



# en breve



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## INDIGENOUS PEOPLES LEADERSHIP CAPACITY BUILDING PROGRAM FOR THE ANDEAN COUNTRIES

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### 1. Background

The Indigenous Peoples Leadership Capacity-Building Program for the Andean Countries (Andean Program) is the result of an initiative of the Fund for the Development of Indigenous Peoples of Latin America and the Caribbean (*Fondo Indígena*), supported initially by the governments of Ecuador and Peru and later by the main national indigenous organizations of the Andean countries of Bolivia, Colombia, Ecuador, Peru and Venezuela. Responding to this interest, the World Bank (Country Management Unit for the Andes) started a participatory process to identify the demand and the most important themes which would be the basis for a capacity-building program. As a consequence, training modules on governance, development with identity, indigenous rights and the use of technologies of information and communications (ICT) have been prepared and validated in a series of workshops held since 2003, with the participation of indigenous leaders.

The Andean Program attempts to enhance the ability of indigenous leaders to play an active part in the formulation of public policies designed to promote the development of their countries and increase their participation in local, regional, national, and international affairs, and especially in discussions of state policies, the design and execution of development projects, and regional economic integration efforts.

The more specific objectives of the program are;

- To devise training programs on democracy, good governance, public policies, social management, project management, leadership, and other topics.

- To encourage the sharing of experience and approaches among those responsible for indigenous policies, programs and projects,

- To promote the use of new information and communication technologies (ICT), and

- To establish a network of institutions oriented to the formation of indigenous leaders.

### 2. The implementation process

The Andean Program promotes and reinforces partnerships with the Fondo Indígena whose own main strength lies in its power to activate indigenous leaders, government representatives and international donors. In addition, the regional focus of this project supports partnerships between the Bank (Social Development Sector Management Unit, Country Management Unit for Bolivia, Colombia, Peru and Venezuela, and World Bank Institute) and indigenous national organizations. Other important partnerships developed in the process are with the Andean Community of Nations, the Spanish Secretariat of Iberoamerican Cooperation (*Secretaría de Cooperación Iberoamericana, SECIB*) and the Belgian Government.



The Andean Program provides multi-country benefits such as the generation of curriculum materials for regional use. It contributes to the Fondo Indígena strategy to create an Andean School of Governance and an Indigenous University. Furthermore, it is embedded in the framework of the Andean Community of Nations, being developed with the input of indigenous leaders from the five partici-

pating countries. The Andean Program is serving also as a global pilot for indigenous leadership capacity building which could be replicated elsewhere in the future.

The development of the Andean Program has already helped to attract new donors. The Swiss Government has already contributed funds during FY04 and is expected to continue doing so; the Belgian Government (which has a strong relationship with the Fondo Indígena) has expressed solid interest in supporting Schools of Government in Ecuador and Peru. The combination of a field presence with strong indigenous professionals in the Fondo Indígena and the technical and economic expertise of the World Bank creates an opportunity to leverage resources for the benefit of many indigenous communities, and builds interest in contributing among many in the international donor community.

The Andean Program is externally managed by the Fondo Indígena, in cooperation with an Advisory Board which has been established to provide overall supervision and quality control of the program. The Bank and the World Bank Institute (WBI) serve as observers on the Board. Annual Plans have been developed, reviewed and agreed upon by the Board. A Letter of Agreement has been developed with the Fondo Indígena to guide the work. The WBI helps to coordinate with the Andean Program in the delivery of the curriculum modules.

For the Andean Program, consultants are hired by the Fondo Indígena to carry out the curriculum development, capacity building, information sharing and brokerage. Indigenous consultants are identified and hired strategically, in a manner consistent with Bank policies and procedures. Regional Bank staff are involved in the review of the Letter of Agreement,

annual operating plans of partners, terms of reference, and reports submitted as well as in the development of the training curriculum with WBI and in the technology for distance learning both with WBI and the Development Gateway. Bank

staff also attend the periodic capacity building events. The Fondo Indígena is responsible for general communications in Spanish and public relations. In financial terms, the FY04 program was implemented with resources both from the World Bank (Development Grant Fund and Swiss Trust Funds) and the Fondo Indígena.



### 3. Preliminary results

The Advisory Board of the Andean Program had two formal meetings. One meeting took place in La Paz, Bolivia, on April 1 and 2, 2004, to analyze the FY04 action plan of the program, including a revision of the process of selection of consultants, facilitators and assistants, as well as the methodology for case studies carried out prior to the workshops. The second meeting took place via videoconference on July 7, 2004, in order to evaluate the results of the Andean Program. Representatives of the Fondo Indígena, the World Bank and WBI also participated in the evaluation meeting.

The Andean Program is consolidating a process of intercultural exchange and mutual learning among indigenous leaders of the five countries involved, promoting analytical work and discussion of themes of high relevance to indigenous peoples and their organizations. It is formulating teaching modules to be used for future training in the Andean School of Governance, associated with the Fondo Indígena, as well as in similar endeavors at the national level. Some of the specific products delivered during FY04 are:

- Selecting and contracting consultants, country coordinators/facilitators and assistants in the five Andean countries
- Adaptation of two training modules (on governance and on information and communication technologies)
- Preparation of two new training modules (on development with identity and on indigenous rights)
- Carrying out over 15 case studies on topics of governance, development with identity and indigenous rights
- Implementation of the 10 training workshops (two per country), lasting 6 days each in close coordination with national indigenous organizations
- Capacity building of 195 indigenous leaders
- The participants were for the most part people with



current leadership positions in indigenous organizations, local governments, national government and congress.

-Preparing 5 country workshop reports

-Preparing a final report of the Andean Program

The module on governance has focused on the current situation of the Andean countries, particularly the crisis of the political party system, the emergence of indigenous movements and their participation in the electoral process. The discussion of governance at the local level has dealt with issues such as institutional development, social audits, participation, intercultural relations, local development, decentralization, and technical reports.

The module on indigenous rights has focused on the conceptual framework of indigenous rights and their relation to human rights and indigenous legislation, making a clear distinction between the latter two concepts. In addition, it has analyzed the degree of inclusion of indigenous rights in the government in general and the administration of justice in particular, complemented with case studies of the Andean countries. One of the topics highlighted in the discussion is that, even though some multi-cultural societies such as those of the Andean countries, recognize a broad set of indigenous rights, the implementation of indigenous rights is deficient not only because of the lack of political will or institutional mechanisms for their application but also because there is not an adequate understanding of the nature of those rights.

The module on development with identity starts summarizing the main theories of economic development and ends with the formulation of a conceptual framework of development with identity. It briefly discusses the concept of ethno development, used by the World Bank (particularly in the context of its Indigenous and Afro Ecuatorian Peoples Development Project, PRODEPINE I) and of the process of globalization. In contrast to those theories of development which give excessive weight to individual initiatives and the accumulation of economic surplus, the conceptual framework of development with identity emphasizes the role of the indigenous community and the importance it places on equality, solidarity, communal work, informal exchange of goods, and mechanisms for the redistribution of economic surplus.

Finally, the module on information and communications

The Indigenous Leadership Capacity-Building Program for Andean Countries is currently part of a larger World Bank initiative known as the Global Fund for Indigenous Peoples. For more information, please visit  
<http://www.worldbank.org/indigenous>  
<http://www.developmentgateway.org/ipp>  
<http://www.worldbank.org/wbi/governance/indigenas/>  
<http://fondoindigena.org/pflican>



technologies is used transversally to deepen the treatment of the previous modules, particularly of governance and anticorruption practices. It teaches peoples how to access information and data bases from the internet and electronic mail, how to create and disseminate information about indigenous peoples and form electronic networks for the sharing of information on broad issues such as indigenous rights, small enterprises, marketing of indigenous products, etc.

#### 4. Conclusions and recommendations

The Andean Program has been evaluated by the participants and by the Advisory Board, having both the Fondo Indigena, World Bank and WBI as observers of the later process.

From the participants perspective, the main conclusions are the following:

- There is a general consensus that Andean Program responds to the legitimate need to form indigenous leaders in the countries of the Andean region.
- The Program's methodology, using a participatory approach which combines case studies, direct training and exchange of experiences using videoconference facilities, is innovative and apt for the purpose.
- The training modules are of excellent quality but they need to be further refined and adjusted to the comprehension level of the majority of participants, being less academic and more focused on the specific country contexts.
- The program is allowing a critical, innovative and comparative analysis of topics deemed of great importance to indigenous peoples, namely governance, development, indigenous rights and the use of ICT.
- The Andean Program has giving indigenous leaders an opportunity to strengthen their cultural identity and to

develop positive attitudes and an openness to dialogue and intercultural relations.

The main recommendations follow:

·The Andean Program needs to be continued because thus far it has been developing and adapting teaching modules and trying a cutting edge methodology, both of which need to be further consolidated.

·The didactic materials need to be improved, taking into consideration country contexts and the level of education of the participants.

·Given the lack of sufficient time to discuss matters of relevance to participants in each of the countries involved, there is a need to reduce the use of videoconferences and to have more direct training.

Consequent with the above, the program is planning a decentralization of the training process towards country-run programs. In addition, in each country, greater efforts should go to the creation of networks for the exchange of methodologies and experiences; and more efforts need to be directed to have a good gender balance in the future.

The Advisory Board highlighted the importance of the partnerships formed in the process of implementation of the Andean Program, particularly the opportunity that indigenous leaders had of using advanced communications technology for face to face interaction, complemented by the more traditional methods of direct training. Reflecting the participants views, it maintained that the topics should be further developed and adapted to the particular circumstances of the countries, including discussions of current affairs. In addition, the Advisory Board recommended that future events should have more time for planning and preparation, that workshop materials should be delivered well before the actual events so that participants had time to review them. The members of the Advisory Board also advocated for a decentralization of the program and for the inclusion of new topics such as land regularization, public policies on indigenous peoples and intercultural relations.



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**Lessons of Indigenous Development in Latin America**  
**The Proceedings of a World Bank Workshop on Indigenous Peoples Development**

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**Abstract**

During the last decade, the World Bank has steadily increased its attention to indigenous peoples of Latin America, as a result of its poverty alleviation mandate and its indigenous peoples policy. The Latin America Region of the World Bank has both improved compliance with the safeguard provisions of its indigenous peoples policy and adopted a proactive approach toward the promotion of indigenous peoples development. In addition, the Bank has carried out an effective capacity building program, working with indigenous organizations and indigenous affairs agencies in twelve countries of the Region (including a tripartite dialogue among indigenous peoples, oil companies, and governments in the Andean countries); it has supported the preparation of national indigenous peoples profiles in Mexico and Central America as well as studies of the legal and policy framework on indigenous peoples and on the life strategies of urban indigenous residents in Peru, Mexico, and Ecuador; and it has invested in specific projects targeting indigenous peoples and other ethnic groups in Mexico, Guatemala, Ecuador, Bolivia, Brazil, and Argentina.

At the closing of the United Nation's Decade of Indigenous People, the World Bank is proud to present this volume on the "Lessons of Indigenous Development in Latin America," based on the experiences of different projects and programs targeting indigenous peoples.

**About the Author**

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