

Global Community of Practice on Multi-Stakeholder Platforms for People-Centred Land Governance

Summary of First Planning Workshop

Friday 18 October 2019 - IFAD Headquarters, Rome

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1. Background

On 18 October 2019, participants from 18 institutions gathered at IFAD headquarters in Rome in the frame of the MSP Community of Practice initiative promoted by the International Land Coalition (ILC) in partnership with Collaborating for Resilience (CoRe). The workshop aimed at engaging international ILC members and other partners with an interest in national multi-stakeholder platforms (MSPs) on land and natural resource governance, to share progress, explore partnership opportunities and modalities, and to refine and validate purpose and design of the initiative (see Workshop Agenda, Attachment 1).

Workshop Objectives
1. Validate purpose, objectives and design of the global community of practice (CoP)
2. Share progress and perspectives on related initiatives underway
3. Consolidate partnerships by prioritizing plans
4. Identify early opportunities to adapt or develop key products, or key dialogue events that leverage existing commitments of partners over the coming 2 years

The workshop represented a step within a broader process that started in 2016 with a pilot phase of an MSP community of practice, and went through various other consultations that included national-level practitioners at first, and international organisations which, through various angles, have an interest in the MSP approach to land and natural resource governance. The workshop was the first convening of these international partners (see participant list, Attachment 2) and included sharing on key related initiatives.¹

Key steps of MSP CoP evolution	
2015/2016	ILC national engagement strategy (NES) facilitators started expressing need for support in terms of capacities, tools and sharing of lessons
Oct 2016	First global gathering of NES facilitators in Tirana, Albania, which included training on multi-stakeholder dialogue practice and identification of shared challenges (see video brief)
Oct 2016	Launch of dedicated Slack workspace for ILC NES Facilitators
July 2017	Second global gathering of NES facilitators in Quito, Ecuador; peer-to-peer exchanges and training with external partners took place and best practices were identified and documented
July 2018	Third global gathering of NES facilitators in Bandung, Indonesia as part of the Global Land Forum
Jan-July 2019	Systematic consultation with NES facilitators carried out to map needs and expectations; priority capability areas identified based on practitioner needs and a Design Document for the new CoP was developed and shared for feedback
Aug-Sep 2019	Systematic consultation continued by engaging international actors with a potential interest in the CoP
Oct 2019	First Planning Workshop of international partners to broaden the CoP partnership, refine CoP objectives, and activities

2. Clarifying CoP purpose, objectives and design

As preparation for the workshop, participants and other potential partners received a [Design Document](#) for the initiative and were asked to provide feedback. The key elements of the initiative design, alongside the key results of this consultation phase, were presented during the workshop. Each such pair of slides is reproduced in Attachment 3.

Participants came with varying degrees of familiarity with the design features and process so far, which prompted a productive exchange about the initiative's basic scope, purpose, and objectives (Attachment 3, slides 3 to 6). This workshop represented the first structured opportunity to have in-depth exchanges with international partners convened together.

Following a presentation on the CoP design elements, along with a summary of key findings of online survey feedback and interview consultations with potential international partners, participants expressed their appreciations, reservations and requests for clarifications. These exchanges helped clarify the following key points:

- **What is the CoP?** The CoP is a **learning space** made by and in support of actors working to implement **effective national multi-stakeholder platforms for people-centred land governance**. It provides an intentional space to promote and develop different types of learning and capacity building opportunities (e.g. peer to peer exchange, trainings), tailored research and tools. In this way, it aims also to build **leadership and accountability** among MSP members. Finally, it aims to **harvest evidence** of MSP successes and challenges to inform their evolution in the frame of national democratic processes for land and natural resource governance.

¹ The workshop included presentations on [How ILC measures land governance transformation at the country level](#); The [LANDex](#) platform; and [The Forest Dialogue](#).

- *Who is at the core of the CoP?* At the core of the CoP are the **national MSPs**. Originally this included MSPs supported by ILC through national engagement strategies (NES); now it is open to other similar platforms, such as those supported by Welthungerhilfe (WHH) and FAO. Despite the participation of a variety of actors, the core members of the CoP are meant to be national practitioners and MSP members. Other partners (MSP funders, promoters, capacity building partners and research partners) can be considered as playing supporting roles to those actors.
- *Where does it come from, and whose needs does it aim to address?* The idea of developing a CoP on MSPs derives from a clear need of ILC for support in terms of learning and sharing expressed by MSP facilitators and members at national level. As a result of a mapping exercise and multiple consultations, similar needs emerged from MSP facilitators across countries and regions, including a demand for virtual and in-person support (Attachment 3, slide 7), and cross-country exchange targeting priority capability areas (Attachment 3, slide 9). All such requests revolve around the need to promote and manage inclusive dialogue on land governance, as well as coordinated action. The CoP that now is proposed to go beyond ILC with FAO and WHH therefore aims at addressing the needs of those practitioners who work on a regular basis to promote such dialogue and action. The CoP approach is therefore a bottom up one where practitioner needs are regularly monitored and shape the design and adaptive management of the initiative. The intent is that members “find value in their interaction and they become informally bound by the value of learning together . . . practitioners develop a body of common knowledge, practices and approaches.”²
- *Who is expected to participate in the CoP and why?* MSP champions including MSP facilitators, MSP members (potentially including government representatives, national research institutions and others, in addition to CSOs), international partners including MSP technical and financial supporters, plus international research organisations and capacity building organisations all have a place in the CoP and a role to play.
- *How does this differ from the other work of ILC?* The CoP is focused on the **effectiveness of national MSPs**, aimed at supporting mutual learning, better coordination, and ultimately increased effectiveness and outcomes derived from MSPs addressing land and natural resource governance. ILC is a broader land system organiser and through its member-led platforms a land governance transformer. While the CoP has origins in the ILC-supported network of NES platforms, it is meant to provide a sustained learning space that includes a growing number of aligned efforts. The intent is to keep the CoP focused in its objectives, embracing the centrality of MSPs in land governance transformation for ILC and others, and open in its participation, extending beyond ILC member organizations.
- *How does the CoP intend to deliver value?* The key principle is to use **learning cycles** to focus the work (Attachment 3, slide 3). This means a core capability area is defined as a priority by MSP practitioners (the demand); activities are designed to address this priority, including peer exchange and targeted capacity strengthening efforts; and action research is used to document lessons and develop new resources for broader use. Subsequent (or parallel) learning cycles similarly can be organized to address other emerging priorities.

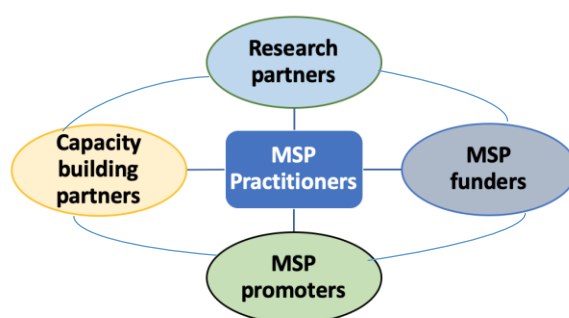
² *Cultivating Communities of Practices - A guide to managing knowledge* E. Wenger R. McDermott and W.M.Snyder
Harvard Business Review Press

3. Main Outcomes

A number of intertwined but distinct aspects were addressed during the session on partnership and collaboration. These ranged from the different type of partners involved – with their specific needs, roles, expectations and expertise – to the potential contribution these could make to the CoP and, last but not least, to the collaboration principles and requirements in terms of structure for the CoP.

3.1 Nature and role of partners involved

Several participants did stress the difference in nature and role of partners who were present at the workshop and those who were not. While it was clarified that the CoP approach is a bottom-up one where the needs and perspectives of national practitioners are at the core of any planned effort, participants suggested to consider visualising the CoP partnership in concentric circles and to clarify how those circles would work together. The suggestion is indeed in line with the conceptualisation from the design document, which represents the partnership “constituencies” with global, regional and national layers as follows:



Better understanding the different interests and potential roles and contributions of each group will help to develop a sharper delineation of responsibilities. Workshop participants suggested to refer to a broader “support structure” made-up of the outer circle, that supports the efforts by the inner group, to be considered as the core target group, expressing capacity building needs and providing experiences to be documented and shared across the community.

Definitions:

Category	Description
MSP practitioners	These are facilitators or coordinators of national MSPs, members of national MSPs, and others actively contributing at national level such as government representatives, civil society leaders, traditional authorities, etc. They are at the same time the primary beneficiaries and contributors in terms of practices and direct experiences.
MSP promoters	These are the institutions actively promoting MSPs as an approach to people-centred land governance.
Research institutions	These are research institutions with a track record or with interest in investigating MSP dynamics and developing tools and methodologies.
Capacity building	These are institutions with an interest in MSPs and specialised in developing and delivering capacity building activities.
MSP funders	These are global agencies typically investing in improving land governance and in the promotion of the VGGT at national level. They could include a range of members of the Global Donor Platform for Rural Development / Land Governance.

3.2 Mapping of interests and identification of potential contributions by partners

Participants were asked to indicate their organization's interest in joining the CoP and what each partner could contribute to it. Differences emerged consistently according to the nature of the partners as outlined in the section above, and further elaborated on the pre-workshop feedback (Attachment 3, slides 9-12).

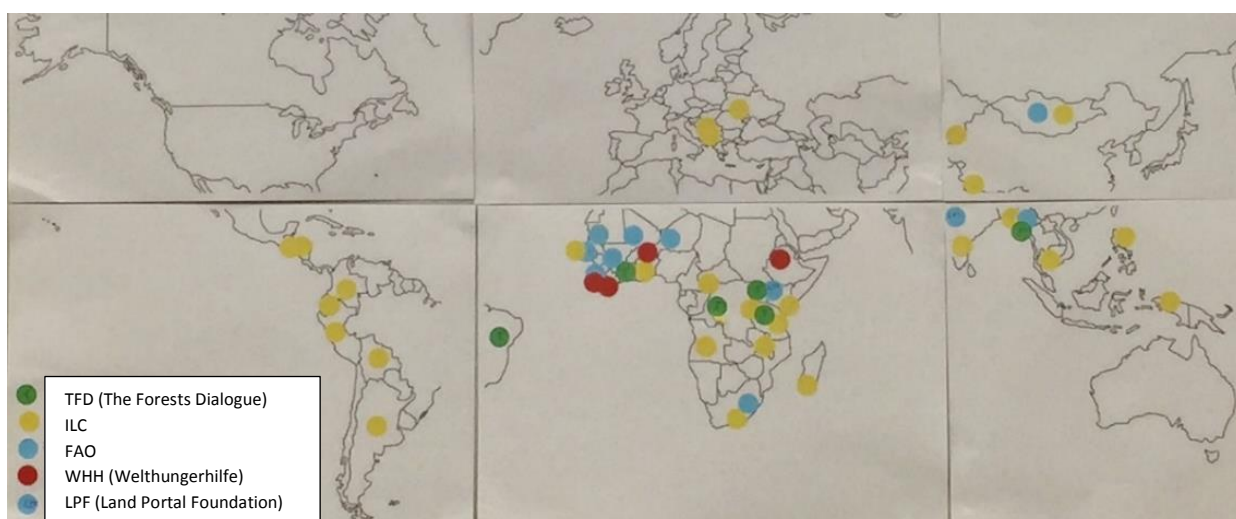
Interest can be grouped around the following categories: (1) understanding the results and impact of MSPs in promoting inclusive land governance; (2) Documenting different experiences and best practices and analysing them; (3) Improving synergies at national and international levels; (4) Promoting enhanced monitoring at national level; (5) Broadening the network and building new partnerships; (6) Promoting and joining international exchange and learning; (7) Linking research and practice.

Potential contributions coalesced around the following areas: (1) Improving multi-stakeholder dialogue, especially with government and private sector (GIZ, FAO, CADASTA); (2) Providing guidelines and tools on capability areas (e.g., fundraising, mapping, stakeholder analysis, models of country level collaboration) (DFID/WRI, CADASTA, TFD, WU, GLTN); (3) Relating experiences from ongoing MSPs (ILC, WHH, FAO, TFD, ODI); (4) Face to face meeting opportunities for practitioners; (5) Online platform and moderation (global and regional); (6) E-learning opportunities and materials (FAO, IIED, IISD); (7) Synthesis and documentation of experiences (ODI); and (8) Research and tools in additional areas related to land governance, beyond MSPs (IISD, GLP, FAO, GLTN, ODI).

Overall, the mapping indicates that both in terms of interest and contribution areas, the areas outlined in the Design Document remain valid. Moreover, most of the action areas appear to have some degree of potential coverage by partners.

Org.	Interests in joining the CoP	Potential contributions
GIZ	Alignment of efforts at country level	Focus on improving dialogue with government and private sector
DFID/NRI	Experience of MSP results Improving regional transfer of experience	Propose guidelines on how to work in different contexts, particularly in context of responsible agricultural investment
ILC	Capitalize experiences of multiple partners engaged in related efforts to support land governance MSPs; avoid duplication; strengthen capabilities	Documents, expertise and practices in 28 countries; support moderated online platform (Slack); support yearly convening of national facilitators and regional moderators
FAO	M&E and synergies at national level	Sharing experiences and difficulties encountered in country level platforms; facilitate access to governments / policy makers; knowledge in capacity building for CSO and government bodies; E-learning courses and various capacity support
CADASTA	Engage with a wide range of partners working at national level	Connection with governments and partners; technical expertise and mapping tools
Wageningen Research	Be a research and capacity development partner to support MSPs	Assist practitioners working on complex issues of MSP facilitation at country level; share research and experiences; link to Dutch foreign affairs actors
TFD	Building new partnerships needed for expansion at landscape level, beyond forests, linking to national policy	Contacts with national and international partners and local organisations in 6 focal countries; tested resources and expertise on landscape dialogue
ODI	Keeping up with best practices for program design and policy influence	Expertise and research on MSP best practices; Capacity to synthesize knowledge in accessible way
WHH	Joint, horizontal learning and cross-country exchanges	Deepening CSO capabilities, with focus on food security
GLP	Anchor scientific research in societal transformation process	Scientific analysis and data on key factors affecting land governance
GLTN	Bridging gaps between constituencies during policy formulation and implementation	Support of thematic cluster at global level Offer a model of country level collaboration
IISD	Linking research and policy	Capacity building experience and tools, including on responsible agricultural investment
AU	Framework to advance regional cooperation; promoting collaboration with MSP as a tool	Linkages to national policy priorities
Land Portal	Complementarities and integrations at country level	Expertise in open data infrastructure and knowledge management

The mapping exercise was also an opportunity to get a broad picture of where partners are currently active in supporting MSPs at country level. The outcomes are summarised in the picture below.



3.3 Structure and coordination roles

A simplified structure for the initiative was presented (Attachment 3, slide 13), incorporating consultation feedback prior to the workshop, which emphasized simplicity. Participants confirmed the views from previous consultations that the structure should be light. The CoP Coordination Group is open and is currently being comprised of ILC, CoRe and WHH.

The suggestion was also made to consider a rotation among partners in terms of responsibilities. For now, ILC offered to identify a global moderator and regional moderators for the initiative. Participants nevertheless acknowledged that any additional and more structured efforts should not be underestimated, in terms of resource requirements.

In terms of key action areas, no changes were directly discussed or recommended to the proposed approach of the Design Document (Attachment 3, slide 5). This identifies three broad action areas: (a) promoting cross-country exchange through the CoP; (b) providing targeted resources and capacity building; and (c) policy outreach engagement to support effective investment in MSPs for land governance. These are the core proposed business of the CoP, while the intensity and pace at which these will be pursued will depend on follow-up exchanges regarding potential contributions as expressed by participants, and identification of additional funding to resource the initiative.

An important additional intent, which emerged from the consultations and was confirmed at the workshop, is strengthening in-country coordination among related efforts to promote national MSPs. This intent is reflected in the collaboration principles, presented in the next section.

3.4 Collaboration principles for the CoP partnership

In terms of **principles** of partnership for the CoP, a set of six suggested principles was developed based on the Global Donor Working Group on Land code of conduct and presented at the workshop:

1. **Proactively share** information on any efforts to develop an MSP and any significant national policy engagement
2. **Avoid duplication** by taking responsibility to find out what other CoP members are doing in a country
3. **Support national organizations** as “local champions” of policy engagement
4. **Pursue synergies**, coordinating among efforts to build and support national MSPs
5. **Share progress** regularly, including action plans, evaluations and assessment reports
6. **Link research, action and learning** by informing CoP members of planned research and opportunities to document and exchange lessons – both successes and challenges

There was general agreement about these principles, though the discussion also prompted further reflection on the ‘core’ constituency for the CoP, and the diversity of actors that may engage in the process. Key additional considerations were proposed:

- **Consult national facilitators** and core target groups in order to work by addressing their needs, interests and passions (possibly as an elaboration of point 3, above)
- Work by **bringing together and valuing different capabilities** (possibly as an elaboration of point 4, above)

4. Emerging action plan approach and elements

The Design Document outlines a number of potential activities based on prior consultations (summarized in Attachment 3, slide 16). In order to further discuss and explore those, and reflecting key areas of energy and interest that emerged during the workshop, four groups were formed to explore possible approaches and elements of a CoP action plan for the coming 2 years:

1. Organizing light but effective CoP communications
2. Ensuring synergies in support at country level
3. Capacity building activities
4. Building evidence on MSP outcomes, challenges

The exercise was carried out considering current uncertainty in terms of future availability of financial resources, thus prioritizing elements that would fit under ongoing resources/initiatives supported by partners, or that would not have significant cost implications. The session only allowed a preliminary exchange of views on opportunities and priorities among participants. The suggestion was made to continue developing preliminary actions by subdividing those according to their level of urgency and of cost implications. This will allow to keep the plan simple and realistic, while planning for more ambitious engagements and work on mobilizing additional resources.

Overall, the exchanges confirmed the action plan elements outlined in the Design Document, though with recognition of the need to further focus and streamline the plans. This includes starting by working with existing communication channels rather than a custom-designed virtual platform, and initially leveraging ILC capacity to support CoP moderation at global and regional levels. It also means using the learning cycle approach for a limited number of priority capability areas, as a focus for facilitating virtual exchanges, webinars and face-to-face learning events, peer to peer exchanges, sharing relevant resources, and developing new resources as needed to fill particular gaps.

In addition, while it may fall outside the initial scope of the CoP, several participants identified an interest in undertaking in-country research on specific topics in support of MSP policy efforts. This built upon the point made during the pre-workshop consultation feedback that MSP facilitators and members at national level often have a need for technical or thematic content and expertise on foundational topics such as fundamentals of land tenure and policy. As part of their efforts to influence land policies and governance, MSP members also require research, analysis, tools and capacity building on areas such as responsible agricultural investments or other highly relevant topics. There should be value, therefore, in facilitating connections between research and capacity building at multiple levels working towards people-centred land governance.

The table below summarizes key points noted by participants.

Summary of working groups on action planning
<p><i>Group 1: Organizing light but effective CoP communications</i></p> <ul style="list-style-type: none"> - Put in place a series of webinars as a virtual learning platform (like the FAO pastoralist hub) to connect members and ensure some degree of management and facilitation - Use simple tools such as a mailing list for info sharing or explore and develop Slack group - Identify focal points within ILC existing structure to minimize costs and simplify communication - Prioritize other low-cost means to organize the work such as webinars and newsletters
<p><i>Group 2: Ensuring synergies in support at country level</i></p> <ul style="list-style-type: none"> - Support country-level information sharing on MSP-related activities, actors, priorities - Undertake joint assessment, planning, implementation and contribution analysis - Pursue cost-sharing and complementarities (<i>mutualisation des ressources</i>) - Support joint, multi-actor consultation with government (e.g., with parliament during open sessions) - Support peer-to-peer learning among government officials
<p><i>Group 3: Capacity building activities</i></p> <ul style="list-style-type: none"> - Map capacity support services available among CoP partners - Provide consolidated information on meetings/training opportunities - Expand current gap analysis on availability of existing resources - Organize face to face national learning journeys (bilateral exchanges) - Embed CoP learning activities in planned regional meetings
<p><i>Group 4: Building evidence on MSP outcomes, challenges</i></p> <ul style="list-style-type: none"> - Clearly define what evidence we are interested to build and for whom: e.g., how MSPs can work effectively, which mechanisms and characteristics are essential in different contexts; measuring outcomes and tracking the effectiveness of MSPs for internal learning and adaptive management - Actively involve actors through participatory mechanisms - Analyze opportunities and possible actions to build evidence. Consider contribution analysis as a possible area for collaboration. - Identify countries and topics of common interests and review methodology. - Pursue possibility of comparison between different MSP platforms - Remember that documenting challenges and failures can sometimes be even more valuable than documenting success

4. Conclusions and way forward

The workshop concluded with an invitation for closing remarks around the circle. There was appreciation that the workshop was successful in clarifying key aspects of the CoP and reaching a stronger common understanding of its scope and objectives, approach and partnership opportunities. Several noted the value and importance of convening this group, and a sense of energy in moving forward to pursue specific synergies identified. While most had contributed to prior consultations, the workshop represented a significant step in the process of building a larger and diverse partnership. There was also a sense that in next steps it would be important to continue to communicate what the CoP will and will not aim to achieve, to build a shared understanding among potential new partners. A further step in prioritization is to categorize activities according to resource requirements (those feasible without additional resources vs. those possible only with additional resources). While interests and potential contributions of partners were identified, there is necessarily a need for follow-up on specific areas of collaboration to translate these into detailed and feasible activities. There will also be discussions organized on a regional basis. The Conference on Land Policy in Africa (CLPA) in Abidjan represents the immediate next opportunity to advance such regional collaboration discussions.

Attachments

Attachment 1: Workshop agenda

Time	Agenda item
9:00	Welcome and opening remarks <ul style="list-style-type: none"> - Why we're excited about this initiative - How we make impact at country level – intro to NES - What we hope the CoP will achieve
	Participant introductions <ul style="list-style-type: none"> - Name, organization, role (on card) - One expectation for today (on card)
9:30	Brief overview of today <ul style="list-style-type: none"> - Workshop objectives and expected outcomes - Ground rules - Note any additions based on expectations above
9:45	Progress and perspectives on related initiatives <ul style="list-style-type: none"> - What works: success factors - What to avoid: risks
10:15	How ILC measures land governance transformation at the country level
10:30	Presentation of the CoP: final concept reflecting consultation input, and open discussion
11:00	Break (15 min)
	Partnerships and roles <ul style="list-style-type: none"> - What could be your benefit in engaging with the CoP? Organisational interest, key benefit and potential contribution. - What countries do you cover, and who are your organizational focal points?
12:30	LUNCH (provided)
13:30	Principles of collaboration. <ul style="list-style-type: none"> - What could be a set of principles of collaboration in the frame of the CoP?
14:15	Organisation and roles How it could work? the community, the coordination team, the technical review committee
14:45	Action planning Identify early opportunities to engage core practitioner groups, adapt or develop key products, or organize key dialogue events that leverage existing commitments of partners over the coming 2 years
15:30	Break (15 min)
15:45	Recap action planning To what extent will the sum of these actions achieve the goals of the initiative? What obstacles are we likely to face? Are there adjustments we should make to the goals?
16:30	Conclusions and way forward Moving from plans to commitments and joint actions. By partner: <ul style="list-style-type: none"> - What can we commit to now? - What can we commit to IF... (additional resources, key support, etc.)?
17:15	Closing and workshop evaluation

Attachment 2: Participants

	Organization	Name	Title	Contact
1	WHH	Constanze vonOppeln	Program Manager	Constanze.vonOppeln@welthungerhilfe.de
2	GIZ	Christian Graefen	Land Advisor	christian.graefen@giz.de
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4	The Forest Dialogue	Gary Dunning	Executive Director	Gary.Dunning@yale.edu
5	University of Wageningen	Herman Brouwer	Senior Partner	herman.brouwer@wur.nl
6	Global Land Tool Network (GLTN)	Oumar Sylla	Coordinator	oumar.sylla@un.org
7	GLTN	Everlyne Nairesiae		everlyne.nairesiae@un.org
8	IISD	Francine Picard	Policy Advisor	fpicard@iisd.org
9	African Union Commission	Abderrahmane Khecha	Senior Policy Officer	AbderrahmaneK@africa-union.org
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11	Global Land Programme (of FutureEarth)	Ariane de Bremond	Coordinator	ariane.debremond@cde.unibe.ch
12	Overseas Development Institute	Anna Locke	Head of Programme - Agricultural Dvt and Policy	a.locke@odi.org.uk
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20	World Rural Forum	Joana Vitorica		jvitorica@ruralforum.org
21	Freelance, including IDRC/ADB/	Marie Lara	Land Tenure Expert	marie-lara@hotmail.com
22	Bioversity International	Remy Chhem	Research Fellow	rchhe051@uottawa.ca
23	ILC member – NES Cameroun	Michelle Sonokou (Cameroun)	Regional Moderator Africa	swmichelle2000@yahoo.fr
24	Collaborating for Resilience (CoRe)	Blake Ratner	Executive Director	b.ratner@coresilience.org
25	WHH / CoRe	Andrea Fiorenza	Senior Advisor	a.fiorenza@coresilience.org
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Strengthening Multi-Stakeholder Platforms for People-Centred Land Governance: A global community of practice

Joint Planning Workshop
18 Oct 2019
IFAD, Rome

INTERNATIONAL
LAND
COALITION

UNITED
FOR LAND
RIGHTS



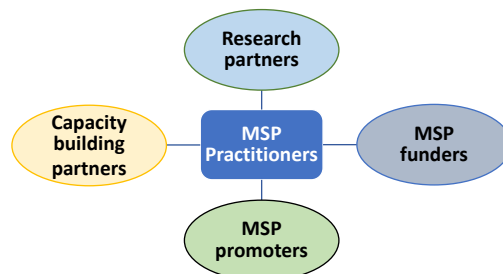
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{The following slides present key elements of the design followed by the relevant key points of pre-workshop consultation feedback received.}

2

Global Community of Practice

- A space for **learning and capacity building**, responding to practitioner demand



- A way to build **MSP leadership and accountability**
- A mechanism to harvest **evidence of MSP successes and challenges**, synthesize experience across regions, and draw **implications for policy and investment**

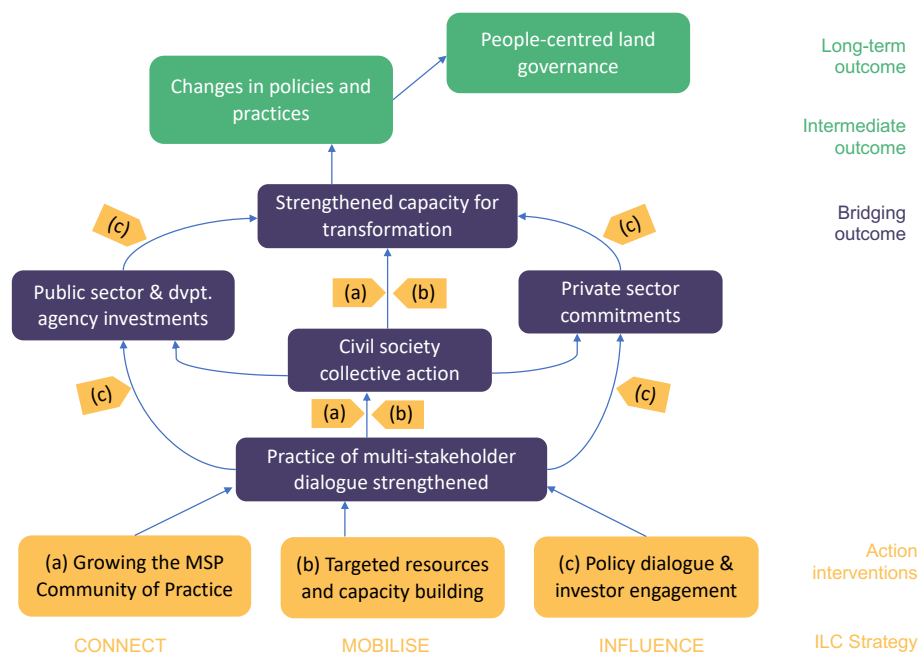
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➤ Consultation feedback

- Focus on MSP capacity for impact – **not just individual** facilitation skills
- Focus on **CSO leadership** at local and national levels, with support for organizational management, strategic planning, fundraising
- Need to build **MSP governance and accountability** systems
- **M&E** critical for **learning** within individual platforms, and to **demonstrate value** to sustain engagement
- MSP supporters and funders require evidence of successes and challenges to build case for further **investment**

4

Theory of change



5

➤ Consultation feedback

- **Funding** of MSPs a critical constraint to sustainability, so assisting funders with robust evidence & good practices can help
- **Diversifying** funding for MSPs requires engaging development agencies and governments, and potentially private sector industry associations
- CoP can help **increase visibility** for MSPs and related land and natural resource governance initiatives
- Recognize **political instability** as a key constraint on MSP effectiveness
- Consider role of MSPs in contributing to and responding to **broader governance** reforms
- Instances of **overlap and duplication** of effort at national level highlight need for better coordination and integration among MSP promoters and funders
- Adapt goals **beyond ILC** framework

6

Activities of the CoP

Virtual activities	Face-to-face activities
Sharing of challenges, advice, updates to: <ul style="list-style-type: none"> • identify common themes of interest • share information, experience and good practices among facilitators • continue development of skills, knowledge and experience 	Exchange visits: <ul style="list-style-type: none"> • Short structured one-to-one visits among facilitators on issues, skills • Can coincide with key events, such as policy dialogue or convening
Organized sessions: <ul style="list-style-type: none"> • Peer-led, short presentations followed by reflections and exchanges • Peer-led trainings • Coaching on specific skills, issues, activities 	Regional or cross-regional workshops: <ul style="list-style-type: none"> • good practices, skills, spaces for facilitators to collaborate & develop trust Coaching <ul style="list-style-type: none"> • on specific skills, issues, responding to needs articulated by facilitators

7

➤ Consultation feedback

- Strong endorsement of demand for **capacity** building and sharing of **lessons**
- Confirm need to blend **peer-to-peer** and **specialized** support
- Confirm that CoP must be driven by **needs of its members**, never a burden
- A successful CoP needs:
 - Clear, limited **purpose**
 - Ongoing validation of needs, and **monitoring of added value**
 - Passionate **leadership**, dedicated secretariat function
 - Regular **communication** & trust building
 - Flexibility to link and initiate **joint efforts** among members
 - Easy **access** to resources, colleagues, experiences
 - Mix of **closed** spaces for exchange within the community and **open** resources for the public

8

Capability areas for MSP facilitation

Capability area	Component skills
Context analysis	- stakeholder analysis; power analysis; network mapping
Alliance building	- goal-setting; strategy; joint planning; resource mobilization; managing growth
Policy influence	- leveraging research; policy analysis; policy dialogue; advocacy
Conflict management	- mediation; negotiation; consensus building
Communications	- media outreach; branding; linking local voices to policy process
Private sector engagement	- identifying drivers of business decisions; outreach to industry associations
M&E and learning	- outcome mapping; contribution analysis; learning; adaptation

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➤ Consultation feedback

- All **7 capability areas** relevant and necessary for MSP facilitation
- Several also note need for **technical / thematic content** (e.g., fundamentals of land tenure and policy)
- Keep focus on **practical, accessible** tools and guidance
- **Gradually expand** available resources over time
- Some MSP practitioner organizations require basic support on **organizational management**, strategic planning, fundraising
- **Writing and communication** skills (policy briefs, persuasive emails, presentations) and **workshop** methodologies are key to influence

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Suite of proposed resources

Capability Area	Resource	Orientation Guide		
Cross-cutting	Resources for facilitation of national MSPs in natural resource governance: An orientation guide	Guidance Note		
1. Context analysis	Applying stakeholder analysis in national engagement strategies for land and natural resource governance			
2. Alliance building	Building alliances for change through MSPs			
3. Policy influence / advocacy	Engaging government for policy influence (existing Guidance Note in press)			
4. Conflict management	Conflict management, mediation and negotiation within an MSP: Good practices for collective impact			
5. Media / communications	Planning and executing communication strategies for MSPs			
6. Private sector engagement	Getting the private sector on board in MSPs for land and natural resource governance			
7. Monitoring & evaluation / learning	Building evidence of outcomes and impact from MSPs			

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➤ Consultation feedback

- Capacity building activities:
 - **CSO leadership** development (Maliasili, CSA)
 - **Stakeholder analysis** and coalition building (CBI)
 - Thematic webinars on **land governance** (IIED)
 - Methodology to guide multi-stakeholder collaboration convened by government, focused on links to **international value chains** (UNDP, Green Commodities Programme)
 - Responsible **ag investment** (IISD)
 - **Good practice** documentation (IUCN)
- Resources under development:
 - Multi-stakeholder dialogue “accelerator”, focused on **private sector** (IUCN)
 - **Power analysis** tools (Wageningen)
 - Tools and guides for CSOs on technical aspects of **land policy** (e.g., ag investment) & governance of multi-stakeholder initiatives (IIED)
 - Research on **sub-national MSP** effectiveness, plus evaluation tools (CIFOR / CGIAR)
 - **Landscape approach**: Land Use Dialogue implementation guide (TFD)

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Organizing the CoP

CoP members	<ul style="list-style-type: none"> • Contribute to CoP exchanges and debates by feeding practical experience in terms of challenges, peer-learning and assistance, piloting of tools, and documentation of practices • Articulate demand, based on role (practitioner, promoter, funder) • Provide capacity support and aid documentation, based on expertise (practitioners, capacity building and research partners)
CoP coordination group	<ul style="list-style-type: none"> • Function as a coordinating body for the entire process, and as an interface linking practice and research • Aid in fostering exchanges, identifying trends, match making (challenges/practices), structuring debates and peer-learning • Coordinate review and quality control of resources and capacity building activities that respond to practitioner needs

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➤ Consultation feedback

- Keep a **simple structure**
- Draw upon **technical review expertise** as needed by topic
- Leverage **existing, funded initiatives**
- **Need to learn more** to decide on level of commitment
- Link to **related mechanisms** for exchange, e.g.:
 - Cross-regional network on sub-national land use dialogue, with strong private sector links (TFD)
 - CoP on sustainable production and value chains (UNDP, Green Commodities Programme)
 - Annual land governance convening and sectoral ministerial meeting, for intra-regional exchange (IGAD)
 - Land for Life initiative: cross-country exchange of MSPs in 4 African countries (WHH)

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Principles of partnership for the CoP

1. **Pro-actively share** information on any efforts to develop an MSP and any significant national policy engagement
2. **Avoid duplication** by taking responsibility to find out what other CoP members are doing in a country
3. **Support national organizations** as 'local champions' of policy engagement
4. **Pursue synergies**, coordinating among efforts to build and support national MSPs
5. **Share progress** regularly, including action plans, evaluations and assessment reports
6. **Link research, action and learning** by informing CoP members of planned research and opportunities to document and exchange lessons – both successes and challenges

Note: Adapted from Global Donor Working Group on Land [Member 'Code of Conduct'](#) on Country-Level Coordination

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Action plan elements, to develop

Activity	2020	2021
Community of Practice	First global convening of the new CoP cycle	Regional convenings aligned with other regional events
Resources for key capabilities	Orientation Guide Tool library launched	Guidance Notes Country cases, videos
Capacity building activities	Virtual trainings Testing existing resources	National level support Exchange visits
Policy & investor engagement	Dialogue sessions with global / regional development agencies	Sharing of lessons as part of global events
Monitoring & evaluation	M&E protocols Baseline assessments	Learning sessions to compare and exchange M&E results

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