

1 Multi-stakeholder dialogue tables in mining communities

Sustainable development is only possible with strong partnerships and institutional cooperation. In mining contexts, coordinated efforts between government, mining companies, and local communities are essential so that all parties work toward the same goal. However, lack of coordination stifles socio-environmental growth and limits strategic planning, challenges that municipalities are not always prepared to address.

One of the CISAL program's strategies was to establish multi-stakeholder discussions that could foster citizen engagement and institutional coordination with public and private organizations. We have referred to these spaces as multi-stakeholder dialogue tables.



Mayors from Ancash with mining companies at the CISAL Summit

A multi-stakeholder dialogue table is a management tool that gathers different development stakeholders to address issues that affect them.

Why do multi-stakeholder dialogue tables work in mining contexts?

1. They promote governance

There is an opportunity to strengthen democracy by managing a region's different interests. Local governments can enhance efficient and effective services for all communities through a multi-stakeholder mechanism. For example, municipalities can use a multi-stakeholder dialogue table to seek out alternative solutions to addressing water management issues.

2. They strengthen citizen engagement

These roundtables can promote conversations between citizens and groups with different points of views. They can offer vulnerable communities an opportunity to negotiate and participate in relevant discussions that affect the issues that matter to them.

3. They strengthen transparency and accountability

Any process where several public and private organizations come together for regional development fosters better transparency. These roundtables provide an opportunity for each party to pronounce their needs, interests, and positions concerning different topics and challenges on the local agenda.

4. They strengthen the relationship with key stakeholders

In some cases, local governments in mining communities do not have any kind of relationship with mining companies or the national government. In other cases, these relationships are limited. Multi-stakeholder dialogue tables work as platforms that recognize the different needs and interests of various actors and help them make progress towards reaching a consensus.

5. They build trust among different stakeholders

Once stakeholders have established relationships, these roundtables can work towards long-term coordination. This process leads to build trust among stakeholders, a key need towards achieving development results.

6. They foster the creation of a long-term vision of development

Reaching consensus among public, private, and community institutions in mining contexts can be a long, extended process, but it is essentially to identify and implement the type of local development that communities want.

The multi-stakeholder dialogue tables supported by CISAL



The Regional Coordination Table of Antioquia

The CISAL Project supported three types of multi-stakeholder dialogue tables.

Multi-stakeholder tables to coordinate with mining companies

Transparent dialogue is crucial to building trust and fostering participatory planning between various stakeholders. However, in mining regions, tensions and disputes can arise around natural resources like water or land.

For local governments, the ideal starting point is to serve as the voice of the community's interests and needs, to represent the community in talks with extractive companies. Peaceful, creative and participatory dialogue can help local governments manage tensions and conflicts and turn them into opportunities for transformation.

CISAL Experience

ANTIOQUIA, COLOMBIA

The Regional Coordination Table of Antioquia

In 2016, illegal mining led to a social, political and environmental crisis in the western region of Antioquia, Colombia. A multi-stakeholder table was created to serve as a space for safe, transparent dialogue between four different municipalities, the mining company Continental Gold, and the regional government.

Since then, this roundtable has fostered transparency and communication between the public and private sectors. It has allowed them to discuss issues that could otherwise lead to tensions among actors, and has become the place to coordinate investment opportunities in the region. For example, in collaboration with Continental Gold, the roundtable has helped support the region's value chain for coffee and other agricultural products and create jobs in the region.

This roundtable is an example of how a crisis can become an opportunity to coordinate investment opportunities with the mining company. In page 51, a case study shows main results from the Regional Coordination Table of Antioquia.

The Technical Table for the Development of Chumbivilcas

Chumbivilcas in Cusco, Peru, is a region with a mining presence that has made a large impact on the national economy. Despite this, Chumbivilcas is also a region with many social and economic needs.

In Chumbivilcas, a conflict between the mining company and its surrounding communities was addressed through a roundtable that included leadership from the central, provincial and local governments. Communities in the region felt that extractive development had a negative impact on their quality of life. Then, this participatory mechanism established guidelines to support public investment in the region, in order to rectify some of those issues.

As a result of this Table, investments were approved for the province's eight municipalities for 166 million soles, designated for educational, healthcare and infrastructure projects. It was an innovative experience, as it was the first time that eight municipalities in Peru coordinated the investments of the national government with a mining company in a same scenario.

CUSCO, PERU

Multi-stakeholder tables offer better services to communities

Latin America is home to the most urbanized cities in the world. According to reports from the United Nations, 81% of the Latin American population lives in cities. Given this context, one of the main challenges local governments face is to provide effective public services that respect the rights of all citizens³.

With this in mind, CISAL established two different tables to hold multi-actor discussions:

The Technical Roundtable for Solid Waste Management

Waste management is a challenge for all Peruvian municipalities. Only the biggest cities in Peru have landfills where garbage is collected. Even though regulations require local governments to have solid waste management plans, only 3% of municipalities have adequate infrastructure to treat solid waste.

In 2016, after a study tour to Capital Regional District, British Columbia, to understand the regional approach of a solid waste management system of 13 municipalities, the region of Ancash established a multi-stakeholder mechanism with the goal of finding joint solutions for solid waste management.

Through this multi-stakeholder initiative, five municipalities from Ancash (including mayors and technical officials) are seeking out alternatives to resolve a crucial problem that affects more than 200,000 citizens.

The Ministry of the Environment of Peru has endorsed this initiative, and has stated that it would be the first case in Peru in which several municipalities have taken a joint approach to solve the challenges of solid waste management.

This roundtable also contributed to putting the need to find joint solutions to this problem on the 2018 election agenda. As a result, new local authorities have continued this initiative and have appointed technicians to participate in this technical multi-stakeholder table, which now also includes the participation of different nationwide actors from academia and the public sector.

ANCASH, PERU

³ <https://www.un.org/development/desa/es/news/population/2018-world-urbanization-prospects.html>

The Water Dialogue Table

According to the Constitution of Colombia, the government must guarantee the right to access to clean and potable water. In La Guajira, however, a water shortage is affecting a region where over 50% of the population is indigenous. The Water Dialogue Table was created in 2017 as a multi-stakeholder mechanism to identify the region's main needs and potential solutions for accessing water.

The local government of Barrancas led the process that brought together 11 municipalities, two indigenous communities, the Cerrejon mining company and a number of representatives from the public sector and civil society organizations.

The process helped to build trust between all stakeholders and continued until the Ministry of Housing and Territory created a water management program called Guajira Azul, which was one of the products of the Water Dialogue Table. Between 2019-2022, the program will invest 200 million dollars to capture and store 70% of La Guajira's water.

Multi-stakeholder tables to promote economic development

Local governments can face challenges in finding alternatives and solutions to boost sustainable and inclusive economic growth. One of the biggest challenges of the new millennium is how local governments can contribute to reducing economic inequality. Multi-stakeholder tables are intended to remove politics and interference from the equation, so that creative solutions can be implemented that benefit communities and promote better opportunities for all.

Steering committees for local economic development (LED)

Most municipalities in Latin America don't plan or for the long term. Every four years the new elected officials come in and restart planning efforts, often disregarding or dismantling the work that came before them. CISAL has helped changed this situation through the design and development of local economic development plans that plan 10-years at a time.

LED steering committees are tables for coordinating and promoting the implementation of local economic development plans. Local governments lead the process and include social and business organizations that represent the community. Their primary function is to execute, monitor and evaluate LED plans.

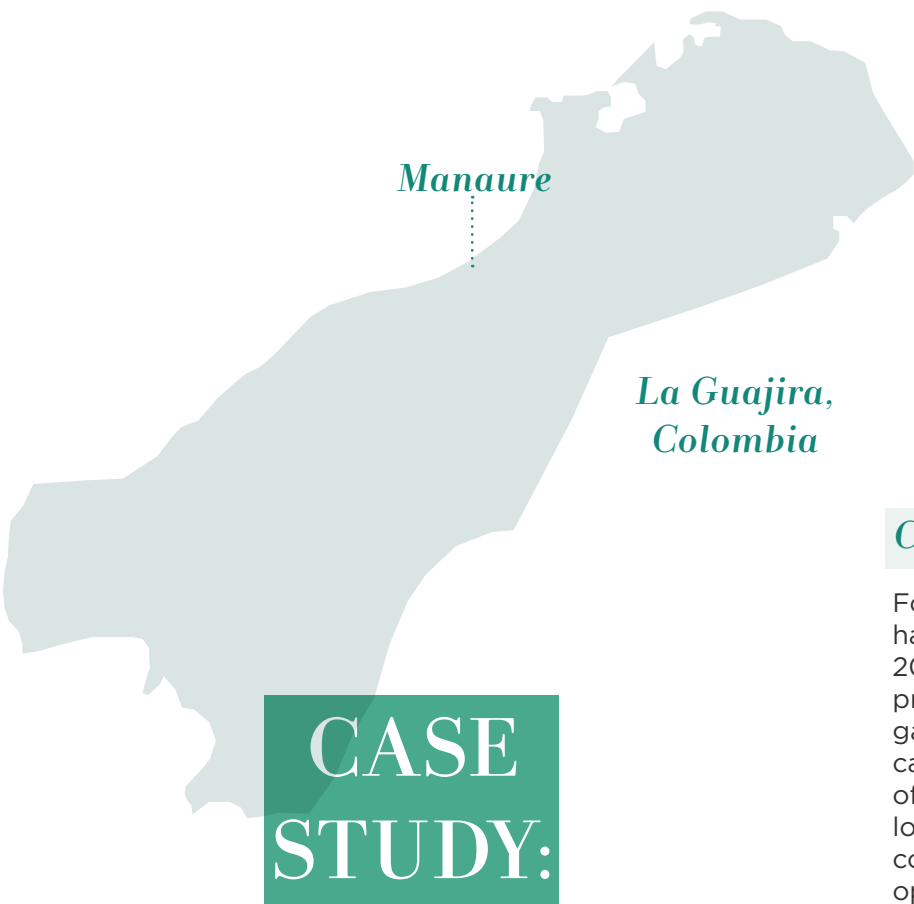
In the past three years, CISAL has contributed to creating 16 of these types of committees (see page 41 to learn more about how to plan for local economic development).

The Table for Tourism in Ancash

One of the main pillars of the economy of Peru is tourism. However, in Ancash, a beautiful destination, lack of formalization among service providers means that tourist dollars are being lost.

The Table for Tourism was established to design innovative alternatives on how to promote tourism in the region. The table included two municipalities (Independencia and Taricá), two rural communities (28 de Junio and Collón) and six private companies.

The Table designed the "Vive Ancash" tourism package, which combines experiential, cultural and environmental tourism for a 12-day stay in the region. The package promotes formal and specialized tourism, strengthening the capacities of all the service providers and communities involved. This package was implemented successfully in 2017 and 2018.



The Roundtable for the Development of the Salt Sector

In Manaure, Colombia, private companies, indigenous organizations and the local government needed a mechanism where each could express their needs, interests, and expectations about how to most effectively extract salt in the region.

Background

The Municipality of Manaure is located in the Alta Guajira region in northern Colombia, close to the Caribbean Sea. Home to over 100,000 people, the majority of its population is indigenous. For years, salt extraction has been the main source of its local economic development and the majority of its inhabitants extract or sell the resource, leading to a high dependency on the salt business.

Challenges

For over 30 years, salt mining was in the hands of the national government, and in 2000, Manaure was the country's main salt producer. In 2004, the Colombian government gave mining titles to a joint venture company called Salinas de Manaure (SAMA). Consisting of three indigenous associations and the local government of Manaure, one of SAMA's conditions was to contract out a private operator to handle the company's operations.

A series of different issues among the stakeholders of the salt value chain have negatively affected its production and operational development, resulting in a weakened local economy and the quality of life of the residents of Manaure. With its heavy dependence on the salt business, these issues affected the entire community and the industry's ability to guarantee development opportunities to all. In 2019, Manaure is one of the poorest municipalities of the northern part of Colombia.

Approach

With the support of CISAL, the local government established the Roundtable for the Development of the Salt Sector in Manaure (RDSSM), a participative mechanism for increasing the salt industry's contributions to the economic and social development of the region.

The RDSSM gathered national public institutions to meet with the mining company, civil society and indigenous communities, including artisans and the tourism industry. The Chamber of Commerce, the academia, the regional government, and the environmental ministry, also joined the Table to collectively envision, build, and establish a plan for the future for Manaure.

Methodology

A *Are the actors ready?*

Manaure was once known as the salt city of Colombia. However, assessments made by CISAL showed that coordinated, peaceful, and creative dialogues among actors from the salt value chain could help recover the trust in each other to start envisioning a new future.

Together with the local government of Manaure, the CISAL team identified leaders and representatives from the salt value chain. The second step was to meet individually with each of the actors to understand if they wanted to be part of a multi-stakeholder mechanism. They all agreed.

B *Study Tours to understand and connect*

In November of 2016, CISAL invited representatives from the local government, the indigenous communities, the private mining company, the tourism and artisan industry, and representatives from the Chamber of Commerce to learn about the experiences of the salt mines from Maras, Cusco in Peru.

The study tour to Maras was an opportunity to learn about different success stories of local economic development in the Latin American region. It was also an opportunity to share strategies about how to diversify and commercialize salt, add value to the product, and how to make a tourist attraction from a salt town.

In 2017, municipal experts from Elkford, British Columbia, shared good practices with members from the Manaure community, based on experience working with mining companies and First Nations communities.

These exchanges served as an incentive to analyze the development opportunities that exist in the region, and the importance of working together and having a shared vision.

C *The Roundtable for the Development of the Salt Sector*

Over six months, three plenary tables were held at the Cultural Center in the municipality of Manaure. The inaugural session established the objectives, methodologies, expectations, and rules of the table, and three technical roundtables were established: one to strengthen indigenous associations, another for local economic development, and a third focused on the environment.

A second plenary roundtable was held to share progress and follow up with each of the technical roundtables. At the last plenary roundtable, the technical roundtables shared their results, the commitments of the actors involved, and established the next steps.

D Stakeholders: Who is part of the Table?

Participants in the RDSSM included:

- the municipality of Manaure
- indigenous associations
- the mining company
- the Chamber of Commerce of La Guajira
- the National Service for Training (SENA)
- the National Competitiveness Commission of La Guajira
- the Regional Government of La Guajira
- the Ministry of Mines and Energy
- the Ministry of Environment and Development
- the University of La Guajira
- the National University of Colombia
- Chevron, a think tank called Guajira 360

E Who leads?

The CISAL program served as the RDSSM technical secretariat and was responsible for: calling meetings together with its different local, regional and national actors; organizing timelines and work schedules by roundtables; and following up on the agreed commitments.

Manaure, La Guajira



F Rules of the Table

Despite the tensions between actors and the presence of potential conflicts, the RDSSM and the technical roundtables were successful due to a series of rules that were set at the beginning of the process. The rules were sought to establish an environment based on respect and constructive dialogue.

Some of the agreed-upon rules:

- Controversial issues would not be included in the agenda, but instead be addressed in other dialogue tables.
- Anyone can change opinions and all opinions will be respected.
- The common good must rule over private interests.

G Technical Roundtables

Technical tables were established in order to address and structure technical and specific discussions with relevant actors.

The capacity-building roundtable for indigenous associations was responsible for connecting the indigenous associations with other regional and national institutions to identify and plan actions for strengthening technical and financial areas.

The local economic development roundtable got leaders from the municipality's economic sectors to meet with the La Guajira Chamber of Commerce, SENA and other key institutions. Their work focused on developing a tourism profile for Manaure together with the salt mining industry.

The environmental roundtable discussed how to improve the municipality's environmental practices. Led by the local government, this roundtable addressed issues such as minimizing the impact of salt extraction, informal mining and implementing good environmental practices in the salt ponds.

The main results of the RDSSM

1 After over 10 years of not using the salt ponds of the Waya Wayuu Indigenous Association, today, it is being extracted and is benefiting 875 indigenous families.

2 Three hundred indigenous women have been trained in good environmental practices. Today, the salt ponds are clean and free from plastic and garbage.



Salt in Manaure, La Guajira



Woman from the Chamber of Commerce of La Guajira, Colombia

3 The National University of Colombia documented the salt value chain, a subject that is under-represented in academic literature.

4 Women's associations, the Chamber of Commerce and SENA worked in collaboration to produce the value-added product of salt for cattle. Financing for this project was obtained from the General System of Royalties of Colombia.

5 Manaure was the host for the first International Salt Forum, which included different levels of government, gas and oil companies, and municipal experts from Canada.

A multi-stakeholder table was created for participatory development in order to establish a common and positive vision of the region, prioritizing salt and tourism as key economic industries and bringing different actors to work and coordinate for the development of Manaure.

Creating a space based on trust and respectful dialogue led to the positive transformation of the relationship between the main actors in conflict. By visiting Maras, and through the coordinated efforts of the technical roundtables, the different actors were able to recognize the opportunities, potential and challenges to diversifying and recovering the economy of their region. Most importantly, it became clear that it was necessary to work as a team and to coordinate with each other to reach that vision and redefine each actor's role in different development processes. Today, the local governments keep leading the development of the salt industry with the collaboration of local, regional and national institutions.

How local governments can lead a multi-stakeholder dialogue table

- First, local governments should identify the advantages and disadvantages of leading a multi-stakeholder dialogue table; based on what is identified, commit as a local government of leading the process in an institutional way. If it is best for the local government to not lead the table, it is important for a neutral actor to be involved that can bring actors to the table, ensure transparent communication and – if necessary – strengthen the negotiation skills of the actors involved.
- Create interest among different stakeholders to become involved in the process in a collaborative and constructive way so that all are willing to listen to each other to understand and meet different needs, interests, opinions and perceptions.
- Understand that beyond reaching agreements, these multi-stakeholder tables seek to generate knowledge and trust among their participants, from which point they can resolve problems, conflicts or make different types of agreements.
- Set an agreed-upon action plan that clearly identifies activities, deadlines, actions and responsible parties and that establishes a communication strategy to reach out on main results and development efforts. This helps build trust and strengthens the role of each actor.

Questions that can help guide multi-stakeholder dialogue tables:

Before

- What is the main objective of the multi-stakeholder dialogue table? Who can lead the multi-stakeholder initiative? What is the role of the local government?
- Who are the stakeholders? What are their needs, interests and perceptions? How can they be engaged? How can the participation of women be ensured?
- What methodology can be useful to achieve the objectives?
- How long would the table exist for? What would its budget be?

During

- What rules of the game will be made in the first meeting?
- How will decisions be made?
- What strategies will be implemented to keep actors committed and informed?
- Who are the champions of the table? How can they engage others?

After

- What roles and responsibilities will be agreed upon?
- How will the process be monitored and evaluated?
- Who will be responsible for sharing the roundtable's achievements and outcomes?