



## Concept Note

### Land Governance Multi-Stakeholders Platform & Responsible Agricultural Investment A cross-regional exchange and learning cycle for land governance MSP facilitators

**Background:** In recent years, ILC, Welthungerhilfe and FAO have supported multi-stakeholder dialogue and collaboration as an approach to foster changes towards people-centered land governance. For many organizations and actors involved in these processes, this approach is a novelty. The facilitators of the emerging Multi-Stakeholder Platforms (MSPs) require specific skills to drive the initiated engagement processes forward.

**Context:** In many countries, corporate investors in land and agriculture play an important role, influencing policy design and shaping realities on the ground. In the midst of the late 2000s global financial crisis, Foreign Direct Investment (FDIs) in agriculture, and more specifically land-based investments (LBIs) accelerated, a phenomenon which became known as the global “land grab” or the “land rush”. Even if Africa was on the spotlight, the phenomena affected all regions, albeit differently. Many cases were documented where such large-scale land-investment had devastating effects for rural communities.

At the same time, it is widely recognized that increased investments in agriculture and food systems are required. In particular, public investments are needed to strengthen family farming systems. In fact, family farmers themselves are the most relevant investors, producing more than 80% of the world’s food in value terms<sup>1</sup>.

However, private and corporate investments may also have a role to play in boosting efficiency and supporting job growth in agricultural value chains, as long as such investments are designed and implemented in line with national laws and internationally agreed standards to protect local land rights, and ensure social equity and environmental sustainability.

**Challenges:** Despite a growing body of empirical research, tools to track land-based investments, and a mushrooming of initiatives, frameworks, and guidelines<sup>2</sup>, securing legitimate tenure rights in the context of agricultural investment remain a challenge. Agreed international soft law principles, human rights, social and environmental standards and safeguards are proving insufficient to minimize impacts for affected communities if legitimate tenure rights, customary in particular, are not recognized.

The international and domestic private sector is not homogeneous; there are “bad” investors, but there are also investors that seek to work along internationally agreed standards, and there are even some investors that are driven by an agenda of social and ecological responsibility and an ambition of “doing business differently”, beyond compliance, towards embracing sustainable and responsible investment practices.

**Opportunities:** MSPs aim to create spaces for legitimate and participatory multi-actor deliberation, in which the voices of those most affected by policy decisions are heard and their rights can be defended and advanced, and all actors are being held accountable. According to the experience of MSP facilitators, it has been a challenge to get the corporate sector seriously interested in multi-stakeholder dialogue and collaboration and to engage actors from the sector in a systematic way in

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<sup>1</sup> See UN Decade on Family Farming: <http://www.fao.org/family-farming-decade/home/en/>.

<sup>2</sup> Key national and international policy principles framing corporate sector engagement in agriculture and food systems: CFS-rai, the Nairobi Principles on Large-Scale Land-Based Investments, national investment guidelines/protocols), but also key commitments of governments to increase public investments in agriculture, i.e. African Union Maputo Declaration 2003.

these emerging processes. It is key to facilitate such engagements around a clearly identified common objective (and in relation to a relevant ongoing political process). The interest of “why to engage” may be different between foreign and domestic investors, for example.

Furthermore, such engagement processes need to be carefully designed in order not to ignore – or even negate – differences in identities, interest, roles and responsibilities of different actors, as well as existing power imbalances.

Collaborating for Resilience (CoRe), ILC and WHH are coordinating LandCollaborative, a Global Community of Practice of MSPs for Land & Natural Resource Governance (CoP). In 2020, MSPs facilitators have identified “*engagement with the corporate sector*” as the top, short-term priority for learning and exchange.

To that end, LandCollaborative will facilitate a **capacity building and learning cycle** for MSP facilitators on “MSP engagements with the corporate sector on responsible agricultural (land) investments”.

LandCollaborative is conceived as a capacity development and learning space to exchange experiences, equip national land governance multi-stakeholder platforms with the tools to voice concerns, assess options, develop and implement context-specific strategies; and provide a forum to:

- Understand better how the corporate sector is organized in a given national context, and its significance in relation to land governance
- Acquire a more complete picture of the principles and guidelines framing and governing corporate investments in agriculture and food systems
- Understand how MSP can work with the private sector and other actors to build an “MSP culture” based on key VGGT and CFS-Responsible Agricultural Investment (RAI) principles (participation, transparency, accountability, non-discrimination)
- Facilitate exchange between MSPs as to how platforms engage with the corporate sector, with a focus on strategies and approaches that have worked
- Introduce innovative multi actor accountability schemes and social monitoring
- Collectively reflect and identify the key elements for an all-inclusive private sector engagement strategy in a given national context
- Develop an action plan to pave the way for initial steps towards implementing this strategy.

Target group: The capacity building initiative targets multi-stakeholder platforms confronted with the challenge of engaging private sector in responsible agriculture investment that ensure mutually beneficial outcomes, revert land grabbing and prevent land conflicts. Within these MSPs, primary target group are MAP/MSP<sup>3</sup> Facilitators and other key MSPs stakeholders that are most strongly engaged on RAI and land; indirect target groups are corporate investors and governmental representatives, which could also be involved as resources persons<sup>4</sup>.

Methodology: the learning cycle will combine virtual and face to face cross-country learning and experiences sharing, and merges participatory training methodologies combining ‘traditional’ with ‘horizontal’ peer-to-peer training methods. The learning cycle is structured into different core modules, and will combine virtual and face to face cross-country learning and experiences sharing. Between the modules, the participants will work with their counterpart to advance their initiative, and in small groups when relevant.

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<sup>3</sup> Multi Stakeholder Platforms MSP and Multi Actors Platforms MAP are in the context of this call used interchangeably.

<sup>4</sup> We expect participation from at least 10 countries spread across Asia, Africa, and LAC.

Expected outcome: by the of the end of the learning cycle, participating multi-stakeholder platform representatives in the three regions will be equipped with knowledge, skills and tools to implement new strategies, approaches and partnership with the private sector.

Expected outputs:

- Methodology for country-level diagnostic/assessment/analysis on the corporate-led agricultural investments in agriculture, and related policy opportunities
- Blended training cycle with virtual and face-to-face modules
- National MAP/MSP strategies for engaging with the corporate sector
- Cross-regional learnings and experience sharing consolidated into a Guide for Multi-Stakeholders Platforms' Engagement with the private sector.

Timeline: December 2020-June 2021.

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# Call for Expression of Interest and Terms of Reference

## Design and facilitation of a cross-regional learning cycle on Land Governance Multi-Stakeholders Platform & Responsible Agricultural Investment

LandCollaborative is looking for an **interested and experienced organization** – especially members and partners of LandCollaborative conveners - to collaborate in the development and implementation of a **capacity building and learning cycle** for MSPs on engagement with the corporate sector on responsible land-based investments in agriculture. This will be the outcome of a consultative and collaborative process approach, in collaboration with MSPs facilitators/practitioners, and the LandCollaborative coordination group. Steps towards this objective are described below.

### **Implementation steps and deliverables:**

The learning cycle will combine virtual and face to face cross-country learning and experiences sharing, and combining innovative peer-to-peer training methodologies acknowledging the role of participants as experts on their own.

The partners of LandCollaborative will be responsible to select the participating MSP and the participating actors within those MSPs.

The responsibilities of the implementing partner in the learning cycle include:

- *Preparation:* fine tune and mapping out expectations and opportunities by MSPs facilitators, includes review of relevant tools and guidance available; outreach to partners to solicit additional tools and expertise; case study documentation, identification of tools and approaches currently used in different cases and identification of suitable resource persons from academia as well as from practice to intervene during the learning cycle; design of detailed calendar and curriculum
- *Training and facilitated learning exchange:* may be virtual, in-person, or a combination; includes the facilitation of learning dynamics identification and synthesis of emerging lessons on the basis of country case studies and experiences of participants; and
- *Follow-up:* A handbook includes documentation of new or consolidated guidance for broader sharing on land governance multi-stakeholders platform & responsible agricultural investment; may include practitioner testimonials and other case materials; and may include support to in-country applications.

Expected deliverables are:

### **I. DESIGN of the learning cycle**

- Assessment of the current status of MSPs engagement with private sector and map of needs and opportunities
- Identify relevant resource partners, and existing training modules to draw upon
- Finalize a detailed staged training plan and curriculum, after consultations with LandCollaborative partners. The plan should include an overview of the training methods used, the respective resources used and the expected outputs and outcomes for each stage of the cycle
- Validate the design with participants.

**Deliverables:** A mutually agreed i) draft training and capacity development plan, ii) final training plan and ii) overall work plan.

## **II. SETTING THE STAGE FOR COLLABORATIVE LEARNING**

- Convene first remote meeting of MSP Facilitators; introduce training cycle, allow participants to introduce their experiences and expertise, confirm agreement on formats, deliverables and expectations.
- Coordinate a series of virtual exchange on: international legal frameworks, relevant commitments, “state of the art of discussion on RAI” (e.g. ODI 7 principles) among MSP/MAP Facilitators
- Introduce and refine a methodology to undertake country diagnostic on the organization and relevance of private sector investment in the agricultural sector as well as on relevant ongoing policy processes relating to rai/land
- Accompany participants in the country diagnostic/assessment on the organization and relevance of private sector investment in the agricultural sector and on relevant policy processes relating to land and investments/ political opportunities
- Refine training plan

**Deliverables:** i) co-design country diagnostic methodology and ii) final training plan.

## **III. PEER LEARNING, ANALYSIS, PLANNING and TRAINING delivery**

- Facilitate exchange of the collaborative analysis of country assessments and experience between MSP Facilitators and relevant organizations and resource partners
- Guide the development of country-level MAP/MSP engagement strategies with the corporate sector<sup>5</sup>, making space for participants to comment and advise on each other’s strategies.
- Consolidate the results reflecting shared undertaking among multiple partners and draft the outline of a practical module on MSP and engagement of the private sector as per the CoP handbook framework

**Deliverables:** i) Draft country strategies and ii) outline of the module.

## **IV. LEARNING APPLICATION AND FOLLOW-UP POST-WORKSHOP**

- Accompany participants in finalizing the country-level MSP/MAP engagement strategy with the corporate sector and select the most innovative cases
- Operationalization of the strategy, including sharing of best practices of engagement between MSP/MAP and private sector with relevant actors and platforms
- Document insights, cases, relevant approaches/ experiences, and implementation results
- Compare these results across different platforms to identify networks/leverage points for wider scaling-up and replication.

**Deliverables:** i) Final country strategies and ii) assistance to implementation.

## **V. DOCUMENTING KNOWLEDGE, STRATEGIES AND LESSONS LEARNED**

- Elaborate chapter for MSP Handbook entailing seeking and consolidating practitioner feedback; circulating revised draft; and completing final Guidance Note.

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<sup>5</sup> Including the following dimensions: Understand better how the corporate sector is organized in a given national context and its significance in relation to land governance; principles and guidelines framing corporate investments in agriculture and food systems; Manage MSP dynamics influenced by investors’ interests; Exchange how other MSPs have engaged with the corporate sector, with a focus on strategies and approaches that have worked; Innovative multi actor accountability schemes and social monitoring; requirements for an appropriate engagement strategy with the government and corporate sector in a given national context from policies to practices, thus paving the way for initial steps towards implementing this strategy

**Deliverables:** i) Final handbook module as per the notes for development contained in annex I, Resource types constituting modules of the MSP Handbook.

**Training environment:** remote or in-person training, as conditions allows.

**Language:** Working language of LandCollaborative are English, French, and Spanish. While this learning cycle and in-country support will be delivered in English, French/Spanish speaking participants (with sufficient knowledge of English to follow a conversation) will be able to make contributions and develop products in their respective languages. Pending available resources, Land Collaborative partners will subsequently translate relevant materials in Spanish and French.

**Stakeholders:** MSPs facilitators, implementing partners, co-convenor, LandCollaborative members, MSPs members, resources persons and supporters.

#### **Point of contact and working arrangement**

- Interested and experienced organisations are invited to apply by sending one page expression of interest and a succinct institutional CV highlighting previous experience on the topic **by 13 November 2020** to [s.manetto@landcoalition.org](mailto:s.manetto@landcoalition.org), copying [y.mekonen@landcoalition.org](mailto:y.mekonen@landcoalition.org). Follow-up conversations will define the details of the modality of work and timeline and costs.
- The selected organization will collaborate as implementing partner closely with the LandCollaborative Coordinating Group composed by a small and smart multi-located team responsible for the action.

#### **Indicative timeline**

Deadline for submission of expression of interest	13th of Nov.
Conversations with shortlisted organizations	20th Nov.
Finalization of contractual arrangements	Mid-December

#### **LandCollaborative:**

Land Collaborative is serving land governance Multi-stakeholder platforms working in 41 countries; working language is English, French and/or Spanish are comparative advantages. The LandCollaborative Coordinating Group is composed of:

- The **International Land Coalition (ILC)** is a global alliance of civil society and intergovernmental organizations working together to put people at the center of land governance, protecting the rights of women, men and communities who live on and from the land.
- **Collaborating for Resilience (CoRe)** is an entrepreneurial change initiative working to strengthen governance and livelihood resilience in interconnected resource domains and landscapes, supported by the [CGIAR](#), the global science partnership for a food secure future.
- **Welthungerhilfe (WHH)** is a German non-denominational and politically independent non-profit and non-governmental aid agency working in the fields of development cooperation and emergency aid.

## Annex I: Resource types constituting modules of the MSP Handbook

Resource type	Characteristics
<b>Guidance Note</b>	<p>A Guidance Note is developed specifically for the CoP, synthesizing practitioner-oriented guidance for a selected capability area. It should cite a minimum of five cases from national MSPs representing diverse experiences within the CoP, typically across at least two world regions.</p> <p>The structure of the Guidance Note should include:</p> <ul style="list-style-type: none"> <li>▪ a one-paragraph <b>Summary</b> framing the importance of the topic and the value of the scope of the guidance provided;</li> <li>▪ an <b>Introduction</b> that provides further background, including the process of cross-country exchange that contributed to developing the guidance, and summarizes the key steps of guidance</li> <li>▪ the body of the guidance organized as a series of <b>steps</b>, integrating specific country examples, with the use of boxes to illustrate particular insights that explore an angle in further depth, or cases that illustrate an approach in practice</li> <li>▪ a <b>Conclusion</b> that takes stock of the lessons learned from the experiences reviewed and notes future challenges to address</li> <li>▪ <b>Additional Reading</b>, noting published resources that have contributed to the preparation of the Guidance Note or that are suitable for practitioners to consult for further guidance on the capability area.</li> </ul> <p>In final published form, a Guidance Note should be 20-30 pages. See example <a href="#">here</a>.</p>
<b>Country Case</b>	<p>A country case may provide a summary of a country’s experience in developing and implementing a national MSP, and responding to the challenge of Land Governance Multi-Stakeholders Platform &amp; Responsible Agricultural Investment</p> <p>Alternatively, the case may focus on a more particular experience that the national platform has addressed, such as introducing joint forest management, or securing women’s land rights. Such cases identify the key competencies addressed, provide brief background, identify the <b>Challenge</b>, summarize the <b>Good Practice</b> in the form of steps and success factors, and present <b>Lessons Learned</b>. See <a href="#">example</a>.</p> <p>In final published form, a Country Case should be 5-10 pages.</p>
<b>Video Clip</b>	<p>A video clip can take several forms. It may offer:</p> <ul style="list-style-type: none"> <li>▪ an <b>individual testimonial</b> providing one practitioner’s perspective on the application of a particular tool or approach, including benefits, pitfalls, and tips from their experience;</li> <li>▪ a <b>montage</b> of multiple perspectives summarizing the key insights or lessons from a workshop or event;</li> <li>▪ a <b>good practice</b> case study, providing a view of the challenge in context and integrating insights and key lessons from local or national stakeholders</li> </ul> <p>A video clip is typically under 5 minutes. See example <a href="#">here</a>.</p>
<b>Tool</b>	<p>A tool is typically an existing resource that has been identified as relevant to the needs of LandCollaborative. These take a wide variety of formats. They may address a single methodology, specific to one of the capability areas, or a broader approach relevant to several capability areas. A tool may come in the form of a publication, a presentation deck, app, or online, multi-media resource, and it may be accompanied by video or other supplementary resources. Sometimes peer-</p>

	reviewed journal articles may provide suitable tools in specialized areas, such as evaluation methodologies, but more typically these materials are developed specifically for a practitioner audience. Tools are categorized for easy access in the Tool Library.
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