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**“Analysis of the impacts generated by the performance of the
Secretaría Técnica de Cooperación Internacional of Ecuador
from 2011 to 2014”**

**Graduate thesis prior to obtaining a Bilingual Bachelor in
International Studies, minor in Foreign Trade**

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Cuenca, Ecuador

2016

DEDICATION

This work is dedicated to my mother, Yolanda Bravo Cedillo, who with her unconditional love leads me down the path of goodness and excellence. Her support has been the key point for my personal development, her advice being essential at all times.

ACKNOWLEDGMENTS

First of all, I want to thank God for allowing me the opportunities to achieve my goals. He is the cornerstone of my development and in my weakness God is my strength.

I am grateful to my mother Yolanda. She has been able to meet all needs in my life with her tireless work and the wisdom of God. Her efforts have made me who I am. I also thank my grandmother Florencia Cedillo (+). She taught me to smile in the middle of every difficulty.

I want to thank my brother David and sisters Paola and Silvana, whose contribution have directed my life to fulfilling God's plan. Also, I am so grateful to my nephew Matthias and my nieces Annalise, Emilia and Naiomi. They are gifts of love that refresh the path.

I thank the Secretaría Técnica de Cooperación Internacional (SETECI) for the help they have given me to develop this document. In particular, to Ivan Martinez who was ready to answer any doubts on the subject of study; and to Omar Revelo who introduced me to the institutional tools. Both officials undoubtedly greatly facilitated the approach to the institution.

Finally, I am grateful to Dr. Guillermo Ochoa Andrade, professor at “Universidad del Azuay”. He has promptly provided the necessary support for the implementation of this work.

ABSTRACT

This work conducts a study on the identification about management of the SETECI in Ecuador from 2011 to 2014. It is based on the historical and theoretical recognition of International Cooperation for Development from the different theories of international relations worldwide and in Ecuador. The work of the SETECI is seen through existing legislation, qualitative analysis and institutional coordination for the recognition of determinant practices. Those practices put the cooperative management model in Ecuador inside the school of new regionalism, which symbolizes a transformation from the traditional collaborative road.

Key words: Foreign Aid, International Cooperation for Development, International Non Reimbursable Aid, New Regionalism, Institutionalization.

LIST OF ACRONYMS

AOD Official Development Assistance

AME Association of Municipalities of Ecuador

CD Cooperation for Development

CELAC Community of Latin American and Caribbean States

COCI Comité Ecuatoriano de Cooperación Internacional

CONAGOPARE National Council of Rural Parish Boards of Ecuador

CONGOPE Consortium of Autonomous Provincial Governments of Ecuador

DAC Development Assistance Committee

EAGIC Ecuadorian Agency for International Cooperation

GAD Decentralized Autonomous Government

GATT General Agreement on Tariffs and Trade

HDI Human Development Index

IC International Cooperation

IDC International Development Cooperation

ICD International Cooperation for Development

INGO International No-Governmental Organization

INRC International Non-reimbursable Cooperation

IR International Relations

KOICA Korea International Cooperation Agency

MDG Millennium Development Goals

OCDE Organization for Economic Co-operation and Development

PNBV Plan Nacional del Buen Vivir

SECI Sistema Ecuatoriano de Cooperación Internacional

SEGIB Ibero-American Secretariat General

SENPLADES Secretaría Nacional de Planificación y Desarrollo

SETECI Secretaría Técnica de Cooperación Internacional

SSC South-South Cooperation

UN United Nations

UNASUR Union of South American Nations

UNDP United Nations Development Programme

WTO World Trade Organization

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INTRODUCTION

International Cooperation for Development is located inside of existing main forms of interaction in the interstate system. It was designed as a tool for generating a peaceful and fair world since World War II. Actors of cooperation are donors and recipients. They have tried to lessen the problems of underdevelopment in order to foster a decent life for citizens of the globe.

Ecuador as member of the International Community has the ability to generate a framework for partnerships with other subjects of international law. It has promoted opportunities for implementing International Cooperation including the process of the International Cooperation for Development. However, as history shows, the Ecuadorian posture has been that of a host country, leaving aside its negotiating role in order to accomplish the donor's impositions for development.

In 2007, the central government of Ecuador suffered a strong change in the different dynamics of the country's management, including the transformation of the International Cooperation of Ecuador. This transformation has presented itself as a new model for a good cooperative management, which begun with the creation of the Secretaría Técnica de Cooperación Internacional (SETECI). Therefore, it has become a public institution responsible for planning, institutional articulation and free access of information related to the management of International Cooperation with non-reimbursable funds in Ecuador.

In that context, the aim of this thesis is to develop an analysis of the main impacts of the "Secretaría Técnica de Cooperación Internacional" in Ecuador from 2011 to 2014, in order to identify the changes in the model of cooperative management developing in Ecuador using the different perspectives of international relations.

The present study is established in three chapters. The first chapter will perform a general approach of the historical, theoretical and technical connotation of

International Cooperation for Development from the viewpoint of the theories of international relations.

The second chapter will present the specific role of the International Cooperation Non-reimbursable in Ecuador, through a brief historical analysis of the cooperative action in the Ecuadorian State and identification of the progress it has achieved in recent years as a result of establishing the Sistema Ecuatoriano de Cooperación Internacional and Secretaría Técnica de Cooperación Internacional (SETECI). SETECI is a public institution, which is empowering for the decentralized and coordinated management of public policy for international cooperation in Ecuador.

The third and final chapter will highlight the impacts of the transformation in the International Cooperation Non-reimbursable in Ecuador through Secretaría Técnica de Cooperación Internacional's management from 2011 to 2014. To develop this chapter, the main argument of the cooperative transformation will be identified in order to analyze the main actions carried out by the entity and to determinate the cooperative management model from an accurate perspective of international relations.

CHAPTER I

Analysis of the history and the theory of International Cooperation for Development

The present arises as the result of actions carried out in the past. This principle is adjustable in all instances of human participation. Therefore, it is applicable in international relations, specifically in the process of international cooperation. This chapter unfolds parting from general recognition of International Cooperation. First, it will describe the different moments that have marked history for International Development Cooperation through a chronological recognition of the milestones after World War II until now. Second, it will explain the different visions of International Development Cooperation from various International Relation theories. Finally, it will provide a technical approach to international cooperation terms.

1.1. Brief historical evolution of International Development Cooperation

During the last century, interdependence among members of the international community comes off as an existing phenomenon difficult to deny. This process denotes a world where distances are smaller and social interaction increases. Through the years the global economic progress has shown that the solution for the faults in development, security maintenance and order in states are all predisposed to international law. These are susceptible to the tools of International Cooperation in order to obtain a peaceful global coexistence for the development of humanity. It is vital that the evolution of this phenomenon be recognized through a historical collection to further explain the transformations of international cooperation from the end of World War II until today.

1.1.1. Beginnings of International Cooperation in the Global Institutions

In the mid-twentieth century during the end of World War II, the modern concept of international cooperation was born. It was established as a new set-up for the interstate system based on financial support from economically developed countries to the less developed countries. The new structures of International Development Cooperation attributes an alternative line of interdependence and the free exchange of goods and services among states. Therefore, the international community creates regional and global institutions to provide an implementation of economic stability, progress and peaceful coexistence for its members (Rourke, 2008).

At the end of the World War II, the states met to provide international support for economic development in New Hampshire, United States. The result of the meeting was the establishment of the Bretton Woods agreement, which helped to create international organizations to diminish the huge impact of the war. The allies resolved to set up the International Monetary Fund and the International Bank for Reconstruction and Development, currently known as the World Bank (Prado Lallande, 2011, p. 294). Both financial multilateral institutions were created in order to provide economic aid in a short term to generate development through loans for the reconstruction of countries that suffered the impacts of World War II; and also for less developed countries so as to generate global progress.

In 1945, members of the international community came together to create peaceful solutions to conflicts of the past three decades and new alternatives to the failed League of Nations in San Francisco, United States. The assembled countries signed the Charter of San Francisco creating the United Nations (UN), as an intergovernmental organization capable to deal with, as far as possible, the rifts among the relations in the Interstate System in a peaceful manner. In fact, International Cooperation is one of the main purposes of the Charter, as a mechanism for solving problems of *“economic, social, cultural, or humanitarian character and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinctions as to race, sex, language, or religion”* (United Nations Organization, 2015).

1.1.2. International Cooperation for Development in the Early Cold War

The end of World War II marked the bi-polarization of the world, opposing ideological currents of United States of American led capitalism against the executed socialism by the Soviet Union transformed this ideological clash into the Cold War. This international conflict began with the confrontation between these two powers after the war in 1945. It finished with the fall of the Berlin Wall in 1991 (Griffin, 2008). During that time, the International Cooperation (IC) environment executed the geo-political strategy of world powers to control over war-torn Europe and the newly independent countries. In parallel in 1946, the first meeting of the General Agreement on Tariffs and Trade (GATT), transformed into the World Trade Organization (WTO), whose purpose was to implement good conducts for trade, this being an essential mechanism to generate development (OMC, 2016).

The implementation of economic cooperative support for economically developed countries was managed according to the geo-political self-interest. The United States' Marshall Plan was developed in 1948 as an economic fund allocated for Europe's reconstruction, while trying to reduce Soviet influence (Alvarez Orellana, 2012). This action allowed the potential model of capitalist industrialization to spread around the world as the most successful way to achieve development. In contrast, the USSR focused on keeping the socialist ideological trend alive by creating the Council for Mutual Economic Assistance with the aims of promoting trade relations among socialist countries and stopping the capitalist influence that spread throughout Europe. This action did not reach an extensive domain.

In the 50s, economically developed countries used international cooperation as a mechanism to strengthen political and economic interests with the newly independent countries, resulting in the bipolarization of the global scope (Boni Aristizabal, 2010). However, in 1955, Indonesia held the Bandung Conference or Afro- Asian Conference. It was attended by 29 newly independent countries to declare support for peace, Afro-Asian economic cooperation, and rejection of neocolonialism promulgated by the bipolar powers of that time. The result of the meeting established the Not-Aligned Movement to avoid political and economic bipolarization and to promote South-South Cooperation as an alternative to reach development (Prado Lallande, 2011). This was the first step to allow new mechanisms that promote IC for the benefit of less developed countries.

During the 60s, the Organization for Economic Co-operation and Development (OECD) was established with the aim of carrying out the procedures involved in the Marshall Plan. Its headquarters are based in Paris, France (OECD, 2011). Since then, the OECD has developed as a forum for governments to promote policies and mechanisms that contribute to economic and social development for people worldwide by setting international standards in public policy issues. The OECD is currently formed by 34 countries as direct members. This international organization is in charge of defining the international cooperation agenda for economic development. It has acquired a key role in international economic forums such as the UN.

At that time, Hans Morgenthau, a realist thinker of International Relations, conducted an analysis of foreign aid. He argued that foreign aid is an instrument of foreign policy of donor states with the purpose of defending their national interest over the benefit of the recipient countries (Pauselli, 2013, p. 77). Hence, foreign aid was carried out by transferring funds for the development of the recipient states to protect the interests of donors, obtaining security of their nationals. Consequently, the loans in the Cold War Era were granted under the creation of contractual relations between states, benefiting the power of the developed states and limiting the development for newly independent states.

1.1.3. Progress of International Cooperation during the decade of the 70s and 80s

In 1970, the General Assembly of the UN adopted the Resolution 2626 (XXV) "International Strategy for the Second United Nations Development Decade". It allowed the international community to look back at the achievements generated by the management of IC until that date. Meanwhile, some scholars of international relations developed analyses about the flows of foreign aid (Prado Lallande, 2011, p. 299). One of the analyses that draw the most attention was The Pearson Report published by the World Bank, "*Partners in Development*". It described how cooperative relations among states are deficient structures that prevent states from reaching the ideal industrial development. This report presented some alternatives for cooperative relations in the international community like the responsibility between donor and recipient countries, the reformulation of the concept of

development, and transformation of the approach on foreign aid purpose (Alvarez Orellana, 2012).

Thus in the 70s, states and international organizations began to be aware of the development reached with the application of the obsolete industrialization model implemented by the IC in the past two decades. Consequently, the International System recognized that in the vast majority of cases, economically developed countries got higher incomes and generated wealth for their nationals. The less developed countries stayed in poverty, far from overcoming underdevelopment because of the loans obtained abroad, and attaining the role of suppliers of basic inputs with minimal costs. This was a result of the power-driven models that disqualified economic performance methods of less developed countries, such as traditional agriculture (Thorbecke, 2000).

For that reason, actors of international law began to identify diverse aspects of development different from the proposals of industrialization, infrastructure, and greater arms response capacity, which are still relevant. In contrast, Cooperation for Development (CD) began to attend issues of social, agricultural, health, environmental and educational concern, in order to improve the conditions of human life (Boni Aristizabal, 2010). Its primary focus was to advocate the protection of Civil and Political Rights, a subject that saw a boom in the early 70s. However, the effectiveness for this utopian development application concerning the human being was limited to the structures of international order. Foreign aid was directly related to the plans of the powerful countries instead of the peripheral countries, developing around the geo-strategic interests of that time. It was followed by the oil crisis, which led to an international economic destabilization a cause of the Dollar's monetary fluctuations in the international system.

Despite all the adverse circumstances for CD, the Resolution 3201 (S-VI) of the General Assembly of the UN, concerning to the Declaration on the Establishment of a New International Economic Order (NIEO) (Prado Lallande, 2011). It planted the idea that the problems of underdeveloped countries has been caused partly by mishandling the Official Development Assistance (ODA) from industrialized countries. The international community pointed out the importance of CD's conduct, which is to be focused on mutual support and respect for the sovereign interests of

each state. At the end of the 70s, IC had leaned towards the neoliberal tendency. The neoliberals recognized that foreign aid is a tool that economically developed countries give to less developed countries to achieve mutual benefits such as interdependences through international organizations, development and global security (Rourke, 2008).

In the 80s, the General Assembly of the UN resolved to implement the LV1 (XXXV) International Development Strategy for the Third United Nations Development Decade. The main idea of this document was to support new structures of international cooperation and development. At the same time, the international community generated spaces for dialogue about equality between the North and South. The North-South Summit or the International Meeting on Cooperation and Development was held in Cancun in 1981. It focused on analyzing issues related to IC and development (Prado Lallande, 2011). Furthermore, those topics corresponded to the NIEO statements, focusing on increasing levels of global economic development. However, IC progress was detained by the financial crisis of the last decade which had remained throughout that period.

In the next years, the international financial system faced the challenge of balance, caused by the increase in oil prices. This unleashed a whole series of financial inconsistencies, parting from the oil-producing countries as they turned to the powerful countries to help them protect their revenues. Consequently, the powerful countries gave larger loans to countries with lower degrees of development, making it impossible to pay existing debt (Thorbecke, 2000). In 1982, this was seen when Mexico reported their inability to pay their bills, followed by Brazil and other countries of the South. This allowed international financial organizations to establish policies for economic management in developing countries (Alvarez Orellana, 2012). It generated some interventionist policies intended to save the macroeconomic context of the Southern countries, increasing revenues for the North and avoiding the social and economic problems.

1.1.4. International Cooperation for Development in the 90s

Cooperation for Development was restructured by the economic crisis in southern countries and the end of the Cold War which meant the end of the political bipolarization in the international sphere. Hence, the Developed Countries reduced

their aid as security threats fell, deepening the underdevelopment course in the southern countries (Boni Aristizabal, 2010). The efforts of the IC were focused on eradicating poverty and other human development related areas. It allowed the implementation of new programs with new selective analyses from bilateral donors, multilateral agencies and financial institutions to provide cooperation (Prado Lallande, 2011).

One of the most outstanding efforts of the 90s was the development of the Human Development Index (HDI) by the United Nations Development Programme (UNDP). It improved mechanisms for evaluating the relative development of countries in the international system (PNUD, 2015). This system analysis measured conditions such as, quality of life, education levels and income of each state from its commercial transactions with the international community (Boni Aristizabal, 2010). The aim of the HDI is to reduce the impact associated with the validation of revenues reflected in the Gross Domestic Product (GDP) as an indicator of specific and decisive economic development in international transactions.

One of the initiatives implemented in the 90s was imposed by the Washington Consensus. The neoliberal model was promoted as the only way for countries to prevail over their underdeveloped status and end ties with the socialist proposal that lost its strength with the fall of the USSR. This initiative was supported by international financial institutions like the World Bank. They suggested countries with medium and minimum income to follow the path of industrialized countries like the United States of America (Thorbecke, 2000). However, at the end of the twentieth century the IC approach was focused on improving the quality of life, fundamental human rights, and sustainable development through the active participation of the population in different areas of development.

1.1.5. International Cooperation for Development at the beginning of the XXI century

New challenges for IC came along with the beginning of the new century. In this frame, the development was focused on human welfare, a topic that was brought up during the last two decades. In September 2000, the Millennium Summit was held on the occasion of celebrating a decade of major conferences and summits of the

United Nations Organization. World leaders gathered at the UN Headquarters in New York to adopt the United Nations Millennium Declaration committing to "*a new global partnership to reduce extreme poverty and setting out a series of time-bound goals - with a deadline of 2015*" (United Nations Organization, 2015). Those objectives become known as the Millennium Development Goals. It was signed by 189 countries belonging to the UN whom agreed to provide appropriate support for the fulfillment of the Millennium Development Goals (MDGs). MDGs were based on 8 goals and 18 measurable targets to be monitored and achieved in a period of 15 years by all the signed countries.

The MDGs were raised: to eradicate poverty and extreme hunger, to achieve universal primary education, to promote gender equality and entrepreneurship of women, to reduce mortality of children under 5, to improve maternal health, to combat HIV/AIDS and other diseases, to ensure environmental sustainability and to develop a global partnership for development (United Nations Organization, 2015). The objectives are implemented to improve the quality of life and ensure respect for the universal human rights, no matter where people live; this was reinforced through CD mechanisms. States, international organizations and the private sector committed to accomplishing the MDGs, considering them a way to reach international progress by means of efficient processes that assure an even and pacific development for mankind.

In the following years, the international community's efforts have revolved around achieving the MDGs. Foreign aid had been delivered according the prior commitments of the economically developed countries, members of the Organization for Economic Co-operation and Development. For example, the OECDs commitment to reach 0.7% of annual GDP in foreign aid from economically developed countries (Alvarez Orellana, 2012). The IC has sought to increase the effectiveness of cooperation so that countries rise over underdevelopment. To facilitate these efforts the OECD Development Assistance Committee (DAC) classified countries according to their income in order to determine the foreign aid received.

On the other hand, the South-South Cooperation begun to gain momentum due to declining foreign aid flow to specific areas in the South, including Latin America as

the increases of GDP per capita in less developed countries positioned them as middle-income countries (Thirty-third Session of CELAC, 2010). In response, Southern countries have had to resort to horizontal cooperation among equals, within interdependence processes of developing countries, sharing knowledge, technical assistance and investments supported by co-responsibility to generate improvements in Southern citizens' quality of life.

In 2001, the key topics for IC were security and maintenance of world order, in response to the attacks of September 11 in New York. At the time terrorism had become the main threat to peaceful coexistence of the international community, which decided to centralize efforts for global protection from the expansion of insurgent groups. In a parallel manner, from CD perspective, negotiation rounds were executed within the "Development Program". It presented performance of fair trade between North and South as the initial achievement. This alternative would help to resolve the development problems of less developed countries (Prado Lallande, 2011). This model encouraged economies of scale to free Southern exports to the North, increasing the production of goods and income because of their sales.

In 2002, the International Conference on Financing for Development was held in Monterrey Mexico, where global financial problems were identified, particularly the ones in developing countries. The gathered countries also determined mechanisms that included mobilizing domestic and international financial resources, the promotion of international trade to solve the drawbacks of development, and strengthening the new types of IC like technical assistance for development (Alvarez Orellana, 2012). In 2003, the Rome Declaration on Harmonization was achieved in the First High Level Forum. This concluded in the adoption of simplified measures for implementing the programs and projects offered, as well as, creating national strategies by recipient countries to harmonize actions among participants.

In 2005, the Paris Declaration on Aid Effectiveness was approved after the HLF-2 Effectiveness of Development Aid. The document consists of 56 partnership commitments that are included in the principles of ownership of development activities, donor alignment strategies of partner countries, harmonization of actions, monitoring results and accountability among participants of the ICD (SETECI, 2015). In so doing, the international community had implemented new mechanisms

for the IC to run in a more sophisticated manner and create spaces for two-way participation, putting forth the new CD strategies. Furthermore, this was the first time that the results of these cooperative processes were verified based on the effectiveness of their actions and achieving the objectives on time.

In 2008, in Accra, Ghana, the HLF-3 Aid Effectiveness was held. This event brought forth the Accra Agenda for Action agreement. It gave the Paris Declaration on Aid Effectiveness for development an additional boost (Prado Lallande, 2011). The outcome of the meeting implemented the commitments made in Paris (2005) and emphasized South-South Cooperation (SSC) in the Development Assistance Committee (DAC). At the end of 2008, in the Doha Declaration, countries recognized the "*South-South cooperation ... as an alternative for the traditional North-South cooperation, but not substitute*" (Thirty-Third Period sessions of CELAC, 2010, p. 7). This concurred with the diminished foreign aid flows as a result of the financial crisis at that moment, by helping increase the SSC flow.

In 2011, in the city of Busan, Republic of Korea, under the auspices of OECD the "HLF-4: the road to effective development" was held. It resulted with the Busan Declaration agreement to assess the achievements obtained on the Declaration of Paris in 2005 and Accra in 2008 (Prado Lallande, 2011). This international forum discussed the fundamentals of the multiplicity of actors in the process of cooperation and recognized the roles that these play in this complex development cooperation (Alvarez Orellana, 2012). Based on these differences, it is necessary to generate mechanisms that produce sustainable development so that these improve living conditions throughout the world.

In 2015, in the UN headquarters in New York, the international community gathered to identify the results of their efforts to reach the eight MDGs based on 21 targets and 60 indicators. The outcomes of international efforts showed a decrease of the larger conditions related to the goals outlined in the Millennium Summit. The main outcomes included a rise in universal primary education levels and the reduction of extreme poverty and famine. On the other side, during those years there were advances in less developed countries, the gaps between rich and poor countries continued. However, the 15 years lessons to attain the MDGs have helped define the

following steps for world leaders to generate sustainable development for a better life for humanity (United Nations, 2015).

Future challenges for CD involve reaching the Sustainable Development Goals (SDG), proposed for the elimination of poverty, the environmental protection for the planet and the creation of a prosperous world. In addition, to providing new incentives to CD alternatives such as: the SSC modality that has gradually achieved a greater emphasis within the process of globalization and integration of blocks and/or regions that have allowed the generation of a multipolar world for international economic power management. To sum all this up, historical advancement shows the IC has developed at different times, whether it was in a military or economic crisis. It has represented the efforts of the international community to generate improvements in people's quality of life with the use of various mechanisms, which to the extent possible, engage the respect for universal human rights for the solution of social, environmental, political and economic problems.

1.2. Theoretical Framework of International Cooperation

The conceptual study of international cooperation is based on the access to theoretical assumptions that are presented in various interactions of cooperative processes around the world. Having that said, it corresponds study to offer an approach to the different perspectives of the IC from international relations theories, as well as, the recognition of the technical terminology of the IC for the general understanding of this document.

1.2.1 International Cooperation seen through the international relations theory

The human historical evolution is the result of every interaction made by entities that have contributed to the development of an organized society, specifically the human being or its extensions. This means that international relations are part of the evolving capacity of human association as the product of interdependence at an international level where the key players are the States. Therefore, International Relations (IR) are the epitome of political, economic, cultural, and social relations carried out by actors of the international society such as States, NGOs, Multinational Enterprises, Governmental Organizations and individuals (Ayllon, 2007). The IR corresponds to a field of interdisciplinary study which is constantly evolving, making it important to analyze.

International Cooperation is part of international relations as the result of the process of interdependence between States (Berbé, 2003). The aim is to reduce inter-state conflicts and to increase the possibility of alliance partners to reach common interests. From the theoretical perspectives of IR, the motivations to generate IC are identified, which helps to understand these procedures in a systematic Worldview. For this reason, the next sections will describe how the different perspectives of IR relate to IC trends. The approaches that this work will include are the neorealist, the neoliberal, structuralism and the new regionalism and integration theories.

1.2.1.1 The International Cooperation applied from Neorealism

The theory Realism tries to understand the phenomena around IR and reasons that allow the development of certain mechanisms for IC. It focuses on describing that social relations in a community are motivated by the self-interest of individuals and their appetite for power (Wilkinson, 2007). Niccolo Machiavelli was a firm believer in this school of thought. One of his biggest works was *"The Prince"* (1532). He argued that the act of governing causes people to act with different moral standards than they would as an individual, proclaiming that the justice is an end that justifies the means. On the other hand, Thomas Hobbes was an emblematic author of realism thought. He wrote *"Leviathan"* (1651) to explain the social relations among people, defining that the *"Man is a wolf to man"*. With a century apart these authors agreed that power is crucial to determine the actions in humanity comprising political relations. These ideas provide the foundation for modern realism or neorealism that is seen in the international stage.

The theory of Neorealism states that interactions in the international system are developed around the existing power struggle to achieve greater protection of their interests, representing a strong nationalist sentiment. Furthermore, they consider the state as the center of all procedures in the international system causing the states to be in a constant struggle to reach power. Hence, IC is carried out in a restricted form, as a tool to avoid the achievement of relative advantages of other international actors (Jiménez González, 2003). This means that all actions taken are related to the handling of power of a particular State. The Modern Realist considers the acquisition of power as a "zero-sum game"¹ in the interstate system. Consequently,

¹ Zero-sum game: It is a contest in which gains by one player can only be achieved by equal losses for other players. (Rourke, 2008, p. 237)

all cooperation must benefit the power earned of the power state. It is a tool that must be well managed and not wasted on goals that not even the peripheral countries can achieve (Rourke, 2008).

1.2.1.2 Neoliberalism and its relationship with the International Cooperation

School of Liberalism stands as a critique of the realist school and the notion that political relations are developed under the premise of self-interest and predatory vision. This theory has a deep root inside of the Idealism developed by Aristotle. He argues that man is driven by ethical and intrinsic values on humanity. It helps to develop its social or political capacity to react in social interactions (Jiménez González, 2003). Therefore, the liberalism ideals develop from the idealistic conception.

The school of Liberalism was greatly influenced by writers like Jean-Jacques Rousseau and his work "The Social Contract" (1762). He argued that humans form groups in a collaborative sense to perpetuate their existence and improve their lifetime. On the other hand, the father of capitalism and also a great theorist of liberalism is Adam Smith. He laid the foundation of modern liberalism with his work "*The Wealth of Nations*" (1776). He determined that the social welfare of individuals is linked to their interests, the division of labor and the "*laissez faire*": this meaning the non-interference of the state in the economies, promoting free trade, and free competition for developing economies. He presented the "Invisible Hand" as the controller of the market (Rourke, 2008). Another prominent author in this school of thought was Immanuel Kant with his paper "*Perpetual Peace*" (1795). He claimed that reason could grant freedom and justice in international relations, this being a useful tool for the evolution of liberalism and neoliberalism.

The school of neoliberalism proposes the management of international relations in favor of "*strengthening peace through the natural order, harmony of interests on the international political and economic relations, interdependence among states and self-determination*" (Jimenez Gonzalez, 2003, p. 120). If the realists believe that the center of actions revolves around the states gaining of power, the liberals consider that the states are in the center but the international system would only be functional as long as the countries cooperate and organize. In that way, international organizations reduce the effects of an international anarchic system (Rourke, 2008, p.

16). In this sense, the international community would succeed to the extent of finding new alternatives like governmental organizations for a functional system of global governance.

Through the school of neoliberalism in the international system, non-state actors play an important role in global interactions. For example, multinational corporations have a certain degree of influence on nation states in commercial areas (Wilkinson, 2007). Neoliberals considered the flag as a proclamation of democracy and interdependence between actors of the international community with a transnational approach to achieve world peace. This theoretical perspective considers the international system a "non zero-sum game"² because they believe power to be a non-accounting measure. If one or more international players gain power, other international actors would not be losing their power (Rourke, 2008). A key part of this theory is the pursuit for facilitation of international trade, defending free trade as one of the best ways to generate development and a way to cooperate.

1.2.1.3 The International Cooperation understood through structuralism

One of the main perceptions denoted in IR theory is the school of structuralism. This school bases their arguments on the way the world is organized around economic issues and how this affects international relations. This involves States that benefit from development known as the economically developed countries and those whom are on track to achieve such development known as less developed countries (Rourke, 2008, p. 378). The aim of this trend is to the redistribution of wealth and power by changing the economic system of traditional power. This theory rests its foundations in Marxism and Historical Materialism as tools for analyzing society and international relations. On the other hand, this school allows the expansion of Dependency Theory as a direct contribution of Latin American perceptions.

The "*Manifesto of the Communist Party*" (1848) was written by Karl Marx and Frederick Engels. They describe that the antagonistic classes are in a constant struggle for power. The *bourgeoisie* manages the wealth and oppresses the *proletariat* in the capitalist system. In the international scope, it is unacceptable to consider the state as the center of world politics, because the international

² Non-zero sum game: It is a contest in which gains by one or more players can be achieved without offsetting losses for any other player or players. (Rourke, 2008, pág. 237)

organizations are instruments to serve the bourgeoisie (Jiménez González, 2003, p. 126). The first leader of the Union of Soviet Socialist Republics (USSR) was Lenin. He was a communist revolutionary that developed the conception of imperialism. It is the ability for the bourgeoisie to create international capitalist monopolies to compete among themselves to keep the world proletarian class oppressed (Dougherty & Pfaltzgraff, 1993).

The Dependency Theory much like Structuralisms argues that underdevelopment and poverty in the less developed countries are the results of the exploitation by economically developed countries. It recognizes that IR is ran in an unequal system where economically developed countries, those who are at the center of economic movement, take advantage by buying low cost raw materials from less developed countries; in order to sell manufactured goods in international markets at high prices to the same less developed countries. This in turn keeps periphery countries in the position of underdevelopment (Rourke, 2008). Consequently, these actions generate a dependency for the less developed countries that stay in the periphery trying to imitate the model of industrialization pursued by the economically developed countries.

This theory was developed by Raul Prebisch, who made a critical contribution for Latin America in the 70s as part of an analytical study for the United Nations Economic Commission for Latin America and the Caribbean (ECLAC). He wrote *"The Economic Development of Latin America and some of its main problems"* (1948). He complained about the underdevelopment of the region and how the economy should be built on import substitutions, which helps reach industrialization and adds value to raw materials (Prebisch, 1948). The current dependence of IC develops a system between the center and the periphery, which by nature is uneven, so that cooperation offers greater advantages to the central countries and strangles Latin American countries (Jiménez González, 2003). Therefore, the Dependency Theory defines cooperation among countries, as a way to achieve world peace, as long as these relations are exercised independently from the political and social systems.

International Cooperation seen through the different theories of International Relations			
Theories of IR	Neorealist	Neoliberal	Structuralist
World Vision	The IR are developed in a central anarchic system state with a nationalist sense to protect their interests and maintenance of power.	The IR are running on a system of interdependence between states, considering the participation of new actors in the international system such as multinational and international organizations.	The IR are developed on the theoretical assumptions of Marxism. The antagonistic struggle between the countries of the center and the countries of the periphery, setting the current economic system. The dependency theory analyzes the gap between rich and poor countries.
International Cooperation	Cooperation is limited to the actions of self-interest and self-help.	The demand of cooperation grows because states have the will for the existence of interdependence and the longing for peace and development.	Cooperation is a tool of hegemonic countries for the strangulation of the countries in the periphery.

Table 1.1 International Cooperation seen through the different theories of International Relations

Source: Prepared on the basis of the writings of Claudia Jimenez and John Rouke.

1.2.1.4 The International Cooperation and the theory of New Regionalism and Integration in the XXI Century

The New Regionalism and Integration developed at the end of the Cold War as a response to new world order. The key components for the New Regionalism are geographical proximity, degree of economic interdependence, the historical, political and cultural background (Jiménez González, 2003). The new regionalism is understood as a form of intermediate cooperation through partnerships among countries. Therefore, the role of the state is essential as its will is needed in order to achieve shared interests, bearing in mind that individual action would make goals difficult to achieve (Rodriguez, 2012). Furthermore, new regionalism is a tool to confront the development problems through integration and cooperation with similar countries, which allows placing the region inside the world order.

The distinction between new regionalism and regionalization is that regionalization talks about extending and expanding production inside a specific geographic area. In contrast, new regionalism endorses political cooperation at the intergovernmental level to promote integration and cooperation among members, but it does not mention the participation of non-state actors such as NGOs and international companies. The objectives of this theory relate in the importance the importance of peace, development and environmental protection, using important pillars of democracy and respect for human rights. If the goals proposed are achieved, it means that the states developed interstate democratization to a degree that allows cooperative relationships to form with both homogeneous states and heterogeneous states rising as equals.

The new regionalism addresses integration and establishes States as the center of these processes in order to develop patterns of intensive and diversified economic interaction. Within the levels of integration are customs unions, free trade agreements, tariffs and agreements, and common markets. It is possible that common policies be applied as a result of sharing the same values and expectations. The IC denotes a fundamental role in the new regionalist processes, because it concentrates in the negotiations of the group of countries to bring about the common interests or regional interest.

1.2.2 Conceptual identification of International Cooperation

The study of International Cooperation is a fundamental part for the progress of International Relations, so that they can generate a peaceful coexistence among the members of the international community. It's important keep in mind that the state's role is crucial for its interdependence with other states as *"international relations, which emerged from the human fundamental unit and that, in different orders, each international actor has acquired, for the full development of their activities ... and has realized that none can become fully developed without universal cooperation, which manifests and acts in many different orders"* (Sanchez de Bustamante, 1933, p. 272). This allows us to assume that the IC founds a suitable development of the interstate system based on the active participation of the states, through a voluntary agreement for a free exchange of processes aimed at global progress.

IC is presented to the world as a basic principle of International Law. IC also appears in the purposes and objectives of the Charter of the United Nations (UN) in Article I, Third paragraph. It identifies international cooperation as a response to *“solving international problems of an economic, social, cultural or humanitarian character, and in promoting and encouraging respect for human rights and fundamental freedoms for all without distinction as to race, sex, language or religion”* (1945, p. 3). This statement indicates that the existence of disagreements among the main actors of international law force them to develop contractual relations to correct such anomalies by peaceful means to ensure the security and order of the international community. However, these international measures should not interference internal policies of countries and should stay away from coercion for compliance (Progress Publishers, 1988).

1.2.2.1 International Cooperation for Development

Currently, the International Cooperation is in every point of action of IR. It is inevitable to not think that nation-states are not in continuous interaction maintained by the processes of globalization. As it was presented, the IC is understood as the agreement between states' wills for achieving general benefits, ensuring global peace and progress. Perhaps the most outstanding processes of cooperation are Military Cooperation, which seeks to safeguard global security and International Cooperation for Development (ICD). The States have universalized CD, since it aspires to accomplish global development priorities, such as reducing extreme poverty and gaps between poor countries.

For the purpose of this section, the technical terminology of the CD will be listed below from the Ecuadorian perspective. First, it will define the conception of international cooperation for development. Then, it will recognize the key players and sources of CD. Finally, it will describe the implementation modalities of CD.

1.2.2.2 Definition of International Cooperation for Development

Cooperation itself has been a daily process in societies, whether its reasons are power, subsistence, or the simple fact that humans are political beings; it is impossible to deny this association. This action is used in the International System as a tool to improve the levels of development Worldwide. Hence, the definition of International Cooperation for Development could be understood as:

"The set of actions that actors exchange from different countries on a voluntary basis and in accordance with their strategies and interests ... supporting the development process through the transfer of technical and financial resources among various actors in the international system for the promotion of all that is understood as development" (Herrera Saldías, 2012, p. 1).

It's worth mentioning that the concept of IDC is not limited to a scientific specific area, because it belongs to an interdisciplinary field of international relations. It refers to economic, social, environmental, technological, cultural, political and humanitarian fields; and its relations with actors of the international system. This correlation must be in complete coordination and approval with the interests of the participants, becoming an international regime³ where norms, rules and procedures are defined in the cooperative execution. This exhibits the ICD as international society that is in continuous evolution, as a latent phenomenon of international relations.

1.2.2.3 Actors of International Cooperation for Development

The actors of international law are indispensable for the international cooperation progress. Thus, the existence of two socio participatory positions, the recipient and the donor, is necessary. As it is defined in the Dictionary of International Cooperation of the SETECI, the receiver of ICD is understood as a partner or a group and/or entities that would be affected in some way by the intervention of the cooperation. While the donor is described as the natural person or public or private organization that provides technical, material and financial resources on a grant to contribute to the development of a specific country; this demonstrating why it is important to differentiate the various sources and procedures for implementing ICD.

1.2.2.4 Major sources of International Cooperation for Development

The International Cooperation for Development has been executed by the active participation of countries, public and private entities, governmental and non-governmental organizations, which have acquired their fundamental role as resource providers in the cooperative process. To continue analyzing the ICD it is necessary to

³ International regime: is understood as a series of norms, rules and procedures agreed among States or among states and non-governmental actors, with the aim of regulating some international areas. (Haas, 1980, págs. 396-397).

explain the distinction between international governmental and non-governmental cooperation, as well as the main sources of the IC.

Government cooperation is comprehended as the interaction among national governments or local public entities. It presents itself in two ways; the first is the bilateral international cooperation which is held between two states through specific guidelines of both, the partner country and the donor, promoted by their respective foreign policies. The second one, it is multilateral international cooperation which operates through international bodies composed of several sovereign states, managing disbursements of funds under the common criteria of the international body.

On the other hand, the non-governmental cooperation, *"includes a series of interventions aimed at international solidarity of private entities without profit, resulting in a more autonomous cooperation and detached from directives or priorities"* (Alvarez Orellana, 2012, p. 299). It is also known as private cooperation which is, *"running by private organizations to promote development programs through funding and technical assistance"* (SETECI, 2015, p. 109). Consequently, the ICD is developed through the active participation of civil society, international non-governmental organizations, and private enterprise through Corporate Social Responsibility seeking sustainable development for the global society whose aims are supposed far from certain political interests.

The main sources of ICD include:

- The North to South Cooperation. - It is also known as traditional or vertical cooperation, where the set of actions taken by international public or private operators come from economically developed countries that mobilize financial, human, technical, and technology resources to countries with low relative development resources (SETECI, 2015).
- The South to South Cooperation or Horizontal Cooperation. – It is understood as the set of actions among countries with the same level of development, that look to join forces in order to achieve common goals. It includes the exchange of technical resources and/or knowledge in certain areas of government institutional performance (SETECI, 2015).

- **Triangular Cooperation.** – It is the mechanism through which two countries are associated to provide cooperation to a third country. Usually, it is between two less developed countries (an offeror and a beneficiary) and the third economically developed country (traditional donor) which will finance horizontal cooperation between the first two. It provides a path North to South to South cooperation. However, there have been triangulations among developing countries resulting in South-South-South cooperation (Herrera Saldías, 2012).
- **Decentralized Cooperation.** – It is carried out by local governments or public entities, free from direct intervention by national governments or multilateral agencies (Alvarez Orellana, 2012).
- **Delegated Cooperation.** - The technical and financial management that a country provides to another country with more technical experience regarding a process in the host country.

1.2.2.5 Modalities of International Cooperation for Development

The implementation of International Cooperation for Development uses several ways to indicate donor's efforts so are they are classified as international reimbursable cooperation and international non- reimbursable cooperation. In accordance with the purpose of this paper, listed below are the main modalities of international non-reimbursable cooperation explained:

- **Non-refundable Financial Cooperation.** – It is an economic allocation for financing specific projects and resources from which there is no refund of monetary resources by the partner country to the donor (SETECI, 2015).
- **Technical Assistance.** – It develops through the *"transfer of knowledge, skills and experiences from countries or organizations with building capacity, training of human resources, technological progress and others"* to countries without experiences in those areas (Herrera Saldías, 2012 , p. 5).
- **Humanitarian Aid.** - It is understood as the assistance that the international community provides during emergency situations due to war or natural disasters, sending the affected zone emergency aid supplies. The beneficiaries are the

people that are in the disaster zone, with a refugee or displaced status (Boni Aristizabal, 2010).

- Food aid. – It means to supply food to countries in emergency situations, in order to enhance self-sufficiency and ensure food security (SETECI, 2015).
- Human Resource Development and Scholarships. – It's a way of strengthening human resources, primarily through grants, used to train officials, technicians and researchers to optimize performance in the partner country, by means of acquisition in knowledge and skills from the supplying country (Herrera Saldías, 2012).

To sum up this chapter, the historical evolution of the IC is seen as a mechanism for peaceful coexistence and the maintenance of order between the members of the international community to promote opportunities to achieve sustainable development through the ICD. While theoretically speaking, the IC is situated within international relations, which allows analyses from the different theories of interaction in the interstate system to understand the motivation of the phenomenon under study. On the other hand, IC theoretically recognized as the voluntary agreement of the subjects of international law for the fulfillment of common objectives, differentiated from ICD as the essential instrument to promote advances in global society, distinguishing its actors and how it is executed.

CHAPTER II

Diagnosis of International Non-reimbursable Cooperation Implemented in Ecuador

Currently, Ecuador is a step forward in the region in terms of the instruments used for International Cooperation; however, to achieve such positioning has taken a lot of effort towards the development of the country. This chapter will describe the current role of International Non-Refundable Cooperation in Ecuador. In the first place, a historical documentation of Ecuadorian cooperative processes in the context of international relations will be developed. Secondly, the most important milestones for the formalization of the Ecuadorian International Cooperation System and the establishment of the Committee for International Cooperation and *the Secretaría Técnica de Cooperación Internacional* will be described. Finally, the powers of the *Secretaría Técnica de Cooperación Internacional* will be determined in relation to their regulatory framework as the entity responsible for the management of international cooperation in Ecuador, allowing the development of institutional efforts for organizational strategic planning manifested through expected results.

2.1 Historical Background of International Cooperation in Ecuador.

Historically, Ecuador at an early stage held its international participation without any leadership or initiative in its foreign policy due to the States little experience in developing an international independent personality. For this reason, the performance of various aspects of Ecuador's international participation was late, especially with the influence of the Western Hemisphere's geographical and historical circumstances. Ecuadorian foreign policy was structured on those bases and with the contributions of the new world such as the creation and recreation of international institutions with principles and tenets that established a new international order since the 50s (Ruales, 1991).

At the end of World War II, the international community was shocked by the different consequences left by the war. Ecuador, meanwhile, tried to be part of the overall feel of the interstate system and provide collaboration on the project that was presented to maintain peace, order and global security. However, the Ecuadorian government was embroiled in border disputes with Peru, which is begun in the 40s, refocusing Ecuadorian efforts to achieve peace in the international community. Such conflict remained in the sights of the Ecuadorian foreign policy for almost half a century as Ecuador considered any international participation as a functional setting for generating partnerships and ending armed conflict with the neighboring country (Bonilla, 2008).

Thus the history of international cooperation in Ecuador operates with minimal delay in respect to the overall global cooperative progress. However, some important milestones took place that marked the development of the IC in Ecuador. Despite being considered a small country and its focus on ending the conflict, Ecuador decides to continue the cooperative development schemes implemented by the United States, as it has historically maintained the hegemonic power in the hemisphere. In the 60s, the program of the Alliance for Progress, allowed the generation of political and commercial dialogue; there was participation in negotiations of financial and technical cooperation agreements (SETECI, 2014).

For the next decade the Ecuadorian cooperative processes were formalized with the Spanish Government, through the Basic Agreement on Technical and Scientific Cooperation Ecuador-Spain (AECID, 2013). The result indicated that the main contributors for Ecuador in the 70s were the United States and Spain in regard to financial, technical and scientific cooperation. During the same period was created *"the National Committee for Technical Cooperation and Economic Assistance, whose functions were focused on the formulation, coordination and implementation of technical cooperation policy and economic assistance grants from all external sources"* (Maldonado Nuñez, 2012, p. 9). Unfortunately political instability did not allow a suitable development of cooperation policies as they remained initiatives. A significant advance for international relations took place in the following years through the Constitutional Referendum of 1978; Ecuador joined peace and international cooperation efforts by acceding to coexisting systems as a mechanism to contribute to the development of the state.

In the decades of the 80s and 90s, like most of Latin America, Ecuador was in a financial crisis as a result of increasing external debt, because of the bad political and economic choices, the income generated in the cocoa, banana and oil boom, and the economic accreditations granted by multilateral financial institutions. For that reason, the next decades Ecuadorian focused international efforts on: meeting contractual obligations regarding accredited loans and terminating the border conflict with Peru. In the manuscript of the Ecuador's Foreign Policy (1991) by Gustavo Ruales the desire to reap the benefits from International Cooperation for Development by the Ecuadorian Foreign Service to promote economic, social and cultural progress of the people, as well as the ideal of establishing clear rules for foreign investment and determination of commitments with Ecuador (p. 4).

In 1998, the border conflict ended with the peace agreement with Peru as the border was defined, helping boost trade and progress in the region (Ayala Mora, 2008). This ended one of the main subjects of Ecuadorian guidelines at the international level, prompting that *"the Ecuadorian international agenda of the XXI century constitutes unknown topics for a foreign service hyper specialized in territorial law. The peripheral status of Ecuador, low levels of institutionalization and the extremely limited international relations as a scientific discipline, generated a context in which foreign policy issues are represented as topics of law"* (Bonilla, 2008, p. 2). This indicates the lack of expertise in issues concerning international cooperation in Ecuador and represents future inconveniences for insertion and sovereign state participation in the global system.

2.1.1 International Cooperation and Ecuador at the beginning of the XXI Century

At the beginning of the XXI Century, Ecuador faced the dollarization as an economic measure to reduce the financial crisis impact. It suggested that the Central Government's efforts were adjusted to economic neoliberal measures rising from contractual obligations with international financial institutions like the IMF, for the stabilization of the Ecuadorian economy (Ayala Mora, 2008). As for the international cooperation projects, with the intention of serving as an institutionalized channel to guide towards the planned development of the country, are transformed into unfinished initiatives seeing that the consolidation Ecuador's own plans for development are prevented. The Ecuadorian foreign policy is built on the

suggestions and initiatives of international organizations, with topics related to social phenomena such as migration, democracy, human rights, among others (Bonilla, 2008). These themes represent the efforts of the international community to generate cooperation for sustainable development through the Millennium Development Goals.

Since 2000, the Ecuadorian state faces a number of challenges in the different aspects of development, including restructuring the institutional framework of international cooperation. In 2003, the Advisory Council for International Cooperation (CACI) was made for designing and formulating national policies for International Non-reimbursable Cooperation. At the same time, the Ecuadorian Institute for International Cooperation (INECI) was created in response to verifying the goals proposed by the CACI, as institution which is supplementary to the Ministry of Foreign Affairs (Maldonado Nuñez, 2012). It represented significant progress in organizing and building a strong foreign policy for IC. During 2003 and 2004, new ways of managing South-South cooperation began to articulate for the development of the border and triangular cooperation between Chile, Germany and Ecuador (INECI, 2005).

Among the attempts to formulate a specific structure for the institutional development of the IC management in Ecuador, is the National Foreign Policy Plan 2006-2020 (PLANEX 2020) prepared by the Ministry of Foreign Affairs. It was a developed plan for Ecuadorian foreign policy that was set to endure shifts in government administrations, thus achieving a favorable projection into to the international community. However, the PLANEX 2020 did not provide the expected results because of the political changes in Ecuador; it then became a new failed attempt for the effective structuring of the foreign agenda (Maldonado Nuñez, 2012). In 2006 interesting achievements were obtained; such as the creation of tables of dialogue between the Central Government and donors, these being implemented by the INECI for the negotiation of projects and mechanisms programs. At the government level they're considered state policies to reach the Millennium Development Goals, demonstrating the commitment of Ecuador to achieve such proposals and support global sustainable development (Ministry of Foreign Affairs, 2006).

2.2 Consolidation of Sistema Ecuatoriano de Cooperación Internacional

The year 2007 marked the beginning of a new political proposal for Ecuador, the so-called “*Revolución Ciudadana*”, which meant a structural change in the scheme of how political, economic, social, and technological themes were managed. The main focus was the approach towards sustainable development for the country through strategic planning (Maldonado Nuñez, 2012). Contributing to this transformation, the Plan Nacional de Desarrollo 2007-2010 was approved, later becoming the Plan Nacional para el Buen Vivir 2009-2013(PNBV), elaborated by the National Secretary of Planning and Development (SEMPLADES). This considers international cooperation as a complementary mechanism to each the national objectives for development, assuring a sovereign and equitable environment (SENPLADES, 2009).

In 2007, the Ecuadorian government pointed out the necessity of establishing clear mechanisms to capture, orientate, use and inform the management for International Cooperation in a more efficient and productive manner, this being part of the national plans and initiatives. Through the institutionalization of International Cooperation management, a systematic monitoring for IC actions would be achieved. Consequently, a direct relation between the central government and different actors participating in IC would be established, all of this based on establishing clear roles and responsibilities that would prevent duplicity in efforts. For this reason, with the Presidential Decree No 699 of October 30 of this same year, the Sistema Ecuatoriano de Cooperacion Internacional(SECI) was created.

The SECI is established with the goal of contributing to the strengthening of the foreign non-refundable aid, such as technical cooperation and economic assistance, through generating mechanisms that agree with national priorities, guaranteeing respect to human rights and commitments with international entities that Ecuador forms part of⁴.The SECI is made up by “*the institutions of the rectory, coordination, financing and implementation of activities related to IC, including the ministry of Foreign Affairs, Coordination Departments, the SENPLADES, sources of bilateral and multilateral IC, Non-governmental International Organizations, the Sectorial*

⁴ Presidential Decree No 699 10/30/2007 Article 1

*and National Institutions, Autonomous Decentralized Governments, and the rest of actors related to international non-refundable financing resources”.*⁵

As the third article of Executive Decree No 699 10-30-2007 indicates, the SECI is ruled by the Consejo Directivo de Cooperación Internacional (CODCI), while the Agencia Ecuatoriana de Cooperación Internacional (AGECI) public entity. It is in charge of implementing general IC strategies, policies and regulations management. It is also in charge of applying the SECI administration instruments and is affiliated to the SENPLADES. In 2010, after effecting their functions for three years, through the Executive Decree No 429 of July 15 of the same year, the Sistema Ecuatoriano de Cooperación Internacional was reformed changing from CODCI to Comité de Cooperación Internacional (COCI) with favorable approval of the SENPLADES and the adequacy of the AGECI, much like the Secretaría Técnica de Cooperación Internacional seconding the Ministry of Foreign Affairs, Commerce and Integration.

2.2.1 General Information on the Comité de Cooperación Internacional

The Comité de Cooperación Internacional is in charge of leading the SECI, the primary objective is eliminating the duplicity of efforts by specifying clear participation roles. Within the functions that the COCI fulfills is the SECI rectory; public policy, strategies and plans approval for Ecuadorian International Non-refundable Aid; supervising the implementation of strategies, plans and instruments approved for the efficient management of IC and the SETECI. Finally, it's in charge of looking out for the harmonization between international refundable and non-refundable aid.⁶

For the fulfillment of its commitments the COCI will be composed as Article 5 of the Executive Decree No 429 of 10/30/2007, along with modifications in the Executive Decree No 429 of 07/15/2010 Article 3 and reformed by the Executive Decree No 812 of 07/05/2011 Article 1. It states:

The International Cooperation committee will be made up by:

- a) The Minister of Foreign Affairs and Integration, or their permanent delegate; who will chair will casting vote;

⁵ Presidential Decree No 699 10/30/2007 Article 2

⁶ Presidential Decree No 699 10/30/2007 Article 4 reformed by Presidential Decree No 812 07/05/2011 Article 1.

- b) The Secretary of National Planning and Development, or their permanent delegate;
- c) The Minister of Finance or their permanent delegate;
- d) The Minister of Social Development Coordination or their permanent delegate;
- e) The representative for the Ecuadorian Municipality Association;
- f) The representative for the Ecuadorian Consortium of Provincial Councils; and
- g) The representative of Ecuadorian National Council of Rural Parishes Boards

SETECI will act as Committee Secretary, without voting rights.

The Ecuadorian Committee for International Cooperation (COCI) will meet every two months or as justified request of the Technical Secretariat of International Cooperation.

2.2.2 Secretaría Técnica de Cooperación Internacional

Technical Secretariat of International Cooperation (SETECI) forms as an instrument for the implementation of general strategies, as well as public policies and administration regulations for IC in Ecuador⁷. The institution plays the role of a decentralized public entity, with technical, administrative, and financial self-management. It establishes a compromise as a technical organism in the professionalization and insertion of the sovereign operation of IC in the state's structure. SETECI looks for constructing a new system of government that will make different forms of INRC transparent, and include new actors in Ecuador's IC (SETECI, 2011). With the purpose of aligning said actions to the "*Plan Nacional para el Buen Vivir*" and to the change in the production matrix (SETECI, BROCHURE INSTITUCIONAL, 2014).

2.2.2.1 Establishment of Secretaría Técnica de Cooperación Internacional

Parting from the formation of the SECI the Agencia Ecuatoriana de Cooperación Internacional (AGECI) is created, which starts to work with an individual and sovereign agenda on Ecuador's international cooperation politics. AGECI cemented the base to reach a transparency on the mechanisms for the cooperative management,

⁷ Presidential Decree No 699 10/30/2007 Article 4 reformed by Presidential Decree No 812 07/05/2011 Article 1

in the non-interference in internal affairs by external actors in the IC process, and the complementarity of INRC projects with the central government's plans and development policies. Officially, AGECI copes as SETECI, with a favorable report from the SENPLADES, with Under Secretariat General functions and seconded to the Ministry of Foreign Affairs, Commerce and Integration; through the Executive Decree No 429 of 10-05-2010, published in the Official Registry No 246, of July 29 of 2010 (Art 1). This is how it starts to execute its functions immediately.

2.2.2.2 Legal Framework for the implementation of the Secretaría Técnica de Cooperación Internacional

The public institutions that carry out their tasks in the national and in the international stage, as is the case of the SETECI, it is indispensable to recognize the legal base that lead to fulfillment of the entity. The structural management of the INRC within Ecuador, as a general rule must be in accordance to the national legal instruments, as with the international instruments, which Ecuador through sovereign will has ratified. The normative bodies to which the SETECI is attached to for its functioning, in national order and the international level, are described as-follows.

National Regulatory Framework

The Republic of Ecuador's Constitution of 2008

In the Republic of Ecuador every action in the political, social, cultural, economic and international relation setting must be in accordance with the Constitutional Norm in order to be legally binding. The primary legal body to which the SETECI is attached to the Republic of Ecuador's Constitution of 2008, as this drives the principle of sovereignty from different aspects, Latin America's integration, and the foreign interference in domestic affairs. The relations in the Interstate System are achieved through interdependence and equal hierarchy of its members. Article 11 defends Universal Human Rights as a constitutional assurance. These principles are part of the directions of Ecuador's Foreign Policy, in respect of the participation in international means for International Cooperation.

In the central government's constitutional roles are the managing international relations which lead to generating international framework agreements that benefit

the State's development⁸. According to Article 416 of Ecuador's Fundamental Law, referring to the principles of international relations in Ecuador; every State action in the international community must be in convergence with the interests of the Ecuadorian people and their strategic plans, proclaimed in the first numeral, the acceptance of the Ecuadorian State in the exercise of International Public Law, cooperation, integration, and solidarity as pacific mechanisms of international relations. On another note, Ecuador established a new territorial organization which also established new roles for the Decentralized Autonomous Governments (GAD). Constitutionally the GAD is given control over international cooperation for the fulfillment of its capacities, with the aim of generating international participation at the different government levels⁹.

Plan Nacional para el Buen Vivir (PNBV) 2009-2013, 2013-2017

The Plan Nacional de Desarrollo (2007-2010) - *Plan Nacional Para el Buen Vivir* (2009- 2013) (2013-2017) represents a necessary advance in the country efforts to mark a roadmap regarding the planning and structural development for the State. SENPLADES has been in charge of elaborating strategic objectives and ensuring their compliance. In Ecuador, all public and private activities must support this four-year program that represent the government's strategic planning and pushes forward the Good Living, "*Buen Vivir*" or "*Sumak Kawsay*" as a goal for every Ecuadorian citizen. The Buen Vivir is understood as reaching human welfare through satisfying man's needs and respect towards nature, with an equal and peaceful handle of social relations, even within international relations, optimizing human capacity and the environment (Ministerio de Educación, 2015).

In the 5th Objective of the PNVB 2009-2013 and the 12th Objective of the PNVB 2013-2017 it specifies "*guaranteeing sovereignty and peace, deepening the strategic insertion of Ecuador in the world and the Latin American integration*". This exhibits International Development Cooperation as a complement to the Ecuadorian central government, being a pro for its development. It promotes South-South Cooperation as a mechanism of building ties that Ecuador transmits like resources, knowledge and experience. This allows for the creation of spaces where political

⁸ Constitution of Ecuador Article 261, number 2

⁹ Constitution of Ecuador Article 262, 263, 264

sovereign dialogs on IDC can take place, either in a bilateral o multilateral manner, between all the peoples of the world.

The PNBV stimulates the Ecuadorian satisfaction of needs in areas that include, technical assistance, human talent, and transferring technology that directly contributes to the change in the productive matrix, continuing the INRC's role in different functions and levels in the state government, to guarantee Ecuador's insertion into the global system. This way *“the goals established around cooperation need ... from public policies, but also administrative instruments like efficient institutionalism, that can communicate the State's instances, centralize information, and locate resources parting from the PNVB objectives”* (SENPLADES, 2013).

Código Orgánico de Planificación y Finanzas Públicas (COPLAFIP)

COPLAFIP is born with the objective of regulating the exercise of planning and public policy roles at different government levels, the Public Sector four year program budget planning, and other instruments related to Planning and Public Finance¹⁰. The organic code under study in Article 65 defines International Non-Refundable Cooperation as a mechanism for achieving national planning objectives, in which Ecuador grants, receives, transfers, or exchanges resources, goods, services, capital, knowledge and / or technology. Therefore, IC financial resources that originate from public or private entities that contribute public institutions must use the national planning, finance, and public purchase systems in addition to the mechanisms for transparency and to regulate international non-governmental organizations' actions (SETECI, Agenda Nacional de Cooperación Internacional Primera Parte: Política y Prioridades de la Cooperación Internacional, 2015).

In terms of INRC principles in Ecuador and according to Article 66 of COPLAFIP it mentions sovereignty, independence, legal equality between States, pacific coexistence, self-determination of peoples, as well as integration, solidarity, transparency, equity, and the respect for human rights. Further on, it states that INRC national policy will adjust to what is established in the *Plan Nacional del Buen Vivir* and the Ecuadorian State's foreign policy¹¹. INRC is constitutionally exercised by decentralized autonomous governments, it will orientate towards national policies

¹⁰ COPLAFIP-Article 1

¹¹ COPLAFIP- Article 67

and their respective plans for development and land-use planning (COPLAFIP, 2010 Art 68).

The approval of INRC programs and projects, concurring with Art 69 of COPLAFIP, will be carried out in accordance to the priority procedures for the SENPLADES public investment programs and projects, excluding the ones that universities, polytechnic schools, GAD and social security receive and effect. The mentioned programs and projects must be approved by the highest authorities of said entities within the guidelines of national policy for IC in each institution. Regarding public sector entities that implement actions, programs, and projects with resources coming from the INRC, have the obligation of registering them with the competent technical authority. This is done for the purpose of obtaining information. SETECI is competent body, which makes it responsible for doing the follow up and evaluating the INRC and implementing the corresponding information system.

Código Orgánico de Organización Territorial, Autonomía y Descentralización (COOTAD)

By establishing new land-use planning for the Ecuadorian state, constitutionally there were new faculties set for managing the tasks that belong to the Decentralized Autonomous Governments, their different levels of government and territorial circumstances. This helps achieve autonomous political, administrative and financial, with the aim of reaching an equate development in each territory. The capabilities given to the GAD are rectory, planning, regulation, control and management concerning their exclusive competencies in their territories and in respect of the national union¹². The intention is to accentuate proper planning that will guarantee true public management for the country's sustainable development and strengthen the governability processes in each section, province, canton, and parish.

In terms of International Cooperation, according to the constitutional mandate and complete concordance with the law specifically in Chapter IV of the "*Ejercicio de las Competencias Constitucionales*", in Article 131 of International Cooperation Management states that:

¹² COOTAD Article 116

“The Decentralized Autonomous Governments can manage the obtained resources from international cooperation and technical assistance in order to carry out their own competencies in the framework for the national objectives, their development plans, and the principles of equity, solidarity, interculturality, subsidiarity, opportunity, and relevance. A registry will be maintained in the national system of international cooperation.”

It's worth mentioning that the faculty of management is defined in the normative body being studied in Article 116 as the capacity to execute, provide, lend, administrate and finance public services according to the management model of every sector and in relation to the competences of their respective territorial circumscription. That is how the specific competences for the GAD are determined in terms of how IC is managed in Ecuador.

Executive Decree No 699 of October 30, 2007

This represents the beginning of the new systemized and institutionalized vision for Ecuador's International Cooperation. This is the first normative body that establishes the imperative need of institutionalization for Ecuadorian International Cooperation management. By means of the creation of the SECI the roles and responsibilities of public institutions immersed in the cooperative process and the support for reaching the national plans are distinguished clearly. In this same decree, the formation and definition for the roles for the *Consejo Directivo de Cooperación Internacional* (CODCI) is effectuated as a governing body for Public Policy and the *Agencia Ecuatoriana de Cooperation Internacional* (AGECI) as the public entity that verifies the proper functioning for the managing IC in Ecuador seconding the SENPLADES.

Executive Decree No 429 of July 15, 2010

After three years of the application of Executive Decree 699 of 30/10/2007, in 2010 Executive Decree 429 07/15/2010 is issued, in which certain SECI aspects are reformed. Among the main reforms, the name for the *Consejo Directivo de Cooperación Internacional* changed to *Comité de Cooperación Internacional*; under the report approved by the SENPLADES, the *la Agencia Ecuatoriana de Cooperación Internacional* transformed to the *Secretaría Técnica de Cooperación Internacional*.

Executive Decree No 812 of July 5, 2011

Through the Executive Decree No 812 of 07/05/ 2011 the third article of Executive Decree No 699 of 10/30/2007 is reformed, establishing the SETECI as a decentralized public entity seconding the Ministry of Foreign Affairs, Commerce and Integration. In addition, it was reforming Chapter VII of *Reglamento para la Aprobación de Estatutos, Reformas y Codificaciones, Liquidación y Disolución, y Registro de Socios y Directivas, de las Organizaciones previstas en el Código Civil y en las Leyes Especiales*.

Resolution No 0009-CNC-2011 of Consejo Nacional de Competencias

The resolution looks to define the specific competencies of the central government and Decentralized Autonomous Governments, whether it's at a province, canton, or rural level at different functional aspects. To reach the consolidation of the principles of unity, solidarity, coordination, co-responsibility, subsidiarity, complementarity, inter-territorial equity, and citizen participation; contributing to the advancement of comprehensible development of the territories with a sovereign and worthy base for cooperation¹³.

Executive Decree No 16 of July 2013

This mandate develops around the idea of counting on a compliance standard for constitutional and legal dispositions for a suitable institutionalization of the *Sistema Unificado de Información de Organizaciones Sociales*, establishing mechanisms for promotion and strengthening that associative and organizational dynamics. In Chapter III of *Subsistema de Personalidad Jurídica de las Organizaciones Sociales* in the Section VII about *Organizaciones No Gubernamentales Extranjeras*, it issues the regulation for the fitting operation of these; apart from this Article 2 of the Executive Decree No 821 07/05/2011 was repealed.

International Norm

The participation of the Republic of Ecuador within the different international instruments, through ratification, allows for specific addressing to define foreign policy and managing international cooperation in the state (SETECI. 2011, p. 34). The international treaties that guarantee human rights and the treaties reached through Programmes of action of international conferences to which Ecuador is bound to,

¹³ Resolution No 0009-CNC-2011

have allowed the creation of principles in respect to how the relations are handled between IC actors and the focus in favor the sustainable development for Ecuador.

Paris Declaration of 2005 on Aid Effectiveness

The Paris Declaration of 2005 is adopted after the Paris High-Level Forum on Aid Effectiveness. The main objective of the declaration is increasing the level of effectiveness of development aid as a mechanism to reduce poverty and inequality, to accelerate growth and to speed the implementation of the MDG. The declaration is based on the generation of the five principles; ownership, alignment, harmonization, managing for results and mutual accountability; aimed at improving the management of IC (SETECI, 2015). In 2009, Ecuador showed their commitment to the Paris Declaration through the ratification of this international instrument. It considered its guidelines as useful and demandable to international collaborators, members of the OECD, which carry out programs and projects in the country. This was a form of commitment and complementarity from donors to the state; the same opt for the goals of the proposed Effectiveness Agenda (Maldonado Nuñez, 2012).

The five cooperation commitments are based on the learning experiences of partner countries with donors, resulting in a mutual responsibility¹⁴. The first commitment of the declaration is the Ownership, which allows “*partner countries exercise effective leadership over their development policies, strategies and coordinate development actions.*”¹⁵ This is achieved through the definition of national strategic policies and the creation distinctive development agendas of partner countries born out of their own needs; while donors agree to respect and help achieve these proposals, without any interference in the process.

The second commitment of cooperation is Alignment. This is the mechanism where donors develop their actions according to the strategies, institutions and national procedures for development from partner countries (Paris Declaration on Aid Effectiveness 2005, 2005). Through support to recipients in their capabilities and procedures, the goal is to avoid duplication of management and parallel efforts by donors. In turn, there is the commitment from donors to align to partner countries in the use of existing systems for sustainable development, strengthening public finance

¹⁴ Disposition 13, II Cooperation commitments of the Paris Declaration

¹⁵ II Cooperation commitments of the Paris Declaration

systems, supply systems support, and support for strengthening national strategic plans of partner countries.

The third commitment is the harmonization of donor actions, being transparent and collectively effective. The ultimate aim of harmonization is the implementation of common provisions and simplifying procedures from donors in regard to the requirements that are made to partner countries, helping to eliminate duplication of functions, fragmentation of cooperation and high costs for the multiplicity of interventions that are made in order to access cooperating partners' projects and programs. Therefore, this will enable the standardization of processes for the formation of cooperation programs and projects between actors and gaining added value in terms of the division of labor.

The fourth commitment of cooperation is Results-oriented Management. Its purpose is to manage resources and improve decision-making that is result-oriented¹⁶ through achievement, connection and visibility of the desired IC programs and projects. Thus the performance of the plans implemented by a joint effort involving donors and partner countries is determined.

Finally, Mutual Accountability is the fifth commitment of cooperation of the Paris Declaration of 2005; it specifies that both donors and partners are accountable for the results in the operation of managing IC. This basically points to co-responsibility and transparency in the processes of aid flows, as well as commitment to inform interested parties of the processes, the IC scopes of the programs and projects.

Accra Agenda for Action 2008

The Third High Level Forum on Aid Effectiveness was subscribed in Accra, Ghana on September 2008, with the purpose of speeding and deepening the application of the Paris Declaration on Aid Effectiveness in 2005. It is targeted at leadership to determine development policies in the partner countries and respect from the donors over said approaches. Just as creating more effective and inclusive associations, the recognition that there are major participants in cooperative processes such as middle-income countries, the private sector, civil society organizations and others. These end with the generation of tools for the recognition of the accomplishments of commitments, through accountability. From the perspective of South-South

¹⁶ II Cooperation commitments of the Paris Declaration

cooperation, through the international instrument in question it's recognized as a complement to North-South cooperation.

Busan Declaration 2011

In December of 2011, in the Republic of Korea the Fourth High Level Forum of Aid Effectiveness took place, where the international community and other actors in international law present a new shared alliance for effective development. Therefore, the complementary actions for achieving common goals are executed from the inclusion of new IC players, improving the quality and effectiveness of cooperative procedures, and continuity of the commitments made in Paris (2005) and Accra (2008). Through this the important role of private sector in the development process, the need to combat corruption and illicit flows that cloud, in some cases, the task of the IC, promoting efficiency on funding climate change, and strengthening South-South and triangular cooperation is recognized. The latter as a potential mechanism for the exchange of knowledge and experiences that contribute to development from the implementation of local, effective and appropriate solutions from the national context for their peers.

2.2.2.3 Powers and Competencies of the Secretaría Técnica de Cooperación Internacional

The delimitation of the functions and powers of the SETECI are fundamental for the effective development of the institution and in turn for the functionality of the SECI. These represent the specific compliance tasks that must be followed for achieving the objectives. SETECI applies the general legal rule, the 2008 Constitution of Ecuador, and specific laws on cooperative matters as instruments for defining functions. The aim is to eliminate duplication of efforts within public institutions and comply with the relevant powers within the International Non-reimbursable Cooperation (INRC) in Ecuador. By Executive Decree No. 699, October 30, 2007 (Article 6); as amended by Executive Decree No. 429, 15-07-2010 (Art 4), and Resolution 0009-CNC-2011 in Chapter Two of Management Model and Section I; conducted by the National Skills Council, the following functions are identified for the SETECI.

- Propose and enforce the general strategies, management policies or action agendas of international cooperation in accordance with national guidelines, which will be approved by the COCI and improve the SECI.

- Organize and coordinate the operation of the SECI, facilitating the participation of its actors and processes in accordance with international instruments signed by Ecuador;
- Negotiate and sign on behalf of the Ecuadorian State macro INRC agreements. The subscription may be delegated to diplomatic agents, as appropriate;
- Support and assist within their powers and responsibilities in the formulation, negotiation, access, implementation, monitoring and evaluation of programs and projects that have external non-refundable financing;
- Evaluate and organize demand for external non-refundable financing, taking into account the strategic planning of the State
- Identify funding sources and opportunities for expansion of international cooperation in the area;
- Socialize in a timely manner to various internal players on the instruments for cooperation in which the country is involved;
- To monitor the disbursement of resources appointed to the achievement of expected results, and the performance of the recipient institutions of international cooperation, and inform this process;
- Coordinate the offer of technical non-refundable cooperation that Ecuador can grant friendly countries;
- Organize the collection of knowledge gained from interventions with resources of international cooperation;
- Provide regular reports to COCI on the operation of SECI;
- Evaluate and propose improvements to the operation of the SECI;
- Design and implement the system of accountability for their actions timely for control agencies, civil society and other parties, according to the mechanisms established by the Executive function;
- Maintain and manage the national information system of the INRC, which should receive the information is submitted by different actors of the INRC in Ecuador;
- Propose to COCI an annual plan of demand for international nonrefundable cooperation, contemplating the state local and sectorial demand in a systematic way;
- Participate in the swap of public debt, exclusively when this is intended by the end of International Cooperation;

- Subscribe basic operation agreements, authorize the start and record, and monitor the INGOs with activity in the country.

2.2.2.4 Institutional Description of the Secretaría Técnica de Cooperación Internacional

As a public entity of the Central Government, focused on the institutionalization of sovereign management of International Cooperation; the SETECI is the body responsible for the proper functioning of the SECI. The powers assisting this instance of the State focus on negotiating, planning, coordination, monitoring, evaluation and control of the interventions in the management of the Ecuadorian INRC, which must be aligned and be complementary to the strategic plans of Ecuador specifically to the objectives of the PNBV. Making these processes visible and transparent are the result of institutional efforts in the effective management of the generating strategic statistical information, which makes way for correct decision-making and includes the various INRC agents.

SETECI opts for building a new system of governance of international cooperation, based on the need to include new and different actors with equal conditions; allowing the combined efforts to generate sustainable and participatory development that will position Ecuador in the world stage. Thus institutional commitments are determined, targeting effectiveness, outcomes for mutual learning and validated negotiations from national priorities, according to the appropriate legal authorities. In addition to potentiate the efforts in creating a regional leadership in Latin America and the Caribbean, the implementation of new models of cooperation arising from regional initiatives focused on innovation and the maintenance of ancestral knowledge.

2.2.2.5 Strategic Planning of the Secretaría Técnica de Cooperación Internacional

Recognition of the parameters that guide an institution is essential for it to fulfill its purpose. SETECI is a public institution responsible for verifying the management of international cooperation in Ecuador, all their efforts are directed to *"channel international cooperation to national priorities and input the country's potential in the region and the world system, with the aim to consolidate its sovereign management"* (SETECI, INSTITUTIONAL BROCHURE, 2014, p. 8). Here are the

key addresses pursued by the institution in order to achieve compliance with the IC policy.

Vision

*"We are the governing body of public policy cooperation, innovative, transformative, creative, generating policies and management models, reference of good practice at a national, regional and international level consistent with the philosophy of the Buen Vivir"*¹⁷

Mission

"We channel cooperative efforts towards endogenous development, contributing to the elimination of structural gaps; inserting the potentialities of Ecuador strategically in the region and the world system."

For which we rely on the following key factors:

- Articulating and coordinating the work of the various actors who are part of the cooperation system.
- Integrate the value of cooperation, interchanging equity and justice in all our relationships.
- Effective organizational structure, consistent with the values and institutional principles.¹⁸

Institutional Principles¹⁹

- Positivity and alterity
- Loyalty and consistent efficiency and effectiveness in management
- Citizen first
- Transparency
- Impartiality and solidarity
- Communication, language

¹⁷ Obtained from Official web site: SETECI: <http://www.cooperacioninternacional.gob.ec/valores/>

¹⁸ Obtained from Official web site: SETECI: <http://www.cooperacioninternacional.gob.ec/valores/>

¹⁹ Obtained from Official web site: SETECI: <http://www.cooperacioninternacional.gob.ec/valores/>

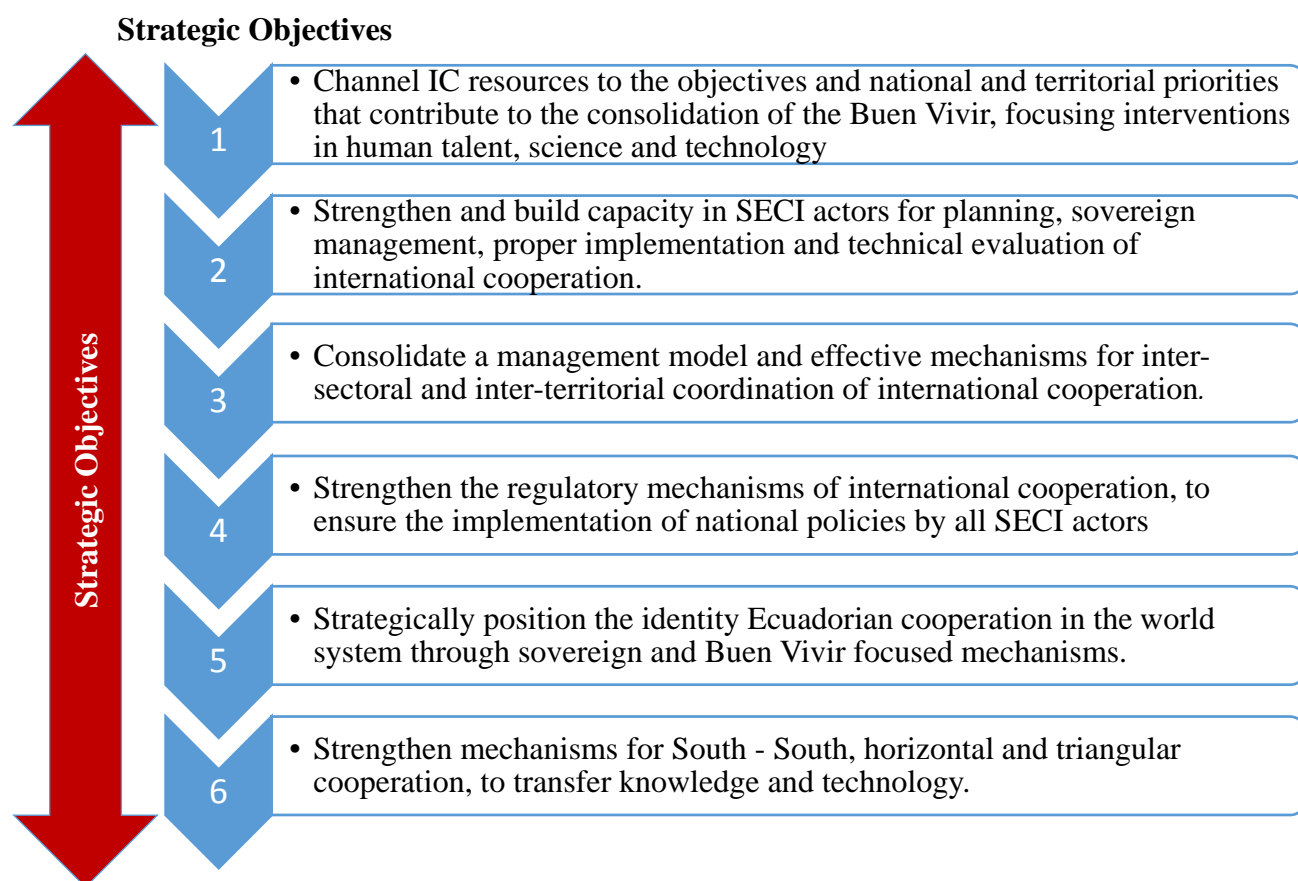


Illustration 2.1 Strategic Objective of SETECI

Source: Secretaría Técnica de Cooperación Internacional, Econ. Iván Martínez Dobronsky
Coordinador Técnico General de Cooperación Internacional 02/25/2016

The various functions performed by the SETECI are addressed on this institutional strategic planning framework, which states the principles set out by the functions and duties that legally formalized the institution. In turn, they represent theoretical means for the proper performance of the Ecuadorian Policy International Cooperation, demonstrating that initiatives of State institutionalization on the management of cooperation are coherent with the provisions of PNBV and international instruments such as the Paris Declaration of 2005. This allows a significant evolution in terms of cooperating subject area, however, in order for the task to be entirely elaborated it's important that methodologies for INRC are implemented under a clear system, the same that can be found specified in the organizational structure of the SETECI illustration 2.2:

Organizational Structure

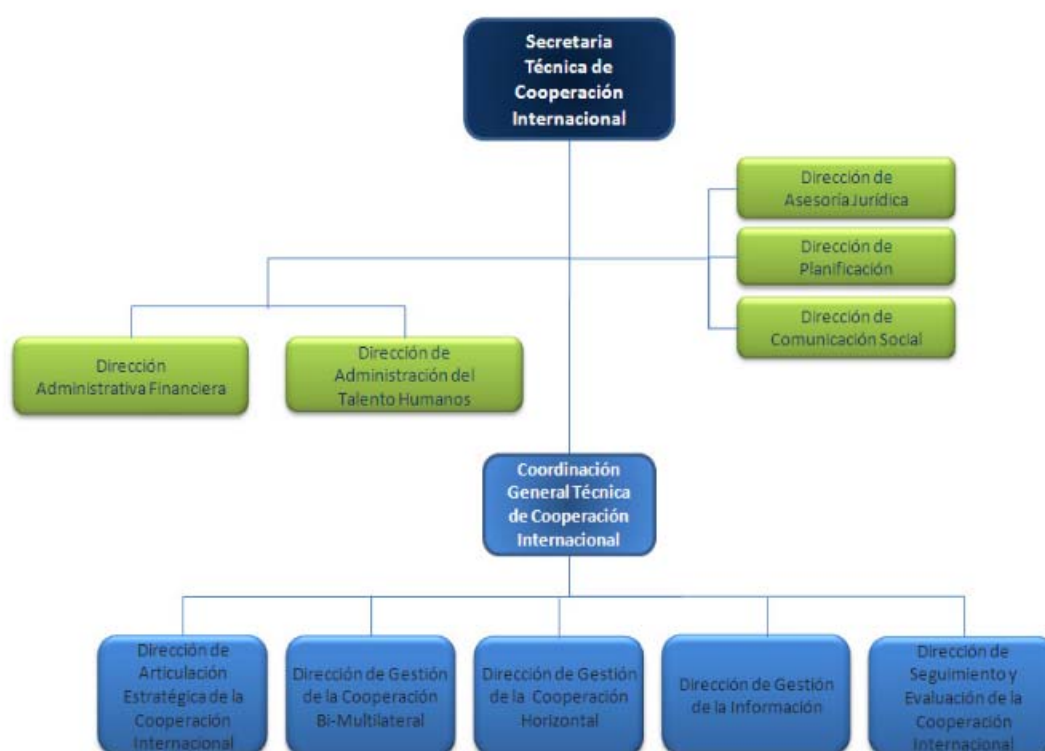


Illustration 1.2 Organizational Structure

Source: Secretaría Técnica de Cooperación Internacional, Econ. Iván Martínez Dobronsky
Coordinador Técnico General de Cooperación Internacional 02/25/2016

The organizational structure of the SETECI recognizes the division of labor to achieve the objectives within the institution. As evidenced in illustration 2.2, the green boxes are the departments that are responsible for the various administrative tasks carried out in the state, while the blue boxes represent the technical departments responsible for implementing methodologies for sovereign INRC management in Ecuador. These are under the guidelines of the Technical General Coordination of International Cooperation, who in turn responds directly to the Technical Secretariat.

Listed below, is the work done by each technical department as presented by the Institutional Brochure. This serves as evidence for verifying the implementation of the Public Policy and International Cooperation in compliance with national priorities based on science, technology, human talent and the change of the productive matrix.

- **Directorate of Strategy, Policy and Regulation of International Cooperation**

It is responsible for aligning and complementing the work of international cooperation to national and regional priorities. It is developed with a multi-actor and multi-level approach to potentiate the capacities of decentralized autonomous governments.

- **Directorate of Bi - Multilateral International Cooperation**

It articulates and manages the INRC in conjunction with state institutions, in order to negotiate new bilateral programs and multilateral IC sources. These negotiation processes are carried out using the methodology of aligning the offer of cooperation with the demand, which must adhere to the Ecuadorian national priorities.

- **Directorate of Strategic Insertion of International Cooperation**

Implements foreign policy goals related to South-South cooperation, to insert Ecuador in the World System in intelligent manner. The primary focus of management is the presentation of Ecuador's offer, structuring, coordinating, managing and implementing the portfolio of local capacities for regional and global advocacy.

- **Directorate of Intelligence for International Cooperation**

It provides SECI actors and the general population access to information about the actions of international cooperation in the country. This is done in a timely, reliable, comprehensive and consistent manner. It prompts the reduction of asymmetries related to information access, so that there is an adequate procedure in decision-making processes related to the IC in Ecuador.

- **Directorate of Monitoring and Evaluation of International Cooperation**

It focuses on the evaluation of the results of the INRC in Ecuador. Through monitoring and control of the actions carried out by NGOs; operating in the territory and following-up activities implemented by public and private actors that participate in the SECI. This is accomplished by establishing methods of analysis, allowing generic and comprehensive assessment of the management. The process itself permits learning and knowledge of the actions implemented, ensuring the effectiveness and quality of IC that develops in Ecuador.

The activities performed by each technical direction potentiate SETECI management and allows recognition of institutional efforts to fulfill the goals set at the time of its creation. This presents a properly organized public entity seeking transparency in the management of international cooperation and adheres fully to the state's development priorities.

2.2.2.6 Major Achievements of Secretaría Técnica de Cooperación Internacional

Through the time SETECI institutional management has been present, it has developed based on the purposes of its creation. This can be evidenced by the implemented structural mechanisms that describe each of the functions and determine the guidelines for achieving results. Speaking of institutional results, it is necessary to recognize the progress that has been made in the operation of IC management in Ecuador. It is to be understood that there is still much work to be done so that all the latent needs are met in the SECI. However, the SETECI has presented interesting achievements of effective management of the INRC in Ecuador, meaning the systematic evolution, necessary for the accomplishing the insertion of the state into the world system.

As presented in the Accountability Report of the INRC from 2011 to 2014, the most significant achievement has been the transparency and visibility of the IC actions in Ecuador through the generation of timely and reliable statistical information for the correct decision-making. Thus, information systems that consolidate the impacts of IC in Ecuador contain data that displays information, statistical and geographical reports, the result of the improvement in the processes of collection and processing, as well as the development of methodologies and tools for proper management of such information. The information is presented through Publications Interest, Annual Accountability of IC management in Ecuador and International Cooperation Interactive Map.

Interest Publications are tools developed by the SETECI as instruments of public awareness, published in electronic and printed form. They inform of various issues that arise in the management of IC in Ecuador and are of institutional competence. Here are some of the publications by the SETECI:

- The Catalog of Ecuadorian Technical Assistance to the World, contains the offer of cooperation from Ecuador to friendly countries;

- The Catalog of the Offer of International Non-Refundable Cooperation seeks to publicize in detail the offers submitted by countries and aid agencies around the globe; including the modalities, sources, mechanisms, actors and others;
- The Lets Cooperate Journal, through contributions of experts, interviews and reports that address issues related to relevant cooperation at the national level;
- The Dictionary of International Cooperation conceptualizes and standardizes the technical language for effective management of IC in the territory;
- The National Agenda for International Cooperation, Part I: Policy and Priorities of International Cooperation was published in order to channel IC efforts to national priorities that will allow a sovereign insertion into the global system; among other things.
- The Annual Accountability of International Cooperation management in Ecuador represents the actions taken by the institution for a certain period of time. SETECI is a public institution and constitutional mandate that includes all levels of government and is accountable for the actions to the citizens. From 2010 to present, every first quarter of year it presents its actions to citizens.
- International Cooperation Interactive Map is a tool for searching information relating to amounts, periods, organizations, projects and the territorial reach of the INRC investment in Ecuador. The data base information corresponding to this system is from 2007 to 2014. The direct source is cooperating updating their activities in the country. Therefore, the SETECI manages and validates the information found on the interactive map, so it appears as a direct source of information of processes executed for International Cooperation in Ecuador and corresponding to the transparency of information.

In conclusion, the recognition of the different moments of International Cooperation in Ecuador enables a determination of the current role, the performance and approach to the management of the non-fundable resources. Through of the historical identification of Ecuadorian international relations a late development is observed because of the border conflict with Peru and political and economic destabilization for over half a century. Finally, after some failed initiatives, in 2007 the Ecuadorian International Cooperation System is implemented as a response to the appropriate management of IC in Ecuador, through the COCI and SETECI. The latter is a decentralized public body, which is responsible for the institutionalization of the

management of International Cooperation and adheres to Ecuadorian legal guidelines. SETECI is then articulated as an institution with its strategic planning focused on transparency, informing the actions of the INRC, prompting South-South cooperation, making several tools available that allow verification of their progress.

CHAPTER III

Analytical Identification of Impacts of “Secretaría Técnica de Cooperación Internacional” Management from 2011 to 2014 in Ecuador

International Non Refundable Cooperation seeks to generate impacts on different sectors of the state, as through its historical evolution it has tried to reach the general welfare and development of peoples. This chapter revolves around the identification of the impacts generated by the transformation of the International Non Refundable Cooperation (INRC) in Ecuador through the management of the Secretaría Técnica de Cooperación Internacional (SETECI) from 2011 to 2014. First, the argument for transformation of the INRC in Ecuador is described. Second, the actions taken by the SETECI in the mentioned period and the impact of the operation of the INRC in Ecuador are presented. Finally, the management model of the INRC by SETECI within the perspectives of international relations theory is established.

3.1 Argument for Transformation of Development Model Applied to International Non Refundable Cooperation in Ecuador from 2011 to 2014

The development of Ecuador in the international arena historically has been marked as late, for the tasks performed around international relations have shown a lack of expertise in issues specific to international matters. Similarly, this has been visible in the historical actions in the management of international cooperation for the development of the state, as many of the efforts to ensure proper operation have remained initiatives, preferring to follow the guidelines of certain international organizations of influence given the country's instability in its various political, social and economic factors in recent decades. However, from 2006 a certain balance in the above factors was introduced, which allowed a reconstruction of the government accompanied by a Plan Nacional de Desarrollo that included the institutionalization for the different levels of government, within this, considering International cooperation.

With the advent of the so-called *Revolución Ciudadana*, the Government of Ecuador began to articulate through strategic planning in the various sectors considered a priority within the Plan Nacional de Desarrollo 2007-2010, PNBV (2009-2013). Within the generalities of such planning, strategic and sovereign insertion of the state in the world was contemplated through regional integration and collaborative processes (REDEPLAN, 2012). Therefore, starting from the planning process, international cooperation in Ecuador came into consideration as the various programs and projects to be implemented. They would have to complement the role of the state to meet the needs included in the national proposal²⁰, which provided clear measures for the tasks and areas of development in compliance with the processes of International Non Refundable Cooperation (INRC) within the territory.

3.1.1 Planning and Public Policy Definition in Ecuadorian International Non-reimbursable Cooperation

Within the framework established for the PNBV (2009-2013) the need of the Ecuadorian State to generate its own roadmap is determined, including policies and regulations for International Development Cooperation. In response to the role of Ecuador, as host country, traditionally adopted guidelines, donor programs and projects of significant scope for development, but not targeted to the needs of the state with social and environmental issues, but for the benefit of a small group recipient and donor countries (Dominguez & Caria, 2014). This reality is emulated throughout Latin America given the general situation in the region, resulting in a competition among receptors for the cooperation funds, slowing global development and producing deficiency and inefficiency in projects for development of the area.

In 2009, Ecuador starts overall strategic planning with SENPLADES leading the efforts, presenting the PNBV as an implementation tool for the scope of development, such that all activities performed by government institutions benefiting from the approaches disposed within the PNBV (2009-2013) (2013-2017). Within national planning comes the need to have a public policy that demarcates the actions of the International Non-reimbursable Cooperation in Ecuador towards the complementarity of the state's job to fulfill the objectives within the PNBV and insert the potentiality of the country in the region and the world system, to

²⁰ Executive Decree No 699 10/30/2007

consolidate its sovereign management (Rosero, 2013). Alluding that planning and public policy, established on the sovereign management of INRC in Ecuador, generate the appropriation of the state for defining the reach of cooperative development in the field.

The definition of INRC public policy in Ecuador induced its institutionalization, under the joint SETECI²¹ previously conceived within the SECI (SETECI, 2013). It is the agency specialized in planning cooperation with non-reimbursable funds and directly linked to compliance with the interests of Ecuador's own development, generating a total participation of internal and external players in such processes. This development is part of endogenous capacity of appropriation, which for the first time, the state exercised plans and strategies product of the contribution of the Official Development Assistance, allowing the insertion of Ecuador to the global landscape. Thus, it showed compliance with the first commitment by the State to the Paris Declaration of 2005 on Aid Effectiveness for Development, exercised with effective leadership over development policies and strategies²².

It was then recognized as the main argument for transforming planning for the definition of INRC public policy management in Ecuador through the SETECI. It is the body responsible for deploying and articulate review mechanisms for cooperative processes executed in the territory. Thus, the National Government through the SETECI determines the fields of complementary state efforts to implement the INRC that drive national development along with the participation of various law enforcement institutions that coordinate individualized management of international cooperation in accordance with their skills. Finally, that is how Public Policy INRC consolidates within the foreign policy of Ecuador, looking for quality, efficiency and excellence of financial and technical resources which it participates (SETECI, 2015).

3.2 Actions taken by the Secretaría Técnica de Cooperación Internacional in Ecuador from 2011 to 2014

Based on the argument of strategic planning for national ownership of cooperation with non-reimbursable funds by the SETECI, the actions of certain tasks that identify the different stages of managing the INRC in Ecuador from 2011 to 2014 is evident.

²¹ SETECI works with the name of AGECI

²² Paris Declaration on Aid Effectiveness: Ownership

In this period the Official Development Assistance in the territory evolved in implementing initiatives that presuppose progress in the development state. It is noteworthy that such initiatives have been implemented in a late manner by the lack of action and lack of specialization of Ecuadorian governments in the past, benefiting from the provisions of donors. However, with the recent implementation of public cooperation policies there have been aligned and harmonized actions in INRC management in Ecuador for the PNBV.

Below is a collection of actions highlighted by the SETECI from 2011 to 2014 and along with some of their impacts.

3.2.1 Empowerment in Management of International Non-reimbursable Cooperation in Ecuador by the Secretaría Técnica de Cooperación Internacional from 2011 to 2014

Within SETECI execute actions from 2011 to 2014, the administrative capacity of the INRC in Ecuador was made evident; the development of actions effected with autonomy and tied to the previously established guidelines of the Central Government. This is acceptable in the economic situation of the country, as presented in Table 3.1. The revenues from the INRC in Ecuador for the period 2011 to 2014 are from an annual average of 0.37% relative to gross domestic product (GDP) and an annual average of 1.09% in relation to the General Budget. This shows the INRC in Ecuador does not represent a strict financial dependence on external sources for the proper administration of cooperative management matter (SETECI, 2016). On the other hand, this allows INRC to develop complementarity to reach development processes established by the PNBV that meet the needs of the country from different ports of action.

International Non-reimbursable Cooperation in Ecuador and its relation to GDP and General Budget from 2011 to 2014 in millions of dollars.					
YEAR	GROSS DOMESTIC PRODUCT	GENERAL STATE BUDGET	INTERNATIONAL NON-REFUNDABLE AID	INRC/GDP	INRC /GB
2011	\$79,276.664	\$26,551.000	\$401.269	0.506%	1.5%
2012	\$87,924.544	\$30,025.000	\$360.204	0.410%	1.2%
2013	\$94,776.170	\$32,366.000	\$343.802	0.363%	1.1%
2014	\$100,917.372	\$34,300.637	\$207.369	0.205%	0.6%
Annual Average				0.371%	1.09%

Table 3.1 International Non-reimbursable Cooperation in Ecuador and its relation to GDP and General Budget from 2011 to 2014 in millions of dollars.

Source: Based on data taken from the World Bank / Ministerio de Finanzas del Ecuador / SETECI 05/27/2016

Another important aspect for the achievement of INRC institutionalization is that Ecuador develops from the decline in disbursements to the territory. This is a response to the changing priorities of international aid that focus on conflict areas such as the Middle East and Africa, places with a concentration of developmental problems. Within the overall AOD proposal is the classification of countries by income group implemented by the World Bank and implemented by the Development Assistance Committee (DAC) of the OCDE, for IDC assignments. The latter considered the main international forum IDC supplying countries, promoting sustainable development at international level (OECD, 2002). This criterion is developed based on the macroeconomic measure of gross national income (GNI) per capita, formerly identified as gross domestic product per capita (GDP), dividing developing countries into four groups, also depending on the degree of susceptibility for IDC reception.

Classification of developing countries according to GNI-per capita	
Classification by Income	GNI per capita
Least Developed Countries (LDC)*	Lower than US \$ 975
Low-Income Countries (LIC)	Lower than US \$ 975
Lower-Middle Income Countries (LMIC)	US \$976 a US \$3.855
Upper Middle-Income Countries.(UMIC)	US \$3,856 a US \$11,905

* Technical Note: LDC has a GNI per capita equal to the LIC, with the difference being disadvantaged in human development issues.

Table 2. 2 Classification of developing countries according to GNI-per capita

Source: Prepared based on the classification made by the World Bank 06/16/2016, obtained from <http://datos.bancomundial.org/quienes-somos/clasificacion-paises>

As it is shown in Table 3.2, the classification of developing countries according to Gross National Income (GNI) per capita is placed in four categories. In the first are the Least Developed Countries (LDCs), which receive less than \$ 975 and are in a vulnerable situation in respect to human and economic development. Second, the Low-Income Countries (LIC) as shown above, their income levels have a maximum of \$ 975, but levels of HDI are better than those of the previous position and are priorities for cooperative flows. The countries in the third category are Lower Middle Income (LMIC), they have fluctuations of GNI per capita ranging from a minimum of \$ 976 to a maximum of \$ 3,855, and are considered eligible by the developed guarantee and better HDI standards. On the bottom are Upper Middle Income Countries (UMIC), countries that have INB-per capita between \$ 3,856 and \$ 11,905, the AOD executed transactions with these countries are not accounted by the OECD since these are considered as non-priority (OXFAM Intermon, 2016).

Ecuador, historically been within the LDCs, for 30 years it was placed as an LMIC without overcoming such condition (Dominguez & Caria, 2014). It represented a certain degree of priority for international aid flows, guaranteeing greater scope in terms of development. However, Ecuador in 2008 reached the status of UMIC presented by advances in macroeconomic analysis measure. As shown in figure 3.1, Ecuador from the year under study, has an INB per capita that exceeds \$ 3,856 minimum classification of UMIC, as it receives an INP-\$ 3,880 per capita.

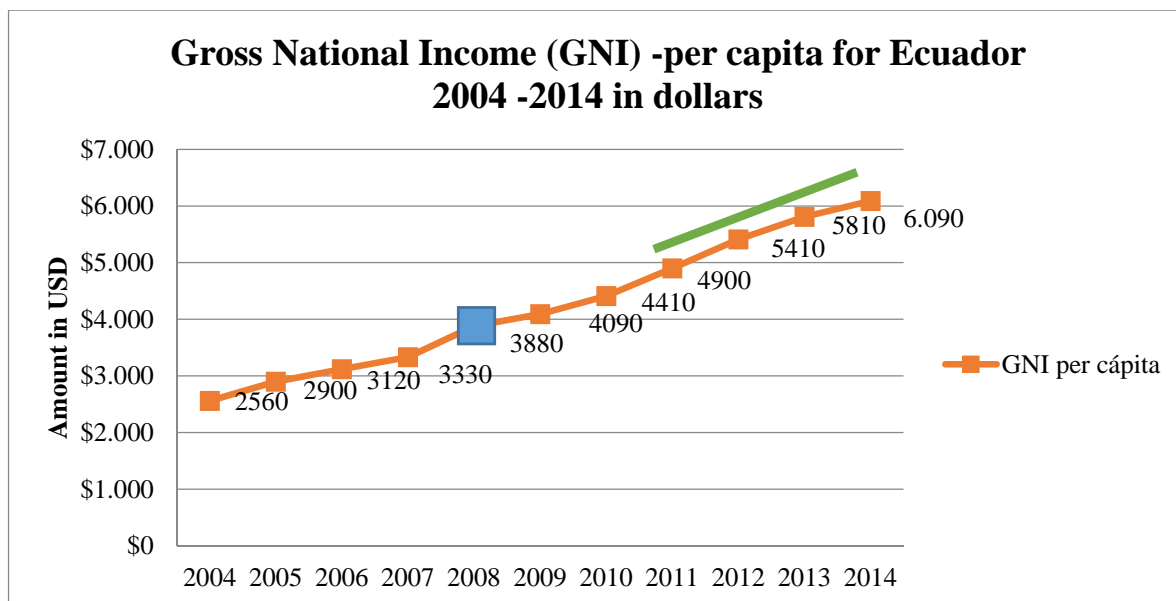


Figure 3.1 Gross National Income (GNI) -per capita for Ecuador 2004 -2014 in dollars
Source: Prepared based on the data presented on the Website of the World Bank (World Bank, 2016)

As shown in figure 3.1, the Ecuadorian GNI-per capita from 2011 to 2014 has remained at a position with a classification of UMIC²³, and represented a decrease in terms of AOD revenue located in Table 3.1. This is due to two main reasons: the country ceases to be a priority for raising AOD funds, as aid is directed to the LDCs; and second, the global economic crisis of 2008 in the US in European countries reduced aid flows worldwide.

The international community referred to the work performed by IC to be directed to the LDC, while the implemented work for LMIC is addressed for the seatback national strategies for development, focusing in industrial and productive improvement, the creation of institutions that make equality viable and reduce poverty impacts, and contribute to improving the international financial system (UN, 2007). Therefore, donors, developing countries, civil society, international organizations and more, opt for complementarity to the actions determined by each country for the achievement of sustainable development that will contribute to improvements in the quality of lives of people. Meanwhile, complementarity is evidenced as one of the specific principles of IC in Ecuador, as it seeks that any action from tools with foreign non-refundable resources will join national efforts for the development of the state.

²³ List of recipients of the OECD-DAC, obtained from:
<http://www.oecd.org/dac/stats/documentupload/DAC%20List%20used%20for%202011%20flows.pdf>

Within the scope of empowerment management of INRC, on the next section indicates the institutional arrangements of the SETECI to specialize in different INRC topics, followed by the definition of cycle management of INRC. In a third stage, the INRC articulation information system is presented. Then the actions of the SETECI in respect to foreign non-governmental organizations active in the country, as well as the highlighting aspects of South-South cooperation will be described; finishing off with the recognition of SETECI contribution in compliance with State public policy.

3.2.1.1 Institutional Articulation of the Secretaría Técnica de Cooperación Internacional

After IC formally consolidated in Ecuador, the SETECI structured technical teams specializing in aligning cooperative policies with a focus on the democratization of information through governance and technical articulation of Ecuador's INRC. Such action has been developed around the registration, monitoring and evaluation of the sources and methods of cooperative implementation. It seeks to generate specific instruments for the verification of traditional non-refundable cooperative procedures and South-South Cooperation (SSC), in a planned and effective manner. In this way, the institutional capacities of the SETECI are evident for effective stewardship by dividing it.

Institutionalized action of SETECI is recognized through administration that adds value, known as the technical departments, the same as those responsible for managing the INRC at different times. According to the official website of the SETECI, all actions of the implementation of the IC Ecuadorian policy and legislation, to address the source and modality to their respective work area according to the respective negotiation and planning. Subsequently all programs and projects developed in the territory of non-refundable external funds are monitored and evaluated to determine their effectiveness, creating a democratization of information about INRC management. The requests of the SETECI, through the means of the SSC, boosting the traditional Ecuadorian role as a receiver country as opposed to an offeror country, producing opportunities for the exchange of experiences and knowledge on Ecuador's governance and the region.

Institutional coordination represents a positive impact by avoiding the duplication of efforts and directing each assignment to overall compliance with the public policy of the INRC in Ecuador. It means the SETECI develops a planned alignment and a centralized work of the procedural actions to meet the plan development. Among the main activities of the technical departments that add value are: la *Dirección de Estrategia, Política y Normativa de la Cooperación Internacional*, which prepares the Annual Demand Plan in order to supplement the resources of the INRC to the technical and financial national priorities. Moreover, the *Dirección de Gestión de la Cooperación Internacional Bi-Multilateral* negotiates and plans the various mechanisms for implementing INRC in Ecuador (SETECI, 2016).

Therefore it is evident, that institutional IC practices in Ecuador are positive for the development in quality management of INRC at different times. If we talk about monitoring and evaluation carried out by the SETECI, it completely agrees with the statement made by Ajay Chhibber (2006, p. Xv), Director of the Evaluation Operations of the World Bank. He argues that by institutionalizing monitoring and evaluation in various government practices, it will improve the mechanisms for accountabilities, budget allocations and provide precision as to the amount of developed actions and the scope of its results. This allows us to confirm that adequate organizational administration increases the quality of performance and offers a greater range of expected results.

3.2.1.2 Process of Management of International Non-Refundable Aid in the Bi-Multilateral Ecuador

INRC flows in Ecuador received from official sources or Bi-multilateral traditional cooperation represented a majority stake in disbursements. As shown in figure 3.2, distribution of the amounts disbursed by the various sources of INRC received by Ecuador in the period 2011 to 2014, shows that the highest income has been from Bi-multilateral sources reaching a total of 68.5% disbursements from cooperative foreign non-refundable sources. The second largest disbursement of INRC that was granted is by foreign NGOs with a total of 28.2% income; while the lowest disbursement amount is presented by the private companies, shares known as Corporate Social Responsibility, with a total of 0.10% revenues disbursed in the INRC in Ecuador.

This suggests that the State through the SETECI, develop a system that is made responsible for the different aspects that arise within these cooperative actions, especially those of greater participation, so that it can implement a Cycle Management for INRC in Ecuador, as a pillar executor of the entity.

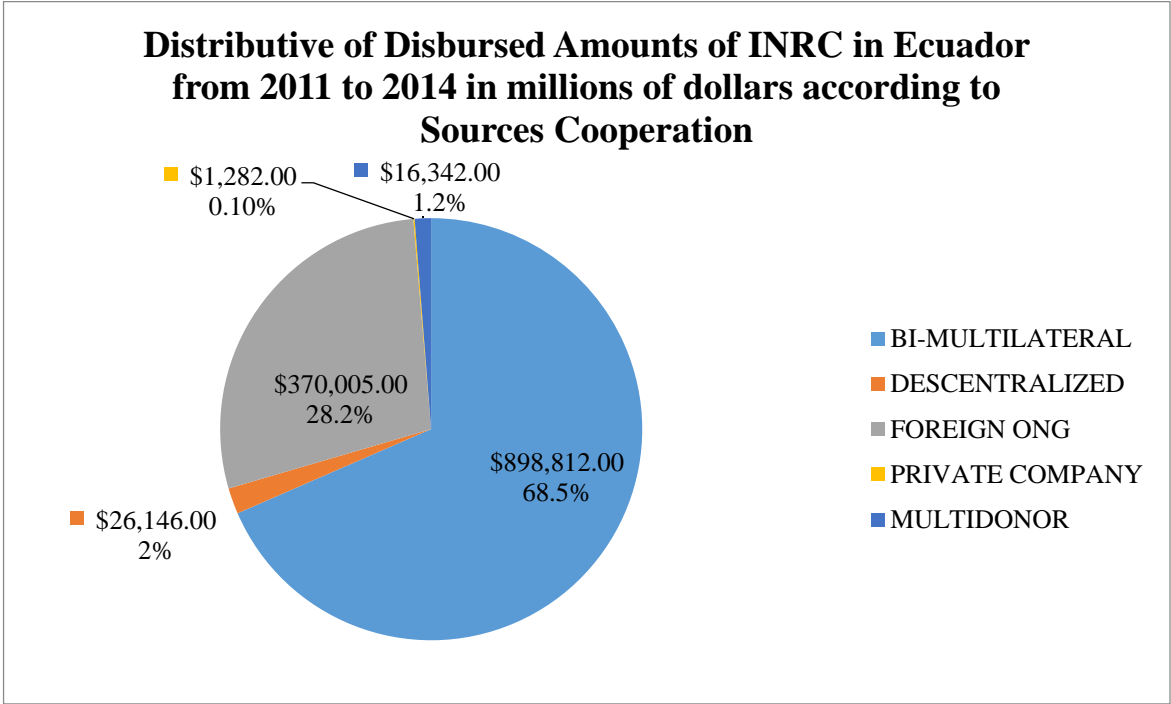


Figure 3.2 Distributive of Disbursed Amounts of CINR in Ecuador from 2011 to 2014 in millions of dollars according to sources Cooperation

Source: Based on data presented within the Interactive Map SETECI 06/17/2016.

The definition of a cycle management for INRC in Ecuador allows for systematic development of actions to taken by the SETECI, becoming a key mechanism for the proper functionality of the institution and its continuous interaction with donors from Bi-Multilateral sources. The application of this system runs around the sovereign state capacity and their integration into the world system, with the interest to channel these efforts to comply with national priorities against the development of traditional cooperation²⁴ and SSC. The goal of the management cycle of the INRC is to provide a clear and comprehensive guideline to the various cooperating institutions in the territory, defining the rules that underpin the operation and coordination, monitoring, and evaluation of programs, projects and initiatives for INRC. (SETECI, 2016).

In figure 3.1: Cycle Management INRC in Ecuador, is presented as a set of steps that look to make the various INRC projects, programs and initiatives viable in the

²⁴ Traditional cooperation: It is understood as the cooperation that Ecuador receives as typical partner country from donors, economically developed countries.

territory, through the definition of specific stages such as planning, INRC negotiation, application of mechanisms of implementation, program effectuation and evaluation. It represents the pillars on which the work of the SETECI is operated and continuously providing a record of the various actions intertwined which includes INRC management in Ecuador.

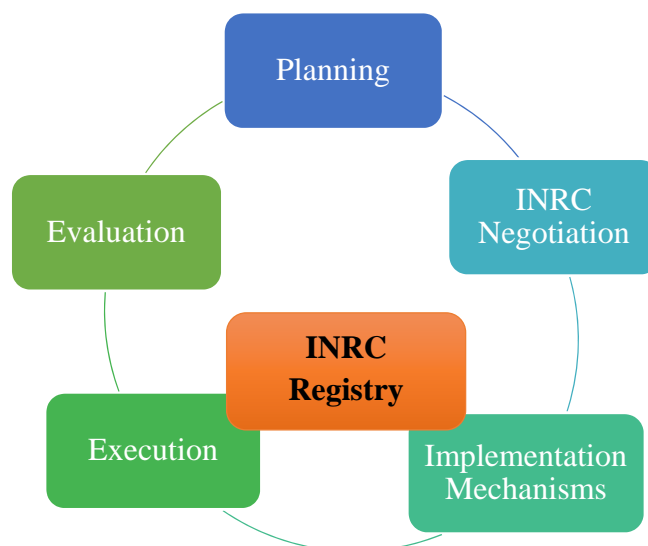


Illustration 2.1 INRC REGISTRY
Source: (SETECI, 2016, pág. 24)

INRC Bi-Multilateral Planning

Corresponds to the first stage of defining the cooperative management system, through the detection of opportunity, designing strategic guidelines and defining the route to follow to ensure that the technical and financial resources within processes of INRC be directed to national priorities and in accordance with regulatory bodies related to the cooperative processes. Therefore, through this phase the latent needs of the State and applicable mechanisms are recognized, so that they can be corrected with proper responsibility of the donor and the state.

INRC Bi- Multilateral Negotiation

Among the functions and powers of the SETECI, is the negotiation and signing of INRC macro agreements in Ecuador of bilateral and multilateral sources. It is worth mentioning that such high level agreements can be done either by using the services of the diplomatic corps of Ecuador around the world, as well as directly by the SETECI, with proper acceptance of the different legal authorities from the Ministry of Foreign Affairs. However, the work of the SETECI revolves around the direct

implementation of the high level INRC agreements, when negotiation between peers, the aim is to *"determine the modality, overall amount, time management and development of technical supervision which are addressed to the State's priorities"* (Martinez, 2016).

Therefore, this stage in the cycle of INRC management is essential for defining the rules of the game and work areas. SETECI is responsible for negotiating with the official IC players and signing high-level agreements with them on related topics, this is understood in three sub-stages as part of negotiating management of INRC²⁵. First, planning for the recognition of opportunities and requests for cooperation, since in a second moment due negotiation is organized with respect to the individual interests of the cooperating party and the Ecuadorian state, reaching a consensus on maximizing efforts. It allows ending with the tracking and monitoring of the international instrument which was agreed (SETECI, 2016, p. 25).

At this stage of INRC Cycle Management, the appropriation of the Ecuadorian State to designate instruments to determine the scope of projects in priority development areas is important; it results in the existence of donor alignment for the strategic policies of the partner country. Fostering a cooperative long-range and comprehensive operation, with enough supplies to fulfill the objectives (Rosero, 2013), leaving behind the idea of negotiating a specific project without results. Meanwhile, SETECI does not receive direct sums of financial cooperation as they are disbursed directly from the donor to the executing program and project interest. SETECI informs and directs the actors of the SECI and other stakeholders on the scope of INRC existing offers in the country. (Martinez, 2016)

Mechanisms for the Implementation of INRC in Ecuador

This stage includes the establishment of tools, methodologies and inputs to ensure that the processes of INRC run in an appropriate way, as disclosed modalities, financing mechanisms and procedures that aid workers can continue to work in the territory.

To give a comprehensive understanding of this phase, the INRC implementation mechanisms of Ecuador with the Republic of Korea are presented next.

²⁵ Official Web page SETECI 2016, frequently asked questions.

Bilateral Cooperation -South Korea Case-: South Korea through its International Cooperation Agency of Korea (KOIKA), channels IDC to developing countries like Ecuador. Therefore, it corresponds to a source of bilateral INRC that runs through the modality of Technical Cooperation. It is specifically presented in macro projects and human talent programs. For purposes of better understanding the exemplary, the implementation of KOIKA Macro Projects in Ecuador will be analyzed.

The Macro Projects that KOIKA cooperates with foreign non-refundable aid in Ecuadorian territory. It must be conceived in areas of agriculture, education, energy, industry, public management, fisheries, forestry and health; proposed from public institutions and adhere to the following procedure:

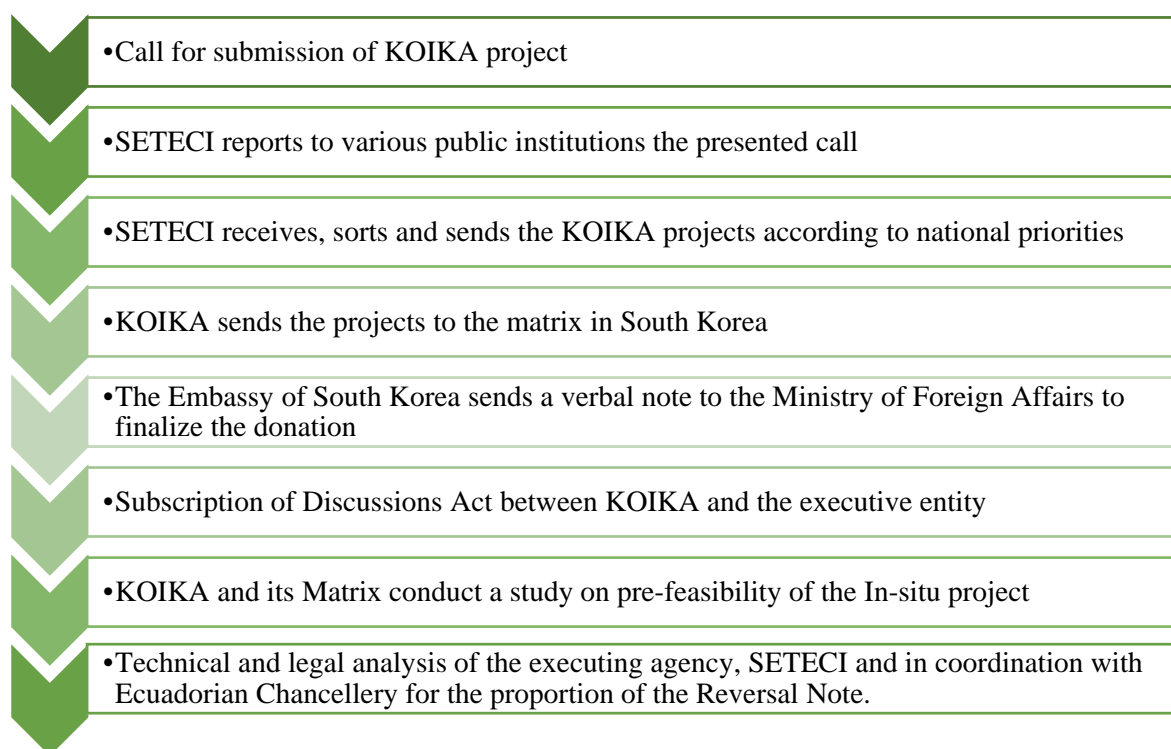


Illustration 3.2 The Macro Projects that KOIKA
Source: (SETECI, 2016, pág. 34)

Therefore, as evidenced SETECI and KOIKA implement a systematic procedure for the proper management of the INRC in Ecuador, where actively involved control and executing entities intervene, facilitating the full implementation of the macro project objectives. However, this represents an individual example of implementation of the

INRC within Ecuador, since it depends on the negotiations conducted with the donor country and types of cooperation for determining the procedures.

Implementation and Monitoring of the Bi-Multilateral INRC

By identifying the mechanisms that allow effective generation of INRC implementation programs and projects in Ecuador, SETECI is allowed to coordinate and oversee the development of macro agreements previously negotiated.

Evaluation of the Bi-Multilateral INRC in Ecuador

As a final phase of INRC Cycle Management, there is a developed administrative capacity to generate INRC monitoring and evaluation, in its various forms and sources, for the recognition of the objectives and impacts achieved.

Registration of the Bi-Multilateral INRC

The development the INRC Cycle Management proposes an update of actions and cooperative processes in Ecuador, by continually registering this procedural action, it generates an information system that guarantees access to it and contributes to improve decision-making around INRC.

Determining an INRC management cycle in Ecuadorian bi-multilateral sources addresses one of the key requirements for the operation of international cooperation in the country, because when met with the power to exercise such work permits recognition of areas of priority attention at different levels. That represents a profound change in the capacity of cooperative action of the state. It has left behind the desire not prioritized for INRC, for a system that seeks the complementarity of the INRC to the strategic needs of the country. However, within this same line they are neglected several lines of action for internal development, as there are still communication difficulties between levels of government and SETECI for the recognition of focal points for Ecuadorian INRC (Haro, 2016). Therefore, it encourages participatory development of Ecuadorian public entities with capacity for cooperation, within the definition of workspaces present in the INRC cycle management.

3.2.1.3 Articulation of the System Information of Non-Reimbursable Cooperation Management in Ecuador

In 2011, Ecuador applies the restructuring of the management of INRC, through the clarification of specific competences concerning the process mentioned, where actors

and their respective roles within cooperative actions are defined. Thus, the SETECI gains the ability to oversee all information concerning the management of INRC in the territory, this being effective and contributing to improved decision-making. These advances correspond to the formation of INRC System Information where donors, spaces and development activities are identified; and they represent one of the greatest achievements for SETECI (Rosero, 2013). The INRC System Information favors the general public because it democratizes information in question, making the activities of the INRC in Ecuador transparent and contributing to the verification of the actions for achieving the PNBV objectives.

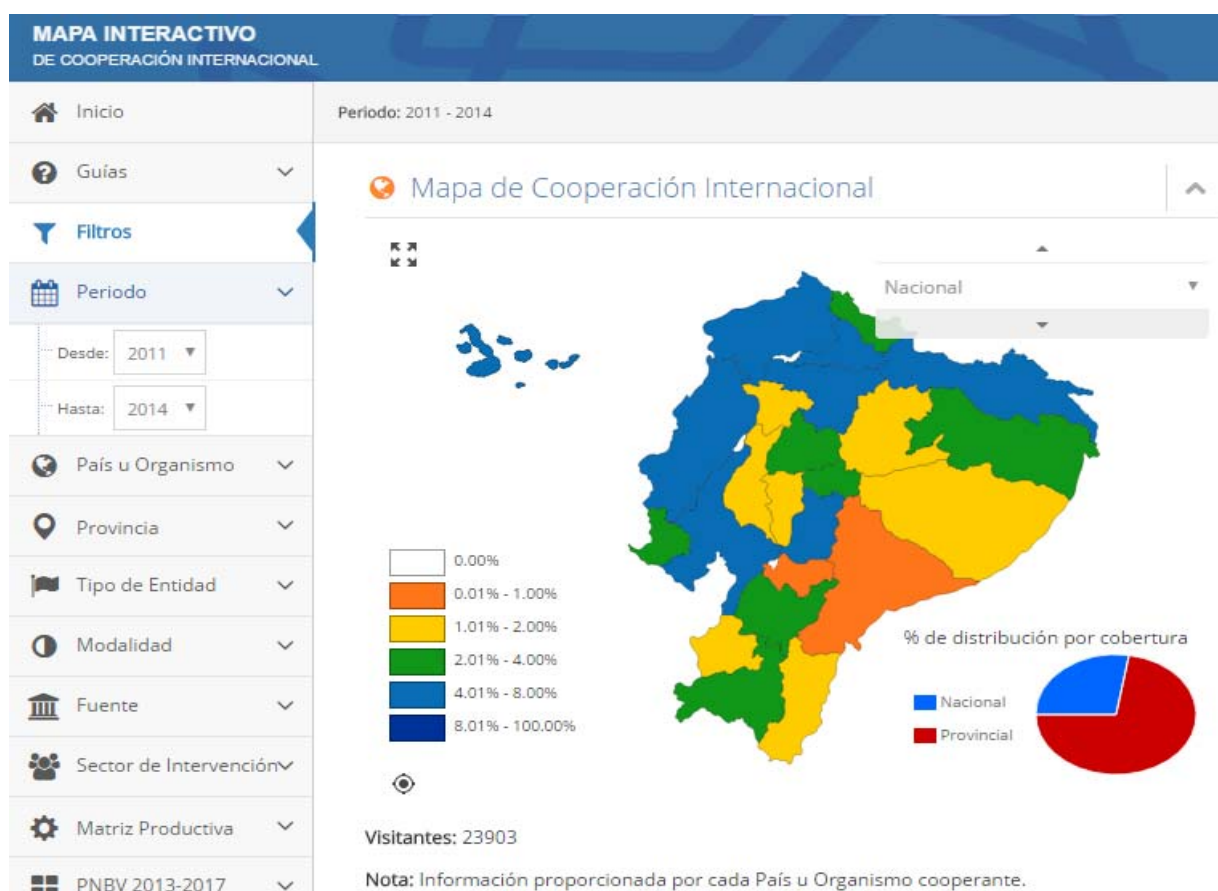
As discussed in the Accountability of the institution in 2012, the democratization of information for INRC comes from addressing Ecuador's foreign policy. This legislation seeks to make the financial and technical resources transparent derived from the practices global cooperative action with Ecuador²⁶. So in this case, it supports free access to information of the INRC as a constitutional measure that determines public resources with funding from the INRC and executed from the central government institutions, autonomous and decentralized entities, which must be included in the state budget. Therefore, all monetary income around projects and programs INRC develops in the territory, must enter into the single account of the National Treasury, which allows certainty on outside resources and how they are addressed (SETECI, 2013).

The INRC system information is supplied by the data coming from the IC actors, such as foreign non-governmental organizations, donors and Decentralized Autonomous Governments in Ecuador. These send the SETECI the annual information about amounts, projects, dates, and places of intervention sectors, being main users of IC Information System Management (SIGECI). The *Dirección de la Inteligencia de la Información* of SETECI is the department responsible for administering the SIGECI that updates the IC Interactive Map. This is a contribution to the generation of reliable data from the INRC information on financial resources and also the premise of monitoring and evaluation for compliance and scope of the

²⁶ Article 299 of the Constitution of Ecuador: It provides as a public resource by Article 3 of the Organic Law of the Comptroller General of the State and based on the principles of universality and unity references in Article 40 of the Organic Law Financial administration.

aims set in each program and project, being complementarity to the PNBV, plus transparent and democratic information comprising the SECI (SETECI, 2016).

For the first time since 2011, Ecuador has the ability to produce primary information on the actions of the INRC, in contrast to past decades when national information sources were not considered reliable given the lack of recognition of income, programs, sources, modalities and locations of program management. This meant



that for decades the INRC information in Ecuador, resulting from the data presented by donors and international organizations, generated a dispersion of information that reduced the capacity for proper coordination of the management of INRC in the country. In this sense, the consolidation of information through the SIGECI with the IC Interactive Map represents the most significant advance in the SETECI. It commits to free access to information processes on INRC in Ecuador and certainly brings to improved decision-making, and the autonomous generation of the INRC agenda of Ecuador.

Photography 3.1 IC Interactive Map
Source: <http://app.seteci.gob.ec/mapa/#> 31-05-2016

Photograph 3.1 shows part of the IC Interactive map information located within a virtual platform that links data from the INRC management in Ecuador. This is presented as a tool to democratize information, through the use of filters that contribute to the recognition of useful information for the general public. Eligible filters are selected according to the period of time within the years 2007 to 2015, countries or cooperating organizations in Ecuador, as well as the intervention area and entities that are in charge of projects, by type and source, the sectors where the INRC intervenes, and finally the INRC regarding the change in the Productive Matrix and complementarity to achieve the PNBV. Therefore, free access to INRC information management in Ecuador brings to light of the actions in cooperative matters and allows us to position ourselves globally with autonomy, now that there is awareness of the areas of action where the INRC played an important paper.

3.2.1.4 Secretaría Técnica de Cooperación Internacional and Its Relation with Foreign Non-Governmental Organization with Activity in Ecuador

Since 2011, through the Executive Decree 812 of July 15, 2011 and Executive Decree No. 16 of 5 of Augusts of 2013, competence to the public agency managing the INRC was granted in Ecuador. The only governing body for the activities in the territory by foreign non-governmental organizations (NGOs), involved in the processes of international cooperation is SETECI. Such action comes in response to the lack of control and transparency in foreign NGOs with permanent activity in Ecuador and the lack of a centralized body to subordinate those activities. Thus, the SETECI becomes the public body responsible for the registration, monitoring and evaluation of the operation of foreign non-profit bodies located in the territory, in order to generate synergies between them for the fulfillment of the country's strategic planning.

International Non-Governmental Organizations with activities in Ecuador are understood as the set of organizational forms of civil society oriented for the global common good and non-profit gain, which have interest in carrying out programs and projects in the territory²⁷. These must adhere to the procedures established by regulatory bodies existing that in the name of the State determined the SETECI as the governing body with accredited functions. As an initial step in the process, is the

²⁷ Presidential Decree No. 15 of 08/05/2013, Article No 3 Definition

Signing of Basic Agreement on Operation with the SETECI, previously conducted with the Ministry of Foreign Affairs, which empowers foreign NGOs to start activities in the territory (Arias, 2011). To obtain the document mentioned previously, the respective application is filed with information on the legality of the organization and projections of functionality with the tasks in the territory, with the IC Strategy, Policy and Regulations of the SETECI assuming responsibility for this process.

Later on the SETECI by the means of the *Dirección de Monitoreo y Evaluación de la Cooperación Internacional* is responsible for conducting proper regulation of foreign NGOs, through the respective control, monitoring, and evaluation of actions. This regulation was created with the purpose of transparency and to ensure that cooperation channeled this way is effective and efficient in their results and develop based on respect and horizontality of actions, thus achieving complementary national development strategies (SETECI, 2015). The scope of this action has led to the detailed record of management of the INRC in this area, raising information on the number of foreign NGOs active in Ecuador, as indicated by a 2013 Accountability Report (Crew SETECI, 2014). There are 13 new Basic Operating Agreements were signed, 21 were renewed and 23 management monitoring reports to various foreign NGOs were developed.

One of the tools necessary for society in general has been the Directory of International NGO activity in Ecuador, developed by the SETECI. Periodically this application is updated. It is an instrument that stores information related to foreign NGO participation in the territory by identifying its optional activity status in the country, which in 2013 resulted in the registration of 139 foreign NGOs in Ecuador. This represents a direct contribution of information about the actions of foreign NGOs. According to figure 3.3 the INRC Distributive in Ecuador, according to the source in the period 2011 to 2014, active foreign NGOs in Ecuador are the second largest source of disbursement of INRC with a total share of 28.2% disbursed, showing the greatest number of interventions with 1,140 programs and international cooperation projects executed. This indicates that the actions of foreign NGOs exceeds the number of programs implemented with 1/3 of the resources disbursed by the Bi-Multilateral cooperation source.

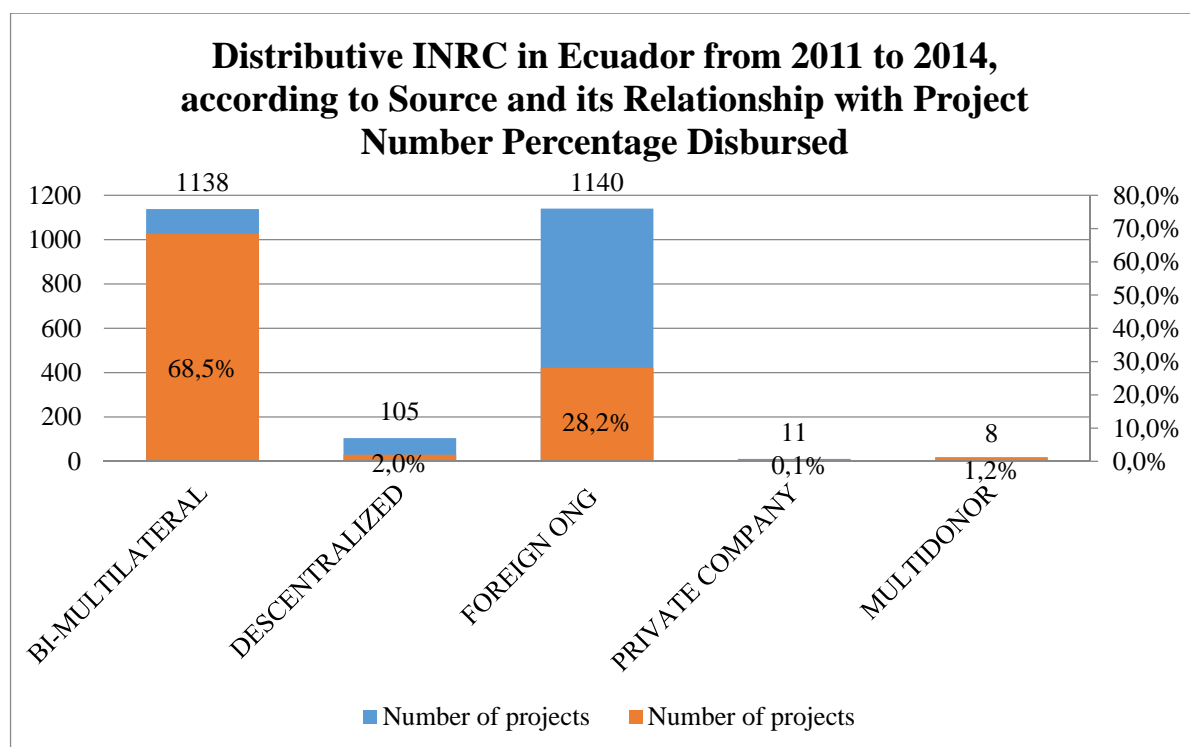


Figure 3.3 Distributive INRC in Ecuador from 2011 to 2014, according to Source and its Relationship with Project Number Percentage Disbursed

Source: Base on data presented within the Interactive Map SETECI 06/20/2016.

The actions of the SETECI concerning the activities carried out by foreign NGOs in the territory, responds to the powers granted as a public body responsible for managing the INRC in Ecuador. The development of a regulatory instrument for these organizations is necessary considering the reach associated with these projects, as they are developed in different territories and bearing in mind that the instrument statistically has a higher degree of intervention by the number of projects and programs. This determines the importance of transparency in this administration for the verification of actions that contribute to the development of Ecuador from the various enforcement actions. However, this process has represented the termination of agreements or non-acceptance of several foreign NGOs operating since their actions do not agree with their purposes, or tasks do not agree with the central government initiatives for development objectives.

3.2.1.5 Secretaría Técnica de Cooperación Internacional and the Ecuadorian Development of South-South Cooperation

South-South Cooperation (SSC) has become a principle of the Ecuadorian State since the effectiveness of the Constitution of the Republic of Ecuador in 2008. It states in Article 416, that State participation in the international community will respond to

the interests of the Ecuadorian people, proclaiming cooperation and integration as instruments of timely and effective contribution to the development of economic and regional blocs, which form a multipolar global order with horizontal, just, united and sovereign relations. Similarly since the launch of the PNBV 2013-2017, objective 12 has demonstrated the desire of Ecuador for promoting equitable and sovereign growth in the region, through regional integration and strengthening the SSC. This principle is represented as a way of supplementing the Ecuadorian foreign policy for the harmonious development of the region.

SETECI management emphasizes horizontal INRC or SSC with Latin American and Caribbean countries, as an alternative route to the traditional view of vertical IC operation. Ecuador aims to build international links capable of transmitting endogenous knowledge and resources, contributing to the balanced development of the region. It is leading to develop a new opportunity for interactions in Latin America, where Ecuador stops being a host country and becomes a donor country in different areas of SSC, either in technical assistance or human talent development. This modality of the INRC represents lower financial impact and guaranteed results for short and medium terms, given that there is development on the similarity of experiences regarding the realities and regional contexts (SETECI, 2015).

The work of the SETECI in the management of Horizontal Cooperation is focused on the proper coordination of information on the various actions that are included in this modality. It allows recording of progress, as stated on the South-South Cooperation in Latin America 2013-2014 report of SEGIB²⁸. This explained that Ecuador was positioned as the seventh offer of this modality in Latin America and the Caribbean with 14 projects implemented in 2012. In the same year the Ecuadorian State was considered the main recipient of SSC in the region with 66 projects at hand (Xalma, 2014). Addressing the Ecuador ranks as one of the Latin American countries that have strongly driven the SSC, show compliance with the dual role to be recipients and providers, as presented by the Executive Secretary of the Latin American Program for Strengthening the SCC, Martin Rivero (2014).

Furthermore, the SSC executed by Ecuador as a supplier is amplified by various government entities, sharing knowledge with their peers, making them the main

²⁸ SEGIB: Ibero-American Secretariat General

administrators of this type of cooperation. The ability to systemize such information allows the SETECI to coordinate the management of the supply of technical cooperation by the State destined to friendly countries. As a result of this action, the updated version of "*Catalog of Technical Assistance Ecuador 2013*" is developed as an instrument of processing, coordination and inter-institutional dialogue. It illustrated the scope of the experiences gained by public policy applied by the Government of Ecuador that can then be interchanged with other countries in the region. Among the Ecuadorian SSC initiatives, the Biopsychosocial studies and "Manuela Espejo" Clinical Genetic Solidarity Mission stand out.

Biopsychosocial studies development of the Manuela Espejo Solidarity Mission for disabilities has represented the flagship project for the Vice Presidency of the Republic of Ecuador (2007-2013). The main feature of this Solidarity Mission is to generate information from the medical status and quality of life of people with disabilities, to provide comprehensive medical care, including technical medical instruments, and to reduce gaps in their personal development. The purpose is the restoration of the rights and dignity of people with disabilities who have been excluded from public spaces and state policies. Since 2010, the program has been replicated in countries such as Uruguay, Peru, Colombia, Chile, Paraguay, El Salvador and Haiti. It has been creating similar programs in each nation with Ecuadorian technical assistance and human talent. The method of cooperation is through technical assistance and volunteering; and it has an implementation time of 5 months (SETECI, 2013, p. 59).

From the Ecuadorian official perspective SSC is a tool that contributes to development in a timely and effective leadership, promoted from the South (SETECI, 2015, p. 68). It is viewed as an alternative for the harmonious and balanced drive for the region into the world system, which must be maintained between countries with similar relative development. SETECI commits SSC, as the effective way for sovereign state insertion with their peers and progress in Latin America and the Caribbean. Despite presenting important initiatives, as the systematization of information and the ability to develop Ecuador's supply catalog, the country as a supplier in this mode, has little experience, so strengthening is still needed on the academic setting within the south-south cooperative area.

Nevertheless, SSC is a valid alternative for the traditional model of cooperation for development that is expected in the region.

3.2.1.6 Compliance with the National Sectorial Priorities of International Cooperation in Ecuador from 2011 to 2014

The definition of IC public policy in Ecuador implemented by the SETECI, has considered the development of science and technology, human talent and the change of the productive matrix as national sectorial priorities, which helps shape the focus and guide lines for the national agenda for non-refundable cooperation. This the opposite of the historical and traditional cooperative approach in the state related to aspects of social and environmental development, which the national government considers necessary (Martinez, Labor SETECI, 2016). Therefore, the SETECI has identified work areas for the INRC directing them to "*knowledge, training, scientific research, higher education and technological development, strengthening of productive capacity and human talent training*" (REDEPLAN, 2012).

The SETECI, through the *Dirección de Estrategia, Política y Normativa de la Cooperación Internacional* is responsible for defining, designing and proposing national strategic guidelines for cooperative management with nonrefundable technical and financial resources in Ecuador, being complementary to national priorities at the same time. These actions are in complete accordance with the rules and overall planning of the State, either PNBV 2013-2017 or laws governing the management of the INRC. It emphasizes the promotion of science and technology, strengthening human talent, and the change in the productive matrix. So any foreign initiative with granted funds, with participation in Ecuadorian territory, must be complementary to the actions of the state to the extent of development.

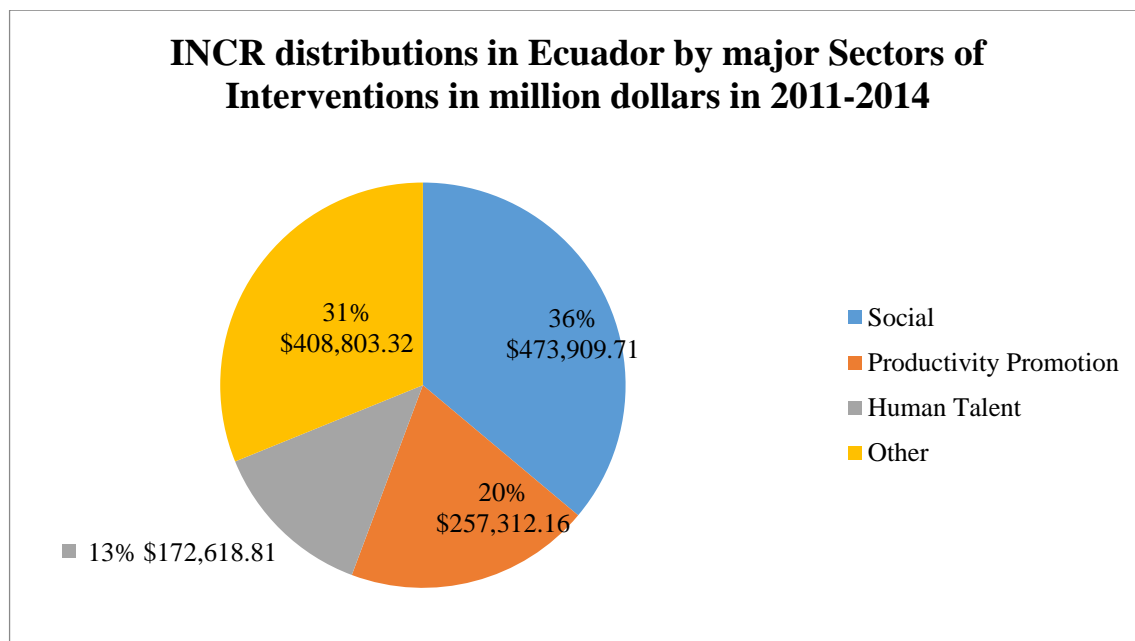


Figure 3.4 INCR distributions in Ecuador by major Sectors of Interventions million dollars in 2011-2014

Source: Based on data presented in Interactive map International Cooperation SETECI
<http://app.seteci.gob.ec/mapa/#> 06/18/2016

According to figure 3.4 INRC allocations to sectoral priorities of public policy for IC in Ecuador are present with 33% of the total aid received in the period 2011-2014. In the case of the productive sector, the cooperative participation had been a priority with 20% of total aid. Unfortunately, these were mostly executed directly in support of the primary sector, which limited industrialization and the application of added value in products. This resulted in keeping Ecuador as a commodity producer (Martinez, International cooperation: the individual to comprehensive chain public-private, 2014 approach link), exhibiting the need to move towards sustainable management, generating structural changes with the support of external programs that allow contribution by this route to be effective in achieving objectives.

Also in figure 3.4 the amount of contribution to human talent through INRC can be seen, with a value of 13% in relation to the total cooperation received in the given period. The contribution is related to the education sector, specifically for primary and secondary education, representing distortion as other educational sectors are neglected in many cases, including higher, technical education, and special education, among others. On the other hand, the promotion of science and technology, has been found to be linked to the industrialization of the country, for the

implementation of instruments on technological and scientific areas has been necessary to facilitate the reach of an industrialized economy. Within the period 2011-2014, the IC has allocated to this area a minimum percentage of 0.32%²⁹ for investment in technology hardware and software, research and scholarship management, scholarships and development in biotechnology in relation of total cooperation received.

Aid flows aimed at sectoral priorities of IC public policy in Ecuador has not have inferred great contributions to the development of the state. However, for certain results to be produced by international interventions in these areas, it is pertinent to opt for public-private alliances (SETECI, 2014), to assist the scientific and technological development of the State face challenges for generating new industries and promoting of human talent to supervise them. This way new opportunities for managing INRC would be presented in Ecuador, specifically through the SETECI who has already made significant progress in defining national strategies that contribute to the range of the identified priorities.

3.2.2 Secretaría Técnica de Cooperación Internacional and Decentralized Cooperation in Ecuador

Decentralized cooperation is executed by or between subnational public entities, in the case of Ecuador through the autonomous decentralized governments (GAD). This action is applicable the Ecuador due to the constitutional reform of 2008, under Title V, Territorial Organization of the State, in Chapter IV Regime Competence and in accordance with the specific law of the National Council of Competence³⁰, which addresses the transfer of the Central Government to the GAD the specific power management of International Cooperation with non-reimbursable funds, as long it concerns their territorial jurisdiction. Consequently, the GADs become members of SECI³¹, through the various national associations such as the Consortium of Autonomous Provincial Governments of Ecuador (CONGOPE), the Association of Municipalities of Ecuador (AME) and the National Council of Governments Rural Parish of Ecuador (CONAGOPARE).

²⁹Information from Interactive map International Cooperation SETECI, June 2016

³⁰ Resolution No 009-2011 of Consejo Nacional de Competencias

³¹ Sistema Ecuatoriano de Cooperación Internacional

Within the powers of the SETECI is support, technical assistance and socialization, corresponding to its authorities and responsibilities in the formulation, negotiation, access, implementation, monitoring and evaluation of programs and projects that have external non-refundable financing (SETECI, 2015, p. 89). According to a report in 2011, the SETECI prioritized the regulation and operation of the INRC process of decentralization by providing training and technical assistance for its management, systematizing information for programs, investment amounts, cooperating institutions and sectors where they develop. This resulted in the creation of the three unions with the public entity, for the preparation of the Plan for Capacity Building, which promotes proper exercise of IC power management in local governments (Directorate of International Cooperation CONGOPE, 2015).

The development of decentralized cooperation in Ecuador corresponds to the SETECI, CONGOPE, AME and CONAGOPARE, in 2013, with support from UNDP³² developed the *"measuring the effectiveness of cooperation development at an Ecuador- local level"*. The joint contribution to the recognition of the impact of decentralized cooperation in the development of the State and the positioning of the GAD regarding the INRC based on the use of indices for the Paris Declaration 2005. Within the study, findings considered the specification of Ecuadorian legislation an opportunity regarding decentralized IC management. However, it also highlights the absence of technical preparation, and financial management for this competence in GADs; suggesting the implementation a more comprehensive view of the different aspects of INRC for the balanced development of Ecuador through their territories (p. 55-59).

As part of the actions taken by the SETECI in respect to decentralized cooperation, there is assistance at the different levels of government, in order to ensure that programs and development projects are aligned with national planning. During the period 2011-2014, technical training has been implemented to leverage this territorial jurisdiction. For example, in 2013 the Second International Conference on Cooperation decentralized management in order to position and strengthen the operation in GADs, from knowledge to supply and local demand, aligning them with national priorities (SETECI, 2013).

³² United Nations Development Programme

Since 2014 SETECI implements the SIGECI for registering the various activities implemented by GADs regarding INRC, making users that feed information systems, with the aim of IC transparency processes in Ecuador. However, this technical assistance has not yet developed entirely or directly to the GADs because of the vast number of users involved, although, it has worked constantly with the respective unions on issues and supervisors responsible for informing accordingly.

The work carried out by the SETECI in the field of decentralization, has been developed according to their powers, as regulatory bodies that governing their own operation. However, the management of decentralized cooperation in Ecuador is recent, so there are certain shortcomings such as the ones discussed above. According to the Coordinator of the Unit for International Cooperation CONGOPE, Juan Haro (2016) mentions, that has developed appropriate training of IC and its policies to centralize and align its planning. Unfortunately, Ecuador, as a country has not yet been harmonized in relation to its interests, specifically within levels of government assistance, because if IC management is observed, disparities within the GAD can be seen: in many cases they do not have the instruments necessary to accomplish the projects.

SETECI is responsible for communicating the calls to levels of government on behalf of donors and coordinating these national priorities as a filter. This is done through the guilds, in the case of GAD, and communication with public institutions who report opportunities for cooperation. The call for INRC projects is developed generally and does not present an objective form, causing competition among these actors according to Juan Haro (2016). Competitiveness is given in unequal conditions for the financial and technical capabilities varying according to the sub-entity; so that the financial investment bears the costs of the draft, and not all enjoy said benefits. If competence in IC management is transferred to the GADs, this must be accompanied by the appropriate financial resources to manage it, considering that many of the provincial GAD do not potentiate this proficiency yet.

In short, the SETECI has introduced mechanisms that contribute to the development of decentralized cooperation in Ecuador. The central participation is made available to GADs in the process through providing some tools for proper execution, such as trainings, relevant technical assistance and systematization of information that make

these practices transparent. However, Ecuador lacks experience in these matters, so there are still certain inaccuracies that limit the balanced actions of decentralized cooperation within Ecuadorian territory, representing future challenges for the management model.

3.3 Management Model Applied by the Secretaría Técnica de Cooperación

Internacional in Ecuador from 2011 to 2014

In Ecuador INRC management has historically developed parting from donors' proposals, with minimal state involvement in defining and routing tools that contribute to the development of the territory. Before 2007, all actions performed on this Ecuadorian cooperative process were executed on the hierarchical relationship between donors and Ecuador as beneficiary (Tassara, 2011). It represented a traditional model of horizontal cooperation focused on the financial resources granted, according the donor's interests and rarely focused on development of the beneficiary. This caused the management model of IC imposed by developed countries to be accepted without question by government entities for Ecuadorian cooperation, fulfilling contractual obligations with the multilateral financial institutions, paradoxically these impeded progress within the development objectives proposed by IC.

However, the paternalistic model of official development assistance from developed countries accepted by Ecuador has been transformed to a broader view of responsibility of INRC reformulated since the last central government entered into power, through the institutionalization of IC. Changes developed around the INRC in Ecuador have reflected by variations that constantly the global international system suffers, in which Ecuador is a participant. This means the procedures of INRC in the territory are under continuous construction and support the proposed regional initiatives in Latin America. Now, to identify the management model of SETECI to its highest extent, it's necessary to analyze a paradigm generated from the INRC in the territory.

The general preconception of IC develops from ideal that higher INRC disbursements represent a higher degree of development. Under general logic, the assumption is correct, and it is impossible to point out that less aid cooperation involves further development. However, it must be recognized that IC management

arrangements have changed and the results obtained from such interaction have shown improvements in the areas of intervention. There is responsibility on the donor and especially the partner country, in this case Ecuador through the SETECI in transparent actions and achievements of non-traditional interactions, such as volunteering, technical assistance, grants, procedures not developed based on financial disbursements and turn into a key point for the current management public institutions becoming the responsible for managing the INRC in the territory.

3.3.1 Identification of the International Non-reimbursable Cooperation Management Model in Ecuador during 2011 to 2014

The management model of the INRC in Ecuador from 2011 to 2014 has represented major progress, which translates as changes to traditional actions. Historically the workings of the Ecuadorian INRC were invalid, these were implemented according to the contractual provisions of donors, developing as a form of aid in a "charitable" sense. There was no symbolized development for Ecuadorians, and on the contrary these resulted in setbacks, since there was the no responsibility for actions. From the perspective of IR, the IC in Ecuador as habit grew around the support of hegemonic interests in the region through the acceptance of minimum contributions that they could offer; thus creating a dependence of Ecuador on developed countries. In 2007, the restructuring of the State and including INRC management starts through the institutionalization.

The management of the INRC in Ecuador from 2011 to 2014 has been found structured under the guidelines articulated by the SETECI. It leads to important advances in cooperative management regarding grant funds. Meanwhile, IC from the perspectives of International Relations, place the Ecuador within the new regionalism proposal since the backbone of any international action is developed by the Ecuadorian government and state democratization, encouraging the promotion of spaces for regional integration, focusing on the countries of Latin America and the Caribbean. Through the CELAC and UNASUR, the goal is to build regional integration and cooperation that leverages its players in the world order. This is exhibited in the Ecuadorian efforts that parting from their regulatory bodies, drive such regional interdependence, specifically the SSC as a mechanism for joint efforts of the fraternal countries in order to achieve development, which is not achieved by itself.

Policy development for INRC management in Ecuador is articulated by the SETECI, which aims to be complementary to national development strategies. These are focused on priority sectors that look to promote science and technology, strengthen human talent and contribute to the change of the productive matrix. Thus the INRC public policy is in line with the Ecuadorian foreign policy, national public policy, and international instruments. By allowing the endogenous development of the route of action of INRC in Ecuadorian territory, the State has the possibility of articulating institutional matters with cooperative procedures that include grant funds, for an increased range of priority areas.

3.3.1.1 Future Challenges for Secretaría Técnica de Cooperación Internacional

SETECI has done important work institutionalizing INRC management in Ecuador through the clear definition of public policy that respects national and international legal bodies. Despite the achievements in cooperative matters, there are still challenges for the proper functioning of the cooperative management with non-reimbursable funds in Ecuador.

Some of the challenges for SETECI are presented:

The first challenge identified is permanency of institutionalized INRC management in Ecuador over time and the ideological shift of successive governments to achieve the proposed objectives. It represents one of the strongest challenges since the end of a presidential term also represents, as history shows, institutional disarticulation of many essential areas for proper state management.

Another important challenge for the SETECI and the proposed endogenous development is to create new and improved spaces for the proper interaction of the actors who make up the SECI. This aims to achieve greater participation of members in the system, favoring both, decision-making and IC public policy, as actions to be executed.

Third, the SETECI parting from the policy it implements has the ability to promote public-private partnerships within the corresponding terms of the INRC. These represent innovative mechanisms that favor obtaining improvements within the sectorial priorities of IC. From this perspective it is committed to the direct contribution to change the productive matrix, which promotes scientific and

technological development that the country lacks, and opts on strengthening the capacities of Ecuadorian human talent. Many of the initiatives developed in 2011 to 2014 had an approach to said stance, however, within that period there were no significant results.

To achieve a greater degree of effectiveness of INRC in Ecuador, one must start from a change of mentality on how to handle projects within this area. Ecuador got used to IC financing from the position of a LMIC, and the importance of alternative mechanisms for IC, such as technical assistance, among others, was not considered. In 2008 Ecuador becomes considered an UMIC, which represented decreases in aid flow and forcing the implementation of alternative mechanisms that benefit the country's development. This signified an imminent challenge for the appropriate training of Ecuadorian INRC managers, because it is necessary that there is proper familiarization with different processes immersed in cooperation from this classification, which undoubtedly are new to Ecuador.

Finally, the SETECI opts to further strengthen regional integration and relations with neighboring countries for inserting the region as a whole in the world system. Through multilateralism is a mechanism for cooperation of financial instruments and knowledge sharing. It proposes the SSC as the alternative to the traditional cooperation mechanism, through the responsibility of actors within a two-way process. The SSC is executed by Ecuador has the purpose of evolving and becoming a promoter of IC in spaces such as UNASUR and CELAC, potentiating the region; making viable relations with other regions like South Asia and Africa.

Through this section we have identified the management model of the SETECI in Ecuador from 2011 to 2014 through the determination of the basic argument for transformation of INRC processes in Ecuador by planning and defining public policy. While in the second subsection, presented how the SETECI has developed in accordance with the exercise of its legally granted powers, allowing significant progress represented in the IC public policy and Ecuadorian foreign policy. These policies have developed a model of appropriation of guidelines for the scope of development, aligning efforts to comply with national planning, translating into actions that support the scope of the overall goal of development. While there have been some failures, there have also been many successful actions. Through SETECI,

the desire of the Ecuadorian State is identified as regaining its position in the world system, with the INRC as an ally. Finally, it analyzes the management model of the INRC in Ecuador executed by the SETECI, framing it within the theory of the new regionalism in IR, which allows the determination of some of the main challenges that the INRC in Ecuador faces for the future.

CONCLUSIONS AND RECOMMENDATIONS

Upon completion of this work, it may be concluded that:

Historically, since the end of World War II until today, the International Development Cooperation has represented a mechanism for peaceful coexistence and development of members of the interstate system.

- The concept of Development Cooperation at international level has evolved from the idea of replicating the model of industrialization in developing countries, to promoting opportunities to face the problems of greater involvement in world population, the eradication of poverty and hunger.
- International cooperation is part of the phenomena in the field of international relations. Parting from the different schools of thought in this discipline, the motives for generating cooperation between subjects of international law were recognized.
- Based on the theoretical basis, international cooperation is understood as the voluntary agreement of the subjects of international law for the fulfillment of common objectives, with emphasis on International Cooperation for Development as the essential instrument and promoter of advances in global society, through the identification of players and execution methods.
- The historical documentation of International Cooperation in Ecuador has marked the current role of implementation and approach to non-reimbursable aid management. It has recognized that Ecuadorian international relations had a late development because of the border conflict with Peru, political and economic destabilization, for over half a century.

- In 2007, the Ecuadorian International Cooperation System was implemented for the proper management of International Non-reimbursable Cooperation, through the *Secretaría Técnica de Cooperación Internacional* as a public decentralized body. It is responsible for the institutionalization of International Cooperation management and is empowered under legal guidelines like the Constitution of Ecuador, the Plan Nacional del Buen Vivir y National Competence Council and other governing laws of the subject matter under study.
- In the identification of the management model of the *Secretaría Técnica de Cooperación Internacional* in Ecuador from 2011 to 2014, it was determined that the basis of the transformation processes for International Non-reimbursable Cooperation in Ecuador is developed from the planning and definition of public policy resulting from Ecuadorian cooperation.
- The *Secretaría Técnica de Cooperación Internacional* has developed in accordance with its powers legally granted, enabling significant advances that represent the public policy of international cooperation and in turn Ecuadorian foreign policy. These policies have developed a model of state ownership in the guidelines for the scope of development, aligning efforts to comply with national planning and to commitments to international instruments in which it participates.
- After having defined public policy for international cooperation in Ecuador, the work described important actions that have supported reaching the overall goal of development proposed by the government of Ecuador. It considers international cooperation as an instrument for the implementation of the foreign policy in Ecuador and strategic guidelines of national public policy focused on promoting science and technology, strengthening human talent and changing Ecuador's productive matrix.
- The first notable action was the empowerment of the *Secretaría Técnica de Cooperación Internacional* in the management of international cooperation through institutional coordination and add value to the management, the

creation of the INRC management cycle, democratization of information related to development cooperative processes in Ecuador, the regularization of Foreign Non-governmental Organizations activity in the country, implementing South-South cooperation as an alternative to traditional cooperation, and addressing efforts to fulfill State public policies. Allowing positioning Ecuador in the Latin America region, as an institutional reference for international cooperation of active participation, to potentiate the role of provider for South-South cooperation and not just be a recipient of international cooperation. Maintaining an institutional role of the Ecuadorian international cooperation, focused on the development and progress of the nation, in order to allow the SETECI ends to be reached.

- The second action developed from the definition of public policy of international cooperation is related to the implementation of decentralized cooperation in Ecuador. The *Secretaría Técnica de Cooperación Internacional* develops programs of technical assistance of territorial jurisdiction of international cooperation for autonomous governments. This has shown significant progress in the decentralization of functions that benefit the Ecuadorian population, as well as, handled international cooperation serves for the direct development of people. However, Ecuador has not yet developed an expertise on issues of decentralized cooperation, which has delayed the possible benefits of development, making it important to recognize the potential spaces for GAD in the international cooperative field, accompanied by proper expertise of local officials in the field, corresponding to a pending task for the political and economic problems of Ecuador.
- The management model of International Non-reimbursable Cooperation in Ecuador executed by the *Secretaría Técnica de Cooperación Internacional*, through the mentioned actions can be framed within the theory of the new regionalism in international relations, as presented in Chapter 1 of this document. This work has identified that the desire of the Ecuadorian State, from 2011 to 2014 was to position themselves within the world system through intergovernmental interactions and collaboration with its regional peers in Latin America, developing a degree of relationship of equals. A palpable example of

the new regionalism has been the UNASUR and CELAC, as intergovernmental bodies that aim to contribute a consolidated Latin American region for the achievement of peace, development and environmental protection of its members.

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