

Addressing Social-Environmental Conflict in Sayaxché: Key Stakeholder Issues, Obstacles & Opportunities

CBI –TFT Scoping Report Regarding REPSA Palm Operations in the Petén, Guatemala



Aerial image of the La Pasión River

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I. INTRODUCTION

Why this Initiative?

This scoping report describes stakeholder viewpoints and explores the potential for a participatory problem-solving approach to key challenges in the palm sector in the municipality of Sayaxché, Guatemala. Such an approach seeks to address the need for stakeholders¹ to voice their concerns, be listened to, and jointly imagine how to build regional peace, justice, and prosperity.

The scoping activity, jointly carried out by two non-profit organizations – the Consensus Building Institute (CBI) and The Forest Trust (TFT)² – was designed to clarify the feasibility of this kind of approach. By interviewing a wide, albeit incomplete, range of stakeholders, CBI and TFT were able to better understand perspectives on regional challenges and potential solutions, expectations for resolution processes moving forward, and willingness to participate among key actors.

It is important to note that this report does not describe the full context of palm operations in Guatemala, nor is it a faultfinding endeavor. Rather, the intention is to help stakeholders begin to imagine a way forward based on their own observations and recommendations.

Given their interest in better understanding and addressing community-company conflict in Sayaxché, several international palm oil buyers along with Reforestadora del Petén (REPSA) funded the fieldwork that served as the basis for this report.³ To ensure useful results, the CBI-TFT team required that the interview protocol, findings and recommendations be developed independently from funder oversight or editing.⁴ All errors or omissions are the sole responsibility of the CBI-TFT team.

¹ The term stakeholders throughout this document will be used to refer to any individual or group with ‘stake’ in the outcomes of the process, including civil society groups, community legal as well as informal representatives, company representatives and other relevant stakeholders as identified.

² [CBI](#) is a global non-profit dispute resolution firm based in the United States, active in Latin America, and with significant experience in agro-industrial and human rights disputes. [TFT](#) is a global non-profit organization, headquartered in Switzerland that works with the private sector to end deforestation and exploitation of workers/local communities associated with the production of raw commodities such as palm oil, pulp and paper, soy, and cacao.

³ CBI-TFT sought third party escrow management of funding, but administrative fees were prohibitive. Should there be interest in pursuing deeper consultation or solution building, independent funding and/or independence management of funding is recommended.

⁴ Specifically, funders paid upfront to ensure that funding could not be contingent upon the findings of this report.

Context for CBI-TFT Engagement

For several years, civil society organizations (CSOs) and other national/international observers have raised multiple serious concerns related to African palm monoculture and its rapid growth in the Guatemalan department of Petén, and especially in Sayaxché, the largest palm producing municipality in the country. These issues – ranging from labor violations and environmental degradation to accusations of land-grabbing and undue influence on local/national politics – are well-documented in various public and private reports⁵. REPSA, the largest palm producing company in the region, has received particular public scrutiny.

These concerns reached a crisis point with the occurrence of two major contamination events of the La Pasión River. The first took place in April 2015, and has been attributed to the overflow of ponds containing palm oil mill effluent – REPSA has acknowledged responsibility for this spill. The second larger spill occurred in June 2015 – there has been no formal attribution of responsibility for this event, and there is an open court case against REPSA. Both events were ecologically and socioeconomically destructive as many families in the region depend on fishing as their primary income source or to supplement their diets, and many communities depend on the river as a primary water source.

These contamination events further exacerbated existing social conflict among civil society, REPSA, and the palm industry at large. In particular, the pursuit of accountability and reparations after the spills accentuated divergent interests between company employees and the wider community. For REPSA workers, the thought of losing their jobs in the face of company shutdown was seen as a direct threat to their livelihood. In protest, employees blockaded roads and held three civil society leaders hostage for a day. In September 2015, the murder of Rigoberto Lima Choc – a local indigenous leader who had spoken out against REPSA – raised deep concerns from Guatemalan and international CSOs about private sector involvement in violent intimidation tactics.⁶ These issues highlight the deep tensions of distrust, fear, and uncertainty that permeate the current Sayaxché social context.

More broadly, concerns about the palm industry run parallel to concerns about a lack of government oversight of private sector activity in the region, and the overall impact that the absence of the state has played in regional environmental and social exploitation. Recently,

⁵ We are grateful to the many stakeholders who shared research reports with us. We welcome any additional information available.

⁶ Lima's murder is currently being investigated by the state. There are conflicting views about what in fact happened. This report does not attempt to resolve any of the surrounding facts/perceptions.

the two government transitions of 2015⁷ meant that the state response to the La Pasión river contamination events were inconsistent and incomplete.⁸

Mounting frustrations on the part of community representatives and local and national CSOs have therefore raised doubts about whether enhanced dispute resolution efforts could be helpful given such deeply divided views.⁹ Notwithstanding, the central premise of the CBI-TFT scoping effort has been, and continues to be, that any long-term resolution of concerns ultimately may require some form of transparent, voluntary, respectful and strongly participatory conflict resolution / problem-solving process in which all stakeholders see mutual value. In this sensitive context, an initial scoping effort (as described below), not a stakeholder assessment, was deemed most appropriate by the CBI-TFT team.

Methodology

The CBI-TFT scoping process sought to assess key stakeholder views, determine whether preconditions for a predictable and legitimate process exist, and evaluate the level of stakeholder interest and willingness to engage. Though time-limited in scope, the CBI-TFT team was able to successfully speak confidentially with a significant range of stakeholders through two trips to Guatemala in November 2016 – the first to Guatemala City, and the second to the Sayaxché region. Stakeholder categories included local, national and international CSOs, former and current government representatives of the department of Petén and municipality of Sayaxché, national government ministries, local leadership (Consejos Comunitarios de Desarrollo Urbano y Rural – COCODEs, and Alcaldes Auxiliares), local community members – including individuals directly impacted by the river contamination and resulting social conflict, private sector advocacy, and REPSA leadership/employees.¹⁰

⁷ After months under investigation, Otto Perez Molina resigned from the presidency in September 2015 due to fraud/corruption allegations. He was replaced by an interim president, Alejandro Maldonado, who served until the election of Jimmy Morales in January 2016. Each presidential transition resulted in changes in ministerial leadership, which included a new ministers of the environment, agriculture, labor, etc., all who played key roles in the government response to the contamination events of the La Pasión river.

⁸ For example, the Vice Presidency and the National Dialogue System initiated a dialogue process in June 2015 in response to the second contamination event, but this process eventually collapsed and planned outcomes were not fully implemented. The river restoration design that came out of the inter-institutional emergency response effort also disintegrated.

⁹ CBI-TFT's involvement in such an effort was itself a source of consternation for some civil society groups given concern that dialogue efforts could divide key community viewpoints and expectations. CBI-TFT decided to proceed given the understanding that preliminary scoping sought to take stock of the situation, and not make any decisions or bring key actors together.

¹⁰ The CBI-TFT engaged with the full range of stakeholders, including many individuals directly impacted by the spills. We did not speak with all communities in the Sayaxché, nor with one of REPSA's strongest critics, the Comisión Por la Vida y la Naturaleza, given misunderstanding regarding our intent. We remain interested in

CBI-TFT circulated a concept note and interview protocol with stakeholders in advance of conversations to ensure transparency of the process. The interview protocol is included in Appendix II of this report. The remainder of this report provides a synthesis of findings and recommendations, as well as potential next steps for consideration.

II. STAKEHOLDER ISSUES ANALYSIS

Perspectives & Dynamics

Interviews across stakeholder groups helped clarify complex, fractured and varied viewpoints that exist with respect to the palm sector conflict in Sayaxché, as well as specific concerns about REPSA operations and past harms.

Root cause issues

These views are shaped in part by a series of key overarching dynamics and root cause issues, including:

- Regional socio-economic dependence on the palm industry, with few alternative livelihood options and decreasing access to land for small-scale agriculture;
- The history of socio-economic, environmental, and human rights harms – including exploitative labor practices – that have not been meaningfully addressed in a timely way, despite repetitive incidents;
- Absence of the state with respect to implementation of the law and private sector oversight, and perceived private sector influence over state affairs;
- The plurality of interests in the future of the Sayaxché, including indigenous group concerns and informal activity, such as narco trafficking;
- Persistent and predictable challenges of population growth, food insecurity and landlessness that may drive increasing public-private sector tensions.

These issues are not the sole responsibility of any one party, and cannot be addressed by any one party independently.

Divergent views

Stakeholders hold a wide range of views about REPSA and the broader palm industry in Sayaxché. On the one hand there are those who believe REPSA operations should be closed permanently; and on the other hand there are those that believe private sector growth is the only path to economic development in the region. More common, however, are nuanced views about the role the palm industry has played in the region in the past and how that role

speaking with anyone that would like to discuss and clarify the content of this report and possible ways forward. See appendix 1 for a list of stakeholder groups with whom we spoke and agreed to be listed in this report without attribution to their specific views or issues.

might (or might not) evolve in the future. Key actors (local and international) echo deep concerns and frustration regarding REPSA's actions and disposition to date, and feel that greater accountability and responsibility are needed. Many believe that environmental and labor regulations are not being complied with, and that legality is a baseline for further engagement. Despite skepticism about REPSA's commitment to change, there is also a widespread sense of urgency to pursue to sector-wide reforms that directly address negative socioeconomic and environment harms and ultimately help find a way forward out of regional poverty.

Common threads

Binding these views is a common call among interviewees for meaningful acknowledgement of past tragedies, paired with concerted commitments to both repair harms and ensure that systems are in place to prevent them from happening again. This is complicated by divergent beliefs regarding what constitutes sufficient justice. For some, punishment or elimination of the palm sector from the Sayaxché region is the only reasonable outcome. For others, adequate justice is fundamentally tied to reparations, and does not necessitate a punitive component. And even within these divergent concepts of justice, there is a shared understanding among many actors that stopping palm sector operations may have severe and unintended socio-economic consequences for the region. Nearly all interviewees expressed interest in clarifying the distinct roles/responsibilities of REPSA, other palm companies in the region, and the government.

Responses to Community Engagement and the Court Case

Added to this complexity are diverse views of REPSA's recently enhanced community engagement efforts. Some regional actors acknowledge that labor conditions at REPSA have significantly improved over the last year, and that the REPSA community engagement team has increased efforts to speak with and engage with communities. REPSA has also sought to communicate that it remains open and transparent about its operational approaches and advancements, and that it is willing to engage stakeholders in information sharing about those practices. However, other actors believe that REPSA's offers of transparency have not been fulfilled, and that REPSA community engagement has strategically worked to consolidate social/political support, monitor and suppress their critics, and is not meaningfully empowering community voices.

Furthermore, REPSA's actions with respect to the ongoing court case – specifically, repeatedly invoking the writ of *amparo* and suing the judge originally assigned to the case—are seen by critics as obstructive of justice. For those cautiously optimistic about REPSA's community engagement strategy, the company's court case actions appear incoherent with

its stated intent, and therefore raise further suspicions. In contrast, REPSA has noted that it sees its actions as in alignment with ensuring fair treatment under judicial process.

Finally, it is important to note diverging perspectives on local community leadership. There are concerns from various parties that the private sector has worked to systematically delegitimize community leaders in order to build support. On the other hand, there are actors who believe that local community leadership, while sharing genuine concern for community wellbeing, is in fact dividing the civil society agenda for personal political gain. These views are not mutually exclusive, and there is recognition by some that both private sector and community level politics are shaping local perceptions of leadership.

Understanding Opportunities & Obstacles

Key Opportunities

Despite the challenges circumstances outlined above, there is strong interest among many stakeholders to find ways to participate in enhanced deliberation, information exchange, and potential alignment-building regarding how palm impacts (positive and negative) are managed in the region. It is useful to highlight here that finding a path forward to address systemic social and environmental problems in the palm sector is *not a replacement* for the court case currently underway against REPSA. However, it is clear that whatever the legal outcome, there will continue to be significant challenges surrounding the palm industry in the region that will require multi-stakeholder solutions.

That said, for some, this means finding ways to move forward and solve problems where they can be meaningfully tackled with respect to specific REPSA operations and responsibilities. Others see the possibility of addressing deeper regional systemic issues – but only if the palm industry demonstrates collective will. Most share the view that, if left unaddressed, significant regional challenges – relating to human rights harms, ecological health, and social wellbeing – will likely reoccur.

Most actors also believe that a meaningful shift in stakeholder engagement strategy will require more inclusive, interactive and informed approaches that address any dissonance between REPSA leadership commitments, and on the ground follow-through. Specifically, stakeholders indicated that 1) there are key community voices that remain largely unheard or addressed (e.g. women); and 2) that the overarching culture of REPSA engagement relies heavily on targeted social project development with insufficient consultation per broader regional issues. To be clear these are viewpoints where REPSA indicates it is already taking

meaningful action, while recognizing that communication of its intent could be significantly improved.

Stakeholders further indicate that, in order to be effective in the long-term, any new strategic commitments from REPSA to engage on regional issues will need to take place through partnership with social / environmental organizations operating in the Sayaxché. In this sense, participatory engagement from key civil society groups is contingent on the level of REPSA's recognition of past challenges and willingness to proactively consult on its future commitments.

It is important to clarify here again that stakeholders do not see systemic change efforts as the sole responsibility of REPSA leadership, but rather that REPSA may be uniquely positioned to help convene a cluster of regional palm companies toward more credible engagement and problem-solving on shared issues of concern.

Areas where stakeholders believe that **good faith actions** by REPSA, and the palm industry as a whole, could be particularly helpful include:

- Fostering regional ecological restoration and recovery, as well as revitalization of communities affected by the river contamination;
- Supporting participatory water resource management planning with communities;
- Enhancing methods of conflict and crisis management;
- Working with stakeholders to understand and manage specific grievances;
- Pursuing a formal structured stakeholder engagement that is inherently participatory;
- Improving standards of security and human rights in operations (i.e. adoption of Voluntary Principles);
- Increased communication/transparency around REPSA operations (e.g social auditing of POME water management and labor practices), Grupo Hame/REPSA corporate policy; and
- Ensuring transparent and consistent information sharing with stakeholders per all aspects of operations, including land tenure history, agricultural practices, policies and plans.

Potential Obstacles

While the opportunities for inclusive and participatory engagement appear meaningful, there are also a series of critical issues meriting attention and that could impede collaboration, including:

- Lack of shared public information available to understand causes for and responsibility around the April and June contamination events in the Río La Pasión;¹¹
- The uncertain and pending court case decision and its impact on public / private opinion; independent of dialogue efforts;
- Lack of trust between stakeholders and the fear on the part of communities/CSOs that honestly speaking out will put them in danger;
- Insufficient government capacity to enforce social and environmental regulations;
- Building sufficient interest among other regional palm companies in collective problem-solving in order to drive systemic industry improvements; and
- The fact that some REPSA critics may never accept agreed to collaborative problem-solving in the Sayaxché, and thus continue to campaign against the company and industry at large.

The CBI-TFT team believes these obstacles, while significant, are not insurmountable if addressed through a better baseline of information and openness to participatory engagement on discrete issues where constructive advancement is feasible.

III. STRATEGIC PROCESS DESIGN RECOMMENDATIONS & NEXT STEPS

“El futuro es promisorio, pero requiere el compromiso de todos...”¹² (from interview with Guatemalan NGO)

Based on the scoping findings, the CBI-TFT team recommends several time-sensitive actions toward future stakeholder engagement in the Sayaxché – assuming sufficient stakeholder interest in inclusive problem solving on clear and urgent regional industry challenges.

These recommendations are based on CBI-TFT’s fundamental understanding that a) stakeholders are increasingly frustrated with the dissonance between the level of consultation around environmental and labor concerns in the region, and the lack of progress to show for it; and b) that there has been a scarcity of mutually credible information upon which to build alignment.

¹¹As stated, the scope of this report does not include fact or fault finding, but it is useful to highlight that there has not been clear/consistent communication or fact-sharing at the local level. This has resulted in ongoing speculation and also – notably – left communities unsure about the ongoing safety of using water and/or fish from the La Pasión River.

¹² Translation: *“The future is promissory, but requires the commitment of everyone.”*

CBI-TFT's 4 core recommendations respond directly to these points and are listed below.

- ***Recommendation #1: Expand participatory stakeholder assessment to establish a clearer baseline for collaborative engagement potential***
 - Our scoping initiative indicated sufficient shared interest to merit a follow-up engagement among both civil society groups and the private sector that could deepen insights on stakeholder issues and dynamics in the Sayaxché.
 - Initial dialogue could focus on jointly reviewing the scoping report findings, clarifying outstanding issues, and further defining opportunities at hand.
 - Such an effort would require the collaborative support of regional civil society groups / NGOs that could guide design consultation, and documentation of results. It may be important to bring in nationally recognized 3rd party to support facilitation / observation, such as the Guatemalan human rights ombudsman.
 - Ideally the Guatemala government could provide an expression of support for such an endeavor.

- ***Recommendation # 2: Clarify good faith actions that could guide a meaningful shift in regional stakeholder dynamics***
 - A major finding from the scoping effort is the potential for REPSA (and the palm industry as a whole) to further demonstrate good faith intent toward enhanced stakeholder engagement¹³.
 - While REPSA is already making a number of important shifts, there are specific efforts that could further show its intent.
 - Any specific good faith measures should not be taken unilaterally, but rather the need to define appropriate actions could be the basis of a series of bilateral discussions with interested CSOs and communities.
 - A number of action areas are particularly important, including addressing regional ecological damage, ensuring that civil society leadership does not feel criminalized or condemned for their viewpoints, and responding to specific grievances.

- ***Recommendation #3: Enhance stakeholder engagement capacity building -- for both REPSA & key civil society counterparts***
 - The failure of past dialogue efforts in the Sayaxché is predictable in the absence of establishing clear shared expectations, ground rules, and process management.

¹³ In this context, it may be useful to revisit regional planning tools/agreements such as the Pacto de Gobernabilidad or CONRED's Plan de Restauración. Many stakeholders feel this has not been implemented as intended and that it could provide a basis for improved private sector involvement in Sayaxché.

- One way to enhance the probabilities of more successful future outcomes is building joint capacity for better design and execution, as well as metrics for evaluating effective stakeholder engagement.
- To this end, it may also be helpful to provide tailored capacity building for enhanced regional engagement for the REPSA social responsibility team, local community leaders (e.g. COCODES), and concerned civil society groups.
- ***Recommendation #4: Advocate for sector wide palm oil industry reform, centered on human rights protection***
 - There appears to be sufficient interest among palm industry leadership to strengthen alignment on responsible production methods and human rights protection.
 - In the absence of such pre-competitive alignment, issues of accountability and industry wide impacts for the shortcomings of a few are likely to continue.
 - In order to achieve pre-competitive alignment, specific intention to convene interest groups will be necessary. Specific lines of query could include:
 - *What are the private sector priorities for problem-solving in the Sayaxché?*
 - *What are the unique and overlapping roles for REPSA, the broader palm sector, and the government in addressing key issues?*
 - *What are the outstanding questions for actors concerned about the Sayaxché, and how can these questions be meaningfully answered?*
 - *How should future efforts be supported, and how can it be ensured that funding sources do not hold undue influence over priorities and implementation?*

In conclusion, the CBI-TFT team would like to express our sincere gratitude and appreciation to all stakeholders for their willingness to speak frankly about the issues at hand. We are cautiously optimistic that insights shared in this scoping report can serve as critical threads for ongoing, constructive cooperation and problem-solving in the Sayaxché.

APPENDIX 1: STAKEHOLDER CONSULTATION

ACTORS FROM THE FOLLOWING GROUPS WERE INTERVIEWED* (listed in alphabetical order)
ActionAid
Barrio el Pescador
Bolivia el Colorado
Casco Urbano
Caserío Champerico
Caserío Santa Marta
Centro de Estudios Conservacionistas de la Universidad de San Carlos de Guatemala (CECON)
Comisión Presidencial contra la discriminación y el racismo (CODISRA)
Consejo Nacional de Desplazados de Guatemala (CONDEG)
Coordinación Nacional Para la Reducción de Desastres (CONRED)
Department of Petén
Embassy of Canada to Guatemala
Embassy of the United States to Guatemala
Friends of the Earth (FOE) United States
Gremial de Palmicultores de Guatemala (Grepalma)
International Finance Corporation (IFC), part of the World Bank Group
Municipality of Sayaxché
Oxfam
Proforest
Reforestadora del Petén (REPSA) and Grupo Hame leadership
Vice Presidency of Guatemala (from 2015)

*Please note that the opinions, interpretations and conclusions expressed in this document are a synthesis and do not necessarily reflect the individual views of each stakeholder.

APPENDIX II: INTERVIEW PROTOCOL

Proyecto de Evaluación: Marco Lógico y Protocolo de Entrevista

Evaluando la potencial para diálogo constructivo con los partes de interés en la región de Sayaxché, Guatemala

¿Qué pretendemos hacer?

- Clarificar la voluntad y la capacidad de los grupos de interés local y nacional, así como de la empresa REPSA para participar en un proceso de diálogo, en la recopilación de información participativa, y en la resolución de problemas.
- Obtener una comprensión mejor de las áreas clave de preocupación y de los principales grupos de interés relevantes para cada preocupación.
- Suponiendo que existe una disposición positiva entre las principales partes interesadas, crear en forma conjunta una hoja de ruta y de procedimientos para un proceso participativo. Y si no hay disposición, determinar porque no.

¿Qué contribuirá a un proceso creíble y útil?

- CBI y TFT con apoyo de un socio local son las únicas partes responsables por el diseño de esta iniciativa y de los resultados.
- Las personas pueden hablar de forme libre y confidencial sobre sus perspectivas. El proceso es voluntario.
- Todas las partes de interés reciben el borrador de los resultados de la iniciativa a la misma vez, incluyendo reflexiones sobre los asuntos clave, recomendaciones de si existen condiciones favorables para un diálogo participativo y como se podría proceder.

(*Nota: el equipo CBI-TFT, Merrick y Clara, van a compartir actualizaciones periódicas con los partes de interés para asegurar un entendimiento de como se está desarrollando el proyecto de evaluación y cuáles son las recomendaciones claves, y para recibir consejos informales acerca de temas específicos o retos para considerar.)

¿Con quién nos gustaría conversar?

- Organizaciones de la sociedad civil locales y nacionales
- ONG internacionales en Guatemala
- Representantes del gobierno local del Municipio de Sayaxché, COCODE locales (Consejos Comunitarios de Desarrollo Urbano y Rural), miembros de la comunidad local
- Funcionarios gubernamentales
- Trabajadores de REPSA (de todo nivel de la compañía)

- Otros que sean identificados dentro del proceso

*(*Nota: CBI-TFT no van a compartir o publicar los nombres de personas con quien hablamos. Vamos a pedir permiso para documentar las organizaciones y/o afiliaciones en el apéndice del reporte borrador. Vamos a empezar con las entrevistas que nos ofrecen contexto general y progresar a las entrevistas con los actores que tienen puntos de vista más personales y/o fuertes. El orden exacto de las entrevistas se va mantener flexible para acomodar disponibilidad. Es posible que sea necesario agregar entrevistas adicionales durante el proceso para asegurar que se representa todos los puntos de vista. Este protocolo fue efectivo en Honduras y otros contextos internacionales.)*

¿Qué estamos preguntando?

(Nota: esto no es una encuesta. Las líneas de investigación son indicativas y pueden ser adaptadas u ordenadas según la(s) persona(s) con quien estamos conversando.)

Preguntas para partes de interés: ONGs, grupos gubernamentales, etc.

- ¿Cuáles son sus percepciones sobre los problemas, conflictos y riesgos relacionados con la operación de REPSA?
- ¿Qué sabe Usted sobre lo ocurrido en el río la Pasión en el 2015?
- ¿Cómo obtuvo información sobre el caso y de qué forma?
- ¿Cuál es su punta de vista sobre si sería útil (y de qué modo) realizar una evaluación participativa para promover el diálogo y la resolución de conflictos?
- ¿Cuáles considera que son los problemas principales o centrales en este momento?
- ¿Tiene interés en participar en un proceso de diálogo de este tipo?
- ¿Tiene recomendaciones sobre otros actores a quienes CBI/TFT debería contactar para tener una mayor comprensión de los problemas, los desafíos y las oportunidades?
- ¿Qué pasaría, en su opinión, si no se tratan los problemas por medio de un dialogo constructivo?

Preguntas para partes de interés: nivel comunitario

- ¿En qué trabaja usted/su familia?
- ¿Cuál es su experiencia/interacción con la industria de aceite de palma?
- ¿Cuál es su experiencia/interacción con REPSA?
 - Fue afectado usted/su familia/su comunidad por la contaminación en el Río La Pasión? ¿Cómo fue afectado?
 - ¿Cómo respondió REPSA, el gobierno, las autoridades departamentales y municipales, las ONGs nacionales e internacionales a la contaminación?
- ¿Ve posible una resolución de los conflictos con el sector palmero en la región?
 - ¿Cuáles son las oportunidades y/o los retos más grandes para lograr una solución que sea beneficiosa para todos?

- ¿Qué información se necesitaría para mejor comprender y tener una base común de entendimiento para alimentar un proceso de diálogo y solución de la problemática?

Principales preguntas sobre el diseño del proceso

- ¿Idealmente, como se puede imaginar un marco proceso de diálogo potencial? ¿En cuales temas se debería enfocar? ¿Qué problemas o barreras podrían alejar a las partes interesadas?
- ¿Cuáles son las cuestiones clave que podrían beneficiarse de este tipo de compromiso; y quien tendría que estar involucrado?
- ¿Qué tipo de facilidades se debería tener para llevar a cabo el proceso de diálogo?
- ¿Qué se necesitaría para garantizar que un proceso como éste sea visto como legítimo y creíble a los ojos de los diferentes grupos de interés? ¿Qué socavaría la credibilidad y la legitimidad de un proceso de este tipo?
- ¿Qué pregunta o problemática no hemos planteado que usted ve como conocedor del caso para que entendamos mejor la situación?
- Imagínese que estamos en el futuro, dentro de 5 años y la problemática de primera mano no se ha abordado de forma significativa. ¿Qué pasó y por qué? ¿Qué consecuencia tendría para nuestra vida y de las comunidades?