

Consensus Building in Mexico

*How about excluding
government?*

A stylized, layered mountain range graphic in shades of blue and teal, located in the bottom right corner of the slide.

In Mexico...

¿Why best practices in Consensus Building?

PROBLEM

Public Policies are often:

- Arbitrary
- Illegitimate
- Inefficient
- Unstable

Consequences:

- Weak democracies
- Conflict escalation
- Social and economic stagnation

CONSENSUS BUILDING
PROCESSES
Susskind & Cruikashank (1987)

EXPECTED RESULT

Public policies that are:

- Fair
- Legitimate
- Efficient
- Stable

Consequences:

- Civic engagement
- Social Capital
- Sustainable Development


Best practices include...

- ◆ A 3rd party professional/neutral.
- ◆ Multistakeholder assessment by professional/neutral.
- ◆ Design of process based on assessment.
- ◆ Dialogue based on interests and needs, oriented to explore creative solutions of mutual-gain.

And, at all stages....

- ◆ **Inclusion of all relevant stakeholders (particularly those with decision-making power in government).**

However, in Mexico...

- ◆ Elected representatives cannot be re-elected.
 - ◆ Public officials have high turn-over rates, linked to the political process.
 - ◆ Civil service is weak.
 - ◆ None-governmental stakeholders seek long term solutions, while governmental stakeholders tend to prefer "quick fixes".
 - ◆ Distrust towards government is high.
 - ◆ Agenda of public officials is overloaded.
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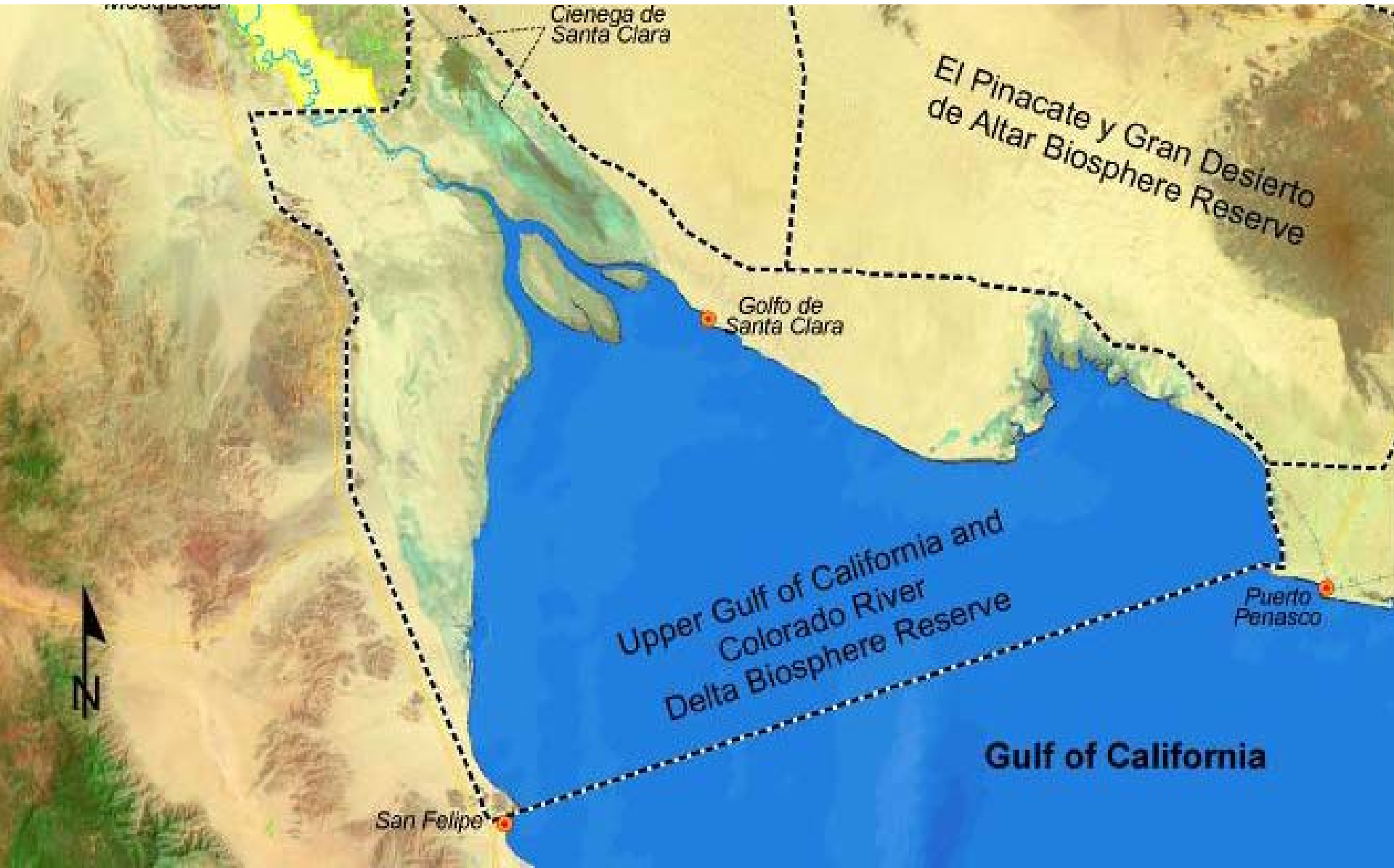
Two Case Studies

- ◆ Sea of Cortez: Sustainable Upper-Gulf (SUG)
 - ◆ Dialogue on Climate Change and National Security
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Sustainable Upper- Gulf (SUG)



Upper Gulf California and Colorado River Delta Biosphere Reserve-Declared 1993



Sustainable Upper-Gulf (SUG)

- ◆ Spring, 2005.- Seeking to protect the *Vaquita*, NRDC threatens with a consumer boycott to Mexican shrimp.
- ◆ Summer, 2005.- Multistakeholder dialogue begins, without government.
- ◆ Summer, 2005.- Participants reach baseline agreements and give a name to the forum: Sustainable Upper-Gulf.
- ◆ Winter, 2005.- Negotiations with government take place and significant concessions are made.
- ◆ Up to date.- Implementation of agreements and continuous negotiations with government.

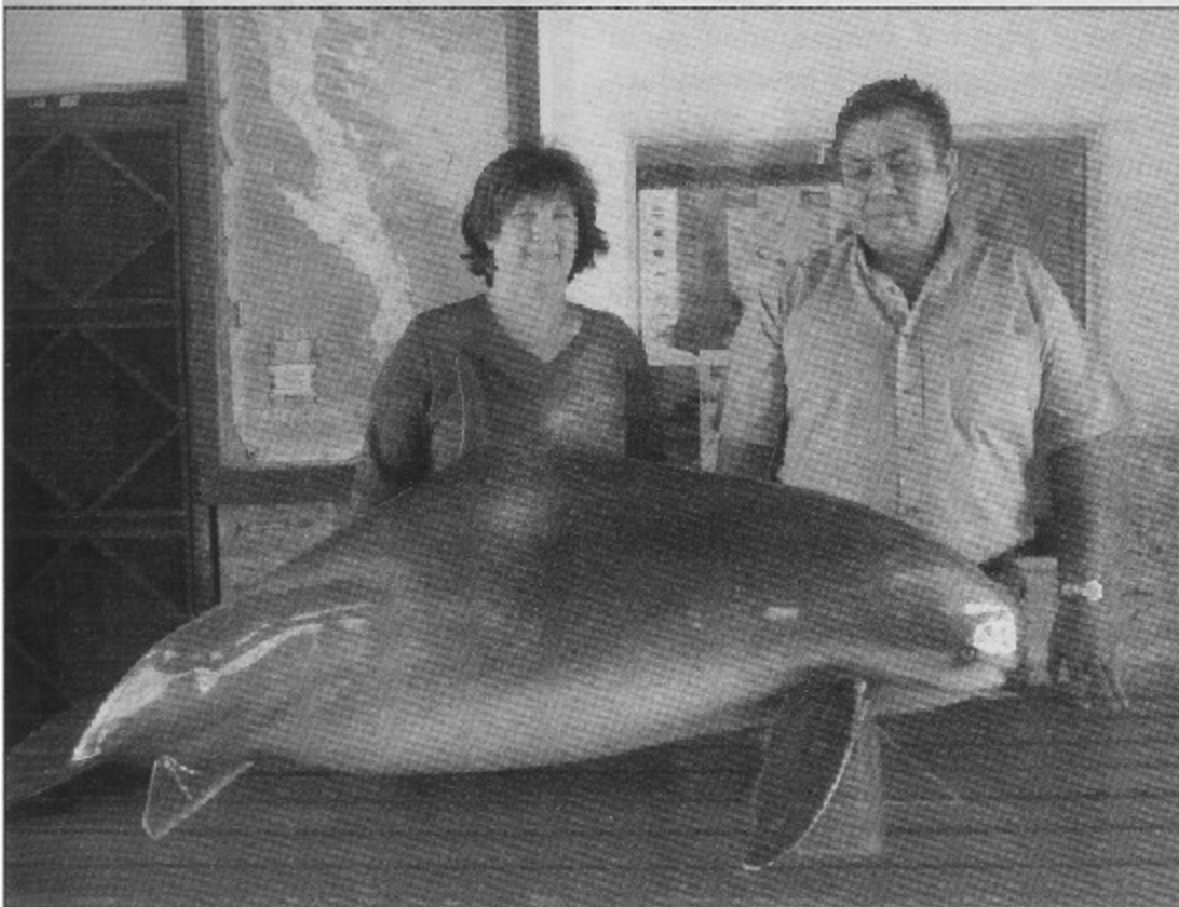
Accomplishments to Date...

- ◆ Agreement on three main objectives:
 - Bring down illegal fishing and reduced fishing effort.
 - Technological change, by-catch reduction devices and environmentally friendly fishing gears.
 - Elimination of the incidental catch of VAQUITA.
- ◆ Shared identity, emphasizing the non-governmental nature of the group:

“They come and go... we have been here for years and will continue to coexist in the region”.

Unexpected Results

BAJAR UNIDOS POR
que un buen entendimiento será de mejores




Mateo López, Peggy Turk y una vaquita marina de plástico.

Por su parte, Mateo López León explicó que se ha tenido una experiencia muy buena en la formación de un grupo de trabajo que se llama Alto Golfo Sustentable, la cual está conformada por varias organizaciones no gubernamentales, principalmente los pescadores de altura y de ribera de San Felipe, Golfo de Santa Clara y Puerto Peñasco.


Esta agrupación se formó con motivo de darle alguna respuesta a toda la problemática del Alto Golfo de California, principalmente lo relacionado con la protección de la vaquita marina, y en el desarrollo de esta se integra a los pescadores como la herramienta número uno para poder diseñar cualquier plan de trabajo, porque se llega a la conclusión de que son las personas que conocen el mar, especies y forma de trabajo, y si se conjuga el conocimiento empírico y científico se puede obtener una buena estrategia de pesca.

Destacó que ya no son decisiones unilaterales y se ha avanzado con este grupo con el área de manejo de la vaquita marina y se han expuesto ideas de pescadores y ambientalistas, e incluso los gobiernos, y han sido constructivos en casi tener listo un programa de trabajo para esta área de refugio.

...Accomplishments to Date

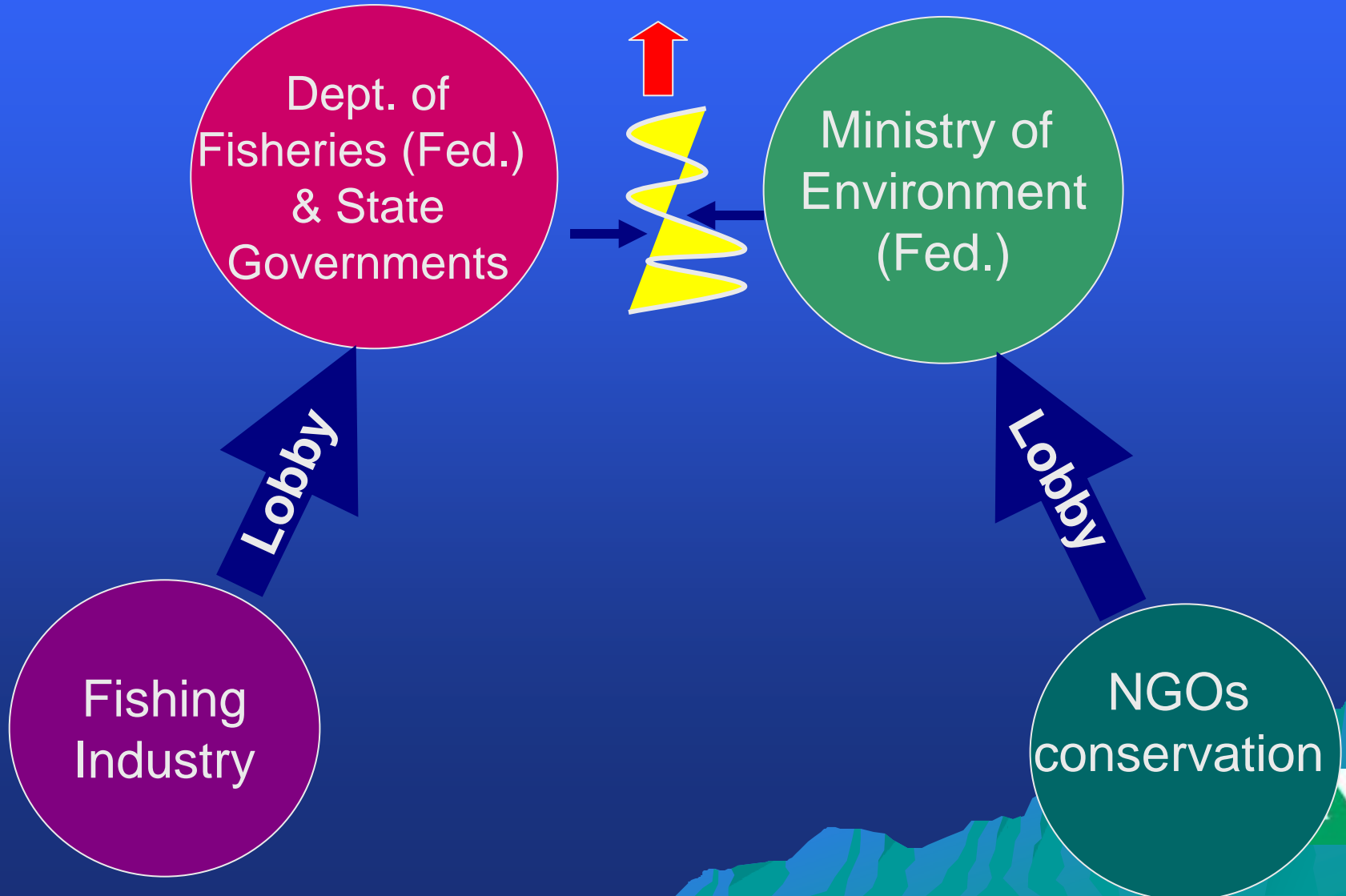
- ◆ A significant amount of resources have flowed to aid group with implementation.
 - ◆ IMPACT on policy: participatory monitoring to eradicate illegal fishing and management program of the reserve.
 - ◆ The internal structure of SUG has been formalized.
 - ◆ Government seeks out SUG for feedback on policy.
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Challenges

- ◆ Inclusion of stakeholders that can increase the “size of the pie”, such as representatives of the touristic industry.
 - ◆ Improve consistency in government’s responsiveness to the group.
 - ◆ Develop a media strategy to increase negotiating power of SUG.
 - ◆ Broaden the discussion of innovative mechanisms to reach agreements, such as no-catch zones in conjunction with catch-shares.
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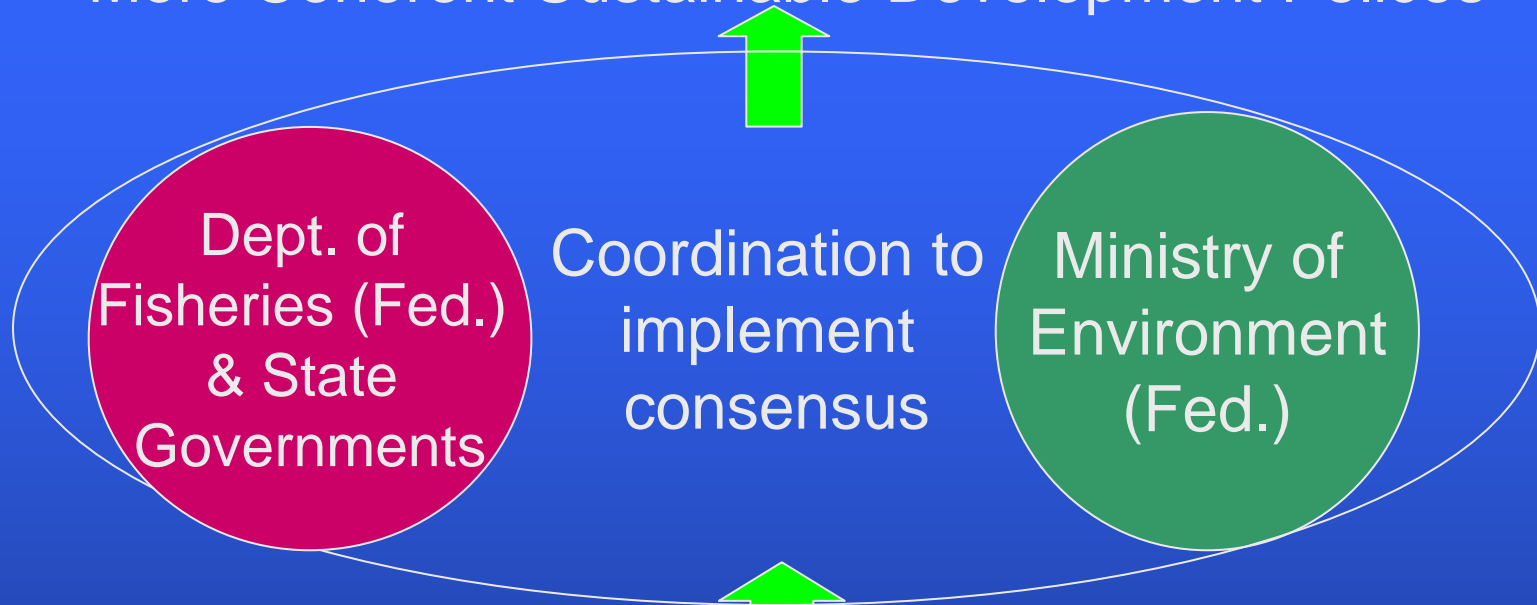
Traditional Dynamics

Incoherent, non-sustainable and conflict-generating policies



Dinamics with AGS

More Coherent Sustainable Development Polices

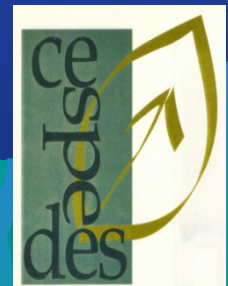


Advocacy & Negotiations to implement consensus



Climate Change & National Security

Dialogue and Consensus Building Process




GENERAL OBJECTIVE

Contribute to build legitimate, stable and effective agreements that can attend, from the legislative power, the risks to national security related to the effects of climate in Mexico.


Strategy

- ◆ Build coalition of diverse NGOs with Legislative Committee to convene dialogue.
 - ◆ Assemble a multi-stakeholder taskforce to work on legislative agenda.
 - ◆ Follow-up to implement legislative agenda.
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Main achievements

- ◆ Issue was included in the legislative agenda
 - ◆ Political agreement signed by all party wipps
 - ◆ Plural and cohesive convener group
 - ◆ Serve as boost to legislative agreements (renewable energies, education, health and fisheries).
- 


Main achievements

- ◆ Identification of more than 300 decision makers.
 - ◆ Trust building and deeper knowledge through two dialogue sessions
 - ◆ 68 prioritized proposals out of a universe of 291
 - ◆ Identification of key laws, initiatives and budget items
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Challenges & Limitations

- ◆ Agenda of legislators is always overloaded and slows down the work of the group.
 - ◆ Not enough focus on research to produce “state of the art” recommendations.
 - ◆ Priorities among NGOs is not clear.
 - ◆ Risk of lose of continuity with next legislature.
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Two key changes in our strategy

- ◆ Consensus building among convener organizations and other non-legislative stakeholders to define substantive agenda.
 - ◆ Increased focus on development of technically sound proposals, based on shared agenda.
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Conclusions

Pros without government

- ◆ Shared sense of identity and bonds of trust.
- ◆ Sense of self empowerment.
- ◆ Development of shared understandings.
- ◆ High level of engagement of formal authority and influence in public policy.

... Cons

- ◆ Limited sense of ownership among gov.
- ◆ Limited convening power to other non-governmental actors.

Pros with government

- ◆ Higher convening power with all stakeholders.
- ◆ Closer collaboration with formal authority and higher sense of ownership.

...Cons

- ◆ No sense of shared identity.
- ◆ Lack of continuity.
- ◆ No shared agenda among none-legislative stakeholders.

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