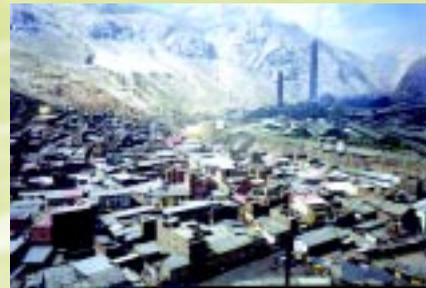


# Conflict, Consensus and Dialogue in the Mining Sector



***Indigenous Perspectives  
on Consultation***

***Multi-Stakeholders  
Processes in Peru***



***Bolivia - Learning  
to negotiate***

Contributors: Hernán Darío Correa, José De Echave and Norma González

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## Content

### **Presentation / 3**

by Patricia González and Cristina Echavarría



### **Perspectives / 4**

- **Dialogue Processes: Evolution and Stages,** by José De Echave
- **Prior Consultation as an Indicator of Sustainable Development,** by Hernán Darío Correa
- **Complex Conversations,** by Norma González



### **Research findings / 7**

- **Exploring Indigenous Perspectives on Consultation and Consensus**
- **Processes for Mining Impact Co-Management in Peru**
- **Negotiation and Decision Making for Mining Communities**



### **Experiences / 9**

- **Tambogrande: When the local community is against the project**
- **Tintaya: The conditions that made dialogue possible**



### **Resources / 11**

- **Books**
- **Documents**
- **Websites**

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# Conflict, Consensus and Dialogue in the Mining Sector

by Patricia González  
and Cristina Echavarría

The liberalization of economies and the flexibilization of legal frameworks in Latin America at the beginning of the nineties attracted a large amount of foreign investment to the region. In fact, in the field of mining investment, projections suggest that Latin America will attract almost a third of the global total between 2001 and 2007 (some 30,000 million dollars).

In consequence, the development of mineral exploitation has rapidly expanded into zones hitherto excluded from national development processes, generating conflicts over natural resource usage and access on those lands. Many of them are especially sensitive or vulnerable zones comprising fragile ecosystems, ecosystems of high bio-diversity, agricultural lands, zones belonging to traditional indigenous territories or ecosystems with a low carrying capacity, like deserts.

For example in northern Chile and southern Peru, mining, which is a big consumer of water, competes with rural and urban uses in a race that provokes the exhaustion and pollution of water resources and puts at risk the sustainability of whole regions and the livelihoods of traditional communities.

In these conflicts, the effectiveness of legal frameworks governing land rights and the use of natural resources, becomes relevant in their application to complex situations that arise in the context of this region characterized by true diversity. This can be seen in many situations where current regulations conflict with customary rights based on the ancestral mores of traditional communities.

Also, the disturbing inequities and crises of governance experienced by several countries of the region have given rise to growing demands by marginalized groups for a greater and more effective participation in decision making processes regarding projects and other activities which directly affect their well-being. Their demands focus on issues such as rights for access to and use of natural resources, the management of environmental and social impacts generated by mining activity in its various stages (past, present and future), and particularly on a more equitable share in benefits generated by the exploitation of natural resources.

Consequently the process of public management decentralization, together with the strengthening of community stakeholder institutions at local and regional levels pose challenges, but also offer valuable opportunities for the management of

conflict through dialogue and the search for agreement regarding the local and regional management of natural resources.

This publication offers informed opinions on the evolution of relations between stakeholders in Peru, the potential of prior consultation in Colombia as an indicator of sustainable development, and on communication challenges in the transformation of conflicts into opportunities for the evolution of our societies.

We also include some experiences and research findings, such as the emphatic “No” of communities to mining development in Tambogrande (Peru), the search for agreement on the co-management of mining impacts in Chichaycocha Lake in Sierra Central (Peru) and the Capasirca experience (Bolivia) which demonstrates that the strengthening of local capabilities is a prerequisite for sustainable negotiations. ■

## MPRI Objectives

The Mining Policy Research Initiative - MPRI was created in 1998 by the International Development Research Centre - IDRC/CRDI of Canada. It was conceived from the start as a multi-stakeholder initiative which would associate stakeholders and respond to demands for research identified by the mining stakeholder community. Its general objectives are three-fold:

1. “to support applied and participatory research on issues related to mining and sustainable development in mining regions and communities of Latin America and the Caribbean;
2. “to foster collaboration among different stakeholders in the sector, both within the region and with ones in other regions;
3. “and to improve the generation, accessibility and use of relevant information on the subject in the region.”

More information available on [www.iipm-mpri.org](http://www.iipm-mpri.org)



# Dialogue Processes: Evolution and Stages

by José De Echave\*

The growth of mining activity over the last decade has been accompanied by the appearance of many conflicts between companies and local communities. This is not something new in Peru or in the region: the history of Latin America's main mining countries shows that every time that mining activity has undergone a phase of accelerated expansion conflicts have occurred with surrounding communities who respond like ecosystem guardians in the face of an external stakeholder's arrival.

The development of recent conflicts linked to mining in Peru clearly reveals a lack of the capabilities and tools necessary for their appropriate management. As a result, in most cases it was not possible to find quick and effective solutions which could respond to the expectations of involved stakeholders.

However it must be emphasised that in recent years various efforts have been made to address this lack. In a first phase there were initiatives that can be categorised as actions on the part of individual stakeholders. Both communities and the companies themselves, and in some cases state organisms, have developed new and improved capabilities, strengthened or created organic structures and sometimes promoted initiatives aimed at a better preparation for dealing effectively with conflicts<sup>1</sup>.

Although these efforts are having some beneficial effect, they are still based on a rather unilateral vision of the conflict, in which actions and initiatives emanate from separate intervention strategies which do not necessarily have common objectives.

That is why it is important to emphasise what could be called a sec-

ond generation of initiatives<sup>2</sup> that, although still in an initial phase, represent an interesting path to follow. In the last two years spaces for dialogue have appeared which convene different interest groups related to mining. This is so in the case of spaces promoted by some regional commissions of the National Environment Council and the initiative of the Mining Dialogue Group<sup>3</sup> the aim of which is to provide practical experience in capacity building for stakeholders and generate trust among them. Together with these processes, which represent articulations at national and regional levels, the formation of specific consensus spaces in mining localities should also be noted, as in the case of the round-tables of La Oroya and in the area of influence of Antamina and Tintaya mines. The construction of these spaces, each with different characteristics and maturing processes, represents an attempt to generate new mechanisms and experience for addressing and managing conflict.

Ongoing experiences indicate that these spaces need to follow a ripening process to generate appropriate conditions for dialogue. The timely moment for constructing them would be when, for example, the community organizations are sufficiently strengthened with new and improved capabilities, with clear strategies and objectives, and when an equitable relationship with the other participants in the process has been established, especially with the companies<sup>4</sup>. So, it is essential to determine the appropriate moment in which to convene these spaces for engagement.

At the same time as dealing with immediate and specific issues these

processes must also aim at building a strategic vision of development with a shared agenda, in order to overcome the short term vision that has generally characterized relations between mining companies and communities. So the challenge at this stage is to move on from a situation where each stakeholder has a unilateral vision to the construction of a shared vision for development.

A key objective of these initiatives is to establish a real social contract for mining. Such a social contract has not existed during all these years of conflict and Peru's current legal and institutional framework has not been able to generate it.

The different interest groups involved in the mining sector are now beginning to accept that the risk of conflict in their zones of influence is a reality that has to be addressed. They are no longer trying to hide it, deny it or avoid it but are managing it by applying appropriate strategies and undertaking the enormous challenge of approaching it from a strategic development perspective. This challenge will be a key part of the mining agenda in Peru over the coming years. ■

\* Researcher responsible for the Mining and Communities Program of the Peruvian NGO CooperAcción.

1. *Organizational initiatives in communities and companies themselves, creation of ethical codes, social reporting, exchanges, etc.*
2. *Currently ongoing.*
3. *An initiative originating from non government organizations, in which diverse stakeholders have been participating: state representatives, mining companies, local authorities, international co-operation organisms, among others.*
4. *Because another objective is to break the pattern of bilateral relations between company and community by including other stakeholders, such as state bodies, different economic agents, diverse social organizations, academic institutions, professionals, non government organizations of the country concerned and of other countries, etc.*



# Prior Consultation as an Indicator of Sustainable Development

by Hernán Darío Correa\*

**P**rior consultation is a formally acknowledged right, an instrument for the social and political participation of indigenous peoples and ethnic groups and, at the same time, a strategic component of public multicultural and democratic policies in Latin America (ILO agreement 169). The degree to which these aspects have manifested themselves in national experiences has depended on the strength of social organizations, the political will and transparency of public institutions in charge of, or linked to, the issue, and in a few cases, on the conviction regarding the importance of some megaprojects' environmental and social legitimacy and, of course, on the state itself.

This triple dimension, political, legal and social, makes prior consultation a great indicator of the democratic nature of processes, of the pertinence and legitimacy of development plans and programs, and of the social, environmental and political quality of economic projects implemented in our countries and regions. So much so that it should become one of the human development indicators for the continent, at least for those countries with social and cultural diversity. This is justified because of the necessarily public content of the process and the social responsibility that it involves, both of which are complementary to its associated rights and responsibilities; and because it addresses, among others, issues related to the ethnic integrity of indigenous peoples, the environmental vulnerabilities and opportunities of particular regions, and the value of biological and cultural diversity in relation to a project or program. All of which are associated with the basis of Latin America's social fabric.

In consequence, the processes for the implementation of prior consultation need to be creative and address complex aspects such as the following:

Diverse but specific objectives, such as: a) To provide information about policies, programs and projects, and to reach agreement regarding their pertinence and feasibility; b) To instruct the state on how it must fulfil its duty to protect diversity and ethnic integrity; c) To adapt projects to the demands of interculturality regarding appropriate forms of social and environmental intervention and articulation at regional and local level, and forms of compensation, indemnity and participation, etc.; and d) To guarantee social and community participation in the creation and implementation of projects or programs, in their environmental management and in development in general.

To achieve such objectives, all prior consultation must include components such as: the mutual and public identification of stakeholders and their area of competence, appropriate forms of representation which guarantee the legitimacy and responsibility of their actions and respect for their cultural systems; fluid and effective communication among themselves and with the public; studies and research on the relevant issues; continuous, freely available, full information on all relevant issues; autonomous and/or shared ongoing reflection processes that contribute to the consultation process; and appropriate forms of shared decision-making and participation in the agreed activities.

As indicated above, prior consultation is a public process that unfolds naturally in stages which should be formalised by the participating par-

ties, for example: a) Public co-ordination among involved institutions and general planning of the prior consultation; b) Information concerning the social, cultural, economic and legal profiles of involved indigenous peoples and other parties with an interest in the project should be made available to all concerned; c) Public two way communication on the two previous stages in an intercultural form; d) Formal opening of the prior consultation process, which takes place in a formal meeting between authorities and representatives of the parties and the state (government and control organisms), and the production of public protocols covering the consultation's pertinence, agreements on procedures and participating stakeholders; e) Prior consultation development, based on diverse activities as appropriate in each case such as meetings, workshops, visits, generation and sharing of information, research, evaluations and studies, among others; f) Shared decision-making on proposals outlined in the previous stages. In this stage declarations are formalised on the pertinence, and feasibility or not of the project, and if necessary, on the adaptations, compensations and the required indemnities, support for life plans and /or local development projects, and on the commitments and responsibilities of each party, etc.; g) Making protocols on the agreements and applying instruments for their implementation: minutes, regulations, official concepts, com-

➡ follows in p. 6

\* Social and environmental consultant, Colombia.



# Complex Conversations

by Norma González\*

Consensus and dialogue processes can be seen as different forms of communication aimed at shared decision-making on public issues. In my experience, these are difficult forms of interaction because of the substantive matters involved which become increasingly complex and controversial. The technical, political and civil perspectives on these issues tend to be very different, which does not necessarily result in conflict. On the contrary, if they are approached and dealt with appropriately these differences can stimulate a search for better long term solutions.

Another difficulty that tends to be a frequent cause of these processes getting bogged down or failing lies in power relationships. The asymmetries existing in macro power that we all know about present an enormous challenge. However, as popular educators in the past realised, process facilitators see more and more that these relations can also be reinforced, questioned or transformed in the micro-spaces of consultation or agreement building. As in the

street the power of the many can sometimes overcome economic or military power, so in these micro-spaces a capability for dialogue or argumentation can crack the dominant power of certain ideas or institutions.

However, from the perspective of communication, the most important challenge in these processes is to deal appropriately with the emotional dynamics that all human relationships involve. These dynamics, exacerbated in situations of conflict, tend to be neglected in contexts that are still managed principally by male mentalities for which fear, distrust, compassion or anger are considered as matters not to be spoken about in public.

These complex dynamics of reason, emotion and power take different forms in each case, in each context. Although the people concerned may be meeting for the first time, history and prejudice may have been preparing the stage on which these dynamics will come into play, giving the event a particular tone. Process facilitators know that in these

cases an accumulation of theoretical knowledge is of no use without an ability to improvise with discernment when faced with the unpredictable behaviour of people, groups or communities. However, as with jazz, underlying the best improvisations are long practice, meticulous study and careful preparation.

Manuals cannot provide all the necessary knowledge when the issue is to develop experiential capabilities such as the ability to listen, to put oneself in the other's place, to disentangle conflicts and to create. The best school was, is and always will be, practice. My suggestion for improving these conversation capabilities, either for gathering information on stakeholder interests or for establishing a basis for agreement on complex or controversial matters, is that we return to the old practice of talking sense and paying attention to the dynamics of reason, emotion and power. Sharing decision making implies facing this double challenge: to foster civil participation and at the same time acknowledge its full complexity. Taking these dynamics into account in all their magnitude and subtlety can become a tremendous force for democratic transformation. ■

\* *Researcher and facilitator, specialist in communication and conflict management.*

comes from p. 5

mitments, forms of intercultural regulation, etc.; and h) Follow-up phase: feedback and adjustment of commitments based on results.

The process is based on public principles such as: the legitimacy of the process and stakeholders; the scope and transparency of the process itself in terms of the effective participation of all involved and their equitable access to information and to the means of generating it; the intercultural and bilingual character of planned activities; the unity and integral nature of issues and interlocutors' contributions; and the timeliness of activities and information.

These components are fundamental. Their absence, or irregular presence, helps to explain the negative experiences that prior consultation has met with in recent years. This period, at least in Colombia, has seen a decrease in the use and application of this instrument, evidencing indigenous peoples' difficulties in advancing within democracy but also reflecting the economic, political and developmental crises in countries of the region. The relegation of prior consultation to the background in government policy making; the often informal relations between indigenous organizations and their leaders with public or private

bodies at national, regional or local level; the absence of policies for its integral application; and its improvisation, simulation or only partial application, are all concrete forms of wasted opportunities for contributing to the design and construction of sustainable development paths and alternative globalization processes in regions and territories with culturally diverse populations that still know how to reproduce social systems in rich, complex and fragile ecosystems such as paramos, punas, inner Andean valleys, savannahs and rainforests that are essential for the sustainability of a region or country. ■



## Exploring Indigenous Perspectives on Consultation and Engagement

*The project objective was to explore indigenous perspectives on appropriate decision making processes regarding mining projects on or near ancestral lands.*

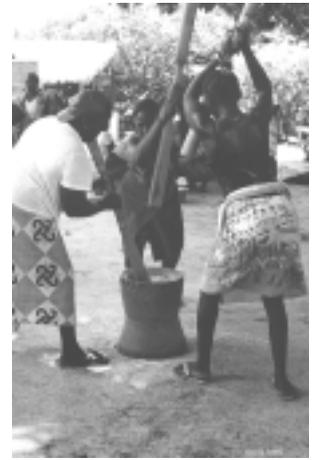
It took place in Guyana and Colombia, and in spite of the diversity of peoples and contexts involved, common fundamental elements were found:

- Firstly, indigenous peoples insist that they are not just another “stakeholder” to be consulted, they are rights holders whose identity, autonomy and cultural survival is inextricably linked with their relationship to the land.
- Secondly, impartial decision making, without imposing the dominant culture, concepts and processes over those of indigenous peoples, is only possible with a genuine acceptance of differences and the development of intercultural processes.
- Thirdly, the critical minimum pre-conditions for effective dialogue include: recognition of land rights; free, prior and informed consent; and where there is consent for a project to go ahead, negotiation of agreements and partnership-building.
- Finally, with the aim of re-establishing balance instead of the existent power asymmetries, the participants in the project proposed: 1) the strengthening of indigenous institutions; 2) the strengthening of government’s capacity and institutions in the promotion and protection of indigenous’ rights and in overseeing consultations and negotiations with mining companies; and 3) that mining companies should respect indigenous peoples’ perspectives and their right to free, prior and informed consent.

The project conclusions also include additional research subjects, involving the participation of indigenous peoples, which are necessary for achieving the stated objectives.

This project was funded by IDRC Natural Resource Management’s MINGA Program, and implemented by North South Institute, Ottawa, Canada; Amerindian Peoples Association (APA), Georgetown, Guyana; and the University of Antioquía, Medellín, Colombia. ■

Guyana – Gran Santi, separating the wheat from the chaff. (Source: COICA)



### Project Documentation

- General information: [http://network.idrc.ca/ev\\_en.php?ID=3099\\_201&ID2=DO\\_TOPIC](http://network.idrc.ca/ev_en.php?ID=3099_201&ID2=DO_TOPIC)
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- Cutting-Edge Policies on Indigenous Peoples and Mining: Key Lessons for the World Summit and Beyond. Weitzner, V. The North South Institute 2002-08. [http://network.idrc.ca/uploads/user-S/10335585770weitzner\\_mining\\_eng.pdf](http://network.idrc.ca/uploads/user-S/10335585770weitzner_mining_eng.pdf)
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- Exploring Indigenous Perspectives on Consultation and Engagement within the Mining Sector of Latin America and the Caribbean (LAC). A Research Proposal submitted to IDRC’s MPRI. [http://network.idrc.ca/ev\\_es.php?ID=4135\\_201&ID2=DO\\_TOPIC](http://network.idrc.ca/ev_es.php?ID=4135_201&ID2=DO_TOPIC)

## Processes for Co-Management of Mining Impacts in Peru

*The central objective of this project was to generate conditions for viable shared decision-making processes among Peru’s different mining sector stakeholders in order to achieve an environmental management plan within a sustainable development approach.*

The study included an analysis of different dialogue experiences in La Oroya, Yanacocha, Huarmey, San Marcos, Tintaya and specifically in the case of Chinchaycocha Lake, Sierra Central, which was es-

tablished as the project’s area of intervention.

An assessment of the conflicts studied in the first four cases shows that power asymmetry and the weakness of local organizations have prevented the



establishment of genuine spaces for shared decision-making. In these cases a strategy of confrontation and resistance on the part of affected communities was predominant. Dialogue spaces proposed or accepted by the companies or the state had limited duration and viability due to mistrust generated by asymmetry in the influence of different stakeholders on them.

In the cases of Tintaya and Chinchaycocha Lake more progress in engagement processes can be seen. In spite of the obstacles present in each of them, both cases represent important advances in the joint diagnosis of problems and in the determination of strategies to address them.

The study and systematisation of these experiences led to the conclusion that the rejection by local communities of decisions imposed by central government reflects the need for an institutional mechanism to facilitate free and informed prior consultations that respect the community's preferred development options.

This context reveals the limitations of state participation as a stakeholder that does not allow conflict asymmetries to be overcome and questions companies' cost-benefit policies based in essence on control strategies.

Present conditions offer a greater possibility for viable multi-stakeholder processes to deal with conflict through institutional channels, going beyond ad hoc procedures set up by some local governments and by the national government.

This requires a strengthening of stakeholders' institutionality in order to facilitate their empowerment; a change in the state's role making it more inclusive, transparent and equitable; as well as legal mechanisms which guarantee the legal certainty of agreements and respect the culture and dynamics of stakeholders, thus making the agreements feasible and sustainable.

Finally, it is essential to extend and deepen the use of conflict transformation approaches and methodology, especially in societies such as Latin American ones with enormous inequalities and violence of a structural nature.

This project was financed by MPRI/IDRC and implemented in Peru by CooperAccion Solidarity Action for

Development, the Economic Research Group (ECO) and the Analysis Group for Development (GRADE). ■

### Project Documentation

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- Final Report: <http://www.iipm-mpri.org/biblioteca/index.cfm?action=ficha&lang=eng&cod=168>
- Applying lessons learned from Canadian multi-stakeholders processes to the current Peruvian situation. By Ginger Gibson; <http://www.iipm-mpri.org/biblioteca/index.cfm?action=ficha&lang=eng&cod=182>
- Improvement of roundtable process in Lago Chinchaycocha, by Norma González; <http://www.iipm-mpri.org/biblioteca/index.cfm?action=ficha&lang=eng&cod=183>
- Records of local workshops and international seminars, as well as presentations made at the International Seminar on Roundtable Processes and Local Development in Mining Zones (Lima, November 2003). The complete list is available at: <http://www.iipm-mpri.org/proyectos/index.cfm?action=proyecto&cod=6&lang=eng>

## Negotiation and Decision Making for Mining Communities

*The project's objective was to promote and facilitate the consultation of all parties and democratic community participation in multi-sector decision making processes in mining areas, through the improvement of communities' negotiating abilities.*



Bolivia – Women informing themselves. (By Cristina Echavarría. Source: MPRI/IDRC)

“Any action should necessarily involve the strengthening of local organizations, so that in the near future they can become public spaces for collective and democratic action”, concludes the research report.

The following elements arose from a study made by this project in the mining districts of Capasirca and Atocha, in Bolivia:

- Limited experience of communities in negotiation. Social organizations and the community as a whole have not fully developed their ability to negotiate with the government or with private com-

panies, due to the prevalence of improvisation.

- Lack of information. In general, the community and/or labour union organization enter a negotiation without sufficient information on the relevant problem.
- Persistence of old patterns in union behaviour which emphasise confrontation in relations between their organizations and the government or private companies.

➤ follows in p. 9



## Tambogrande: When the local community is against the project

*The case of Tambogrande, in Peru, has become nationally and internationally significant by highlighting the importance of having the local population's support from the beginning of a mining project, showing the limitations of current legislation for participation, and by questioning the marginalization of municipalities in decision making and the system for governing the access to and environmental management of resources by mining activities.*

In the year 2000 the Manhattan company began the exploration of a mining concession of 10,000 hectares in Tambogrande and San Lorenzo Valley, in the north of the country. An irrigation system built in 1953 had transformed 57,373 hectares of uncultivated dry forest into an agricultural zone in the hands of 7,988 small tenant farmers organised in producer associations and in two rural communities.

The mining project involved three large open pits, the resettlement of 8,000 people, the daily extraction of 20,000 MT. of mineral, the use of 400 litres of water per second, and the diversion of the Piura river<sup>1</sup>. In addition, there were risks of water pollution and of an increase

in the severity of environmental disasters associated with El Niño, particularly serious in a very fragile ecosystem, as well as the potential loss of employment due to mining related pollution in one of the richest and most productive agricultural valleys of the country.

The inhabitants took the view that the above mentioned risks were too high when compared with the possible benefits of mining activity, which would generate around 350 jobs and an income in local taxes of approximately 3.7 million dollars a year, in a valley that already produces an income of 42 million dollars a year, provides employment for 15,000 producers and has an environmental economic value of 1,878 million dollars.



Tambogrande – Lemon production.  
(Source: CONACAMI)

All this motivated community mobilization involving political pressure and violent clashes, as happens in many cases in the region. But the municipality and the Defence Front of Tambogrande, seeing that the project was proceeding unaltered, decided to resort to a referendum which is allowed for in Peruvian Law. In June 2002, with a 73% turnout of

➤ follows in p. 10

1. The project had a projected life of around 10 years for the exploitation of gold, silver, copper and zinc.

➤ comes from p. 8

- The need to process past conflict and negotiation experiences with the aim of producing new proposals and patterns that can guide actions in the future.
- Finally, inadequate preparation of the negotiation process, which has contributed to the failure of negotiations and resulting frustration.

As the relationships in negotiation are asymmetrical, the consequences of improvisation and circumstantial decisions have a much greater effect on the party with less economic, political and social power.

This project was financed by IDRC and implemented by the NGO CoDevelopment (CoDev), Canada, the Centre for the Promotion of Min-

ing (CEPROMIN), Bolivia, and the Maria Elena Cuadra Movement of Employed and Unemployed Women (MEC), Nicaragua. ■

### Project Documentation

- General Information:  
[http://network.idrc.ca/ev\\_en.php?ID=3110\\_201&ID2=DO\\_TOPIC](http://network.idrc.ca/ev_en.php?ID=3110_201&ID2=DO_TOPIC)
- Experiencias comunitarias de negociación en comunidades mineras de Bolivia. Los casos de Atocha y Capasirca. By Natalia Camacho Valderrama. Published by Centro de Promoción Minera (CEPROMIN), La Paz, 2002. 75 pages.  
Website: <http://www.cepromin.org.bo/conflictos.htm>
- Comunidades mineras construyendo su desarrollo. Guía para facilitar un proceso transformador. Published by CoDev. 148 pages.



## Tintaya: The conditions that made dialogue possible

*An initiative promoted and supported by NGOs accompanying the weak local stakeholder in implementing a strategy for negotiating with the company regarding problems that provoke conflict. Its objective is to strengthen the community's ability to manage these problems and reach viable agreements with legal certainty for the parties.*



*Participating in Tintaya's roundtable  
(By Diego Nebel. Source: Oxfam)*

The Tintaya mining company<sup>1</sup>, owned by the Peruvian state, began operations in April 1985. It was privatised in the nineties, first passing into the hands of the American Magma Copper Company, and later to Australian BHP, which subsequently merged with British owned Billiton.

Its operations in Espinar involved some cases of direct expropriation by the Peruvian state of lands belonging to rural communities and land sales in which communities acted under pressure and without appropriate advice. From 1996 the communities began to present demands regarding the validity of transactions that had been made and to object to environmental impacts generated by mining operations. This

situation attracted the attention of the National Co-ordinating Committee of Communities Affected by Mining (CONACAMI) and of local organizations themselves which, with advice from NGOs such as OXFAM America, the Canadian Environmental Law Association (CELA) and the Environmental Mining Commission of British Columbia (EMCBC), supported the affected communities.

In February 2002, after a series of studies and with the agreement of all parties, a process of dialogue began with the aim of resolving identified conflicts. The establishment of this dialogue roundtable represents an experience almost unknown and unused by communities. Underlying this

process, among other aspects, is the need to strengthen community organization, the search for partnerships, the compilation of a technically supported report which shows the real magnitude of conflicts and the identification of opportunities at an international level for bringing pressure to bear on mining companies.

It is noticeable in this experience that different stakeholders have organised themselves to face the challenge of the Table. By a process of consensus they have identified the priority issues which are then dealt with in committees on land, environment, human rights and sustainable development. These committees have generated concrete results: (1) Land: several pieces of land have been identified and bought for the relocation of some families of the Tintaya Marquiri community. There has also been progress with the "relocation with development" project, under which the transfer of land is accompanied by the implementation of a development plan by the community. (2) Environment: joint monitoring has taken place to make a base-line diagnosis. (3) A plan of action has been initiated to deal with situations of environmental risk as they arise and drinking water is being delivered to communities. (4) Finally, a report on human rights violations has been made by the Legal Defence Institute (IDL). ■

1. Tintaya produces concentrated copper and copper cathodes. It is located in the province of Espinar, about 260 km from Cuzco and Arequipa and 4,100m above sea level.

↳ comes from p. 9

the district's electors, 93% voted NO to the project and 1,28% YES.

In spite of this rejection, Manhattan invested in a publicity campaign and the government arranged for public hearings in November 2003 in Tambogrande, Piura and Lima to evaluate the environmental impact study presented by the company. Tambogrande's inhabitants again mobilized, this time against what they saw as a pretext to authorise the project, and in the event, the public hearings did not take place.

On 10th December 2003, Centro-mín Peru informed Manhattan that the contract had been cancelled due to project development requirements not being met. ■

### New Conflicts

In the northern Peruvian zone of Lagunas de Huarinas there is an attempt to exploit gold and copper. This is being opposed by the rural inhabitants due to pollution of their rivers and cattle. The Andean zones of Piura and Cajamarca have joined the resistance. In Tamborapa Pueblo, the IMP Peru SAC company erected a sign saying that agriculture and mining walk together towards development, but the inhabitants knocked it down some hours later. This took place in April last year after the first meeting of local mayors opposing mining activity, attended by mayors of the province and the districts of San Ignacio, Jaen, Huanacabamba and Ayabaca.

(Source: CONACAMI)



## Books

### ■ **Conflicto y Colaboración en el Manejo de Recursos Naturales en América Latina**

Compiled by Rolain Borel and Daniel Buckles.  
Published by University for Peace, 2002.  
Available at: <http://idrinfo.idrc.ca/archive/corpdocs/117881/cyc.pdf>

### ■ **Cultivating Peace: Conflict and Collaboration in Natural Resource Management**

Editor: Daniel Buckles.  
Published by CIID/IDRC, 2000.  
Available at: [http://network.idrc.ca/ev\\_en.php?URL\\_ID=27961&URL\\_DO=DO\\_TOPIC](http://network.idrc.ca/ev_en.php?URL_ID=27961&URL_DO=DO_TOPIC)

## Articles and Documents

### ■ **Improving Public Participation in EIA Process of Mining Projects.**

Project financed by MINGA/IDRC and IIPM/IDRC.  
Final Report: <http://www.iipm-mpri.org/biblioteca/index.cfm?action=ficha&lang=eng&cod=127>

### ■ **Building partnerships: key elements of capacity building. An exploration of experiences with mining communities in LA.**

Article by Ginger Gibson.  
Published by CoDev, Canada.  
Available at:  
[http://www.iiied.org/mmsd/mmsd\\_pdfs/033\\_gibson.pdf](http://www.iiied.org/mmsd/mmsd_pdfs/033_gibson.pdf)

### ■ **Interculturalidad y Tratamiento de Conflictos Socioambientales en la Era Neoliberal: Una introducción a experiencias en el Bosque Amazónico**

Article by Pablo Ortiz-T. on socio-environmental conflicts in multicultural contexts, although not necessarily mining ones.  
Available at:  
[http://www.upsq.edu.ec/info/congresoan/ec\\_ortiz.html](http://www.upsq.edu.ec/info/congresoan/ec_ortiz.html)

## Websites

### ■ **Conflicto y Cooperación en la gestión de recursos naturales (GRN)**

(Conflict and Co-operation in Natural Resource Management)

CyC is a research program on conflict and collaboration processes in natural resource management in Latin America and the Caribbean. It provides research scholarships, has the support of the International Development Research Centre (CIID/IDRC/CRDI) within the MINGA initiative and is administered by the University for Peace  
(<http://www.upeace.org/cyc/>).

### ■ **CooperAcción, Mining and Communities Program**

This NGO works directly in several mining zones of Peru accompanying communities in the building of consensus and participation processes that generate environmental, economic and social equity.  
<http://www.cooperaccion.org.pe>

### ■ **Observatorio Latinoamericano de Conflictos Ambientales**

(Latin American Environmental Conflict Observatory)

Advises communities in conflict with a view to strengthening their management capabilities; monitors environmental conflict and develops instruments for its management; researches into issues related to environmental protection and civil rights and disseminates the results; promotes methodological transference in conflict management.  
<http://www.olca.cl/oca/index.htm>

***“... the process of public management decentralization, together with the strengthening of community stakeholder institutions at local and regional levels pose challenges, but also offer valuable opportunities for the management of conflict through dialogue and the search for agreement regarding the local and regional management of natural resources.”***

***Patricia González and  
Cristina Echavarría, MPRI / IDRC***



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