

The Cooperation Pathway for Sustainable Minerals Value Chains

Phase	Championing	Clarifying motivation	Discovery	Consensus-building	Cooperation	Coordination	Collaboration	Convergence or Closure
Action	The person/people with the original vision for some form of collaboration.	Champions establish a strong business and/or impact case for others to consider participation in the collaboration opportunity. First (bilateral) engagement occurs.	Collaborators raise awareness of the issue to be solved and grow their understanding through evidence review, engagement and initial dialogue.	Process of joint discovery and debate to align members towards the same goals and actions.	Organisations support each other but in pursuit of their individual goals, through or independently of the core organisation.	Finding ways to coordinate independent efforts with other actors and joint initiatives.	A community of actors with a shared interest to work jointly to address major issues in their communities / territories / sectors / value chains find ways to take action together.	Cooperation either withers naturally or is closed intentionally either through the initiative closing or merging with another.
Key Mechanism	Concept definition.	Research, advocacy, outreach.	Dialogue to grow commitment to participate in consensus-building.	Dialogue & shuttle diplomacy to grow consensus on basis for action and mode of action.	Independent planning & action. Tactical cooperation, e.g. sharing information, making introductions.	Strategic cooperation. Joint planning. Independent action.	Joint planning Joint action.	Acquisition, merger or competition from other initiatives or from members' other priorities.
Output	Vision	Commitment to learn more about the process and subject matter.	Commitment to participate in consensus-building process.	The will to cooperate and/or collaborate and a commitment to action . This may be an agreement to move forward in the absence of consensus, but the presence of a common goal and respect for each partner's red lines. The output is 'decisions everyone can support.'	Better knowledge , understanding and more rapid and less costly problem-solving.	Avoidance of resource wastage through duplication.	More effective & productive investments , greater RoI, money saved, more money to go round to do more!	Initiatives are consolidated usurped or closed.

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Success Factors	Strong understanding of policy environment, the reason(s) to act, and the readiness of stakeholders to engage on the issue.	Requires robust research process that will produce credible information.	Excellence in facilitation & building trust, including active inclusion of marginal voices.	Excellence in facilitation & leadership, a robust process and focus on building trust, including active inclusion of marginal voices.	Excellence in project management. Frequent communication to keep interests aligned and avoid conflicts of interest. Reciprocity.	Frequent communication on what actions are being taken.	Excellence in programme management. Joint action increases the chance of success and/or lowers the cost of action.	Excellence in strategy & programme management
Example projects in which Levin Sources has participated or initiated	Gold and Illicit Financial Flows; ASM-PACE	ClimateWorks Foundation Critical Minerals; USAID Zahabu Safi	German Sector Dialogues	Global Battery Alliance Battery Passport's Human Rights & Child Labour indices	Various Levin Sources collaborators, like ARM.	Donor Committee for Economic Development	Drive Sustainability	Non-Levin Sources: International Whaling Commission
Other	<p>Communication intensity, trust building & risk exposure deepen as you move along the pathway. As institutional learning advances, corporate culture may also be impacted.</p> <p>Risks to navigate along the pathway:</p> <ul style="list-style-type: none"> • Competition • Conflicts of interest • Confidentiality/ transparency. • Corruption • Commitment • Capacity <p>Managing these risks requires increasingly robust governance, programme management (structures, processes) and terms of engagement. Resource intensity for the cooperation therefore increases as you move along.</p> 							