

Dialogue and Governance

of natural resources in Peru

24 representative breakthroughs



Partnerships for Dialogue: Preventing Social Conflict over the Use of Natural Resources
Project Report 2012 - 2015

DIALOGUE AND GOVERNANCE OF NATURAL RESOURCES IN PERU

24 representative breakthroughs

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In order to avoid the graphic overload involved in using the Spanish o/a form to indicate the existence of both sexes, we have chosen to use the classical masculine gender in the understanding that the use of this gender always represents everyone, male and female, clearly covering both sexes.

Acronyms and Abbreviations

AAA:	Water Management Authority	FECONAT:	Federation of Native Communities of Alto Tigre
ACR:	Regional Conservation Areas	FEDIQUEP:	Indigenous Quechua Federation of the Pastaza
ACODECOSPAT:	Cocama Development and Conservation Association San Pablo de Tipishca	FEMUCARINAP:	National Federation of Indigenous, Native, and Women Farm Workers and Artisans of Peru
AECID:	Spanish Agency for International Development Cooperation	FENAMAD:	Native Federation of the Madre de Dios River and Tributaries
AIDSESP:	Interethnic Association for Development of the Peruvian Jungle	RBM:	Results-based management
ALA:	Local Water Administration	GDMDs:	Dialogue, Mining and Sustainable Development Group
AMPE:	Association of Municipal Governments of Peru	GDL:	Latin American Dialogue Group
ANA:	National Water Authority	IWRM:	Integrated water resources management
ANGR:	National Assembly of Regional Governments	GORE:	Regional government or governments
BCRP:	Central Reserve Bank of Peru	GRAM:	Mining Reflection and Action Group
IDB:	Inter-American Development Bank	GTI:	Inter-agency Technical Group on Cultural Heritage and Interculturality
CAM:	Municipal Environmental Commission	GTPI:	Working Group on Indigenous Policies
CAR:	Regional Environmental Commission	G7:	Group of Seven (Germany, Canada, United States, France, Italy, Japan and United Kingdom)
CARC:	Center for Conflict Analysis and Resolution of the PUCP	IDE:	State Density Index
CCP:	Peruvian Farmers Confederation	HDI:	Human Development Index
ECLAC:	Economic Commission for Latin America and the Caribbean	IIEE:	Extractive Industries (Spanish acronym)
CEPLAN:	National Center for Strategic Planning	IFC:	International Finance Corporation (of the World Bank)
CMM:	World Mediation Congress	CEMI:	Corrective Environmental Management Instrument
CNA:	National Agrarian Confederation	INEI:	National Institute of Statistics and Information Technology
CONAP:	Confederation of Amazonian Nationalities of Peru	JNE:	National Jury of Elections
CPAP:	Country Program Action Plan	MAIS:	Alternative Indigenous Social Movement of Colombia
CRS:	Catholic Relief Services	MC:	Ministry of Culture
CTEE:	Technical Committee on Ethnic Statistics of the INEI	MEF:	Ministry of Economy and Finance
DP:	Office of the Ombudsman	MEM:	Ministry of Energy and Mines
DRA:	Regional Environmental Directorate	MIDIS:	Ministry of Development and Social Inclusion
DREM:	Regional Directorate for Energy and Mines	MIMP:	Ministry of Women and Vulnerable Populations
EIA:	Environmental Impact Assessment	MINAGRI:	Ministry of Agriculture and Irrigation
EITI:	Extractive Industries Transparency Initiative		
ETI:	Independent Technical Study		
FAO:	United Nations Food and Agriculture Organization		
FECONACO:	Federation of Native Communities of Corrientes		

MINAM:	Ministry of the Environment	SERFOR:	National Forestry and Wildlife Service
MINEDU:	Ministry of Education	SERNANP:	National Service for State-Protected Natural Areas
MININTER:	Ministry of the Interior	SINAPREGC:	National System for the Prevention and Management of Social Conflicts
MINJUS:	Ministry of Justice and Human Rights	SINEFA:	National Environmental Oversight and Evaluation System
MINSA:	Ministry of Health	SLGA:	Local Environmental Management System
OAAS:	Advisory Office on Socioenvironmental Affairs	SNGA:	National Environmental Management System
OHCHR:	Office of the United Nations High Commissioner for Human Rights	SNMPE:	National Mining, Petroleum, and Energy Society
SDG:	Sustainable Development Goals	SPDA:	Peruvian Society for Environmental Law
OT:	Land Management (Spanish acronym)	SPH:	Peruvian Hydrocarbons Society
OEFA:	Environmental Oversight and Evaluation Agency	SRGA:	Regional Environmental Management System
OGGS:	General Office of Social Management	UARM:	Universidad Antonio Ruíz de Montoya
ILO:	International Labor Organization	UDEP:	Universidad de Piura
WHO:	World Health Organization	UNAM:	National University of Moquegua
ONAGI:	National Office of Internal Government	UNAMAD:	National University of Madre de Dios
ONAMIAP:	National Organization of Andean and Amazonian Indigenous Women of Peru	UNAMBA:	Micaela Bastidas National University
ONDS:	National Office for Dialogue and Sustainability	UNAP:	National University of the Peruvian Amazon
NGO:	Non-governmental organization	UNCA:	National Union of Aymara Communities
PAHO:	Pan American Health Organization	UNESCO:	United Nations Educational, Scientific and Cultural Organization
EWRS:	Early Warning and Response System	UNFPA:	United Nations Population Fund
GDP:	Gross Domestic Product	UNFV:	National University of Federico Villarreal
PCM:	Presidency of the Council of Ministers	UNI:	National University of Engineering
PNP:	Peruvian National Police Force	UNICEF:	United Nations Children's Fund
UNDP:	United Nations Development Programme	UNMSM:	Universidad Nacional Mayor de San Marcos
PPK:	Peruvians for Change	UNP:	National University of Piura
PUCP:	Pontifical Catholic University of Peru	UNS:	National University of Santa
REDAT:	Early Warning Networks for the Prevention of Water Conflicts	UNAS:	National University of San Agustín
REMURPE:	Network of Urban and Rural Municipal Governments of Peru	UP:	University of the Pacific
RENIEC:	National Registry of Identification and Civil Status	UPCH:	Cayetano Heredia University
RET:	Early Warning Networks of the MINAM	UPGC:	Conflict Management and Prevention Unit of the ANA
RNLS:	National Network of Social Leaders	USMP:	Universidad San Martín de Porres
ROF:	Regulations for Organizations and Functions	USAID:	United States Agency for International Development
SEIA:	National Environmental Impact Assessment System	VMI:	Vice Ministry of Interculturality
SENACE:	National Certification Service for Sustainable Investments		

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United Nations Development Programme



Foreword

A significant global consensus exists that responsible natural resource management involves creating conditions for sustainable development. In this regard, the United Nations Conference on Sustainable Development, Río+20, states that effective and proper use of natural resources “offers the opportunity to catalyze broad-based economic development, reduce poverty, and help countries comply with internationally agreed development goals.”¹

Latin America and the Caribbean possess abundant natural resources, and the economic benefits from their use have produced sustained economic growth. At the same time, the extraction and exploitation of those resources have paradoxically set off many social conflicts, revealing that governments require stronger capacities in order to facilitate dialogue, foster shared vision-building, and implement public policies that promote sustainable management of extractive activities.

The Peruvian state has been making a major effort since 2012 to strengthen institutions for promoting democratic dialogue² as a mechanism for the prevention and management of conflicts over the use of natural resources. In this scenario, the United Nations Development Programme (UNDP), in coordination with the Presidency of the Council of Ministers and the support of the Government of Canada, has been implementing the **“Partnerships for Dialogue Project: Prevention of Social Conflicts in the Use of Natural Resources”** with a view toward strengthening both democratic and natural resource governance.

According to the UNDP Strategic Plan 2014–2017³, there is a crucial need to “reinforce policy, legal, and regulatory frameworks” for natural resource management, and to “foster agreement among stakeholders and support peaceful [and responsible] governance processes that advance shared national goals.” In this context, the UNDP Strategy for Supporting Sustainable and Equitable Management of the Extractive Sector for Human Development⁴ promotes “mitigating socio-environmental impacts; establishing strategies to diversify production,” and strengthening “social and environmental sustainability and the prevention and management of conflicts.”

Partnerships for Dialogue has accordingly targeted its technical assistance to not only strengthen institutions for dialogue, but also to address the underlying structural causes of the conflicts in order to turn them into opportunities for development. This has entailed promoting natural resource governance processes, specifically social conflict prevention and management (at the national, regional, and local levels), responsible use of natural resources (with emphasis on environmental evaluation, supervision, and oversight), interculturality and indigenous rights (prioritizing prior consultation and indigenous participation), analysis of gender and conflicts (through diagnoses and empowerment of women leaders), and a stronger proactive role of civil society.

“Dialogue and Governance of Natural Resources” presents 24 representative breakthroughs promoted by the Partnerships for Dialogue project under the leadership of its counterparts and describes the main lessons to be drawn from these processes. It is our belief that they offer a valuable contribution to the new government effort.

We thank the various institutions and organizations involved for their trust and commitment, and the Government of Canada for its support in strengthening the country’s democratic and natural resource governance. UNDP will continue to work with the state in promoting sustainable natural resource management and fostering participation and dialogue in development processes.

María del Carmen Sacasa

United Nations Resident Coordinator and UNDP Resident Representative

1 Resolution 66/288 approved by the United Nations General Assembly. Available at: <http://goo.gl/klUI21>

2 Democratic Dialogue. A Handbook for Practitioners. Available at: <http://goo.gl/rnR8x9>

3 UNDP Strategic Plan 2014–2017. Changing with the World. Available at: <http://goo.gl/8V2r7C>

4 UNDP’s Strategy for Supporting Sustainable and Equitable Management of the Extractive Sector for Human Development. Available at: <http://goo.gl/sV5KMi>

Embassy of Canada

Foreword



Peru and Canada are mining countries and energy suppliers that believe in building a culture of inclusive dialogue for the green and sustainable growth of their economies.

As a result, Canada has been working closely since 2012 with the National Office for Dialogue and Sustainability (ONDS) of the Presidency of the Council of Ministers and with the United Nations Development Programme (UNDP) to help Peru's national, regional, and local governments, civil society, and private sector manage social conflicts associated with natural resource use. It has contributed 6.69 million Canadian dollars to those efforts through the project presented in this report. The main objective of that project is to support the ONDS's work of institutionalizing dialogue as the principal social conflict management tool within the framework of the law of prior consultation and of equitable and sustainable development strategies. Respect for cultural diversity is an essential part of inclusive and responsible governance, constituting a source of strength and fostering social cohesion.

Canada feels highly satisfied with the project's achievements and the lessons learned from its collaboration with the ONDS and UNDP. It wishes to draw particular attention to groups that support the vital role of women and of indigenous communities in preventing, resolving, and managing social conflicts and in protecting the most vulnerable elements of society from labour and sexual exploitation. The contributions of women and of indigenous peoples are key elements in Peru's economic, social, and cultural development, and should play an important role in the decision-making process. Canada has always strongly defended gender equality in international forums. In April 2016, it was elected to the United Nations Commission on the Status of Women for the 2017-2021 period and will take advantage of this membership to promote equal participation by men and women in decision-making at all levels, political, economic and social, and to reduce gender inequality in access to and control of resources and the benefits of development.

Governance requires a state to be close to its citizens and calls for good territorial organization. The state needs to support the implementation of inclusive public policy measures approved by the people. Only with governance and peaceful pluralism, together with respect for diversity and the environment, will Peru be able to move ahead with the 2030 Agenda for Sustainable Development and toward membership in the OECD.

Canada wishes to reiterate its commitment to continue working with Peru on consolidating efficient and democratic institutions that are capable of undertaking the structural reforms needed to achieve the sustainable and inclusive development to which every Peruvian man and woman aspires.

Gwyneth Kutz

Canadian Ambassador to Peru and Bolivia

National Office for Dialogue and Sustainability



Foreword

The following report on the project, “Partnerships for Dialogue: Prevention of Social Conflicts over the Use of Natural Resources” offers valuable and important information about the results of joint state, civil society, and international development cooperation efforts.

For our part, we can testify to having received the project’s invaluable support from the very outset for the rollout, implementation, and consolidation of the National Office for Dialogue and Sustainability (ONDS).

The ONDS is widely known to have emerged in a context marked by the outbreak of the Conga (Cajamarca) and Espinar (Cusco) social crises that left the country in a precarious situation toward the end of July 2012.

This led President Ollanta Humala’s administration to re-evaluate its strategy for redressing social conflicts and to introduce changes for redirecting its efforts. It was with this perspective in mind that a “Dialogue Cabinet”, was announced, led by well-known democrat Juan Jiménez Mayor, and the ONDS was created with Vladimiro Huaroc at the helm to implement a new approach and strategy for tackling the country’s social conflicts.

Ever since that moment, Partnerships for Dialogue has accompanied the ONDS in its efforts to prevent and manage social conflicts. Priority was placed on dialogue and peaceful solution, as an effort was made to recover the people’s trust and ensure respect for basic rights, private investment, and social progress with the intervention of the state.

Emblematic examples of these joint efforts include experiences with native communities in the Amazon basins of the Pastaza, Tigre, Corrientes and Marañón Rivers; the support of regional governments through the ANGR-ONDS-UNDP platform; support for publication of the monthly Willaqniki report; backing for the proposed National System for the Prevention and Management of Social Conflicts (SINAPREGC), and assistance for holding a variety of national and international events.

All of these breakthroughs are part of the efforts aimed at consolidating democratic governance, endowing the country with political viability and stability, strengthening its institutions, and building citizen consensus and, in general, democratic values, for which the promotion of peaceful solutions and guarantee of the fundamental rights of citizens are of vital importance.

José Ávila Herrera

High Commissioner of the National Office for Dialogue and Sustainability
Presidency of the Council of Ministers

Partnerships for Dialogue Project



Foreword

The variety of experiences outlined in this document demonstrate the efforts of public, private, and civil institutions to build and strengthen an institutional architecture for positioning multi-stakeholder dialogue as a tool for conflict prevention and management, social learning, and bringing together the state, companies, and citizens in Peru.

Partnerships for Dialogue has aided these efforts by promoting a comprehensive and multisectoral state response for addressing social conflicts and their structural causes, placing special emphasis on natural resource governance. This has helped strengthen processes for the right to prior consultation, indigenous participation, participatory environmental oversight and monitoring, gender equality in natural resource management, among others.

Partnerships for Dialogue recognizes the efforts of its counterparts in these same areas and today, although much remains to be done, the country possesses legal and methodological instruments, action guidelines, institutionalised dialogue mechanisms and forums, together with empowered stakeholders, to ensure the sustainability of this progress and contribute to its reinforcement.

At the same time, we must draw attention to the challenges that still need to be urgently addressed. One of these --if not the most important-- is the approval of the National System for the Prevention and Management of Conflicts, a crucial step towards inter-sectoral and coordinated efforts to address our country's complex social conflicts. We must also continue to monitor compliance with the agreements reached in the different dialogues between the state, the private sector, regional governments, the citizens, and other stakeholders.

We in Partnerships for Dialogue are pleased to pass on to you the knowledge generated and the lessons drawn from this experience --one of the first in Latin America to tackle this complex issue.

Luis Francisco Thais

Coordinator of the UNDP Project, "Partnerships for Dialogue: Prevention of Social Conflicts over the Use of Natural Resources"



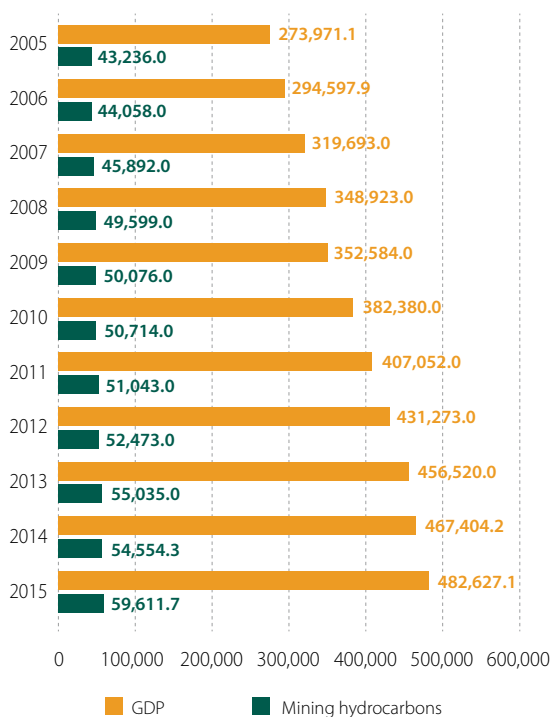


Dialogue Context

Conflict in a Scenario of Expansion

During the past decade, Peru was the second fastest growing country of the 40 in Latin America and the Caribbean. As a result of that expansion, the nation's gross domestic product (GDP) increased 76% during the 2005-2015 period, rising from 274 billion to 483 billion new soles.

Mining and Hydrocarbon Sector Share of the GDP, 2005-2015 (million S/)



Source: Peruvian Central Reserve Bank.

The extractive industries, mainly mining and hydrocarbons, were responsible for an average 13.4% of this expansion curve, with sector exports doubling from US \$10,187 million to US \$20,891 million. Complementing this panorama, the monetary poverty of the population fell from 58.7% to 23.9% between 2004 and 2013.

At the same time, however, extractive activities have played a key role in a sizeable number of social conflicts, precisely at sites benefitting the most from the influx of revenue produced by this industry (taxes and royalties), with high poverty rates being reached despite the social progress of recent years. Many challenges still remain to be met there with respect to building trust between the people, state, and extractive sector and creating a shared vision of the role of extractive industries in development.

Peru's radical turnaround over the past one and a half decades, together with its problems in translating its growth into well-being, also involves a shift in thinking about the country's development: first, because the main obstacle to development today is not the scarcity of financial resources, and second, because extractive activities, one of the most important drivers of growth, cannot be viewed as a neutral factor in the development formula. Despite undeniable improvements in certain social indicators, poverty and inequality clearly continue to exist, raising questions about the progress of recent years.

Most of the social conflicts recorded by the Office of the Ombudsman since 2004 are "socio-environmental"--associated with "control, use and/or access to the environment and its resources"--but also involve political, economic, social, and cultural factors.⁵ Subsequent studies have corroborated these findings⁶, concluding that in cases of probable contamination only 17% of the communities were interested in dialogue and renegotiation of commitments, reflecting their mistrust of private investment or possible state supervision.

In any event, many of the causes of conflict are associated with subjective aspects that are not readily evident. **Now, more than ever, this situation calls for dialogue as a tool to promote participation, build trust, and reach consensus on responsible natural resource use and for generating the necessary conditions for ensuring sustainable human development.**

5 Office of the Ombudsman. *Los conflictos socioambientales por actividades extractivas en el Perú*, 2007. (Available at: http://www.defensoria.gob.pe/modules/Downloads/informes/extraordinarios/inf_extraordinario_04_07.pdf).

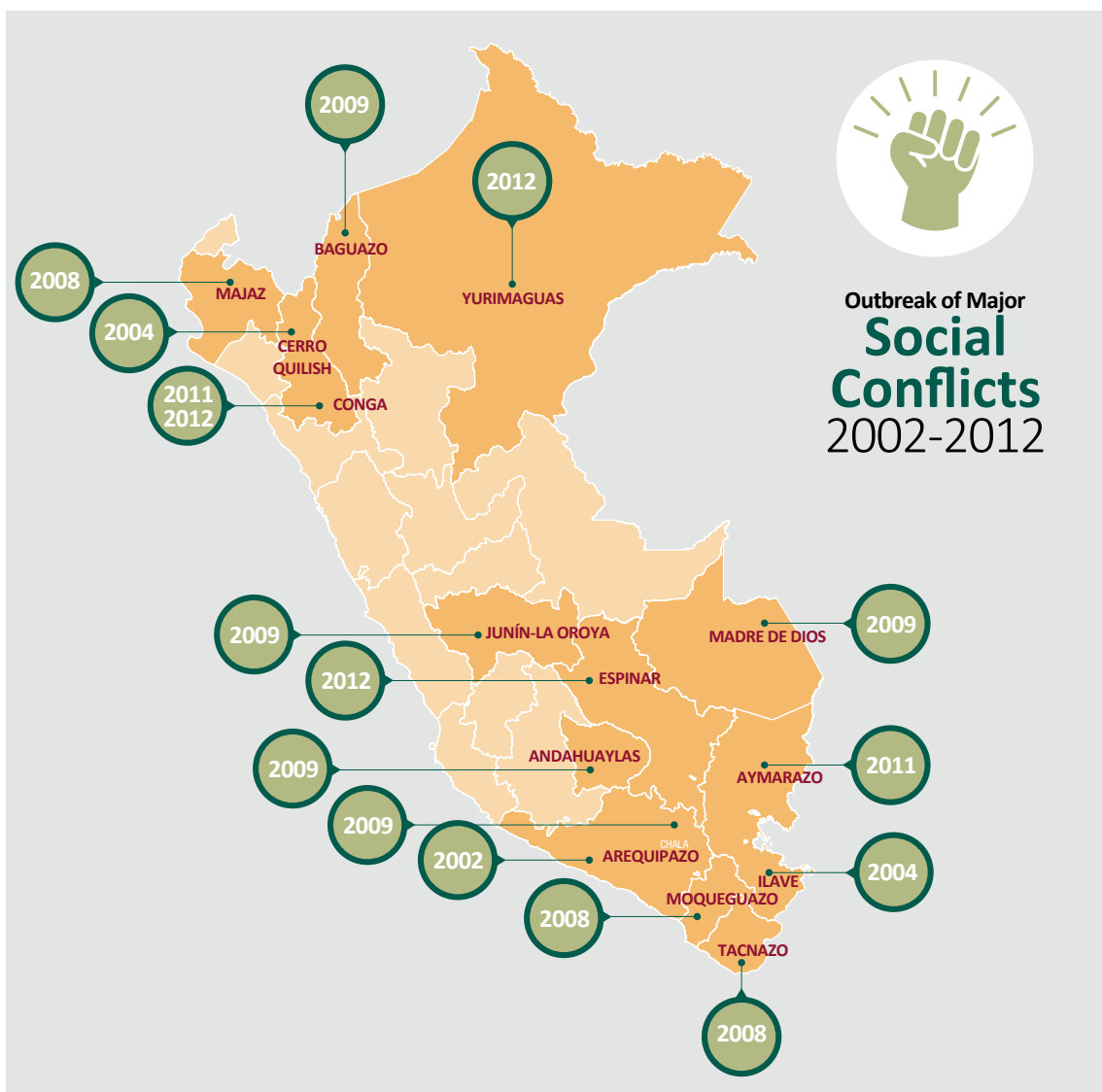
6 Becerra, Denisse and Belaúnde, Sandra. *Ranking de conflictos: guía de detonantes por región*, 2013. (Available at: <http://perueconomico.com/ediciones/80/articulos/1457>).

Management of Social Conflicts

Institutions for Socio-environmental Conflict Prevention and Management

Notwithstanding all the tasks still pending, the Peruvian state has clearly gone through an important learning process in social conflict management. Initially, --starting with the "Arequipazo" in 2002-- , large-scale conflicts were addressed only after they had already broken out. But as time passed, the public

sector developed capacities for managing conflicts and planning their prevention. Little by little, efforts toward achieving fuller institutions materialised with the creation of conflict prevention and management offices in each sector of the national government and a growing number of regional governments.



Source: Database of the National Office for Dialogue and Sustainability (ONDS)

Nonetheless, social conflicts follow their own rationale and dynamics. Less than a year into President Ollanta Humala's term of office saw the beginning, in August 2011, of a new upward trend in the numbers and sheer volume of major social conflicts. While protests in Conga and Espinar, the most emblematic of that period, even led to moments of political crisis, they also mobilised reflection and action by different actors in the country.

In a speech delivered before the European Parliament⁷, President Ollanta Humala expressed the government's willingness to alter the state's approach to social conflicts arising out of extractive activities. The main lines of that new approach consisted of strengthening environmental and sustainable development policy measures, promoting a policy of responsible natural resource use –particularly water–, and building a new relationship between the state and mining companies. This new relationship was to make it possible to “include communities in the areas of influence of mining activities,” and to “address legitimate uncertainties and concerns the population may have” in a “transparent [and] participatory way, with dialogue as the main [conflict resolution] instrument.”

The first indication of this intention to change was the comprehensive restructuring of the Social Conflict Management Office (OGCS) of the Presidency of the Council of Ministers with the support of UNDP and international cooperation, resulting in the creation and implementation of

the National Office for Dialogue and Sustainability (ONDS). **The treatment of social conflicts would now be given a dialogue profile and would be based on a direct rapprochement with the stakeholders in order to reach significant, lasting consensus.** It was in this spirit that the possibility of incorporating new actors, such as the extractive companies and civil society organizations, in dialogue processes and social conflict management began to be considered.

Another important factor at play as the ONDS was created was the energy needed to make the change as quick and profound as possible. With the adoption of the conflict resolution through dialogue approach, –a policy directive driven above all by the PCM– the various dimensions in which different actors –not only the State– needed to intervene could be visualised from the conflict's very onset. This made it a dual challenge, as it entailed “transforming conflicts” in a context characterised by the absence of political parties and sufficiently robust social actors, a state with little presence in the different national territories, and a business sector with somewhat hazy notions about its role in the country's development.

The action of state agencies committed to dialogue and conflict prevention, and now endowed with greater capacities for coordinated and articulated management, results in a heightened state presence in conflict zones, providing solutions that promote sustainable development in a framework of social peace and democratic governance.

Milestones in Public Response to Social Conflict

Formation of institutional architecture for conflict treatment



PRESIDENCY OF THE COUNCIL OF MINISTERS (PCM)

SOCIAL CONFLICT MANAGEMENT OFFICE (OGCS)

- ➔ **2004** Creation of the Strategic Analysis and Prevention of Social Conflicts Unit (UAEPCS) by Ministerial Resolution N° 248-2004-PCM
- ➔ **2006** Formation of the Multisectoral Commission on the Prevention of Social Conflicts through Ministerial Resolution N° 380-2006-PCM and creation of the National Center for Strategic Planning (CEPLAN)'s Conflict Analysis Unit (UAC)
- ➔ **2007** Incorporation by the PCM Coordination Secretariat of the function of “coordinating and carrying out actions for the prevention and settlement of conflicts” through Supreme Decree N° 063-2007-PCM
- ➔ **2009** Amendment of Ministerial Resolution N° 380-2006-PCM to make it more robust through Supreme Decree N° 056-2009-PCM

⁷ Speech of President Ollanta Humala before the European Union in Brussels, June 2012. (Available at: <http://www.presidencia.gob.pe/discurso-del-presidente-de-la-republica-ollanta-humala-tasso-durante-su-presentacion-en-el-parlamento-europeo>).

- **2010** Amendment of the PCM Bylaws on Organization and Functions through Supreme Decree N° 010-2010-PCM, creating the Social Conflict Management Office (OGCS), through which the state attributes more importance to conflicts and aims at their inter-sectoral treatment

NATIONAL OFFICE FOR DIALOGUE AND SUSTAINABILITY

- **2012** Creation of the National Office for Dialogue and Sustainability (ONDS) to replace the OGCS, through Supreme Decree N° 106-2012-PCM
- **2013** Launching of the initiative to create the National System for the Prevention and Management of Social Conflict (SINAPREGC)
- **2013** Establishment of five macro-regional ONDS offices

MEASURES CONCERNING INFORMAL MINING

- **2012** Legislative Decree N° 1105, which establishes provisions for formalizing artisanal and small-scale mining activities, and formation of a supervisory commission
- **2013** Ministerial Resolution N° 116-2013-PCM, designating the High Commissioner on Mining Formalization



OFFICE OF THE OMBUDSMAN

- **2004** Launching of a monthly report on social conflicts
- **2006** Establishment of the Conflicts Unit
- **2009** Creation of the Office of Deputy Ombudsman for Social Conflict Prevention and Governance



MINISTRY OF ENERGY AND MINES (MEM)

GENERAL OFFICE OF SOCIAL MANAGEMENT

- **2005** Establishment of the MEM General Office of Social Management (OGGS), an advisory body attached to the Presidency of the Council of Ministers
- **2005** Amendment of MEM Bylaws on Operation and Functions through Supreme Decree N° 066-2005-EM, creating the OGGS
- **2006** Establishment of the Working Committee to implement the "Extractive Industries Transparency Initiative" (EITI), through Supreme Decree N° 027-2006-EM
- **2011** Creation of the Permanent Multisectoral Commission for the Monitoring and Supervision of Transparency in the Use of the Resources Obtained by the State for the Development of Extractive Mining and Hydrocarbon Industries, through Supreme Decree N° 028-2011-EM



MINISTRY OF THE ENVIRONMENT (MINAM)

- **2001** Approval of Law N° 27446, Law on the National Environmental Impact Assessment System
- **2004** Approval of Law N° 28245, Framework Law of the National Environmental Management System
- **2005** Approval of the General Environmental Act through Law N° 28611
- **2008** Creation of MINAM through Legislative Decree N° 1013, which approves the law on the creation, organization, and functions of MINAM
- **2008** Establishment of the Advisory Office on Socio-environmental Affairs (OAAS) of MINAM, the ministry created two years earlier through Legislative Decree N° 1013
- **2009** Approval of the Bylaws for the Law on the National Environmental Impact Assessment System, through Supreme Decree N° 019-2009-MINAM
- **2010** Empowering of OAAS with the project, "Support for MINAM's Implementation: Strengthening of Capacities for the Prevention, Management and Transformation of Social Conflicts of Environmental Origin," put into operation by UNDP
- **2014** Approval of the Guidelines for Recording and Sending the Report on Early Warning of Socio-environmental Conflicts, through Ministerial Resolution N° 079-2014

ENVIRONMENTAL OVERSIGHT AND EVALUATION AGENCY (OEFA)

- **2008** Creation of the Environmental Oversight and Evaluation and Supervision Agencies (OEFA), through Legislative Decree N° 1013 (Law on the Creation of MINAM)
- **2009** Creation of the National System of Environmental Oversight and Evaluation in charge of OEFA, through Law N° 29325
- **2013** Passage of Act 1815-2012-PE, amending Law 29325, Law on SINEFA, and Law 28611, General Environment Act, which promotes the strengthening of institutions, fosters good environmental practices, and establishes suitable mechanisms for implementation of OEFA resolutions
- **2014** Approval of Resolution of the Chairman of the Board of Directors N° 114-2014-OEFA/PCD reinforcing OEFA socio-environmental conflict management action and establishing two coordination bodies: (1) Coordination of the Systematic Organization of Information on and Investigation of Social Conflicts, and (2) Coordination of Conflict Management and Compliance with Socio-environmental Commitments



MINISTRY OF AGRICULTURE AND IRRIGATION (MINAGRI)

- **2014** Creation of the Department of Irrigation Management and Dialogue under the General Directorate of Intergovernmental Coordination – GDAL. (Amendment of Bylaws through Supreme Decree N° 008-2014-MINAGRI).

NATIONAL WATER AUTHORITY (ANA)

- **2008** Creation of the ANA by Legislative Decree N° 997 approving the MINAGRI Organizational Law and Functions
- **2010** Creation of the National Water Authority, whose powers include intervention in the management of social conflicts arising from the use, control, and/or exploitation of water resources (Legislative Decree N°997 del 2008)
- **2014** Creation through Administrative Resolution N° 243-2014-ANA of the Conflict Prevention and Management Unit, which became Latin America's first specialised unit on water conflicts



MINISTRY OF CULTURE

- **2010** Creation of the Ministry of Culture (Law N°29565).
- **2011** Publication of the Law on the Right to Prior Consultation of Indigenous or Native Peoples, Recognised in Convention 169 of the International Labour Organization (ILO), Law N° 29785
- **2014** Formation of the permanent working group responsible for coordinating, proposing, and following up on public policies that involve indigenous peoples and/or require a participatory intercultural approach between representatives of the Deputy Minister for Interculturality and the indigenous peoples (Ministerial Resolution N° 403-2014-MC)



MINISTRY OF THE INTERIOR (MINITER)

- **2006** Elimination of prefectures and sub-prefectures, replacing them with governors (Law N° 28895).

NATIONAL INTERNAL GOVERNMENT OFFICE (ONAGI)

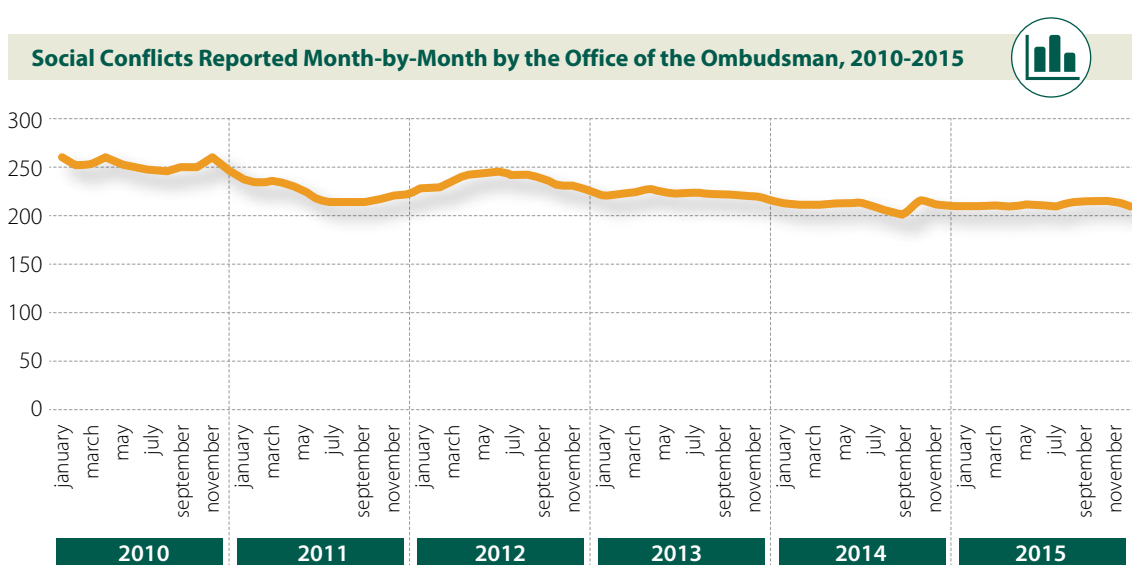
- **2012** Creation of ONAGI by Legislative Decree N° 1140

Points to Highlight

Office of the Ombudsman. It is important to underscore the work done since 1996 by the Office of the Ombudsman, a constitutionally autonomous body and a pioneer in the prevention and management of social conflicts and the promotion of democratic dialogue in Peru. The Office of the Ombudsman currently has a Deputy Ombudsman's Office for Social Conflict Prevention and Governance, whose function is to contribute to the peaceful solution of social conflicts by investigating their

underlying problems, carrying out actions for social conflict monitoring, analysis, management and follow-up on agreements, and designing reliable mechanisms for addressing conflict.

Prior Consultation of Indigenous Peoples. Implementation of the Right to Prior Consultation of Indigenous or Native Peoples is one of the most important milestones presented in this document. James Anaya, former United Nations Special Rapporteur on the Rights of Indigenous Peoples, indicates that as a result of extractive activities,



Source: Office of the Ombudsman.

different indigenous peoples of Peru have suffered devastating social and environmental impacts without obtaining sufficient benefits from those activities in exchange.

Anaya explains: "Due to this situation, there has been a high level of discontent and mistrust by indigenous peoples toward the state and the extractive industrial sector, which has resulted in numerous acts of protest and confrontations. Despite these negative experiences, it is worth noting that the indigenous peoples of Peru have not expressed a position of outright rejection of extractive activities, but, rather, have emphasised the need for their rights to be respected in this context."⁸

On December 5, 1993, Peru ratified Convention N°169 of the International Labour Organization (ILO), which entered into force on February 2, 1995. However, the Law on the Right to Prior Consultation of Indigenous or Native Peoples (Law N° 29785) was published only recently, on September 7, 2011, and Supreme Decree 001-2012-MC approving its bylaws was not adopted until April 2, 2012. Implementation of Prior Consultation of Indigenous or Native Peoples in Peru is being currently promoted by the Ministry of Culture's Office of the Vice Minister for Interculturality, created in July 2010, which is the governing authority on matters of interculturality and the inclusion of indigenous or native peoples.



Dialogue is indisputably the fundamental tool for ensuring the continuity of democracy. But dialogue is not something that can be accomplished in just any way or circumstance. It must contain democratic elements --in other words, it must be dialogue that is legitimate, transparent, and participatory, in which problems can be addressed constructively and in a collaborative way.





Rolando Luque, Deputy Ombudsman for Social Conflict Prevention and Governance, Office of the Ombudsman

Trust-Building. Trust is decisive in improving the context for extractive activities and management of the resources obtained from them. In this regard, the Extractive Industries Transparency Initiative (EITI)⁵ is worthy of special note. Peru joined EITI in 2005 through the Ministry of Energy and Mines, becoming the first Latin American country to form part of the initiative to date. EITI has been implemented in Peru since 2005 through a tripartite

⁸ Report of the United Nations Special Rapporteur on the Rights of Indigenous Peoples, James Anaya. "La situación de los derechos de los pueblos indígenas en Perú, en relación con las industrias extractivas", May 2014. (Available in: <http://unsr.jamesanaya.org/docs/special/2014-special-report-mission-to-peru-a-hrc-27-52-Add-3-sp-auversion.pdf>).



 In Peru, economic growth and development are based on people's trust in their authorities, which means that we have the obligation to guarantee that citizens participate actively in all decisions made on their behalf.
 

Patricia Balbuena, Former Vice Minister for Interculturality, in the Ministry of Culture

national committee made up of representatives of the state, extractive industries, and civil society.

The initiative seeks to ensure the use of criteria of transparency in the payments made to governments by mining, oil, and gas companies and in the revenues that governments receive from those companies, so that they can be used for development purposes. In February 2012, Peru became the first country in Latin America to obtain certification as being EITI-compliant in transparency.

It is also necessary in this regard to draw attention to the work of ONDS in promoting dialogue and building trust in the context of its approach of transforming conflicts into opportunities.

Dialogue Groups. Dialogue-enhancement efforts are being advanced by various initiatives to strengthen relations between the state, companies, and civil society, and to generate multi-stakeholder dialogue forums. The Dialogue, Mining, and Sustainable Development Group (GDMDS), for example, congregates several organizations to promote the creation of forums and agendas for intercultural dialogue on mining and its relationship with environmental protection and sustainable development.

Current Scenario. Despite progress, many challenges are gaining increased importance in a

context of slowing economic growth and falling international mineral prices, with the result that revenues produced by the extractive sector are dwindling, as governments continue to experience problems with the transfer of those revenues at the local level. All of this gives shape to an environment of potential social instability that jeopardizes the viability of new extractive ventures, estimated at a cost of US \$58,346,000⁹, that are necessary for the nation's economic growth and development. Fortunately, new state institutions have been proliferating over the past fifteen years in the area of social conflict prevention and management, with significant advances being recorded over the last five years.

UNDP has been collaborating with the Peruvian government since 2009 on strengthening the country's conflict prevention and management institutions. Initially, UNDP managed the Programme to Support a Culture of Peace and Strengthening of National Capacities for Conflict Prevention and Management, implemented by PCM and funded by the European Union.

Later, in 2012, UNDP launched the project "Partnerships for Dialogue: Prevention of Social Conflicts over the Use of Natural Resources" in coordination with PCM and with the financial support of the Government of Canada. The project is designed to strengthen existing institutions and support the development of others not yet in existence, in order to ensure comprehensive intervention and better coordination among state sectors and levels and, in turn, between them, businesses and civil society.

Complementing the objectives of Partnerships for Dialogue, since 2012, UNDP has also been implementing a project to strengthen ONDS coordination capacities for designing and implementing public policy ("PRO-DIÁLOGO"). The aim is to improve capacities for leading a multisectoral government process to build and implement a national dialogue policy for appropriate and timely conflict prevention and management.

Partnerships for Dialogue Project

Preventing Social Conflicts over the Use of Natural Resources

In the institutional framework described above, UNDP-Peru launched the Partnerships for Dialogue project at the start of 2012 through a cooperation agreement with the Presidency of the Council of Ministers (PCM) of Peru and the financial support of the Government of Canada.

The purpose of Partnerships for Dialogue is to contribute to the strengthening of democratic governance and sustainable development by reducing social conflicts associated with natural resource use. To accomplish this, the project aims to transform conflicts into opportunities for development by implementing public policies and reforms geared toward the institutionalization of dialogue and consensus building for conflict prevention, and by proactively contributing to sustainable development, the well-being of citizens, and the full exercise of their rights.

Methodological Approach

Partnerships for Dialogue uses a methodological approach of Violence-prevention development¹⁰ to address the structural causes of social conflict and factors that accentuate social and economic tensions in Peru. It aims to channel social peace-building by reinforcing the capacity of society to control socio-political tensions and keep them from spilling over into violence.

Peace-building as a structural preventive measure entails re-establishing or building peaceful dialogue among people and institutions. Violence-preventive development is geared toward identifying, mobilizing, and supporting national, regional, and local capacities, inasmuch as every peace-building and maintenance effort depends to a large extent on the very actors involved in the conflicts.



Why Partnerships for dialogue?

UNDP promotes democratic dialogue, as a dialogue that respects and strengthens democratic institutions and prevents conflicting relations from transforming to crises and violence. Democratic dialogue redresses these situations through a systemic approach, engaging all related stakeholders as part of the solution. This process seeks to achieve a comprehensive understanding of the underlying causes of a conflict and strengthens the relationship between stakeholders. It is a tool that promotes change and balances power, expanding access and opportunities for proactive stakeholder engagement.

See more: <https://goo.gl/BVfd6d>

Peruvian Counterparts

Eight national government bodies are included as counterparts of Partnerships for Dialogue: the National Office for Dialogue and Sustainability (ONDS) of the Presidency of the Council of Ministers (PCM); the Ministries of Environment (MINAM), Energy and Mines (MEM), Culture (MC), and Agriculture and Irrigation (MINAGRI); the Environmental Oversight and Evaluation Agency (OEFA); the National Water Authority (ANA); and the Office of the Ombudsman, which is constitutionally autonomous.

10 UNDP. Project document "Prevención de conflictos sociales en el uso de recursos naturales" (Prodoc). (Available at: <http://bit.ly/1jVikCT>).

Other counterparts are the National Assembly of Regional Governments (ANGR) and the regional governments of 15 departments: Áncash, Apurímac, Arequipa, Cajamarca, Cusco, Junín, La Libertad, Loreto, Madre de Dios, Moquegua, Pasco, Piura, Puno, San Martín, and Tacna. To conclude, there are also counterpart civil society organizations: indigenous organizations, universities and research institutions, non-governmental organizations, extractive enterprises, and civil associations, among others.

Intervention Rationale of Partnerships for Dialogue: Outcomes, Strategies, and Thematic Lines

The intervention rationale of Partnerships for Dialogue is based on three outcomes: 1) Increased participation of institutions and dialogue leaders at the national and regional levels in a coordination platform for dialogue; 2) Support for regional and local governments in strengthening their competencies and resources; and 3) Organised civil society and extractive industries reinforced by offering them tools for democratic dialogue, mediation, and facilitation.

Counterparts of Partnerships for Dialogue

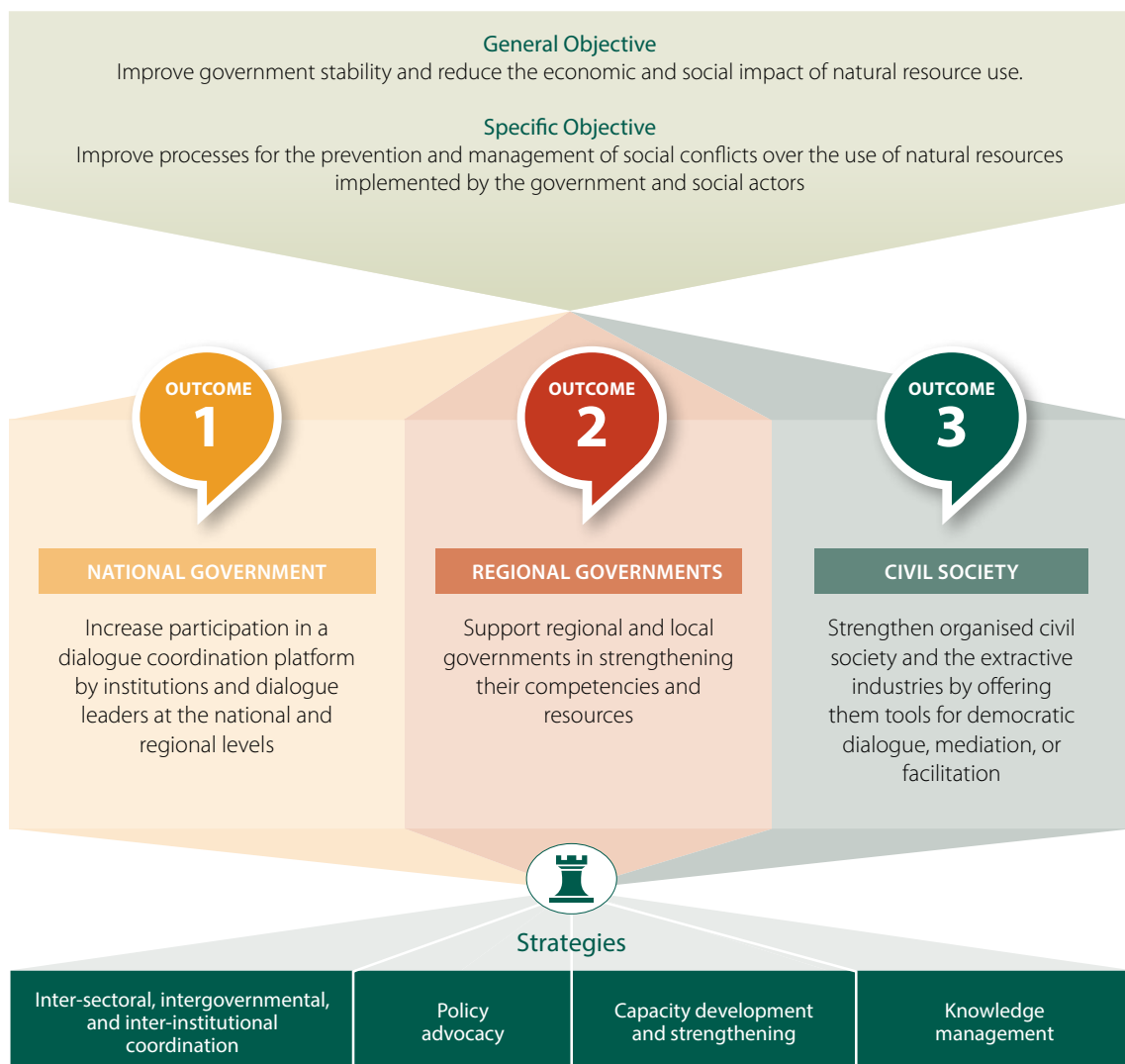
NATIONAL GOVERNMENT	Presidency of the Council of Ministers:	➔ National Office for Dialogue and Sustainability	
	Ministry of Culture	➔ Vice Minister for Interculturality	➔ General Directorate for Intercultural Citizen ➔ General Directorate for the Rights of Indigenous Peoples
	Ministry of Environment ➔ Environmental Oversight and Evaluation Agency	➔ General Directorate for Environmental Management Policies, Standards, and Instruments ➔ Advisory Office on Socio-environmental Affairs (OAAS) ➔ Coordination of the systematic organization of information and investigation of socio-environmental conflicts	
	Ministry of Agriculture ➔ National Water Authority (ANA)	➔ Conflict Prevention and Management Unit (UPGC)	
	Minister of Energy and Mining	➔ General Directorate of Energy Environmental Affairs ➔ General Social Management Office	
	Office of the Ombudsman	➔ Office of the Deputy Ombudsman for Social Conflict Prevention and Governance ➔ Office of the Deputy Ombudsman for Environment, Public Utilities and Indigenous Peoples	➔ Indigenous Peoples Program
REGIONAL GOVERNMENTS	Regionals Governments	➔ Regional governments of Áncash, Apurímac, Arequipa, Cajamarca, Cusco, Junín, La Libertad, Loreto, Madre de Dios, Moquegua, Pasco, Piura, Puno, San Martín, and Tacna ➔ National Assembly of Regional Governments	
CIVIL SOCIETY	Civil Society	➔ Indigenous organizations, universities and research institutes, non-governmental organizations, extractive enterprises, and civil associations, among others	

These three outcomes are associated with the project counterparts (Outcome 1), national government (Outcome 2), and regional governments and civil society (Outcome 3). They also encompass 12 outputs with 43 activities and 74 actions.

The strategic work of Partnerships for Dialogue is carried out through four action strategies: inter-sectoral, intergovernmental, and inter-institutional coordination; policy advocacy; capacity-building and strengthening; and knowledge management. These strategies are aimed at the outcomes outlined above.

In 2013 the project restructured its work in line with national demands, best international practices, the UNDP Strategy on Sustainable Natural Resource Management for Human Development, and the UNDP Strategic Plan 2014–2017: Changing with the World. As of 2014, the project thus incorporated five thematic lines in its intervention rationale, based on a comprehensive approach to institutionalizing democratic dialogue and social conflict prevention and management in the framework of natural resource governance.

Objective, Outcomes and Strategies of the Partnerships for Dialogue Project



Thematic Lines of the Partnership for Dialogue Project

	Conflict prevention and management	Strengthen conflict prevention and management processes and convert these into development opportunities by promoting and institutionalizing democratic dialogue in coordination with the different stakeholders, ensuring governance and the protection of rights
	Responsible use of natural resources	Promote environmental governance through the protection and recovery of the environment and its components, the conservation, use, and responsible and sustainable exploitation of natural resources, and respect for the basic rights of people
	Regional and local institutions	Strengthen the capacities of the Peruvian government (at all levels, especially the local) and the multiple actors involved in dialogue, so that they are able to adopt coherent and comprehensive decisions about their common territory, through a shared vision of that territory that furthers endogenous and sustainable long-term development
	Interculturality and indigenous rights	Promote and strengthen the participation of indigenous peoples through recognition of the existence of cultural diversity and through intercultural dialogue as a mechanism for encountering and sharing development proposals and visions, as well as respect for the collective rights of indigenous peoples
	Gender equality	Promote gender equality and women's empowerment in processes for the strengthening of democratic governance, sustainable development, and the prevention of social conflicts related to natural resource use, through the promotion of public policy instruments and dialogue forums that incorporate a gender perspective and promote women's participation

Quantitative and Qualitative Progress in Conflict Management

With the support of Partnerships for Dialogue, the state has strengthened institutions and the capacities of its sectors with jurisdiction over conflict prevention and management, and now aims to consolidate dialogue and a sustainability model as a strategy for converting conflicts into development opportunities. This effort, which also includes the implementation of mechanisms for information on social conflicts in the country, constitutes a better scenario for public socio-environmental conflict management.

The Peruvian state now has a preventive policy --albeit still incipient-- on social conflict, as well as a strong mediating presence in such conflicts; dialogue processes are also underway for most of them. In addition, advances in dialogue institutionalization have proceeded hand-in-hand with the creation of conflict prevention and management units at sectoral and regional levels, complemented by the creation and operation of early warning networks and a proactive rapprochement of the state and indigenous organizations. This has made it possible to reinforce social conflict prevention and management processes, resulting in their significant reduction.

MAIN RESULTS ORGANISED BY PROJECT INTERVENTION RATIONALE

PARTNERS

National Government

Five public organizations, 2 attached agencies, and 1 autonomous body at the national level have strengthened their institutions and thereby improved the exercise of their functions.



- National Office for Dialogue and Sustainability of the Presidency of the Council of Ministers
- Ministry of Energy and Mining
- Ministry of Environment
- National Water Authority
- Ministry of Culture
- Environmental Oversight and Evaluation Agencies
- Ministry of Agriculture
- Office of the Ombudsman

Regional Governments

15 regional governments have strengthened their dialogue and conflict prevention / management institutions, as well as coordination mechanisms through the National Assembly of Regional Governments and national government.



- National Assembly of Regional Governments
- Regional Government of Loreto
- Regional Government of Piura
- Regional Government of Cajamarca
- Regional Government of La Libertad
- Regional Government of San Martín
- Regional Government of Ancash
- Regional Government of Pasco
- Regional Government of Junín
- Regional Government of Apurímac
- Regional Government of Madre de Dios
- Regional Government of Puno
- Regional Government of Arequipa
- Regional Government of Moquegua
- Regional Government of Tacna

Civil Society

Civil society organizations have strengthened their networking for the promotion of dialogue and conflict prevention with advocacy for policies in areas such as, inter alia, prior consultation, transparency in extractive activities, women and mining, informal mining, territorial planning, mediation, culture of peace.



- Multi-stakeholder dialogue groups
- Universities and research institutes
- Social leaders and indigenous organizations
- Extractive companies
- International cooperation
- NGOs

OUTPUTS

Strengthening and promotion of dialogue and conflict prevention and management processes

- National Office for Dialogue and Sustainability**
 - Creation of the ONDS (Supreme Decree N° 106-2012-PCM).
 - 26 specialists are incorporated and strengthen the ONDS work team
 - 69 dialogue and development roundtables received technical assistance for their implementation between 2012 and 2014
 - 9 decentralized offices at national level
 - 26 Willaqniki reports (monthly report on conflicts) and 3 dialogue experiences systematized
 - Bases designed for creation of the National Institute of Dialogue and Consensus and the Center of Excellence and Business Social Responsibility
 - Design of the SINAPREGC regulatory proposal
- Office of the Ombudsman**
 - Representatives of 28 decentralized offices trained in dialogue mediation and facilitation
 - Preparation of prospective social conflict diagnostics in Apurímac, Loreto, and Piura

Regulatory framework for dialogue between the state and indigenous organizations

- Indigenous Policies Working Group – GTPI (Ministerial Resolution N° 403-2014-MC):
 - Agenda with five consensual guidelines on indigenous policy
 - GTPI Work Plan 2016
 - Creation of Ucayali GRTPI

Strengthening of the institutional framework for prior consultation

- 6 tools for identifying indigenous peoples, violations of collective rights, and facilitation of the Ministry of Culture's prior consultation processes
- The Office of the Ombudsman has guidelines to strengthen supervision of prior consultation processes

Strengthening of dialogue forums on environmental management and conflict prevention

- 21 Regional Environmental Commissions (CAR) and 24 Municipal Commissions (CAM) of MINAM trained in dialogue and conflict prevention. This process resulted in approval of the new internal regulations for CAR Amazonas (D.R. N°002-2015-GR)
- 17 Early Warning Networks (RETS) of MINAM strengthened, and approval of guidelines for recording and dispatching the Early Warning Report on Socioenvironmental Conflicts
- Reports by the Ombudsman's Office on illegal mining with recommendations for the executive branch

Strengthening of environmental oversight and evaluation in Peru

- Proposal on rules for social management of environmental impact assessment in the framework of the SEIA
- Terms of reference for conducting the independent technical study for remediation of lot 1AB and 8 in the four watersheds of Loreto
- OEFA has a primer on the ABCs of environmental oversight in Peru and guidelines on its role in management of social conflicts
- 37 OEFA officials trained in dialogue and conflict prevention and management

Specific training on dialogue and conflict prevention

- 2,536 officers and employees of ONDS-PCM, MINAM, MEM, MINCU, MINAGRI, MEF, OEFA, ANA, JNE and the Ombudsman's Office trained in democratic dialogue, conflict prevention and management, responsible natural resource use, interculturality and indigenous rights, territorial development, and gender

Promotion of intergovernmental coordination between the national government and regional governments

- Creation and strengthening of the ONDS – ANGR – UNDP Coordination Platform to support capacity strengthening for regional governments, comprised of eight sectors and public agencies of national character and 15 regional governments:
 - 50 technical missions to more than 10 regional governments to strengthen regional institutional in conflict prevention and management and facilitate dialogue and coordination between national, regional, and local institutions and civil society
 - 5 workshops for coordination between regional governments and ministries to create synergies for strengthening regional institutional
 - 4 tools: systematization of experiences in regional institutional, guide for the formation of units in GORES, toolbox, and systematization of the Dialogue Table of Moquegua

Creation of regional dialogue and social conflict prevention and management institutions

- 7 units, offices and/or teams for dialogue and conflict prevention created within the institutional architecture of the regional governments:
 - GORE Cusco: Office for Intergovernmental Coordination and Social Peace (Regional Ordinance N° 046-2013-CR)
 - GORE Moquegua: Regional Office for Dialogue and Conflict Prevention (updating of Bylaws)
 - GORE Puno: Office of Dialogue and Consensus Building (Regional Decree N° 001-2013-PR)
 - GORE San Martín: Technical Team for Dialogue and Sustainability (Regional Executive Resolution N° 739 -2014-GRSM/PGR)
 - GORE Loreto: Regional Office for Dialogue, Prevention, and Management of Conflicts (Regional Ordinance N° 011-2014-GRL-CR)
 - GORE Arequipa: Operational Area for Prevention and Management of Social Conflicts (Regional Decree N° 002 - 2011 - Arequipa)
 - GORE Apurímac: Regional Council on Dialogue and Consensus Building (Regional Ordinance N°023-2015-GR-APURIMAC/CR)

Comprehensive training of regional stakeholders in dialogue and social conflict prevention

- 132 regional stakeholders trained (85 representatives of regional governments, local governments, and decentralized offices of OEFA and ANA, and 47 representatives of civil society) in Piura, La Libertad, San Martín, Loreto, Pasco, Junín, Apurímac, Arequipa, Ancash, Moquegua, Tacna, Ayacucho, Cajamarca, and Lima are certified as having successfully completed the Diploma Program in Prevention of Social Conflict over the Use of Natural Resources
- 211 officials and representatives of regional governments trained in conflict prevention and management, responsible natural resource use, interculturality and indigenous rights, territorial development, and gender

Strengthening of dialogue and peace networks with civil society actors

- University Network for Conflict Prevention and Management: 15 universities at the national level
- Extractive Companies Promoting Sustainable Development Goals Group (SDGs)
- Dialogue, Mining, and Sustainable Development Group (GDMSD) and National Network of Social Leaders (RNLS)

Agreements between civil society and the state

- Agenda on women's role in the context of mining
- Agenda on prior consultation in mining activities
- Agenda for strengthening the formalization of small-scale mining
- Systematization of proposal for improving the environmental impact assessment process for mining
- Memorandum of Understanding between GDMSD and ONDS of the PCM

Coordination of international cooperation and NGO initiatives through international cooperation in dialogue and conflict prevention

- International Cooperation Coordination Group
- G7 Alliance for Transparency of the Extractive Sector
- ProDiálogo: 11th World Mediation Congress 2015 and 1st National Peace Building Congress
- Catholic Relief Services (CRS) and CooperAcción: Experience in communal land planning in three communities of the San Martín department through the Vigilante Amazónico project
- Peru partners: Companies and Human Rights: Introduction to the Guiding Principles of the United Nations

Training and sharing of experiences with civil society actors

- 747 representatives of base organizations and dialogue groups, as well as social leaders trained in democratic dialogue, conflict prevention and management, responsible natural resource use, interculturality and indigenous rights, territorial development, and gender
- 1,361 representatives from grass-root organizations, state institutions, mining companies, NGOs, research institutes, and others participated in 34 meetings, forums, and events on topics related to the prevention and management of social conflicts

Resources
US \$ 3,754,234.26

Resources
US \$ 919,592.29

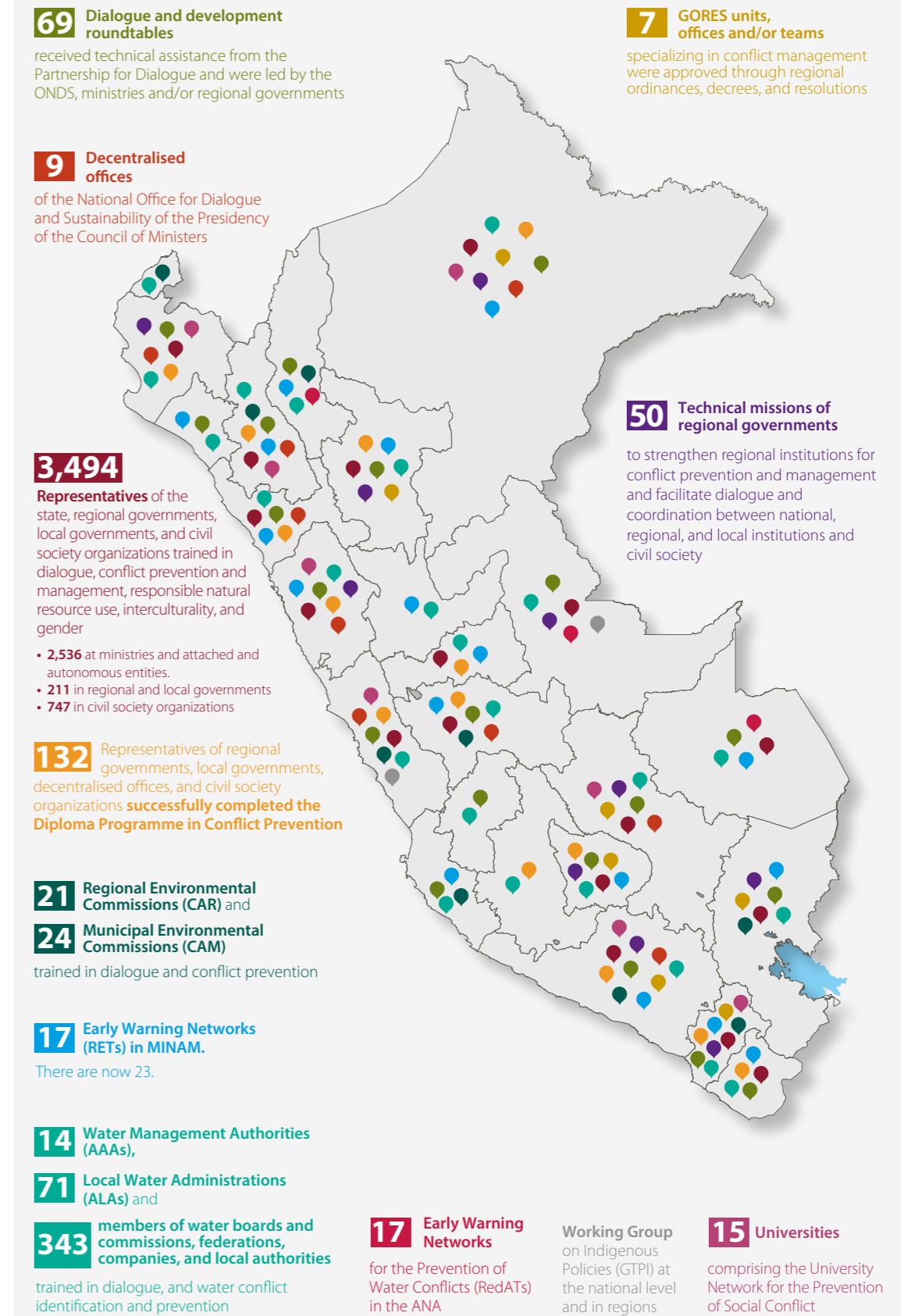
Resources
US \$ 731,921.89

“Partnerships for Dialogue” in numbers

Main Results Organised by Project Intervention Rationale



How are these breakthroughs reflected at the territorial level?



24 representative breakthroughs

Partnerships for Dialogue Support for its Different Counterparts

Summarised below are the countless actions through which the Partnerships for Dialogue project has turned its outcomes, strategies, and thematic lines into tangible results in social conflict prevention and management and enhanced higher quality dialogue.

Conflict Prevention and Management

- 1 **Creation and Strengthening of the National Office for Dialogue and Sustainability:** Toward Institutionalization of Dialogue in Peru
- 2 **Implementation of Dialogue and Development Tables:** Mechanisms for Building Consensus with a view to Sustainable Development
- 3 **Building the Capacities of Dialogue Agents:** Knowledge and Tools for Conflict Prevention and Natural Resource Governance
- 4 **Ministry of the Environment's Early Warning Networks:** Mechanisms for the Prevention of Socio-environmental Conflicts
- 5 **Office of the Ombudsman and Protection of Conflict-related Rights:** Analysis and Recommendations for Dialogue and Conflict Management
- 6 **Ministry of Agriculture and Conflict Prevention:** Guidelines and Capacities for Managing Conflicts involving the Agricultural Sector
- 7 **State Management in Extractive Activities:** Promotion of Transparency in Extractive Activities and Prevention of Conflicts

Responsible Use of Natural Resources

- 8 **The National System of Environmental Management and the National Environmental Impact Assessment System:** Strengthening of Actors and Guidelines for Dialogue and Participation
- 9 **Creation of the National Water Authority Conflict Prevention and Management Unit:** Water as a Dialogue and Consensus-generating Element
- 10 **OEFA Environmental Oversight and Evaluation:** Key Pieces in Conflict Prevention
- 11 **Office of the Ombudsman and Sustainable Natural Resource Use:** Proposals for Influencing Public Policy Measures

Interculturality and Indigenous Rights

- 12 **Implementation of the Right to Prior Consultation:** Mechanism for Intercultural Dialogue between the State and Indigenous Peoples

- 13 **Ombudsman's Office and the Rights of Indigenous Peoples:** Oversight and Protection of the Right to Prior Consultation
- 14 **Working Group on Indigenous Policies:** Participation and Intercultural Dialogue to Guarantee the Rights and Well-being of Indigenous Peoples
- 15 **Mainstreaming of the Intercultural Approach in Public Administration:** Identifying Inter-sectoral and Intergovernmental Opportunities

Regional and Local Institutions

- 16 **Regional Institutional Architecture for Conflict Prevention:** Decentralizing Dialogue Management
- 17 **Coordination Platform for Conflict Prevention and Management:** Coordinating the Work of the National and Regional Governments
- 18 **National Assembly of Regional Governments and Conflict Prevention:** Forum for Regional Government Representation and Coordination

Gender and Social Conflict

- 19 **Gender Equality in Social Conflict Prevention and Management:** Analysis of the Situation and Promotion of Women's Participation
- 20 **Gender Perspective in Sustainable Natural Resource Management:** Leaders Committed to Gender Equality

Civil Society and International Cooperation

- 21 **Civil Society and Sustainable Natural Resource Management:** Proactive State Partners
- 22 **University Network for Conflict Prevention:** Analysis, Discussion, and Knowledge Generation on Conflict Prevention and Management
- 23 **International Cooperation and Conflict Prevention:** Coordination of Initiatives to Enhance Results
- 24 **The Extractive Sector and Conflict Prevention:** Strategic Partner for Sustainable Development

Creation and Strengthening of the National Office for Dialogue and Sustainability: Toward the Institutionalization of Dialogue in Peru

Since 2012, UNDP¹² has supported the creation and strengthening of the Office of the Prime Minister's (PCM)¹³ National Office for Dialogue and Sustainability (ONDS), created in October 2012¹⁴. The ONDS is a public body attached to the PCM that is responsible, within its sphere of responsibility, for directing the dialogue process with government officials, diverse social actors, and representatives of private institutions, with the aim of preventing disputes, differences, and social conflicts. In its pursuit of sustainable and lasting agreements, the ONDS promotes dialogue mechanisms, actively promoting and generating the necessary conditions for dialogue, following a culture of peace approach. Its fundamental objectives are to contribute to the country's development and the strengthening of democratic governance, restoring relations between the citizens and the state, and to convert social conflicts into development opportunities through their prevention and management by means of institutionalised dialogue and sustainable development policies. The ONDS compiles recommendations on the strategic pillars of environmental management formulated by the Multisectoral Committee created by Supreme Resolution N°189-2012-PCM. These recommendations aim to result in proposals for harmonizing the coexistence of extractive industries with citizens and the environment. Based on accumulated experience, ONDS prioritizes the design and application of strategies to foresee and divert conflicts and prevent their outbreak or radicalization.

ONDS dialogue management intervention scheme

Specialists incorporated in the ONDS work team and top leadership

Since 2012, UNDP has strengthened ONDS action through the addition of more than 27 specialists to its work team and an expert advisor to its senior management. Later on, in 2014, the consultants were made a part of the ONDS work team. The main activities of this team of specialists include

preparing ministerial resolutions and social and political analyses of different cases of conflict, monitoring cases, ONDS inter-institutional and inter-sectoral coordination, and managing dialogue forums. The ONDS work structure currently consists of the director, the Information and Investigation Unit, the Information System for Conflict Management, the Early Warning and Response Programme, regional coordinators, regional commissioners, the administration, and the logistics area.

12 During this stage, UNDP provided technical assistance to ONDS by implementing the projects, "Partnerships for Dialogue: Prevention of Social Conflicts over the Use of Natural Resources" and "Strengthening of the Coordination Capacities of the PCM ONDS for the Design and Implementation of a Public Policy. PRO-DIALOGO".

13 The PCM is Peru's top Presidential Cabinet organization. Its role is to promote, coordinate, and link up national multisectoral policies and programmes with state agencies, civil society, and the private sector in a participatory, transparent, and concerted manner, steering and governing the modernization and decentralization, governance, and social and economic inclusion processes.

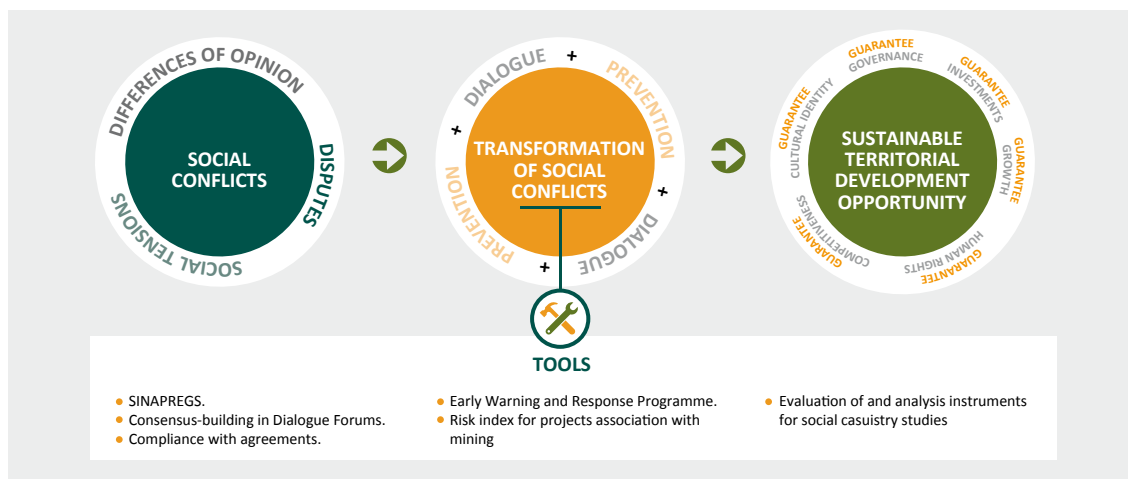
14 Through Supreme Decree N°106-2012-PCM



How has technical assistance been channelled into strengthening of the ONDS work team?

- Support for ONDS inter-sectoral and intergovernmental coordination in the framework of dialogue implementation and development roundtables
- Formulation of ministerial resolutions, preparation of social and political analyses of different cases of conflict, and monitoring of cases of conflict
- Support for identifying an agenda of common interests and of conflict prevention and management needs of state agencies in Lima and in the regional offices
- Design and development of a database containing information about conflicts, responsible officials and sectors, actions carried out, situation status, and monitoring
- Technical assistance to and training of actors in dialogue for development and how to conduct it
- Contribution toward improving the ONDS's coordination capacity in conflict prevention through collaborative efforts by incorporating regional and local governments and hiring professional teams in the regions
- Improving the performance of units responsible for conflict analysis, prevention, and management, training, and dissemination of a culture of peace
- Design and implementation of conflict analysis and prevention methodology in the regional offices
- Support for the design of a research methodology and the processing of good practices in both national and regional government offices
- Formulation of strategies for advising on decision-making
- Support for the preparation and dissemination of the ONDS weekly and monthly reports, and for the production of research documents, handbooks, and videos on good practices in both national and regional government offices

ONDS: Peruvian dialogue and sustainability model



Source: ONDS – PCM.

National System for the Prevention and Management of Social Conflicts

Toward coordinated and articulated work at the national, regional, and local levels

The ONDS has been promoting the creation of the National System for the Prevention and Management of Social Conflicts (SINAPREGCS), coordinated and linked with the different government levels and agencies to ensure the state's presence throughout

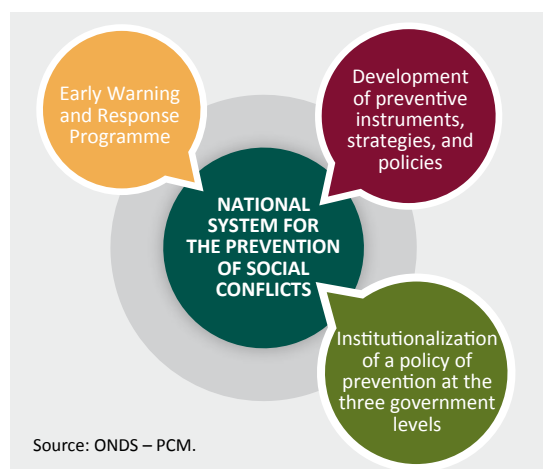
the territory. The spirit of SINAPREGCS is to address "conflict transformation," a way of thinking aimed at turning social tensions into opportunities for social cohesion, peace, and development.

SINAPREGCS is defined as being a set of multi-sectoral, decentralised, cross-cutting, and participatory principles, guidelines, protocols, and other instruments for identifying, preventing and providing for the comprehensive treatment of

differences, disputes, and social conflicts arising within any constituency of the country's territory.

SINAPREGCS envisages creating a system coordinated and linked up with the different national government levels and bodies to ensure that the state maintains a presence throughout the country and promotes the responsibilities of ONDS as the state's coordinating body for dialogue. SINAPREGCS, which is awaiting approval of the proposed legislation, encompasses three strategic areas: the Early Warning and Response System (SART) comprising three sub-systems (information, response, and monitoring); the identification of zones at risk for preventive intervention; the development of preventive instruments, strategies, and policies; and the institutionalization of a policy of prevention at the three government levels. The proposed bill incorporates an array of responsibilities assigned to SINAPREGCS. According to the document, those functions must be carried out in order to ensure affirmation of "the country's democratic governance" by applying a set of "general public policies" for: (a) the peaceful settlement of social conflicts; (b) prevention and dialogue; (c) dissemination of a culture of peace; (d) building democratic consensus; and (e) comprehensive treatment of social conflicts through coordinated state intervention.

National System for the Prevention of Social Conflicts



Work Coordinated at the Regional and Local Levels

9 nationally decentralised ONDS offices

Regional and local ONDS presence is vital for coordinating and decentralizing conflict prevention and management actions by key stakeholders within the national territory. The ONDS has set up decentralised offices (in Áncash, Arequipa, Cajamarca, Cusco, Junín, La Libertad, Lima, Loreto, and Piura) so that the state can establish a presence in scenarios of conflict and reach them more rapidly.

From a preventive and dialogue standpoint, those offices monitor incidents in conflict scenarios by means of regional coordination in northern Peru (Áncash, Cajamarca, La Libertad, Lambayeque, Piura, and Tumbes), central-southern Peru (Ayacucho, Callao, Huancavelica, Huánuco, Ica, Junín, Lima, and Pasco), southern Peru (Apurímac, Arequipa, Cusco, Madre de Dios, Moquegua, Puno, and Tacna), and the Amazon area (Amazonas, Loreto, San Martín, and Ucayali). The offices are also responsible for developing regional and local capacities so that no asymmetries will exist in the participation of all stakeholders in the dialogue forums.



☞ This system will guarantee that the executive and the state as a whole address social conflicts more effectively, while heeding three fundamental principles: respect for fundamental rights, protection of investment, and improved coordination. ☞

José Ávila, Head of the Office of the Prime Minister's National Office for Dialogue and Sustainability

☞ Under this approach of inter-sectorally and intergovernmentally coordinated action, the decentralised offices are responsible for contributing to the development of endogenous capacities at the regional and local levels. ☞

Julio Rojas, former head of the PCM's National Office for Dialogue and Sustainability.

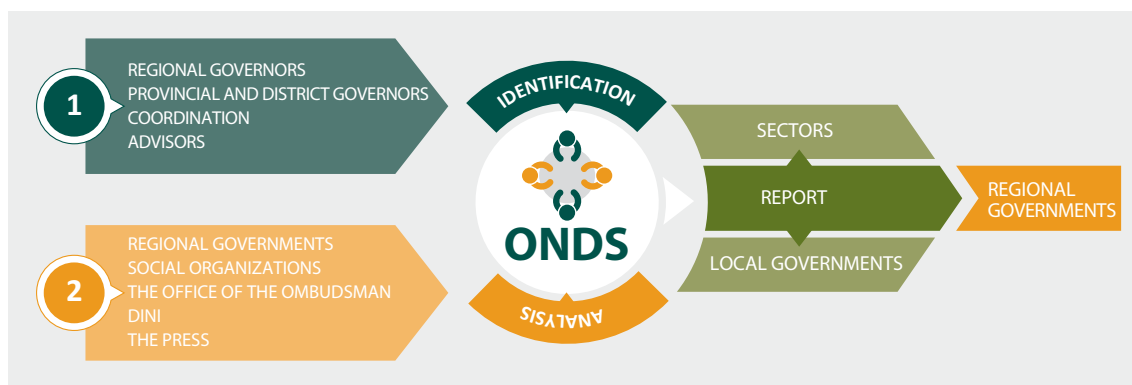


Early Warning and Response Programme 550 governors and police officers trained in early warning of conflicts

The aim of the Early Warning and Response Programme (PART) led by the ONDS is to generate signals and actions before the outbreak of social conflicts. With a view toward prevention, provincial and district governors and the Peruvian National Police Force (PNP) force, who also belong to SART, act as issuers of early warnings with respect to differences of opinion, disputes, or conflicts taking place in their respective areas.

In this framework, throughout 2013, ONDS, with UNDP approval, facilitated 24 workshops on “Building Capacities for Conflict Prevention: Early Warning and Response Programme” targeting the provincial governors of Áncash, Apurímac, Arequipa, Ayacucho, Cusco, Loreto, Moquegua, Piura, and Puno, and officers of the regional, provincial, and district police forces and intelligence services of Huánuco, La Libertad, Lambayeque, Moquegua, Pasco, Piura, and Puno. A total of 539 governors and police officers were trained in dialogue and conflict prevention and management. This process has helped EWRS members anticipate actions before the outbreak of conflicts, prioritizing dialogue and a culture of peace to avoid confrontation and victims.

Information flow and institutional participation in PART



Source: ONDS – PCM.

ONDS information system 26 Willaqniki reports distributed nationwide

Since 2012, UNDP has been supporting the monitoring and supervision of conflicts through the monthly ONDS publication, “Willaqniki: Report on Differences of Opinion, Disputes, and Social Conflicts.” Willaqniki is a Quechua word meaning “he

who warns.” This report, the PCM’s official instrument for communications on conflict prevention and dialogue management, analyzes the principal social conflicts and reports on progress made in their prevention and treatment. At 2015, 26 editions of the report had been published, with approximately 13,000 copies distributed directly to different sectors, companies, and civil society organizations.

Publications



To access and download all of the Willaqniki reports, go to: <http://onds.pcm.gob.pe/category/publicaciones>



Source: ONDS – PCM

State – Civil Society – Business Relations

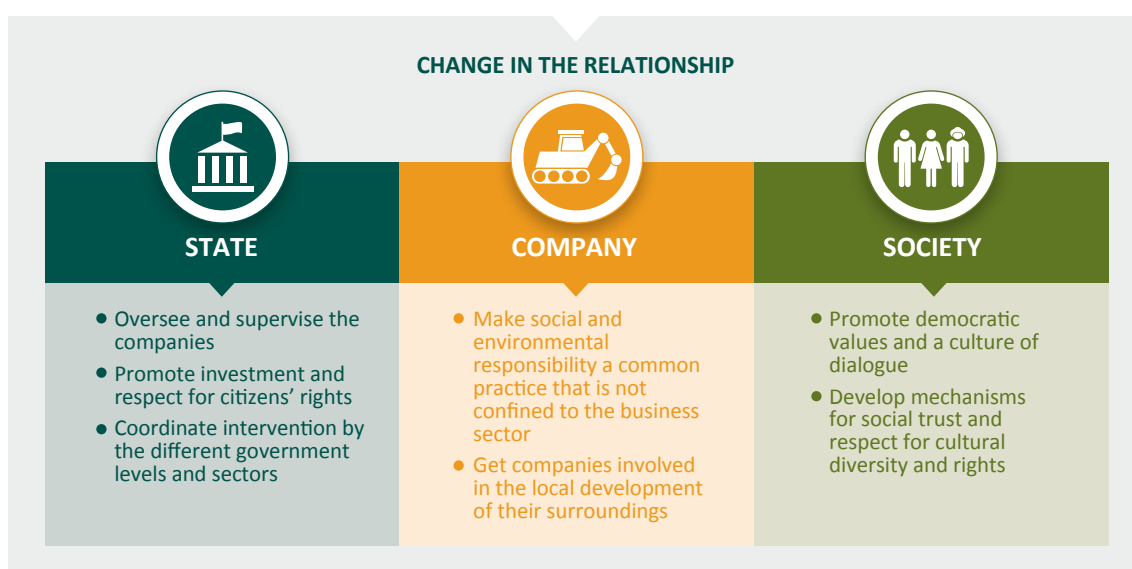
Laying the foundations for the creation of the National Institute on Dialogue and Sustainability and of the Centre for Excellence in Sustainable Extractive Activities

The aim of state policy on dialogue and conflict prevention is to contribute to democratic governance in the country by promoting a culture of peace and ensuring that rights are protected. The participation of all stakeholders is essential, including the organised population and public opinion. To that end, UNDP, with ONDS leadership, helped draw up the proposal for creating the **National Institute for Dialogue and Sustainability**. Under a public-private partnership, the institute's mandate is to design, promote, and coordinate public policy measures, innovative projects, and effective programmes with a national impact in order to help bring about a new "culture of dialogue." In order to work the desired change in paradigm, the institute promotes dialogue that is democratic, innovative, proactive, and social valuable, together with citizens empowered for peace, governance, and Peru's sustainable development.

Following this same rationale, an effective approach to social conflicts necessarily entails state leadership of development processes in zones with extractive projects, while companies also contribute to those processes with more inclusive, transparent, and participatory initiatives and plans. To that end, support was provided by UNDP to design the foundations of the **Centre for Excellence in Sustainable Extractive Activities**, which seeks to transform the country's traditional business culture through new dialogue practices. The idea is to ensure the spread of best social responsibility practices and development of extractive activities with the highest socio-environmental standards that are able to incorporate the communities' interests in their projects. The Centre for Excellence establishes strategic state-business partnerships for this purpose.

Both proposals have received feedback and strengthening through input of key stakeholders from civil society, extractive companies, and other state institutions. Meetings are expected to recommence shortly to define implementation strategy for the two initiatives: the National Institute for Dialogue and Sustainability, and the Centre for Excellence in Sustainable Extractive Activities.

What is expected from this state - business – society relationship?



Source: ONDS – PCM.

Sharing of national and international experiences in the work of ONDS

Dialogue management and conflict prevention knowledge

UNDP supported the systematic organization of two experiences, one in the institutionalisation of dialogue and conflict prevention and the other in the work of ONDS. The first was set out in the publication entitled, *“Dialogue: Two Years Later. Peru: State and Social Conflicts,”* which presents analyses and reflection on the management of dialogue promoted by ONDS during its first two years of existence as an institution. Importantly, this publication was presented at the 2nd International Forum for Dialogue and Development, in which the conflict situations existing in Latin American countries and the responses of their governments were analysed. The event promoted the sharing among the participating countries of experiences and lessons learned on conflict prevention and management. The Peruvian model for dialogue and conflict prevention and management was presented, along with its main achievements and breakthroughs. It should be noted that the 44th General Assembly of the Organization of American States, in 2014, approved the resolution, *“Inclusive Dialogue for Effectively Dealing with Social Conflicts in Investments for Integral Development,”* which highlighted Peruvian government policies on dialogue to resolve social conflicts, an initiative promoted by the Peruvian government through ONDS.

The second was entitled *“Institutionality for Dialogue and the Prevention of Conflicts. The Peruvian Case,”* prepared in coordination with the UNDP Regional Centre for Latin America and the Caribbean. It documents the process started in 2000 for institutionalising dialogue and conflict prevention within the Peruvian state in order to identify the contributions made by the practice of dialogue to conflict prevention and transformation strategies in

Latin American countries. An additional document will soon be published on ONDS’s first three years of operation and the implementation to date of dialogue and development roundtables, emphasizing their current status and future challenges.

Publications



<http://goo.gl/xRbn7N>



<http://goo.gl/c6hdqz>



Implementation of Dialogue and Development Roundtables: Mechanisms for Building Consensus toward Sustainable Development

UNDP provided technical assistance for the implementation of dialogue and development roundtables in twenty Peruvian regions, which reached agreements on development in their areas. A total of 69 dialogue and development roundtables and technical panels received support for their implementation, 33 of which concerned indigenous populations. In order to analyze and disseminate the lessons learned from relevant experiences in the application of these mechanisms, Partnerships for Dialogue prepared the document, “Systematization of the Moquegua Dialogue Roundtable,” describing the dialogue, conflict transformation, and consensus-building experience that took place in the region and generated valuable lessons. It also assisted with the publication of “Achievements and Lessons Learned from Dialogue. Multisectoral Commission on Development in the Pastaza, Tigres, Corrientes, and Marañón Watersheds of the Department of Loreto,” which reports on the intercultural dialogue between the state and indigenous leaders.

Mechanisms for Dialogue Management 69 dialogue, development, and technical roundtables in 20 regions of the country

The institutionalisation of dialogue, based mainly on the implementation of dialogue and development roundtables, is the main pillar of the state’s conflict prevention and management methodology. In the 2012-2014 period, UNDP provided technical assistance for the implementation of 44 dialogue roundtables in 17 regions of the country (five initiated before 2012), in which major agreements were reached on development of the areas involved. Support was also provided the following year through specific attention in 25 cases that entailed channelling the population’s demands and

coordinating with stakeholders to address those demands before differences of opinion, disputes, and conflicts could arise.

In effect, Partnerships for Dialogue provided assistance through specialised consultants for a total of 69 dialogue management mechanisms (including roundtables and specific attention in channelling cases) in 20 regions of Peru. The region requiring the most technical assistance was Arequipa, followed by Loreto and Piura, for issues primarily associated with mining and petroleum activities. Thirty-three of the dialogue mechanisms concerned indigenous peoples and communities in 16 regions. At the community level, the Loreto region required the most technical assistance, followed by Puno.



“The state needs to institutionalise the processes of bringing together investments and citizens. It is definitely no longer possible to improvise any approach that is not reached through consensus and dialogue.”

Vladimiro Huaroc, former head of the National Office for Dialogue and Sustainability of the Presidency of the Council of Ministers

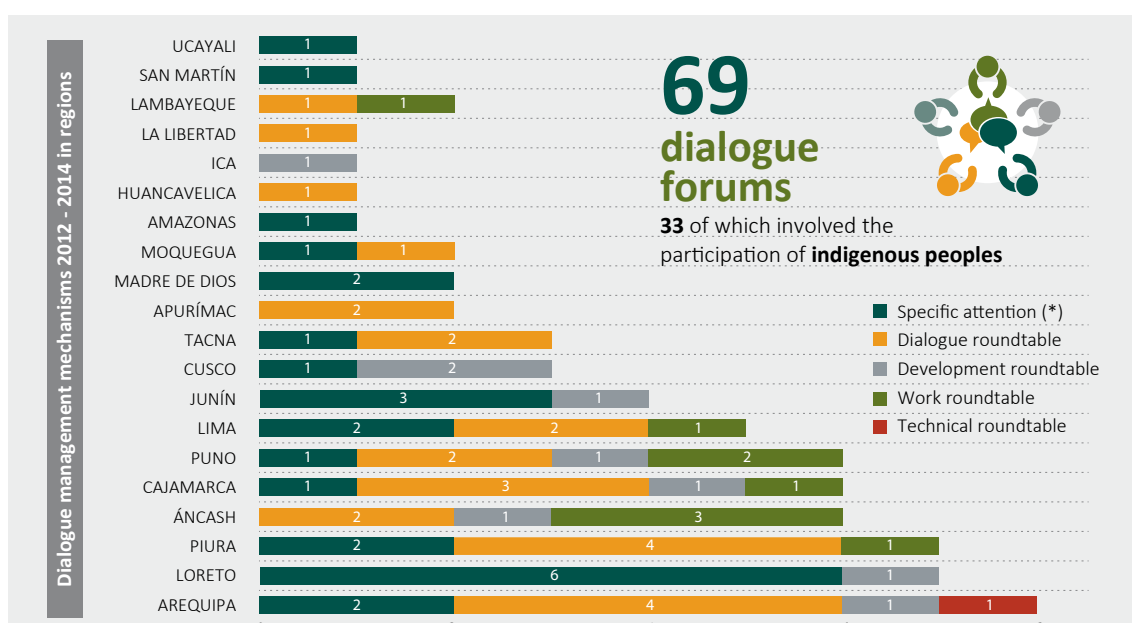


Nature of dialogue and development roundtables

- Dialogue roundtables.**
 These are formed once a social conflict has escalated and become a crisis. At these forums, stakeholders get to know each other and share and incorporate others' claims into their own, in an effort to build a climate of trust to facilitate subsequent negotiations and the agreements that have been reached.
- Technical panels.**
 These are primarily made up of technicians and specialists who meet to find solutions for addressing problems that give rise to or potentially trigger conflicts. Frequently these originate as a sub-group within the dialogue roundtables when participants agree to establish them for a specific issue.
- Development roundtables.**
 Development roundtables are linked to a conflict prevention strategy and aim to contribute to local development through coordinated multisectoral intervention undertaken with the idea of expanding the state's presence, discussing appropriate solutions and channelling public investments and programmes, as well as contributions by the company operating in their area. This forum can be made up of political authorities and public officials, social leaders, and professionals or technicians with different specialties.

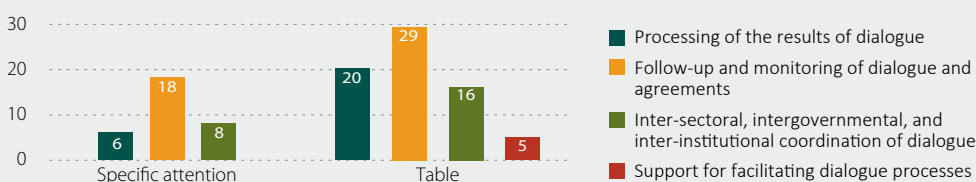
Source: Willaqniki Report N° 5 (located at <http://bit.ly/1ENOBee>)

Technical assistance in dialogue management from Partnerships for Dialogue



(*) Specific attention refers to ONDS dialogue for channelling the population's demands, passing these on to the corresponding sectors and authorities, and carrying out the respective follow-up, all within a rationale of bringing the parties together before differences of opinion, disputes, and conflicts arise.

Type of technical assistance provided to dialogue forums¹⁵



15 A forum could have received more than one type of technical assistance.

Experience in dialogue, conflict transformation, and consensus-building

Processing of the results of the Moquegua Dialogue Roundtable

“Systematization of the Moquegua Dialogue: Experience in Dialogue, Conflict Transformation, and Consensus-Building”, published in coordination with the regional government of Moquegua in

September 2014, describes lessons learned and inputs for the empowerment and strengthening of all stakeholders in conflict prevention and the transformative addressing of these conflicts, as well as the management of dialogue forums and consensus-building. The document was presented in Lima and Moquegua in 2014, eliciting comments from key stakeholders who participated in the Moquegua Dialogue Roundtable.

Processing of the results of the Moquegua Dialogue Roundtable

On July 11, 2012, it was announced in the media that the Moquegua Dialogue Roundtable on the Quellaveco mining project would be coming to an end with the signing of the twentieth act of agreement bringing the work of the Social Responsibility Commission to a close and creating a social development fund for Moquegua with a 1 billion sol commitment by Anglo American Quellaveco S.A. to assist with the region's social development. Public opinion wondered how this could be possible in an adverse government setting marked by a large-scale conflict over the Conga project in Cajamarca and the idea was entertained that it could possibly have been the result of forceful measures taken by one of the stakeholders, rather than the dialogue among them. The processing of the results revealed that the achievements of the Moquegua dialogue roundtable were attributable to the leadership of local authorities and the Moquegua regional government, proactive intervention by the national government, and the assent of the company and community organizations in the region.

Source: Processing of the Moquegua Dialogue Roundtable.



If dialogue starts at the right moment, the anticipated results are achieved. This roundtable was inclusive and democratic, two basic requirements for results to be accepted by everyone. I think that is the main lesson to be learned from the Moquegua Dialogue Roundtable.



Martín Vizcarra, former regional governor of Moquegua

Publications



<http://goo.gl/IRrghp>



Follow-up on Agreements of the Four Watersheds Development Roundtable Participatory Design of the Terms of Reference of the Independent Technical Study for remediation of lots 1AB and 8

Since 2014, UNDP had been supporting the Multisectoral Commission on “Development of the Pastaza, Tigre, Corrientes and Marañón River Basins in the Department of Loreto” (Supreme Resolution N° 200–2012–PCM),¹⁶ which, after two years of dialogue, resulted in the March 2015 signing of an agreement between the government of Peru and native federations in the four watersheds. In that act, the parties recognised the importance of the Independent Technical Study (ETI) requested by the federations, which will provide recommendations for the environmental remediation of lots 1AB and 8; they also agreed to take into account in good faith the observations and suggestions deriving from the study as mechanisms for generating trust.

The various Multisectoral Commission stakeholders entrusted UNDP with preparing the ETI terms of reference for identifying and analyzing specific remediation actions and measures. UNDP accordingly conducted prior participatory monitoring at the sites identified by the population and delivered the resulting information to the

communities. Along with several other actions taken, Declarations of Environmental Emergency were issued for the watersheds.

Preparation of the terms of reference, funded by the Ford Foundation, involved an important consensus-building effort among the institutions and key stakeholders comprising the Commission, as well as ONDS, the Ministry of Energy and Mines (MEM), the Ministry of Culture’s Vice Ministry for Interculturality (VMI), the National Water Authority (ANA), the Ombudsman’s Office, and representatives of the Quechua Indigenous Federation of Pastaza (FEDIQUEP), the Federation of Native Communities of Alto Tigre (FECONAT), the Federation of Native Communities of Corrientes (FECONACO), and the Cocama Development and Conservation Association of San Pablo de Tipishca (ACODECOSPAT).

The process culminated in June 2015 with the official delivery to MEM of the thirteen terms of reference for the specialists in charge of conducting the ETI: general coordinator, environmental lawyer, anthropologist, communicator, aquatic ecologist, terrestrial ecologist, socio-environmental economist, ecotoxicologist, epidemiologist, physical geographer, hydrologist, environmental engineer, and environmental chemist.

Concerning Lot 1AB and the Multisectoral Commission, “Development of the Pastaza, Tigre, Corrientes, and Marañón River Basins in the Department of Loreto”

The department of Loreto, in the northern Peruvian jungle, concentrates watersheds that are home to 29 indigenous Amazonian peoples located in territories recognised for their immense biodiversity. At the same time, Peru’s most important Amazon sedimentary basin with a potential for oil exploration is also located in Loreto. Even though the Peruvian government has approved a variety of environmental management instruments over time, there are a number of sites contaminated by oil production. In response to the continuous demands of the indigenous population groups affected by hydrocarbon exploitation in lots 1AB and 8, the government formed a multisectoral commission in 2012, tasked with analyzing, designing, and proposing measures to improve social and environmental conditions in the communities adjacent to four Loreto watersheds: Pastaza, Tigre, Corrientes, and Marañón. Leaders of the Quechua communities of Pastaza, the Achuar and Urarina of Corrientes, the Kichwa of Tigre and the Kukama Kukamiria of Marañón demanded remediation of the impacted areas. In June 2015, the full 50 million soles to be used for the first environmental remediation actions in the watersheds were collected from transfers from OEFA (20 million soles from fines levied on Pluspetrol) and from the Ministry of Energy and Mines (30 million). The destination and use of the resources from the new “Contingency Fund for Environmental Remediation” (created two months earlier through Law 30321) will be guided by the results of the Independent Technical Study on Environmental Remediation.

¹⁶ The permanent Multisectoral Commission, attached to the Presidency of the Council of Ministers (PCM), is in charge of analysing, designing, and proposing measures to improve the social and environmental conditions of populations living in the Pastaza, Tigre, Corrientes, and Marañón River Basins in the department of Loreto.

Timeline: Pathway in the Formulation of the ETI Terms of Reference



What is the current status of this process? On October 29, 2015, the President of the Republic of Peru and the President of the Council of Ministers sent Congress a bill N°4933/2015-PE to authorize MEM to sign international technical cooperation agreements on environmental matters for the management and administration of the ETI terms

of reference, with a view to developing strategies for environmental remediation of the areas affected by hydrocarbon activities in former Lots 1-AB and 8. Article 1 of the bill authorizes the signing of international technical cooperation agreements on environmental matters between MEM and UNDP for this purpose. Congress is expected to approve the bill, making it possible to apply the specialists' ToRs, among other actions involved in executing the ETI.

Publications



<http://goo.gl/0vsz4v>



Identifying Lessons learned from the Intercultural Dialogue at the Dialogue Roundtable of the Four Watersheds

In November 2015, ONDS published the systematically organised document, *“Achievements and Lessons from the Dialogue Process. Multisectoral Development of the Pastaza, Tigre, Corrientes and Marañón River Basins in the Department of Loreto,”* setting out the history, intercultural dialogue, and lessons learned from the process. During its presentation, stakeholders in the process, such as the Vice Ministry for Interculturality, the Ministry of Agriculture, the Canadian Embassy, and indigenous organizations in the watersheds presented their own accounts.

Building the Capacities of Dialogue Agents: Knowledge and Tools for Conflict Prevention and Natural Resource Governance

There is great demand from regional and local actors, particularly stakeholders with public functions or in leadership positions, for access to training opportunities in dialogue management and prevention of social conflicts over the use of natural resources. As part of its capacity-building strategy, Partnerships for Dialogue designed the diploma programme of studies on the prevention of social conflicts, addressing this situation through a comprehensive approach to equip participants with the knowledge, tools, and analytical capacity for enhancing their participation in dialogue and social conflict prevention in their own regions and areas. Coordinating inter-sectorally and intergovernmentally, the ministries and their respective agencies also contributed to the design of the study programme. This experience also presents the scope of the training coordinated directly with counterparts, which, in a nutshell, helped to build up the capacities of 3,494 stakeholders in national and regional government institutions and civil society organizations.

Diploma Programme on the Prevention of Social Conflicts over the Use of Natural Resources

132 regional and local officials and civil society representatives trained

In response to the demands of regional and local government officials and public employees, as well as of key civil society stakeholders, for training in conflict prevention, management, and resolution¹⁷, Partnerships for Dialogue designed the Diploma Programme on the Prevention of Social Conflicts over Natural Resource Use” (virtual modality). The aim was to build up the capacities of participants using a comprehensive approach with a multisectoral and multi-level outlook, in order to enhance their participation in the prevention of social conflicts related to natural resource use and thereby consolidate the country’s democratic governance and sustainable development.

Implementation of the first edition of the programme took place using the PAIDEIA educational platform of the Pontifical Catholic University of Peru’s (PUCP) Centre for Conflict Analysis and Resolution (CARC). The 170 hours of training is organised into five modules: “Democratic Dialogue and Conflict Prevention,” “Environment and Sustainable Development,” “Preventive Territorial Development,” “Interculturality,” and “Gender and Conflicts.”

It is important to mention that the contents of the programme have been designed in a coordinated manner through a participatory process with the PCM’s ONDS, the Ministries of Environment (MINAM), Culture (MC), and Women and Vulnerable Populations (MIMP), the Environmental Oversight and Evaluation Agency (OEFA), the National Water Authority (ANA), the National Assembly of Regional Governments (ANGR), the Network of Urban and Rural Municipalities of Peru (REMURPE), and the Association of Municipalities of

¹⁷ The design of the diploma programme took into account the training demands collected in the “Baseline Study on the Capacities of 13 Regional Governments and the Presidency of the Council of Ministers in Conflict Prevention, Management and Resolution,” held in 2013 in Ancash, Apurímac, Arequipa, Cajamarca, Cusco, Junín, Loreto, Madre de Dios, Moquegua, Pasco, Piura, Puno and Tacna, as well as the regulatory frameworks, publications, and other tools of the participating state sectors and attached agencies.

Peru (AMPE). Identification and involvement of civil society stakeholders was coordinated with the Mining and Sustainable Development Dialogue Group (GDMDS) and the National Network of Social Leaders (RNLS), while that of regional and local government representatives was with ANGR, AMPE, and REMURPE.

Eighty-five officials and public employees (52 from regional governments, 22 from local governments, and 11 from ANA and OEFA) and 47 representatives of civil society from Piura, La Libertad, San Martín, Loreto, Pasco, Junín, Apurímac, Arequipa, Áncash, Moquegua, Tacna, Ayacucho, Cajamarca, and Lima

successfully completed the first edition of the diploma programme (July 15 – October 26, 2015).

The modules obtaining the highest scores were Territorial and Local Development and Gender and Conflicts, at 15.54 and 16.28, respectively. Of the 132 students receiving the diploma, 50% were women and 50%, men. The second edition of the programme will take place during 2016. Adjustments are being currently made to the programme’s design and implementation based on discussions and lessons learned from the first process. Some of the results are described below.



DIPLOMA PROGRAMME OF STUDY ON
PREVENTION OF SOCIAL CONFLICTS

First edition
July 15 – October 26, 2015

PADEIA PUCP
170 study hours

132

STUDENTS COMPLETED THE PROGRAMME

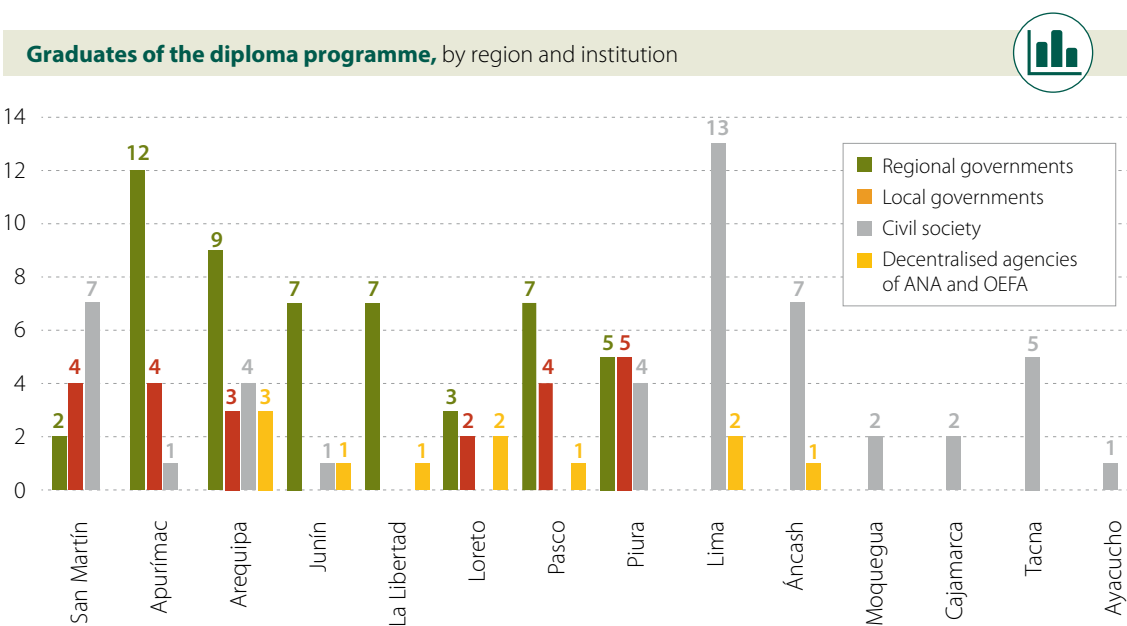
Who are they?

85 Representatives of regional governments, local governments, and decentralised offices (OEFA and ANA)

47 Representatives of civil society



50% ♀ **WOMEN** 50% ♂ **MEN**



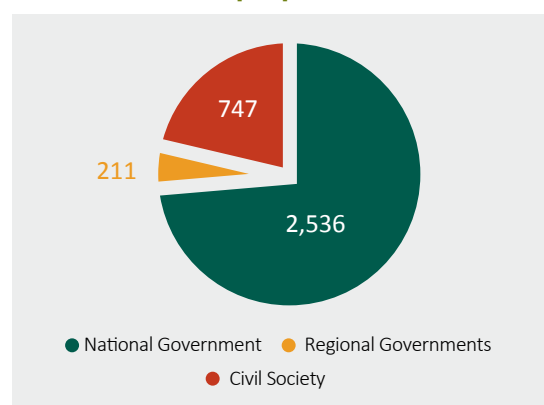
Capacities for dialogue and natural resource governance

3,494 representatives from national and regional government institutions and civil society organisations trained

Since 2013, Partnerships for Dialogue has facilitated a series of forums for strengthening the capacities of 3,494 officials, public employees, and professionals in national, regional and local governments and civil society organisations (NGOs, indigenous organisations, grassroots organisations, and others.). The training covered diverse topics in response to the specific needs of each entity, and related to: (a) democratic dialogue and conflict prevention and management; (b) sustainable development and responsible natural resource use; (c) regional institutions for conflict prevention and local

development; (d) interculturality and indigenous rights with emphasis on prior consultation; and (e) gender and social conflicts.

Number of people trained: 3,494



COUNTERPARTS	TRAINING PROVIDED	
	N° of workshops	N° of people trained
National Government	47	2,536
National Office for Dialogue and Sustainability	1	539
Ministry of Culture	4	30
Ministry of Environment – General Directorate for Environmental Management Policies, Standards, and Instruments	12	432
Ministry of Environment– Advisory Office on Socio-environmental Matters	15	870
Ministry of Energy and Mines	1	30
Ministry of Agriculture	1	50
Ministry of Economy and Finance	1	58
National Water Authority	5	313
Environmental Oversight and Evaluation Agency	2	37
Office of the Ombudsman	5	177
Regional Governments	5	211
15 regional governments of Áncash, Apurímac, Arequipa, Cajamarca, Cusco, Junín, La Libertad, Loreto, Madre de Dios, Moquegua, Pasco, Piura, Puno, San Martín, and Tacna	5	211
Civil Society	13	747
Dialogue Group for Mining and Sustainable Development (GDMDS)	5	290
Latin American Dialogue Group	1	239
Catholic Relief Services	4	98
National Organization of Indigenous Andean and Amazonian Women of Peru	1	12
CHIRAPAQ	1	56
UNDP Training sessions	1	52
TOTAL	65	3,494

Ministry of Environment's Early Warning Networks: Mechanisms for the Prevention of Socio-environmental Conflicts

The Advisory Office on Socio-environmental Matters (OAAS) specializes in socio-environmental conflict management and reports to the General Secretariat of the Ministry of Environment (MINAM). Its main tasks are to identify and monitor potential conflicts, define and implement action strategies, and propose early warning measures in coordination with competent agencies. Through Partnerships for Dialogue, UNDP supported MINAM in monitoring conflicts and intergovernmental coordination for conflict management. Along this line, OAAS is promoting the creation and implementation of early warning networks. Participating in the networks are public institutions with environmental jurisdiction in the regions and their aim is to collect timely information about the rise of socio-environmental conflicts.

Timely information on the outbreak of socio-environmental conflicts

Strengthening of MINAM's early warning networks

The Early Warning Networks (RETs) are a part of MINAM's OASS. Their mission is the timely identification of socio-environmental problems to prevent them from escalating. The networks are comprised of regional public institutions with environmental competencies. Throughout 2014, and under OAAS leadership, work was carried out to create and strengthen 17 RETs in Amazonas, Áncash, Apurímac, Arequipa, Cajamarca, Huánuco, Ica, Junín, La Libertad, Lambayeque, Loreto, Madre de Dios, Moquegua, Pasco, Puno, San Martín, and Tacna. Currently, OAAS-MINAM continues to promote action toward the formation and implementation of these networks, and there are now 23 RETs operating at the national level.

That same year saw the enactment of **Ministerial Resolution N° 079-2014-Minam "Guidelines for**

Recording and Dispatching Early Warning Reports of Socio-environmental Conflicts,"

a legal measure urging RETs to record situations of potential conflict and report that information to divisions and agencies subordinate to MINAM. Those guidelines specify that social conflict analysis includes the collection, recording, and validation of information for an adequate understanding of the origin of conflicts, their problems, and structural causes, and the use of standardised formats permitting the "qualitative, quantitative, and comprehensive" analysis of the social conflicts.

In 2014, technical assistance was also provided for OAAS to implement workshops for strengthening the capacities of RET members in the cities of Cajamarca, Huancayo, Huaraz, Ica, Lambayeque, Puno, Tacna, and Trujillo. Thanks to those workshops, entitled, "Management and Transformation of Socio-environmental Conflicts: Instruments for the Analysis and Prevention of Conflicts," some 300 MINAM officials were trained at the national level.



23 RET Early Warning Networks (RETs) at the National Level



What is an early warning network?

Those networks constitute a forum for coordination and the forging of regional alliances among different actors. Members strengthen their capacities in areas related to the management of socio-environmental conflicts and environmental management.

What are the functions of the RETs?

- Strengthen preventive intervention by identifying socio-environmental problems;
- Promote coordination in the environmental sector and establishment of regional institutions intended to prevent socio-environmental conflicts;
- Strengthen the capacities of RET members; and
- Coordinate and establish strategic alliances with diverse actors in the regions to allow for timely action by RET institutions

For more information, visit www.minam.gob.pe/oaas.



The work we do with the RETs is based on identification of socio-environmental conflicts in the regions. We also have some guidelines for early warning reporting, where RET members can warn us about situations around the area of conflict or some commitment that is not being complied with, and that warning reaches our office immediately, and we work with them to address the conflict. It has a preventive rationale.



Carlos Eyzaguirre, Head of the Advisory Office on Socio-environmental Matters, Ministry of Environment

Office of the Ombudsman and Protection of Conflict-related Rights: Analysis and Recommendations for Dialogue and Conflict Management

The Office of the Ombudsman is a constitutionally autonomous agency whose role is to defend fundamental rights and oversee compliance with government obligations and efficient provision of public utilities throughout the country. In this institutional framework, Partnerships for Dialogue has provided support to the Office of the Ombudsman through the Office of the Deputy Ombudsman for Conflict Prevention and Governance. Its function is to contribute to the peaceful resolution of social conflicts through investigation (monitoring, analysis, and follow up on agreements) into their underlying problems and the design of reliable mechanisms for addressing conflicts. Work with this agency has focused specifically on strengthening the capacity of Ombudsman commissioners in dialogue and conflict mediation and decentralised national participation.


Investigation and Analysis of Dialogue and Prevention of Social Conflicts

Opinion survey and diagnosis for the work of the Deputy Ombudsman's Office

In 2013 and 2014, UNDP provided technical assistance in two specific areas to the Office of the Deputy Ombudsman for Conflict Prevention and Governance. The first was a public opinion survey conducted in 13 regions of the country to obtain concrete information about the people's ideas, perceptions, and attitudes concerning dialogue as a mechanism for conflict resolution. The results

of the surveys were to provide inputs for drawing up an Ombudsman report on the role of dialogue in conflict management. The second area of technical assistance was to support the preparation of three prospective appraisals of social conflicts in Apurímac, Loreto, and Piura, with a view to analysing the conflict situations in the short and medium terms and their impact on governance and on the effective exercise of the basic rights of individuals and communities in those regions. Both outputs contributed to the analysis and investigation work performed by the Office of the Deputy Ombudsman.



We monitor through the institution's 38 offices; we collect first-hand information, organise it, and present it in monthly reports, daily bulletins, and occasional reports. The national Ombudsman Office teams examine each case and plan the intervention activities, and in some cases we collaborate with the institutions in promoting dialogue. In other cases, the parties in conflict hand over the case to us and we act as mediators; we follow up on the agreements reached and signed in order to ensure compliance, and we investigate the problems we consider to be the most pressing; for example, violence in social conflicts is the subject of an Ombudsman Office report that puts forward a set of recommendations, one of those being to pass a law on the use of force. 



Rolando Luque, Deputy Ombudsman for Conflict Prevention and Governance, Office of the Ombudsman



Some findings from the opinion survey on the notions, perceptions, and attitudes of people in 13 regions of the country with regard to dialogue as a conflict resolution mechanism

The survey conducted by UNDP and the Pontifical Catholic University of Peru (1,203 people interviewed) reveals that 41% view themselves as supporters of dialogue, with that percentage rising to 59% in rural areas. Sixty-seven percent consider dialogue necessary for resolving problems and as many as 73% when dialogue is evaluated as part of democracy. Fourteen percent believe that public policies only serve to create disorder and instability, and 21% are of the opinion that forceful measures are the most effective. To sum up, most people assume that dialogue is a useful tool, but know little or nothing about listening techniques or the basic rules for dialogue.

Source: Extract from the presentation made by Rolando Luque, Deputy Ombudsman for Conflict Prevention and Governance of the Office of the Ombudsman during the 11th World Congress on Mediation and the First National Peace-Building Congress in 2015.

Training in Negotiation, Mediation, and Dialogue Facilitation

Training for officials of 28 Ombudsman offices

In 2013, the “Highly Specialised Course for Negotiators and Facilitators of Dialogue Processes in Social Conflicts” was offered under the responsibility of the Consensus-Building Institute in Washington D.C. targeting 40 representatives from 28 Ombudsman offices at the national level. The course addressed the topics of facilitators’ competencies, functions, and responsibilities, mediation techniques in a controlled environment, and simulated situations where mediation can modify the course of social conflict. A review was also made of the individual strengths and areas

of improvement in the mediation work done by Ombudsman’s Office commissioners, leading to the preparation of individual work plans for skill-building.



I believe that the fact that the workshop was quite practical has helped us understand the many ways in which the dialogue process can be structured.



Raquel Álvarez, Representative from the Pasco Ombudsman Office



“Highly Specialised Course for Negotiators and Facilitators of Dialogue Processes in Social Conflicts”:

<https://goo.gl/G8s2jb>

The Ministry of Agriculture and Conflict Prevention: Guidelines and Capacities for Managing Agricultural Conflicts

The Ministry of Agriculture and Irrigation (MINAGRI) is responsible for conducting national agricultural policy applicable at all government levels for production of high-quality agricultural goods and services, with an emphasis on farm worker families and small-scale producers. MINAGRI promotes growth and competitive development in a sustainable environment, with social equality and cultural identity. Its aims are to improve public and private agricultural institutions, stressing coordination among the three levels of government, and the formation of producer associations (management), enhance the agricultural industry's productivity, quality, and business management within a framework of competitive development (competitiveness), improve access to services and open up opportunities for the rural population in keeping with inclusive agricultural development (inclusion), and achieve sustainable use of natural resources --water, soil, forests and their biodiversity-- in harmony with the environment (sustainability). MINAGRI now has a Directorate of Irrigation Management and Dialogue to fortify and boost its conflict management efforts. Given the close relationship that exists between mining and agriculture, MINAGRI has also spearheaded the implementation of dialogue and development roundtables.

Conflict Prevention and Resolution Capacities in the Agricultural Sector

50 officials trained for dialogue intervention

At the opening of 2014, Partnerships for Dialogue provided technical assistance to conduct training workshops on conflict prevention and resolution in the agricultural sector. Aimed at training 50 officials¹⁸ in key departments of MINAGRI and attached agencies, the objective of the workshop was the strengthening of capacities for conflict analysis and evaluation, design of prevention-oriented intervention processes, improvement of communications for conducting dialogue processes, and intervention in dialogue and development roundtables and work groups.

Protocol for Dialogue and Social Conflict Prevention and Management in Agriculture

A sector-specific regulatory framework for building institutions

As result of the workshops described above, a protocol was designed for dialogue and conflict prevention and management in the agricultural sector as an instrument to guide officials for better conflict management. This protocol, already submitted to MINAGRI Irrigation, establishes action guidelines for appropriate management of social conflicts in the territories where MINAGRI officials intervene. It sets out the regulatory framework for agricultural conflict prevention and management, as well as an analysis of conflict management that starts off by conceptualising the identification of a conflict (how to act, where to investigate, how to deal with information, how to determine who the stakeholders are) and moves on to the settlement of the conflict, ending up with the monitoring of its resolution. Drawing on this framework, MINAGRI can adopt conflict management initiatives that will help to build competent institutions in Peru.

¹⁸ 19 men and 31 women

State Management of Extractive Activities: Promotion of Transparency and Conflict Prevention in Extractive Activities

The Ministry of Energy and Mines (MEM) is responsible for formulating and evaluating national policy for sustainable development of mining and energy activities; it is also the final authority for environmental matters related to those activities. In this framework, Partnerships for Dialogue has supported the General Office of Social Management (OGGS), created in 2005, whose function is to advise MEM on forging and reinforcing harmonious relations among mining and energy companies, regional and local governments, civil society, and the various public and private agencies. It also proposes the laws needed for this purpose and for conflict prevention and resolution in the sector. This technical assistance was based specifically on capacity-building initiatives and support for promotion of the Extractive Industry Transparency Initiative.

Diploma Programme in Strategic Intelligence and Analysis of Socio-political Information 30 officials of decentralised MEM offices trained

In 2013, in coordination with OGGS, the “Diploma Programme in Strategic Intelligence and Analysis of Socio-political Information” was implemented. Thirty officials from the decentralised offices in Cajamarca, Junín, Áncash, and Cerro de Pasco participated in the programme through 24 face-to-face sessions totalling 96 study hours. Participants were provided with conceptual and methodological tools for collecting information about social conflicts, and their capacities for identifying and assessing relevant data in their geographic areas were reinforced. As a result of this process, MEM adopted “timelines” as conflict monitoring tools and helped to pass on information to key stakeholders in the various geographic areas, in order to prevent social conflicts. The specific topics covered in the programme were: identification of sources, types, and elements of strategic

information; identification of the main actors in social conflicts (and the resources, interests, discourse, and ideologies of those actors); and application of methodologies for analysing specialised social conflict information from the standpoint of strategic intelligence. The development of this study programme, geared specifically to those responsible for managing social conflicts in the mining sector, has made it possible to build up conflict prevention capacity by analysing primary information and data from complaints lodged at MEM regional offices and central headquarters.

Support for the Extractive Industries Transparency Initiative (EITI)

Transparency for trust, trust for generating development

Building trust is an inescapable factor for better management of resources obtained from extractive activities. Efforts for greater transparency should

be cited here, such as the Extractive Industries Transparency Initiative (EITI)¹⁹, underway in Peru since 2005. In 2011, Supreme Decree N° 028-2011-EM created the *Permanent Multisectoral Commission for the Transparency of Extractive Industries in Peru*, made up of representatives of the state (led by MEM's OGGs), extractive companies, and civil society. In February 2012, Peru reached an important goal, obtaining a “compliant country” certification in transparency, making it the first Latin American nation to earn this distinction. To date, it has four national conciliation studies completed and two regional processes with EITI committees in place.

Participation in the 7 Transparency Alliance for Extractive Industries

Supporting the Extractive Industries Transparency Initiative in Peru

At the G7 summit of 2013 in Ireland, alliances were announced with eight countries to promote

the transparency of extractive industries. In this framework, the governments of Peru and Canada established the Partnership for Transparency in the Extractive Sector, the first effort of its kind to link up international cooperation actors with the national Extractive Industries Transparency Initiative (EITI). Transparency initiatives in the extractive sector were aligned with country priorities in order to move forward with EITI implementation. UNDP is a member of the Coordination Committee, along with the Canadian government, MEM, the United States Embassy in Peru, the World Bank's International Finance Corporation, the Inter-American Development Bank, the Embassy of Switzerland, German Cooperation, the Law, Environment, and Natural Resources (DAR) civil associations, and the Citizen's Proposal Group (GPC). Early in 2015, the Partnership for Transparency in the Extractive Sector presented its work report for 2014 and transparency project monitoring results and action plan for 2014.

What is EITI?

The Extractive Industries Transparency Initiative (EITI) is a strategic global alliance that brings together governments, extractive companies (mining, petroleum, and gas), civil society groups, and international organisations for the use of transparency criteria in the payments that mining, petroleum, and gas companies make to governments, and in the revenues that governments receive from those companies, so that these resources can be used to foster development. In 2015, 48 countries worldwide were implementing this initiative.

Peru's Participation in EITI

In 2004 Peru was invited to participate in EITI, given the contribution of its mining, petroleum, and gas activities to national income and Peru's contribution to Latin American and global production. In 2005, Peru joined EITI under the leadership of the Ministry of Energy and Mines, making it the first country in Latin America to form part of this initiative to date.

More information at: <http://eitiperu.minem.gob.pe/>



¹⁹ EITI was created at the Johannesburg Summit in 2002 and is currently being implemented by 25 countries, following a set of principles, criteria, and rules. This task has been assumed by committees headed by state authorities and comprised of company and civil society representatives.

The National System of Environmental Management and the National Environmental Impact Assessment System: Strengthening of Actors and Guidelines for Dialogue and Participation

The General Directorate of Environmental Management Policies, Standards, and Instruments is a technical and regulatory body of the Ministry of Environment (MINAM), a government institution whose primary mandate is to promote and ensure sustainable, responsible, wise, and ethical use of natural resources and the environment in which they are found. This agency is in charge of preparing and approving environmental management instruments at the national level within the framework of the National System of Environmental Management, its goal being to organise and guide environmental policy and legislation. It is also responsible for formulating and proposing environmental management regulations and for administering the National Environmental Impact Assessment System (SEIA). Partnerships for Development fosters multi-stakeholder dialogue forums for consensus-building and conflict prevention, with an eye to strengthening both systems.

Strengthening of the National System of Environmental Management

21 Regional Environmental Commissions (CARs) and 24 Municipal Environmental Commissions (CAMs) strengthened

The CARs and CAMs are environmental management agencies responsible for coordinating and harmonizing environmental policy within their jurisdictions. They promote dialogue and agreement between the public and private sectors and civil society. In addition, they strive in coordination with regional and local governments for implementation of the Regional Environmental Management System (SRGA) and the Local Environmental Management System (SLGA). Regional governments approve the creation, scope, composition, and functions of the CARs and help them meet their goals within the framework of the National Policy on Environment. Local governments do the same with the CAMs.



All of the regions have a CAR, which is a citizen participation forum that we can use at greater depth so that different interests can be expressed; together with the dialogue roundtables, they can truly produce positive and favourable results for the country's socioeconomic development.



Amalia Cuba, former Director General of Environmental Management Policies, Standards, and Instruments, Ministry of Environment



Regional Environmental Commissions (CARs) and Municipal Environmental Commissions (CAMs)

The purpose of the CARs and CAMs is to promote dialogue and agreement between the private and public sectors and civil society for coordinating and building consensus on environmental policy within their jurisdictions. They also have the following functions:

- Serve as the consensus-building body for regional environmental policy and act in coordination with regional and local governments for implementation of the Regional Environmental Management System (SRGA) and Local Environmental Management System (SLGA)
- Draft the environmental plan and agenda. Create proposals for the operation, application, and evaluation of environmental management instruments and for environmental policy implementation
- Facilitate appropriate measures for the resolution of environmental conflicts

In January 2014, in coordination with MINAM, the “Diagnosis and Proposal for Building the Capacities of the Regional Governments (GOREs), CARs, and CAMs in Dialogue, Conflict Prevention, and Environmental Management” was drafted. In addition, three macro-regional workshops were held in Lima, Moquegua, and Piura with the participation of 18 CARs and 20 CAMs in Amazonas, Arequipa, Ica, Junín, Lima, Puno, and Tumbes. This diagnosis brought greater clarity to MINAM about the weaknesses and strengths of the CARs and CAMs and potential measures for handling conflicts. As a result, over the following months the “CAR and CAM Strengthening Module” was prepared in order to build up the participating stakeholders’ environmental management capacities for conflict prevention. This was accomplished through workshops targeting three CARs (Amazonas,

Cajamarca, and Moquegua) and four CAMs (Bagua Grande, Cajamarca, Chachapoyas, and Moquegua).

All told, the project has provided technical assistance to 21 CARs and 24 CAMs for reinforcing environmental governance in their respective geographic areas. MINAM continues to strengthen the capacities of those regional and local bodies today. In 2015, the CARs and CAMs were undergoing reorganisation and planning changes due to the entry into office of new regional governors and local authorities following the October 5, 2014 elections.

Rules to Reinforce the National Environmental Impact Assessment System

Towards optimizing citizen participation in environmental assessment processes

UNDP provided technical assistance for formulating a bill entitled “Mechanisms and/or Guidelines on Social Management of Environmental Impact Assessments (EIA) in the Framework of the National Environmental Impact Assessment System (SEIA).” This preventive instrument will promote citizen participation during the formulation of environmental studies, environmental impact assessments, environmental oversight and the shutdown of economic activities, in order to prevent the outbreak of socio-environmental conflicts through dialogue between companies, citizens, and the state. The law is based on an analysis of the regulatory framework in force for Detailed Environmental Impact Assessments (EIADs) and gathers opinions and suggestions to improve citizen participation in EIAs. In addition, it includes recommendations on the public role of information dissemination, training, and assistance in building local capacities during early pre-feasibility stages so that development plans can take potential large-scale projects into account. Currently under review, the law will have an impact on environmental authorities in the case of investment projects at the national, regional, and local levels. The aim is to convert participation into a coordinated and ongoing process in which citizens’ interests, concerns, and proposals for access to and use of natural resources can be properly addressed.



What is the National Environmental Impact Assessment System (SEIA)?

It is a unique and coordinated system to identify, prevent, supervise, and rectify negative environmental impacts before they occur. It includes national, regional and local policies, plans, and programmes with significant environmental implications, as well as public investment or mixed capital projects that could produce a significant adverse environmental impact. MINAM is the governing body of SEIA.



Workshop with the Environmental Commission of Condorcanqui - Amazonas, to build environmental management capacities for conflict prevention.

Support for Defining Environmental Priorities in the Regions

Workshops on the optimising of environmental policy and legislation for key stakeholders

In 2014, in the context of regional elections, UNDP supported awareness-raising and training of the technical teams and candidates of 12 political groups in Amazonas, Cajamarca, Moquegua, and Madre de Dios who would be running in the upcoming municipal elections of October 2014. The respective workshops focused on the principal environmental and territorial problems, priorities, and strengths that Regional Environmental Commissions (CARs) and Municipal Environmental Commissions (CAMs) should take into consideration during subsequent years. That same year, in formalising small-scale and artisanal mining, UNDP supported measures for strengthening the technical capacities of regional officials and/or public employees in order to improve the preparation and review of the Corrective Environmental Management Instrument (IGSC). The corresponding workshops were geared toward professionals in the Regional Directorate of Energy and Mines (DREM) or their counterparts in the regions of Apurímac, Arequipa, Lima, Madre de Dios, and Puno.

Creation of the National Water Authority's Conflict Prevention and Management Unit: Water as a Dialogue and Consensus-generating Element

The creation of the National Water Authority (ANA) through Legislative Decree N° 997 in March 2008, and approval of the Water Resources Act (Law N° 29338) exactly one year later, were vital steps toward constructing a national water resource management system. The fundamental goal of this system is to coordinate and ensure integrated and multisectoral management, sustainable exploitation, conservation, and efficient use, and to increase water resources by applying quality standards for their use. ANA exercises administrative territorial jurisdiction over water resource distribution at the national level through its decentralised agencies, the Water Management Authorities and the Local Water Administrations. This specialised agency attached to MINAGRI is the National Water Resource Management System's governing body with maximum technical-regulatory authority. Its main function is the multisectoral and sustainable exploitation of water resources to be attained by forging strategic alliances with regional and local governments and the full range of social and economic stakeholders. The UNDP's Partnerships for Dialogue participates in ANA's efforts to make water, which is associated with numerous socio-environmental conflicts, a generator of dialogue and consensus.

ANA Conflict Prevention and Management Unit

The first specialised water conflict unit in Latin America

In the framework of the cooperation offered to ANA since 2012, UNDP provided technical assistance in formulating the proposal entitled "Creation of the Office on Dialogue and Participation for Water." This laid the foundations for the establishment of the Conflict Prevention and Management Unit (UPGC) within ANA's institutional architecture on August 21, 2014, through Administrative Resolution N°243-2014-ANA. **The UPGC, the first specialised water conflict unit created in Latin America**, is an organic, unstructured unit of the ANA General Secretariat tasked with executing guidelines and strategies for the prevention and management of conflicts and/or disputes over water resources.

Prevention and Management of Social Conflicts over Water Resources

Official Protocol for acting in conflicts

Its regulatory framework enables ANA to design and adopt initiatives for better management and monitoring of social conflicts over water resource use. Partnerships for Dialogue, in coordination with ANA, accordingly designed a set of management tools to increase understanding and improve management of social conflicts over water use for both citizens and officials at ANA's central headquarters and decentralised agencies, its 14 Water Management Authorities (AAAs) and 72 Local Water Administrations (ALAs). One of these is the "Protocol for Prevention and Management of Social Conflicts over Water Resources" (approved through Administrative Resolution N° 285-2014-ANA). This protocol contains guidelines and

standardises the criteria and actions to be followed by ANA officials and professionals intervening in the prevention, treatment, and monitoring of water conflicts. It offers key concepts for an understanding of regulatory tools and information about appropriate ways to classify conflicts, identify relevant actors, and establish prevention mechanisms and intervention, supervision, and monitoring strategies.

Toolkit for the Prevention and Management of Water Conflicts

Increasing the coherence of ANA intervention in conflict prevention

Partnerships for Dialogue provided technical assistance for the preparation and publication of the “Toolkit for the Prevention and Management of Water Conflicts.” The purpose of this kit is to furnish different public and private sector and civil society stakeholders with guidelines, methodologies, and concepts on the prevention and management of water conflicts. The kit includes 1) the “Protocol for the Prevention and Management of Social Conflicts,” described in the previous section; 2) the “Guide for Consultation on the Prevention and Management of Water Conflicts,” containing methodologies and tools to prevent and manage water conflicts in the country using a comprehensive water management vision; and 3) the “Primer on Dissemination and Consultation

for the Use and Exploitation of Water Resources in Peru,” which also explains ANA’s functions, the role of its different offices, and key points of its water policy. The toolkit is now a part of the capacity-building strategy for the UPGC, AAAs, and ALAs. Not only has the strategy been empowered, but it has also gained in clarity, organisation, coherence, and order, making its interventions for addressing water conflicts preventive.

ANA

What are ANA’s decentralised bodies? The AAAs and ALAs.

The Water Management Authorities (AAAs) direct, within the sphere of their competence, the operation of the National Water Resource Management System, continually coordinating with its members on actions needed to achieve the system’s objectives. The Local Water Authorities (ALAs) report to the AAAs and are distributed throughout the country’s different watersheds. One of their main functions is to administer water resources at the watershed level, so Watershed Councils can also be found attached to the AAAs.



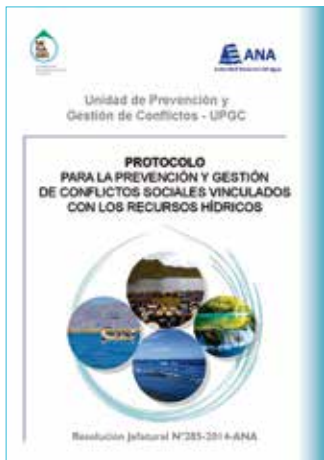
We are offering some training in the use of those tools, and the professionals who participate, apart from being engineers, technicians, or in charge of the AAAs or ALAs, are now learning how to prevent and manage conflicts and just how important dialogue really is --not just showing up to present my position or opinion as the government, but emphasizing the ability to really listen.



Mirian Morales, Coordinator of the National Water Authority’s Conflict Prevention and Management Unit



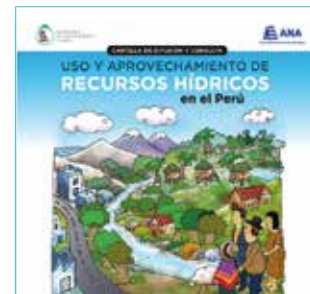
Toolkit for the prevention and management of water conflicts



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<https://goo.gl/qAqyjP>



Capacities for Building Consensus on the Prevention of Water Conflicts

257 public officials and employees of the AAAs and ALAs and more than 168 civil society stakeholders trained

Partnerships for Dialogue strengthened the capacities of ANA officials, professionals, and employees of the AAAs and ALAs, and representatives from grass-root civil society organisations. In 2013, the workshop on “Creating Consensus in Dialogue Forums for Water Resource Management” was held twice in Lima to provide training in the problems of water conflicts, refine methodologies and procedures for addressing disputes, and streamline cases in the hands of AAAs and ALAs. The following year, 2014, the first cycle of macroregional workshops to build capacities for generating dialogue forums and preventing conflicts was held in Arequipa, Chiclayo, Cusco, Lima, and Tarapoto. These workshops addressed recognition of the daily nature of the conflicts, their transformation into development opportunities through prevention, and the lessons learned in resolving conflicts without violence. In December 2015, this time in coordination with the recently created UPGC and with UNDP support, the workshop, “Generating Partnerships for Dialogue and the Prevention and Management of Social Conflicts Associated with Water Resources” was conducted in Piura, Abancay, and Puerto Maldonado. More than 168 agricultural, mining, and

forestry leaders from indigenous and farm worker communities, social organizations, subnational governments, and user boards were trained in dialogue, conflict prevention, and integrated water resource management through application of the toolkit for the prevention and management of water conflicts. Potential situations of conflict were also identified during the workshop, and open conflicts were confirmed. On the horizon for 2016 is the preparation of a document on water conflict management using a watershed approach (Peru has 159 hydrographic units).



Capacity building workshop on the prevention of water conflicts for the Ucayali Early Warning Network.



Early Warning for the Prevention of Water Conflicts

Civil society active in the identification and timely communication of water conflicts

Early Warning Networks (RedATs) are part of ANA's water conflict prevention strategy and constitute information and response networks made up of community representatives, indigenous organizations, grassroots organisations, and other groups. The work of the RedATs is oriented toward the prevention, treatment, and monitoring of water conflicts in each zone, as well as the conservation and care of water resources.

How do the RedATs operate? Members of the RedATs work to identify water conflicts and communicate that information in a timely manner to ANA, whether to UPGC or an AAA or ALA, for early implementation of dialogue and prevention mechanisms and coordination with other state agencies. Currently, 17 RedATs operate in the watersheds of Amazonas (Loreto), Ucayali (Ucayali), and Madre de Dios (Madre de Dios and Puno).

Coordinated Action for the Identification and Prevention of Water Conflicts

175 members of RedATs trained and committed to this mission

ANA has launched the participatory design of the Action Guidelines for Early Warning Networks, which will provide concepts, rules, and roadmaps for improving the work of the RedATs, specifically in the identification of water conflicts and coordination among the parties and with ANA. With the technical assistance of Partnerships for Dialogue, on May 23-27, 2016, ANA held a series of workshops to validate those guidelines with the RedATs of Amazonas, Ucayali, and Madre de Dios. A total of 175 members of the RedATs were brought together, including Apus, community leaders, representatives from indigenous and grassroots organisations, and others. They provided inputs for the design of the RedAT Action Guidelines and received key information for continuing to identify and report water conflicts.

RedAT – AMAZONAS (1)

Apus, dirigentes y representantes de las comunidades nativas Peruanito, Sion, Jerusalén, San José, Nueva Nazareth, Pijuayal, 2 de mayo, San Ramón, Belén y San Cristóbal.

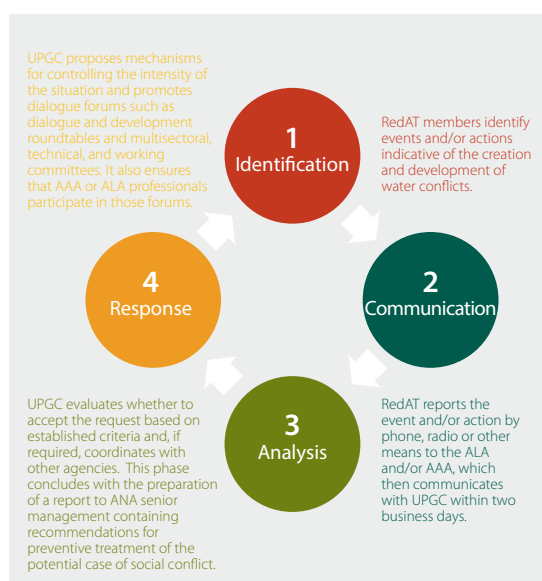
RedAT – UCAYALI (8)

Apus y dirigentes de las comunidades nativas Flor de Ucayali, Shambo Porvenir, Santa Clara de Uchunya, San José de Tunuya, Santa Teresita, Puerto Belén, Utucuro, Callería, Betel, Nueva Saposoa, Nueva Betania, Saasa, Nuevo Palestina, Alva Castro, Santa Rosa Tamay Tipishca.

RedAT – MADRE DE DIOS (8)

Representantes de organizaciones de base y municipios de los distritos Ayapata, Yanahuaya, Alto Inambari, Macusani, Sandia, San Gabán, San Pedro de Putina, San Juan del Oro.

What are the stages of RedAT's work?



OEFA Environmental Oversight and Evaluation: Key Pieces in Conflict Prevention

The Environmental Oversight and Evaluation Agency (OEFA), a specialised technical agency attached to the Ministry of Environment, is in charge of environmental oversight and ensuring a proper balance between private investment in extractive activities and environmental protection. It is also the governing agency of the National Environmental Oversight and Evaluation System (SINEFA). In order to strengthen and vitalize OEFA action in the prevention and management of socio-environmental conflicts, two coordinating bodies have been set up: (a) Coordination of Conflict Management and Compliance with Socio-environmental Commitments, tasked with contributing to the management of socio-environmental conflicts and disputes associated with OEFA competencies through the development of dialogue and negotiation strategies, participation in dialogue forums, implementation of early warning mechanisms, and supervision of compliance with commitments; and, (b) Coordination of the Systematic Organisation and Processing of Information and Investigation of Socio-environmental Conflicts, which is responsible for managing information and investigating socio-environmental conflicts under OEFA jurisdiction by conducting investigations and studies and developing training programmes in the use of methodologies, tools, and procedures for promoting dialogue, mediation, negotiation, and efficient conflict management.

Strengthening of OEFA Decentralised Offices and Senior Management

Specialised training in socio-environmental conflict analysis, prevention, and management

In coordination with OEFA, the capacities of its national team and staff in its decentralised offices were strengthened at the end of 2013 through the “Specialisation Course on Analysis, Prevention, and Management of Socio-environmental Conflicts” and the “Training Workshop for Staff of the OEFA Decentralised Offices.” The first of these activities targeted 15 participants of the former General Coordination of Social Conflicts (CGCS)²⁰ and key officials in OEFA divisions. The second was aimed at 22 staff members of the General Coordination of Decentralised Offices.



²⁰ To strengthen and vitalize its action in the management of socio-environmental conflicts, OEFA has currently established two coordination bodies: (1) Coordination of Conflict Management and Compliance with Socio-environmental Commitments, and (2) Coordination of the Systematic Organisation and Processing of Information and Investigation on Socio-environmental Conflicts.

OEFA's Role in Conflict Management

Tools for environmental oversight and conflict management

Key tools were coordinated as part of the effort to strengthen OEFA institutions for participation in dialogue and conflict prevention and its oversight and supervisory functions. At the end of 2014, the "Primer on the ABCs of Environmental Oversight in Peru" was published on basic aspects of environmental oversight, the functions of the OEFA, and the National Environmental Oversight and Evaluation System (SNEFA), methods of citizen participation, and the tools available to citizens for filing environmental complaints. This publication, which contributes to the formation and development of citizen capacities, is an information and consultation tool that enables citizens to help protect their right to live in an environmentally healthy and balanced environment. That same year also saw publication of the document, "Role of OEFA in the Management of Socio-environmental Conflicts," aimed at officials in its divisions and decentralised offices. The purpose of the guide is to provide guidelines and recommendations for the identification and analysis of socio-environmental disputes and conflicts with a view to their prevention or the negotiation of their resolution. These tools are used to train OEFA staff in Lima and in the decentralised offices, and are available to the general public.

Publications



<https://goo.gl/0AXdL4>



<https://goo.gl/ExZxS3>



🗨️ What cannot be allowed to happen at a dialogue roundtable, for example, is that if a community asks for one thing and the company for another, an official declares that 'no, I don't have the authority for that' or 'I'm not the one to ask; get someone else!' A situation like that makes the state look bad. That's why this coordination with the National Office for Dialogue and Sustainability exists, so that before an issue is addressed, everyone knows what to do and how to coordinate. That way the message sent by the state is strong; it's unified, and it's clear. 🗨️

Hugo Gómez, former Chairman of the Governing Board of the Environmental Oversight and Evaluation Agency



Office of the Ombudsman and the Sustainable Use of Natural Resources: Proposals for Influencing Public Policies

The Office of the Deputy Ombudsman for Public Utilities, the Environment and Indigenous Peoples of the Ombudsman Office is responsible for protecting the right of citizens to accede to quality public utilities at fair rates (through oversight of their provision) and to live in a balanced environment suitable for human habitation (through supervision of compliance with the obligations of state administration). This Office of the Deputy Ombudsman has shown special concern over air quality in the cities, pollution of water resources, soil pillage, and the development of certain practices and activities that are incompatible with environmental protection and responsible and sustainable resource use --practices that eat away at the country's biological wealth and consequently affect the quality of life of its inhabitants. UNDP has supported the Office of the Deputy Ombudsman in its work of producing recommendations to the state on environmental and natural resource governance matters.

Ombudsman Reports N°160 and N°167 **The state and illegal and informal mining in Peru**

In 2013, Partnerships for Dialogue supported the publication and presentation of Ombudsman Report N° 160, "State Action on Illegal and Informal Mining in Peru. Supervision of the Implementation of Legislative Decrees under Law N° 29815". This document reports the results of the Office of the Ombudsman's supervision of 27 nationwide state institutions in regard to the degree of compliance with their obligation to implement the regulatory provisions of the above-cited decrees. This was particularly important at that time because the provisions to be issued by those institutions would determine the efforts of regional governments to formalise medium and small-scale mining throughout the country. The recommendations contained in this Ombudsman report helped improve state management of informal and illegal mining.

The following year the project supported the drafting of Ombudsman Report N°167, which complemented the supervision initiated with Ombudsman Report N°160 to take stock of state

action over the 2012 – 2014 period. In this case, the supervision was applied to 25 regional governments in Peru, as well as the Ministry of Energy and Mines for metropolitan Lima, since all of those entities are responsible for formalising, supervising, and overseeing small-scale and artisanal mining. The purpose of this Ombudsman Report, which covered 55 state bodies with jurisdiction over the formalisation, supervision and oversight of small-scale and artisanal mining, was to identify challenges and progress in building regional government capacities, controlling chemical inputs, machinery, and equipment used for informal and illegal mining, remediating environmental impacts, and addressing social impacts. The report was presented by the Ombudsman in Lima, Ica, Puno, Piura, Ayacucho, Arequipa, and Madre de Dios.

Training in Water Resource Management and its Impact on Human Rights

60 representatives of 28 Ombudsman offices trained

The "Training Course in Natural Resource Management and Quality and their Impact on Human Rights" was the result of a coordinated effort made in 2013 by

the Ombudsman's Office and the National Water Authority (ANA). Partnerships for Dialogue provided support for implementation of the course to strengthen the capacities of the heads and officials of

the 28 decentralised Ombudsman offices in proper water resource management and provide them with tools concerning legal frameworks, institutional competencies, and related administrative procedures.



Office of the Ombudsman Proposes Strengthening the Formalisation Process for Informal Mining

To date, of the 58,835 stated commitments in force, only 16 have been formalised. At the close of the formalisation process on April 19, 2014, only seven had been achieved. The number of miners benefitted totalled 631. One of the reasons for this poor showing were shortcomings with respect to the specialised staff, logistics and budgets of the regional government agencies responsible for the formalising, supervision, and oversight of small-scale and artisanal mining.

"We have ascertained that the administrative supervision of small-scale mining and artisanal mining under regional responsibility is inadequate. We are therefore recommending that the technical capacity of regional governments be strengthened and that they also be provided with sufficient budgetary resources to exercise their functions effectively. Furthermore, the current deficit in supervision needs to be urgently remedied," stated Iván Lanegra, Deputy Ombudsman for Environment at the Office of the Ombudsman.

Report N°167 indicates that the state has granted other exploitation rights, some of which even overlap, in areas where those participating in the formalisation process have stated their intention to carry out mining activities. The Office of the Ombudsman has recommended that the Presidency of the Council of Ministers (PCM) issue rules to facilitate the resolution of disputes or conflicts that have arisen as a result, thereby safeguarding acquired rights, particularly those of indigenous peoples. In order to do this, legal and technical criteria need to be determined pursuant to current law, addressing the situation in each region and coordinating with the different sectors involved.

It should be pointed out that warnings have been issued in other areas, such as environmental remediation, under the responsibility of national and regional governments. The Environmental Impact Recovery Plan, an instrument entrusted to the Ministries of Energy and Mines and Environment, which should have been approved two years ago, remains pending.

Source: Extracts from the Office of the Ombudsman Press Bulletin 247/OCII/DP/2014 <http://bit.ly/1xvj0tf>

Publications



<http://goo.gl/iqJ54H>



<http://goo.gl/ZSwdGa>



Implementation of the Right to Prior Consultation: Mechanism for Intercultural Dialogue between the State and Indigenous Peoples

Partnerships for Dialogue provided the Ministry of Culture with technical support through the Prior Consultation Department, a division of the General Directorate for the Rights of Indigenous Peoples under the Vice Ministry for Interculturality. This office is responsible for formulating policy, programmes and projects that promote interculturality, in order to foster and ensure the rights and integrated development of the country's diverse cultural groups and build a citizenry that recognizes, respects, and is enriched by interaction with cultural diversity. A portion of UNDP's technical support is aimed at building capacities for management of interculturality policy and promotion of indigenous people's right to prior consultation. The line agency responsible for promoting implementation of the indigenous peoples' right to prior consultation –in the framework of ILO Convention 169 ratified by Peru in 1994– and for providing technical assistance for that purpose²¹ is the Prior Consultation Department. The spirit of consultation and participation constitutes the cornerstone of the convention, requiring consultation with indigenous and tribal peoples on matters affecting them and their free, prior, and informed participation in the development and formulation of policies that concern them.²²

Tools for Ensuring Proper Implementation of Prior Consultation Processes

In order to contribute to Peru's institutionalisation of prior consultation with indigenous peoples, Partnerships for Dialogue has helped to produce, in coordination with the Prior Consultation Department, various instruments and tools for proper implementation of such processes. The "Primer on Identification of Indigenous or Native Peoples for Prior Consultation", "Methodological Guide for the Identification Stage of Indigenous or Native Peoples", and "Methodological Guide for Prior Consultation Facilitators", for instance, have therefore been prepared and published. Approval is expected in the


coming months of the "Directions for the Updating and Registration of Prior Consultation Facilitators", which will make it possible for the Ministry of Culture to regulate the selection, training, monitoring and registering of facilitators responsible for carrying out prior consultation processes at the national level.

A methodological guide will also be published shortly on the identification stage of prior consultation measures; it is taken from a technical legal document on the collective rights of indigenous or native peoples that will be cited in the second point of this experience. This document emphasizes the direct impact referred to precisely during the measure's identification stage.

21 This is a binding international legal instrument that deals specifically with the rights of indigenous and tribal peoples. Convention 169 has been ratified by 20 countries and is still open to ratification by others. Ratifying countries have one year in which to align their laws, policies and programmes before the convention becomes legally binding, and are subject to oversight with respect to its implementation.

22 The basic principles of Convention 169 are the identification of indigenous and tribal peoples, their non-discrimination, recognition of their culture and other specific characteristics, their right to determine development priorities, and indigenous peoples' consultation and participation. The final principle cited applies not only to specific development projects, but also to broader issues of governance and the participation of indigenous and tribal peoples in public life.



At present we have mechanisms in place that did not exist previously, such as implementation of the Law of Prior Consultation (...).The primary tool is for indigenous organisations to be given sufficient information to participate in such processes. To that end, the Ministry of Culture has provided technical assistance for helping them access all of the needed information and has produced several instruments: guidelines, guides, training materials, etc. This has made it possible for us to train nearly 2,500 indigenous leaders and close to 700 public officials. 



Patricia Balbuena, former Vice Minister for Interculturality of the Ministry of Culture

Contents of Prior Consultation Tools



Primer on Identification of Indigenous or Native Peoples for the Prior Consultation Process.

This answers questions such as: Who are Peru's native peoples? Do all the communities consist of indigenous or native peoples? Who identifies indigenous or native peoples? What is the Vice Ministry for Interculturality's role in this process? What roles do indigenous organisations play? What information should the promoting agency have for the process?

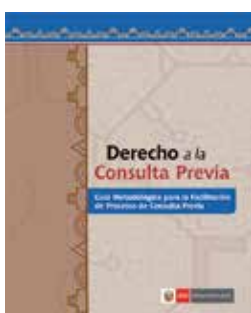
<https://goo.gl/5Hri27> 



Methodological Guide for the Identification Stage of Indigenous or Native Peoples.

This is aimed at the promoting agencies for the prior consultation process. It contains information on the steps and techniques for identifying indigenous peoples in the territory where administrative measures requiring consultation are to be implemented. The identification stage of peoples is an initial stage of the consultation process and is regulated by the Law of Prior Consultation and its Bylaws.

<http://goo.gl/o5pNKu> 



Methodological Guide for Prior Consultation Facilitators.

This gives the benchmark steps that prior consultation facilitators should follow and provides them with the basic instruments for assisting in the process. The first part of the guide explains the conceptual aspects facilitators should take into account, and the second the facilitation methodology for each stage of the process.

<https://goo.gl/rH4IMb> 

Working Documents for Reinforcing Knowledge and Implementation of the Right to Prior Consultation

In addition to the above tools, Partnerships for Dialogue has helped the Vice Ministry for Interculturality's Prior Consultation Department generate technical documents for analysing, documenting, and contributing to discussion of

key aspects for implementing the right to prior consultation in Peru. Partnerships for Dialogue has provided technical assistance to this department for preparing and/or publishing "Ten Breakthroughs in the Implementation of Prior Consultation in Peru", "Collective Rights of the Indigenous or Native Peoples", and "Standards for Enforcement of the Right to Prior Consultation in the Inter-American Commission on Human Rights".

Working Document Objectives and Contents



Ten Breakthroughs in the Implementation of Prior Consultation in Peru.

This document enumerates the basic aspects of prior consultation and ten breakthroughs in its implementation from 2013 up to the present. These breakthroughs are also lessons learned that the Ministry of Culture's Vice Ministry for Interculturality is sharing in order to further strengthen prior consultation policy in Peru.



Collective Rights of the Indigenous or Native Peoples.

This document seeks to contribute specifically to the identification stage of measures to be consulted in prior consultation, based on a legal and constitutional consideration of collective rights. It goes into depth on the identification of the collective rights of indigenous peoples, and includes a brief portrayal of those rights, explaining their constitutionally protected content and offering a legal analysis of the definition of "direct effect" contained in Article 3 of the Bylaws to the Law for Prior Consultation.



Standards for Enforcement of the Right to Prior Consultation in the Inter-American Commission on Human Rights (IACHR).

This document analyses, specifies, and explains information on emblematic cases resolved by the Inter-American Court of Human Rights and the IACHR concerning the rights of indigenous peoples and, specifically, the right to prior consultation. It details information ---updated and systematically organised-- about the jurisprudential criteria of the Inter-American Human Rights System, giving examples related to the right to prior consultation of other legal systems in the region, as required.

Participation of Indigenous Leaders in Prior Consultation Processes

Majjuna Kichwa Regional Conservation Area, Lots 169 and 192

In coordination with the Ministry of Culture's Prior Consultation Department, Partnerships for Dialogue facilitated the participation of indigenous leaders in the following prior consultations: (a) Creation of the Majjuna Kichwa Regional Conservation Area (RCA); (b) Lot 169, first process in Peru's hydrocarbon sector; and (c) Lot 192, in the framework of the signing of the Lima Act of the Multisectoral Commission for the Development of the Pastaza, Tigre, Corrientes, and Marañón River Basins.

Implementation of these intercultural dialogues led to understandings and agreements between indigenous peoples and the state. It also created an opportunity to provide information and tools for indigenous leader participation in future prior consultations. More information on these prior consultations is available at:

- Proposed Majjuna Kichwa Regional Conservation Area: <http://goo.gl/9fCulP>
- Prior consultation for Lot 169: <http://goo.gl/qtU3A4>
- Prior consultation for Lot 192: <http://goo.gl/0t6FA2>



Formalization of the Maijuna Kichwa Regional Conservation Area (RCA)

The process of formalising this RCA, an initiative of the Maijuna people dating back to 2004, culminated in the first prior consultation to be held in Peru, in 2013. After a long haul, the Ministry of Environment finally formalised the RCA by means of Supreme Decree No. 008 in July 2015. This achievement is the outcome of the united efforts of the Amazonian indigenous movement, whose main goal is to protect and safeguard their territories. The creation of the Maijuna Kichwa RCA will protect 391,000 hectares of tropical rainforest and preserve vast natural water reserves (a complex of high-lying Amazon terraces exists in this territory, giving rise to seven river basins that supply and shelter new, rare and endemic species of flora and fauna). The Maijuna Kichwa RCA is located in northeastern Loreto between the Napo and Putumayo Rivers, on the border with Colombia, and contains four communities of some 500 people comprising one of Peru's most vulnerable ethnic groups.

Photo: Ministry of Culture.



Prior Consultation for the Proposed Maijuna Kichwa Regional Conservation Area

The Ombudsman's Office and the Rights of Indigenous Peoples: Oversight and Protection of Rights to Prior Consultation

The Indigenous Peoples Programme, under the Office of the Deputy Ombudsman for Public Utilities, the Environment and Indigenous Peoples, is charged with promoting respect for and protection of the rights of indigenous peoples and native communities, fostering their capacity to engage with the state, and collaborating on training for public officials and indigenous organisation representatives. The technical assistance provided by Partnerships for Dialogue to the Indigenous Peoples Programme aims to build up the capacity of the Office of the Ombudsman to oversee compliance with collective rights, particularly the right to prior consultation.

Ombudsman Tools for Overseeing Prior Consultation Processes

UNDP has provided technical assistance for preparing the “Guidelines for Ombudsman Actions for Overseeing Prior Consultation Processes”, formalised by Administrative Resolution No. 038-2015/DP-PAD. This is a tool for internal use, but given the Ombudsman's Office oversight role it has special impact on compliance with state

responsibilities for guaranteeing the right to prior consultation. It has a dual purpose: first, to define action criteria, endowing Ombudsman commissioners with the minimum guidelines and tools to more efficiently reinforce and protect the right to prior consultation; and second, to establish information-gathering instruments for formulating recommendations in the case of practices that may hinder exercise of that right. Also of note is the Draft Monitoring Report on Prior Consultation Processes that have been announced, are underway or are under litigation. This report, one of the instruments in the Guidelines for Ombudsman Actions, collects information on the status of consultations with a view to their monitoring.

Publications



<http://bit.ly/1UQd60x>



Training of Ombudsman Offices for Overseeing Prior Consultation Processes

In 2015, under the leadership of the Office of the Ombudsman's Indigenous Peoples Programme, workshops were facilitated for team members of the decentralised Ombudsman offices for the dissemination of and training on the “Guidelines for Ombudsman Action for Overseeing Prior Consultation Processes”. To date, these workshops have been held in Puno, San Martín, Huancavelica, Amazonas, and Huánuco.

Working Group on Indigenous Policies: Participation and Intercultural Dialogue to Guarantee the Rights and Well-being of Indigenous Peoples

The Working Group on Indigenous Policies (GTPI), created by Ministerial Resolution No. 403-2014-MC, is a policy participation mechanism for indigenous peoples on matters affecting their development. It is comprised by the Vice Ministry for Interculturality (VMI) and the seven national indigenous organizations (see the following page). Partnerships for Dialogue's support for GTPI is part of the dialogue strategy between the state and indigenous peoples for designing public policy for social equality and respect for the rights and economic development of indigenous peoples. As of June 2016, GTPI had held ten regular meetings and four decentralised meetings in Cusco, Pucallpa, Puno and Loreto. Participating in the regular meetings were public institutions like the Ministry of Agriculture and Irrigation, the National Election Board, the Environmental Oversight and Evaluation Agency, the National Forestry and Wildlife Service, the National Institute of Statistics and Information Technology, the National Registry of Identification and Civil Status, and the Ministry of Development and Social Inclusion. Also participating were senior government representatives from the aforementioned regions, who joined in the dialogue on regional policy to benefit indigenous peoples. This work is being headed by VMI through the Indigenous Policies Department, which formulates, conducts, executes, and oversees intercultural indigenous policy in order to guarantee the collective rights of indigenous peoples, protect their traditional knowledge, and achieve their development with the conservation of their identity within a framework of equal rights.

Promotion and Formalization of the Working Group on Indigenous Policies

Dialogue between the State and Indigenous Peoples in Peru

"Dialogues between the State, Indigenous Peoples and Civil Society on Public Policy for Indigenous Development" emerged in 2014 as a process promoted by UNDP's Partnerships for Dialogue and the Vice Ministry for Interculturality (VMI). After ten dialogue meetings of indigenous leaders, national and regional Amazonian, Quechua-Andean and Aymara organizations, and representatives from public institutions, the private sector, NGOs, universities, and international cooperation, a consensual agenda was achieved with indigenous policy guidelines. Over the course of this process, the Vice Ministry promoted the formalization of this forum by creating the Working Group on Indigenous Policies through Ministerial Resolution No. 403-2014-MC.

This permanent group, where representatives of VMI and indigenous peoples converge, proposes,

coordinates and provides participatory monitoring of policies involving indigenous peoples and/or requiring an intercultural approach. Once GTPI --the first institutionalised forum of its kind in Peru-- had been set up, the organizations and VMI decided to guide its efforts based on this consensual agenda, which is organised around **five policy pillars**:

- 1 Cultural identity, linguistic rights, and eradication of all types of discrimination;
- 2 Recognition, protection, and titling of indigenous peoples and their communal lands;
- 3 Political participation and representation;
- 4 Bilingual intercultural education and intercultural health; and
- 5 Food security and economic and productive development conserving the identity of indigenous peoples.



At present, GTPI is receiving technical support from UNDP, ILO, and AECID (the Spanish Agency for International Development Cooperation) at both the national and decentralised levels.

Indigenous Organizations in GTPI

The indigenous organizations participating in GTPI are: *the Interethnic Association for Development of the Peruvian Jungle (AIDESEP), the Confederation of Amazonian Nationalities of Peru (CONAP), the Peruvian Farmers Confederation (CCP), the National Agrarian Confederation (CNA), the National Federation of Indigenous, Native, and Women Farm Workers and Artisans of Peru (FEMCARINAP), the National Union of Aymara Communities (UNCA), and the National Organization of Indigenous Andean and Amazonian Women of Peru (ONAMIAP).*

How did the Dialogues between the State, Indigenous Peoples, and Civil Society come about? Background of GTPI

Social conflicts over the use of natural resources on lands inhabited by indigenous peoples account for approximately 70% of all conflicts reported monthly by ONDS and the Office of the Ombudsman. Their scenarios reveal structural problems affecting indigenous peoples that have historically been at the root of their demands. Although these problems should be addressed with proposals that can ensure sustainability, long-term agendas with indigenous peoples quite often fail to succeed because the agreements, usually reached during violent crises, are limited to the immediate goal of restoring social stability. Given this context, government capacities for designing and proposing public policies on indigenous matters (above and beyond social conflicts) need to be strengthened, making sure that proper mechanisms are provided for native peoples' consultation and participation. In 2014, the Partnerships for Dialogue project promoted a working strategy called "Dialogues between the State, Indigenous Peoples, and Civil Society on Public Policy for Indigenous Development." The goal of this strategy was to institutionalize a dialogue forum for indigenous organizations, the Vice Ministry for Interculturality (VMI), and other sectors in order to reach consensual work agendas on specific matters and implement public policy that ensures full exercise of the rights of indigenous peoples based on recognition of their identity and culture. Coordinated with VMI and national indigenous Quechua-Andean, Amazonian and Aymara organizations, the strategy was broken down into three stages: dialogue meetings with indigenous Amazonian, Quechua-Andean and Aymara leaders to discuss problems, strategies and key points of indigenous policy; dialogue sessions between delegates of indigenous organizations and VMI officials to agree on priority indigenous policy agendas (one Quechua-Andean agenda, one Aymara agenda, and one Amazonian agenda); and dissemination of the consensual agendas among civil society stakeholders (indigenous organizations, academicians, public officials, business people, and international cooperation). The result was the establishment of the Working Group on Indigenous Policies (GTPI) several months later.

 We at ONAMIAP view this forum (GTPI) as being extremely important, because it is a vehicle for dialogue (tripartite, we could even say), is being promoted by the Vice Ministry [for Interculturality], and is also open to the possibility of inviting representatives from other sectors and indigenous peoples, as well as of enjoying UNDP assistance. So it's a forum that has enabled us to achieve a consensual agenda among the different indigenous peoples' organizations and to launch a dialogue with decision-makers on issues we have identified. I want to stress that this is a breakthrough, but that limitations still exist because we don't have dialogue forums in other sectors that have progressed like the one at the Vice Ministry for Interculturality. 

Gladis Vila, former president of the National Organization of Indigenous Andean and Amazonian Women of Peru (ONAMIAP)





During the Closing Ceremony of the 1st year of the GTPIs work.

The result of this effort has been a stronger capacity for coordination and meetings between VMI officials and indigenous organizations, as reflected in the fact that at June 2016, GTPI had met regularly ten times and had held four decentralised meetings (Puno, Ucayali, Cusco and Loreto) and set up work plans with public institutions like the National Registry of Identification and Civil Status (RENIEC), the National Institute of Statistics and Information Technology (INEI), the Ministry of Development and Social Inclusion (MIDIS), MINAM, OEFA, the Ministry of Education (MINEDU), and the National Forestry and Wildlife Service (SERFOR).

At present, GTPI has internal regulations, a committee to follow up on agreements, and a consensual plan for 2016. Also as a result of the decentralised meetings, the Ucayali GRTPI was created in August 2015 by Regional Executive Resolution No. 714-2015-GRU-GR, and work began in October 2015 on preparing the legal instrument for creating the Puno GRTPI.

In December 2015, at the closing ceremony for its first year of work, GTPI was recognised as a forum that represents a substantial change from past efforts, a forum where willingness, dialogue, and agreements exist because there is a common goal: recognition of the rights of indigenous peoples. In short, GTPI is being built as an effective meeting point between the state and farming and native communities.

In 2016, GTPI began preparing its gender strategy, with a view to mainstreaming this approach in

indigenous policy, and will soon be publishing a systematically organised document entitled “Working Group on Indigenous Policies (GTPI): Dialogue Experience between the State and Indigenous Peoples of Peru,” presenting the work it has been doing up until now and the lessons learned from the process.

Symposia on the Right to Indigenous Political Participation **Comparing Experiences of Bolivia, Colombia and Peru**


As part of the activities of the International Day of the World’s Indigenous Peoples, GTPI organised, on August 13-14, 2015, its first international event entitled “Symposia on the Right to Indigenous Political Participation,” for the purpose of presenting and sharing experiences on implementation of the right to participation of indigenous or native peoples of Bolivia, Colombia and Peru. Participating in the sharing of those experiences, in addition to GTPI institutions and organizations, were: Luis Evelis Andrade Casamá, senator for the Alternative Indigenous Social Movement (MAIS) of Colombia; María Eugenia Choqe, spokesperson for Bolivia’s Supreme Electoral Tribunal; Gerardo Jumí, indigenous leader and former Colombian senator; María Chacón, Senator in the Plurinational Legislative Assembly of Bolivia, Elena Burga, director-general of MINEDU’s Department of Rural and Bilingual Intercultural Education (DIGEIBIR); Cecilia Chamiquit, regional advisor elected by the indigenous quota in Amazonas; and Alicia del Águila, academic expert on indigenous participation.

Myrna Cunningham, former chairperson of the United Nations Permanent Forum on Indigenous Issues and current vice chairperson of the Indigenous Fund (Ibero-American Organization of Indigenous Peoples and Nations) delivered the keynote speech on the progress and existing challenges for the exercise of indigenous peoples' right to political participation. Organised under the auspices and with the technical assistance of UNDP and the International Labour Organization (ILO), in addition to the financial support of the Canadian government and the Ford Foundation, the event

brought together more than 150 representatives of ministries, satellite agencies, Congress, research institutions, universities, international cooperation, NGOs, and indigenous organizations, among others, and more than 600 people followed the events through live broadcasting in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, United States, France, Guatemala, Honduras, Nicaragua, Mexico, Peru, Panama, Switzerland, and Venezuela.

For a full record of the event: <http://goo.gl/oMMYvR>



We have made a great deal of progress on indigenous participation over the past 30 years, but the issue is becoming more complex. Now, it's not only about presenting the indigenous agenda to the candidates, but, rather, we're on an entirely different level of participation that forces us to decide how we participate, who participates, what the most strategic level is -- national? regional? -- who our best allies are,... And even more important is that women and young people not be forgotten in this process. 



Myrna Cunningham, former chairperson of the United Nations Permanent Forum on Indigenous Issues



Symposia on the Right to Indigenous Political Participation. Comparing Experiences of Bolivia, Colombia and Peru. https://youtu.be/NODIhuK_Py8



Keynote speech by Myrna Cunningham, former chairperson of the United Nations Permanent Forum on Indigenous Issues, on the progress and challenges for the exercise of indigenous peoples' right to political participation. <https://youtu.be/CGs5CH3Ibpk>

Articulating the Rights of Indigenous Peoples Dialogues, Consensuses and Fruits of GTPI's Labour

The opportunity for participation, dialogue, and consensus represented by GTPI has given rise to processes that ensure, now or in the future, the exercise of indigenous peoples' rights or that their demands and proposals will be included in policy measures.

One example of this, within the framework of GTPI's efforts, is that the National Electoral Board (JNE) has formalised the Working Group for Reinforcing Indigenous Political Participation, through

Resolution No. 085-A-2016-P/JNE, as a permanent group responsible for coordinating, proposing, and following up on agreements and actions deriving from those agreements concerning promotion of the political participation of indigenous peoples, farming communities, and native communities. See more at: <http://goo.gl/KS0rmB>

GTPI has also addressed prior national consultation processes GTPI, as in the case of consultations on the Bylaws to the Forestry and Wildlife Law, the draft Bylaws to Law No. 2973, the Law on Indigenous or Native Languages, and the National Bilingual Intercultural Education Plan. See more at: <http://goo.gl/VrrTVu>

Mainstreaming of the Intercultural Approach in Public Administration: Identifying Intersectoral and Intergovernmental Opportunities

Partnerships for Dialogue provides technical assistance to the Indigenous Policy Department, -- under the Vice Ministry for Interculturality's General Directorate for Intercultural Citizenry-- which is responsible for formulating, leading, executing, and overseeing intercultural indigenous policy in order to guarantee collective rights. Its duties include: proposing and coordinating policies with the competent national institutions and regional governments for protecting and recording the ancestral knowledge of indigenous peoples related to biodiversity use; promoting and carrying out diagnoses and research to contribute to the design of culturally relevant policies; and preparing, proposing and approving, where appropriate, standards, directives and guidelines within the framework of its area of jurisdiction. The main results of the joint efforts of UNDP --through Partnerships for Dialogue-- and the Indigenous Policy Department are a diagnosis of the mainstreaming of an intercultural approach in the work of public institutions, the drive to incorporate the ethnic variable into the Twelfth National Population Census, Seventh Housing Census, and Third Native Community Census of 2017, planning of the "Opinion Survey on Indigenous Peoples' Public Policy Hopes and Expectations", and promotion of indigenous leader participation in public policy advocacy forums.

Diagnosis of Interculturality From the Different Government Sectors for the Design of Public Policy Guidelines

The "Diagnosis of Interculturality in the Design of Public Policy Guidelines in the Various Government Sectors" was carried out in coordination with the Ministry of Culture's General Directorate for Indigenous Policies in order to promote mainstreaming of the intercultural approach in state sectors and institutions and ensure compliance with the rights of indigenous peoples. Based on the results of this study, which gathers information about how interculturality is being addressed in these institutions, the General Directorate for Indigenous Policies was able in 2014 to set up partnerships and coordination with the various executive branch agencies on the issue of interculturality and indigenous peoples' rights. This led to the preparation of an action plan that gave priority to the sectors and institutions with which VMI has been working since then: the Ministry of

Development and Social Inclusion (MIDIS), the judiciary, and the Ministry of Health (MINSAs). Furthermore, the institutional approach has been planned with a view to looking into land titling with the Ministries of Environment (MINAM), Women and Vulnerable Populations (MIMP), Education (MINEDU), and Agriculture (MINAGRI).

Management of Ethnicity Variables in Censuses, Surveys, and Administrative Records In preparation for the Twelfth Population Census and the Seventh Housing Census of 2017

Partnerships for Dialogue joined forces with agencies like the United Nations Population Fund (UNFPA) and the International Labour Organization (ILO) to help the National Institute of Statistics and Information Technology (INEI) hold an international seminar on "Management of Ethnicity Variables in Censuses, Surveys, and Administrative Records in the Region: Comparing Experiences." The overall goal of the event --held in celebration of the United

Nations-instituted World Statistics Day-- was to promote statistics as a tool for identifying and addressing the world's main exclusion and poverty gaps. INEI addressed the challenges of incorporating the ethnic variable into Peruvian government administrative records, surveys, and polls --of major importance given the upcoming Twelfth National Population Census, Seventh Housing Census, and Third Native Community Census of 2017 where, **for the first time, the census questionnaire will include a question on ethnic self-identification.** This has entailed a huge preparation effort by INEI itself and the civil society organizations involved in the Technical Committee on Ethnic Statistics with the Participation of Indigenous and Afro-Peruvian Organizations (CTEE). The seminar brought together public officials from the statistical institutes of countries like Panama, Bolivia, Mexico, Ecuador, and Colombia, along with representatives of peoples of African descent and indigenous organizations of these countries.

Furthermore, within the context of the incorporation of the ethnic variable into the Twelfth National Population Census, Seventh Housing Census, and Third Native Community Census of 2017, Partnerships for Dialogue is providing technical assistance to the Ministry of Culture for the design and validation of a communication campaign on ethnic self-identification, a process in which UNFPA and GIZ are also involved. Design and validation of the campaign strategy are part of a collective process that will bring in key stakeholders at all stages.

Regional Dialogues on Public Policies for Indigenous Development

Promotion of Forums for Generating Draft Indigenous Policies

In 2014, UNDP provided technical support to the Indigenous Policy Department for four regional dialogues on public policies for indigenous development that brought together indigenous

leaders of regional organizations located in the departments of Amazonas, Junín, Loreto and San Martín. The priority public policies for each region were discussed and defined in those sessions, resulting in the definition of four regional agendas that were discussed and agreed upon with the authorities of each region. The Vice Ministry for Interculturality has been following up on those agreements, which have been incorporated into the agenda of the Working Group on Indigenous Policies (GTPI).

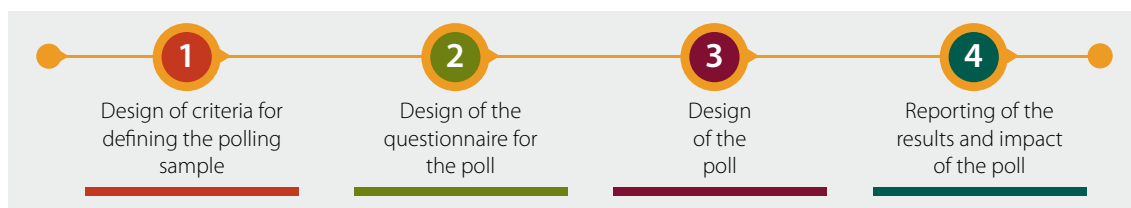
Indigenous Peoples' Perceptions of their Own Development

To make sure that indigenous policies better address the needs, hopes and expectations of indigenous peoples, UNDP's Partnerships for Dialogue has been preparing the design and implementation of an **Opinion Poll on the Indigenous Peoples' Public Policy Hopes and Expectations.** The process will involve a variety of stakeholders, as well as GTPI members. At present, work is underway on defining the sample and criteria to be used.

It should be noted that the following will be taken into account in preparing the contents of the questionnaire: (i) the thematic areas prioritised by GTPI, (ii) the topics contained in the declaration of the September 2014 United Nations World Conference on Indigenous Peoples, (iii) any questions stemming from periodic INEI surveys that are relevant and in line with the purposes of this opinion survey (in order to establish a relationship with other periodic surveys), and (iv) the Sustainable Development Goals (SDGs).

It is worth mentioning that this process is also being promoted by --in addition to Partnerships for Dialogue-- the United Nations agencies that are working together in the inter-agency technical group on cultural heritage and interculturality, which has placed the activity on its 2016 work agenda.

Process of the Opinion Poll on the Indigenous Peoples' Public Policy Hopes and Expectations



Regional Institutional Architecture for Conflict Prevention: Decentralizing Dialogue Management

The mission of regional governments is to organize and lead regional public administration, within the framework of national and sectoral policies, to contribute to the region's development. A key factor in this undertaking is the building of regional institutions for multi-stakeholder dialogue and the prevention, management, and transformation of socio-environmental conflicts into opportunities for achieving regional and local development. Partnerships for Dialogue provides technical assistance to regional governments for opening and equipping offices, units, or areas for conflict prevention. It also fosters the elaboration of technical and legal instruments and tools, the exchange of experiences and lessons learned, promotion of national, regional and local networking, and generation of information and knowledge, all geared toward setting up of a national, regional, and local system.

Building Regional Institutions for Conflict Prevention and Management

Seven Units, Offices, or Teams for Dialogue and Conflict Prevention and Management

Decentralization of the policy for institutionalizing dialogue and conflict prevention and management requires constructing the institutional architecture of local and regional governments and reinforcing the coordination and cooperation of those government levels with national-level state sectors and agencies. Partnerships for Dialogue has been providing technical assistance for this purpose to regional governments since 2012, in order to help mould the creation of units, offices, or teams for dialogue and conflict prevention and management. At present, such bodies have been formed in the

regional governments of Arequipa, Cusco, Loreto, Moquegua, Puno Apurímac and San Martín. Technical assistance has been provided in different forms and at different times through, inter alia, workshop advisories, staff hiring, and instrument creation (systematic organization of information, guides, and tools). The 2014 regional and municipal elections resulted in a new set of authorities in the fifteen regions prioritised by Partnerships for Dialogue, with the sole exception of Cajamarca. The advent of the new regional authorities seriously impacted progress in creating regional institutions for dialogue and conflict management, with the result that at present the units or regional offices are being reorganised and reformulated according to the priorities and needs identified by the new regional administrations.

Cusco Regional Government	Regional Ordinance No. 046-2013-CR Creation of the Office for Intergovernmental Coordination and Social Peace http://bit.ly/1uZ4nZk
Moquegua Regional Government	Updating of the Regulations for Organizations and Functions (ROF) Creation of the Regional Office for Dialogue and Conflict Prevention http://bit.ly/18OC6QR
Puno Regional Government	Regional Decree No. 001-2013-PR Creation of the Office for Dialogue and Consensus-building http://bit.ly/1CZZgid

San Martín Regional Government	Regional Executive Resolution No. 739 -2014-GRSM/PGR Recognition of the Technical Team for Dialogue and Sustainability of the San Martín Regional Government as being responsible for advising on and coordinating dialogue concerning management and conflict prevention and resolution; the team is attached to the Human Resources Administration Office and reports to the San Martín Regional Government's General Management. http://bit.ly/1CwdFE1
Loreto Regional Government	Regional Ordinance No. 011-2014-GRL-CR Regional Office for Dialogue and Conflict Prevention and Management http://goo.gl/oMMYvR
Arequipa Regional Government	Regional Decree No. 002-2011-Arequipa Functional Area for Conflict Prevention and Management http://bit.ly/1erZCFk
Apurímac Regional Government	Regional Ordinance No. 023-2015-GR-APURÍMAC/CR Apurímac Regional Council for Dialogue and Consensus-building, set up as an advisory body in the Apurímac GORE organizational chart with a mandate to meet multisectorally with key stakeholders in the region http://goo.gl/eHa59Y

In Progress

Piura Regional Government	Projected for 2016 is the creation of the Regional Office for Dialogue, Social Responsibility and Governance, proposed as an advisory body to the Office of the regional presidency under its general management. It still requires further processing, needing a change in organizational structure and, therefore, preparation of a technical report covering the CAF, ROF, MOF, etc. At present, the Department of Natural Resources and Environmental Management has created the Decentralised Regional System of Dialogue and Conflict Prevention.
Tacna Regional Government	The Tacna regional government has currently been implementing a work plan for setting up a regional office for dialogue and conflict prevention. In response to its request for help from ONDS, UNDP's Partnerships for Dialogue met with regional government representatives and specialists and shared work experiences in building regional institutions for dialogue and conflict prevention.



Quite a lot of progress has been made regionally in several regional governments, including the one I represent, the Piura regional government, which has very interesting proposals under consideration, such as the Decentralised System of Prevention and Dialogue, which in essence consists of joint efforts by the regional government and the eight provinces (of Piura).



Ronald Ruíz, Manager, Natural Resources and Environmental Management of the Piura regional government

Technical Assistance for Regional Governments

Within the framework of its efforts to help strengthen regional and local institutions for dialogue and conflict prevention, Partnerships for Dialogue has provided expert technical assistance to the following regional governments:

- **Arequipa:** Support for the Arequipa regional government's Conflict Management and Prevention Unit in preparing the proposal and methodological design of the public-private cooperation groups for implementation of spending and conflict prevention projects.
- **Piura:** Design of tools and legal instruments for creating and implementing the Decentralised Management Unit for Conflict Prevention and Transformation.
- **Apurímac:** Regional institution strengthening for dialogue and conflict prevention and implementation of the Regional Council for Dialogue and Consensus-building.
- **Moquegua:** Regional capacity building in conflict management and prevention and technical assistance in multi-stakeholder dialogue forums concerning natural resource use (Moquegua Dialogue Table).

Coordination Platform for Conflict Prevention and Management: Coordinating the Work of the National Government and Regional Governments

In a context of scattered and occasionally contradictory sectoral interventions, UNDP proposes to strengthen state coordination of dialogue management at all government levels in order to leverage public institution potentialities and synergies. To this end, the ONDS-ANGR-UNDP coordination platform serves as a forum for coordinating consensual initiatives in order to fortify --from an integrated, multisectoral approach-- the institutional capacities of regional government experts and officials for dialogue and conflict prevention and management. It also provides technical assistance, instruments and tools for dialogue and conflict prevention and management, in order to institutionalize prevention policy at the three government levels. The coordination platform is part of Partnerships for Dialogue's firm intent to achieve regional and local institutions for conflict prevention.

Regional Institutions for Dialogue and Conflict Prevention and Management

A platform comprised by eight state sectors and fifteen regional governments

Partnerships for Dialogue is encouraging the construction of a consensual, intergovernmental work agenda for institutionalizing dialogue and conflict prevention and management. To this end, it conducted a series of workshops in 2013 and 2014 with the participation of ONDS, the National Assembly of Regional Governments (ANGR), and representatives of thirteen regional governments. The workshops offered an opportunity to exchange information about different experiences in institution building and implementation of tools and mechanisms for promoting dialogue and conflict prevention and management in the different regional governments, in the hopes of creating and implementing a national system of conflict prevention and management.

A key agreement was reached to continue and follow up on the sessions and working meetings through a mechanism for regular, systematic coordination between state sectors and regional governments. As a result, the **ONDS – ANGR – UNDP Coordination Platform** was set up in June 2014 in a vital step toward paving the way for institutionalizing dialogue and conflict prevention and management in Peru.

Spirit and Purpose of the ONDS – ANGR – UNDP Platform. According to the letter of commitment signed in June 2014, the platform is a mechanism for coordinating and leveraging the synergies of different relevant sectors and agencies to help regional governments. It has several goals in the area of dialogue and conflict prevention and management: (1) promote institutionalization of dialogue and capacity building; (2) provide technical assistance, instruments, and tools; (3) create a forum for interaction and coordination of actions and consensual initiatives; and, finally, (4) drive actions for shared systematic organization in order to publicize its progress and its very existence.



In 2013, setup began of a platform for coordinating the efforts of different national government sectors and the National Assembly of Regional Governments (ANGR), with a view toward the coordination and interlinkage of significant, though scattered and quite often overlapping, efforts. In practice, the platform has coordinated the activities of the different institutions and, more specifically, from the standpoint of the regions, has sought to formulate and support work plans for setting up specialised offices and units at this government level. 

Eduardo Ballón, former technical secretary of the National Assembly of Regional Governments



Multilevel and Multisectoral Coordination of Dialogue and Conflict Prevention

Capacities for Strengthening National – Regional Coordination in Conflict Management

Action Plans for Strengthening Regional Institutions. Throughout 2014, the coordination platform stakeholders have been meeting to prepare nine action plans for strengthening regional dialogue and conflict management institutions in specific areas identified by the regional governments of Ancash, Cajamarca, La

Libertad, Loreto, Moquegua, Pasco, Piura, Puno and San Martín.

Multilevel, Multisectoral Coordination Workshops. The goal of these workshops facilitated by the ONDS – ANGR – UNDP platform was to strengthen coordination and interconnection opportunities for institutionalizing regional government capacities for dialogue and conflict prevention and management, based on recognition of the authorities and strengths of each government sector and level.

Four workshops have been held thus far (October 2013, April 2014, September 2014, and December 2015) with the participation of national government experts and representatives (ONDSPCM, MINAM, MEM, MC, ANA, OEFA and the Office of the Ombudsman) and the experts and officials of fifteen regional governments. In addition to building coordination and linkages, these forums have provided an opportunity for sharing among officials at different government levels experiences and lessons learned regarding the progress and challenges of regional institutions in dialogue and conflict prevention and management.

Special note should be taken of the training session entitled “Institutionalization of Dialogue and Conflict Prevention and Management” held in the city of Piura in September 2014, where national government agency and sector experts trained more than 25 Piura regional and local government officials, who benefitted, from an integrated multisectoral viewpoint, from the tools, experiences, and knowledge developed by each institution on dialogue and conflict prevention and management.

Members of the ONDS – ANGR – UNDP Platform

The coordination platform is made up of, first, eight nationwide public sectors and agencies: PCMs ONDS, Ministries of Agriculture, Environment, Culture, and Energy and Mining, the National Water Authority, the Environmental Oversight and Evaluation Agency (OEFA), and the Office of the Ombudsman. Other members include fifteen regional governments, those of Áncash, Apurímac, Arequipa, Cajamarca, Cusco, Junín, La Libertad, Loreto, Madre de Dios, Moquegua, Pasco, Piura, Puno, San Martín, and Tacna. And, lastly, there are the National Assembly of Regional Governments (ANGR), the Network of Urban and Rural Municipal Governments of Peru (REMURPE), the Association of Municipal Governments of Peru (AMPE), and UNDP through Partnerships for Dialogue.



Second Multisectoral and Multilevel Coordination Workshop for Regional Government Capacity Building in Dialogue and Conflict Prevention and Management (April 2014)

Scopes, Challenges and Lessons Learned Regarding the Mechanisms Implemented for Conflict Prevention and Management at the Local, Regional, and National Levels.

In June 2016, in coordination with the SPDA-USAID Conservation for Peace project, UNDP's Partnerships for Dialogue brought together representatives from the regional governments of Loreto, Arequipa, Apurímac, Cusco, Piura, Puno, San Martín and Ucayali and from the National Assembly of Regional Governments (ANGR) in a regional conference. Its purpose was the exchange of experiences and lessons learned about mechanisms and initiatives implemented locally, regionally, and nationally for conflict prevention and management, and for facilitating coordination and

interlinkages between different government levels and contributing to regional and local government capacity building and development in this area.

Also participating in this event were representatives and officials from the National Water Authority (ANA), Amazonas Water Management Authority (AAA), Iquitos AAA, Ucayali AAA, and Amazonas Regional Environmental Commission, and local leaders and representatives of local organizations. Experts from ONDS-PCM, MINAM, the Ministry of Culture's Vice Ministry for Interculturality, and the National Certification Service for Sustainable Investments (SENACE) also took part in the meeting.

Support for Regional Governments

The proliferation of social conflicts in recent years has revealed the need for regional governments ---given their knowledge of the land and its social demands-- to take a leading role in resolving such conflicts. To build the capacity of fifteen regional governments²³ to coordinate and interlink their conflict resolution, prevention, and management efforts, Partnerships for Dialogue is providing them with technical support, under ANGR leadership and with its facilitation, on dialogue, conflict prevention, and development. According to the Organizational Law of Regional Governments, their responsibilities include development of regional planning, execution of public spending projects, promotion of economic activities, and administration of public property. Some of them --Moquegua and San Martín being exemplary cases-- have also played decisive roles in resolving major social conflicts and are therefore essential partners in Partnerships for Dialogue partners.

23 Áncash, Apurímac, Arequipa, Cajamarca, Cusco, Junín, La Libertad, Loreto, Madre de Dios, Moquegua, Pasco, Piura, Puno, San Martín and Tacna.

ONDS-ANGR-UNDP Platform



Regional Institutional Tools and Knowledge Outputs

Regional institutional tools have been developed for dialogue and conflict prevention and management within the framework of the ANGR-ONDS-UNDP coordination platform, in order to endow regional and local governments with inputs and knowledge for strengthening their institutions and addressing natural resource-related social conflicts.

“Systematic organization and processing of Four Experiences in Dialogue and Conflict Prevention and Management Institutions in Regional Governments” reconstructs the dialogue and prevention experiences of Arequipa, Piura, Puno and San Martín and their coordination with the various national government levels. It also recognizes the conflict prevention and management capacities developed by those regional governments and their efforts to set up and implement conflict prevention offices within their jurisdictions.

In addition, the “Guide for Setting up Regional Government Dialogue Offices”, based on this systematically organised experience, proposes a flexible potential course for setting up those units. Lastly, the “Sectoral Toolbox for Institutionalization of Dialogue and Natural Resource-related Conflict Prevention and Management,” with its 287 legal documents, guides, systematically organised information, reports, primers, and dissemination products provided by ten regional governments and ten public institutions (ONDS, MINAGRI, MINAM, MIDIS, MININTER, MEM, MIMP, MC, ANA, OEFA, and the Office of the Ombudsman), provides input for capacity building of regional and local government authorities, officials, and experts.

Publications



<http://goo.gl/qpkdKQ>



<https://goo.gl/Vlo6Wv>



<https://goo.gl/xUYbZe>

The National Assembly of Regional Governments and Conflict Prevention: Forum for Regional Government Representation and Coordination

The National Assembly of Regional Governments (ANGR) is a coordinating organization consisting of all the regional presidents and therefore provides an excellent forum for coordination and representation of the regions, encouraging and fostering the decentralization and capacity building of regional stakeholders. To that end, ANGR supports regional integration initiatives and task proposals with other government levels, linking up sectoral and territorial policies to promote equitably distributed development opportunities throughout the territory. Plenary sessions take place fairly regularly, with the Peruvian President and/or Prime Minister in attendance, making them a golden opportunity for discussing the national budget or proposing different national government projects. UNDP sees it as essential to work in conjunction with ANGR, not only to ensure the decentralization process but also to help build regional institutions for dialogue and conflict management.

Workshops on Decentralization, Development, and Governance Capacity Building for Regional Governors Hand-in-Hand with ANGR and JNE

In January 2015, regional executives elected for the 2015-2018 term participated in the Workshops on Decentralization, Development, and Governance organised by ANGR, UNDP, and the National Electoral Board (JNE). Held at the United Nations House, the workshops strengthened the capacities of regional governors, advisors and experts on public regional management, decentralization, and development procedures and mechanisms. They also contributed to ANGR's institutional strengthening as a forum for coordination and interlinkage of regional governments, fostering decentralization and encouraging regional stakeholder capacity building. The goal of these workshops was to keep the discussion of the future of decentralization open at a time when the process has been called into question, making it necessary for regional authorities to recover their peoples' trust.



Workshops on Decentralization, Development, and Governance (January 2015)

UNDP supports decentralization in the conviction that not only does it consolidate democracy -- given the distribution of power it entails,-- but that it is also an effective means for promoting local economic development. Participating in the workshops were experts from the following institutions: UNDP, JNE, PCM, MINJUS, MINAM, the National Congress, CEPLAN, the National Agreement ("Acuerdo Nacional"), the Transparency Civil Association, and SERVIR. The workshops addressed the topics of, inter alia, the regional governors' leading role in development, the regional public budget, internal control and accountability capacities, public procurement, and implementation of state development policies. In 2016, with the new ANGR president's election, a similar workshop was held with regional governors and their teams; on that occasion, one of the topics was the 2030 Agenda and the Sustainable Development Goals (SDGs).

Regional Governments at the Beginning of their Second Decade

46 Successful Experiences in Regional Public Management

In the context of the new regional and local government term (2015-2018), ANGR presented a book entitled Regional Governments at the

Beginning of their Second Decade, which offers a shrewd analysis of the decentralization process and compiles 46 successful experiences reflecting more than a decade of work, making an interesting and valuable contribution, as well, to knowledge management to the extent that the lessons learned from these experiences will aid in improving the efforts of regional governments. The successful experiences pertain to 21 of the country's 26 regional governments (including metropolitan Lima) and were grouped into the thematic areas of regional coordination, land management, environment, education, modernization of regional management, health, nutrition and sanitation, water and irrigation infrastructure, economic development, and dialogue and participation.

Positioning and Visibility in Electronic Media Redesign of ANGR's Institutional Website

In order to strengthen institutions and ANGR's role as coordinator and information provider for and between regional governments, ANGR's institutional website (www.angr.org.pe) was redesigned. The information produced by the institution in recent months, including publications, minutes, pronouncements, and bulletins, among other materials, is available on this forum.

ANGR Website



<http://angr.org.pe/>



Gender Equality in Conflict Prevention and Management: Analysis of the Situation and Promotion of Women's Participation

The empowerment of women for participating in dialogue and consensus on natural resource use is essential. Partnerships for Dialogue has mainstreamed the gender equality approach in its efforts, presupposing in principle the development of a baseline for visualizing the full panorama of the relationship between gender and social conflicts. It has prepared this in coordination with the Ministry of Women and Vulnerable Populations (MIMP), the governing entity for national and sectoral gender approach policies for women and vulnerable populations. The document will serve as the point of departure for working with the ministries and regional governments on mainstreaming the gender equality approach in public policy on dialogue and conflict prevention and management. It is also important to note that since 2013 Partnerships for Dialogue has been aiding initiatives that enable women leaders to participate in advocacy forums where they can present their demands and proposals on these issues.

Diagnosis of Gender Approach Mainstreaming in Conflict Management Gender Mapping in Policies for Natural Resource-related Conflicts

The participation of women in activities linked to the use and management of natural resources has been shunted aside for many years in Peru. This extends to dialogue and negotiations concerning extractive activities, to such an extent that gender needs, demands and proposals have become virtually invisible in these contexts. For that reason, led by the General Directorate for Gender Equality and Nondiscrimination of the Ministry of Women and Vulnerable Populations (MIMP), in September 2015, Partnerships for Dialogue completed the preparation of a diagnosis of gender approach and

gender equality mainstreaming in natural resource-related conflict management.

This diagnosis analyzes the status of the issue in the regional governments of Cajamarca, Cusco, Loreto, Piura and Puno, as well as in the state institutions involved in social and environmental conflict management: the Ministries of Agriculture, Environment, Energy and Mining, and Culture, PCM's ONDS, and the Office of the Ombudsman. Its public presentation will take place in 2016 in coordination with MIMP. The goal is to form strategic alliances between sectoral institutions and regional governments, based on the findings of the diagnosis, in order to mainstream the approach and gender equality in the policies for dialogue and natural resource-related conflict prevention and management.



Some Recommendations of the Diagnosis of Gender Approach Mainstreaming in Conflict Management

- Leverage the conflict's transforming power to promote gender equality. Promote the incorporation of women's organizations and the gender approach into conflict management as a means for strengthening democracy.
- Generate information for evidence-based policies.
- Take into account that conflicts may worsen multiple discrimination.
- Build the technical gender capacities of public officials working on conflict management.
- Private enterprise: Change the "women and development" approach to one of "gender in development".
- Pay special attention to the relationship between extractive projects and gender violence.
- All state levels have National Plan for Gender Equality 2012-2017 (PLANIG 2012-2017) and Ministry of Women and Vulnerable Populations (MIMP) oversight.

Support for the Participation of Indigenous Women Leaders in Advocacy Forums Preparatory Meetings for the 2014 World Conference on Indigenous Peoples

In coordination with the Ministry of Culture's Indigenous Policy Department, the participation of 56 indigenous women was facilitated in October 2013 in the South American Meeting of Indigenous Women: Dialogue and Meeting Venues

for Indigenous Women and the Global Indigenous Women's Conference. Both events were preparatory to the first World Conference on Indigenous Peoples held at United Nations headquarters in New York in September 2014. An exchange of viewpoints and best practices for enforcing the rights of indigenous peoples and complying with the goals of the United Nations Declaration on the Rights of Indigenous Peoples took place at this high-level plenary session of the United Nations General Assembly.



Dialogue Workshop with Quechua-Andean Leaders (March 2014)

The Gender Perspective in Sustainable Natural Resource Management: Leaders Committed to Gender Equality

In agreement with the Dialogue, Mining and Sustainable Development Group, Partnerships for Dialogue has encouraged consensus-building among women leaders and women regarding their role in the country's mining activities, in order to position their demands, proposals, and contributions. This has resulted in the preparation of the Women in Mining Agenda and the organization of a series of workshops prior to and following this agenda, which addressed topics such as, inter alia, environmental institutions, local development, democratic dialogue, leadership, and women's political participation.

Empowerment of Women and Women Social Leaders for Participation and Dialogue Meetings and Educational Workshops

Partnerships for Dialogue has held various meetings and educational workshops since 2013, notably:

- Meeting of Women of the North.** Áncash was the scene of this meeting, held in July 2014, in which 26 women shared personal experiences in the lives of mining women. The majority of the narrated experiences mentioned the difficulties and limitations women have in making their voice heard in their communities. Macho behaviour was identified in male community leaders and perseverance and resilience was identified in women leaders, who towards the end of the meeting affirmed they would continue to defend their opinions, since those opinions have significant impact on improving their communities.
- Meeting of Women of the South.** At this meeting, held in September 2014 with the participation of 35 women leaders from Arequipa (the city of Arequipa, Punta de Bombón, and Tapay), Moquegua, and Tacna, initiatives were identified for channelling mining benefits into the community, with special emphasis on women. The reflections focused on the issues of: i) recognition, values, and principles in implementation of the gender approach and local development; ii) women's demands and interests in local development and steps for prioritizing common interests; and, finally, iii) proposals for building an agenda for women in mining and local development.
- Thematic Roundtable on Women.** In the framework of the Second National Conference of Social Leaders: Evidence and Development Proposals for Sites in Mining Settings, held in November 2014, this roundtable was formed to gather ideas from a gender perspective for preparing the development vision of the National Network of Social Leaders. One of the roundtable's main conclusions was that women's empowerment requires a fund for building capacities in the areas of environment, undertakings, food security, education with a gender approach, the culture of peace, and talks on masculinity that should be replicated with the mining companies' male

workers as part of their corporate policy. The roundtable also identified the importance of women's political participation and their entry into management positions and the labour force (job bank), which would give them a leading role in decision-making within rural communities.

Women in Mining Agenda

Agreeing on Viewpoints for Advocacy

Women social leaders of the National Network of Social Leaders (RNLS) of Arequipa, Moquegua, Tacna, Cajamarca, Áncash, Apurímac and Lima have been working on preparing a "women in mining agenda" since 2012. In August 2015, during the forum entitled "The Two Faces of Dialogue: Vision of Women in Mining" organised by the Dialogue, Mining and Sustainable Development Group (GDMDS), the women leaders presented their first version of the agenda, which compiled their main concerns, demands and proposals regarding the role of women in mining.

Over the following months, working meetings were held to agree upon and strengthen the guidelines for structuring this agenda; it was also agreed that it should be disseminated among the regions and/or communities in order to obtain contributions and exert an influence on local authorities. Along this same line, in March 2015 the

"Conference of Women Leaders: Developing and Agreeing on a Women's Agenda" was held to hear the contributions of different state representatives, extractive enterprises, NGOs, and academicians and to identify synergies. Participating at this conference were stakeholders from Áncash, Apurímac, Arequipa, Oyón (Lima region), Cajamarca and Cusco. The conference also featured an agenda discussion panel consisting of representatives from the Ministry of Women and Vulnerable Populations (MIMP), the Ministry of Education (MINEDU), and UN Women.

After the contributions from the meetings and conferences had been heard and prioritised, the "Women in Mining Agenda" was published as a tool for highlighting the needs and demands of women in extractive industries and their limitations and capacities for dialogue in negotiations. In coming months, the agenda will be presented to state representatives, companies, civil society, communities, international cooperation, and presidential candidates in order to build up their commitment to it and have its guidelines taken into consideration in public policies. The agenda is structured into five main areas containing demands and recommendations:

1. Education and training,
2. Workspaces,
3. Participation, citizenship and environment,
4. Health and safety, and
5. Family and community relationships.

Publications



<http://bit.ly/22l6RXi>



Involving and Sensitizing More Stakeholders in Gender Equality

Training of Men and Women Leaders in Masculinity and Femininity

In 2016, the "Workshop in Masculinity and Femininity: Diversity and Inclusion for Building a More Equitable and Fair Society for All" was offered to men and women leaders of the National Network of Social Leaders of Arequipa, Moquegua, Cajamarca, Apurímac, Cuzco, Ancash and Oyón. The workshop's goal was to discuss and generate reflection and learning on the causes, manifestations, and consequences of relationships of inequality and gender discrimination with the idea that this learning would be applied when participating in different dialogue forums, decision-making, and daily life.

Civil Society and Sustainable Natural Resource Management: Proactive State Partners

In order to boost its efforts and scope, Partnerships for Dialogue has been working to strengthen and link up initiatives of key civil society organizations whose mission is to promote democratic dialogue, prevent social conflicts, and govern natural resources. As a result, it has been fostering synergies since 2014 with the Dialogue, Mining and Sustainable Development Group (GDMDS), National Network of Social Leaders (RNLS), Latin American Dialogue Group (GDL), OXFAM Peru, ProDiálogo, CooperAcción, and Catholic Relief Services (CRS). Below are several points worth noting of the work that has been done.

Civil Society Organizational Strengthening and Stakeholder Training

Dialogue, Mining and Sustainable Development Group (GDMDS) and National Network of Social Leaders (RNLS)

Since 2013, Partnerships for Dialogue has been reinforcing the efforts of the Dialogue, Mining and Sustainable Development Group (GDMDS)²⁴ and the National Network of Social Leaders (RNLS).²⁵ In this respect, it has collaborated in eight joint workshops on topics such as democratic dialogue, conflict analysis, management and transformation, prior consultation on mining, the functioning of dialogue tables, environmental institutions, and the role of women in mining, in which training was administered to 290 leaders from eight regions: Áncash, Cajamarca, Arequipa, Apurímac, Cusco, Moquegua, Tacna and Lima. Led by GDMDS, these workshops were implemented in coordination with RNLS's School of Social Leaders. These trained leaders now have the knowledge and tools for fuller and more effective participation in dialogue forums implemented nationally, regionally, and locally by the state.

Moreover, throughout 2013, 2014, and 2015, GDMDS conducted fourteen mass events that brought together more than 746 stakeholders, including, inter alia, state institutions, extractive enterprises, indigenous leaders, grass-root organization leaders, and regional university and NGO representatives. Below are some of the most outstanding events:

- **First GDMDS Forum. Dialogue and Development Roundtables in Extractive Industries: Advantages, Limitations, and Perspectives.** The goal of this event was to generate a forum for discussion and contributions to reinforce the implementation of dialogue and development roundtables. Participating in it was the Minister of Energy and Mining, Rosa María Ortiz, who was accompanied by Javier Aroca, commissioner of the PCM's National Office for Dialogue and Sustainability, Lorenzo Ccapa, head of the Network of Leaders and member of the Peruvian Farmers' Confederation (CCP) advisory committee, and Ricardo Morel, Corporate Affairs Vice President of Antamina at that time. The public consisted

²⁴ Multistakeholder dialogue forum with fifteen years of operation, whose goal is to promote the building of intercultural dialogue opportunities and agendas on mining, in harmony with environmental protection and sustainable development. See more at: <http://www.grupodialogo.org.pe/>

²⁵ Forum for dialogue and coordination comprised by leaders with social and environmental awareness and a vocation of service and civic engagement, from communities, grass-root social organizations, and business associations, as well as regional and local governments. See more at: <http://www.rednacionaldelideressociales.org/>

of representatives from extractive enterprises, indigenous communities, NGOs, universities, and international cooperation organizations.

- **Second GDMDS Forum. The Two Faces of Dialogue: Vision of Women in Mining.**

The goal was to highlight the needs and demands of women in extractive mining industries and their limitations and capacities for dialogue in negotiations. Also presented was the Women in Mining Agenda, prepared as an output of a series of meetings fostered by GDMDS, which contains demands and recommendations for its five main areas of education and training, workspaces, citizen participation and environment, health and safety, and family and community relationships. Participating in the forum were representatives from the government, extractive enterprises, the communities of Áncash, Cajamarca, Arequipa, and Apurímac, civil society, international organizations, and the general public.

- **Third GDMDS Forum. Public Policy Proposals for Dialogue, Mining, and Conflict Management with the Two Political Parties of Peruvians for Change (PPK) and Popular Force (FP).**

The goal of this forum was to highlight GDMDS public policy proposals, hear contributions from the different stakeholders, and identify specific actions with the invited political parties. The proposals presented were as follows: i) a public policy of dialogue, regarding which a series of proposals for dialogue changes and awareness-raising have been generated that are impacting the agendas of the two political parties; ii) a growing agreement that the mining and community relationship model needs to be converted into one consisting of a relationship of full participation of the three stakeholders, company, community, and state; iii) a demand to redirect the current formalization process for artisanal mining; and iv) recommendations for improving the mining environmental impact assessment (EIA) process by addressing issues of integrated land planning, strengthening of state institutions, the administrative diligence needed for promoting mining investment, the guiding and communication role of EIAs, shared database information, and prior consultation. Participating in the forum were representatives from the government, extractive enterprises, NGOs, and RNLS leaders, in addition to Pedro



First GDMDS Forum. Dialogue and Development Roundtables in Extractive Industries: Advantages, Limitations, and Perspectives.
https://youtu.be/U_sdYcTvuvvg



Second GDMDS Forum. The Two Faces of Dialogue: Vision of Women in Mining.
<https://youtu.be/j2R48qjMCzM>



National Network of Social Leaders (RNLS).
<https://youtu.be/KwUH1tCylidA>

Pablo Kuczynski, presidential candidate at the time for Peruvians for Change (PPK), Martín Vizcarra, PPK's first vice presidential candidate, and Gino Costa, PPK's expert on citizen security.

The forums served to hear the testimonies and opinions of leaders on key topics such as the challenges faced by dialogue and development roundtables and the women in mining agenda. In



Meeting of National Network of Social Leaders – Macrororte Region (July 2014)

- 82% of women participants stated they have increased their participation in dialogue forums in the last six months;
- 68% indicated they lead or head some type of network or group that promotes development management and dialogue;
- 79% are members of a network or group that promotes development management and dialogue; and
- 93% are interested in participating in dialogue forums.

Lastly, an event took place that was of significance for relations between the state and civil society. On January 21, 2016, the *Memorandum of Understanding between the PCM's National Office for Dialogue and Sustainability (ONDS) and GDMDS* was signed, committing the two institutions to work synergetically on actions of common interest linked to conflict prevention and transformation in the country. One of the agreements was to hold monthly meetings to coordinate a consensual agenda between GDMDS and ONDS members.

addition, an informative video was prepared on the Network and its scope to date, which was reinforced by its members' testimonies.

As it is important for Partnerships for Dialogue to understand the participation and female leadership emerging among women who take part in those workshops, in the last quarter of 2015 a survey was conducted of women RNLS leaders from Áncash, Lima and Moquegua. The main results of this survey were:

The Fruits of GDMDS's Multistakeholder Dialogue

The Work of the Prior Consultation Committee, Artisanal Mining Committee, and Working Group on Environmental Impact Assessments

In order to address specific topics, GDMDS is organised into committees that prepare consensual public policy recommendations and proposals in different working meetings in which representatives of civil society, extractive enterprises, and state institutions participate. As a result, in 2013, the

Publications



<https://goo.gl/2dMuer>



<http://bit.ly/1NiNayV>



GDMDS's Prior Consultation Committee was launched, which with Partnerships for Dialogue support launched a multistakeholder dialogue for constructing a plural agenda on prior consultation of indigenous peoples in the area of Peruvian mining. Three levels of state players, civil society, and international cooperation all participated.

As part of this assistance, the GDMDS's Prior Consultation Committee published the "Systematic Organization of the Efforts of the Advisory Committee for the Dialogue, Mining and Sustainable Development Group", which compiles more than one year's worth of work by the members of this committee and leaders with reference to the mining sector, along with conclusions and recommendations for the respective governing agencies.

Under this same work system, a multistakeholder dialogue has been underway since the end of 2015 on artisanal mining, led by the Social Network and GDMDS with the support of CARE Peru, ProDiálogo, Labour, the European Union, and Partnerships for Dialogue. This effort has produced a draft agenda for strengthening the formalization of small-scale mining in the country, in the context of the "new mining", which contains the contributions of small-scale miners, representatives of extractive enterprises and civil society organizations, and public officials. This proposal will be presented to state decision-makers in 2016 as a civil society contribution to public policymaking for artisanal and small-scale mining.

Lastly, GDMDS has formed the Working Group on Environmental Impact Assessments (EIAs), consisting of members of the Direct Dialogue Group, public and private institutions, NGOs and civil society organizations. This group aims to "contribute to the mining EIA process based on lessons learned and by identifying improvement opportunities." On the basis of this effort, a document has been prepared, entitled "Systematic Organization of Proposals for Improving the Mining Environmental Impact Assessment (EIA) Process", drawn from the meetings, consultations, and dialogues of GDMDS's Working Group on Environmental Impact Assessments, the consultation meeting with MINAM's General Directorate for Environmental

Management Policies, Standards and Instruments, and a review of the current legal framework. The document's contributions are organised into the following main areas: (1) integrated land planning system, (2) continued strengthening of the state, (3) role of the EIA, (4) shared baseline information, and (5) prior consultation.

Transparency and Dialogue in Latin American Extractive Industries

Towards a Transparency Protocol for Extractive Industries

The Latin American Dialogue Group (GDL) for Mining, Democracy and Sustainable Development is a regional platform for exchange and collaborative work, managed and comprised by dialogue groups and initiatives on mining in different Latin American countries; Peru's GDMDS is a member of GDL. Initiatives in this regional forum seek to promote democratic, equitable dialogue among leaders of state institutions, mining companies, civil society organizations, local communities, indigenous peoples, and universities on mining activity in their territories.

In 2015, through Partnerships for Dialogue, UNDP's Regional Centre for Latin America and the Caribbean and UNDP Peru helped to organize and develop the forum on "Transparency and Dialogue in Latin American Extractive Industries", an event led by GDL and GDMDS that brought together some 239 participants (86 foreigners and 153 Peruvians) representing civil society, communities, extractive enterprises, and state institutions from Peru, Panama, Colombia, Chile, Brazil, Ecuador, Bolivia, Argentina, Mexico, Canada, United States, Spain, Germany, and Guatemala.

Held on December 10-11, 2015, the event's mission was to **construct, in a participatory manner, a roadmap for development of a transparency protocol in Latin American extractive industries as a mechanism for preventing social conflicts in the region.** The forum was organised into two panels, "Dialogue, Transparency, and Sustainable Development", and "Current Situation of Transparency in Latin American Extractive Industries". In addition, thirteen work groups were facilitated where regional and Peruvian experiences were presented:

Work Groups of the Forum on Dialogue and Transparency in Latin American Extractive Industries

Room 1: Scenarios for the Future of Democracy in Latin America, 2015-2030

Room 2: Breakthroughs and Challenges in the Implementation of Prior Consultation in Extractive Industries

Room 3: Experience of the Presidency of the Council of Ministers (PCM) of Peru's National Office for Dialogue and Sustainability

Room 4: Illegal Gold Routes (Regional: Ecuador, Colombia, Peru, Brazil, and Bolivia)

Room 5: Transparency in the Use of Municipal Resources Generated by the Presence of Extractive Industries

Room 6: Participatory Community Monitoring Programme (Minera Panama)

Room 7: Local Indicators as a Tool for Transparency (Brazil)

Room 1: New Technologies for Monitoring and Managing the Socio-environmental Impact of Extractive Industries (U.S.)

Room 2: Experiences of the Orcopampa (Arequipa) Environmental Monitoring Committee (Peru)

Room 3: Towards a Roadmap for Conflict Resolution: Palm Oil Sector (Honduras)

Room 4: Diagnosis of the Transparency and Accountability of Extractive Enterprises in Mexico

Room 5: Regularization of Artisanal and Small-scale Mining in Large-Scale Company Concessions as a Transparency Mechanism (Ecuador)

Room 6: Socio-environmental Conflict Monitoring Model with an Early Warning System in El Panguí Canton

In 2016, GDL and its members will launch the actions planned participatorily during this forum, so that a transparency protocol for Latin American extractive industries should be in place this very year.

Towards a Transparency Protocol for Extractive Industries (PLATIE)

The Latin American Dialogue Group (GDL) for Mining, Democracy and Sustainable Development has prioritised a regional agenda for promoting transparency and dialogue in the extractive industries in order to enhance a climate of trust, governance, relationships between stakeholders, investment in the sector, and proper project operation, thereby easing the way towards the region's sustainable development.

A core proposal of the agenda is the construction of a transparency protocol for extractive industries (PLATIE) that would provide transparency for the social, economic, environmental, and political issues considered relevant by stakeholders in the region's extractive projects.

The protocol has four goals:

- Strengthen informed, equitable multistakeholder dialogue in good faith through accountability and transparent practices of the public and private extractive sector;
- Contribute to greater and improved access to public information;
- Promote more transparency to prevent and more constructively address potential conflict situations; and
- Foster more and better informed participation by civil society.

The construction of the PLATIE involves five stages. It starts with the presentation of the initiative, followed by a diagnosis that pinpoints the level of transparency in extractive industries for eight Latin American countries, after which the joint preparation of the tool's design and structure will be addressed. Once this phase has been completed, the protocol will be launched with the involvement of governments, companies and civil society, and, finally, the results will be disseminated.



The International Forum on Transparency and Dialogue in Latin American Extractive Industries of December 10-11, 2015 marked the start of the joint construction process. The results given here summarize the event's recommendations, experiences, and challenges that will contribute to reaching the aforementioned goals.



<http://goo.gl/naaCkT>



Transparencia en las industrias extractivas en América Latina:
<https://youtu.be/ERdyEGa5N00>

Source: Latin American Dialogue Group <http://www.dialogolatinoamericano.org/>

Eleventh World Mediation Congress 2015 and First National Congress on Peacebuilding Peru in the International Hub of Conflict Prevention, Management, and Transformation

Partnerships for Dialogue seeks to generate reflection opportunities, encourage peace initiatives, and promote public policies for conflict prevention, management, and transformation. Under this rationale, in 2015, UNDP, under ProDiálogo's leadership, made a major effort to put Peru on the global map for dialogue and conflict prevention by helping to sponsor the Eleventh World Mediation Congress of 2015 and First National Congress on Peacebuilding hosted by Peru.

The World Mediation Congress (CMM) is an initiative that seeks to generate reflection opportunities, encourage peace initiatives, and promote public policies for conflict prevention, management, and transformation. Ten world congresses have been held since 2005 in Argentina, Brazil, Chile, Bolivia,

Mexico, Paraguay, and Italy. The Eleventh World Mediation Congress of 2015 and First National Congress on Peacebuilding²⁶ hosted by Peru was organised by ProDiálogo and the University of Sonora in Mexico (parent organization), and UNDP --with the support of Partnerships for Dialogue-- joined the initiative. A series of preparatory meetings were called with national counterparts to form partnerships, gather technical contributions, and obtain sponsorships for the world congress. The UNDP Regional Centre also helped with the event, both technically and financially.

As part of this effort, Pablo Ruiz (Cluster Leader, Crisis Prevention and Recovery, Regional Bureau for Latin America and the Caribbean) and Gastón Aín (Conflict Prevention Regional Advisor, Regional Centre in Panama) gave lectures and participated throughout the event. Partnerships for Dialogue also presented, together with the Vice Ministry for Interculturality, a successful dialogue experience based on the achievements of the Working Group on Indigenous Policies (GTPI).

²⁶ More information about the Eleventh World Mediation Congress of 2015 and First National Congress on Peacebuilding is available at: <http://www.congrosodemediacion.com/mundial/bienvenida.html>



Pablo Ruiz, Regional Cluster Leader, Governance and Peacebuilding, UNDP Regional Centre for Latin America and the Caribbean, during the Eleventh World Mediation Congress 2015 and First National Congress on Peacebuilding (November 2014).

The main goal of the congress was to generate reflection opportunities, encourage private and public initiatives, and promote public policies for the prevention, management, and transformation of situations and areas of conflict in Peru and Latin America, fostering the building of Latin American societies that are more tolerant, inclusive, equitable, and open to dialogue. The six days were filled with workshops, keynote speeches, roundtables, forums, philosophical dialogues, book presentations, and presentations of successful experiences.

All of the activities focused on seeking out viable alternatives for reducing conflicts that lead to violence in the family, school, and community. The deactivation of conflicts in all areas was also addressed, including those that destroy life and the evolution of nations and place global security at risk. More than 609 people took part in the event. Below are some data on the congress participants:

- 247 participants were foreigners and 362 were Peruvians.
- The foreign participants were from Argentina, Mexico, Brazil, Chile, Bolivia, Ecuador, Colombia,

Panama, Dominican Republic, Paraguay, Spain, Senegal, Tunisia, Italy, Canada, United States, Slovenia, Finland, Uruguay, Belgium, and Thailand.

- 64.3% of the participants were women.
- More than 50% of all Peruvian participants held full scholarships to attend the congress.

The first two days focused on training in observation of the United Nations International Day of Peace, with twenty simultaneous workshops being held on mediation, conflict prevention and transformation, and dialogue. The institutions facilitating the workshops included the National Water Authority (ANA) (water conflicts), the UNDP Regional Centre for Latin America and the Caribbean (peacebuilding, conflict prevention, and dialogue), the CISAL Project (development and strengthening of municipalities in areas with mining activity), ProDiálogo (conflict and transformative dialogue), and other top-level international and national speakers who shared their experiences and knowledge during this congress. The workshops were given in different places, including, inter alia, municipal, university, trade union, and UNDP offices and the European Union Office in Lima.

On September 22, special workshops were held or keynote speeches delivered by Dr. Jorge Pesqueira, renowned expert in the field of meditation, and Dr. John Paul Lederach, international authority in academic and professional circles on conflict transformation. September 23-26 were dedicated to lectures in the central auditorium of the University of Lima, seven book presentations, twenty successful

experiences, twenty paper presentations, and six dialogue forums (dialectic analysis forums). At the outset of 2016, a systematically organised account of this experience was published, revealing how the process had been handled and containing the main conclusions and lessons learned from the Eleventh World Mediation Congress of 2015 and First National Congress on Peacebuilding.

ELEVENTH WORLD MEDIATION CONGRESS AND FIRST NATIONAL CONGRESS ON PEACEBUILDING

Reading of Conclusions on Social Conflicts and Transformative Dialogue

- It is important to strengthen institutions concerned with intervention projects. Efforts should be made in tandem with state institutions. It has been found that coordination is lacking between the authority and mediators. The mixed participation of state and civil society is essential. Peacebuilding should be a joint effort.
- The trend should be toward creating a network of mediators in each country, as it is not possible to handle the situation with the intervention of experts from other countries only.
- Women's representation in dialogue processes is extremely important. We generally see men talking about women; this tendency should be reversed. The direct participation of women should be a priority.
- Intervention protocols need to be created, along with the monitoring of actions. Such protocols help to give us a shared viewpoint; they enable us to identify elements and keep us from simply following procedures without understanding the processes that are involved.
- We should be aware that conflicts have increased in Latin American countries. Statistics are alarming in Bolivia, Peru, Argentina, the Central American countries, and practically everywhere where they are monitored. It has been detected that the state, in its different areas of operation, is the biggest generator of conflicts, some of the most important of which have to do with social improvements, the meeting of needs, and cultural reproduction.
- Conflict resolution requires the participation of mediators; police forces are not going to resolve the conflict. They're always going to contain it, control it, but not resolve it, running the risk that it might escalate. Prevention by the state at its three levels is important, together with the protection of human rights.
- It is extremely important to take into account that no conflict springs forth full blown. It is a process that starts with a difficulty, becomes a problem and turns into a conflict. In the best of cases, government authorities turn to mediators when the conflict breaks out, and on many occasions when it has already escalated into a crisis. This is why we need to strive for intervention before a conflict emerges, to push for early warning systems instead of delayed reactions.
- Concepts need to be defined in order to give us a common understanding of the situation and to speak the same language, facilitating communication. In many cases, we're dealing with a false spokesperson, so the dialogue tables don't work. The appropriate context should be established, aimed at addressing the problem. We should act calmly, but firmly.



- Compliance with agreements has nothing to do with whether they are oral or written and signed. It depends, rather, on the context, the cultural element, the circumstances, and the quality of the dialogue. However, if they're executed in writing, it gives the groups and communities security and serves as a constant reference for their compliance. It's in the state's interest to record the agreements. In some cases the document is needed as proof, because of a lack of trust, and it may help to eliminate distortions. It is important to see how agreements are set down to the satisfaction of the parties.
- One pending assignment is to analyze in depth the role played by the media, and to study the impact of such media on the events, happenings, and conflicts in general; this needs to be done in each particular case. Some pertinent questions to be raised are: To what extent does the publicizing of events in the media influence their escalation, resolution, or prolongation? Is the mass broadcasting of such events always desirable? To what extent does the publication of agreements reached between the parties contribute to their compliance? Should the details of the process be announced?

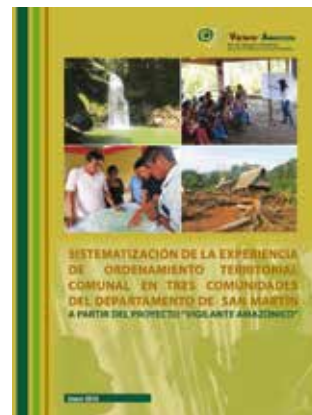
Source: World Mediation Congress <http://congresodemediacion.com/mundial/index.html>

One Community Land Management Experience as a Strategy for Conflict Prevention

244 Indigenous Leaders trained in the San Martín Region

In 2014, Partnerships for Dialogue supported the project entitled "Building the Institutional Capacities for Dialogue, Conflict Prevention, and Development of the Kechwa Indigenous People in the San Martín Region", led by Catholic Relief Services (CRS) and CooperAcción. The goal of this project was to make sure that indigenous communities and organizations have an instrument for management of their land, are strengthened for their negotiation and dialogue with the state and companies, and arrive, with the San Martín regional government, at consensuses for the management of their land that incorporate the inhabitants' different visions. Activities developed in 2013 and 2014 involved the participation and capacity-building of 244 indigenous leaders from the native communities of Nuevo Lamas, Shapajilla and Ankash Yaku of Achinamisa. Those fostered by CRS included presentation and feedback on the proposed Amazon Watchdog Observatory and activity plan in Kechwa communities in San Martín, a presentation workshop for the proposal to Kechwa community and federation management boards, participatory mapping workshops in Kechwa communities, and field outings (geo-referencing) of the Nuevo Lamas and Ankash Yaku of Achinamisa communities.

Publications



<http://bit.ly/1M3GREt>



Systematic organization of Communal Land Management Experience in Three Communities of San Martín Department based on the Amazon Watchdog Project. In January 2015, "Systematic organization of Communal Land Management Experience in Three Communities of San Martín Department", based on the practices of the Amazon Watchdog project (Amazon Watchdog Network for Socio-environmental Conflicts), was published in coordination with CRS and CooperAcción. The communities in question are those of Ankash Yaku, Shapajilla, and Nuevo Lamas. Amazon Watchdog

was developed from June 2014 to December of that year within the framework of the project entitled "Building Institutional Capacities for Dialogue, Conflict Prevention, and Development of the Kechwa Indigenous People in the San Martín Region". In order to produce the land management and zoning proposal, participatory mapping was conducted in which inhabitants identified the land types and land use areas in each community. Communal landowners were also trained in the use of the GPS so that the participatory mapping could be georeferenced in the field outings.

The proposal, which has a participatory, intercultural and gender approach, promotes orderly occupation and sustainable land use based on a recognition of its potentialities and its physical, biological, economic, cultural, social, political, and legal context. The UNDP-supported systematic organizational experience addressed in detail the



steps that were followed and the lessons that were learned from the experience, which can hopefully be replicated and refined.

Civil Society Contributions to a National Policy of Dialogue and Conflict Prevention

In 2015, as part of its efforts to coordinate civil society initiatives, Partnerships for Dialogue supported an initiative led by OXFAM, CooperAcción, and the School of Governance and Public Policy of the Pontifical Catholic University of Peru (PUCP) for generating an exchange of approaches to a national policy of dialogue and conflict prevention among representative stakeholders from the government, the private sector, NGOs, universities, international cooperation, and communication media. The outcome of this process was presented publically by OXFAM and will serve as input for the executive branch's future policy-making efforts.

Inputs were received from representatives of ONDS, MINAM, OEFA, ANA, MINITER, MINEDU, and the Office of the Ombudsman, as well as ANGR, the Network of Urban and Rural Municipal Governments of Peru (REMURPE), and the Association of Municipal Governments of Peru (AMPE). Participating on behalf of the private sector were the Yanacocha, Rio Tinto, Hudbay, and Antamina companies and the National Mining, Petroleum, and Energy Society (SNMPE). Civil society participation, in addition to OXFAM, CooperAcción and PUCP, included the Peruvian Center for Social Studies (CEPES), the National Human Rights Coordinator (CNDDHH), the Peruvian Society for Environmental Law (SPDA), ProDiálogo, and UARM (Universidad Antonio Ruiz de Montoya). Communication media, such as TV Peru, IDL-Reporteros, La República, Calandria, Revista Stakeholders, Convoca.pe, SERVINDI, and InfoRegión, also participated. Lastly, representatives of international cooperation agencies such as USAID, the Canadian Embassy, and the IDB also took part in the initiative.

The University Network for the Prevention of Conflicts: Analysis, Discussion, and Knowledge Generation on Conflict Prevention and Management

Partnerships for Dialogue also seeks to generate dialogue opportunities among universities in order to build a joint agenda on conflict prevention. The goal of the University Network for the Prevention of Social Conflicts over the Use of Natural Resources is to build universities' capacities and reinforce their role as key actors that, through research and analysis, generate opinions and knowledge on the prevention and management of conflicts related to the use of natural resources. This network, which to date consists of fifteen universities, strengthens their interinstitutional coordination and generation of academic contributions on conflicts, though it also makes decisions in order to effectively impact the public and private sectors with these contributions. The idea is, in short, to place knowledge at the service of social peace.

The University Network for the Prevention of Conflicts

A Labour Coordinated by Academia

In 2013, representatives of the country's public and private universities were summoned to share information and create synergies on the role and challenges of centres of higher education as important actors in conflict prevention. From that time on, work meetings have taken place in succession to prepare and implement a work plan geared toward building capacities and strengthening the university's role as a key actor, through research and analysis, in generating opinion and knowledge to prevent and manage conflicts related to the use of natural resources.

In February 2016, the University Network for the Prevention of Social Conflict over the Use of Natural Resources was formally set up with a membership of fifteen universities: Antonio de Abad National University (UNSAAC), of San Agustín National University (UNSA), National University of Santa (UNS), National University of the Peruvian Amazon (UNAP), National University of Cajamarca (UNC), National University of Moquegua (UNAM), National University of Piura (UNP), Antonio Ruíz de Montoya

University (UARM), the Pontifical Catholic University of Peru (PUCP), San Martín de Porres University (USMP), Federico Villarreal National University (UNFV), National University of Engineering (UNI), University of the Pacific (UP), University of Lima (UL) and Cayetano Heredia University (UPCH).

The network was created as a forum for coordinating and promoting synergies to position academia's role in and contributions to the prevention of conflicts arising from the use of natural resources. To date, Partnerships for Dialogue has supported the efforts of the network, which has already produced outputs and organised key events on the subject. The specifics of this work are given in the following points.

Diagnosis of Academic Production on Conflict Prevention and Management

Analyzing Progress to Improve Academia's Contribution to the State

Faced with the need to compare existing academic offerings or production with the demand for knowledge and tools on conflict prevention and management, the University Network, with Partnerships for Dialogue's support, made an analytical



Creation of the University Network for the Prevention of Social Conflict over the Use of Natural Resources.

diagnosis of and systematically organised academic material on the prevention and management of social conflicts in natural resource use in 26 Peruvian universities and academic centers. Those study centers are located in the regions of Áncash, Apurímac, Cajamarca, Cusco, Lima, Loreto, Madre de Dios, Piura, and Puno. The diagnosis was used to produce three documents: a systematic organization of the academic production of universities and research centres on conflict prevention and management; an analysis of the academic production and its findings; and a qualitative study of public and private sector demands and expectations regarding academic production on conflict prevention and management.

Conversations with Political Parties **Sharing Contributions on Extractive Industries, Social Conflicts, and Governance**

As 2016 got underway, the University Network organised its first public event, entitled “Conversations with Political Parties: Extractive Industries, Social Conflicts, and Governance”, one of the first forums led by academia to discuss technical topics in the context of the 2016 elections. The

Fifteen universities comprise the University Network for the Prevention of Conflicts

- National University of Antonio de Abad (UNSAAC)
- National University of San Agustín (UNSA)
- National University of Santa (UNS)
- National University of the Peruvian Amazon (UNAP)
- National University of Cajamarca (UNC)
- National University of Moquegua (UNAM)
- National University of Piura (UNP)
- Antonio Ruíz de Montoya University (UARM)
- Pontifical Catholic University of Peru (PUCP)
- San Martín de Porres University (USMP)
- Federico Villarreal National University (UNFV)
- National University of Engineering (UNI)
- University of the Pacific (UP)
- University of Lima (UL)
- Cayetano Heredia University (UPCH)



Conversations with Political Parties (February 2016).

main goal was to hear the political parties' proposals on the following main themes: 1) democratic institutions and social conflicts; 2) natural resource governance; and 3) the extractive agenda in Peru. It sought, on that basis, to generate the discussion of and reflection on the future commitments of public officials and civil society representatives to encourage construction of a context marked by democratic dialogue and a culture of peace. An outcome of this event will be the publication of an analysis of the statements made by the political party representatives.

To facilitate discussion, the University Network prepared and shared a guiding document presenting a compilation of the country's progress to date on environmental governance and conflict prevention and management, so that political party representatives could give their opinions on this progress and how they would reinforce it and give it continuity. Participants in the discussion included Martín Vizcarra, First Vice President of Peruvians for Change (PPK), Enrique Cornejo, Head of the Popular Alliance's government plan, Carlos Ramos, All for Peru (TP) government plan team member, Hilda Chaccha, Possible Peru (PP) government plan team member, José de Echave, Broad Front (FA) government plan team member, and Carlos Herrera, Popular Action (AP) team member.

Public Policies, Extractive Industries, and Sustainable Development Goals International Academia Dialogues and Experience-sharing

On March 29, 2016, a representative University Network group consisting of the Pontifical Catholic University of Peru's (PUCP) Centre for Conflict Analysis and Resolution, the San Martín de Porres University, and the National University of Moquegua, participated in the international workshop entitled "Public Policies, Extractive Industries, and Sustainable Development Goals (SDGs): Dialogue with Academia" held in Brazil. The Brazilian Ministry of Mines and Energy, the British Embassy, and UNDP Brazil established this international forum to hear academia's contributions and opinions on how extractive industries could become partners for achieving the SDGs and what public policies could be generated to that regard. The forum was also used to share academia's international experiences and work on conflict prevention and management.

International Cooperation and Conflict Prevention: Coordination of Initiatives to Enhance Results

International cooperation is a key player in the search for solutions to social conflicts and the building of social peace, and even more so if it acts concertedly. Through Partnerships for Dialogue, UNDP hopes to reinforce opportunities for precisely that, to help coordinate international cooperation in achieving harmonised criteria for interventions designed to promote dialogue and prevent and manage social conflicts in Peru. To that end, UNDP leads the Coordination Group for International Cooperation on Conflict Prevention, which coordinates the identification, formulation, assessment, and implementation of the different actors' conflict prevention, management, and resolution efforts. UNDP also assists with the work of the Technical Group on Interculturality (GTI), which contributes to knowledge of the human and collective rights of indigenous peoples and the mainstreaming of interculturality as a basis for the design and implementation of equitable, inclusive, and sustainable development plans and policies.

Effectiveness of International Cooperation on Conflict Prevention

Coordination Group for International Cooperation on Conflict Prevention

The Coordination Group for International Cooperation on Conflict Prevention aims to enhance the effectiveness of international cooperation in preventing, managing and resolving social conflicts in Peru. The group was initially headed by the Canadian government, but in February 2014 its coordination was passed on to UNDP under the responsibility of the Democratic Governance and Decentralization Area, with Partnerships for Dialogue's support. The Coordination Group's primary functions are to coordinate identification, formulation, assessment, and implementation of the actors' various conflict prevention, management,

and resolution undertakings in Peru, monitor national policy implementation (through invitations to public and private, national and international experts and officials), coordinate actions and share information on studies and proposals, and carry out joint activities. The group's active members include the international cooperation agencies of Australia, Belgium, Canada, the European Community, the United States, and Finland, in addition to the Inter-American Development Bank (IDB) and UNDP.

Since 2013 it has been encouraging meetings and facilitating the participation of relevant state representatives. To date, it has held a number of meetings to which state and civil society institution representatives have been invited in order to shine more light on the processes currently underway and to consolidate synergies.

Coordination Group for International Cooperation on Conflict Prevention: <i>Topics Addressed</i>		
I	<ul style="list-style-type: none"> Approval of the Coordination Group's Terms of Reference and presentation of the 2014 Work Agenda Presentation by the Dialogue, Mining and Sustainable Development Group of "Building a Multistakeholder View of Prior Consultation" 	March 2014
II	<ul style="list-style-type: none"> Presentation by the National Office for Dialogue and Sustainability: "Progress on Implementation of Strategies for Conflict Prevention and Management" 	June 2014
III	<ul style="list-style-type: none"> Analysis of the 2014 regional and municipal election results and their consequences for national policy on natural resource use and social conflicts Presentation of "Dialogues with Indigenous or Native Peoples on Public Policies for their Development" being implemented within the framework of UNDP's "Partnerships for Dialogue: Preventing Social Conflict over the Use of Natural Resources" 	October 2014
IV	<ul style="list-style-type: none"> Presentation by the National Office for Dialogue and Sustainability of "Progress and Challenges in the Implementation of the State's New Approach for Transforming Conflicts into Development Opportunities" Presentation by ProDiálogo: Eleventh World Mediation Congress of 2015 and First National Congress on Peacebuilding 	May 2015
V	<ul style="list-style-type: none"> Presentation by the National Office for Dialogue and Sustainability of an International event on business and human rights to follow-up on the United Nations Guiding Principals 	January 2016

Participation in the Inter-agency Technical Group on Cultural Heritage and Interculturality Affirming the Mainstreaming of Interculturality as a Basis for Policies, Programmes, and Plans

The Inter-agency Technical Group on Cultural Heritage and Interculturality (GTI) was formed at the end of 2011 and is currently comprised by the Office of the United Nations Resident Coordinator, the United Nations Food and Agriculture Organization (FAO), UNDP, the Office of the United Nations High Commissioner for Human Rights (OHCHR), the International Labour Organization (ILO), the Pan American Health Organization (PAHO), the World Health Organization (WHO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), and UN Women. GTI's goal is to contribute to the knowledge of the human and collective rights of indigenous peoples



and the mainstreaming of interculturality as a basis for equitable, inclusive, and sustainable development plans and policies.

During 2014, Partnerships for Dialogue helped organize the International Seminar on Interculturality and Public Policy and prepare the "Consensus Report on Compliance with the United Nations Declaration on the Rights of Indigenous Peoples". This document reports the progress that has been made on implementing the United Nations Declaration on the Rights of Indigenous Peoples in Peru and summarizes the best practices, obstacles, challenges, gaps and shortfalls in its implementation. Partnerships for Dialogue has also been working with GTI on providing technical assistance to the Working Group on Indigenous Policies (GTPI) and preparing for application of the "Opinion Poll on the Indigenous Peoples' Public Policy Hopes and Expectations" in order to raise awareness and create synergies for driving those processes.

United Nations Country Team **Inter-agency Synergy for Prevention of Conflict over the Use of Natural Resources**

Prioritization of conflict prevention and management problems in inter-agency cooperation planning was achieved in the meetings of the United Nations Country Team (UNCT). Through Partnerships for Dialogue, UNDP fulfilled its role of informing and raising awareness on the current status of social conflicts in Peru and on urgent issues that need to be addressed and the challenges they pose. The result was a UN intervention strategy --which included a risk assessment and proposals-- for addressing the challenges of the Loreto Development Roundtable. In addition, coordination was fostered between UN agencies and the Working Group on Indigenous Policies (GTPI) led by the Ministry of Culture, on issues related to the agenda agreed upon with GTPI.

The Extractive Sector and Conflict Prevention: Strategic Partner for Sustainable Development

The extractive sector is a key player in the country's development formula and in the prevention and management of social conflicts associated with the sustainable use of natural resources. UNDP has therefore joined in the efforts being made by this sector to strengthen links between the extractive industry and sustainable development. It is also promoting ongoing dialogue to bring different stakeholders closer together and create trust, as well as to build consensus on international instruments applicable to the sector, such as, inter alia, the Sustainable Development Goals (SDGs), the 2030 Agenda, the Guiding Principles on Business and Human Rights, and the Voluntary Principles on Security and Human Rights.

Coordination Forums with Key Players in the Extractive Sector

Positioning the Sustainable Use of Natural Resources and Respect for Human Rights

Since 2014, UNDP has organised a number of meetings and encounters with hydrocarbon and mining company representatives for the purpose of positioning such matters as dialogue, socio-environmental conflict prevention, and the extractive sector's sustainable management, among other issues.

- **Work with the National Mining, Petroleum, and Energy Society (SNMPE) and the Peruvian Hydrocarbons Society (SPH).** UNDP has held several meetings with both business groups to reflect upon and share experiences in land development, conflict prevention and management, and the SDGs. By way of example, several work sessions have been held with SNMPE to present an analysis of the links between the SDGs and the extractive sector, at which UNDP's policy advisor for the extractive industries, Casper Sonesson, was present.
- **Permanent Venues for Reflection with the Extractive Sector.** The purpose of those venues is to foster the sharing of proposals

and ideas on investment sustainability and the country's conflict prevention and management policy, and to encourage reflection on mining within the framework of the SDGs. Taking part with UNDP are representatives of mining companies and of the Presidency of the Council of Ministers' National Office for Dialogue and Sustainability (ONDS-PCM). As a result of these meetings, a permanent venue for reflection has been set up to encourage initiatives supporting a national conflict prevention and management system and implementation of SMGs in corporate business policies.

Business, Human Rights, and Sustainable Development

Key Combination for Conflict Prevention and a Culture of Peace

- **Business and Human Rights: Introduction to United Nations Guiding Principles.** The purpose of this meeting was to explain those principles, which are defined as a set of internationally accepted standards and practices regarding the responsibilities of states and business enterprises with respect to business behaviour and the protection of human rights. The event provided for a sharing of experiences and lessons learned on the

implementation of international human rights standards, with an emphasis on the extractive industries. Participating in it were general managers of extractive enterprises, official representatives of international organizations, ministers of state and ambassadors from countries driving business and human rights policies, ministry representatives, line managers involved in security and social relations issues, NGO representatives, international cooperation agencies, and universities.

- First International Conference on Dialogue, Extractive Industries, and Social Conflicts: Business and Human Rights.** National and international experts participated in this conference organised by the PCM's National Office for Dialogue and Sustainability with the support of UNDP's Partnerships for Dialogue. Pablo Ruiz, Cluster Leader of Governance and Peacebuilding of the UNDP Regional Board for Latin America and the Caribbean, and Pavel Aquino, Natural Resource and Environmental Management Analyst for Partnerships for Dialogue, addressed the issues of citizen empowerment in conflict management and successful experiences in the Peruvian private sector, respectively. Representatives from the technical teams of political parties participating in the 2016 elections were also invited during the event to give them an opportunity to explain their platforms on dialogue and social conflict and the programming and technical aspects, priorities, and treatment they would apply if elected. Luis Francisco Thais, Coordinator of UNDP's Partnerships for Dialogue, intervened as a panelist during the idea-sharing and discussion panels.

Exchange of Experiences for Sustainable Management of the Extractive Sector Positioning the Sustainable Use of Natural Resources and Respect for Human Rights

- First Exchange of Experiences for Sustainable Management of the Extractive Sector: Chile and Peru.** The goal was to generate an initial encounter in order to explore the exchange of experiences among Chilean and Peruvian extractive enterprises on social responsibility and sustainable

 The new model for institutional relationships is that business enterprises should not replace the state but, rather, coordinate with it to achieve an active presence by opening up development-promoting dialogue opportunities. 



Miguel Incháustegui, Vice President of Corporate Affairs, Gold Fields La Cima S.A.A.

management of extractive activities for development. Taking part in this were Chilean mining companies (Antofagasta Minerals, Collahuasi, Anglo American, and Codelco), twelve Peruvian mining companies (Anglo American, Antamina, BHP Perú, Chinalco Perú–Toromocho, Gold Fields La Cima, Grupo Glencore, Grupo Xstrata, Hudbay Minerals, Milpo, Minsur S.A., Rio Tinto, Barrick, Sociedad Minera Cerro Verde, and Yanacocha), the Chilean Mining Council, five Peruvian government extractive sector representatives (ONDS-PCM and the Ministries of Energy and Mining, Environment, and Economy and Finance, and ProInversión), UNDP Chile and UNDP Peru.

- Second International Congress on Community Relations – Dialogue and Consensus-building as a Means for Socioeconomic Development.** The Partnerships for Dialogue team participated in this international event organised by the Peruvian Institute of Mining Engineers in August 2014. Its given purpose was to examine experiences stemming from the social context facing the mining sector and share experiences in participatory dialogue and development roundtables for building sustainable communities. Participating in the event were Latin American experts with extensive social management experience in mining operations and projects, along with national experts on conflict prevention and resolution from state agencies, international organizations, business enterprises, NGOs, unions and consulting firms.



First Experience Sharing Workshop for the Sustainable Management of Extractive Sector: Chile and Peru

- **Third International Congress on Community Relations – Sustainable Social Management: Building Capacities.**

On August 17-18, 2016, UNDP’s Partnerships for Dialogue participated in the inauguration of the Third International Congress on Community Relations, the goal of which

was to reinforce implementation and dissemination of best practices in the field of community relations, extractive industries, and conflict prevention. A roundtable was also organised, “Towards a World Mining Vision”, facilitated by Luis Francisco Thais, Partnerships for Dialogue Coordinator, with the participation of David Brereton from the University of Queensland, Alvaro García of the Chilean Mining Value Alliance, and Carlos Duarte of the Colombian Dialogue Group on Mining.



During the Third International Congress of Community Relations “Sustainable Social Management: Improving Capabilities”

- **First Congress on Social Responsibility in the Energy and Mining Sector.** The purpose of this forum was to touch off discussion and experience-sharing among different organizations and national and international social responsibility experts, and to build synergies for aligning business and country visions of social responsibility. The event was organised by the Energy and Mining Investment Oversight Body (OSINERGMIN) --responsible for regulating and overseeing Peru’s energy and mining sector-- with the participation of the Partnerships for Dialogue team.

Information Resources

Partnerships for Dialogue Social Networks



Our Publications

http://bit.ly/11DSoZb	http://bit.ly/1xZfsw3	http://bit.ly/1uhj8FD	https://goo.gl/KLSNvj
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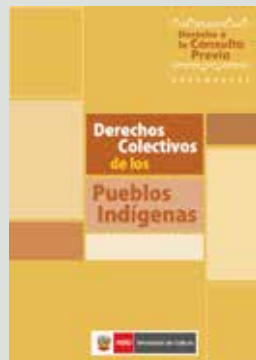
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<https://goo.gl/6Lu49l>



<http://goo.gl/W51hsJ>



<http://goo.gl/346IA9>

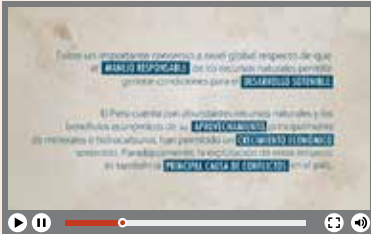


<http://goo.gl/QWrTEP>





Our Videos



Spanish: <https://youtu.be/22KpSZj1W9I>

Dialogue and Natural Resource Governance



English: https://youtu.be/U_sdYcTvuvg



Experiences of Bolivia, Colombia and Peru: https://youtu.be/N0DIhuK_Py8

Right to Indigenous Political Participation



Keynote Speech of Myrna Cunningham: <https://youtu.be/CGs5CH3Ibpbk>



Transparency in Latin American extractive industries: <https://youtu.be/ERdyEGa5N00>

Dialogue, Mining and Sustainable Development Group



Dialogue and development roundtables on the extractive industry: https://youtu.be/U_sdYcTvuvg



Women and mining: <https://youtu.be/j2R48qjMCzM>



National Network of Social Leaders: <https://youtu.be/KwUH1tCylDA>



Assessment, Lessons Learned, and Challenges in the Institutionalization of Dialogue and Conflict Prevention in Peru https://youtu.be/vAvpMPUp_KE



ANA Early Warning Networks for the Prevention of Water Conflicts <https://goo.gl/ygY2DF>

Lessons Learned

Below is a synthesis of the main lessons learned from four years of implementation of this project, which contributes to Peru's national effort to transform social conflicts into development opportunities based on the institutionalization of dialogue.

Institutions for Dialogue and Conflict Prevention and Management

1. Sustainable Development and Conflict Prevention: Two Sides of the Same Coin



UNDP has systematically organised more than 150 dialogue processes that have been implemented over the past four years. The key findings reveal agreement on the need to improve the living conditions of communities and their territories in aspects ranging from, inter alia, access to basic services, improvement of environmental quality, sustainable management of water resources, and fostering of local productive activities. All of these require the state's commitment to their implementation through social spending.

Consequently, a clear relationship exists between sustainable development and conflict prevention, for addressing them requires capacities and institutional arrangements to put consensus into effect by means of prioritised development management and planning.

2. Activation of the State's Institutional Fabric



Conflict management requires activating the state's institutional fabric. This means expediting the action of two mutually complementary institutional capacities: (a) implementing dialogue processes that ensure the participation and involvement of all stakeholders and forging and monitoring agreements; and (b) dealing with all of the conflicts' underlying problems, which means responding to social and environmental demands that need to be addressed by one or more state sectors.

In an understanding of this fact, UNDP has been helping to build state capacities based on a comprehensive picture of conflicts and their causes. The project, then, addresses topics related to, inter alia, sustainable natural resource use, environmental protection, land development, gender equality, intercultural dialogue and indigenous rights, together with the reinforcement of institutions and the region's capacity for conflict prevention.

3. A Key Linchpin



The policy on dialogue and conflict prevention and management calls for more robust national, regional, and local institutions. One of its cornerstones is an analysis of the preexisting situation, characterised by scattered, occasionally contradictory, sectoral interventions. As a result, the project has helped to create and strengthen the National Office for Dialogue and Sustainability (ONDS) as a linchpin for dialogue management at all government levels. In the light of events, the ONDS has turned out to be vital for capitalizing on the potential of public agencies and their synergies.

4. The Hinge of the Multi-level State



Local and national government levels hinge on regional governments, which must then be able to help build institutions for dialogue and conflict management. Because of this, UNDP has worked actively with regional governments and the National Assembly of Regional Governments

(ANGR) to set up dialogue and conflict prevention teams, offices, and/or units within the regional governments.

It has also created a venue for national and regional government coordination through the ONDS-ANGR-UNDP Coordination Platform. This is used to share information and experiences and agree upon criteria to foster a coordinated state response at all levels for strengthening conflict prevention, management, and transformation.

5. Systemic Work: the Importance of the SINAPREGCS



Systemic work --at the state intersectoral and intergovernment levels-- is therefore key for conflict prevention and management, for it addresses questions such as the following: what are the roles of the different sectors? what responsibilities should they take on? what is the decision-making model? how are information and communications managed? how is the state organised in order to comply with agreements? and how much is budgeted for conflict prevention?

In line with this, UNDP has been working together with ONDS on creating the National System for Conflict Prevention and Management (SINAPREGCS), the purpose of which is to address "conflict transformation". The system is envisaged as a set of principles, guidelines, protocols, and other multisectoral, decentralised, cross-cutting, and participatory instruments for preventing, identifying, and dealing comprehensively with social conflicts.

6. Investment in Training for Sustainable Dialogue



Investment in capacity-building --in both the state and civil society-- has paved the way for ensuring not only the mainstreaming of dialogue as a public policy priority (in high demand today by different government sectors and levels), but also the sustainability of a culture of dialogue and peace. A critical mass of officials and civil society representatives are currently actively promoting dialogue as the most effective means for resolving differences, disputes, and conflicts. Along this line, the project has trained some 3,494 civil servants, officials, and professionals at the national, regional, and local government levels, in addition to representatives of civil society organizations (NGOs, indigenous organizations, and grass-root organizations, et al.). This has without a doubt been a great success.

7. Implementation of Agreements: a Pending Challenge



Although dialogue policy has found a place for itself within the state, the pending challenge is to follow up on and implement the agreements reached in those processes. This situation has shed light on the need to establish a national conflict prevention and management system that not only defines clear protocols, responsibilities, and budgets, but is also tied in with social spending and pro-development policies. This is essential, for social spending linked to compliance with agreements meets a series of needs and responsibilities as diverse as, inter alia, sanitation, water, housing, electrification, production, health, education, work, and agriculture, which are multisectoral and multi-level in nature.

Stakeholders in Dialogue and Conflict Prevention and Management

8. Importance of Multi-stakeholder Dialogue



UNDP has found that the various initiatives for reinforcing relations between the state, business enterprises, and civil society fare better when opportunities for multi-stakeholder dialogue are

created. The basic reason being that solutions require the combined and coordinated efforts of all parties. Multi-stakeholder dialogue, unlike bilateral exchanges, calls together, coordinates, and enables different stakeholders to build common visions on solutions that are only possible when everyone participates.

9. Strengthening the Relationship between the State and Indigenous Peoples



Prior consultation makes strengthening intercultural dialogue between the state and indigenous peoples possible and constitutes a crucial mechanism for conflict prevention and management. Peru's prior consultation law, Law No. 29785, was enacted in 2011, and UNDP helped the state build responsive institutions to address indigenous affairs by defining guidelines for prior consultation stages (underscoring the identification of indigenous peoples), the role of facilitators, and identification of violations of collective rights, et al., to provide clarity for putting these processes into practice. Likewise, within the framework of ILO Convention 169 implementation, the Working Group on Indigenous Policies (GTPI) was set up as a forum for dialogue and consensus-building between the state and indigenous organizations when designing, implementing, and monitoring indigenous policies.

10. Decentralised Forums for Socio-environmental Dialogue and Consensus-building



Within the framework of UNDP's Social and Environmental Standards (SEs), the project mainstreams environmental sustainability: (a) from the regulatory standpoint, (b) by promoting citizen participation in environmental management, and (c) through capacity-building of both public servants and civil society. Forums have been fostered for dialogue and consensus-building where regional and local environmental challenges and proposals can be discussed, relationships built between different stakeholders, and actions and responses planned before social conflicts arise.

This has led the project to work with Regional Environmental Commissions (CARs) and Municipal Environmental Commissions (CAMs) on building networks of state, civil society, and private sector organizations for reaching agreed consensus on environmental policies and practices. This same philosophy was behind the creation of MINAM's Early Warning Networks and ANA's Early Warning Networks for Prevention of Water Conflicts.

11. Civil Society: Proactive Partners in Conflict Prevention and Management



UNDP has been working to strengthen the capacities of indigenous organizations, universities and research institutions, NGOs, dialogue groups, grass-root organizations, et al., given their proactive role in preventing and managing conflicts, and on institutionalizing multi-stakeholder dialogue. Based on this experience, UNDP actively sought to: (a) coordinate the initiatives of civil society organizations, (b) formulate joint proposals, and (c) bring these proposals to the state as inputs for public policy design and implementation. At present, the state and civil society have shown greater willingness and an increased capacity for dialogue and consensus-building.

12. The Extractive Sector: A Key Stakeholder for Conflict Prevention



Responsible natural resource management can help to create favourable conditions for sustainable development. From this perspective, extractive enterprises can be seen as key stakeholders in the country's development and can be linked up with local and national development priorities. There are challenges and opportunities here for optimizing the situation.

Along this line, UNDP has been promoting efforts led by the extractive sector to strengthen the links between the extractive industry and sustainable development through ongoing dialogue on international instruments such as, inter alia, the Sustainable Development Goals and the 2030 Agenda, the Guiding Principles on Business and Human Rights, and the Voluntary Principles on Security and Human Rights. At the state's behest, UNDP has also convened dialogue forums where the parties have sought to resolve their differences and identify development opportunities. Such being the case, it is critically important to work with the extractive sector to prevent and manage social conflicts over the use of natural resources.

Partnerships for Dialogue Project Management

13. Strategic Vision: From Conflict Prevention to Natural Resource Governance



A turning point was reached in the project's management when a strategic vision was formulated to buttress its theory of change. The vision's formulation was based on analyses and studies that reinforced the interlinkage between conflict prevention, sustainable development, and trust-building, obtained through the creation of multi-stakeholder dialogue forums. This implied jumping from a conflict prevention focus to a natural resource governance approach, resulting in the project's reorganization along five thematic lines: (1) multi-stakeholder dialogue and conflict prevention, (2) sustainable natural resource use, (3) regional and local institutions, (4) interculturality and indigenous rights, and (5) gender and social conflict. These five lines cut across the three project outcomes oriented towards work with the national government, regional governments, and civil society.

The process also entailed reorganizing the project team, establishing leaderships for each thematic line and simultaneously creating monitoring and evaluation, communication, and knowledge management units.

14. Feedback from Project Counterparts



The project cemented the steadily growing communication among the counterparts through quarterly and yearly monitoring meetings in order to hear feedback on the assistance received from UNDP, thus reinforcing and/or strategically channelling the technical assistance. The establishment of periodic feedback mechanisms with counterparts was therefore essential for the project's timely implementation.

15. Consistency in Planning and Execution



The project team has an "operating unit" that covers two areas: (1) planning, monitoring, and evaluation; and (2) budget administration and purchasing. By working this way, the gap between planning and execution was reduced and budget monitoring was added to the project's programme monitoring, thus reinforcing its implementation strategy.

16. Alignment with UNDP Corporate Policies



In 2014, the project aligned its priorities with the UNDP Strategic Plan 2014-17, "Changing with the World", and the UNDP Strategy for Sustainable Development and Equitable Management of Extractive Industries for Human Development. This enabled it to adjust its strategic vision to a governance of natural resources approach and respond --in terms of technical assistance-- more quickly and effectively to the structural causes of social conflicts related to the use of those resources.

17. Knowledge Management



The generation and transfer of knowledge and lessons learned is a project strategy to the extent that it ensures the sustainability of the work that has been done. This experience shows that efficient and timely preparation and distribution of these outputs give key national, regional, and local stakeholders access to extremely useful ideas, techniques, practices, protocols, instruments and methodologies for the performance of their tasks. Over these four years, the project has generated some 24 publications, including, inter alia, research studies, systematically organised compendiums, reports, methodological guidelines, and informative primers, and more than eight informative videos on initiatives related to the promotion of multi-stakeholder dialogue and conflict prevention.

18. Results-based Management



The project monitoring and evaluation system has served as backbone sustaining its strategic vision, management, implementation, and accountability. Along with the practice of results-based planning incorporating the project's thematic lines, monitoring and evaluation have been the foundations for

implementing this approach. The project's monitoring involves not only gathering and analyzing the data needed to measure its effectiveness, making the relationship between its financial progress and its technical progress explicit. It also fosters capitalizing on the knowledge outputs developed by it to produce publications and respond to internal and external demands for information by different media, such as in bulletins, reports, write-ups, etc.

Partnerships for Dialogue Project Implementation

19. Building on What Exists



UNDP has experienced that it is important to build on what already exists in its coordinated work with state counterparts. This not only makes it possible to capitalize on the progress already made, but also builds trust with public institutions. Furthermore, over time, added value is also generated for making changes from within and with the backing and commitment of everyone involved.

of knowledge, fomenting understanding among the parties, and, finally, reaching sustainable consensuses.

20. UNDP's Facilitating Role



Little by little, public institutions have been making the project a partner for optimizing their efforts at an integrated level and legitimizing UNDP as an impartial player and, sometimes, as a dialogue coordinator. In partnership with the project's counterparts, then, UNDP acts as sponsor and facilitator, without taking a leading role, encouraging the counterparts' leadership and building bridges and synergies of shared value.

21. Participatory Construction of Training Tools



The preparation of knowledge management and training tools, with the project's technical assistance, has been part of a participatory process for alignment with each counterpart's specific requirements. Participatory construction is essential for enabling the counterparts to assume full ownership of the tools --validating their level of relevance and usefulness-- and incorporate them into their capacity-building efforts.

This way of working is substantiated by the human rights based approach, aimed at the institutional strengthening of the obligation holders (the state) and capacity-building of the rights-holders (the citizens). In addition, we have made the responsibility-holders, such as the companies, international organizations, universities, and NGOs, among others, a part of these processes.

22. Processes and Tools Converted into Standards that Ensure Sustainability



This has been essential for building trust among the different stakeholders, influencing public policy design, promoting the sharing and transfer

A key lesson learned from the project is that all tools must have legal backing. To a large extent, the project has been able to make sure that the processes, outputs and tools led by the counterparts and with its technical assistance are backed by standards. This has strengthened the institutionalization of dialogue and the sustainability of conflict prevention and management initiatives. This means that when UNDP leaves the stage, there will be staff and funding, and above all, institutionalised lines of action. Some examples of processes and/or tools that have been converted into standards are, inter alia: creation of ANA's Conflict Management and Prevention Unit (UPGC), the first Latin American unit specializing in water conflicts; formation of

the Working Group on Indigenous Policies (GTPI); MINAM's Guidelines for Early Warning Recording and Reporting of Socio-environmental Conflicts; formalization of Guidelines for Ombudsman Oversight of Prior Consultation Processes; and creation in regional governments of teams, offices and units for dialogue and conflict prevention and management. This is also the case for a variety of consultation and methodology guides and action primers prepared by the project.

23. Mainstreaming of the Gender Equality Approach



For state institutions with authority over socio-environmental conflict prevention and management, there is still the challenge of mainstreaming the gender approach in their planning and work. While there have been significant efforts, the leap must be made from quantitative results to qualitative ones.

UNDP is implementing its Gender Equality Strategy 2014-2017 by using a "gender marker" in order to mainstream this approach in its projects. In this respect, the project considers the gender approach as one of its main lines of action and has also included it in all interventions coordinated with state counterparts and civil society. Along this same line, the project has prepared a diagnosis of the inclusion of the gender equality approach in the management -by national and regional public agencies- of natural resource-related social conflicts, in order to define roadmaps for its mainstreaming in these agencies. It has also supported construction of the Women in Mining Agenda with the active participation of civil society.

24. Validation of Operating Plans with Counterparts



The consultation and validation of annual operating plans built trust, strengthened coordination with the project's counterparts, and reinforced the relevance of the projects intervention. A key factor for reinforcing the bonds of trust and appropriate coordination with counterparts has been the consultation and validation workshops for the 2014 and 2015 annual operating plans. The exercise of jointly defining and/or redefining objectives,

strategies, and activities has made the tasks and coordination flow the way they should, kept the planning relevant, and improved investment in resources, since the final products are beneficial and timely for each counterpart.

25. Operational Speed and Adaptability



Many lessons learned are operational in nature, considering the complexity and great variety of stakeholders and situations involved in conflict management. How, for example, can you work with local organizations that are unofficial or unrecognised but strategic in the context of conflict? How can you get technical assistance to them in time to deal with situations that, in essence, are unpredictable or difficult to plan for? How can you ensure the participation of stakeholders located in hard-to-get-to areas? How can you respond in a timely way to the demand for specialised services that don't exist but are strongly needed in local settings? How can you achieve a good balance between management time and attention to highly sensitive situations? How can you take advantage of strategic opportunities? These and other questions must be answered. Considering the institutional framework in which the project operates, it has developed mechanisms for adapting and responding in a well-timed way to a variety of changing realities and has coordinated closely with UNDP management, primarily in order to reinforce the legitimacy and results of actions on the ground.

26. Coordination of Initiatives with Corporate UNDP



The importing and exporting of knowledge, expertise, experiences, and lessons learned has been improved through coordination of initiatives with corporate UNDP. This ongoing coordination contributes to greater international awareness of the Peruvian public institutions' work, achievements, and lessons learned. Examples of this include the work done on the "Mining Vision 2030", the mapping of mining and the Sustainable Development Goals, and the systematically organised document entitled "Institutions for Dialogue and Conflict Prevention: the Case of Peru", to mention only a few.

How is Partnerships for Dialogue Progressing?

Based on Partnerships for Dialogue's *Results-based Management (RbM) System*, programme-wise the project has implemented 97.4% of the planned outcomes (Outcome 1: 100%, Outcome 2: 91.2%, and Outcome 3: 100%), and finance-wise it has executed 94% of the planned budget.

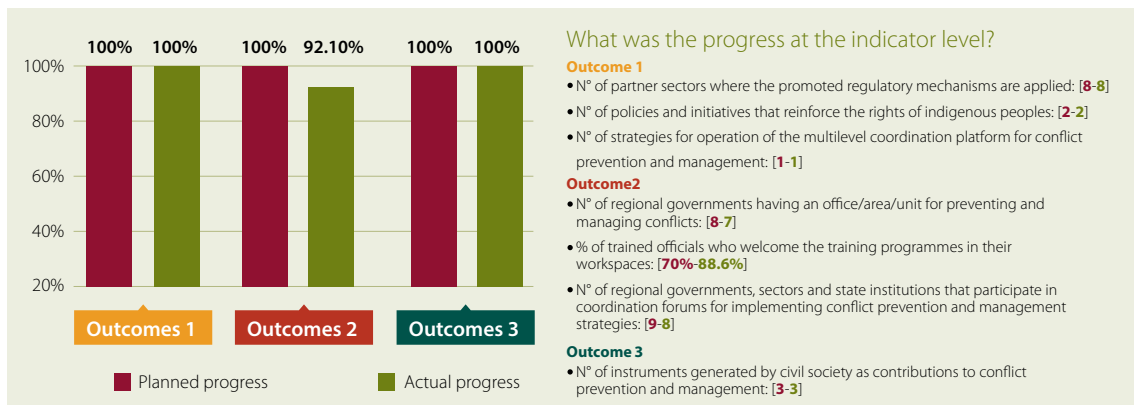
How is this measurement done? The RbM system consists of the processes of planning, monitoring, and evaluation. As a management tool, monitoring is based on the annual work plans (AWPs) for analyzing the following: (a) progress made towards achieving the set outcomes; (b) differences between what was planned and

An Important Date

The figures on the project's progress were measured on the basis of its outcome indicators; measurement of project results in terms of effect and impact will be done in a final external evaluation during the last quarter of 2017.

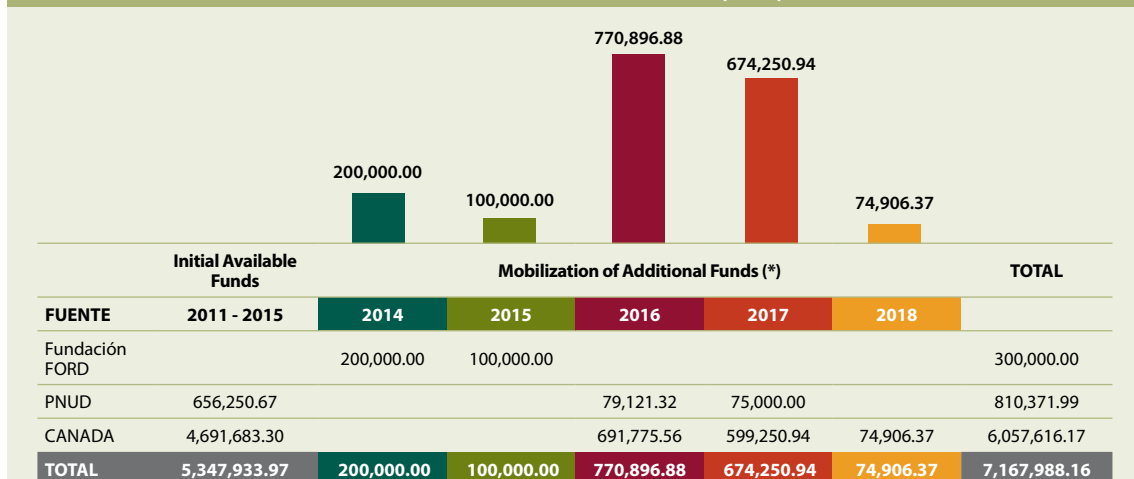
what was achieved; and (c) the project's basic restrictions as to scope, cost, and time.

Programme Summary 2012 – 2015



Financial Summary 2012 - 2015

Funds mobilised 2012 – 2015 (USD)



(*) During 2011 the project's initiation plan was implemented, entailing an expense of USD 191,106.51

Budget Execution by Result and by Project Counterpart 2012 – 2015 (USD)				
Budget execution 2012	Outcome 1	ONDS - PCM, MEM, MINAM, Ministerio de Cultura y Defensoría del Pueblo		698,088.52
	Outcome 2	ONDS - PCM, gobiernos regionales y ANGR		178,614.12
	Outcome 3	Organizaciones de sociedad civil y el GDMDS		21,981.41
	TOTAL			898,684.05
Budget execution 2013	Outcome 1	ONDS - PCM, MINAM, MEM, MINCU, MINAGRI, OEFA, ANA y Defensoría del Pueblo		1,754,795.76
	Outcome 2	ONDS - PCM, gobiernos regionales y ANGR		268,734.58
	Outcome 3	Organizaciones de sociedad civil y el GDMDS		146,646.71
	TOTAL			2,170,177.05
Budget execution 2014	Outcome 1	ONDS, Defensoría del Pueblo, Viceministerio de Interculturalidad, ANA, MINEM, MINAM, OEFA, MINAGRI		1,009,600.77
	Outcome 2	ONDS - PCM, gobiernos regionales (énfasis en Cusco, Moquegua, Puno, Loreto y Arequipa) y ANGR		193,629.48
	Outcome 3	Organizaciones de sociedad civil, Catholic Relief Services (CRS), GDMDS, Socios Perú, Paz y Esperanza y universidades		203,599.72
	TOTAL			1,406,829.97
Budget execution 2015	Outcome 1	ONDS - PCM, MINCU, OEFA, ANA y Defensoría del Pueblo		352,827.99
	Outcome 2	ONDS - PCM, gobiernos regionales (énfasis en Apurímac y Arequipa), gobiernos locales y ANGR		330,180.78
	Outcome 3	Organizaciones de sociedad civil y GDMDS		247,048.30
	TOTAL			930,057.07

As can be seen, proper budget management has been crucial for obtaining new contributions toward achieving the project's objectives. Therefore, in 2014 a cooperation agreement was signed with the Ford Foundation for US \$300,000.00 and an addendum was signed with the Canadian government to extend the project from 2016 to 2018 in order to supplement the outcomes that had been achieved and develop mechanisms to ensure their sustainability. At the end of this period, the project will conduct a final external evaluation to assess its achievements in complying with its outcomes and determine the level of relevance, efficiency, effectiveness, and sustainability reached as a result of its implementation.

An Important Date

In 2013, the project signed two technical cooperation agreements with the non-governmental organizations of Paz y Esperanza and Catholic Relief Services (CRS) by means of a corporate non-credit micro-capital grant agreement. This was the first time UNDP Peru had used this mechanism, the purpose of which --in this case-- was to help strengthen civil society organization competencies for conflict prevention and management, framed in Outcome 3 of the Partnerships for Dialogue project.

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• **La Libertad Regional Government** • **Áncash Regional Government** • **Pasco Regional Government** • **Junín Regional Government** • **Madre de Dios Regional Government** • **Cusco Regional Government** • **Apurímac Regional Government** • **Arequipa Regional Government** • **Puno Regional Government** • **Tacna Regional Government** • **National Assembly of Regional Governments** • **Network of Urban and Rural Municipal Governments of Peru** • **Association of Municipal Governments of Peru.**

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