positions and in decision-making. These villages have all been requesting for the WOLTS team and HakiMadini to bring the project's approach and champions training programme, as it can help deal with the same challenges across all Tanzanian communities.*

Team member F

As with any project or programme, there are also areas that still need more attention. For example, there have been suggestions from champions in both countries that more training is needed for older people to avoid conflict between generations, and that WOLTS might help with formal land registration. In **Tanzania**, for example, land allocations to women are not yet all secured by formal title as the cost of documenting the plots (bringing officials to the site etc.) is prohibitive. WOLTS has also been asked to consider supporting the development of Village Land Use Plans in **Tanzania** and of Medium-Term Soum Landscape Development Plans in **Mongolia**, after training champions in new communities. Champions who took part in the Stage 3 dissemination activities with different audiences shared further suggestions about what more could be done.



*The project could think of supporting local artists to share messages through songs, poetry and drama, as they are entertaining and allow more creativity... In future meetings in other villages, after sharing our messages with Village Councils, we could target traditional and religious leaders, youth-only, teachers, investors, and people running co-operatives and community groups.*

M20, older man, Tanzania

*We need further training as important laws get updated. After communities, bagh governors could also be trained, and more young people.*

D12, older woman, Mongolia

The evidence accumulated by the WOLTS project over more than seven years lends itself to scaling up within each country by training locally-chosen gender and land champions across other communities at relatively low cost and by building on the mentoring and dissemination processes developed by the team during Stage 2 and Stage 3. (See the WOLTS process illustrated in **Figure 1**,<sup>26</sup> leading to clear results as set out in **Box 6**.)



### The value of the WOLTS approach

The WOLTS approach of starting at the grassroots and working with all members of communities leads to wide-ranging capacity building and ownership among champions, communities and local government leaders. This in turn has an ongoing and sustainable impact on the land rights of all vulnerable people and of wider land protection efforts in the communities taking part. Scaling up the WOLTS process can help to empower more

communities to combat entrenched patriarchal norms, protect local environments and challenge land grabbing more broadly across the Global South. The overall result of WOLTS is sustainable change.

**Figure 1: WOLTS Process**



### **BOX 6: Results from WOLTS after 7 years in the pilot communities (by March 2023)**

**WOLTS empowers women and men gender and land champions.** This approach first brings everyone together to discuss key issues and then nurtures strong men and women champions who take appropriate actions, leading by example and sharing their experiences to bring hope to others.

**WOLTS builds capacity and ownership.** Champions gain confidence to speak up about issues of concern, becoming influential local advisors and fostering critical mass for locally-driven change.

**WOLTS offers a sustainable approach to securing land rights and challenging gendered social norms.** This approach leads to sustainable improvements in women's land rights and community land rights, strengthens gender equity in land governance, and has much broader social impacts too.

**WOLTS underlines how a long-term, action-oriented approach is crucial to sustainable success and achieving real change.** This takes time and commitment – the twin keys to sustainability.

## Endnotes

<sup>1</sup> For a summary of the key findings shared in this paper see Daley, E., 2023, *How WOLTS champions changed communities, and changed me – Building a sustainable model for women and community land rights*, 16 May 2023, blogpost, UK: Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/EDaley\\_2023.pdf](https://mokoro.co.uk/wp-content/uploads/EDaley_2023.pdf)

<sup>2</sup> Land and gender are political issues everywhere and working on gender and land governance can never be politically neutral. The term “action-research” acknowledges the role of the outsider as an actor in a political process. Action-research shares information and findings with the research communities for the purposes of supporting change, albeit with appropriate discretion to protect confidentiality. Action-research requires honesty, openness and clarity on the part of the project team about their aims and objectives and their own position and perspective. See Izumi, K., 1999, *Economic Liberalisation and the Land Question in Tanzania*, PhD Dissertation, Roskilde University, Denmark, pp.64-64; and Daley, E., 2004, *Land Tenure and Social Change in Tanzania: A Case Study of Kinyanambo Village, Mufindi District*, PhD Dissertation, School of Oriental and African Studies, London University, pp.23-25.

<sup>3</sup> For the Stage 1 results see: Daley, E., Lanz, K., Narangerel, Y., Driscoll, Z., Lkhamdulam, N., Grabham, J., Suvd, B. & Munkhtuvshin, B., 2018, *Gender, Land and Mining in Mongolia*, Jan 2018, UK: Mokoro Ltd & PCC (Mongolia) [https://mokoro.co.uk/wp-content/uploads/Gender\\_Land\\_and\\_Mining\\_in\\_Mongolia\\_WOLTS\\_Research\\_Report\\_No.1\\_January\\_2018-1.pdf](https://mokoro.co.uk/wp-content/uploads/Gender_Land_and_Mining_in_Mongolia_WOLTS_Research_Report_No.1_January_2018-1.pdf); Daley, E., Lanz, K., Mhinda, A., Driscoll, Z., Ndakaru, J., Grabham, J., Kereri, E. & Mbise, E., 2018, *Gender, Land and Mining in Pastoralist Tanzania*, Jun 2018, UK: Mokoro Ltd & HakiMadini (Tanzania) [https://mokoro.co.uk/wp-content/uploads/Gender\\_Land\\_and\\_Mining\\_in\\_Pastoralist\\_Tanzania\\_WOLTS\\_Research\\_Report\\_No.2\\_June\\_2018.pdf](https://mokoro.co.uk/wp-content/uploads/Gender_Land_and_Mining_in_Pastoralist_Tanzania_WOLTS_Research_Report_No.2_June_2018.pdf); and Daley, E., 2020, *Putting research into action – one muddy step at a time*, 30 Jan 2020, blogpost, UK: Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/Jan2020\\_EDaley-6.pdf](https://mokoro.co.uk/wp-content/uploads/Jan2020_EDaley-6.pdf).

<sup>4</sup> For the Stage 2 results see: Daley, E., Grabham, J., Narangerel, Y. & Ndakaru, J., 2021, *Women and Community Land Rights: Investing in Local Champions*, UK: Mokoro Ltd, with HakiMadini (Tanzania) & PCC (Mongolia) [https://mokoro.co.uk/wp-content/uploads/Women-and-Community-Land-Rights\\_Investing-in-Local-Champions\\_WOLTS-2021.pdf](https://mokoro.co.uk/wp-content/uploads/Women-and-Community-Land-Rights_Investing-in-Local-Champions_WOLTS-2021.pdf); 16 Jun 2021, ‘Women and Community Land Rights: Investing in Local Champions’ webinar recording <https://landportal.org/event/2021/05/women-and-community-land-rights-investing-local-champions>, and the multilingual webinar reports: <https://landportal.org/library/resources/women-and-community-land-rights-investing-local-champions-0> (English); <https://landportal.org/library/resources/haki-za-ardhi-za-wanawake-na-jamii-kuwekeza-katika-wasaidizi-wa-jamii-katika> (Kiswahili); <https://landportal.org/library/resources/орон-нүтгийн-иргэд-эмэгтэйчүүдийн-газрын-эрх-орон-нүтгийн-манлайлагч-нарыг> (Mongolian); and <https://landportal.org/library/resources/les-droits-fonciers-des-femmes-et-des-communautés-investir-dans-des-champions> (French). See also Daley, E., 2021, *To secure equal rights to land, bring men and women together*, 13 Jul 2021, blogpost, UK: Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/EDaley\\_2021.pdf](https://mokoro.co.uk/wp-content/uploads/EDaley_2021.pdf); and Daley, E., 2022, *A sustainable future needs men and women working together for change*, 14 Mar 2022, blogpost, UK: Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/ED\\_2022.pdf](https://mokoro.co.uk/wp-content/uploads/ED_2022.pdf)

<sup>5</sup> Goetz, A-M., 1991, ‘Feminism and the claim to know: contradictions in feminist approaches to women and development’, in Grant, R. & Newland, K. (eds.), *Gender and International Relations*, Milton Keynes: Open University Press, p.151; Daley, 2004, *Land Tenure and Social Change*, op. cit., pp.25-26.

<sup>6</sup> Lkhamdulam, N., Narangerel, Y. & Daley, E., 2021, *Guidelines for Public Consultations on Soum Land Management in Mongolia: Supporting Inclusive Soum Development Planning*, UK: Mokoro Ltd & PCC (Mongolia) [https://mokoro.co.uk/wp-content/uploads/Guidelines-for-Public-Consultations-on-Soum-Land-Management-in-Mongolia\\_final-English-version\\_2021.pdf](https://mokoro.co.uk/wp-content/uploads/Guidelines-for-Public-Consultations-on-Soum-Land-Management-in-Mongolia_final-English-version_2021.pdf) (English) and [https://mokoro.co.uk/wp-content/uploads/Guidelines-for-Public-Consultations-on-Soum-Land-Management-in-Mongolia\\_final-Mongolian-version\\_2021.pdf](https://mokoro.co.uk/wp-content/uploads/Guidelines-for-Public-Consultations-on-Soum-Land-Management-in-Mongolia_final-Mongolian-version_2021.pdf) (Mongolian). See also Daley, E., Batsaikhan, J. & Lkhamdulam, N., 2021, *Gender guidelines to be distributed in all 330 districts of Mongolia – pilot study supports national roll-out of participatory land use planning*, 30 Mar 2021, blogpost, UK: Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/Gender-guidelines-to-be-distributed-in-all-330-districts-of-Mongolia\\_Mar2021.pdf](https://mokoro.co.uk/wp-content/uploads/Gender-guidelines-to-be-distributed-in-all-330-districts-of-Mongolia_Mar2021.pdf).

<sup>7</sup> The representative from the 21<sup>st</sup> aimag was unfortunately prevented from attending due to a sudden and severe snowstorm. See Narangerel, Y., 2022, *“It will be fun to develop land-use planning, if we do it together”*, 8 Mar 2022, blogpost, UK: Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/NY\\_2022.pdf](https://mokoro.co.uk/wp-content/uploads/NY_2022.pdf); and Daley, E. & Grabham, J., 2022, *WOLTS Mongolia success stories: new blog and a national workshop*, 11 Oct 2022, newpost, UK: Mokoro Ltd & Land Portal <https://landportal.org/news/2022/10/wolts-mongolia-success-stories-new-blog-and-national-workshop>.

<sup>8</sup> Purevdolgor, P., 2022, *We now have the knowledge to control mining and save our livelihoods*, 22 Nov 2022, blogpost, UK: Mokoro Ltd [https://mokoro.co.uk/wp-content/uploads/Purevdolgor\\_2022d.pdf](https://mokoro.co.uk/wp-content/uploads/Purevdolgor_2022d.pdf) and

<https://ub.life/p/30417> (Mongolian translation, published in *UB Life*, 23 Dec 2022); Odgerel, 2022, *Mongolia needs fewer cows for better pastureland*, 30 Nov 2022, blogpost, UK: Mokoro Ltd [https://mokoro.co.uk/wp-content/uploads/Odgerel\\_2022-1.pdf](https://mokoro.co.uk/wp-content/uploads/Odgerel_2022-1.pdf) and <https://ub.life/p/30416> (Mongolian translation, published in *UB Life*, 26 Dec 2022); Tuya, 2022, *Unknowing abuse*, 5 Dec 2022, blogpost, UK: Mokoro Ltd [https://mokoro.co.uk/wp-content/uploads/Tuya\\_2022.pdf](https://mokoro.co.uk/wp-content/uploads/Tuya_2022.pdf) and [https://ub.life/p/30456?fbclid=IwAR2VL7vb-Uv8\\_NMHFV6wbiAbaNf1d5-WVHkFK4fuqWT86tcKx9ErUB2mFOW](https://ub.life/p/30456?fbclid=IwAR2VL7vb-Uv8_NMHFV6wbiAbaNf1d5-WVHkFK4fuqWT86tcKx9ErUB2mFOW) (Mongolian translation, published in *UB Life*, 28 Dec 2022); Samberu, M., 2022, *So much has changed since I became a gender and land champion*, 15 Dec 2022, blogpost, UK: Mokoro Ltd, [https://mokoro.co.uk/wp-content/uploads/Samberu\\_2022.pdf](https://mokoro.co.uk/wp-content/uploads/Samberu_2022.pdf); Olokweni, R, 2022, *People listen to me now*, 20 Dec 2022, blogpost, UK: Mokoro Ltd, [https://mokoro.co.uk/wp-content/uploads/Olokweni\\_2022.pdf](https://mokoro.co.uk/wp-content/uploads/Olokweni_2022.pdf); Limijo, S., 2023, *I am not afraid to speak up*, 8 Feb 2023, blogpost, UK: Mokoro Ltd [https://mokoro.co.uk/wp-content/uploads/Limijo\\_2023.pdf](https://mokoro.co.uk/wp-content/uploads/Limijo_2023.pdf); and Sangeyon, P., 2023, *People are hungry for this knowledge*, 15 Feb 2023, blogpost, UK: Mokoro Ltd [https://mokoro.co.uk/wp-content/uploads/Sangeyon\\_2023.pdf](https://mokoro.co.uk/wp-content/uploads/Sangeyon_2023.pdf).

<sup>9</sup> See also Mbise, E., 2020, *How role-play changed two Maasai communities*, 31 Mar 2020, blogpost, Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/Mar2020\\_EMbise.pdf](https://mokoro.co.uk/wp-content/uploads/Mar2020_EMbise.pdf).

<sup>10</sup> Daley, E., et al, 2021, *Women and Community Land Rights*, op. cit., pp.3-5. See also Ndakaru, J., 2020, *Seats of power – women’s land rights and chairs*, 25 Feb 2020, blogpost, Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/Feb2020\\_JNdakaru\\_Final.pdf](https://mokoro.co.uk/wp-content/uploads/Feb2020_JNdakaru_Final.pdf); Tuya, 2022, *Unknowing abuse*, op. cit.; Limijo, S., 2023, *I am not afraid to speak up*, op. cit.; and Sangeyon, P., 2023, *People are hungry for this knowledge*, op. cit.

<sup>11</sup> All quotations in this paper are presented anonymously to protect individual confidentiality, except for those in boxes featuring photos of named champions, which have their specific permission. All other quotations from champions are referenced with the same coding system used throughout WOLTS, with only gender, approximate age and country noted. Quotations from other stakeholders who took part in interviews and surveys during Stage 3 are referenced by gender, approximate age and position title and location (the *aimag* (region) name for Mongolia, the village name for Tanzania). Quotations from team members who took part in interviews during Stage 3 are referenced solely by the codes A to G.

<sup>12</sup> The snapshot survey was carried out at random with one man and one woman who attended a Village Council meeting in each of the 12 villages where the Tanzanian gender and land champions shared their experiences. It was conducted by telephone between one and two months after each meeting. Questions were open-ended and respondents were encouraged to make as many comments as they wished. In total, 24 meeting attendees were surveyed, 12 men and 12 women. Respondents represented a cross-section of the mix of people in Village Councils. Six (25%) were ordinary Village Councillors who did not sit on any sub-committee of the Village Council or have any other local government positions or additional leadership roles or responsibilities. Eight (33%) Village Councillors were more actively engaged in local government, sitting on at least one of the Village Council sub-committees. The remaining 10 Village Councillors (42%) were more senior leaders in their respective villages; nine men, one woman. They included seven chairs of their *kitongoji* (one of whom was also a traditional leader), one other Village Councillor who was a traditional leader but had no other government role, and two Village Councillors who held political positions in the governing CCM party. Six of these 10 also sat on one of the Village Council sub-committees. Ten of the 24 survey respondents were older people and 14 were middle-aged.

<sup>13</sup> Daley, E., et al, 2021, *Women and Community Land Rights*, op. cit., pp.9-10.

<sup>14</sup> Munkhtuvshin, B., 2022, *Protesting herders to get government support to stop harmful mining operations*, 11 Oct 2022, blogpost, Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/BM\\_2022.pdf](https://mokoro.co.uk/wp-content/uploads/BM_2022.pdf); Purevdolgor, P., 2022, *We now have the knowledge to control mining*, op. cit.; and Daley, E. & Grabham, J., 2022, *WOLTS Mongolia success stories*, op. cit.

<sup>15</sup> Daley, E., et al, 2021, *Women and Community Land Rights*, op. cit., pp.3-5.

<sup>16</sup> Limijo, S., 2023, *I am not afraid to speak up*, op. cit.; Samberu, M., 2022, *So much has changed*, op. cit.; and Sangeyon, P., 2023, *People are hungry for this knowledge*, op. cit.

<sup>17</sup> Daley, E., et al, 2021, *Women and Community Land Rights*, op. cit., pp.8-10. See also Kereri, E., 2020, *How Anna Letaiko got her land*, 30 Apr 2020, blogpost, Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/Apr2020\\_EKereri.pdf](https://mokoro.co.uk/wp-content/uploads/Apr2020_EKereri.pdf).

<sup>18</sup> Sangeyon, P., 2023, *People are hungry for this knowledge*, op. cit.

<sup>19</sup> Olokweni, R, 2022, *People listen to me now*, op. cit.

<sup>20</sup> Data from online feedback survey carried out immediately after the joint WOLTS-ALAMGAC face-to face workshop held in Ulaanbaatar in October 2022. A total of 20 responses were received from all 20 senior government land officials who attended the workshop, 17 women and three men. Eighteen of the survey respondents were Aimag Land Management Planning Officers and two were Soum Land Officers.

<sup>21</sup> See also Narangerel, Y., 2023, *We had no idea what a learning journey it would be – seven years of WOLTS in Mongolia*, 19 Apr 2023, blogpost, Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/NYansanjav\\_2023.pdf](https://mokoro.co.uk/wp-content/uploads/NYansanjav_2023.pdf) (English) and [https://mokoro.co.uk/wp-content/uploads/NYansanjav\\_2023-](https://mokoro.co.uk/wp-content/uploads/NYansanjav_2023-)



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[Mongolian.pdf](#) (Mongolian); and Ndakaru, J., 2023, *Gender and land champions can help – seven years of WOLTS in Tanzania*, 27 Apr 2023, blogpost, Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/JNdakaru\\_2023.pdf](https://mokoro.co.uk/wp-content/uploads/JNdakaru_2023.pdf) (English) and [https://mokoro.co.uk/wp-content/uploads/JNdakaru\\_2023-Swahili.pdf](https://mokoro.co.uk/wp-content/uploads/JNdakaru_2023-Swahili.pdf) (Kiswahili).

<sup>22</sup> Daley, E., et al, 2021, *Women and Community Land Rights*, *op. cit.*, pp.16-17.

<sup>23</sup> See note 12 above.

<sup>24</sup> For some examples of important normative issues that arose, see Suvd, B., 2020, *Young champions – hope for Mongolia’s herding traditions*, 27 Jul 2020, blogpost, Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/July2020\\_SBoldbaatar-2.pdf](https://mokoro.co.uk/wp-content/uploads/July2020_SBoldbaatar-2.pdf); Grabham, J., 2019, *Are rubies undermining Maasai culture?*, 17 Sep 2019, blogpost, Mokoro Ltd <https://mokoro.co.uk/are-rubies-underming-maasai-culture/>; Narangerel, Y., 2019, *Left behind – The Mongolian herders living at home with Mum*, 29 Apr 2019, blogpost, Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/NY\\_APRIL19-1.pdf](https://mokoro.co.uk/wp-content/uploads/NY_APRIL19-1.pdf); Grabham, J. & Kereri, E., 2018, *Being a man on a gender project – some insights from the field*, 25 Apr 2018, blogpost, Mokoro Ltd & Land Portal <https://mokoro.co.uk/wp-content/uploads/Being-a-man-on-a-gender-project.pdf>; and Narangerel, Y., 2018, *Property rights in Mongolia – making space for women?*, 8 Mar 2018, blogpost, Mokoro Ltd & Land Portal [https://mokoro.co.uk/wp-content/uploads/NY\\_March18.pdf](https://mokoro.co.uk/wp-content/uploads/NY_March18.pdf).

<sup>25</sup> Data from online surveys carried out shortly after each of 30 online training workshops on the new ‘gender guidelines’ held in November and December 2021, and again in December 2022, approximately one year later, with participants of those online workshops. The online workshops had included 673 participants from 301 *soums*. Responses were received from 122 participants to the 2021 survey and 30 participants to the 2022 follow-up survey. Respondents to the 2021 survey included 17 Aimag Land Officers, 93 Soum Land Officers, eight Soum Agriculture Experts, three Chairs of the Soum Citizen Representative Khural, and one Bagh Governor. Respondents to the 2022 follow-up survey of online workshop participants included 16 Aimag Land Officers and 14 Soum Land Officers.

<sup>26</sup> Figure adapted from Daley, E., et al, 2021, *Women and Community Land Rights*, *op. cit.*, p.1.

### ***Mokoro Ltd (UK)***

*Mokoro is a UK-registered not-for-profit international development organisation with more than 40 years of experience providing technical and research expertise to support sustainable economic and social development. Mokoro's goal is to improve the well-being and opportunities of poor and vulnerable people by providing high-quality research and consultancy services that are genuinely useful, grounded in locally-relevant and contextually-appropriate processes, recommendations and solutions. Mokoro's experience spans land, livelihoods and natural resources, climate change, agriculture and food security, gender, institutional review, capacity building, education, evaluations and reviews, aid effectiveness, and public policy and management.*

### ***HakiMadini (Tanzania)***

*HakiMadini is a rights-based not-for-profit organisation that was founded in the 1990s as a reaction to the human rights abuses occurring in mining communities, in particular the Tanzanite mines in Mirerani where one of the WOLTS pilot communities is located. HakiMadini works at the local, regional and national level to connect stakeholders for collective engagement to protect and support the rights of small-scale miners and communities living around Tanzania's mineral abundant areas. HakiMadini is well-connected with other NGOs and CSOs working with pastoralists and has an increasingly wide-ranging Gender and Mining Program.*

### ***People Centered Conservation – PCC (Mongolia)***

*People Centered Conservation (PCC) is a Mongolian NGO established in 2006, which promotes the protection of natural resources through support to local communities. PCC has a track record of working in partnership with other organisations to implement community-based conservation, including local capacity building and empowerment initiatives that ensure participation of all community members, including vulnerable groups. PCC is highly experienced in both quantitative survey work and in conducting qualitative participatory research in an inclusive, gender-sensitive way.*

