Creating the conditions
Conditions are inter-related

- Flexibility
- Transparency
- Accountability
- Values
- Checks & balances
- Mutual learning

Building Trust
Conditions are inter-related

- Mutual learning
- Flexibility
- Embrace change

Capacity building
Favourable Conditions - changes

- Viable business and value proposition
- Transparency and accountability
- Clarity of tenure, rights and obligations
- Organisational structure with clear roles and mandate
- Mutual learning and flexibility in order to improve performance
- Agreed goals, expectations, benefit sharing and exit strategy
- Checks and balances on decision making to overcome disagreements
- Good enough governance
- Respect different values and embrace change
Roles in creating conditions

Rights-holder (communities)
Government
‘Hard’ Investors
‘Soft’ Investors

Capacity building

Mutual learning
Flexibility
Embrace change
## Breakout Groups

<table>
<thead>
<tr>
<th>Condition</th>
<th>Rights-holders</th>
<th>Government</th>
<th>Hard Investors</th>
<th>Soft Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. Viable business and value proposition</td>
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</tbody>
</table>
## Groups

| Group 1 | - Viable business and value proposition  
|         | - Transparency and accountability  
|         | - Clarity of tenure, rights and obligations  |
| Group 2 | - Organisational structure with clear roles and mandate  
|         | - Mutual learning and flexibility in order to improve performance  
|         | - Agreed goals, expectations, benefit sharing and exit strategy  |
| Group 3 | - Checks and balances on decision making to overcome disagreements  
|         | - Good enough governance  
|         | - Respect different values and embrace change  |
GROUP 1
Sustainable Enterprise and Proposal of Values

Role of communities

- Clarify each person’s rights
- Clarify the objectives of the business plan and profit sharing
- Ensure their involvement and commitment in developing the business plan
Sustainable Enterprise and Proposal of Values

Role of communities

- Promote good citizenship to better respect the investor’s right

- Ensure proper organisation and sensitisation

- Make actors accountable (better understanding of the role of everyone)
Sustainable Enterprise and Proposal of Values

Role of communities

- Be open-minded and willing to accept change
- Conduct a self-assessment and monitoring of the various stages of the business plan
Sustainable Enterprise and Proposal of Values

Role of Government

- Create a favourable environment with policies promoting good business climate (tax exemption, establishment of industrial zones)

- Promote conditions for pricing factors of production
Sustainable Enterprise and Proposal of Values

Role of Government

- Promote free competition and prevent illegal practices
- Promote basic training and education
- Engage with all stakeholders and play a coordinating role
- Ensure a favourable and peaceful environment
Role of soft investors

- Provide assistance in developing the business plan through capacity building, funding, etc.

- Assist communities in being able to work with soft investors (avoid assistantship)

- Abide by the country laws
Role of soft investors

- Provide guarantees to hard investors to support the business plan of communities
- Facilitate South-South cooperation
- Ensure understanding of the dynamics between hard investors, the business plan, and communities
Sustainable Enterprise and Proposal of Values

Role of hard investors

- Provide capital and facilitate business plan management.
- Assess the business plan, the capacity of communities, and support from the Government.
- Clearly define everyone’s gains for communities to be informed.
Sustainable Enterprise and Proposals of Values

Role of hard investors

- Provide real information on the expected various products
- Promote a fair competition between investors
- Provide for an exit plan
Transparency and Accountability

Role of communities

- Express themselves on the actual needs, intentions, and objectives of each stakeholder
- Consult on a regular basis, renew organisational structures, and be open-minded
- Quickly make consensus-based decisions to avoid losing funding
Transparency and Accountability

Role of Government

- Provide coaching and control structures for communities
- Intervene to defend the interests of communities
- Prevent interfering in management at any time
- Ensure compliance with the regulatory framework
Transparency and Accountability

Role of Government

- Facilitate the establishment of an intermediate mediation system to resolve the problems of aggrieved communities

- Ensure the functioning of Regional Chambers of Agriculture for communities
Transparency and Accountability

Role of soft investors

- Facilitate monitoring and support to ensure transparency

- Ensure that hard investors, communities, and communities comply with the rules of the game.
Transparency and Accountability

Role of hard investors

- Comply with legislation (pay taxes, comply with environmental rules, minimum wage, etc.)

- Provide advice for successful activity and ensure compliance with agreements (avoid disclosing confidential information)
Clarity of Tenure, Rights, and Obligations

Role of Communities

- Have specifications setting out the rights and obligations of everyone
- Take initiatives to ensure ownership of the resource
- Take ownership of and be open to change/laws, decrees and other legislative enactments on tenure.
Clarity of Tenure, Rights, and Obligations

Role of Government

- Ensure proper functioning of decentralised structures for compliance with laws
- Involve communities in the law making process, taking into consideration social and cultural specificities
- Ensure the establishment of a conflict resolution mechanism.
Clarity of Tenure, Rights, and Obligations

Role of soft investors

- Comply with current legislation and support communities in mastering the legislation
- Match the customary and modern systems relating to tenure
- Support funding for technical services
- Promote South-South exchanges
Clarity of Tenure, Rights, and Obligations

Role of hard investors

- Seek to understand the land tenure system
- Avoid corrupting communities
- Be aware of and respect the expectations and interests of communities to reduce conflicts
## BREAKOUT GROUP 2

<table>
<thead>
<tr>
<th>Favourable conditions</th>
<th>Right Holders (communities)</th>
<th>Governments</th>
<th>Soft Investors</th>
<th>Hard Investors</th>
</tr>
</thead>
</table>
| **Organisational structure with clearly defined mandate and roles** | - Set up a community enterprise structure  
- Share the vision, objectives, and interests  
- Choose reliable leaders | - Government regulation through implementing legislation (prize, value chain organisation, etc.)  
- Support, coaching, revitalisation, and organisational and technical capacity building of stakeholders | - Transfer technical and technological knowledge to local level  
- Capitalisation and consolidation of experiences  
- Search for market niches |  |
| **Mutual learning and flexibility for a better performance** | - Identification of priority needs (knowledge, expertise)  
- Specialisation of stakeholders  
- Openness to change  
- Periodic meeting (Forum) to assess processes and share roles | - Referral to one-stop services to promote performance  
- Promotional fair | - External views  
- Facilitation of community enterprise self-assessments  
- Facilitation of experience sharing trips  
- Develop adequate learning tools |  |
| **Common objectives and expectations, sharing benefits and exit strategy** | - Establishment of Agreements or Memoranda of Understanding  
- Effective participation  
- Business and marketing plan  
- Selection of growth products and market information | - Validate and certify contracted documents (Municipality, Administration)  
- Create an enabling environment for national and international investors | - Technical support for establishing Agreements, MoU, and business plan  
- Information of investors  
- Prepare for the entry of hard investors |  |
- Village (village development committee, farmers’ organisation. Village chiefs, producers, indigenous people)
- Municipality (municipal councillors)
- Administration
<table>
<thead>
<tr>
<th>Favourable condition</th>
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<tbody>
<tr>
<td>Checks and balances on decision making to overcome disagreements</td>
<td>• Existence of internal mechanisms specific to communities</td>
<td>• Consider the views of stakeholders</td>
<td>• Role of NGOs in mediation between stakeholders (hard investors, government, and communities)</td>
<td>• Comply with decisions</td>
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<tr>
<td></td>
<td>• Ensure that communities understand the process</td>
<td>• Wide dissemination of information on actions and decisions</td>
<td>• Contribution to the dissemination of decisions (laws, regulation, strategic papers)</td>
<td>• Comply with local realities</td>
</tr>
<tr>
<td></td>
<td>• Each member within the community understands his/her contribution and the benefit sharing system</td>
<td>• Education/information of stakeholders on both the initiatives of communities and investors</td>
<td>• Advocacy for an acceleration of decision making</td>
<td>• Be precise in actions and provide necessary instruments</td>
</tr>
<tr>
<td></td>
<td>• Good knowledge of legal stages and processes (information, communication)</td>
<td>• Ensure that decision made are complied with</td>
<td>• Mobilisation of resources to properly play their roles</td>
<td>• Be accountable and hold other stakeholders to account (case of patents obtained through information from communities)</td>
</tr>
<tr>
<td></td>
<td>• Communities must be able to support their views points in response to decision making</td>
<td>• Need to translate laws and documents in local language for proper ownership by stakeholders</td>
<td></td>
<td>• Properly explain to communities decision making processes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Clarify resolution mechanisms</td>
<td></td>
<td>• Ensure a sales service for hard investments such as machinery</td>
</tr>
<tr>
<td>Good enough governance</td>
<td>• Fight against corruption</td>
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</tr>
<tr>
<td></td>
<td>• Existence of transparent decision making, and information sharing and dissemination system</td>
<td>• Establish more and more explicit implementing legislation</td>
<td>• Assist the Government in generating information</td>
<td>• Disseminate information on actions, benefits</td>
</tr>
<tr>
<td></td>
<td>• Compliance with organisational arrangements (periodic meeting, alternation)</td>
<td>• Make legislative enactments accessible for communities to be aware of remedies</td>
<td>• Information of communities and investors on laws</td>
<td>• Certification/labelling of plantation forests</td>
</tr>
<tr>
<td></td>
<td>• Consider the views of the various sensibilities,</td>
<td>• Strengthen capacity in resources (human, material, financial),</td>
<td>• Facilitate the participation of stakeholders</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Awareness on probity</td>
<td>• Initiate activities that</td>
<td>• Coordinated response (synergies) between stakeholders to prevent</td>
<td></td>
</tr>
</tbody>
</table>
| Respect different values and embrace change | help to generate reliable data on the available potential  
• Establish conflict management mechanisms | overlapping and distortions  
• Advocacy |  
• Publicize their own fundamental values  
• Respect their own values  
• Capacity to respect the values of other stakeholders  
• Be open to take ecological specificities into consideration  
• Adopt the principle that all values are equal  
• Publicize their cardinal values  
• Prioritize values  
• Respect their own values  
• Capacity to respect the values of other stakeholders  
• Promote experience sharing visits  
• Act according to the values of communities but not according to theirs  
• Harmonisation of approaches to prevent disturbing the social system.  
• Publicize their fundamental values  
• Prioritize values  
• Respect their own values  
• Capacity to respect the values of other stakeholders |