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

Design Document   Revised April 2020

Background

Multi-stakeholder platforms (MSPs) are now widely promoted as an approach to policy dialogue in the field of land and natural resource governance. Attention in policy circles over the last years has reached an unprecedented level, with some of the most globally relevant policy documents and frameworks urging national governments and development actors to take this approach. The application of multi-actor partnerships is promoted in the 2030 Agenda for Sustainable Development, under SDG 17. In the land and natural resource sector, the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) call for MSPs for implementation and monitoring at national level (Part 7, 26.2), while the Framework and Guidelines on Land Policy in Africa "promotes the need for a shared vision among all stakeholders of a comprehensive and coordinated land policy as a major factor in national development."

Characteristics of effective MSPs. Empirical, scholarly analyses as well as reviews by development agencies have converged on similar key characteristics that MSPs should have to be effective. The Global Donor Working Group on Land highlights aspects such as well-defined objectives with clear and measurable outputs, clear governance structure and strategy, transparent decision making and effective monitoring and evaluation.[1] These are largely echoed by the MSP Guide,[2] which identifies 7 principles for effective MSPs, including: transforming institutions, working with power, dealing with conflict, promoting collaborative leadership and fostering participatory learning, while a review by UNDP[3] points

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[1] Vhugen, Darryl (2015). Characteristics of successful models for multi-stakeholder partnerships to improve land governance in developing countries. Commissioned paper.

[2] Brouwer, Herman and Woodhill, Jim, with Hemmati, Minu, Verhoosel, Karèn and van Vugt, Simone (2016). The MSP Guide: How to design and facilitate multi-stakeholder partnerships. Wageningen: Wageningen University and Research, CDI, and Rugby, UK.

[3] UNDP (2006). Multi-stakeholder engagement processes: A UNDP capacity development resource. Capacity Development Group Bureau for Development Policy, United Nations Development Programme.

at capacities in the areas of stakeholder analysis, leadership and facilitation, visioning, priority setting, creating linkages and partnerships and mediating diverse interests, negotiation and conflict resolution.

Finally, and particularly from a civil society perspective, the underlying rationale for promoting MSPs is that they can help build more inclusive—and hence more democratic—approaches to land and natural resource governance, increasing the opportunity for historically marginalized groups to influence decisions. For this to be true, certain risks need to be considered and properly managed while promoting and structuring such processes, to ensure they are legitimate. Ignoring power asymmetries among actors with different resources and different roles is considered a serious threat to the legitimacy of the process, as is the creation of "artificial spaces," which risk undermining the role of existing, legitimate decision-making spaces.[4] A related risk that can undermine the legitimacy of a platform is excluding or bypassing stakeholders, such as poor women, indigenous peoples, or landless laborers, due to their limited capacity for engagement.[5] Such concerns reinforce the importance of capabilities addressing analysing actors and power, and ensuring inclusive governance and decision-making processes within the platform.

MSPs in the ILC Strategy. For the International Land Coalition (ILC), advances in securing land rights for rural people by reforming and implementing land tenure policies and practices depend primarily on the success of the national engagement strategies (NES). ILC has invested in building multi-stakeholder platforms to develop and implement the NES in 26 focal countries, with plans to increase that number to 35 during the next several years. A recent external evaluation highlights the need to focus on building capacity to effectively mobilize and sustain these platforms, including the critical role of the NES facilitators. A review commissioned to assess progress across the NES countries highlights a wide diversity in organizational approaches, political context, and outcomes—and confirms a strong demand among NES facilitators to systematically share experiences and consolidate lessons.[6]

ILC's current triennial workplan (2019-2021) recognizes the evolving character of ILC as a "coalition of platforms," among which the national engagement strategy (NES) platforms play the lead role at national level. "The potential of ILC's impact will increasingly lie in how effective and sustainable these platforms will manage to be. Strengthening their capacity for transformation will be the focus of the ILC work for 2019-2021."[7]

For the NES, the aim in this period is to "consolidate the transformative capacity of national platforms and foster their good governance," which includes efforts to promote their financial sustainability, harness high-level political support, and "establish a widely recognized

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[4] Seufert, P. (2017). Policy dialogue spaces and multi-actor platforms in the context of tenure governance. A civil society perspective on experiences and criteria to advance human rights-based governance of tenure. FIAN.

[5] Brouwer, Herman and Woodhill, Jim, with Hemmati, Minu, Verhoosel, Karèn and van Vugt, Simone. (2016) The MSP Guide: How to design and facilitate multi-stakeholder partnerships, Wageningen: Wageningen University and Research, CDI, and Rugby, UK.

[6] MDF Training & Consultancy (2018). Mid-Term Review. 2016-2021 ILC Strategy.

[7] International Land Coalition (2019). Triennial Workplan and Budget 2019-2021, p.3.

Community of Practice" that positions ILC to provide "global leadership on multi-stakeholder platforms." This includes the ambition to provide field-tested guidance and interactive resources that are both mainstreamed in NES operations and used by non-ILC members.

Cross-regional collaborative planning efforts of the NES (in Tirana, Quito, and Bandung) and ILC evaluations have confirmed the importance of and demand for investment in such a community of practice. Recent consultations have clarified the priorities and needs of NES facilitators, and a review of donor strategies and international policy mechanisms central to the ILC agenda (such as the VGGT) confirms the broader interest among development actors and demand for evidence-based, practical guidance on launching and sustaining effective MSPs for land and natural resource governance at the national level.

Development of the initiative. To undertake consultations and planning for an expanded community of practice (CoP) on multi-stakeholder platforms, ILC has partnered with Collaborating for Resilience (CoRe), an ILC member working to strengthen institutions and dialogue for equitable environmental governance, supporting both research and capacity building. ILC and CoRe jointly organized consultations, first with NES facilitators in cross-regional events and individual interviews, followed by a systematic survey and consultation with a wide range of international organizations interested in exploring partnership. This culminated in a first planning workshop[8] with prospective international partners, held at IFAD headquarters in October 2019, with refinements reflected in the present Design Document.

Purpose

The purpose of this initiative is to *strengthen capacity of CoP members for transformation of land and natural resource governance through the effective design and implementation of multi-stakeholder platforms at national level.* This is to be realized primarily through practitioners at country level, and secondarily through the adoption and exchange of good practices more broadly among CoP members.

Specifically, the initiative aims to increase the capacity of MSP facilitators and other CoP members to convene and sustain high-performing multi-stakeholder platforms that accelerate progress in reforming and implementing policies and practices for people-centred land governance. It will also document and disseminate lessons to influence practice at broader scales, including good practice for funding agencies supporting national MSPs.

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[8] See "Global Community of Practice on Multi-Stakeholder Platforms for People-Centred Land Governance: Summary of First Planning Workshop," 18 October 2019 at IFAD Headquarters, Rome.

Theory of Change

The theory of change (see Figure 1) is that increased capacity for transformation can be achieved by: (a) fostering exchange of experience within a community of practice linking MSP facilitators and other practitioners; (b) developing targeted resources and capacity building activities tailored in response to practitioner demand; and (c) funder engagement that marshals grounded evidence to justify the case for investment in impactful MSPs. These action areas, aligned with the three pillars of ILC strategy, aim not only to ensure that civil society organizations have the capabilities to effectively convene multi-stakeholder dialogue, but also that public sector agencies are more prepared to engage, that private sector actors are more likely to make commitments, and that development agencies are more likely to invest in ways that sustain these platforms and extend their impact.
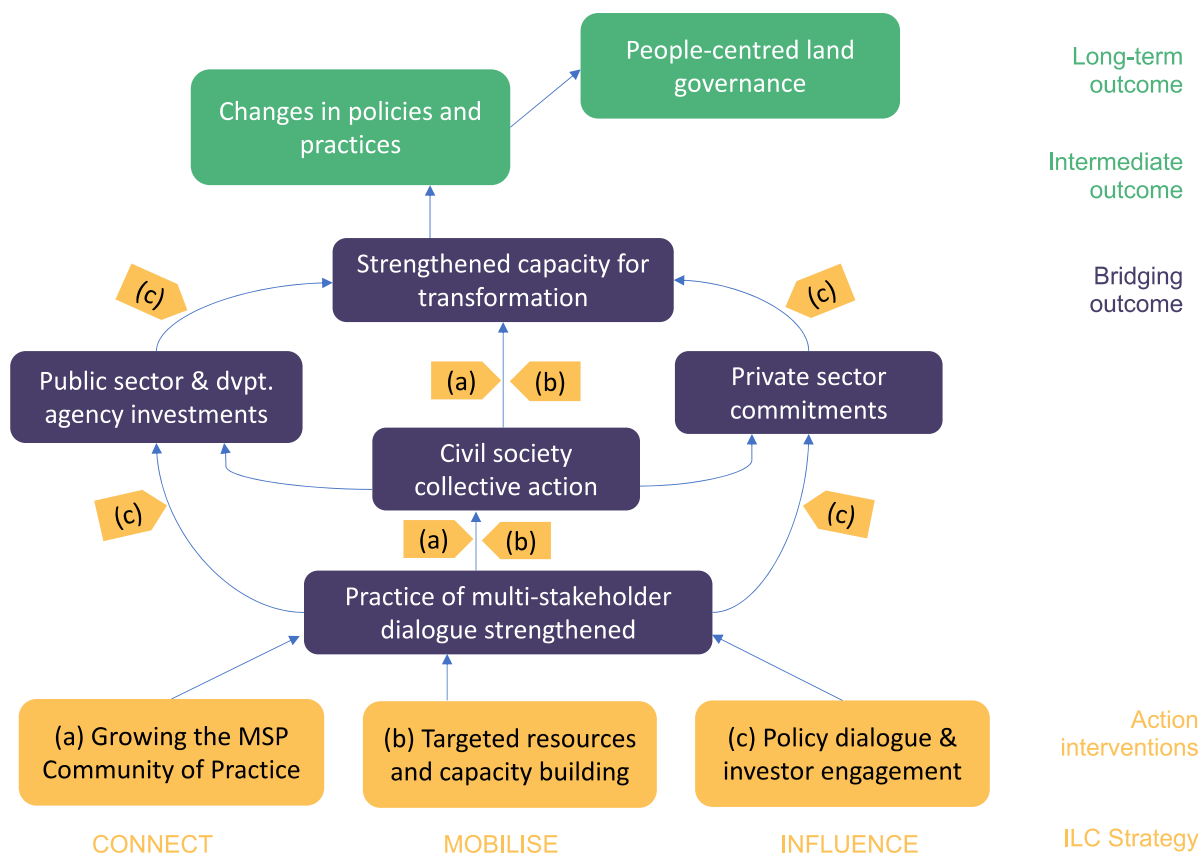
Figure 1. Theory of change for MSP initiative

The theory of change rests upon several key **assumptions**, which the inception phase of this effort has sought to validate:

- Demand among MSP facilitators is strong enough to overcome the inherent obstacles in cross-regional exchange.
- Interest among MSP members and partners at regional and national levels is strong enough that investment in individual capacities will contribute to lasting institutional capabilities.
- Gaps among existing resources in practical guidance and applied examples merit the development of additional, tailored resources and capacity building activities.
- Partners with allied goals have both complementary expertise and a readiness to engage in the CoP for mutual benefit.
- National governments, development agencies and private industry associations are, in sufficient numbers, interested in evidence on MSP effectiveness and willing to apply lessons to enhance their own investments or engagement in these platforms.

The immediate anticipated **benefits** include:

- more frequent and meaningful exchange of experience among CoP members;

- sustained increase in capabilities in areas identified as critical to the realization of national MSP goals;
- greater synthesis and application of knowledge derived from MSP practice, among members and beyond; and
- more robust evidence on MSP effectiveness to leverage support and sustainable financing for these platforms.

Results Framework

The **results** of the initiative are intended to be captured cumulatively as partners integrate the activities of the CoP within their own programming related to national MSPs. We will assess and document how the initiative contributes to the ability of MSPs to achieve:

- Change in *practices*, including the institutionalization of regular, multi-stakeholder fora to review and weigh the potential impacts of various policy reform options, and government recognition of civil society roles in reform processes
- Change in *policies*, in specific domains prioritized by the national MSPs, including recognition of indigenous people's land rights, women's rights of inheritance, and mechanisms to evaluate private sector investment

From the perspective, of ILC, for example, key results expected within a 3-year time frame are outlined in Table 1. Notably this includes an expectation that approximately one third of the targeted changes in policies and practices envisioned at the ILC network level will be attributable *in part* to strengthened NES platforms, with identifiable contributions made by resources, capacity building and exchange of experiences supported by this MSP initiative. Specifically, over a 3-year period, we aim to:

- Strengthen competencies and skills for facilitators of MSPs on land governance in at least 20 countries through a certification of attainment

- Support efforts by ILC members and beyond to advocate for inclusive policy reform processes and equitable policy outcomes, with demonstrated contributions to policy change in at least 8 countries, and implementation capacity in at least 18 countries

- Share lessons and good practices on MSPs with practitioners, policy makers and development partners, with evidence of influence on programmatic and investment priorities of at least 10 agencies

- Inform the international land governance debate on principles for effective multi-stakeholder dialogue and action, with lessons featured in at least 5 regional or cross-regional policy fora

Table 1. Results framework for MSP investment, as reflected in ILC programming

Goal level	Expected results	3-year Target	Means of verification
Outcomes	**Changes in practices** catalysed by ILC members (improved "implementation or enforcement of policies and laws to be more inclusive or demonstrate changed behaviours that reflect the principles behind one or more of the 10 commitments.")	18 cases (of 56 targeted at network level)	Outcome harvesting and contribution analysis
	Changes in policies. (Decision makers / governments / parliamentarians at country or local levels improve or defend policies, laws and regulations to reflect the principles behind one or more of the 10 commitments, in an inclusive manner.)	8 cases (of 22 targeted at network level)	
Bridging outcome	*Strengthened network capacity for transformation:* # organizations who report improved competencies to design, sustain and achieve impact through multi-stakeholder platforms	60 organisations, representing at least 18 NES member countries	Surveys and M&E system reports
	% of ILC members / partners participating in training facilitated by ILC who report on stronger leadership, improved competencies, and stronger institutional capacities	75%	
Outputs by strategy area	% of NES platforms that actively engage by putting knowledge resources into practice	80%	Surveys and M&E system reports
	% of NES platforms that actively engage by contributing to exchange in the CoP	80%	
	# knowledge products produced as contributions to the CoP on multi-stakeholder platforms (good practices, toolkits, guidance notes, policy briefs, testimonial videos, etc.)	60 (of 220 targeted at network level)	Publications and other knowledge products
	# learning events (workshops, webinars, exchange visits, etc.)	15 (of 65 at network level)	M&E system reports
	# lobby and advocacy actions that draw upon principles and evidence supporting effective investment in multi-stakeholder platforms.	15 (of 750 actions targeted at network level)	Surveys and M&E system reports
	# regional or cross-regional policy fora that feature lessons drawn from the initiative	5	

Measures of contributions to changes in policies and practices will reflect a complexity-based developmental evaluation approach,[9] which adopts new measures and monitoring mechanisms as goals emerge and evolve, and which aims to generate lessons that can support next stages of implementation and scaling of impact. The focus will be on identifying the role of strengthened platforms in realizing particular changes in policy and practice, and

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[9] Patton, Michael Quinn (2006). Evaluation for the way we work. *The Nonprofit Quarterly* 13(1): 28-33.

the ways in which the initiative has contributed through new resources, capacity building, exchange of experiences and outreach.

In the context of the ILC network, the initiative will draw upon and strengthen ILC systems for monitoring and evaluation of NES outcomes, including the member-driven LANDex [dashboard](#) monitoring tool and allied efforts tracking implementation of the VGGT. We will also work with partners more broadly to build evidence linking capacity development, shifts in policies and investment priorities, and implications for resource tenure, equity and livelihood security in the context of the Sustainable Development Goals.

Approach

The initiative fosters bottom-up learning from country experiences, using a common framework to structure cross-country comparisons, exchange, and synthesis of lessons. Joint analysis and learning focusses on a set of shared challenges defined and articulated by MSP facilitators. This combines in-person, cross-regional convenings, such as those among NES facilitators held in Tirana, Albania (2016), Quito, Ecuador (2017) and Bandung, Indonesia (2018), with remote interactions aimed at nurturing a vibrant community of practice, helping build capacity and improve performance of the national platforms.

In order to tap the best available expertise, we are also convening a group of allied organizations with shared commitments to multi-stakeholder platforms to advance national policies for land and natural resource governance, social equity, and sustainable livelihoods. Partners who took part in the October 2019 planning workshop include Welthungerhilfe (WHH), GIZ, The Forest Dialogue, Wageningen Research, the Global Land Tool Network, IISD, African Union Commission, Global Land Programme, Overseas Development Institute, Vi-skogen, FAO, DFID, Cadasta, Land Portal, and World Rural Forum. This will also enable the initiative to distil and disseminate key lessons for governments, official development agencies and international NGOs to promote effective investment in such platforms.

a. Community of Practice

The Community of Practice (CoP) is meant to be a structured and animated space for learning and capacity building, responding to practitioner demand. A central feature of the CoP is "thinking together," where deep mutual learning takes place and learning partnerships and a sense of community are established. The community is initially comprised of facilitators engaged in national land governance MSPs as part of the ILC NES and WHH-supported Land for Life initiative, collectively covering **over 30 countries** in Asia, Sub-Saharan Africa, Latin America, and EMENA.

The CoP is a concrete response to the need of improving communication, channelling new opportunities, developing skills, nurturing new knowledge, stimulating innovation, consolidating results, and sharing lessons learnt and good practices. Despite the variety of contexts, NES facilitators are bound by common challenges and common pursuit. Their context-based experience is a rich source of good practices that can have a powerful impact on the influence of the NES using MSPs. To be successful, members must own the CoP and

invest in it as a space for mutual learning. This engagement must be driven by the needs of members of both the CoP and national level MSPs.

Given the global distribution of its members, the CoP is **cross-regional** by nature, combining **virtual and face-to-face** interactions (see Table 2). It must balance structured, **facilitated** spaces with **self-animated** spaces for exchange, providing opportunities for continuous, **reciprocal support** among members, as well as a **virtual repository** and learning space that accumulates over time and is accessible to all. It also must be **integrated** within other activities of the ILC, such as regional and global gatherings that offer opportunities for learning and exchange.

Table 2. Activities of the Community of Practice

Virtual activities	Face-to-face activities
Spontaneous sharing of challenges, advice, updates, and queries using chat to: • Identify common **themes** of interest • Share information, experience and good **practices** among facilitators • Continue development of **skills**, knowledge and experience among facilitators **Organized sessions** • Peer-led, short **presentations** followed by reflections and exchanges on the topic presented • Peer-led **trainings** in which each member trains on a topic or leads a discussion of interest to all members • **Coaching** on specific skills, issues, activities, drawing upon external resource people as needed	**Exchange visits** • Short structured one-to-one visits among facilitators to explore certain issues or skill areas • Could coincide with key events, such as organization of a policy dialogue with government, or a convening of members **Regional or cross-regional workshops** • To share good practices, communication and skills, creating spaces for facilitators to work together, and develop trust **Coaching** • On specific skills, issues, or activities that respond to needs articulated by facilitators, drawing upon external resource people as needed

Key **roles** include designated **moderator** roles, which are part time roles with clearly specified responsibilities (and associated time and budget allocation) to coordinate and moderate exchanges and activities among the community. Additionally, voluntary **thematic coordinators** support regional or cross-regional exchange on subjects that augment or support their main focus of work, maintaining an open and active dialogue. MSP **facilitators** are expected to participate actively as part of their responsibilities and may conduct peer-led activities based on their interests and expertise.

Membership in the CoP is planned to evolve over time to serve the mutual needs of MSP practitioners in natural resource governance—among ILC partners and beyond. Separate spaces for exchange among members will be created, permitting restricted access based on membership, along with the spaces for thematic, regional, and global dialogue open to all

CoP members. (For a background analysis on design choices and structure of the CoP, see Annex 1.)

b. Resources to support key capabilities

A review of existing resources available to provide practical guidance in support of MSP facilitation has identified a number of gaps, which correspond to key capability areas identified in consultation with NES facilitators. Seven key capability areas are identified below, in Table 3.

Table 3. Key capability areas

Capability area	Component skills	Sample learning questions
1. Context analysis	- stakeholder analysis - power analysis - network mapping	What strategies improve **gender equity** in representation and decision-making within the platform, and how does this affect progress on gender justice in land governance?
2. Alliance building	- goal-setting - strategy - joint planning - resource mobilization - managing growth	What practices can guide the choice to **expand membership**, to achieve more complete representation, or better link existing members, without losing clarity of purpose?
3. Policy influence	- leveraging research - policy analysis - policy dialogue - advocacy	How does the national context influence the effectiveness of alternate strategies to **engage government** in the dialogue process to achieve maximum influence?
4. Conflict management	- mediation - negotiation - consensus building	How can **diverse interests** and strategies of platform members be managed in ways that support joint action?
5. Communications	- media outreach - branding - linking local voices	What **communication strategies** have proven most to tap the evidence from local innovation and civil society mobilisation, and to engage with national media?
6. Private sector engagement	- identifying drivers of business decisions - outreach to industry associations	What approaches work to **assess risks** and engage the private sector effectively, while maintaining the commitment to a focused change agenda?
7. Monitoring, evaluation and learning	- outcome mapping - learning - adaptation	What approaches are most effective to measure the **impact** of investments in MSPs, and to support **learning** among members?

The review of existing resources identified a wide variety of useful guides, methodologies and tools, as well as key gaps. The first need is an Orientation Guide to aid facilitators to filter the variety of methodologies available and judge their suitability in the context of land and natural resource governance for application at different stages of MSP development. Subsequently, there is a need for specific Guidance Notes addressing gaps that correspond with challenges faced by facilitators in the key capability areas. (For the underlying gap analysis, including detail on each of these points, see Annex 2.)

The approach is to leverage **existing resources** wherever possible, focusing the development of new resources on identified gaps. This will also include targeted **translation** of specific resources where there is a lack of comparable resources in Spanish or French. The refinement of plans for new resources and **validation** of their relative priority and sequencing will stem from active engagement of the CoP and insights from related capacity building activities (as detailed further in the next section). This entails a cycle of identifying demand, providing training to support application of particular tools and approaches, deriving lessons, and drawing upon these to distil key points in new guidance materials.

Facilitators have made clear that a **combination** of guidance materials is most useful, complementing more generic guidance on a given capability area in the form of a **Guidance Note**, with: documentation of more detailed **country case** examples; **video clips** showing the methodologies in use, as well as video testimonials of practitioners identifying benefits, pitfalls, and tips from their experience; and an **online library of tools** suitable for addressing different challenges. Figure 2, below, presents a suite of resources identified for development, where the Orientation Guide serves as the entry way to more detailed resources addressing the 7 capability areas.
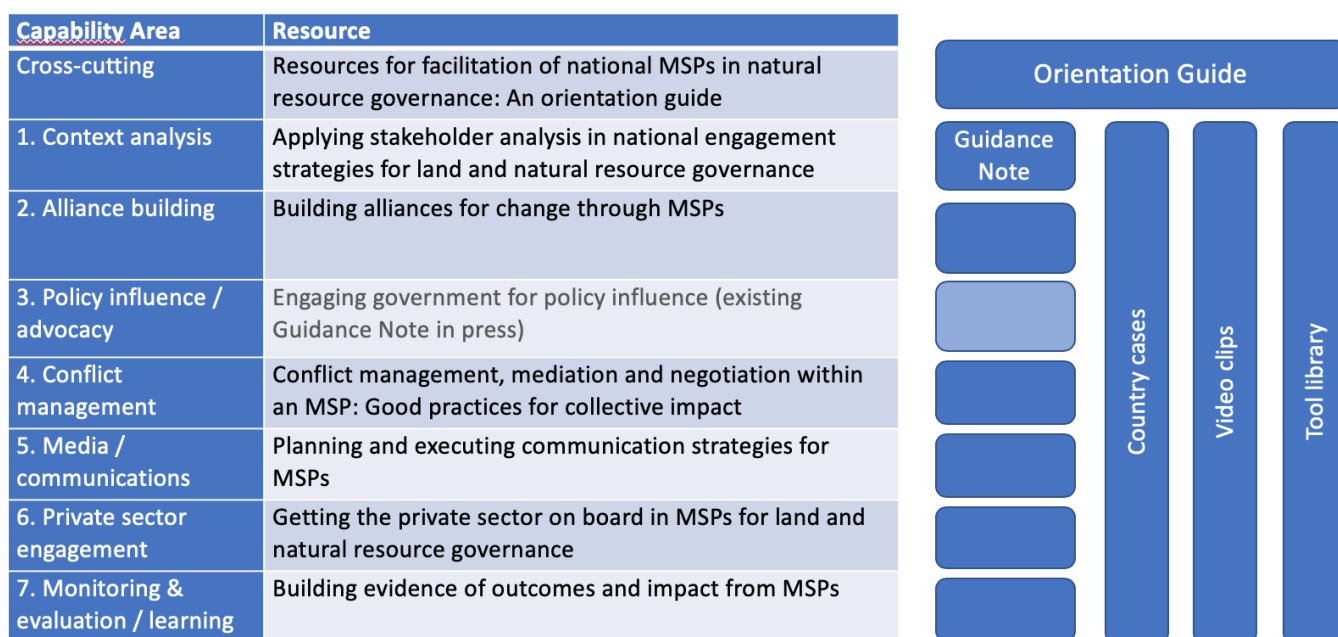
Capability Area	Resource
Cross-cutting	Resources for facilitation of national MSPs in natural resource governance: An orientation guide
1. Context analysis	Applying stakeholder analysis in national engagement strategies for land and natural resource governance
2. Alliance building	Building alliances 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

Figure 2. Suite of proposed resources to support key capability areas

To promote broad engagement within each of the regions and cross-regional exchange, key guidance products will be made available in Spanish, French and English, and the online platform will be accessible in all **three languages**. Research outputs will contribute to the ILC [database of good practices](#). Over time, the ambition is to build a comprehensive suite of resources to guide work on multi-stakeholder platforms for land and natural resource governance within the ILC partner network and beyond. (For further detail on the approach

to developing and compiling key resources, see the document *Developing guidance on national MSPs for land and natural resource governance: A framework*.)

c. Capacity building activities

The development of a set of capacity building initiatives for the CoP is based on the key capability areas and needs as identified during the inception phase. As such, it draws from the results of the gap analysis, and more specifically from the set of new resources that will be developed to support capacity building and learning.

While the assumption is that all of the capability areas - and connected capacity building activities - are relevant to all participating MSPs to some extent, there should be **differentiation** based on specific needs and interests expressed by facilitators, platform members at the national level, and supporting staff. Such differentiation and its assessment should be **dynamic**. It will therefore be initially based on the outcomes of the consultations that took place, and then reassessed and discussed as part of the ongoing CoP exchanges and activities, in the frame of a general **learning cycle**.

Coherent with the CoP approach, these activities should be carried out through a blend of virtual and face-to-face meetings, and consist of: on-line **trainings**, horizontal **peer-to-peer** support, dedicated expert support or **coaching** at a distance, cross-country and cross-regional **dialogue**, structured NES-to-NES **exchange visits**, in-country training and expert **support missions**, and **national-level events** involving other actors.

The spectrum of support activities therefore ranges from inclusive group activities—targeting the entire community—to country-specific, focused capacity strengthening. Capacity building activities, and the way they are connected to resources, are conceived based on basic **guiding principles**:

1. Shared responsibility. Those who benefit from dedicated technical support will then be called to play an active role in sharing, documenting and disseminating the knowledge and capacities they acquire, and in becoming **focal points and mentors** for other facilitators.
2. Demand and offer. **Peer-to-peer learning** is an essential part of the process and at the core of the CoP approach. Capacity needs and competencies are therefore mapped, and exchanges (both virtual and physical) organised accordingly, reverting to outside expertise only when suitable support within the network cannot be identified.
3. Learning cycle. Needs assessment and review of resources and offers to address these, with prioritization of needs and opportunities subject to revision based on experiences and participation in trainings. The approach follows a cycle aiming at creating a **multiplier effect** for investment in capacity building (see Figure 3). This also allows for an evaluation of the usefulness of resources developed that can feed into the next round of effort.

Figure 3. Learning cycle, leveraging lessons from capacity support to multiply the benefits

To ensure NES facilitators and other practitioners have recognition of their new acquired capacities and develop their professional careers through an active participation in the CoP, a series of **certifications** will be offered in different dimensions of facilitating multi-stakeholder dialogue and governance change.

d. Policy outreach and investor engagement

The main focus of policy outreach happens at the country level as an integral component of NES activities, and is supported by the ILC's commitment-based initiatives, regional activities, communication campaigns, and global policy forums.

The present initiative envisions a much smaller, complementary effort focused specifically on sharing lessons regarding the principles and guidance on investment in creating and sustaining effective MSPs to strengthen national-level policies and practices on land and natural resource governance. This will be communicated through:

- **policy briefs** and **short videos** documenting good practices and lessons to support the case for investment in MSPs for land and natural resource governance

- **peer-reviewed research** synthesising the outcome evidence and policy implications

- **dialogue** sessions at global land governance events (e.g., UN Committee on Food Security, World Bank Land and Poverty Conference, Global Land Forum)

Comparative case study analysis to support these outputs will draw on data from broader ILC monitoring and evaluation efforts. This will help build the evidence base linking the effectiveness of multi-stakeholder engagement in different contexts to outcomes and impacts at scale and sharpen guidance on selecting from a range of strategies to meet distinct challenges.

The primary focus in these efforts is on public sector investment that currently includes – or in the future may potentially include – funding for MSPs addressing land and natural resource governance. This includes investments by development financial institutions such as the World Bank, IFAD, the regional development banks and bilateral development agencies with particular interest in land and natural resource governance, including investors in allied efforts of ILC, FAO, etc. It also includes investments by national governments, often tied to particular policy dialogue and reform initiatives, in countries with existing MSPs, such as those supported by ILC, FAO, WHH and others.

The secondary focus is on cultivating the interest for private sector investment in MSPs. Typically, this entails co-financing by companies or industry associations for MSPs with multiple sources of investment, to guard the integrity and multi-sectoral character of the platform. Where others have focused on broad principles for responsible agricultural investment (RAI), including recognition of community rights and implementing principles of the VGGT, the added value here is the particular role of MSPs in fostering responsible private sector engagement in the land and natural resource sectors.

Partnerships

At the core of the CoP are the **national MSPs**. This includes MSPs supported by ILC and Welthungerhilfe (WHH) and is open to others, such as those supported by FAO. 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 (Figure 4).
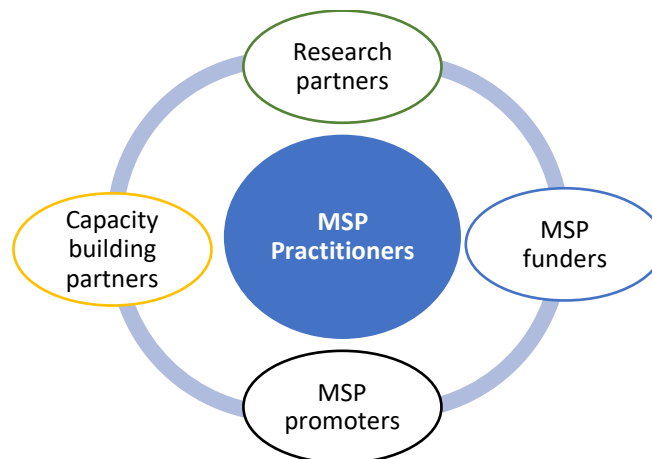

Figure 4. Types of partners in support of MSP practitioners

Table 4. Partner roles by category

Partner Category		Description
Core constituency	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.
Circle of support	MSP promoters	These are institutions actively championing adoption of MSPs as an approach to people-centred land governance and their application to key policy challenges.
	Research institutions	These are research institutions with a track record or with interest in investigating MSP dynamics and developing tools and methodologies, generating analysis, knowledge, and exchange of lessons on MSPs.
	Capacity building	These are institutions with an interest in MSPs and specialised in developing and delivering capacity building activities to both government and civil society practitioners.
	MSP funders	These partners finance investment programmes to foster MSPs at national level. Many are global agencies investing in improving land governance and promoting the VGGT at national level. They include a range of members of the Global Donor Platform for Rural Development / Land Governance.

Such framing can also be used to form sub-groups acting as specialised bodies within the initiative. This has the twofold advantage of promoting targeted contributions by each group – hence reducing the amount of work and increasing participation – and promoting exchange and reflection among peers, by keeping the focus on each one's competency.

Initially, partners have advised to keep a simple and lean coordination structure, distinguishing between the roles of general CoP members, and a smaller CoP coordination group (Table 5).

Table 5. Organizing the CoP

Role	Description
CoP members	- 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	- 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

As the initiative evolves, we envision other specialised groups emerging:

- A **joint advocacy** group to develop, plan and undertake outreach efforts aimed at promoting the effective use of MSPs in land and natural resource governance.
- An **outcome evaluation** group to pool expertise in outcome evaluation of MSPs at national level, and to aggregate learning across multiple countries.
- A **resource mobilisation** group to strategize and support efforts that channel funding to strengthen MSPs, reducing redundancies and inefficiencies.

The consultation phase identified the following expressions of partnership interest and potential contributions as shown in Table 6.

Table 6. Expressions of interest in partnership identified in CoP consultation phase

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

Implementation timeline

The following table provides an overview of the anticipated sequencing of key activities and outputs by year, keeping in mind that plans will be adjusted dynamically in response to emergent needs, and in reference to the level of financial and human resources available.

Table 7. Indicative implementation timeline

Activity	Year 1	Year 2	Year 3
Community of Practice	Virtual platform set up Moderator roles established First global convening of the new CoP cycle[10]	Regional convenings aligned with other regional events Thematic coordinator roles established	Second global convening (expanded version, showing results and planning next phase) Assessment of expanded membership
Resources to support key capabilities	Overview Guide completed Tool library launched New resources prioritized	Additional 3 Guidance Notes completed Country cases Videos and testimonials	Final 3 Guidance Notes completed Additional country cases and videos
Capacity building activities	Preliminary virtual trainings Testing existing resources	National level support, documenting use of guidance resources & promoting exchanges Exchange visits	Continued virtual and face-to-face trainings and peer exchange Professional certification
Policy outreach & investor engagement	Consultation with global / regional development agencies to validate needs	Preliminary sharing of lessons as part of global events Videos documenting early lessons	Policy briefs completed and peer-reviewed research submitted Dialogue sessions
Partnerships	Partnership dialogue / initiative launch workshop Partnership groups launched: Practitioners, CoP Facilitation and Technical Review	Joint delivery of new resources and capacity building activities	Exploration of potential expansion to new partners
Monitoring & evaluation	M&E protocols agreed, as contribution to overall ILC M&E systems Baseline assessment completed	Learning sessions to compare and exchange M&E results (2x/year)	Impact assessment on results to date completed and communicated

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[10] Global gatherings of NES facilitators took place during the previous cycle in Tirana, Albania (October 2016); Quito, Ecuador (July 2017); and Bandung, Indonesia (September 2018).

Annexes

Provided as background documents that represent contributions towards development of the Design Document and additional detail.

Annex 1: The National Land Governance MSP Facilitators Community of Practice: Design choices and structure

Annex 2: Gap Analysis: Resources for multi-stakeholder platform facilitation in natural resource governance

Annex 3: Linkages to other ILC initiatives