



**Mining, Minerals
Sustainable Development**



**International
Institute for
Environment and
Development**

GUIDELINES FOR FORMING REGIONAL PARTNERSHIPS

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GUIDELINES FOR FORMING REGIONAL PARTNERSHIPS

1 INTRODUCTION : A BRIEF OVERVIEW

The Mining, Minerals and Sustainable Development (MMSD) Project at the International Institute for Environment and Development (IIED) has been actively seeking to form partnerships with existing organisations in several of the principal mineral producing and consuming regions of the world. These partnerships will increase the ability of MMSD to address regional issues and to include regional stakeholder perspectives, which will in turn increase the utility of project outcomes.

Project staff have met with people and institutions in many countries in their efforts to formulate the concept of regional partnerships. The idea has been very positively received by stakeholders and potential partners in the regions. We have also found significant interest in the concept on the part of some funding organisations.

In this exercise, a much clearer vision of these regional partnerships and their role has emerged. Thoughts have been exchanged, ideas modified, and the realities of time, distance and budget explored have been explored. It is the purpose of this document to crystallize that vision, and provide clear guidance for potential regional partners, so that the Project can expeditiously move forward to concretize those relationships and start work.

While there is no rigid template for the establishment of partnerships, there are several central concepts which guide the formation of links between the core project and the regions. In brief, MMSD regional partnerships should build on existing capacity, should consult with interested stakeholders on both issues and process, should apply consistent principles of engagement, should build upon existing knowledge and should act as a conduit between the core project and region. Specifically, there must be commitment at the regional level, so that relationships can be strengthened with regional sponsors, partners and stakeholders.

The key objectives of this document are to:

- To aid institutions which might be potential regional partners in the MMSD process to evaluate whether they wish to pursue developing a partnership relationship with MMSD
- To assist potential regional partners interested in forming a partnership to develop proposals for submission to MMSD
- To inform all others interested in the partnership process so that they may better understand, evaluate and comment on it

Through this document we also hope to answer many of the most frequently asked questions about MMSD itself and the proposed regional partnerships. Many other documents explaining MMSD, its activities and objectives are available on the MMSD web site, www.iied.org/mmsd/

2 ORIGINS OF THE MMSD PROJECT

The idea for MMSD originated with the Chief Executive Officers of several of the world's leading mining companies. They perceived a need for an independent critical analysis, coupled with a high degree of stakeholder engagement, to evaluate how the mining and minerals industry was responding to the challenges of sustainable development and identify ways to move forward.

A group of nine leading mining companies requested the IIED undertake a scoping study under the auspices of the World Business Council for Sustainable Development (WBCSD). The aims of the scoping study were threefold:

- First, to set out the global challenge of sustainable development facing the mining and minerals industry
- Second, to propose the scope of a two-year process of analysis and stakeholder engagement to encourage progress towards sustainable development
- Third, to suggest a structure and budget for carrying this out

To fulfill these aims, IIED carried out a review of existing initiatives and materials and consulted widely with a range of stakeholders. The Scoping Report sets out IIED's findings and its proposal for a new project. This project would form an integral part of a wider package of activities culminating at the time of the Earth Summit+10 in 2002.

3 PROJECT OBJECTIVES

The Scoping Report defined four objectives. These remain unchanged and are:

- *First, ANALYSIS -- to assess global mining and minerals use in terms of the transition to sustainable development – its track record in the past and its current contribution to and detracting from economic prosperity, human well-being, ecosystem health and accountable decision-making;*
- *Second, FUTURE SCENARIOS -- to identify if and how the services provided by the minerals system can be delivered in accordance with sustainable development in the future;*

- *Third, an **ACTION PLAN** -- to propose key elements of an action plan for improvement in the minerals system; and*
- *Fourth -- crucial for long-term impact – **TO CREATE STRUCTURES** -- to build a platform of analysis and engagement for ongoing cooperation and networking between all stakeholders.*

4 PROJECT ELEMENTS

MMSD sees itself as an agent of change. It was consciously created as a new independent platform through which those concerned with issues of sustainable development in the mining and minerals sector can have more productive and informed dialogue. How, on what issues and over what timeframe stakeholders choose to engage, and where they choose to go with the process, will be determined by them. We operate on the basis that stakeholders are the best judges of their own interests.

But "the table is set." An agent of change requires at least four capabilities. The absence of any one of them may mean the goals are not achieved. These are:

- **Research and Analysis.** Positive change is more likely if based on the most informed possible understanding of the problem. Moreover, many actors will not be convinced of the need for changes without a sound analysis of why change is needed, and what direction it should take.
- **Stakeholder Engagement.** Even the most rigorous work of the best experts may not catalyse change if it is not accepted or understood by all of the social actors whose cooperation is necessary for change to occur. Experience shows that ideas are accepted when all of these actors have a role in defining the questions, deciding how to answer them, and absorbing the results.
- **Planning for Outcomes.** It is often much easier to agree on what the problem is than on the mechanism to solve it. If there is agreement on a general goal, (more stable tailings dams) but no agreement on how to get there (licensure for engineers, a new international inspection body, laws, tax incentives, best practice guides, requirements imposed by lenders, ombudsmen, certification systems) then the process of change may be stopped in its tracks. Because this has happened so often, sophisticated stakeholders may not be willing to engage in a process if they do not see this element taken seriously from the outset.
- **Information, Communication, Dissemination.** Change processes in a small community may take place face to face. But change on a global level, especially in industries which affect almost everyone, requires the ability to communicate project objectives, activities, and outcomes very clearly to very large audiences. And the need for stakeholder engagement means this communication has to be two-way.

The MMSD Project intends to develop capabilities in all four areas and blend them to create an effective process of change. Its goal is to develop:

- A clear agenda for change
- Based on rigorous research and analysis
- Understood and accepted by key stakeholders
- Broad awareness

5 ORGANISATION OF THE PROJECT CENTRE

The Project Work Group is centered at the IIED in London, England. The Work Group is guided by Project Director Luke Danielson, Assistant Project Manager Elisabeth Wood, and Project Administrator Sarah Henson.

Its activities are overseen by an independent Assurance Group consisting of recognised experts in a variety of subjects chosen for their knowledge, diversity, and judgment.

The resources to operate the Project are provided by a Sponsors Group. Convened by the World Business Council for Sustainable Development, consisting of companies from the mining industry, government agencies, international organisations, foundations, NGOs and others.

The MMSD management team, in addition to the Project Director, consists of:

- **Research and Analysis.** Caroline Digby, Research Manager, *Caroline.Digby@iied.org*
- **Stakeholder Engagement.** Frank McShane, Coordinator of Stakeholder Engagement, *Frank.McShane@iied.org*
- **Planning for Outcomes.** Elisabeth Wood, Assistant Project Manager, *Elisabeth.Wood@iied.org*
- **Information, Communication, Dissemination.** Ray Doucet, Communications Coordinator, *Ray.Doucet@iied.org*
- **Administration.** Sarah Henson, Project Administrator, Sarah.Henson@iied.org

6 THE VALUE AND FUNCTION OF REGIONAL PARTNERSHIPS

MMSD is seeking to establish partnerships with existing organisations in a number of the principal mineral producing and consuming regions of the world to carry forward the work of the Project at the regional level.

The reasons for this approach are several. Among them are:

1. A great deal of very useful research and analysis has been done on a regional basis. The MMSD Final Report will be much enriched by tapping into these sources of information and ideas more deeply than can be accomplished from the project centre in London.
2. While some priority issues will be common throughout the world, others differ between regions. Similarly, some of the outcomes of MMSD will be most appropriately implemented at a regional level.
3. The broad stakeholder engagement process which this project envisions cannot credibly be accomplished without regional bases.
4. In the long run, after this Project is over in 2002, there is a recognised need for a network of strong, regionally-based centres, broadly acceptable to the many stakeholders around the industry, capable of quality research on issues of sustainable development affecting the minerals industries. The Project must have some conception of where its work will be carried forward after the final report in order to be perceived as more than a short term public relations exercise.

This network of regional centres is the best identifiable alternative for meeting all these needs.

At the regional project level the main functions of the MMSD partner are to

- Enhance the effectiveness and efficiency of the MMSD Project in undertaking research and analysis, engaging as broad a base of stakeholders as possible, planning for implementation of Project outcomes, and communicating with the many interested people and institutions worldwide.
- Ensure that the Project makes maximum benefit of important work which has been, and is being, carried out by researchers and institutions worldwide.
- Create a network of institutions which will survive after MMSD ends to continue the initiatives it develops.
- Meet the needs of the regions to build and develop institutions or centres - independent of the control of any single set of stakeholders - to do research, promote open dialogue, disseminate information and develop other initiatives related to mining, minerals and sustainable development.

The regional partner also has other functions and responsibilities in relation to the core project which are

- To provide, in collaboration with the core project, contributions to research on global issues where appropriate.
- To collaborate broadly with other regional elements of MMSD on issues of mutual importance
- To contribute to the final project outcomes of the Work Group.

7 GUIDING PRINCIPLES

The MMSD project will be addressing some extremely complex issues during its two-year life. Many of these issues are not simply technical but involve a process of social and political negotiation. Clearly, in this situation, little will be added to our understanding of these issues, if one group is allowed to control the process of negotiation or has a privileged position in the process. MMSD is therefore committed to using open fair and consultative mechanisms for establishing both the specific topics which are dealt with during the project life and the governance structures for dealing with them.

In this respect, the governance of the project is guided by some founding principles. These principles should be regarded as minimum criteria which regional partners should adhere to when advancing the regionalisation process. These criteria, while not meant to restrict innovation at the regional level, do provide a set of guidelines within which all project activities should fall.

The Project is:

- *Independent*: listening to and being willing to be influenced by all stakeholders, but under the control of none.
- *Equitable*: treating all interest groups with equal courtesy and respect.
- *Strategic*: addressing long-term issues, including past inheritances and future challenges.
- *Global*: understanding issues across the world in different locations, both in the developed and developing worlds;
- *Balanced*: tackling issues of environment and development equally, and ensuring that the needs and priorities of developing countries are fully represented;

- *Comprehensive*: tackling the full range of minerals across the world's regions and taking a life cycle perspective to the costs and benefits of minerals development and use.
- *Inclusive*: involving a range of representative stakeholders (including grassroots organisations) in its design, implementation and governance.
- *Diverse*: giving no one person or organisation control over invitations to events, and actively reaching out to seek inclusion of marginalised groups.
- *Reinforcing*: consolidating existing work and adding to the capacity, knowledge and desire for change.
- *Professional*: driven by the pursuit of excellence and the highest quality of analysis, consultation, communication and management.
- *Transparent*: all publications and materials generated by the project are accessible, except where they compromise individual or group security, would cause specific proprietary concerns, or are internal staffing matters of the MMSD. **We recommend that all contracts and terms of reference be made public, in order to maintain transparency.**
- *Flexible*: able to adapt to changing conditions and the consensual wishes of stakeholders.

8 IN WHICH REGIONS WILL PARTNERSHIPS BE ESTABLISHED?

MMSD is currently exploring the development of partnerships in these regions:

- Australasia
- Europe
- Latin America
- North America
- Southeast Asia
- Southern Africa

While MMSD hopes to form partnerships in each of these regions, the ability to do so depends on factors within the region, including a sense that the process offers benefits to regional researchers and stakeholders. MMSD also depends on the willingness and capacity of regional institutions to serve as partners, and working through very complex political issues of international cooperation.

To date, the results of the Project's exploration of these partnerships are among the most gratifying and encouraging aspects of MMSD.

Forming strong and effective partnerships in all of these regions is a great challenge. While MMSD is working hard and to date successfully in all of these regions, it may well be that problems will arise which prevent all six of these efforts from being successful. A network composed of even three or four truly effective regional partnerships would be a major accomplishment which immeasurably enriches the Final Report and other MMSD activities.

We are also quite aware that there are very important activities underway in other parts of the world outside these six regions. Yet limitations on management resources, money, and time make it infeasible to try to build full regional partnerships in these areas at this point. Proposals have been submitted to the European Union and the UK Department for International Development for the funding of a regional partnership in West Africa.

MMSD also intends, to the extent that resources permit, to develop research workshops and individual research projects in a number of other parts of the world. Plans are advancing for such activities in the former Soviet Union/Commonwealth of Independent States. Other possible places in which this approach may be fruitful are China, Japan, or India. The key to success in these efforts will be to find strong regional organisations which share MMSD's basic goals and which will be willing to take the initiative in partnership with MMSD to move these activities forward.

In the process, MMSD will undoubtedly be able to assess the feasibility of formation of regional centres in these areas in the future, and identify actors who could be helpful in such efforts should they be undertaken after the end of this Project.

9 CHARACTERISTICS OF REGIONAL PARTNERS

The principal characteristics of the institutions with which MMSD is seeking to partner in these regions are:

- **Acceptability to principal stakeholders.** Regional partner organisations should be broadly acceptable to the principal stakeholders in the region in which they are to work.
- **Competence in and commitment to research in sustainable development .** The regional partners needs to understand sustainability issues and have solid capacity in this area.
- **Competence in and commitment to mining and minerals research.** The institutions needs to have knowledge of the mining and minerals sector.

- **Willingness to take a regional role.** The institutions must be ready willing and able to work and engage not only in its home country but in the region as a whole.

Each regional partner organisation will need to have adequate administrative capabilities. They will also have, or be able to acquire, the capacity to work in the four areas defined as critical to MMSD's success as an agent of change, namely: research and analysis; stakeholder engagement; planning for outcomes; and information, communication and dissemination.

In many regions it is clear that no one institution has optimal capacity in all of these areas. Therefore it may be best that MMSD's partner be a consortium or alliance of institutions. MMSD supports this approach, so long as the roles within the consortium are clearly defined and there is an understood structure for making decisions. Once a regional partner institution or consortium is selected, MMSD will enter into a contract with it spelling out the terms of the partnership agreement.

10 ORGANISATION OF THE REGIONAL CENTRES

While the Work Group established in London and overseen by the Assurance Group is thought to be a good structure for the core project, it is recognised that regional structures may well be different. Clearly, if the regional centres are to be effective in addressing regional issues and engaging regional stakeholders, they need in the first instance to be highly autonomous and established within a governance structure that is regionally appropriate.

As the regionalisation process begins to gain momentum, project experiences from the regions are introducing new and very constructive elements to the MMSD conceptual framework for decentralisation. The MMSD project both welcomes and encourages all initiatives which help to democratise the process of stakeholder involvement. The diverse nature of the regions and the differences in approach mean that the core Work Group in London will also have differing roles in each region. It is envisioned that each region will have some version of the following:

A multistakeholder regional steering committee or advisory group

Designed to insure that the centre remains open and responsive to divergent interests and views. This group has several functions which might include

- Providing general advice and support to the Interim Work Group
- To peer review and approve the outputs of the Interim Work Group
- To make decisions on key aspects of the process leading to the multistakeholder meeting
- To engaging with stakeholders in their 'constituencies',

- To contribute to the discussion on research priorities
- To approve Terms of Reference for a Project Co-ordinator, and to appoint that person

A regional sponsors group which will provide resources to expand and deepen the centre's work. This group might include members of the following :

- Regional and national mining and metals companies
- Regional contracting companies
- Industry suppliers
- Non-industry regional organisations and development banks

It is part of the mandate of the regional partner organisation and the co-ordinator with the assistance of the core-project when required, to identify and encourage membership of this group. Leaving a regional legacy of the MMSD project largely depends on identifying appropriate regional sponsors to support the work of the regional centre beyond the core project's two years.

The role of this group is one of broad stewardship of the project. Ideally, the group should have a good mix of industry and non-industry sponsors. While it is expressly written into the main Sponsor's Group Charter of the MMSD that sponsors cannot veto the outcomes of the project, sponsors play a valuable role as a stakeholder in advising and commenting on Work Group activities and products.

The contribution from regional funding is

- **A partner institution or consortium** which will execute and administer the project under the direction of a Project Coordinator.
- **A full time Project Coordinator** who will be responsible for managing all project activities at a regional level as well as coordinating fundraising efforts.
- Scope options for formation of the Work Group and the Assurance Group.
- Identify appropriate institutions to act as regional partners and to undertake discrete components of the work
- Scope options for a Work Plan for the regional process along with an estimated budget.
- Identify potential sponsors.

- Manage the day to day running of the regional process.
- Liaise with the MMSD core-project Work Group on regional issues/global issues.
- Co-ordinate regional research and stakeholder engagement.
- Co-ordinate the compilation of regional outputs from the project
- Communicate intra and extra regionally on project issues

One of the primary mandates of the MMSD project is to be consultative, transparent and accountable in the selection of regional partner institutes and co-ordinators. It is never an easy task to arrive at consensus on the selection of appropriate partners to manage a project dealing with such a diverse range of topics and issues. Equally, the project must attempt to strike a balance between process (the social and political activity which contribute towards making change) and outcomes (the substantive work of research and analysis). Given the finite life of the core project, finding the right balance is particularly important when establishing the regional centres. At this juncture, it is worth relating the MMSD experience to date in Southern Africa, as an example of the innovative capacity of regions to identify appropriate processes for regionalising MMSD.

An initial meeting of a group of knowledgeable individuals familiar with the mining and metals industry in Southern Africa and drawn from diverse constituencies was assembled in Durban to contribute to discussions on a regional MMSD process. This group was selected on the advice of a number of local contacts and drawn from different interest groups including industry, government, NGOs and the labour movement. This group decided that the most equitable way forward was to establish an Interim Working Group.

The 'Interim Work Group' (IWG) comprises the University of Witwatersrand and the Mineral and Energy Policy Centre, and they have been contracted to prepare for the first Southern African multistakeholder meeting. This meeting will decide which institution(s) should form the permanent partnership, as well as selecting priorities for analysis etc. It seems likely that the partnership will involve organisations from more than one country in the region.

It was decided that, to allow sufficient time for preparation, the multistakeholder meeting should take place towards the end of November 2000. Preparatory work for the meeting will be undertaken by the IWG in consultation with a broad range of stakeholders. This will include:

- Identification and engagement of regional stakeholders
- Prioritisation of issues and identification of gaps
- Proposing realistic outcomes for the regional process

- Identification of organisations that could play a part in the regional process following the multistakeholder meeting (e.g. in the Work Group, the Steering Committee, contracted research, organisation of workshops)
- Organisation of the multistakeholder meeting

An 'Interim Steering Committee' composed of approximately 12 representatives from different stakeholder groups from various countries within the South African Development Congress region has also been established although a number of places are still to be filled. The Steering Committee will comprise representatives from different stakeholder groups including industry, NGOs, academia, government and labour.

11 WORK TO BE DONE THROUGH REGIONAL CENTRES

MMSD is aware that much very interesting and valuable work is already underway in institutions which may be interested in becoming regional centres, or by researchers or others with whom such institutions are in contact. This is one of the principal motivations for MMSD regionalising its efforts. Wherever possible we want to look for synergies with existing projects.

At the same time, MMSD will be conducting a number of important activities at the global level. It will seek to strengthen the bonds between those initiatives and regional centres and their networks, in an effort to support and create value on all sides.

For example, when organising workshops or meetings for global projects, MMSD will try to involve its regional partners in these activities. Regional partners will be consulted about and asked to look for an appropriate role for their regions in these activities.

MMSD is a dynamic project which is constantly identifying new opportunities. Regional partnerships may therefore share in those opportunities, or develop their own opportunities within the MMSD framework.

MMSD does have in mind a minimum work program which it will ask regional partners to conduct. This program involves the four core elements of MMSD:

- Research and Analysis
- Stakeholder Engagement
- Planning for Outcomes
- Information, Communication, Dissemination

11.1 Research And Analysis

Research and stakeholder engagement activities done through regional centres will be of three types:

1. A report, in an agreed format, on a series of **defined issues within the region**. The template for these reports will be **developed at the Project Centre** in close consultation with regional partners.
2. In depth research and stakeholder engagement around **priority issues as determined by regional partners** through consultation with stakeholders in the region.
3. Research and stakeholder engagement on **special projects**. Special projects will be developed with funding made available by specific donors for identified purposes.

We anticipate that the regional centres will do some work in house and other work by contracting it out to qualified researchers on individual subjects.

In addition, we hope that each regional centre will contribute to an overall worldwide bibliography on mining, minerals and sustainable development.

11.2 Stakeholder Engagement

MMSD's concept is to combine research and stakeholder engagement in innovative ways to produce results which are analytically rigorous but broadly defined, understood, and accepted.

MMSD expects regional engagement processes will be developed by its partners as part of the MMSD project which focus on:

- Identifying concerns, problems, and priorities of regional stakeholders, to help in defining the regional research agenda.
- Making special efforts to understand and give voice to the concerns of marginalised or underrepresented groups.
- Ensuring broad support for their own governance structures and the means through which advisory group or steering committee members are selected, and ensuring that the agenda of the regional centre remains broadly responsive to a variety of key stakeholders.

The design of such processes should reflect understanding of previous consultation and engagement processes in the region, and build on their work to the maximum extent achievable. The design should also reflect the innovative work of other groups outside the mining industry such as the International Union for the Conservation of Nature's work on collaborative management.

This work should result in a report summarizing the results of the consultation process in a form suitable to be incorporated into the region's final report. The report will be governed by normal reporting principles and practices.

There is also the provision in each region for one large stakeholder meeting involving between 50 and 100 participants. These meetings are designed to scope more broadly the objectives of the regional MMSD components. The purpose of these meetings is to,

- Define the priority issues to be addressed
- Identify desired outcomes of MMSD
- Determine acceptable processes for continuing stakeholder engagement
- Disseminate information about the project
- Identify sponsors
- Scope in greater depth the local issues surrounding particular topics

11.3 Planning For Outcomes

A hallmark of the MMSD process will be attention to developing the mechanisms which are capable of implementing the objectives, solutions, or outcomes defined by the research and analysis and stakeholder efforts.

As the regional research and stakeholder engagement processes develop, regional partners should propose mechanisms to ensure that they are prepared for implementation of outcomes.

11.4 Information Communication And Dissemination

A regional partner organisation should have the capability to:

- Inform interested parties in the region about MMSD, its objectives, and its activities
- Inform the Project centre of activities and findings at a regional level for global dissemination
- Communicate and share information with other MMSD regional centres
- Solicit and receive ideas, suggestions and comments from actors in the region and incorporate them meaningfully in all project activities
- Make available as broadly as possible and propose an active plan for distribution and dissemination of materials about mining, minerals and sustainable development, not

only the regional centre's own reports, but reports of others, including the MMSD central office and other regional partner organisations in other parts of the world

- Building data bases of regional stakeholders and other contacts in a form compatible with the databases being built at the project centre and in other regions

12 BUDGET

MMSD believes that the establishment of the proposed network of regional partners requires commitment on all sides. MMSD is willing to make a contribution to the establishment of the centres. But we believe that in the spirit of true partnership, potential regional partners should also make a significant commitment. The size and form of that commitment will depend upon the economic realities not just of the partner organisations, but of the regions in which they work.

What MMSD can offer to this process is

- some money to fund the project at the regional level and get it started.
- We can also offer excellent access to a network of potential funders, some of whom our potential regional partners may not have established strong relationships with in the past.

What we must emphasize is that these prospects are very real, but that they will require work and effort on the part of our regional partners to develop. Organisations which are not willing to devote effort to building relationships with potential funders, or not willing to take an entrepreneurial approach to building this program regionally, will not be suitable partners in this process. MMSD can be very helpful, but the drive must come from within the regional partner organisation. In making the efforts to increase the scope of the project through the development of regional networks and sponsors, partner organisations will in turn increase the regional effectiveness of the project.

MMSD regard the commitment, effort and buy-in of regional partners as the most essential element of the regionalisation process. In the long run, we believe that it is these relationships with potential funders that can help assure the durability and longevity of the project in the regions. Most importantly, this process will ensure that the regional centres own the project and have the commitment to develop it into the future when the core project has come to an end.

******We emphasize that budgets will be negotiated with each partner based on the needs, costs, salary levels, and available external funding within that region. There is no “standard budget” that every region will receive without regard to these factors.******

What potential regional partners can anticipate from MMSD is the following:

- The salary of a full time regional coordinator for the duration of the project.
- A reasonable contribution to travel and communications costs of that coordinator
- Funding to pay the full cost of that part of the regional research report which responds to the standard list of issues, which will be developed by the project centre in cooperation with our partners.
- A contribution, which we hope will be matched by our partner, or by other sources, to a fund used for research on priority topics as defined by the regional stakeholder process.
- Strong cooperation in helping to raise funds for mutually agreed special research projects.
- Significant funding for the regional stakeholder consultation process and resulting report.
- A grant toward establishment of a regional information centre
- Funding of the regional contribution to the bibliography
- Help in formation of a regional Sponsors Group which will be able to augment the program through contributions at the regional level

As regional partners start to define the potential budget, they should work closely with Frank McShane, MMSD's Coordinator of Stakeholder Engagement, frank.mcshane@iied.org, or other MMSD staff specifically assigned to their region.

13 DEFINITION OF REGIONS

Potential regional partner organisations are much more aware than is the MMSD centre in London of the geographical, communications, language, political and other differences within their regions. Therefore we look in the first instance to our regional partners for their proposal as to the breadth and definition of the region within which they would operate.

A caveat that applies to all MMSD work however must also be exercised here. Whatever form the regional project finally takes, it must still conform to the basic principles on which the project as a whole is founded including, the need to engage stakeholders, accompanied by the need to be transparent, accountable and inclusive. While it is recognised that the project has limited resources, every effort should be made to

accommodate within the regional plan, contributions from all parties interested in participating in the MMSD process.

14 TIME LINE

For better or for worse, MMSD must operate under tight time deadlines which cannot be extended.

Regional partners need to know about and be able to meet these deadlines.

A proposal should provide a number of interim milestone dates, which should be consistent with and support the general deadlines described below.

A detailed Project time line is available on our web site. It contains or will contain dates of workshops, meetings, and other activities as they develop. But these are the most critical dates:

- Scoping Report completed October 1999
- First staff begin work in London 3 April 2000
- Strategic Planning Workshop 5/6 May 2000
- First Assurance Group meeting 28/29 May 2000
- Commercial Sponsors Briefing 7 July 2000
- Workshop: Planning for Outcomes 24/25 July 2000
- Second Assurance Group meeting 28/29 August 2000
- Sponsors Group meeting 13 October 2000
- First Interim Report published November 2000
- **Southern Africa stakeholder meeting 16/17 November 2000**
- **Regional Partners workshop I December 2000**
- Third Assurance Group meeting 22/23 January 2001
- **Regional partners workshop II 1 February (?) 2001**
- **Regional Reports Due (draft) 30 November 2001**
- **MMSD Final Report Due (draft) 31 December 2001**

- **GMI Meeting in Toronto** **May 2002**
- **Tentative Rio + 10 Earth Summit** **September (?) 2002**

15 STAKEHOLDER ENGAGEMENT

The Scoping Report recognised that success depends on getting the MMSD process right from the outset. Multi-stakeholder processes of the sort envisaged are likely to work well when:

- The process is inclusive and all those with an interest are invited to participate at an early stage
- Everyone involved is committed to the vision and the process
- All groups feel that they have equal influence in the process
- There is continuity in the process and in representation from each group
- The process is independently facilitated
- Agreements made as a group are honored until the end of the process
- There is commitment to implement the recommendations
- The process is independent and is seen to be independent

We are also well aware that problems are likely to arise if:

- There are conflicting expectations about the purpose and outcomes of the process
- Unrealistic deadlines are set
- Lines of accountability and decision making processes are not transparent
- One type of stakeholder is felt to have more control or influence than the others.

It was recognised clearly in the Scoping Study that for the MMSD Project, trust needs to be built **before** deciding on the final process. In particular, it is important that the early stages of the Project are as flexible as possible and that decisions are not rushed.

This continues to be the case. It implies a style of decision-making that balances the need to move the Project forward to results against the need to ensure that both the process and the results are as broadly acceptable as possible. The value of the Project results will be directly proportional to the level of “buy in” by the various interested stakeholders, and any attempt to force the pace unduly therefore places the results at risk.

16 PROJECT GOVERNANCE AT THE GLOBAL LEVEL

Project governance at the global level balances the roles of three bodies:

- **The Sponsors Group**, convened by the World Business Council for Sustainable Development (WBCSD), represents those organisations supporting and financing the Project. It is to be composed of both commercial sponsors and noncommercial sponsors. It communicates with the Work Group and the Assurance Group through the Project Coordinator, Richard Sandbrook.
- **The Work Group** plans, budgets for and executes the Project. It is centred at the International Institute for Environment and Development in London. Its members are employees of IIED and report to Luke Danielson, the Project Director. He in turn reports to IIED's Executive Director, Nigel Cross. Relations between the Work Group and the Sponsors Group are governed by a contract between IIED and the WBCSD.
- **The Assurance Group** is made up of recognised individuals from key stakeholder groups. Its key responsibility is *project assurance*, guaranteeing the quality and integrity of the work by way of peer review. It oversees the content, conduct and design of the Project, and provides regular advice to the Work Group. The Assurance Group currently has seventeen members but will eventually expand to approximately 24. All new members of the Assurance Group will be proposed by a Nominating Committee composed of four members of the Assurance Group and three outside members with no relationship to the Project.

Communication among all these groups is facilitated by the Project Coordinator, Richard Sandbrook.

17 GOVERNANCE OF REGIONAL CENTRES

MMSD views its interest as being to encourage the broadest possible autonomy for the regional processes, and are acutely aware that such items as governance must represent a delicate balance among stakeholder interests which is very hard to establish or judge from London. In terms of governance, our negotiations and contracts for the regional centres will insist on no more than a limited number of basic conditions:

- That there be some form of multistakeholder advisory, review, or steering committee.
- That all stakeholders in fact be afforded access to the process.
- That arrangements not be unacceptable to any of the principal stakeholders in the region.
- That there be a high degree of transparency in the activities of the centre.

- Some mechanism for ensuring that the final regional report will be peer reviewed by a legitimate multistakeholder process, in something like the same way the output of the Work Group at IIED will be reviewed by our Assurance Group. Important dissenting or divergent viewpoints need a place in the final output.

Beyond a limited number of such “boundary conditions” the regions need to determine the process.

18 CONCLUSION

It is recognised that one of the key element of success in the regionalisation process is a high degree of autonomy for regional partners that will allow them to adopt appropriate structures to define and deal with the issues in their respective areas. Nevertheless, there is also a real need for a continuity of the principles which underlie the project globally and regionally. MMSD is confident that by adopting the principles enunciated in this guideline that the project can proceed at the regional level in an inclusive and equitable form, enhancing the ability to contribute to our understanding of sustainability and the role of mining, minerals and metals.