

# Experiences and good practices in the use and application of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security

*This document presents, in original language, the inputs provided following the call for submissions to inform the global thematic event at the CFS 43<sup>rd</sup> session in October 2016. The following document provides an overview of those inputs: [CFS 2016/43/8- Experiences and Good Practices in the Use and Application of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security \(VGGT\) - Summary and Key Elements](#)*

## S62. GLOBAL: Learnings from Implementing Coca-Cola’s Land Rights Commitment

<b>Country(ies)/ Region(s)/ Organization/ Entity</b>	Global, with focus on 28 countries part of The Coca-Cola Company’s sugar studies
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<b>Brief description of the successful experience (including location, geographical coverage, main actors, main activities, timeframe)</b>	<p>In 2013, The Coca-Cola Company (TCCC) made a commitment to zero tolerance for land grabs. Since then, the Company’s work has centred on building internal knowledge and capabilities, establishing requisite policies, and engaging with NGO partners, bottlers and suppliers in working toward stronger and more consistent respect for land rights. In addition, as part of the commitment, the Company is undertaking 28 third-party country studies which focus on land rights, child labour and forced labour in the sugar supply chain, recognizing sugar as a commodity at risk globally for land rights issues. To date, TCCC has published five studies – Colombia, Guatemala, Honduras, El Salvador and Brazil – and studies currently underway include India, Mexico, Gabon, Ivory Coast, Congo and Cameroon.</p> <p>The Coca-Cola supply chain is extensive, and significant engagement is underway with supply chain actors to bring about greater transparency and accountability down to the farm. TCCC’s Supplier Guiding Principles (SGP) and Sustainable Agriculture Guiding Principles (SAGP) convey expectations to its suppliers across human rights, environment, and farming practices. The Company has integrated land rights into its supplier policies and developed specific guidance, including issuing guidance and a manager’s guide.</p>

	In addressing land rights, the Company is utilizing a multi-pronged due diligence approach. The studies are one important way for the Company to gather an understanding of the supply chain to better prevent or mitigate potential future violations, and also garner insights on the overall state of the industry. Central to this work is collaboration across the Coca-Cola supply chain as well as with other key government, civil society and other private sector actors
<b>Location</b>	Global (policy), 28 country sugar studies
<b>Geographical coverage</b>	Global (policy), 28 country sugar studies
<b>Main actors</b>	The Coca-Cola Company, Coca-Cola bottlers, suppliers/mills, sugar associations, civil society, government and private sector stakeholders, multi-stakeholder initiatives (i.e. Bonsucro)
<b>Main activities</b>	Policy development and execution, due diligence, third-party research (sugar studies), bottler/supplier training and engagement
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• TCCC's land rights commitment, November 2013</li> <li>• TCCC's land rights policy issued, February 2014</li> <li>• Global Land Rights stakeholder convening, Atlanta, GA, October 2014</li> <li>• Human Rights Manager's guide updated with land rights in August 2015</li> <li>• TCCC's Land Rights training for bottlers and suppliers, India, October-November 2015</li> <li>• World Bank Land Poverty Conference, participation in Land Rights panels, March 2014 and 2015</li> <li>• TCCC Human Rights Conference, hosted by USCIB, U.S. Chamber of Commerce, included focus on land rights, September 2015</li> <li>• Participation in UNGC Land Rights Webinar, October 2015</li> <li>• Joint Coca-Cola Brazil/Bonsucro stakeholder convening on sustainable sugar (included focus on land rights), October 2015</li> <li>• Sugar studies take approximately one year to complete; studies published: Colombia (March 2015), Guatemala (March 2015), El Salvador (December 2015), Honduras (December 2015), Brazil (February 2016); to be published by end of Q3 (Gabon, Ivory Coast, Congo and Cameroon)</li> </ul>
<b>Results obtained</b>	TCCC has identified a number of key areas for improvement including developing training modules that are relevant and accessible for employees, developing detailed supplier guidance on land transactions and developing detailed assessment and investigation materials. These efforts aim to mainstream the issue of land tenure throughout Company operations and to cascade throughout the supply chain. TCCC has developed various easy-to-use tools including the human rights mobile app which could be enhanced to provide broad access and relevant information on nuanced issues.

	<p>TCCC has integrated the topic of land tenure into due diligence activities related to new bottling plant sites as well as acquisitions. The easy to use tools facilitate an initial internal review of land risks associated with plant siting and next steps determined. If risks are flagged, next steps may be partnering with Landesa to complete more thorough due diligence and/or a process of FPIC.</p> <p>Through the sugar studies, we have been able to establish a better understanding of the status of land right risks and any issues to be addressed in our supply chain. We have discovered the majority of the mills supplying to TCCC do have legal documentation on tenure holdings but do not have a policy in place consistent with TCCC. Therefore, we have been actively engaging with these suppliers for them to update their policies as well as broader engagement with the sugar associations on land rights.</p>
<p><b>Key catalysts and factors that influenced the results</b></p>	<p>The country sugar studies provide an opportunity for TCCC to improve how we conduct land due diligence and how to engage our supply chain if issues arise. Broad stakeholder engagement has helped evolve the land rights portion of the studies, especially our close partnership with Landesa. Through our partnership, Landesa has completed training for the researchers, checklists and guidance for field visits, interview templates and consulted on findings. These tools and on-going engagement has improved our understanding, the methodology employed and ensured a more robust research outcome.</p>
<p><b>Constraints and challenges that were faced</b></p>	<p>Historical legacy land issues have been challenging to navigate and required strong engagement with various stakeholders. Our land rights policy is forward-looking, which has allowed us to constructively engage with suppliers and establish clear direction on our expectations and changes that need to occur.</p> <p>On the sugar studies, as we need the participation of the mills, one limitation of the methodology relates to the fact that the research and farm visits were made known in advance. However, the researchers have triangulated information received by the mills with the adjoining communities.</p>
<p><b>Good practices that helped to make the experience successful</b></p>	<p>Stakeholder engagement with civil society organizations is at the centre of the studies and it is an area we plan to develop further for future studies.</p> <p>A land rights specialist must be part of the third-party research team and develop specific tools (on-site checklists, questionnaires) that are land-tenure specific.</p> <p>Collaboration with others (civil society, government, private sector, multi-stakeholder initiatives) on land rights issues, and placing it in a broader context of sustainable sugar can help drive collective action (i.e. Brazil).</p>

	<p>In complex land tenure environments, training for Coca-Cola employees and bottlers on the fundamentals of land rights is key (i.e. India).</p>
<p><b>Quantitative aspects where available - estimate of the number of people, households and communities that have been positively affected by the successful experience</b></p>	<p>Quantitative results are to be determined; however, engagement through the studies yielded:</p> <ul style="list-style-type: none"> <li>• <b>Brazil:</b> Participation of 21 of 28 mills from which Coca-Cola sources, 120 farm visits, 929 workers interviewed; 111 stakeholders interviewed</li> <li>• <b>Colombia:</b> Participation of 6 out of 7 mills from which Coca-Cola sources, 12 farm visits, 75 workers interviewed; 30 stakeholders interviewed</li> <li>• <b>Guatemala:</b> Participation of 5 out of 5 TCCC mills, 50 farm visits, 579 workers interviewed; 17 stakeholders interviewed</li> <li>• <b>Honduras:</b> Participation of 3 out of 3 mills from which Coca-Cola sources, 30 farm visits, 254 workers interviewed; 16 stakeholders interviewed</li>   <li>• <b>El Salvador:</b> Participation of 2 out of 2 mills from which TCCC sources, 20 farm visits, 164 workers interviewed; 13 stakeholders interviewed</li> </ul>
<p><b>Link to additional information</b></p>	<ul style="list-style-type: none"> <li>• <a href="#">TCCC's Supplier Guiding Principles and Issues Guidance</a></li> <li>• <a href="#">TCCC's Sustainable Agriculture Guiding Principles</a></li> <li>• <a href="#">TCCC's Commitment on Land Rights</a></li> <li>• <a href="#">TCCC's Sugar Country Studies</a> (Colombia, Guatemala, Honduras, El Salvador and Brazil)</li> <li>• <a href="#">Building a Framework for Action: Progress on Coca-Cola's Country Studies</a>, Brent Wilton, December 2015</li> <li>• <a href="#">The Role of Human Rights Defenders in promoting corporate respect for land and environment rights</a>, Brent Wilton and Dave Bledsoe, November 2015</li> <li>• <a href="#">On the Road to Sustainable Sugar in Brazil</a>, Pedro Massa, February 2016</li> </ul>