

Capacity Building



**Ginger Gibson,
CoDevelopment Canada**

**with Jorge Leon,
Generacion y Capacitacion**

CoDevelopment Canada



- 12 Latin American countries
- Implementation with Latin American NGOs
- Work in communities affected by mining

CoDev's Community Decision-Making Model



- Build community organization and networks
- Provide training
- Establish reliable and up-to-date information gathering and sharing mechanism

Capacity Building



- People helping people to build skills to change their own future. Skills can be built a number of levels, including at the level of the individual, organization, community or system.

Capacity Building: The new jargon?



- Differentiate *capacity* building from *consultation* from *public relations*
- *Concern*: Political will to develop capacity in areas perceived to be antithetical to industry interests
- *Key danger*: Decentralization
- *Goal*: Develop some criteria and questions to refine concept

Case Studies



- Bolivia -- CEPROMIN, small miners, no company
- Nicaragua -- Maria Elena Cuadra, small miners in cooperatives in conflict with company
- Peru -- Generacion y Capacitacion

Partnership Model



■ CoDev provides:

- training on effects of mercury on environment and health
- planning for emergencies
- information on regulations, laws, companies

■ Partner organization:

- implements training at community level
- integrates and adapts information

Key Questions



- Who initiates capacity building?
- Who directs it? Who controls the funds?
- What is the goal?

Key Questions



- What level of social organization is focusööööööö
- Who is involved in capacity building?
- How do people integrate the skills they learn afterwards? What structure or economy exists to integrate and build on these new skills?

Why Questions?



- Define evaluation criteria
 - Process, e.g., how will we know the community is satisfied?
 - Outcome, e.g., what deliverables will the project produce?
- Evaluate case studies, define a model?

Case of Peru: Partner Generacion y Capacitacion



- Northern Peru in Cajamarca Mountain Range
- Choropampa, formed 1996
- 800 residents
- Subsistence markets and agro-fishery products
- Population drawn from many origins

Mercury Spill



- Divides the history: Before the spill and after
- June 2000: 151 kg of mercury spilled in 3 communities
- Response from Minera Yanacocha uneven

Health Effects



- Urine analysis of June 12 from
 - 418 cases of contamination gauged between 20-50 mg/lit.
 - 547 people poisoned at a level between 50-200 mg/lit.
- Total number of affected people 965

Who initiates capacity building?



- G y C/CoDev
- Work at family and organizational level
- Initiated with discussion with key leaders in company and community
 - Leadership uneven and often lacks accountability to base organizations
 - Corporate buy-in throughout entire org. to reinforce change

Who directs it? Who controls the funds?



- Organizations direct with input from leaders and grassroots organizations
- Funds come from company, but are controlled by the organization
- Perception that workers have “sold out” due to source of funds

What are the goals?



- Meet community needs
 - Effects of mercury
 - Training in public health and environmental defense projects for families, groups and communities
 - Toxic, organic and inorganic waste; organization of weekly market; emergency planning

What are the goals?



- Community needs (G y C)
 - General resident and political formation, especially key actors such as leaders, organisations and authorities
 - Urban plan
 - Strengthen local communication channels

What are the goals?



- Who articulates goals?
 - Leaders? Grassroots organizations?
Organization working in community?
 - Whose voice counts?
 - Leadership fractured -- Leader demands organization leave, but families request they stay
 - With early definition, achieve clarity on organizational, professional goals

What level is focus?



- Family level -- 30-40 families 6 times over 6 months
- Organizational level -- training in project development
- Leaders -- conflict resolution, negotiation
- Corporation, MY -- communication, conflict resolution and negotiation
 - Focus at family can undermine political leaders in fractured communities

Who is involved in capacity building?



- Families: understand affects of spill, plan for future
- Organizations: develop proposals
- Leaders: develop community vision of how to negotiate with mining company
 - e.g., Emergency Planning for future emergencies
- Corporation at all levels: community work

Integration of skills?



- New projects, self initiated
- Maintenance of skills or structures, e.g.,
Local emergency response plan
 - Hopes are further dashed after having been raised
 - Evaluation weak in capacity building at community level

Concerns



- Skills glossed over or replaced
- Assumes collaboration works for a community (e.g., cooperatives in Nicaragua)
- Assumes assets and risks will be shared
- Assumes short-term training can change deeply seated power structure

Concerns



- By-passes government, sets up parallel structures
- Well meaning attempt to strengthen local where there are inefficient or corrupt bureaucracies
 - Assumes communities will be better at distributing benefits and risks
 - Assumes company will listen (at all levels)

Concerns



- Downloads decision-making to the local level
- Communities being asked to make decisions without understanding international, national, regional context
- No protection, no time, no support

But...



- Never pure capacity building
- Community healing after a disaster through knowledge building
- At the level of the family, we know it is important

A MODEL FOR CAPACITY BUILDING

Level of Organization

INDIVIDUAL

NEIGHBOURHOOD

ORGANIZATION

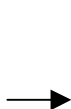
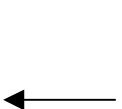
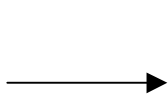
COMMUNITY

SYSTEM

Key Elements

Power with

Networks



Skills

Integration

Key Outcomes

Future Use
Integration of skills
into economy

Transformation
“Passive to Active”

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Why a Model?



- Define key components
- Sharpen concept
- Evaluate necessity / effectiveness
- Don't assume need, assume capacity