

*Building on Solid Foundations:
Development Project for Indigenous and Afro
Ecuadorian Peoples
(PRODEPINE)*

By Luis Felipe Duchicela

*First National Secretary for Indigenous and Afro Ecuadorian Affairs –
1994-95*

International Conference: “Sustainable Development and Ethnic Minority
Poverty Reduction in Mountainous Regions”

Thai Nguyen University , Vietnam – June 13, 2014



Ecuador's Situation in 1994

- Fifteen years of new democratic governments
- Moderate conservative government of Sixto-Durán Ballén as of 1992
- One of the strongest and best organized indigenous movements of all Latin America
- Oil in the Ecuadorian Amazon region
- Modernization and economic growth
- Indigenous peoples demands and uprisings

Why a Ministry for Indigenous Peoples?

- Recognition of extreme poverty levels and social and cultural deprivation among indigenous peoples
- Recognition of centuries of neglect on the part of the government
- Need to address indigenous concerns from a technical and non political perspective
- Need to counteract radical, possibly violent, ways of asserting indigenous rights and aspirations
- Vision of a pan-ethnic cultural revitalization
- Cabinet-level entity to direct resources of other ministries towards indigenous and afro populations
- Vision of a minority or tribal affairs bureau



Why Luis Felipe Duchicela as First National Secretary for Indigenous and Afro Ecuadorian Peoples?

- Proudly belongs to the Puruhá Nation that was part of the Quechua or Inca Civilization of the Andes in South America
- Worked at grassroots level in Indigenous communities and encounter with President Durán-Ballén in late 1993
- Strong identity as an indigenous person and committed to the development of his communities
- Technical and professional approach and not politically inclined
- Well educated and trained in social and economic development , business and technical aspects of production (agriculture, forestry, tourism, exports)
- Probably able to bring the thirteen indigenous nationalities and the afro-ecuadorians together

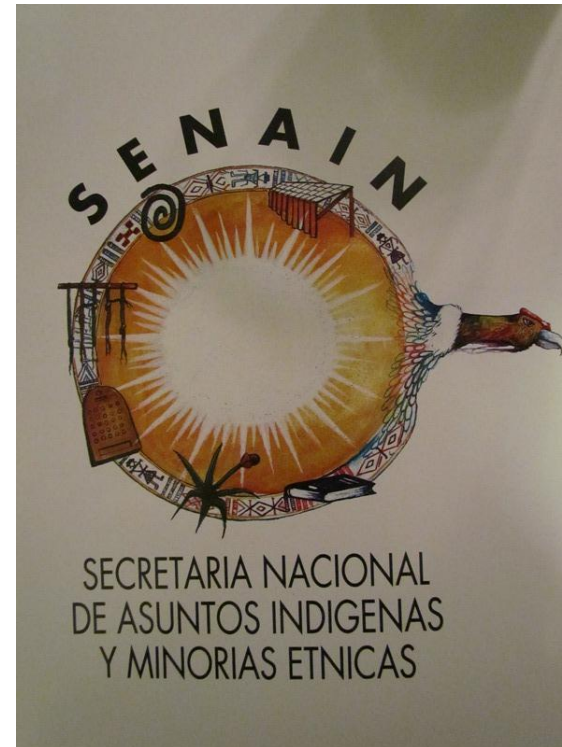


Consultations and Participatory Design

- Reaching out to communities, grassroots organizations and higher tier federations
- Understanding very different and often deeply opposed perspectives and visions for development
- Understanding how the Ecuadorian government operates!
- Suddenly, renewed interest on indigenous development from international cooperation and development agencies (UNDP, IDB, WB, USAID etc.) and embassies



Creating an institutional space for indigenous and afro-ecuadorian peoples



Asserting indigenous identity in the government and creating an institution to facilitate dialogue, understanding and achieve development goals for communities

A partner of all indigenous organizations irrespective of political colors



Strengthening the voices of indigenous organizations at the highest levels of government

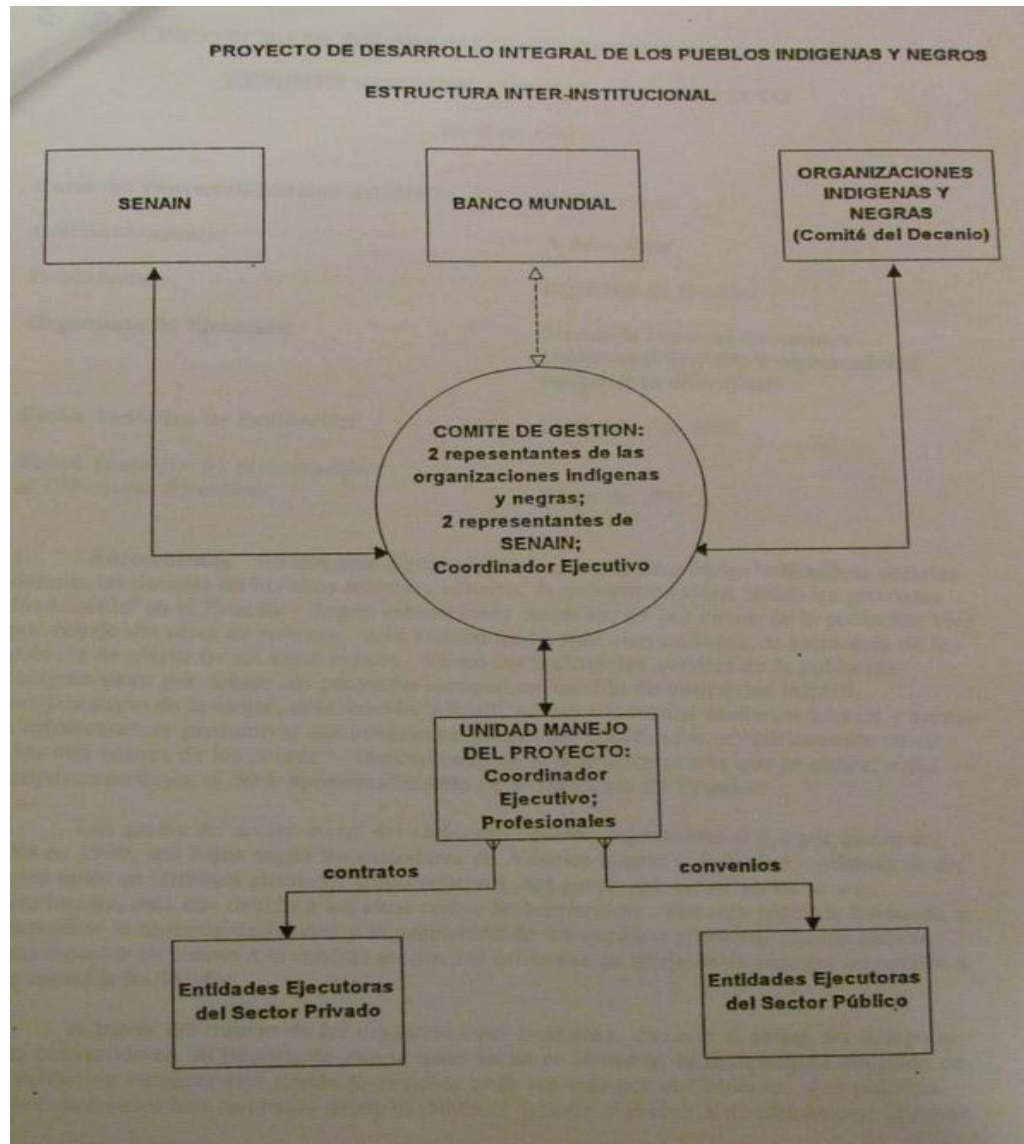
An Integrated Approach to Indigenous Development

- PRODEPINE OBJECTIVES AND COMPONENTS:
 - Strengthen the institutional capacity of indigenous and afro-ecuadorian organizations
 - Help enforce land tenure and water rights
 - Improve technical capacity of indigenous and afro-ecuadorian peoples in identification, preparation and implementation of investment projects for infrastructure, production, human development and services
 - Revitalize the Indigenous and Afro-Ecuadorean Cultural Identities (language, cosmovision, ancestral knowledge, religion)
 - Institutional strengthening of the SENAIN (National Secretariat for Indigenous and Afro-Ecuadorian Peoples)

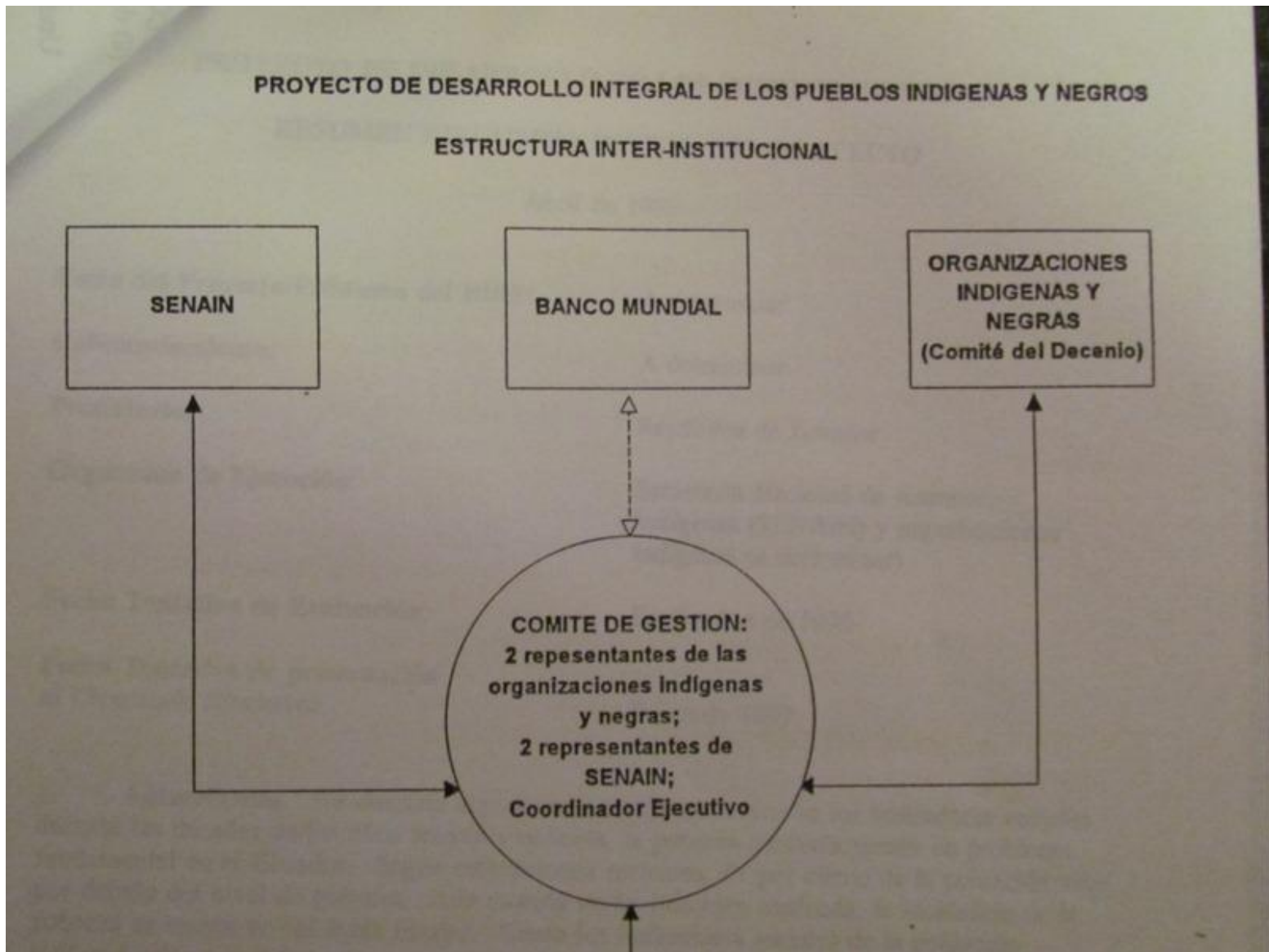
Opposition and distrust on the part of CONAIE

- Reasons for CONAIE's opposition:
 - Against collaboration with right-wing government
 - Opposed to “developmental” strategy, instead of political vindication
 - Opposition to SENAIN because it would weaken their cause and struggle
 - Opposed to multilateral debts
 - Fear of weakening of their own organization
 - Lack of control, management and participation
- How an agreement was reached?
 - Strong component of institutional strengthening for **ALL** indigenous and afro organizations including CONAIE
 - Eventually SENAIN was converted into CODENPE
 - Communities strongly demanding social and productive projects
 - Participatory management

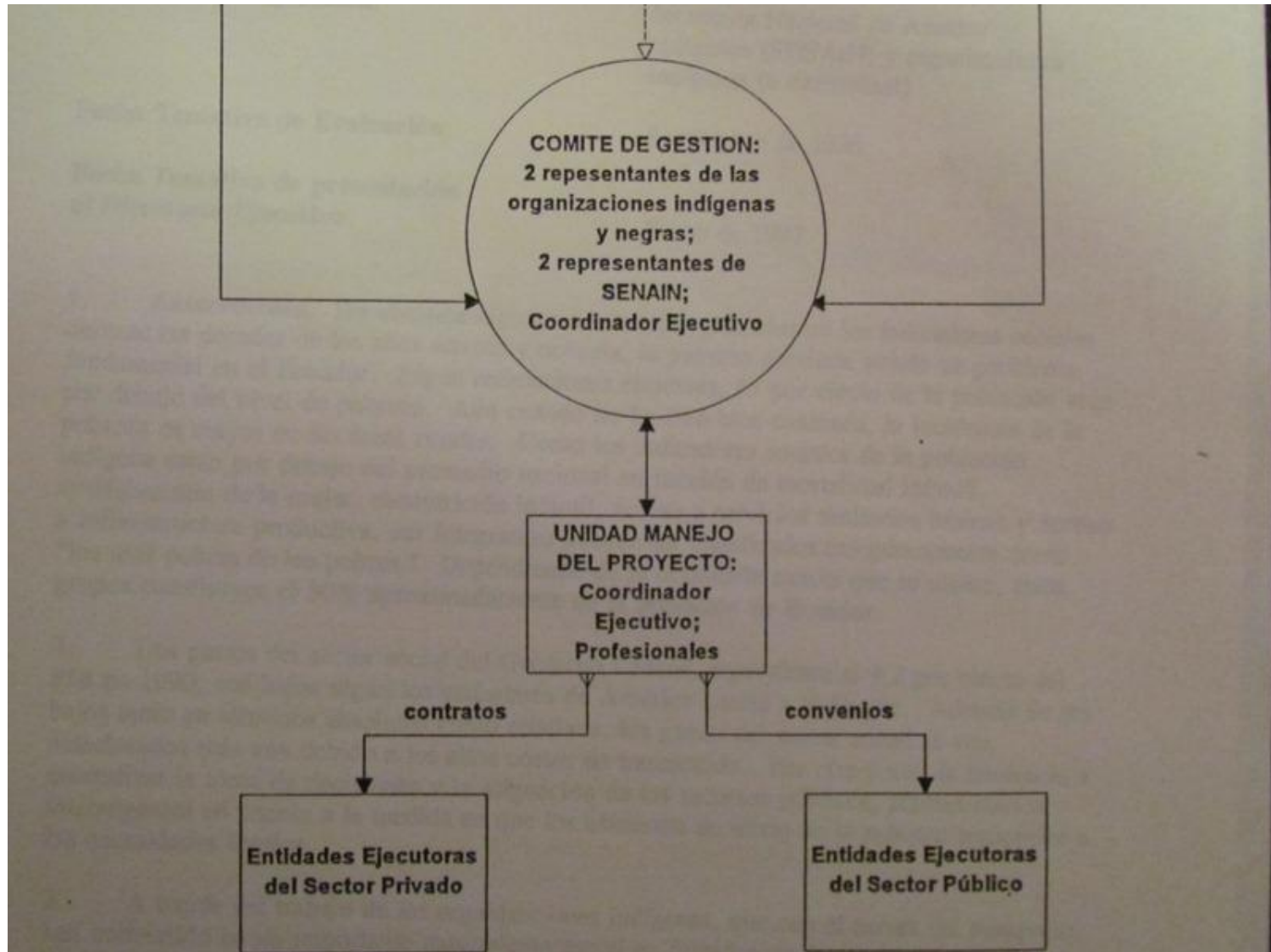
Project Institutional Structure



Board of Directors and Mgmt Committee



Mgmt Committee and Project Execution



World Bank Final Report

PRODEPINE was able to achieve its goals satisfactorily thanks to the following factors:

- A good technical approach to the project;
- Excellent experiences in intercultural work, social representation and consensus among indigenous and afro-Ecuadorian nationalities, peoples and organizations;
- An excellent national technical team and efficient sub-national technical teams, composed of professionals, representing the best human capital available among indigenous and afro-Ecuadorian nationalities, peoples and organizations, ensured correct project execution and satisfactory, optimal fulfillment of the goals set;

World Bank Final Report

PRODEPINE was able to achieve its goals satisfactorily thanks to the following factors:

(continues from prior page)

- Mutual trust, information flows, and on-going training of executing agencies to build consensus around the need to ensure compliance with the technical requirements and procedures established in the credit agreement between the Ecuadorian government, the World Bank and the International Fund for Agricultural Development (WFC);
- Systematic training and follow-up for NGOs and local technicians providing technical assistance to executing agencies; (vii) Systematic World Bank accompaniment to guarantee the technical focus and application of procedures established in the credit agreement.

Lessons Learned – Achieved!

- Integrated approach for sustainable development
- Broad consultations and systematic participation in project conceptual development
- Ensure bona fide participation of key stakeholders
- Sound institutional structure
- Clear, measurable objectives and impact
- Government, Multilateral agencies and IP-AD peoples organizations together!



Lessons Learned – For the future

- Need for broader, more intensive parallel training of indigenous and afro-ecuadorian professionals
- Stronger integration of cultural, language, scientific, historic, religious and artistic expressions
- Stronger and better integrated education and gender components
- Need for greater scale and sustainable impact: productive projects, infrastructure, social investment
- Creation, documentation and dissemination of innovative models
- Greater inter-institutional coordination (ministries, municipalities etc.)
- Greater coordination among funding and cooperation agencies
- Need for long term, sustained effort. Not a project but a permanent program.

Thank You !

Luis Felipe Duchicela

*Former National Secretary for Indigenous Peoples
and Afro Ecuadorean Affairs*

*Republic of Ecuador and current Adviser for
Indigenous Peoples and Ethnic Minorities at The
World Bank*

Personal Email:

luis_duchicela@duchicela.com

Work Email and Website:

lfduchicela@worldbank.org

www.worldbank.org/indigenouspeoples

