



**PARTICIPATION OF SOCIAL ACTORS IN THE ACTIVITIES
OF THE SUMMITS OF THE AMERICAS PROCESS**

OEA/Ser.E
ASCA/doc.46/24
20 March 2024
Original: English

FINAL REPORT

**Summit Lab: Conflict Resolution and Consensus Building for Civil Society Organizations and
Social Actors of the Americas – Phase II**

February 2024

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1. Introduction

This report provides a summary of the outcomes of the Phase II Capacity Building Workshop titled "*Conflict Resolution and Consensus Building*". The workshop aimed at civil society organizations and social actors interested in the Summit of the Americas Process. The Summit of the Americas Secretariat (SAS) of the Organization of American States (OAS), coordinated this workshop, which took place from February 21 to 23, 2024.

This effort is part of a series of initiatives that the Summits of the Americas Secretariat is undertaking in partnership with the IX Summit Chair, the government of the United States. These endeavors aim to enhance the participation of civil society organizations and social actors in the IX Summit of the Americas Process. Furthermore, Phase II is followed by a highly successful Phase I Consensus Building and Conflict resolution training that was held from September 18 to 26, 2023 by SAS in collaboration with the International Republican Institute (IRI).

Phase II workshop was crafted in direct response to the numerous requests from the participants in Phase I for a more in-depth, challenging, and hands-on exploration of conflict resolution and consensus building. Participation was confined to participants who had previously taken part in the first workshop in September 2023. Sessions were conducted in English and Spanish via Zoom.

The main objective of both workshops was to contribute to strengthen and build the capacity of civil society organizations and social actors (from across the Latin American region) to facilitate dialogue, communicate effectively, listen actively and integrate conflict resolution strategies. The aim of both endeavors (Phase I & II) was to bolster the capacity of civil society to engage meaningfully in the Summits Process and to ensure the incorporation of a wide range of diverse voices/perspectives in formal deliberations.

The second phase of this Capacity Building Workshops was structured into a 2-session format. It consisted of a 30-minute review of essential terminology and skill sets covered in the Phase I workshop, followed by a two-hour practice session. The purpose of this practice session was to provide participants with a second more challenging hands-on experience in reaching consensus.

Using a role-play methodology, participants sought to build multi-sectoral consensus on issues related to three of the themes of the IX Summit of Americas: Green Future & Clean Energy and Democratic Governance. Participants engaged in a hypothetical negotiation scenario involving representatives from a diverse array of sectors, including civil society, academia, the private sector, students, indigenous leaders, and international organizations. Participants were confronted with the challenge of forging consensus among actors with very divergent interests and positions.

The last session was the closing of the workshop where participants were able to present their experiences and lessons learned from the previous session and propose suggestions to improve civil society's participation in the Summits Process.

The instructor for this workshop was Ms. Janet Murdock, the former UN Peace and Development Advisor to Guyana and Suriname and an accomplished conflict resolution practitioner with broad government and international experience.

2. Summary of the Theoretical Session and Methodology of the Case Study Sessions

As participation in the Phase II workshop was limited to individuals who had taken part in the initial workshop in September 2023, the focus this time was in providing a second hands-on experience. A short amount of time was devoted to reviewing key vocabulary and skills introduced back in September 2023. However, greater attention was given to the various spheres of interaction between government and civil society commonly observed in Latin America.

The majority of the 2.5-hour time frame was allocated to preparing and executing role-plays/simulations of multi-party negotiations. The first simulation, focused on Green Future & Clean Energy, took place on Tuesday, February 21, 2024. This role-play occurred twice, once in the morning in English and again in the afternoon in Spanish. The second simulation, centered on Democratic Governance, also took place twice on February 22, 2024, in English and Spanish.

a. Theoretical Session

Following the introductions of the facilitator and key staff, as well as the presentation of the training objectives and the agenda, a 30-minute theory session started. This session aimed to review key terms and skills introduced in September, with a particular focus on enhancing the understanding of terms such as negotiation, dialogue, consultation, and other processes of government-civil society engagement prevalent in Latin America. The interactive session encompassed a review of the following:

- The definitions of dialogue, negotiation, consultation, and consensus
- Spectrum of Government – Civil Society engagement processes
- Interest-based negotiation
- Quaker 5-Finger Method of Consensus

b. Practice Session

For the practice session, the overall group was broken into sub-groups of 4 to 6 people depending on the number of attendees. These sub-groups engaged in 90-minute sessions conducted in both English and Spanish, during which participants were tasked with applying their newly acquired tools to a negotiation role-play. The scenarios for the role-plays were derived from the action plans outlined for the upcoming IX Summit of the Americas Sustainable Development and Clean Energy and Democratic Governance.

Using the role-play methodology, participants were able to engage in a simulated negotiation. Each participant was asked to play one of 8 separate roles, including a government representative. Their task in each of the role-play exercises was to reach consensus on several short-term targets that had been presented to them by the government. They were asked to adopt, change, add to or delete any of the suggested priorities. Each role came to the table with different priorities and opinions on the thematic issue.

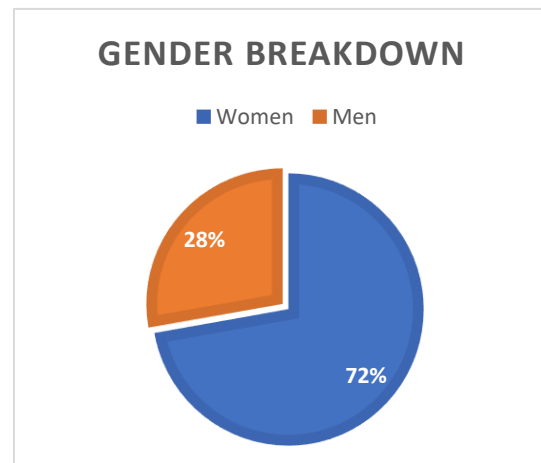
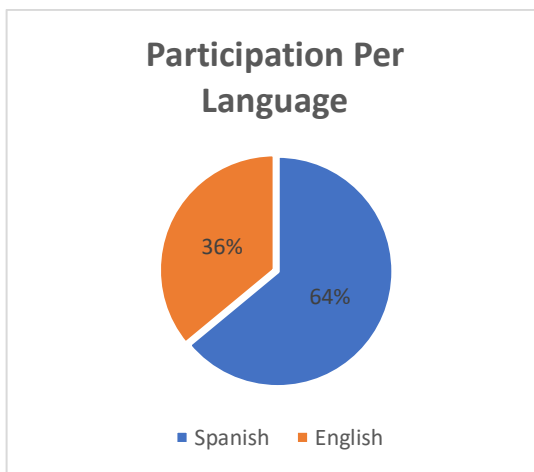
This approach gave participants an opportunity to take on a fictitious role allowing them to practice a range of skills such as consensus-building, persuasion, active listening to discern differences between positions and interests, and synthesizing interests. By engaging in a learn-by-doing environment, participants were able to reinforce these skill sets through practical application.

This experiential approach provides a very realistic and yet safe space for the group to make mistakes and reflect on the effectiveness of different techniques and strategies for influencing others. This methodology also encourages participants to use their voice in a rational and cogent manner and exercise critical leadership skills. In addition, by adapting the actions plans from the IX Summit of the Americas into short, medium, and long-term targets, participants were afforded the opportunity to learn more about the substantive outcomes of the IX Summit and critically analyze them from diverse societal perspectives.

3. Outcomes of the Summit Lab

a. Statistics

The total number of participants in the capacity-building workshop was 36 people. Among them, 64% preferred to communicate in Spanish, while 36% chose English. In terms of gender distribution, women accounted for to 72.2%, whereas men represented 27.8%.



b. Promotion:

For Phase II of the Conflict Resolution and Consensus Building workshop, there was no social media promotion since the capacity building was targeted exclusively to those participants from Phase I. However, an official Summit invitation was sent out to all 82 participants of which 74 representatives of civil society and social actors responded.

General Observations by Participants

Overall, the participants were very active, and they highlighted their satisfaction with Phase II workshop. They expressed that having scenarios closer to reality was very impactful and found that they could relate their experiences not only to the Summits Process but also to their organizations or personal missions.

It was emphasized that the learning process was dynamic and had content with quality that allowed participants to reinforce the learned theories and skills from Phase I of the Conflict Resolution and Consensus Building Workshop. The second phase gave an additional opportunity

to sharpen their skills through active listening, development of clear ideas, persuasion, creativity, empathy, validation of ideas, and the ability to work together in a multicultural and diverse environment. Participants also noted the importance of understanding the difference between interests and positions and how relevant those terms are.

Particularly, it was highlighted that the workshop provided participants with an opportunity to interact and connect with others, appreciating the diversity of interests and perspectives and integrating the ability to find common ground to build a stronger voice in a deliberation processes, which is critical to reaching consensus in a collaborative manner, especially considering the diversity of our region. A participant expressed that what was learned on that day would be a great asset to bring back to their communities. This shows the eagerness to share their experiences and knowledge with their peers.

The importance of continuing to facilitate training opportunities and dialogues with experts was addressed to say that more of such opportunities would allow greater learning and the exchange of knowledge on issues relevant to the region, as well as to develop skills that will ensure effective participation in the Summits Process and in their daily work. Civil society and social actors also took the floor to encourage their peers to continue to be active and committed to this learning process to maximize civil society and social actors' level of preparation, which is key to effective engagement in the Summit Process.

Following a recommendation from the previous capacity-building workshop to involve new civil society organizations and social actors in the process, the inclusion of these new actors in the role play in Phase II was widely praised. This inclusion contributed to creating a more realistic scenario of the Summits Process and enabled participants to apply the skills they had learned in both theoretical sessions. By incorporating a more diverse set of social actors into the role-play experience, participants were able to broaden their perspectives on key issues. The role-play process allowed participants to empathize with social actors whose experiences differed from their own, providing valuable insights into alternative viewpoints.

Results of the Survey

The goal of the survey was to identify the level of satisfaction of participants in relation to various aspects of the workshop, which includes: (a) quality of content and supporting material, (b) workshop format and duration, (c) level of knowledge of participants, (d) teaching methodology by instructors, among others. In addition, participants also had the opportunity to share suggestions for improving future capacity-building workshops and their participation in the Summits Process.

The survey was sent out to a total of 36 participants who attended three sessions of the workshop: theoretical, practical, and closing sessions. Out of the 36 participants, 11 responded to the survey (10 from Spanish-speaking countries and 1 from English-speaking countries), which represents 32%.

Data Analysis and Interpretation

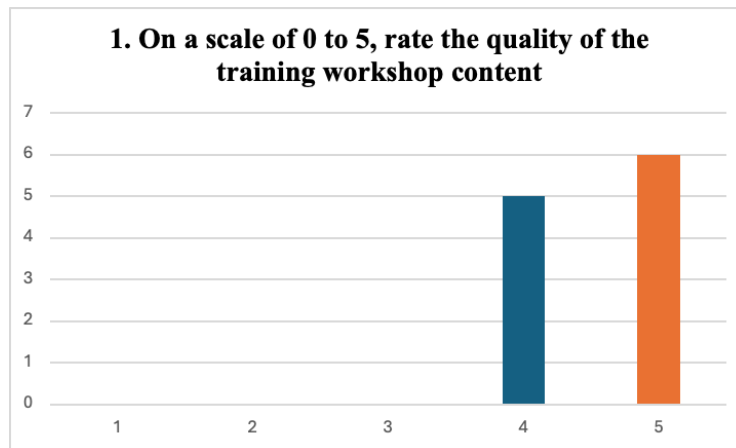
Twelve questions were included in the survey: six closed questions and six open questions.

1. On a scale of 0 to 5, rate the quality of the training workshop content. (Where 0 is deficient, and 5 is very Good).

Table 1. Quality of the training workshop content

Variable	Frequency
1	0
2	0
3	0
4	5
5	6

Graphic 1. Quality of the training workshop content

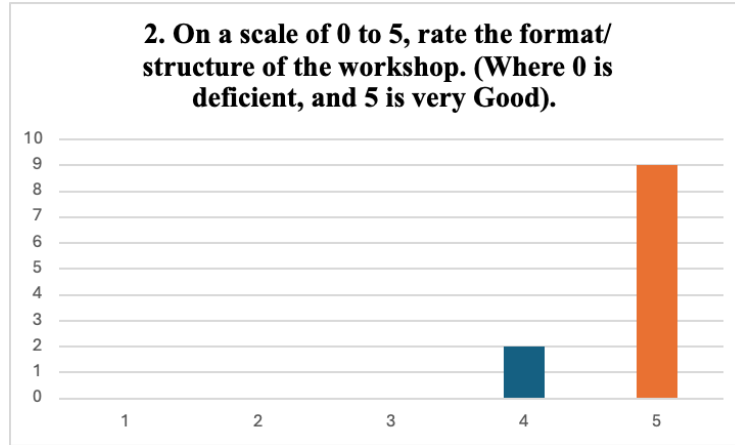


2. On a scale of 0 to 5, rate the format/ structure of the workshop. (Where 0 is deficient, and 5 is very Good).

Table 2. Format /structure of the workshop

Variable	Frequency
0	0
1	0
2	0
3	0
4	2
5	9

Graphic 2. Format /structure of the workshop

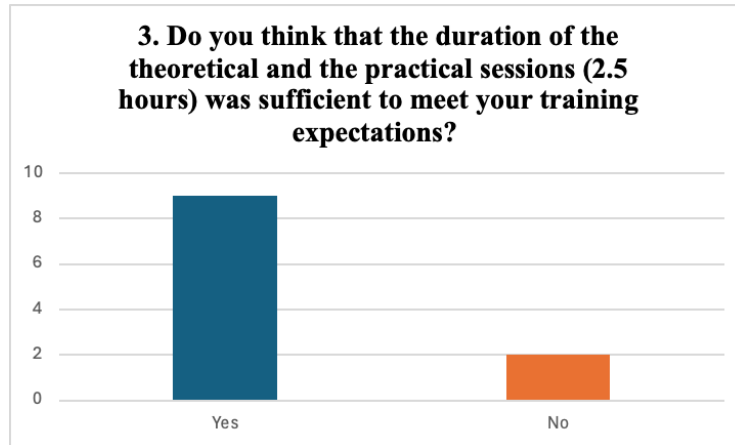


3. Do you think that the duration of the theoretical and the practical sessions (2.5 hours) was sufficient to meet your training expectations?

Table 3. Duration of the theoretical and practical sessions

Variable	Frequency
Yes	9
No	2

Graphic 3. Duration of the theoretical and the practical sessions

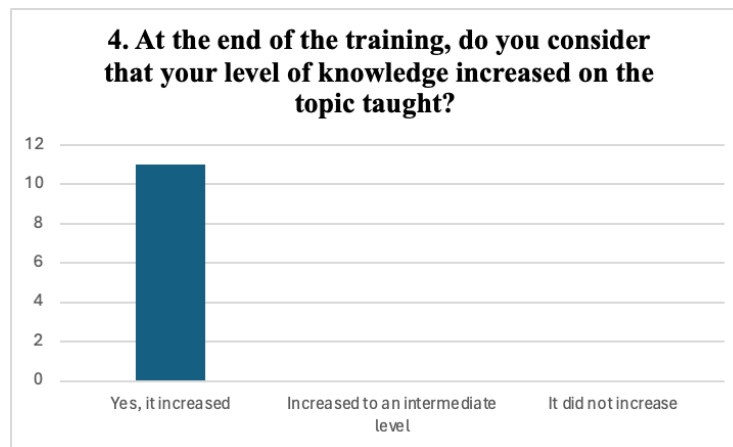


4. At the end of the training, do you consider that your level of knowledge increased on the topic taught?

Table 4 Increase in the level of Knowledge

Variable	Frequency
Yes, it increased	11
Increased to an intermediate level	0
It did not increase	0

Graphic 4: Increase in the level of knowledge

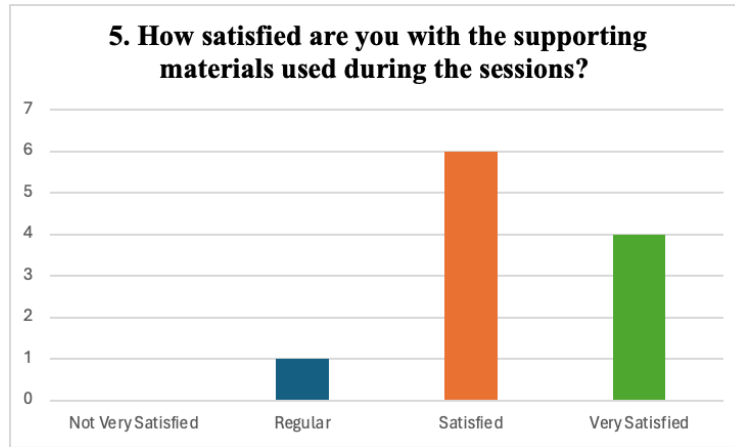


5. How satisfied are you with the supporting materials used during the sessions?

Table 5. Supporting Materials

Variable	Frequency
Satisfied	6
Very satisfied	4
Regular	1
Not Very Satisfied	0

Graphic 5. Supporting Materials

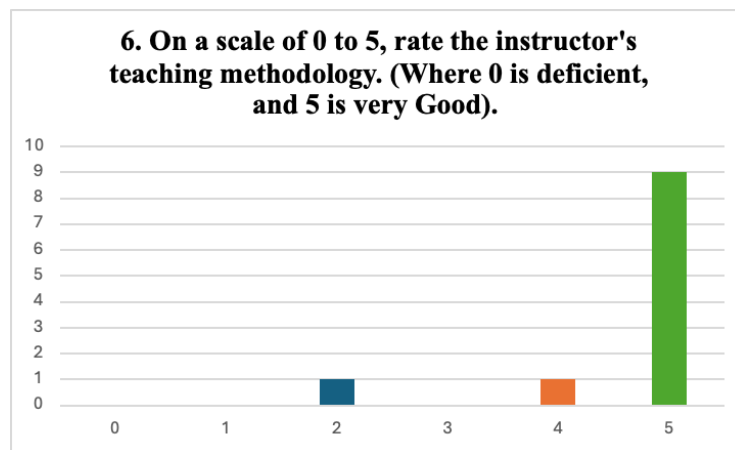


6. On a scale of 0 to 5, rate the instructor's teaching methodology. (Where 0 is deficient, and 5 is very Good).

Table 6. Instructor methodology

Variable	Frequency
0	0
1	0
2	1
3	0
4	1
5	9

Graphic 6. Instructor methodology

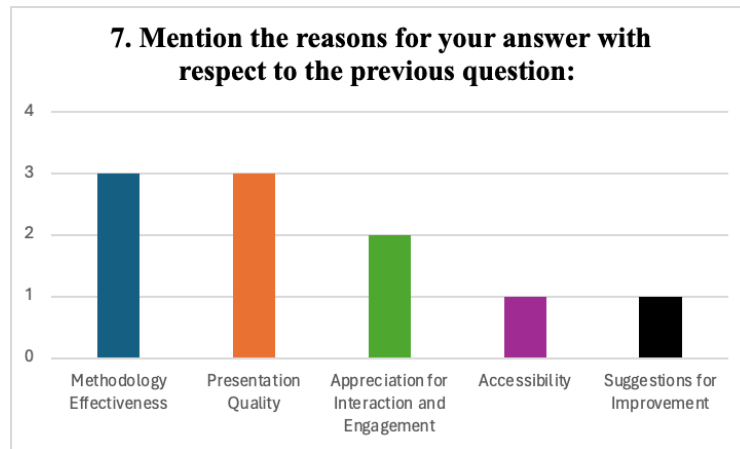


7. Mention the reasons for your answer with respect to the previous question:

Table 7. Reasons with respect to the previous question

Variable	Frequency
Methodology Effectiveness	3
Presentation Quality	3
Appreciation for Interaction and Engagement	2
Accessibility	1
Suggestions for improvement	1

Graphic 7. Reasons with respect to the previous question



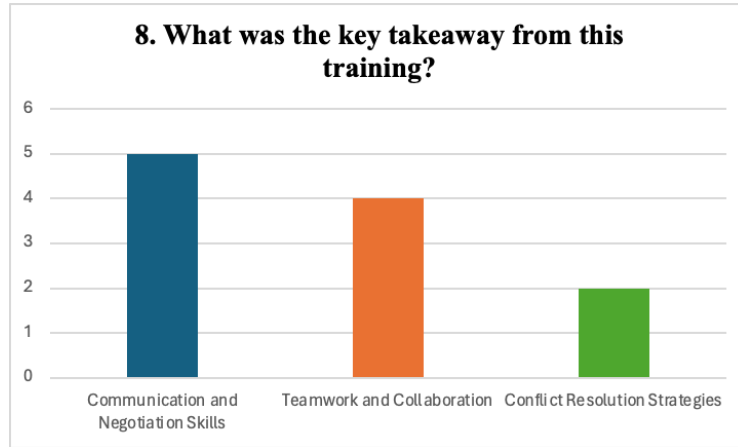
The responses indicate a range of perspectives on the session’s effectiveness and areas for improvement. Participants expressed satisfaction with the engagement opportunities during the workshop. Feedback on the presentation quality was also generally positive, highlighting the clarity and effectiveness in conveying information. However, some participants indicated their desire for more practical exercises, requesting deeper involvement and application of the concepts learned. Two responses included an appreciation for interaction and engagement, underscoring the value of personal attention and dialogue.

8. What was the key takeaway from this training?

Table 8. Key takeaway from the training

Variable	Frequency
Communication and Negotiation Skills	5
Teamwork and Collaboration	4
Conflict Resolution Strategies	2

Graphic 8. Key takeaway from the training



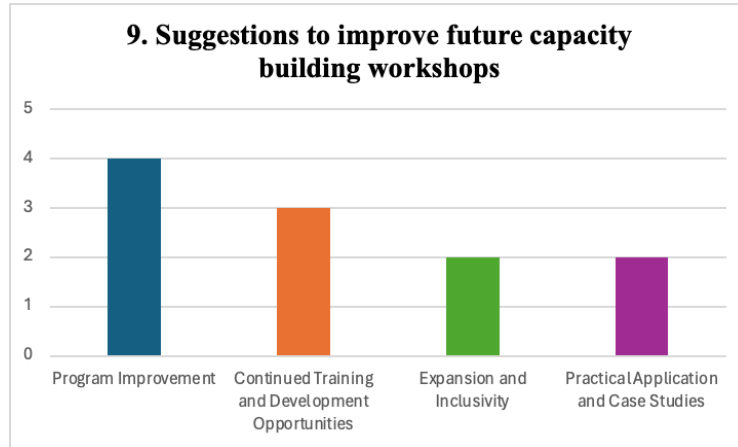
Based on the survey responses, the key takeaway from the training revolves around three primary areas: communication and negotiation skills, teamwork and collaboration, and conflict resolution strategies. Participants emphasized the importance of effective communication, negotiation, and understanding diverse perspectives in conflict resolution processes. Additionally, feedback highlighted the significance of teamwork, collaboration, and collective action in conflict resolution to work towards achieving shared goals. Lastly, participants referred to various techniques for resolving conflict effectively.

- Please share your suggestions to improve future Capacity Building Workshops:

Table 9. Suggestions to improve future Capacity Building Workshops.

Variable	Frequency
Program Improvement	4
Continued Training and Development Opportunities	3
Expansion and Inclusivity	2
Practical Application and Case Studies	2

Graphic 9. Suggestions to improve future Capacity Building Workshops.



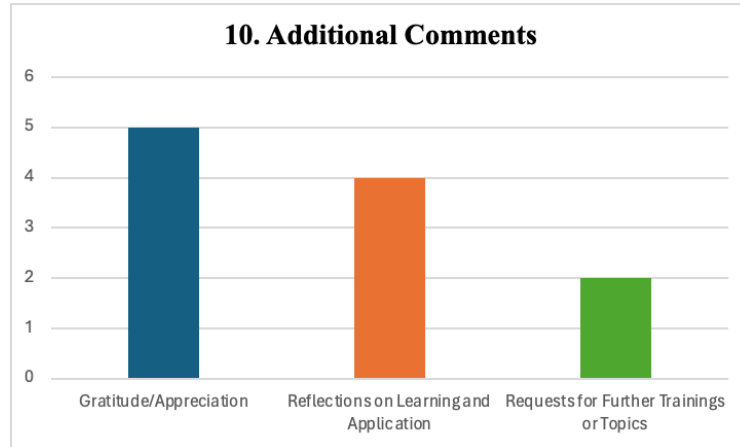
Participants offered suggestions to enhance the program structure, content, or format, such as incorporating sub-regional scenarios with real solutions and extending practice session times. Feedback also emphasized the importance of ongoing trainings and continuous learning. Some responses advocated for the expansion of the workshop’s scope to include broader participation or address additional topics, reflecting a commitment to inclusivity and relevance. Lastly, some responses called for practical application and case studies to be integrated into the workshop sessions, highlighting the value of hands-on learning.

10. Additional comments

Table 10. Additional comments

Variable	Frequency
Gratitude/Appreciation	5
Reflections on Learning and Application	4
Requests for Further Trainings or Topics	2

Graphic 10. Additional comments

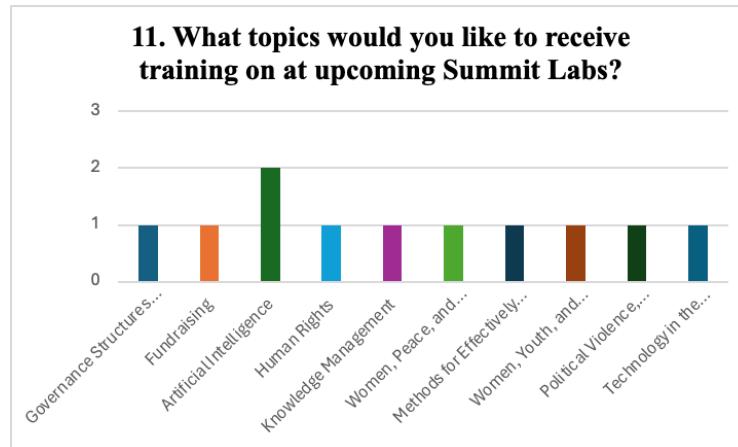


Many participants expressed gratitude and appreciation towards the workshop experience and organizing team, highlighting the positive impact and value derived. Secondly, participants reflected on their learning and its application in their work or activities. Lastly, there is clear interest in further training or topics, with respondents showing a desire to continue their learning.

12. What topics would you like to receive training on at the upcoming Summit Labs?

Table 12. Suggested topics for the upcoming Summit Labs

Variable	Frequency
Artificial Intelligence	2
Governance Structures in the Americas	1
Fundraising	1
Human Rights	1
Knowledge Management	1
Women, Peace, and Security	1
Methods for Effectively contributing to the Summits Process	1
Women, Youth, and Families	1
Political Violence, Democracy, and Post-Truth	1
Technology in the present day	1



The responses indicated a varied range of suggested topics for the upcoming Summit Labs, reflecting the diverse interests and concerns of respondents. The prominence of discussions around emerging technologies underscores the growing importance of these areas, while the inclusion of topics related to governance and human rights reflects a broader interest in addressing societal and organizational challenges.

Results

The data obtained through the survey demonstrated that participants of the Capacity Building Workshops were satisfied with the quality of the content and format of the workshop, and that the level of knowledge on the topic increased. Participants highlighted that the material used during the training facilitated their learning process through the acquisition of concepts, attitudes, and skills, and that the teaching methodology used by instructors allowed them to have a better understanding of the topics discussed, developed their emotional intelligence, as well as increased their interest to learn through cooperative learning method.

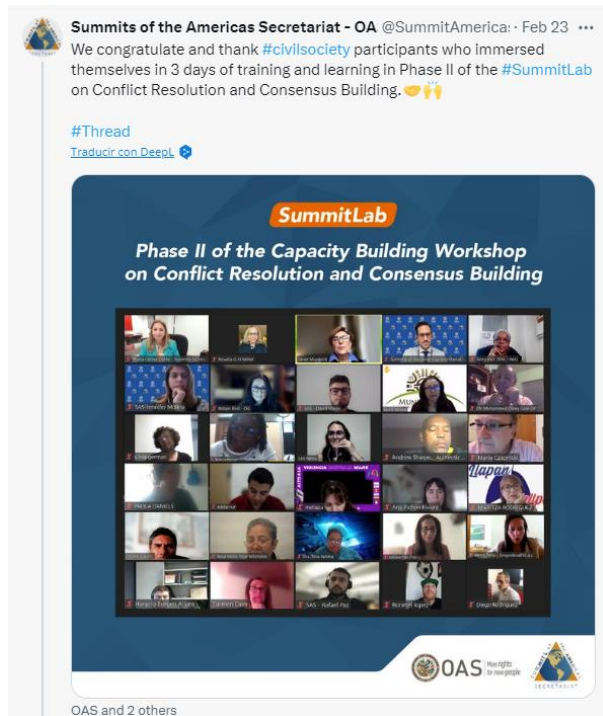
Furthermore, the consensus building techniques such as the Quaker Five Finger Consensus System, as well as the assimilation of analysis, negotiations, and non-verbal communication skills that will positively impact their work was one solid takeaway of the Capacity Building Workshops.

Among the suggestions to improve future Capacity Building Workshops, participants emphasized the need to provide additional information on the topic of the training and a more detailed explanation on the development of the practical sessions. In addition, it was expressed the need for extra time for the practical sessions, and the possibility to including a session to share feedback and express opinions on the learning process, allowing their personal and professional development and recognizing their strengths and weaknesses.

Participants recognized that the training was an enriching experience, and therefore the Summits Secretariat should continue implementing more Capacity Building Workshops, in order to provide tools and knowledge on relevant topics to more CSOs and social actors.

Finally, they expressed that the role-playing method allowed them to analyze situations from different perspectives, allowing them to develop empathy, critical thinking, analysis, teamwork, listening and negotiation skills, as well as to identify that the workshop was designed to effectively address participants needs. They were grateful for the opportunity to participate in such valuable forum.

c. Photographic Gallery



4. Conclusion

Recognizing that civil society and social actors may have a disadvantage with unequal power in persuasion/negotiation, this workshop was implemented with the objective to contribute in achieving a more balanced negotiating table in the context of the Summit Process, by providing CSOs and social actors with an opportunity to develop skills that will empower them in the Summits Process, and strengthen their ability to use consensus methods for presenting effective, diverse and inclusive recommendations. In this manner, civil society will be able to unite their voices to have more power of influence in the decision-making processes at the local, national, and regional levels.

This workshop approached conflict as an opportunity to improve a given situation with a change of perspective. Therefore, participants understood the importance of having a positive point of view while facing conflict and that consensus-building processes can be more organized, conciliatory, and framed with respect for others' opinions. Participants were also able to appreciate the difference between constructive approaches to conflict and coercive methods and to better understand the importance of finding truly sustainable solutions to collective problems.

Analyzing the situation from different perspectives, seeking common objectives, practicing active listening, empathy, a collaborative and creative mindset, and emotional balance are essential elements that participants learned during the training through the learn-by-doing methodology. In addition, the role-playing technique sought to provide a more dynamic learning process that allowed the consideration of different interests and reaching consensus for the benefit of the group.

Through this type of initiative, the Summits Secretariat seeks to provide civil society and social actors with knowledge and skills to foster the construction of an initiative-taking society, a unified front towards a diverse and inclusive hemispheric agenda, as well as strengthening the engagement of these stakeholders in the Summits Process.

It would be advisable to add recommendations in the future. For example, "a third training on this topic should focus on (topics, participants, etc.)."

5. Annexes

Annex I – Presentation



Dialogue (I)

A communicative way to resolve and preferably transform complex multiparty social conflicts.

Dialogue processes tend to be tailor-made to fit the purpose for which they are created. No two processes are alike.

The purposes of dialogues are many, for example:

- a) to share information,
- b) establish relationships of respect and trust,
- c) identify and clarify issues and shared values,
- d) share perspectives, histories, beliefs and opinions in a safe and constructive environment,
- e) develop ideas and options,
- f) develop recommendations; and/or
- g) reach agreements by consensus.

Negotiation (II)

Negotiation:

4. Negotiations consist of a number of separate and interrelated elements.

- The first is that it necessarily involves some form of **direct, face-to-face contact** between representatives of two or more parties who meet to exchange offers and counter-offers, both trying to get the best final outcome for their side.
- Secondly, this process is usually accompanied by **attempts to argue the opposing representative out of any rigid, uncompromising positions on salient issues.**

Dialogue (II)

The main objective of dialogue is to strengthen relationships through mutual and deep understanding of motivations, interest and communication patterns of all parties.

Decision-making is a secondary purpose of a dialogue that may come, if and when, the parties reach a point in their relationship that they are willing and able to move forward into a deliberative consensus-making process together.

Negotiation (III)

Negotiation (interest-based):

- a. This problem-solving approach **identifies the interests of parties in dispute** to enable a mutually satisfactory outcome.
- b. Focusing on interests helps parties **to keep from establishing stark or inflexible positions** that can cause disputes to become entrenched and prevents generating options for resolution.
- c. Using interest-based negotiation **develops a productive climate** to generate options leading to the resolution of concerns in a mutually satisfactory manner.

Interests are often found under the surface



Consensus defined

- a. Consensus is a **form of agreement** that emphasizes **cooperation** and the search for the **most advantageous solution** possible for all under the prevailing circumstances.
- b. Consensus is not the same as voting (where there are winners and losers).
- c. Consensus is reached through the **exchange of information and perspectives**, group discussion, persuasion, and synthesis of ideas.

"Quakers" five-finger consensus system



5 = Five fingers mean you really like the idea and will work to see it implemented



4 = Four fingers that you mostly like the idea but cannot help with implementation



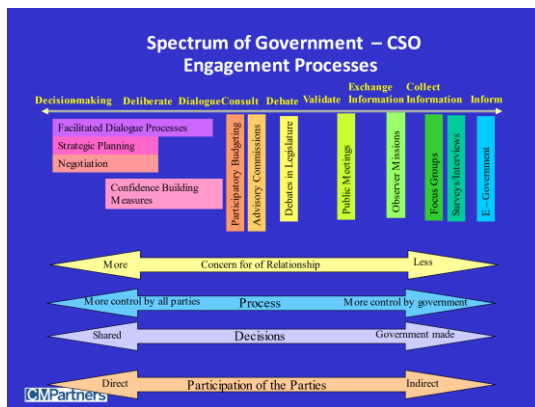
3 = Three fingers signify that you are ambivalent but will not block implementation



2 = You have serious objections and need much more deliberation



1 = You oppose the idea and will work actively to block its implementation



We all have our individual perceptions



How would a blind person describe an elephant?

Annex III -Agendas of the Sessions

Theoretical Session Agenda

Phase II: CONFLICT RESOLUTION & CONSENSUS BUILDING

AGENDA

- 10:00 a.m. Welcome Remarks, Jennifer Molina-Vrolijk, Officer, Summits of the Americas Secretariat
- 10:10 a.m. Key Terminology on Conflict Resolution and Consensus Building
- 10:15 a.m. Introduction of Role Play
- 10:20 a.m. Break-Out Session: Role Play
- 12:02 a.m. Role Play Debrief in Plenary
- 12:25 a.m. Closing

Debriefing Session

1. Welcome remarks by Maria Celina Conte, Director, Summit of the Americas Secretariat, Organization of American States (OAS)
2. Recap of the Summit Lab “**Conflict Resolution and Consensus Building**”
 - Presentation on Role-play Methodology, Janet Murdock
3. Key messages by Maria Celina Conte, Director, Summit of the Americas Secretariat, OAS.
4. Observations from thematic groups (*moderated by instructors*).
 - What did you hear participants say or do that helped them learn more about the interests of other members?
 - Was one person particularly persuasive? if so, what did they do that seemed to persuade others?
 - What gave the group difficulty (e.g., clinging to positions, not listening, etc.), and what helped them overcome those difficulties?
 - What is the key takeaway from this workshop?
 - How can you use what you have learned in real life?
5. Dialogue on recommendations on how to improve the participation of civil society and social actors in the Summit Process.
6. Closing remarks by Maria Celina Conte, Director, Summit of the Americas Secretariat, OAS.

Annex IV – Material for Case Study session

ROLE PLAY INSTRUCTIONS

Role plays training workshops are a useful way to help people learn about the techniques, skills, and processes used to reach consensus. Role plays are designed to simulate conflict scenarios or other types of real situations as closely as possible. They enable participants to experience what it is like to be in different kinds of roles. Experiencing events from the perspective of those who have lived those events is especially valuable: it can give the participant the opportunity to experience the impact of the process, techniques, and skills of participants on other characters’ actions, perceptions, and emotions.

GUIDELINES FOR DISPUTANTS

1. Be true to your role as written. Each role is written in a very brief form. Therefore, you will need to elaborate on your role and make up facts that are congruent with the information provided in your script.
2. It will be important for you to stay in a role throughout the role play. Breaking role interrupts the momentum and makes the drama less realistic.
3. Play your role as realistically as possible. The more realistic, the better it will serve as a tool for learning.

4. Do not try to outsmart or overplay your role. The focus needs to be on learning the process, techniques, and skills. It is not about how good an actor you are! Also, do not be too easygoing on the other participants. Give them something challenging to work on.

GENERAL INFORMATION FOR ALL PARTICIPANTS

At the Ninth Summit of the Americas in June 2022, in Los Angeles, the Heads of State and Government adopted an Action Plan aimed at improving governance throughout the Americas. Entitled: [INTER-AMERICAN ACTION PLAN ON DEMOCRATIC GOVERNANCE](#).

Upon returning home from the Summit, the President of the Republic of Tulumaguay, Fernando Gonzales Estrada, gave orders to the Ministry of Foreign Affairs to convene a national multi-sectoral consultation process to contextualize (or nationalize) the Action Plan and establish a National Implementation Plan (NIP).

The President wants this National Implementation Plan to be developed through a participatory process. The first task of the convened organizations is to establish some mutually agreeable short-term targets based on the Action Plan from the XI Summit. The President promised that the NIP will be enveloped into the National Budget.

The Ministry developed a list of GOVERNANCE TARGETS, distilled from the signed action plan, to support the dialogue process (**see attachment**). A government representative will share the short-term targets at the beginning of the consultation. He/she will then leave the meeting and return at the end of the deliberations to listen to the suggested changes. At that time, the government representative will explain how the recommendations will be incorporated in the final list of targets and how the Government will use the targets in planning processes.

Everyone in the room today was invited to attend the first meeting of the President's multi-sectoral consultation process in Tulumaguay's capital - Fonteviva. Attendees are representatives of relevant Civil Society Organization (CSO) and Social Actors including Indigenous peoples, Afro-descendants, disabled persons, researchers from academic institutions, a Private Sector Commission/Chamber of Commerce and/or other relevant business groups and media. A representative of the United Nations Development Programme (UNDP), a member of the Joint Summit Working Group (JSWG) was also invited to attend the consultation.

The agenda of today's meeting is to reach consensus on a set of short-term targets – that means actions that must be accomplished by 2025. The goal is to define the most strategic actions that “bang for buck” could have an impact on the realization of all subsequent targets and thus the full implementation of the NIP.

All the participants of the consultation have a myriad of individual as well as collective concerns they want to ensure are part of the NIP. **Your task today is to listen to all interests and leave the room with a consensus on a short list of highly strategic short-term targets.** The group can revise the language, delete and/or add new targets to the list provided by the government and representative.

The group must designate the role of a spokesperson who should present the consultation results to the appointed government representative at the end of their meeting.

YOUR ROLE PLAY FOR THIS CASE STUDY IS AS FOLLOWS:

ROLES AND PRIVATE INFORMATION FOR ROLE #1: Moacir Santini, Minister of Planning.

As a member of the President's Cabinet, you were instructed to participate in this national multi-sector consultation to help strengthen governance in Tuilagi. Your credentials as an economist and fiscal conservative are well-known in your country. Before joining the current government, you helped pass a Constitutional Amendment to force the government to balance the State budget year to year. For this you are highly respected by most Tulimaguayans.

Your job today is to present the short-term targets that the government developed and answer any questions before the participants are given some time and space to discuss the priorities and develop their own list by consensus.

In your presentation of the short-term targets, you should explain that for change to happen, policy changes must be a priority. The short-term targets envision policy reforms because it is through policy that the governments receive their mandates. Policies tell the government what it will and will NOT do.

The government's list of short-term targets – as it is now - establishes five priorities:

1. Enable more inclusion and diversity in all aspects of governance;
2. ensure the country has free and fair periodic elections;
3. increase protections on citizens' civil and human rights;
4. strengthen national anti-corruption measures; and
5. change public procurement policies in ways that create incentives for a transition to clean energy and a sustainable nature-based and climate resilient economy.

Once you present the Government's suggested targets you will leave the meeting. When the group is finished with their deliberations you will be invited back to the meeting. At that point, a representative of the group will present the group's recommended changes to you. Your job - at that stage - is to listen to the suggested changes and understand the logic behind the recommendations. You may then provide your own reflections on the suggested changes from the government's standpoint. (Feel free to adlib as to what a government representative might say is doable or not doable given the country's political climate. It is a fictional country so you can imagine whatever makes sense to you.)

Finally, you should explain to the representatives of the consultation how their recommendations will be used. Namely, you should tell that group that you yourself will present the inputs to a team of government officials from various ministries. That team will determine how best to incorporate the recommendations into a final list of doable targets for the NIP. That final list of targets will then be subsumed into a budget planning process. That process looks into the future and then includes yearly budgets that aim to progressively meet the vision. It is your job to oversee that process. Consequently, you will be able to see how the group's recommendations are incorporated into the government's national development plan. In time, you will report on the achievements through the national media.

PRIVATE INFORMATION FOR ROLE: Toshao, Benjamin Apuraqui, Head of the Coalition of Tribal Associations of the Americas and the President of the Association of Indigenous Peoples of Tulimaguay

You support any measure that might accelerate Tulimaguay's democratic transformation. The measures outlined in the Inter-American Action Plan on Democratic Governance seem lofty and you distrust President Fernando Gonzales Estrada's commitment to such reforms. But, as the leader of the Coalition of Tribal Associations of the Americas, the President of the Association of Indigenous Peoples of Tulimaguay and a native born Tulimaguayan, you see your participation in the upcoming discussions as essential.

You have studied the targets proposed by the Ministry of Foreign Affairs and agree with most of them - with some key caveats. You are amenable to a modified list of targets as long as any new proposals are reasonable.

The people you represent are up against many threats. The introduction of white-man's diseases has created a health crisis in many villages. Illegal mining in Indigenous reserves has led to water contamination to the point that the river fish are no longer safe to eat. Consequently, you agree with the provisions aimed at enabling greater inclusion of citizens in decision-making. Specifically, you favor the adoption of all provisions that call for free, prior and informed consent (FPIC) in consultations on development planning. You support measures that reduce all barriers to participation of your people in the social, political and economic life of the country, as they see fit.

Due to the remoteness of indigenous villages, very few of your people have ever participated in an election. Consequently, you do support electoral reforms, most especially those that enable the safe participation of voters in elections and the use of secret ballots.

You believe that your people need increased protection for human rights defenders. You agree with the targets aimed at strengthening civil and human rights. However, you have reservations on proposals that would protect media workers. In your experience, journalists have not performed their duty to report the truth. Distortions and bias in news reporting about Indigenous peoples are all too common.

You also agree with the proposed anti-corruption targets. You agree with Professor Villareal that a code of conduct for public servants will do little to stem corruption in the public sector.

You do not believe that policies regarding public procurement should be within the top short-term priorities, but you are willing to listen to logical reasons for including such actions in the list of short-term targets.

PRIVATE INFORMATION FOR ROLE : Andrea Gonzalez Jimenez, Editor of El País.

As the Editor of the El Pais, an independent newspaper with affiliate TV and radio news programs, you are a renowned Journalist in Tulimaguay. Obviously, you are well informed on the political, social and economic affairs of your country. The newspaper is known for its non-partisan stance, but it supports the President's plans to strengthen effective governance in Tulimaguay. The President invited you to represent the interests of all independent media in the country. Your representation was endorsed by media owners as well as by the National Association of Media Professionals of Tulimaguay – the main union of journalists in the country.

You are familiar with the proposed targets. You see the need for some refinement. You are amenable to a modified list of priorities, so long as the changes or additions that other stakeholders propose are reasonable.

Your top priority is the strengthening of civil/human rights of all people in Tulimaguay. You agree on the need to strengthen legal measures that help guarantee freedom of peaceful association, assembly, expression, and collective bargaining. You want to see measures that strengthen press freedoms and access to public information. You are concerned about the abuse of defamation laws by public officials. The fear of legal entanglements tends to lead journalists to self-censor their reporting on corruption. Journalists need more protection from violence and intimidation by public officials and powerful private sector interests. Also, law enforcement is lacking due to the under-resourced justice and police sector.

You agree that more efforts to counter the dissemination of hate speech as well as false and misleading information in social media is important.

The establishment of a National Human Right Commission, as mandated by the Constitution, is long overdue. You agree that electoral reforms should be included in the short-term priorities. You want to see an end to collusion of political parties with the drug cartels, by every means possible.

You agree that anti-corruption measures should figure in the short-term targets because the illegal activities of the crime syndicates and the violence they perpetrate are undermining progress on every front.

You have long been an advocate of a code of conduct for all public servants. You believe it can be used as an accountability tool. The value of such a measure is that those found in violation of the Code could be harshly punished.

PRIVATE INFORMATION FOR ROLE: Ilena Albrahim Salm, President National Private Sector Commission.

You applaud the President's plans to strengthen effective governance in Tulimaguay. As the President of the Board of Directors of the country's most influential business owners, you are attending the consultation to prevent any disastrous decisions from being made that could harm the business interests of your constituency.

You have studied the targets proposed by the Ministry of Foreign Affairs and agree with most of them - with some key caveats. You are amenable to a modified list of targets as long as any new proposals are reasonable.

You are not in favor of proposed targets to increase inclusion and diversity in governance. You are especially opposed to changes in regulations about special-interest lobbying. Your constituents do see the need for some changes; but laws that would strip the influence of big money are not acceptable. The opinions of the people you represent matter more than the opinions of other sectors. The sector you represent powers the economy.

You are highly skeptical that common people have the capacity to understand the complexities of policymaking to make worthwhile contributions in public consultations. You would not support a

constitutional amendment to make consultation mandatory. You do not believe that there should be special rules for Indigenous and tribal peoples.

Your first priority area is anti-corruption. The Private Sector Commission has a set of proposals in this regard that are consistent with the targets that the Government has proposed.

Electoral Reform is not a top priority. That could be moved to mid-term priorities.

You do believe that reforming the government procurement rules could be an important way to spur industry in a beneficial direction. However, measures to compel more responsible manufacturing practices will increase the cost of production. That said, you agree that there are social benefits that must be considered. Clean air and water are important to everyone.

The targets related to strengthening civil and human rights are excessive and unnecessary. The laws in this area are adequate.

PRIVATE INFORMATION FOR ROLE: Fran Letoti, Peace and Development Advisor - Tulimaguay, representing the Resident Representative of United Nations Development Program (UNDP) and the Resident Coordinator.

You have been working as a UN Peace and Development Advisor for over 30 years. You have experience from over ten countries around the globe. You have lived the last 5 years in Tulimaguay. You are well-connected to the political structures where you work on building capacities in peacebuilding and governance. The UN Country Team (UNCT) tapped you to represent all the UN Agencies working in Tulimaguay.

You maintain a position of impartiality and respect for the national sovereignty of Tulimaguay. Nevertheless, you are supportive of some of the President's plans to accelerate Tulimaguay's democratic transformation. Such efforts are consistent with UN principles and approaches to development.

UN guidance on governance reform prioritizes more inclusive policy making approaches. A constitutional amendment will be needed to ensure that consultation and dialogue processes are effectively integrated into policy making approaches in ways that respect the role of Parliament. Participatory processes can help redress historical inequities. Reforms should be tied to the Sustainable Development Goals.

From your experience in the country, you believe that more attention should be placed on strengthening civic and human rights. The UN is concerned with the shrinking civic space globally. You have noticed the weaknesses of police services to protect the right to peaceful assembly. During his visit to the country last year, the UN Secretary General called for the institutionalization of the constitutionally mandated human rights commission.

You also think that changing public sector procurement rules for the purchase of goods, services, and public works could go a long way to promote sustainable development, improve governance and fight corruption.

The UN is also keen to see electoral reforms, most particularly the strengthening of independent electoral bodies and support for independent observation of elections.

UNDP has long been involved in judicial reform efforts but with minimal engagement of the government on this front progress has been slow. UNDP is available to support the country in the implementation of its governance reforms efforts with expertise and access to worldwide best practices in public sector reform.

PRIVATE INFORMATION FOR ROLE: Dr. Ernesto Villareal, Professor of Political Science at Tulimaguay University.

You support the Action Plan on Democratic Governance signed by the Presidents and Heads of State at the XI Summit of the America. You believe it offers important guidance that would enable Tulimaguay's political and social transformation into a more democratic society. However, you are highly skeptical of the President's motives for convening a national consultation on effective governance. For you it is one more act of window dressing to ensure a favorable position with international lending institutions. Given the President's authoritarian tendencies, you doubt that President Fernando Gonzales Estrada has any intention to follow through on any real reforms.

Nevertheless, as one of the country's foremost experts in the functioning of democratic institutions, you believe that you have the credentials to make a positive difference in the upcoming discussions. At minimum, you see this as an opportunity - through your weekly podcast - to hold the government accountable to the outcomes of the consultation process. You have studied the list of proposed targets developed by the Ministry of Foreign Affairs and agree with most of them. You are amenable to a modified list of priorities, so long as the changes or additions that other stakeholders propose are reasonable.

You have long been concerned about the electoral system and you support the proposed targets in that priority area. Your primary concern is the need for political party reform. Specifically, the rules related to the funding of political parties and electoral campaigns need to be more transparent. But, for you that means that electoral campaigns need to be funded through national budgetary appropriations. Currently, illicit funds are skewing the voting process. Allowing domestic and international electoral observation missions is critical to ensuring further electoral system reforms – that has not happened in decades!

You also agree that anti-corruption measures need to be among the top short-term priorities. Democracy cannot prosper within the current levels of corruption. You want to see a strengthened and independent judicial system with more capability to investigate allegations of corruption and protect victims, whistleblowers and witnesses as well as justice and law enforcement officials from potential retaliation, intimidation, and violence. You also believe that strengthened asset recovery measures could be effective in inhibiting crime. But you do not believe that codes of conduct will have any impact on public servants. Stronger punishment is needed to protect the public from civil servants engaged in conflicts of interest, favoritism, bribery and other unethical and illegal practices.

You strongly support efforts to enable inclusion and diversity in all aspects of governance. You believe that such reforms would require a constitutional amendment to make multi-stakeholder consultations and dialogue driven reform “a real thing.”

PRIVATE INFORMATION FOR ROLE: Shance Martinez Reis, President of the National Association of University Students.

You are a young social activist and President of the National Association of University Students, an Afro-descendant and a visually impaired person. You aspire to go into politics after you finish your university studies in journalism and public affairs. You support the President’s plans to accelerate Tulimagway’s democratic transformation. As a well-informed young person, you have much to say about the direction your country is headed in, and the changes needed to improve the quality of life for future generations.

You have studied the proposed targets and believe there is a need for some refinement. You are amenable to a modified list of priorities, so long as the changes or additions that other stakeholders propose are reasonable.

You support the introduction of new policies that would advance inclusion and diversity in decision-making. That would be your top priority. You are particularly concerned with the exclusion of young people and vulnerable groups from decision-making. Any new policies and strategies must prioritize approaches that help lift women and other historically disadvantage populations to create a more equitable society.

Your second priority is civil and human rights strengthening. But you want to see specific language that would strengthen an independent judiciary. The third priority should be anti-corruption followed by electoral reforms. You also want to see more controls on political party finances.

You are not sure what legal changes are necessary to strengthen freedom of association, assembly and expression. The Constitution guarantees these rights. The security services need better training in law enforcement. You also want to see more efforts to counter the dissemination of hate speech on social media that is getting out of hand.

Finally, you are not sure what value procurement reforms would bring or why that needs to be included in the short-term targets. You advocate for moving that suggestion to the mid-term target list.

PRIVATE INFORMATION FOR ROLE: OBSERVER

Your job is to observe the discussion and report your observations about the group’s efforts to reach consensus to the plenary, following the breakout session. Please report back on the following three questions. Be as specific as possible in your notes (e.g., what exactly did someone say or do?):

- 1. What did you hear participants say or do that helped them learn more about the interests of other members?**
- 2. Was one person particularly persuasive? If so, what did they do that seemed to persuade others?**

- 3. What gave the group difficulty (e.g., clinging to positions, not listening, etc.) and what helped them overcome those difficulties?**

Annex V - List of Participants

	Name of the organization/Social Actor	Name of representative/social actor	Email address
1	Agenda Nacional Política Trans de México	Rosa Maria Trejo Villalobos	ross.mary15@hotmail.com
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