SUSTAINABLE LAND RECLAMATION GUIDE

INCREASING COMMUNITY INCOME GENERATION THROUGH AN INCLUSIVE BUSINESS MODEL
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INTRODUCTION

Responsible tin production faces many challenges in pursuing sustainable practices that enhance community livelihoods and mitigate environmental degradation. These go beyond the production of tin and include the sustainable reclamation of land post mining. In the case of Indonesia, where a significant portion of the world’s tin is sourced, mining activities leave a significant amount of land in an unproductive state. Moreover, when tin prices decrease, or tin deposits are exhausted, surrounding communities dependent on mining require an alternative source of income. As a solution, the implementation of sustainable land reclamation implies that the previously degraded land will be restored to generate revenue through agricultural production or other income generating activities.

In this context, the Indonesia Tin Working Group (TWG) conducted a pilot project in Bangka Belitung, Indonesia, focusing on reclaiming land and developing a community-based business model.

A summary of information and lessons learned throughout this pilot project as well as other land reclamation resources are compiled in this Practical Guide, intended to support other communities and stakeholders considering the implementation of sustainable land reclamation practices.

Given current approaches and tools for successful land reclamation practices provided by government and private institutions, this Guide offers additional suggestions on successful implementation for tin producers and downstream supply chain actors. It is important to note that there is no one-size-fits-all approach. The recommendations in this Practical Guide are based on one pilot project. Other land reclamation implementation methods may be equally effective.

This Practical Guide provides suggestions in the form of a step-by-step guide, compiling resources, templates, lessons learned, and references to relevant literature. All tools and resources reference in the Practical Guide are free and publicly available. As referenced throughout the guide, the information is primarily based on the field experiences of the TWG project implementing partner, CES Advisory, and the land reclamation handbook developed by the German Institute for Geosciences and Natural Sciences (BGR). Aspects covered include:

- Recommendations in establishing a community-based community organization
- Developing a sustainable business model
- Capacity building for communities
- Technical land reclamation

TIN WORKING GROUP (TWG) OVERVIEW

TWG: A multi-stakeholder group working with downstream companies, tin processors and producers, civil society, industry associations as well as central and regional Indonesian government.

Vision: Responsible tin mining practices in line with international best practices are adopted and implemented by the majority of tin producers in Indonesia, resulting in better social and economic conditions for Indonesia tin mining communities.


Phase II (2017-2019): Utilized Phase I information for the implementation of pilot projects (Land Reclamation & Occupational Health & Safety).

Funding and Main Project Partner for Phase II: European Partnership for Responsible Minerals (EPRM).

CES ADVISORY

PT. REFINED BANGKA TIN
COMMUNITY-BASED INSTITUTIONAL SET-UP

An important component for sustainable land reclamation is community engagement. Creating a vision with the input of community knowledge, values, and goals will allow for local ownership of the activities, ultimately ensuring success for all involved. Particularly, previous experiences with land reclamation in Indonesia’s tin mining sector indicate that artisanal miners are prone to re-mine areas post reclamation. It is therefore critical to obtain input and buy-in from local stakeholders prior to land reclamation activities.

Below is an example process to engage with the local community for land reclamation:

Supplementary Information: See sections (II. A.2.) and (III. G.) of the BGR Handbook for Best Available Practice in Onshore Alluvial Tin Mine Reclamation in Indonesia for community engagement guidelines and concepts on implementation.

STEP 1: SET-UP COMMUNITY ORGANIZATIONAL STRUCTURE

Identify and engage with key local stakeholders. Understand and assess the community’s values, goals, capacities and skill-set. Through local meetings (e.g. village gatherings), discuss and identify the best model for organizing the community.

TWG pilot project approach:

In the TWG pilot project the set-up of a cooperative was deemed the most effective way to organize the community.

If the decision is to utilize the cooperative approach, establish the cooperative’s Articles of Association. With community input, state the cooperative’s vision and mission within its Articles of Association.

Refer to Figure 1 below for an example of a cooperative structure.

Figure 1: Cooperative Structure Template
STEP 2: LEGALLY ESTABLISH THE COMMUNITY ORGANIZATION

In the case of a cooperative, cooperative officials are required to complete an application form and submit it to the Ministry of Cooperative and Small Medium Enterprises (SMEs).

The local cooperative government agency provides a signature approval of the application. The Notary will then complete a document completeness review, in which they will then provide an Issuance of Cooperative Deeds by the Notary. The reviewed application is to be submitted to the Ministry of Cooperative and SMEs through the online platform.

After approval, the Cooperative Deeds will be issued by the Notary.

STEP 3: APPOINT THE COMMUNITY ORGANIZATION TEAM FUNCTIONS AS NECESSARY

This step will be done in parallel with steps 1 and 2, guiding the organization formation process through social mapping exercises and administrative tasks. Examples of team functions include:

- An investigative team could help to align stakeholders’ expectations with the agreed project work plan through stakeholder/social mapping.
- An operational team could maintain and progress operational/administrative (i.e. organizing legal documentation for community organization or cooperative establishment) activities.

STEP 4: SET-UP A SHORT-TERM & LONG-TERM COMMUNITY ORGANIZATION STRATEGY

The strategy should include long-term objectives for continued sustainability as well as short-term profit yielding activities. Where crop yields are expected to take long, the short-term activities can maintain the organization’s profitability. Additional aspects should include income diversification for decreased risk as well as cross-utilization of business lines in pursuit of cost-reductions.

STEP 5: SET-UP OWNERSHIP AGREEMENT

Figure 2: CES Advisory Example of Short-term and Long-Term Strategies

Short-term Revenue Business Model
(1-3 years)
(Addressing: people and planet)

1. Cross-utilization strategy: Selected business lines must have cross-utilization benefits to allow for cost-effectiveness.
   a. Wastewater from fish pond can reduce fertilizer for crops
   b. Organic compost from crops can be used as poultry feed
   c. Poultry manure can be used as compost for trees
   d. Compost can be used as fish feed

2. Income diversification: Selected business lines will diversify revenue to reduce dependency on one source.

   a. The combination of crops-poultry-compost creates a closed loop cycle of soil organic matter

Function of soil organic matter:
   a. Improves the structural stability of soil
   b. Provides nutrients
   c. Enhances PH buffering

Long-term Revenue Business Model
(1-3 years)
<Addressing: profit>

1. Profitability in the long-run: The business model will generate a minimum 4x the projected revenue.

2. Alignment with central government program: Allows for scalability and sustainability of increased income for the community.

3. Partnering with aggregator for market access and certification
   a. Government programs for farmers:
      - Fertilizer Subsidy
      - Insurance Program
      - Assistance Program
      - Soft Loan Program
      - Seeds Program

   b. Partnering with off-taker for market access and certification
   c. Initial Capital & Access to Market
   d. Cooperative

   Government

   Provide soft loan & capacity building

   Integrated loan payment

   Off-taker

   Cooperative

   Access to Market

   Provide soft loan & capacity building

   Initial Capital & Access to Market

   Off-taker

   Cooperative

   Access to Market

   Provide soft loan & capacity building

   Initial Capital & Access to Market
Agreements may be established with government agencies that provide future control of the land to the community organization once the initial reclamation is complete. Establishing a pre-existing agreement before land reclamation activities commence will mitigate future conflict and is a critical step in implementing sustainable reclamation.

In the context of Indonesia, a common challenge is linked to the lack of clear regulation around ownership of post-reclaimed land and risks such as the appropriation of third parties. In 2018, the Government of Indonesia issued Presidential Regulation no. 86/2018 regarding Agrarian Reform, which aims to redistribute state-controlled land to close the economic gap and reduce the country’s inequality. This Agrarian Reform provides formal procedures on how a community can own the reclaimed land and sustain their livelihood using the land. However, the lack of this program’s socialization often leads to land conflict issues.

Refer to CES Advisory project Land Sharing Agreement example.

Within the ownership agreement, establish a signed profit-sharing scheme agreement. E.g. It is agreed that the profit is shared on 55% - 45% scheme for land owners and cooperative members respectively.

Refer to CES Advisory example of Benefit Sharing Agreement.

![Figure 3: Scenarios of Land Ownership Agreements and Associated Business Models](image)

<table>
<thead>
<tr>
<th>Land Ownership Status</th>
<th>Business Model</th>
<th>Source of Income</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Option 1</strong></td>
<td>Business model will focus on: • Cooperative management • Plantation management • Financial management to ensure utilization of land as collateral asset</td>
<td>1. Income as a plantation worker 2. Profit Sharing/SHU is distributed 100% to the cooperative members 3. Potential for quickly increasing the cooperative scale by utilizing the land as collateral</td>
</tr>
<tr>
<td>Local community owns the reclaimed land ie: local community is the land owner</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Option 2</strong></td>
<td>Business model will focus on: • Cooperative management • Plantation management</td>
<td>1. Income as a plantation worker 2. Profit Sharing/SHU 65%-35% for land owners and cooperative members respectively</td>
</tr>
<tr>
<td>Land owners are not necessarily the local community; • The local community only acts as the cooperative members</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Option 3</strong></td>
<td>Business model will focus on: • Cooperative management • Plantation management</td>
<td>1. Income as a plantation worker 2. Profit Sharing/SHU 65%-35% for land owners and cooperative members respectively 3. Additional income from the sales of their own plantation crops through the cooperative channel</td>
</tr>
<tr>
<td>Local community are not the owner of the reclaimed land • The local community acts as the cooperative members and they own a separate plantation land</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
LESSONS LEARNED FROM TWG PILOT PROJECTS

Previous negative experiences relating to land reclamation activities within the community may result in a lack of support for a new project.

Solution: Collaboration with a community engagement expert to deepen the understanding of previous issues can allow for the project to be designed and this risk being mitigated accordingly.

There are limited examples of successful sustainable reclamation business models.

Solution: In identifying the community influencers “champions” and leaders, and obtaining their buy-in to the projects, confidence of the community can be increased to help obtain support for the project, as well as ensure long-term commitment in favor of short-term results. Consensus and an established “common dream” that is owned by the community may contribute to shared project ownership.

PROJECT/BUSINESS MODEL DESIGN

The business model should be designed and implemented in alignment with sustainable reclamation practices that will increase the community’s income generation outside of mining. This will in turn incentivize the community to not resume mining activity in the reclamation area. It is also important to establish a model that achieves higher profitability than tin mining in order to avoid the risk of community members re-mining reclaimed land during periods of high tin prices.

One way to increase the community’s income is through the implementation of an inclusive business model, which is defined as the integration of low-income consumers, suppliers, retailers, and distributors in the core business operations, on a commercially viable basis.

Below is an example for a guided process in formally establishing a business model for land reclamation:

STEP 1: ENGAGE WITH INDUSTRY PEERS TO UNDERSTAND PREVIOUS EXPERIENCES / DATA ON SUCCESSFUL COMMODITIES AND CREATE A COMMODITY SHORTLIST

Several pilot projects on sustainable land reclamation have already been implemented in Indonesia and a growing set of data is available on commodities and their associated profitability and product mixes. Using existing resources and data will allow communities to allocate time and resources more efficiently and avoid previous challenges.

Using existing data, communities may develop a commodity shortlist. Aligning the community organization’s short- and long-term goals and existing data on commodities, should provide a list of possible business lines for the business model (See Figure 5).

After a shortlist is created, community organizations may conduct hypotheses testing for the different business models and products. Examples of templates that can be used to test business models and products can be found here:

- Template: Product mix quant analysis.xlsx
- Template: Profitability Assessment Template.xlsx
- Template: Profiling and Summary Business Model vFinal.xlsx
STEP 2: DEVELOP INCOME BASELINE INDICATORS

Baseline indicators are essential to ensure the community is able to measure the success and profitability of the project over time.

To establish baseline incomes, community occupation profiles may be recorded, including:

- Average annual income and source of income for current occupation (e.g. mining, farming, a combination of occupations).
- Average annual alternative income and source of income (e.g. for the farming), in order to understand the forgone advantages and disadvantages to changing occupations as well as the skill-sets of community members.
- Cost structure of the alternative income generation.

Establish the income baseline of the community organization before examining, assessing, or exploring opportunities to facilitate sales (i.e. connecting the community with a potential buyer). Then, compare this baseline to the organization's income after sales facilitation.

STEP 3: IDENTIFY CUSTOMER SEGMENTS, UNDERSTAND THEIR GOALS & NEEDS, AND ESTABLISH BUYER UPTAKE AGREEMENTS

Construct persona profiles and a user research report to understand the potential buyers for products generated by the community organizations (refer to Figure 4).

After buyers are identified, seek to conclude an uptake agreement. Having an uptake agreement established prior to cultivation allows for production quantities to be adequately planned, which reduces production waste and increases cost-effectiveness.

STEP 4: CONTINUALLY ENGAGE THE COMMUNITY

Communication with community stakeholders and aligned business objectives with community goals is important to ensure the success of the project.

Through community gatherings and examination of existing professions, evaluate community member expertise and experiences and how they can contribute to the business lines.

**Figure 4: CES Advisory Example – Product User Information**

**ILLUSTRATION OF CHILI SELLING PRICE ALONG THE SUPPLY CHAIN IN BANGKA BELITUNG**

**USER PERSONA PROFILE**

<table>
<thead>
<tr>
<th>Role</th>
<th>Avg demand per day</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Collectors</td>
<td>25-50 kg</td>
<td>In the village</td>
</tr>
<tr>
<td>Big Collectors</td>
<td>1000 kg</td>
<td>In center of city</td>
</tr>
<tr>
<td>Retailer</td>
<td>2 kg</td>
<td></td>
</tr>
</tbody>
</table>

**USER NEEDS IDENTIFICATION**

- The type of chili which has bigger demand and higher selling price is small red chili (cabe rawit merah)
- The selling price of chili and most of the commodity is controlled by one big trader in the city
- Selling price of chili commodity is always changing at 1:30am every day
LESSONS LEARNED FROM TWG PILOT PROJECTS

Using crops on the reclaimed land to create a profitable business model is challenging for a number of reasons:

- The break-even point for crops takes a long time due to the poor soil quality, resulting in higher costs as well as lower yields.
- Products often don’t meet the highest quality requirements and thus, will not achieve the highest available market price.
- The volume produced on the reclaimed land may be too low to be able to interest larger buyers.

Solutions: The TWG project looked to mitigate the above risks through a combination of actions:

- Securing the long-term commitment of the tin producer, local government agencies, and other stakeholders facilitated initial investments required to set up business lines and allow the community organization to break-even.
- Business lines directly related to reclamation were supplemented with more short-term, adjacent business opportunities such as fisheries or poultry.
- Focus on key crops and business activities that have the highest potential to become profitable, considering the product quality, volume and initial investment required.
**CAPACITY BUILDING**

Capacity building for the community should be based on the initial evaluation of skills and knowledge. Trainings and toolkits to fill in gaps and establish new skills is crucial to ensure the sustainability of land reclamation efforts involving the local community.

The following information provides recommendations in developing human capacity within the community:

**STEP 1: ESTABLISH CAPACITY BUILDING WORKSHOPS FOR THE COMMUNITY MEMBERS.**

Examples of topics that could be included are:

- **Internal Management**
  - Introduction of a mechanism for managing an organization.
  - Identification of skills needed and responsibility for each role in the organization structure.
  - Establishment of systematic procedures to record all the activities within the organization.

- **Conflict Management**
  - Introduction of practical conflict resolution procedures.
  - Identification of each role within the organization's structure to resolve a conflict.
  - Conflict resolution strategies that align with practice conflict resolution mechanisms.

- **Accountancy**
  - Introduction of basic accounting journal and Profit/Loss reporting.
  - Simple accounting administration.
  - Identification of fraud within an organization through proper accounting administration.

- **Product Marketing**
  - Introduction of a concept for basic marketing to understand the buyer persona.
  - Identification potential marketing channels that match with buyer's persona profile.
  - Learning how to face rejection from a customer.

**STEP 2: CONDUCT PERIODIC EVALUATIONS FOR COOPERATIVE PERFORMANCE, GROWTH, AND IMPACT**

Establish indicators to measure cooperative progress.

*Figure 6: CES Advisory Example of Cooperative Monitoring and Evaluation Indicators*

<table>
<thead>
<tr>
<th>Established indicators</th>
<th>Measurement Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Generic indicators:</strong></td>
<td>• Legally established community organization is measured by the available legal documents including the Deeds, Tax Number, Business Trade License issued by formal government entity;</td>
</tr>
<tr>
<td>1. For each reclamation project, there is a legally established community organization that is actively engaged in the land reclamation project</td>
<td>• Number of transactions is measured by the sales transaction that is made with external parties</td>
</tr>
<tr>
<td>2. For the established community organization, there are a proven reasonable of transactions (min. Providing 10% of the community's income baseline) derived from the business plan;</td>
<td>• The women and youth participation is measured by the number of women and youth divided by the number of total cooperative members</td>
</tr>
<tr>
<td>3. There are women and youth participation in the established community organization;</td>
<td>• Measured by the number of transactions</td>
</tr>
<tr>
<td><strong>More detailed indicators (based on CES proposal):</strong></td>
<td>• Measured by the business line proposal in progress report</td>
</tr>
<tr>
<td>1. Number of trade transactions;</td>
<td>• Measured by business lines operating</td>
</tr>
<tr>
<td>2. Number of product (business lines) proposed;</td>
<td>• Measured by the number of audience in the workshop</td>
</tr>
<tr>
<td>3. Number of prototypes of products;</td>
<td></td>
</tr>
</tbody>
</table>
LESSONS LEARNED FROM TWG PILOT PROJECTS

The TWG project observed that some skills within the community organization were not sufficiently developed to ensure the sustainability of the business model.

Solution: Engaging various local government agencies has proven to be successful in improving the technical skills for the cooperative members through direct training and resources. Government agencies involved include:

- Central Management of Regional River Flow (BPDAS) - Provided training for seed planting.
- Cooperative and SME’s Agency of Bangka Belitung - Provided accounting training for cooperative’s officials.

TECHNICAL LAND RECLAMATION

The technical implementation phase is a critical component in ensuring the economic success and environmental sustainability of land reclamation. The following recommendations provide best practices based on technical land reclamation toolkits developed specifically for Indonesia, such as the 13 Steps to Reclamation and the BGR Handbook for Best Available Practice in Onshore Alluvial Tin Mine Reclamation in Indonesia.

STEP 1: PLANNING AND PREPARING

Adequate planning is necessary prior to reclamation activities. Evaluating the conditions of a site and mitigating potential risk accordingly can improve time and cost efficiency in sustainable land reclamation.

BGR Handbook

- Area Design: Refer to section (II.B.1)
- Management of Mine Pits with Ponds: Refer to sections (II.B.2. & III.C.5.)
- Landscaping and Erosion Control: Refer to sections (III.B. & II.B.3.)
- Access and Maintenance Road Construction: Refer to section (II.B.4.)
- Flood Control and Buffer Zones: Refer to sections (II.B.5. & III.C.1-4.)
- Water Reservoirs and Irrigation: Refer to sections (II.B.6., III.D.)

13 Steps to Reclamation

- Crop Choice: Refer to Steps 3 & 4

STEP 2: PLANTING

This section provides guidelines in estimating the soil suitability for reclamation plants, pre-greening activities, implementing the hole system and cover crops, and an overview on planting in forest and agricultural areas.

BGR Handbook

- Planting Activities: Refer to sections (II.C.)
STEP 3: QUICK-WIN ACTIVITIES

Given that the timeline for many crops will not yield profits for several years, pursuing activities, such as developing a compost facility, nursery, and distillery, generates short-term profits that will contribute to the financial sustainability of the project.

BGR Handbook

- Nursery: Refer to section (II. D.1)
- Compost Production: Refer to sections (II. D.2., III. E.)

13 Steps to Reclamation

- Refer to Step 5

STEP 4: MAINTENANCE AND MONITORING

After the previous steps have been taken, evaluating the status and progress of the reclamation is necessary for the longevity of the project. This section will provide guidance on how to evaluate soil fertility and plant nutrient requirements, overall plant health, the criteria for successful reclamation.

BGR Handbook

- Maintenance Procedures: Refer to sections (II. E.1., III. F2 & 3)
- Monitoring Procedures: Refer to sections (II. E.2, III. F1, III. F4., & III. F5.)
STAKEHOLDER ENGAGEMENT

Throughout the TWG project implementation, four key groups of stakeholders have been involved:

- Local community
- Central and provincial Government
- Private sector
- Convening partners

This engagement is fundamental in ensuring the successful implementation of sustainable land reclamation practices and inclusive business model adoption.

**Figure 7: TWG Pilot Project Stakeholder Engagement Model**

**COMMUNITY:** Cooperative’s officials/members

**GOVERNMENT**
- Bangka Belitung provincial and regency govt.
- Cooperative & SME Agency of Bangka Belitung
- Agriculture and Livestock Agency of Banka Belitung

**PRIVATE SECTOR**
- Tin manufacturers (PT. RBT)
- Off-taker
- Market aggregator (PT. SOBI)

**CONVENING PARTNERS**
- Academic institution (Univ. of Bangka Belitung)
- NGOs (Telapak)
- Association (RMI, Association of Indonesian Tin Exporter or AETI)
Local Community / Cooperative

The community is the ultimate beneficiary of land reclamation. The use of a cooperative structure acts as a legal entity bridging community inclusion and business development. The cooperative consists of community elected members and facilitates business activities which contribute to the improvement of the community’s income.

Government Agencies

Both central and local government are instrumental in ensuring the sustainability of reclamation activities. The central government holds the authority to provide required land certificates in order for the community to own the land, as well as the authorization for legally establishing a community organization (e.g., a cooperative). Additionally, the local government may provide technical capacity building as well as the provision of loan support for the scaling of business operations.

Private Sector

There are at least four private sector partners that are involved in the TWG Project: tin producers, product off-takers, market aggregators, and downstream companies.

The tin producer is the main counterpart, as they are responsible for the reclamation of the land as well as may provide initial capital to build infrastructure required for the business lines. At the later stage of the cooperative’s business cycle, product off-takers and market aggregators are important to test the feasibility of the cooperative’s business model. The off-taker can be a firm or individual who will act as the final user or buyer for the cooperative’s products. The tin producer may also perform the off-taker role in the early stage of cooperative’s operations. Downstream companies may play a role providing advice, support and guidance to the project with the goal of aligning with international best practices.

Convening Partners

Convening partners, such as academic institutions, NGOs, and associations perform enabling functions. NGO’s specializing in community engagement can support obtaining buy-in from the community by first building their trust and forming their “common dream.” Academic institution may provide local trainers and facilitators to build capacity within the community.