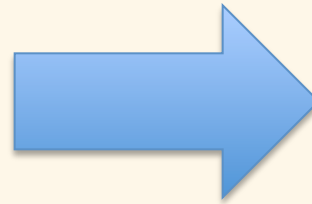


Creating the conditions

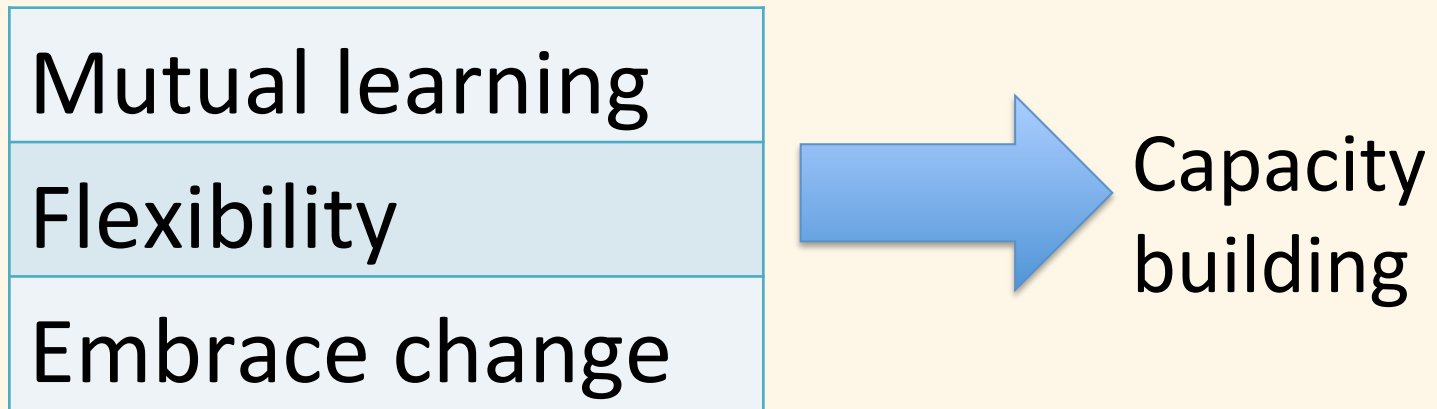
# Conditions are inter-related

Flexibility
Transparency
Accountability
Values
Checks & balances
Mutual learning



Building  
Trust

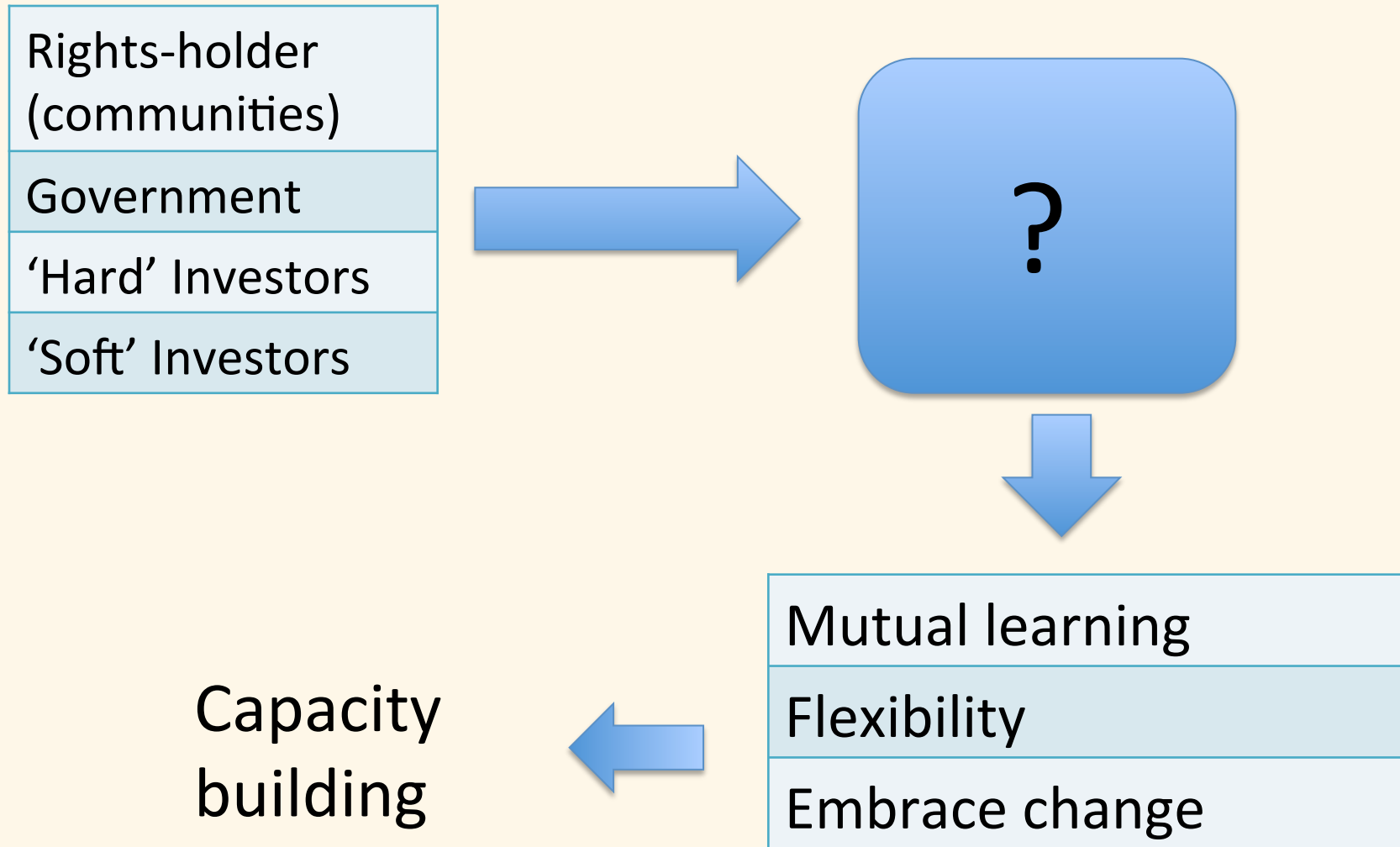
# Conditions are inter-related



# 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



# Breakout Groups

Condition	Rights-holders	Government	Hard Investors	Soft Investors
e.g. Viable business and value proposition				

# Groups

<b>Group 1</b>	<ul style="list-style-type: none"><li>- Viable business and value proposition</li><li>- Transparency and accountability</li><li>- Clarity of tenure, rights and obligations</li></ul>
<b>Group 2</b>	<ul style="list-style-type: none"><li>- Organisational structure with clear roles and mandate</li><li>- Mutual learning and flexibility in order to improve performance</li><li>- Agreed goals, expectations, benefit sharing and exit strategy</li></ul>
<b>Group 3</b>	<ul style="list-style-type: none"><li>- Checks and balances on decision making to overcome disagreements</li><li>- Good enough governance</li><li>- Respect different values and embrace change</li></ul>

**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

# Sustainable Enterprise and Proposal of Values

## **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

# Sustainable Enterprise and Proposal of Values

## **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

Favourable conditions	Right Holders (communities)	Governments	Soft Investors	Hard Investors
<b>Organisational structure with clearly defined mandate and roles</b>	<ul style="list-style-type: none"> <li>- Set up a community enterprise structure</li> <li>- Share the vision, objectives, and interests</li> <li>- Choose reliable leaders</li> </ul>	<ul style="list-style-type: none"> <li>- Government regulation through implementing legislation (prize, value chain organisation, etc.)</li> <li>- Support, coaching, revitalisation, and organisational and technical capacity building of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Transfer technical and technological knowledge to local level</li> <li>- Capitalisation and consolidation of experiences</li> <li>- Search for market niches</li> </ul>	
<b>Mutual learning and flexibility for a better performance</b>	<ul style="list-style-type: none"> <li>- Identification of priority needs (knowledge, expertise)</li> <li>- specialisation of stakeholders</li> <li>- Openness to change</li> <li>- Periodic meeting (Forum) to assess processes and share roles</li> </ul>	<ul style="list-style-type: none"> <li>- Referral to one-stop services to promote performance</li> <li>- Promotional fair</li> </ul>	<ul style="list-style-type: none"> <li>- External views</li> <li>- Facilitation of community enterprise self-assessments</li> <li>- Facilitation of experience sharing trips</li> <li>- Develop adequate learning tools</li> </ul>	
<b>Common objectives and expectations, sharing benefits and exit strategy</b>	<ul style="list-style-type: none"> <li>- Establishment of Agreements or Memoranda of Understanding</li> <li>- Effective participation</li> <li>- Business and marketing plan</li> <li>- Selection of growth products and market information</li> </ul>	<ul style="list-style-type: none"> <li>- Validate and certify contracted documents (Municipality, Administration)</li> <li>- Create an enabling environment for national and international investors</li> </ul>	<ul style="list-style-type: none"> <li>- Technical support for establishing Agreements, MoU, and business plan</li> <li>- Information of investors</li> <li>- Prepare for the entry of hard investors</li> </ul>	

- Village (village development committee, farmers' organisation. Village chiefs, producers, indigenous people)
- Municipality (municipal councillors)
- Administration

Favourable condition	Rights holders	Government	Soft investors	Hard investors
Checks and balances on decision making to overcome disagreements	<ul style="list-style-type: none"> <li>Existence of internal mechanisms specific to communities</li> <li>Ensure that communities understand the process</li> <li>Each member within the community understands his/her contribution and the benefit sharing system</li> <li>Good knowledge of legal stages and processes (information, communication)</li> <li>Communities must be able to support their views points in response to decision making</li> </ul>	<ul style="list-style-type: none"> <li>Consider the views of stakeholders</li> <li>Wide dissemination of information on actions and decisions</li> <li>Education/information of stakeholders on both the initiatives of communities and investors</li> <li>Ensure that decision made are complied with</li> <li>Need to translate laws and documents in local language for proper ownership by stakeholders</li> <li>Clarify resolution mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Role of NGOs in mediation between stakeholders (hard investors, government, and communities)</li> <li>Contribution to the dissemination of decisions (laws, regulation, strategic papers)</li> <li>Advocacy for an acceleration of decision making)</li> <li>Mobilisation of resources to properly play their roles</li> </ul>	<ul style="list-style-type: none"> <li>Comply with decisions</li> <li>Comply with local realities</li> <li>Be precise in actions and provide necessary instruments</li> <li>Be accountable and hold other stakeholders to account (case of patents obtained through information from communities)</li> <li>Properly explain to communities decision making processes</li> <li>Ensure a sales service for hard investments such as machinery</li> </ul>
Good enough governance	<ul style="list-style-type: none"> <li>Fight against corruption</li> <li>Existence of transparent decision making, and information sharing and dissemination system</li> <li>Compliance with organisational arrangements (periodic meeting, alternation)</li> <li>Consider the views of the various sensibilities,</li> <li>Awareness on probity</li> </ul>	<ul style="list-style-type: none"> <li>Fight against corruption</li> <li>Establish more and more explicit implementing legislation</li> <li>Make legislative enactments accessible for communities to be aware of remedies</li> <li>Strengthen capacity in resources (human, material, financial),</li> <li>Initiate activities that</li> </ul>	<ul style="list-style-type: none"> <li>Fight against corruption</li> <li>Assist the Government in generating information</li> <li>Information of communities and investors on laws</li> <li>Facilitate the participation of stakeholders</li> <li>Coordinated response (synergies) between stakeholders to prevent</li> </ul>	<ul style="list-style-type: none"> <li>Fight against corruption</li> <li>Disseminate information on actions, benefits</li> <li>Certification/labelling of plantation forests</li> </ul>

		<p>help to generate reliable data on the available potential</p> <ul style="list-style-type: none"> <li>• Establish conflict management mechanisms</li> </ul>	<p>overlapping and distortions</p> <ul style="list-style-type: none"> <li>• Advocacy</li> </ul>	
Respect different values and embrace change	<ul style="list-style-type: none"> <li>• Publicize their own fundamental values</li> <li>• Respect their own values</li> <li>• Capacity to respect the values of other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Be open to take ecological specificities into consideration</li> <li>• Adopt the principle that all values are equal</li> <li>• Publicize their cardinal values</li> <li>• Prioritize values</li> <li>• Respect their own values</li> <li>• Capacity to respect the values of other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Promote experience sharing visits</li> <li>• Act according to the values of communities but not according to theirs</li> <li>• Harmonisation of approaches to prevent disturbing the social system.</li> </ul>	<ul style="list-style-type: none"> <li>• Publicize their fundamental values</li> <li>• Prioritize values</li> <li>• Respect their own values</li> <li>• Capacity to respect the values of other stakeholders</li> </ul>