



University of Azuay

Faculty of Law

School of International Studies

“Proposal for an extension of the cooperation modalities applied to the “Voluntarios Azuay” project from the Azuay’s Provincial Government”

Assignment prior to obtaining a Bachelor's Degree in International Studies and Foreign Trade

Autor: Andrea Catalina Montesinos Juela

Director: Emma Kamila Torres Orellana

Cuenca-Ecuador

2016

Dedicated to

To my family, for always being my strength and support, especially to one of the most important persons in my life, my brother Mateo, who is an inspiration for every goal I achieve.

Acknowledgments

I thank Kamila Torres, my thesis director, for her unconditional support and her valuable advice while elaborating this thesis.

Thanks to all my career professors for the valuable knowledge imparted in the classroom.

Thanks to my parents, whose efforts have been fundamental to culminate this important stage.

ABSTRACT

In the first chapter, the basic concepts related to international cooperation will be discussed, giving a brief historical overview of its evolution, its definition, objectives, actors and the different modalities with which it works. In addition, the relevant aspects of international cooperation within the Ecuadorian framework will also be addressed. In the second chapter a brief reference will be made on centralism versus the State's decentralization and the new competencies that arise within this form of organization. From this perspective, an analysis will be made about the performance of the Autonomous Decentralized Rural Parochial Government of San Rafael de Sharug in relation to local and international cooperation. The third chapter presents a proposal to implement an international volunteering program in the parish, presenting the importance of volunteering, a brief description of the Voluntarios Azuay's program (through which this project will be carried out), and it will conclude with the management model to carry out the project.

KEY WORDS

International cooperation, volunteering, cooperation modalities, Decentralized Autonomous Governments, Voluntarios Azuay.

TABLE OF CONTENTS

ABSTRACT	iv
KEY WORDS	iv
INTRODUCTION	1
CHAPTER I: THE INTERNATIONAL COOPERATION AND ITS DIFFERENT MODALITIES	3
1.1. HISTORICAL BACKGROUND OF THE INTERNATIONAL COOPERATION FOR DEVELOPMENT	4
1.2. INTERNATIONAL COOPERATION: DEFINITION AND GOALS	7
1.3. ACTORS	9
1.3.1. Governmental institutions	9
1.3.2. Decentralized entities	10
1.3.3. Intergovernmental Organizations (IGO)	10
1.3.4. Non-governmental Organizations (NGO).....	10
1.3.5. Private enterprises	10
1.3.6. Universities	11
1.4. INTERNATIONAL COOPERATION MODALITIES	11
1.4.1. Budget support	11
1.4.2. Emergency and humanitarian assistance.....	11
1.4.3. Debt swap.....	12
1.4.4. Financial cooperation	12
1.4.5. Technical cooperation	12
1.4.6. Corporate Social Responsibility.....	13
1.4.7. Volunteering	13
1.5. NATIONAL FRAMEWORK	13
1.5.1. Decentralized Cooperation.....	17
1.6. THE SITUATION OF INTERNATIONAL COOPERATION FOR DEVELOPMENT IN ECUADOR	18
1.7. CONCLUSIONS	22
CHAPTER II: ANALYSIS OF THE COOPERATION EXISTING IN SAN RAFAEL DE SHARUG	24
2.1. FROM THE CENTRALISM TO THE DECENTRALIZATION	25
2.2. THE DECENTRALIZATION AND THE ROLE OF THE PAROCHIAL AUTONOMOUS GOVERNMENTS	27
2.3. CASE STUDY: SAN RAFAEL DE SHARUG	29
2.3.1. General Information about San Rafael de Sharug.....	29

2.3.2.	Brief situational analysis of San Rafael	30
2.3.3.	San Rafael Autonomous Government's parish management.....	31
2.4.	COOPERATION'S DIAGNOSIS IN SAN RAFAEL DE SHARUG	33
2.4.1.	Local cooperation.....	33
2.4.2.	International cooperation	46
2.5.	CONCLUSIONS	48
CHAPTER III: PROPOSAL FOR THE EXPANSION OF COOPERATION MODALITIES WITHIN SAN RAFAEL'S PARISH: THE INTERNATIONAL VOLUNTEERING.....		50
3.1.	THE PHILOSOPHY OF VOLUNTEERING	51
3.1.1.	The concept of volunteering and volunteer.....	51
3.1.2.	The importance and benefits of volunteering.....	52
3.1.3.	The role of volunteering within the Azuay's public sector	53
3.2.	THE "VOLUNTARIOS AZUAY" PROGRAM	54
3.2.1.	Description and operation of the program	54
3.2.2.	Objectives	55
3.2.3.	Benefits	56
3.3.	PROPOSAL FOR INTERNATIONAL VOLUNTEERING	57
3.3.1.	Description of the project.....	57
3.3.2.	Project objectives	57
3.3.3.	The importance and role of the foreign volunteer within Voluntarios Azuay	58
3.3.4.	Volunteers' recruitment	59
3.3.5.	Fields of action.....	60
3.3.6.	Volunteer profile and selection	64
3.3.7.	Prerequisites for the admission to the program.....	66
3.3.8.	Obligations and rights of volunteers	67
3.3.9.	Incorporation of volunteers into the program	68
3.3.10.	Activity schedule.....	70
3.3.11.	Cost of the program and parties' responsibilities.....	72
3.3.12.	Evaluation of results.....	75
3.3.13.	Exit and program's disengagement	76
3.4.	CONCLUSIONS	77
FINAL CONCLUSIONS.....		79
RECOMMENDATIONS:		82
ANNEXES		83
Annex 1: Description of the careers to be applied by international volunteers.....		83

Annex 2: Guide model for foreign volunteer	85
Anexo 3: Proforma de costos AIESEC.....	95
Annex 4: Matrix of results	99
BIBLIOGRAPHY	100

CHARTS INDEX

Chart 1 Priority objectives of international cooperation according to the Ecuadorian National Plan for Good Living.....	16
Chart 2 Distribution of International Cooperation in Ecuador by modality (2011-2013). ...	19
Chart 3 Distribution of Non-refundable International Cooperation in Ecuador by type of actor during 2011-2013.....	20
Chart 4 Distribution of International Cooperation by Sector of Intervention (2011-2013)..	22
Chart 5 Projects carried out by the Parochial Government of San Rafael de Sharug.....	32
Chart 6 Projects carried out by the FEPP Organization in San Rafael de Sharug	36
Chart 7 Projects carried out by the Municipal Government of Pucará in San Rafael de Sharug (Year 2015).....	37
Chart 8 Projects carried out by the Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP) in San Rafael de Sharug, 2015.....	38
Chart 9 Projects carried out by the Ministry of Economic and Social Inclusion (MIES) in San Rafael de Sharug, 2015	40
Chart 10 Projects carried out by the Azuay's Provincial Government in San Rafael (Period 2005-2015).....	41
Chart 11 Projects carried out by the Azuay's Provincial Government in San Rafael de Sharug (Currently in execution).....	42
Chart 12 Projects carried out by Voluntarios Azuay in San Rafael de Sharug.....	43
Chart 13 Amount contributed by institutions to San Rafael before 2015.....	44
Chart 14 Amount contributed by institutions to San Rafael de Sharug in 2015.....	45
Chart 15 Application to Competitive Funds from International Organizations by the "Voluntarios Azuay" Program (Year 2015).....	47
Chart 16 Priority areas of the Voluntarios Azuay's action.....	63
Chart 17 Types of Volunteer	64
Chart 18 Activity sheet (example).....	70
Chart 19 Program fee per foreign volunteer (six-week program)	73
Chart 20 Description of the careers to be applied by international volunteers	84
Chart 21 Matrix of results.....	99

ILLUSTRATIONS INDEX

Illustration 1 Participation of institutions in San Rafael de Sharug before 2015	45
Illustration 2 P Participation of institutions in the contributions made to San Rafael de Sharug in 2015.....	46
Ilustración 3 Cronograma de actividades	71

INTRODUCTION

In the last years, we have observed that Ecuador is living in an economic and social crisis, evidenced by a lack of liquidity, budget cuts to autonomous decentralized governments, delays in payments and budget allocations, unemployment, closing of several companies from the private sector, etc. These problems have led to a neglect of the social sector, as governments have focused only on productive activities that generate income and mitigate the effects mentioned above. All of these consequences have had a strong impact on the most marginalized areas of the country (such as rural communities) which are constantly struggling to fulfill their annual planning and meet their needs, postponing their development.

Given these disadvantages, international cooperation is presented as a tool capable of reducing negative consequences and counteracting them through the transfer of resources (either economic, social, material, etc.). Those will be useful for the management, planning and implementation of processes and activities aimed at satisfying needs, especially in those less favored places. Within this area there are different modalities which should be carefully selected depending on the organization submitting, the activities for which the resources will be destined, and the objectives that they want achieved. However, it has been noticed that this tool has not been sufficiently used, especially by rural governments, wasting several opportunities.

With the possibility for the decentralized governments to manage their own resources as one of their competences, it is sought to exercise international cooperation as a strategy for attracting international resources able to counter the lack of resources at a national level. It is also intended to support the implementation of all the activities planned in San Rafael in order to satisfy their needs and help with their development. Currently, it has been tried to access to non-reimbursable financial cooperation through the program "Voluntarios Azuay", however, no results have been obtained in the short term.

Therefore, throughout this titling work it is intended to generate an international cooperation proposal with an alternative modality to the existing one. This one will be feasible and able to be framed within the objectives and activities carried out by Voluntarios Azuay, the needs of the parish and the areas of interest of the cooperating institutions. For this purpose, it will be presented a brief description of the international

cooperation and its modalities, afterwards it will be made an analysis about the current state of the local and international cooperation within the parish and finally, it will be elaborated a proposal about an alternative international cooperation modality.

CHAPTER I: THE INTERNATIONAL COOPERATION AND ITS DIFFERENT MODALITIES

“Cooperation is a way of life for good living, a constant community work that invites generosity, which motivates us to contribute, participate and commit ourselves from our capacities and potentialities (...) When we cooperate, we share our current situation, our challenges as a community and as a society and we project ourselves to a future situation.” (SETECI₁, 2014, 7)

The international cooperation is a tool by which different types of resources are transferred among several actors from the system, like governments, organizations, and others. These actors have used it as a mean to develop projects and process with different kind of goals. In the case of international cooperation for development, the transferred resources are aimed to meet social purposes that involve an overall improvement of living conditions.

The following chapter will address some basic notions about international cooperation. In the first place, a brief historical review of its evolution will be presented. In the second place, it will be explained its definition, objectives, actors and the different modalities it works with. In the third place, it will also talk about some relevant aspects of this tool within the Ecuadorian legal frame. Finally, a brief analysis about the international cooperation in our country will be presented.

1.1. HISTORICAL BACKGROUND OF THE INTERNATIONAL COOPERATION FOR DEVELOPMENT

The international cooperation for development had its beginnings after World War II. The several economic and social consequences from this event resulted in the creation of several proposals, which aim was to prevent a future war and to mitigate the negative impacts of the last one. Within this context, the Organization for United Nations (UN) was founded in 1945, its goal was to promote peace and the development of its member countries.

The importance of international cooperation in social, economic and cultural sphere is indicated the first article of its charter. To effectively accomplish this disposition, many specialized organizations were created. Among them we can list: the Food and Agricultural Organization (FAO), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), etc. All of them are in charge of different particular areas.

During the 50's, the international cooperation was conditioned by two factors. The first one resulted from the Cold War and was based on the antagonism between two important economic blocs: capitalism vs. socialism. By that time, in order to win more allies and to prevent the proliferation of the opposing ideology, the United States and the Soviet Union determined the aid's flow. For example, through the Marshall Plan in 1948, the U.S. offered help to rebuild Europe after the war. But at the same time this country tried to stop the socialist influence around the world.

The second factor is based on the notion of development related to some paradigms like industrialization, productivity and capital accumulation. According to this premise, southern countries were put in a retarded position with regards to the northern ones, especially the United States. This idea is clearly shown in the creation of institutions to regulate the financial system, such as the World Bank or the International Monetary Fund (IMF).

By that time, other international cooperation institutions were born too with the aim of promoting their members' development as well as the South's. This is the case of the institutional system for Official Development Assistance (ODA) and the Organization for Economic Cooperation and Development (OECD) in 1960; however, these systems

were hierarchical and the interests of donor states prevailed. As a reaction, developing countries (mostly Africans) integrated the Non-Aligned Movement. They asked for an international cooperation focused on fair commercial relations.

The 70's were characterized by a global crisis that affected both the developed countries, as well as the developing ones. The U.S. spending on Vietnam War, the fall of the international gold standard and the debt owed by the developing countries who needed loans and technological transfers, resulted in high inflation and unemployment rates. Consequently, southern countries were the most affected, showing that aid received did not work well. The gap between poor and rich countries deepened even more.

International cooperation was then concentrated only in areas with little impact for the receiving states like energy or infrastructure, job opportunities were not created and the contributions did not mean a real input for these regions' progress. This is how the action of both Non-governmental Organizations (NGOs) and civil society took importance. They focused on another sectors such as education, health, agricultural development, etc. A direct direction between economic growth and States development is no longer credible, for this reason new goals are set: poverty reduction, redistribution of wealth, and meeting of basic needs.

During the 80's the effects of the crisis worsened: debtor countries could not pay, the oil price raised causing an increase in foreign exchange and a consequently crisis in financial markets. In this situation, the International Monetary Fund (IMF) and the World Bank proposed an economic reform based on the economic liberalization and the reduction of both public and external State's expenses. Northern countries then prioritized investment in economic and commercial projects and cut off budget for social work, while Southern ones' development was unequal.

Despite cooperation's inefficiency, Southern countries continued receiving aid from developed ones; this aid was conditioned to the fulfillment of the adjustment plans imposed by international financial institutions. These projects failed because they did not meet countries' reality, the few ones that were developed could not be maintained due to the lack of state budget (especially for those related to social issues, which were left in hands of NGOs). Distrust among countries with regard to international

cooperation institutions arose and new initiatives were born: the horizontal cooperation¹ and south-to-south cooperation².

The 90's meant a change of approach related to the concept of international cooperation and development. Parameters based on human welfare as progress determinants replaced the economic ones. Mahbub ul-Haq and Amartya Sen introduced these ideas through a report about human development in which they proposed that instead of taking into consideration only the increase of income (mostly unequally distributed), it should be also taken into account another options such as education, health, culture, etc.

For this reason, in 1990 the new Human Development Index was introduced as a method to measure human life conditions. This index is composed by three variables: health, education and Gross Domestic Product (GDP). By this time many conferences arose too, they included more parameters to meet development besides the economic one; this fact allowed the opening of more fields of action in which cooperating countries could influence. These conferences were:

- The Rio Conference in 1992 about sustainable development that proposed a world cooperation oriented to increase life standards through poverty eradication, environmental conservation and sustainable development of southern countries.
- The Vienna Convention about Human Rights in 1993 that linked international cooperation with democracy and development oriented to guarantee the meeting of human rights.
- The Beijing Conference in 1995 about gender equity that promoted women integration in society as an active actor within international cooperation and development.

¹ According to the Ecuadorian Dictionary of International Cooperation (SETECI), horizontal cooperation refers to the aid provided between two countries with similar development level (2015, 108).

² According to the same source, south-to-south refers to every type of contribution that takes place between countries with a lesser development level (generally, among them there are considered the southern countries), with the aim of meeting common goals (110).

- The Copenhagen Conference in 1995 about poverty and wealth redistribution, that encourages cooperation oriented to a right investment in social areas (primary education, nutrition, health, sanitation and drinking water), for which they urged developed countries to donate 20% of their budget.

Nowadays, globalization has influence international cooperation, which has caused a multiplicity of actors in the system. Here, highlights a growing importance in the role played by transnationals that caused a reduction in State intervention. States in turn, start to see international cooperation as a tool to guarantee only their commercial and economic interests, neglecting local social development. To face the unconcern, several actors of the system became independent (especially local entities) looked forward to meet their basic needs throughout decentralized cooperation.

Besides the multiplicity of actors, globalization has also caused international cooperation to be oriented to the promotion of global public goods (GPGs)³, allowing the construction of a global conscience about problems the world faces nowadays. Several initiatives frame within this context: the Millennium Declaration presented in 2000 at the UN General Assembly, which proposes to achieve eight millennium goals; the High Level Forum (HLF) about the effectiveness of cooperation for development; and the Paris Declaration in 2005 that establish commitments and principles between donors and beneficiaries in international cooperation.

1.2. INTERNATIONAL COOPERATION: DEFINITION AND GOALS

As mentioned before, international cooperation for development is understood as the transfer of resources between states or other actors of the system. Its goal is to collaborate with the social and economic development of the receiving party. However, and according to Alejandra Boni Aristizábal (2010), it must not be confused with Official Development Assistance (ODA) that has other different requisites:

³ According to the Spanish Cooperation Agency, global public goods (GPGs) are goods, services or goals of international interest. Their management go further national boundaries, therefore, people must work for them globally. Among them, we can find nature, peace, security, financial and economic stability, culture, education, health, etc.

- An institution from the public sector must grant cooperation to developing countries only.
- Help must be oriented to accomplish social and economic goals that contribute to the region's development.
- Cooperation must be carried out as a concession corresponding to at least 25%

Unlike ODA, within international cooperation for development there is the possibility that donor actors could also be private entities and not only public ones; furthermore, terms and modalities under which resources are granted might vary.

International cooperation for development, in earlier times, was intended solely to reduce poverty in southern countries throughout capital accumulation; however, new parameters to determine development were included with the change of approach in the concept of development. Therefore, after the Paris Declaration about the Effectiveness of Development Aid, there were established eight goals called “The Millennium Goals”. In turn, these goals become targets under which international cooperation initiatives should align,

Thus, even though each State has the capacity to identify and establish its own goals according to its needs, globally, the international cooperation for development has the following objectives⁴:

- 1) **Fight poverty and hunger** by generating productive and dignified jobs for all people in age and capacity to work (including youth), reducing the amount of people living with less than \$1.25 a day, and by improving access to food.
- 2) **Globally achieve primary education** by allowing children, young people and adults around the world to complete this school level.
- 3) **Improve gender equity and women empowerment** by eliminating barriers and inequalities in education, work and in society itself.

⁴ The objectives mentioned have been textually copied from: ONU.ORG. Objetivos de Desarrollo del Milenio de la ONU. Retrieved November 9, 2015, from <http://www.un.org/es/millenniumgoals/education.shtml>

- 4) **Decrease infant mortality** (especially in children under five) throughout access to medical attention, nutrition, a proper care in gestation stages, and proper conditions for their growth.
- 5) **Improve maternal care** by allowing access to medical attention and reproductive education that helps generating conscience and reducing maternal mortality.
- 6) **Fight against serious diseases like HIV/AIDS, malaria, tuberculosis, etc.,** by improving access to treatments for people infected and at the same time reducing illness propagation.
- 7) **Ensure environmental sustainability** by integrating sustainability principles to the countries' public policies, in order to preserve natural resources and allow people access to them.
- 8) **Globally improve development** by allowing less developed countries to access to new opportunities, modern technology, get alliances with the private sector and access to a financial and commercial system with fair rules.

1.3. ACTORS

In International Cooperation we can differentiate many type of actors. The nature of each one determines the type of cooperation to be performed. These actors are:

1.3.1. Governmental institutions

Within this type of actors we can find countries' governments which, throughout a bilateral agreement, commit to cooperate with another government in a direct way. This type of actors have been the ones with a historical higher participation record regard to international cooperation. Being bilateral relations between states, this type of assistance is called "official cooperation".

1.3.2. Decentralized entities

It refers to local public institutions, that although they could be considered among official cooperation, they have autonomy in certain jurisdictions and faculties. For example: the possibility of controlling their own resources, as well as managing them by using national or international cooperation. Among this institutions we can find municipalities, provinces, commonwealths, regions, autonomous communities, etc.

1.3.3. Intergovernmental Organizations (IGO)

This type of entities are composed of different countries to achieve social, economic, political, financial, or any other kind of common goal. Those countries are organized by a treaty that links them and international endorses its legal personality. However, even though they promote the development of member countries too, this type of organizations also helps third States. Being integrated by several countries, this type of cooperation can also be considered official.

1.3.4. Non-governmental Organizations (NGO)

These organizations are integrated by civil society in general. Their activities are oriented mostly to serve the social sphere, by supporting projects, policies and process that lead to development, equity, poverty reduction, etc. They are nonprofit organizations, therefore, in this category we can also find foundations.

NGOs' performance within international cooperation has been progressively increasing during last years (usually in terms of fulfilled projects), until becoming determining actors in the development of projects that promote people's life standard, especially those of the most marginalized areas in society.

1.3.5. Private enterprises

This type of institutions are dedicated to the commercialization, production, provision of services or other type of activities for profit. Because of its nature, the aid they grant is based on donations or public-private partnerships, in order to carry out projects of

their interest. They can also cooperate under the Corporate Social Responsibility (CSR)⁵.

1.3.6. Universities

Universities are institutions dedicated to produce knowledge and train professionals. Despite its nature, plenty of them have programs that allow teachers and students to link up with the community. Generally, these institutions cooperate through scholarships, trainings, volunteering projects, scientific and technical transferences, etc.

1.4. INTERNATIONAL COOPERATION MODALITIES

International cooperation can be presented in different modalities that vary depending on the beneficiaries' goals and the nature of each actor. Among these modalities we can find:

1.4.1. Budget support

In this modality, public institutions receive monetary resources that are assigned directly to the general public budget. Unlike other modalities, these type of transferences are not intended to cooperate with the realization of specific projects. Rather, public entities that receive resources assign different amounts of the total to diverse areas.

1.4.2. Emergency and humanitarian assistance

Emergency and humanitarian assistance is based on the cooperation to states that have been affected by a crisis, natural disasters or another type of emergency. Throughout this modality, the people involved in these kind of problems receive staple goods, food, and other needed things. Generally, we can notice that this type of cooperation takes place in borderlands, countries going through wars or countries affected by disasters.

⁵ The International Cooperation Dictionary (SETECI, 2015) defines it as a cooperation modality to offset impacts caused at and environmental, social and economic level (110).

1.4.3. Debt swap

According to the SETECI₃, debt swap refers to the “re-orientating of resources destined to the payment of some parts of an external debt maintained between a debtor country and a creditor in order to finance projects for development” (2015, 104). This way, two goals can be simultaneously pursued: the debt reduction and the investment to achieve a better life quality in the debtor countries, which are generally the southern ones.

Throughout this modality, the debt acquired by the countries is bought at a lower price by a private or public entity from a developed country and exchanged to national currency in order to be used in the development of the country, throughout social, cultural, environmental and other types of projects.

1.4.4. Financial cooperation

Financial cooperation is based on the transfer of economic resources from an actor to another. This type of resource is granted with the aim of collaborating with the development of specific projects, thus administrative expenses generated by them are not included in the items that these transferences cover.

Within this modality there are other sub-modalities under which this type of cooperation can take place. These are: refundable financial cooperation and non-refundable financial cooperation. In the former, the economic resources must be returned to the institutions that have granted them. It is carried out as loans or credit. In the second, the beneficiaries should not return the resources that were given to them; rather, these resources are more like a donation to finance activities or projects.

1.4.5. Technical cooperation

This type of modality is based on the cooperation of non-monetary resources, within them we can find technological, scientific or technical transfers, and others. According to the SETECI₄ (2015), “technical cooperation is mainly managed throughout the following sub-modalities: programs and projects, experts, in-kind donations (goods or services), scholarships and trainings” (25). Like the modality mentioned above, this one can also be refundable or non-refundable.

Lately, the international cooperation has been oriented to prioritize this type of assistance rather than the financial one, taking it as a mechanism that strengthens the capabilities of the recipient states. Furthermore, it also shows a more effective modality with more satisfying results. Another factor to be mentioned as promoter of technical cooperation is the crisis in Europe, which has caused a decline in their economic contributions to the rest of the world.

1.4.6. Corporate Social Responsibility

Corporate Social Responsibility is based on the cooperation carried out by private institutions to help countries in which they have performed any kind of activity. This collaboration takes place as a mechanism to offset possible damages caused at an environmental, social, economic levels, or others.

At the present time and at a global level, it does not exist a uniform system to count the cooperation done under this modality yet.

1.4.7. Volunteering

Volunteering translates into the selfless action by civil society to carry out certain type of activities in particular territories. Throughout this modality, local and foreign people collaborate in the development of diverse projects to meet the needs of the area, for example: education, construction, feeding, and others. Many times this modality is considered part of the technical cooperation.

Most of the people that work as volunteers are young people in a professional training stage who travel to marginalized communities in order to help natives to overcome poverty by executing projects in different areas. However, under this modality we can also find professionals and retired people that want to contribute with the development of places in need.

1.5. NATIONAL FRAMEWORK

Ecuador is one of the countries that advocates the creation of a multipolar global order, where the participation of all of the actors of the system increases and equilibrates. In this scope, the international cooperation becomes a support mechanism to achieve a

particular goal, at the same time that serves as a tool to meet and promote local interests. Historically, international cooperation within our country has been focused only in the reduction of poverty; however, nowadays another important initiatives have joined the formers to accomplish an integral development.

The Ecuadorian foreign policy stipulates that relations with the international community must be guided by some principles. The Ecuadorian Constitution (2008) considers the following principles: the respect of sovereignty and non-interference in domestic affairs, the respect for civil, social, cultural, economic and political rights of its population, transparency and access to information, accountability, equitable and fair exchange of resources between the different actors of the system, the mutual responsibility in the execution of projects, and the focus on results.⁶

Starting from these principles and according to the Ecuadorian National Plan for Good Living 2013-2017, which goal is to guarantee the dignified life of all Ecuadorians in harmony with the economic growth and the environmental sustainability, five strategic goals have been set. Every international cooperation initiative must be aligned with these principles, which are:

GOALS ⁷	STRATEGIES
Goal No. 4: Strengthen the capabilities and the potential of the citizens.	<ul style="list-style-type: none"> - Improvement of the education by training teachers in order to offer an integral, inclusive, intercultural and better-quality education. - The joint of education with the productive and scientific sector in order to orient students to the scientific and technical investigation applied in entrepreneurial projects, problem-solving, or another initiatives in line with the changes in the productive matrix. - The improvement of Ecuadorian human talent by training professionals, especially in strategic areas.

⁶ Constitución de la República del Ecuador (2008), article 416. Published on the Official Register #449, on October 20th, 2008.

⁷ The wording of the objectives has been copied textually from the National Agenda for International Cooperation (2015), pg. 108-124.

<p>Goal No. 7: Guarantee the rights of nature and promote environmental, territorial and global sustainability.</p>	<ul style="list-style-type: none"> - The diminishing of environmental pollution throughout the use of clean technologies, the proper treatment of waste and the promotion of good corporate practices. - The promotion of the bio-knowledge throughout the use of environmental practice and the investigation focused on a sustainable production. - The reduction of the consumption of fossil fuels and the incentive to use renewable energy. - The changing of consumption patterns towards a new more sustainable ones, oriented to organic products and the production based on fair trade.
<p>Goal No. 8: Consolidate the economic, social and solidary system in a sustainable way.</p>	<ul style="list-style-type: none"> - Stimulate the associativity heading to set up a new economic, popular and solidary system that prioritizes human beings over capital accumulation, and that promotes redistribution and equity in power relations. - Intertwine private and public relations to improve the economy of the country throughout the creation of mixed systems with shared responsibilities and benefits.
<p>Goal No. 10: Promote the transformation of the productive matrix⁸.</p>	<ul style="list-style-type: none"> - Diversification of the Ecuadorian productive portfolio with higher value added. - Intelligent substitution of imports on par with the promotion of strategic sectors like: pharmaceutical, steel, chemical, refining, biofuels, renewable technologies; without neglecting the social and productive sector.

⁸ The SENPLADES define the productive matrix as the way in which society is organized to produce certain goods and services, as well as the relation between the actors involved with the resource needed to produce. In Ecuador it is planned to improve this dynamic to abandon the productive pattern of raw materials with little value added, towards a diversified production with higher value and greater participation of human talent.

	<ul style="list-style-type: none"> - Increase the use of national components on industrial and manufacturing sector. - Automation of the productive process. - Integrate micro, small and medium enterprises to the Ecuadorian economy. - Strengthen the commercialization, logistic, transportation and other processes involved to make the Ecuadorian industry grow.
Goal No. 11: Assure sovereignty and efficiency of strategic sectors for industrial and technological transformation.	<ul style="list-style-type: none"> - Transform the energetic matrix throughout the promotion of renewable energies (especially those coming from water resources). - Boost the petrochemical, pharmaceutical and food industry.

Chart 1 Priority objectives of international cooperation according to the Ecuadorian National Plan for Good Living

Source: SETECI

Made by: Andrea Montesinos

In Ecuador, the management, coordination, direction, tracing and evaluation of initiatives, activities or projects related to international cooperation are in charge of institutions like the Ministry of Foreign Affairs, the National Secretary of Planning and Development (SENPLADES in Spanish), Ministries of Coordination, decentralized autonomous entities, and other actors involved in this process like NGOs, IGOs, etc. Those organizations form the Ecuadorian International Cooperation System (SECI in Spanish), which was created throughout the Executive Order No. 699 on October 2007 with the aim of contributing to the country's development by observing and directing non-refundable international cooperation, especially the financial and technical ones⁹.

Similarly, throughout the same Executive Order, an autonomous entity is created in order to implement the instruments, policies, and strategies in international cooperation, organize the cooperation national system, give support regarding the

⁹ Executive Order No. 699 dictated by the President of the Republic of Ecuador, published on the Official Gazette's Supplement No. 206 on November 7, 2007.

research of new sources, management, training and evaluation of international cooperation, etc. This entity received the name of Ecuadorian Agency for International Cooperation (AGECI in Spanish), which was replaced by the *Technical Secretary of International Cooperation (SETECI in Spanish)* published on the Executive Order No. 429¹⁰.

On the other hand, the National Plan for Good Living shows the Ecuadorian interest in the conformation of a multipolar world order, the integration of the Latin-American community throughout south-to south cooperation. By using this mechanism, it is intended that Ecuador establish relations with other States with similar development level and share certain ideologies, all this with the aim of improving life conditions within a climate of more equitable relations.

1.5.1. Decentralized Cooperation

Within Ecuadorian framework and regards to international relations, the decentralized cooperation is presented as one of the mechanisms to boost the development of the different regions of the country by increasing the participation of the actors in the system. According to the SETECI₃ (2015), the decentralized cooperation is based on:

The transfer of the responsibilities of aid action from the Central Government authorities to the set of institutions that articulate the citizenship, like local and regional governments who venture into this approach with the aim of strengthening its own functioning (108).

For Bonilla (2014), the decentralized cooperation arises as a response to a crisis in which local needs and large national policies are not articulated nor are they promoted internationally. As it was mentioned before, the decrease in the state budget for social work in countries (especially Latin-American) during the 80's caused a very slow and unequal development on the internal level. With the aim of improving this condition, Ecuador proposed the possibility that local entities expand their competences regards international cooperation.

¹⁰ Executive Order No. 699 proclaimed by the President of the Republic of Ecuador, published on the Official Gazette's Supplement No. 206 on November 7, 2007; and its reform: Executive Order No. 429. proclaimed by the President of the Republic of Ecuador, published on the Official Gazette's Supplement No. 246 on July 29, 2010. Presidente de la República del Ecuador, publicado en el Suplemento del Registro Oficial No. 246 de 29 de julio de 2010.

This way, it is recognized that the Decentralized Autonomous Governments (GAF in Spanish) have the competence of managing resources coming from international cooperation in order to accomplish their projects depending on the needs previously identified. This legal ownership granted to Provincial, Municipal and Parochial governments is reflected on the Ecuadorian Constitution¹¹ and the Organic Code of Territorial Organization, Autonomy and Decentralization (COOTAD in Spanish)¹²; however, this transfer of powers was not carried out until September 29, 2011, throughout a resolution proclaimed by the National Competences Council (CNC in Spanish).

Therefore, the importance of decentralization lies not only on the decongestion of the national system for obtaining international resources, but on the democratization of the participation of the different institutions and their empowerment within their territorial circumscriptions. This way, rectory, planning, regulation, control, and management competences no longer belong only to the Central Government, avoiding the duplicity of actions and promoting an articulated work between the different instances.

1.6. THE SITUATION OF INTERNATIONAL COOPERACION FOR DEVELOPMENT IN ECUADOR

In Ecuador, the international cooperation for development is an important part on the planning of the Central Government, as well as that of the Decentralized Governments. Historically, the pattern of international cooperation has been centered on the non-refundable financial modality, granted by powerful countries from which we have traditionally "benefited". However, nowadays it has been noticeable a greater presence of other actors, along with other modalities and a higher support to areas before forgotten. An analysis about modalities, areas and modalities of cooperation in our country is presented below.

¹¹ Constitution of the Republic of Ecuador of 2008, articles 262, 263, 264, 267. Published on the Executive Order No. 449, on October 20, 2008.

¹² Organic Code of Territorial Organization, Autonomy and Decentralization (COOTAD). Article.32 literal i; article42 literal g; article 55 literal n; article 65 literal g, and article 131. Published on February, 2011.

- Modalities

In Ecuador, the different modalities of cooperation are presented as follows:

DISTRIBUTION OF THE INTERNATIONAL COOPERATION IN ECUADOR BY MODALITY IN MILLIONS OF CURRENT DOLLARS, PERIOD 2011-2013						
MODALITY	NUMBER OF PROJECTS	DISBURSEMENT 2011	DISBURSEMENT 2012	DISBURSEMENT 2013	MULTIANNUAL 2011-2013	% DISBURSEMENT
Non-reimbursable financial and technical	899	\$ 143,57	\$ 148,12	\$ 162,61	\$ 454,30	42,51%
Non-reimbursable financial	955	\$ 145,20	\$ 135,51	\$ 82,27	\$ 362,98	33,96%
Technical	574	\$ 53,77	\$ 47,85	\$ 42,64	\$ 144,26	13,50%
Budget support	7	\$ 36,25	\$ 23,30	\$ 12,51	\$ 72,06	6,74%
Debt Swap	66	\$ 4,52	\$ 5,11	\$ 19,86	\$ 29,50	2,76%
Humanitarian Aid	8	\$ 3,10	\$ 1,87	\$ 0,60	\$ 5,58	0,52%
Corporate Responsibility	3	\$ 0,04	\$ 0,02	\$ 0,02	\$ 0,08	0,01%
TOTAL	2512	\$ 386,44	\$ 361,79	\$ 320,52	\$ 1.068,76	100,0%

Chart 2 Distribution of International Cooperation in Ecuador by modality (2011-2013).

Source: SETECI Date: 23/09/2014

Made by: SETECI

In our country, the non-refundable financial cooperation remains the most representative modality despite the global trend of decreasing economic transfers. Throughout this modality, 955 projects for a total of \$ 362.98 million during 2011-2013 were carried out. Technical cooperation occupies the second place in our country supporting 574 projects for a total of \$144.26 million. However, it is worth to mention that this modality generally complements with non-refundable financial cooperation adding between the two a total amount of \$454.30 million, which exceeds the rest of the modalities (SETECI, 2015, 19).

On the other hand, other modalities with lesser presence also exist in our country. For example: budget support, which has gradually decreased because Ecuador is now considered an upper-middle income country. Humanitarian aid does not present a significant activity because, due to its nature, it focuses on working in borderlands like Esmeraldas, Carchi, Imbabura and Sucumbíos, where people are exposed to a high risk of suffering military violence, displacements, lack of basic resources, etc. Corporate Social Responsibility is the modality with the lowest participation in the country, this

is because private Enterprise is overcome by official cooperation and the performance of NGOs.

- Actors

Most of the economic assistance received by Ecuador during 2011-2014 comes from official sources, this is, from the different countries' governments. The ones who used to top the list were The United States and Spain, respectively represented by an 18.6% and a 17.9% from the total of the participation and quantity of developed projects; followed by Germany, South Korea, Great Britain, and others. All of them are located in the northern hemisphere, which is characterized by being a developed region.

However, due to the crisis and the fact of considering Ecuador as an upper-middle income country, the reception of economic transfers have decreased significantly; except for Belgium and China, countries with which Ecuador has wrought a very close relation and therefore, cooperation numbers have increased as shown below:

DISTRIBUTION OF THE INTERNATIONAL COOPERATION IN ECUADOR BY COOPERATING COUNTRY/ORGANISM IN MILLIONS OF CURRENT DOLLARS, PERIOD 2011-2013						
COOPERATING ORGANISM OR COUNTRY	NUMBER OF PROJECTS	DISBURSEME NT 2011	DISBURSEME NT 2012	DISBURSEME NT 2013	MULTIANNUAL 2011-2013	% OF PARTICIPATION
USA	410	\$ 62,84	\$ 70,77	\$ 65,66	\$ 199,26	18,6%
Spain	467	\$ 64,39	\$ 58,94	\$ 67,75	\$ 191,08	17,9%
European Union	124	\$ 43,68	\$ 35,24	\$ 20,87	\$ 99,79	9,3%
Germany	153	\$ 45,66	\$ 31,80	\$ 20,83	\$ 98,29	9,2%
UN System	187	\$ 32,56	\$ 31,32	\$ 30,27	\$ 94,14	8,8%
South Korea	17	\$ 24,76	\$ 21,56	\$ 11,53	\$ 57,85	5,4%
Great Britain	55	\$ 17,68	\$ 15,17	\$ 11,32	\$ 44,16	4,1%
Belgium	71	\$ 7,15	\$ 13,26	\$ 20,63	\$ 41,04	3,8%
China	16	\$ 5,44	\$ 12,32	\$ 21,18	\$ 38,94	3,6%
IDB	102	\$ 11,93	\$ 14,08	\$ 10,49	\$ 36,49	3,4%
Japan	128	\$ 12,98	\$ 11,85	\$ 5,65	\$ 30,48	2,9%
Italy	159	\$ 13,55	\$ 5,17	\$ 5,24	\$ 23,97	2,2%
GEF	11	\$ 6,98	\$ 8,12	\$ 4,44	\$ 19,54	1,8%
GFATM	5	\$ 7,97	\$ 4,88	\$ 3,56	\$ 16,40	1,5%
Australia	22	\$ 4,15	\$ 4,06	\$ 3,72	\$ 11,92	1,1%
Switzerland	36	\$ 3,33	\$ 4,41	\$ 3,98	\$ 11,72	1,1%
Norway	30	\$ 3,79	\$ 3,41	\$ 2,98	\$ 10,18	1,0%
Austria	7	\$ 3,82	\$ 4,62	\$ 0,25	\$ 8,69	0,8%
CAF	44	\$ 3,53	\$ 3,52	\$ 0,53	\$ 7,57	0,7%
Netherlands	43	\$ 2,83	\$ 1,81	\$ 2,78	\$ 7,41	0,7%
Canada	22	\$ 2,06	\$ 1,58	\$ 2,66	\$ 6,29	0,6%
Finland	19	\$ 0,49	\$ 0,93	\$ 1,70	\$ 3,12	0,3%
World Bank	14	\$ 1,08	\$ 0,83	\$ 0,63	\$ 2,54	0,2%
Panama	103	\$ 1,02	\$ 1,01	\$ 0,37	\$ 2,40	0,2%
Others		\$ 2,77	\$ 1,13	\$ 1,50	\$ 5,49	1%
TOTAL		\$ 386,44	\$ 361,79	\$ 320,52	\$ 1.068,76	100%

Chart 3 Distribution of Non-refundable International Cooperation in Ecuador by type of actor during 2011-2013.

Source: SETECI Date: 09/23/2014 Made by: SETECI

On the other hand, within International Cooperation in our country also highlights the action of other organizations whose participation takes increasing importance within the dynamics at the expense of the traditional actors mentioned before. The most outstanding participation is that of the European Union itself, who has been present in 124 projects whose performance is reflected on an approximate percentage of 9.3% of the total (being the higher among this type). There also exist many other non-governmental organizations like foundations, which take care mostly of carrying out projects in the country.

The most important institution of this type is the United Nations (UN) with its diverse agencies, it has had presence in around 187 projects and a participation equivalent to 8.8% of the total. We can also name other organizations like the Inter-American Institute for Economic and Social Development (INDES), the Global Environment Facility (GEF), The Global Fund to Fight AIDS, Tuberculosis and Malaria GFATM, the World Bank, etc. There also exist other type of actors with a not very representative presence; however, they are conducting some activities in the country. This is the case of decentralized entities like municipalities, districts, cities, etc., universities, and on a lesser degree, private enterprises.

- Sectors

International cooperation in Ecuador has gone through a restructuring of approach towards strategic sectors that support the "Good Living" principles and the changing of the productive and energetic matrix. Within this scope, the most outstanding sectors are those related to the environment, productive support, social and family protection, and education, which together cover more than the 50% of the participation. However, it is worth to mention that there are sectors in which international cooperation has increased on the past years, this is the case of health, energy, urban infrastructure and housing, and technology. This information is described below:

DISTRIBUTION OF THE INTERNATIONAL COOPERATION BY AREA OF INTERVENTION IN MILLIONS OF CURRENT DOLLARS, PERIOD 2011-2013						
AREA OF INTERVENTION	NUMBER OF PROJECTS	DISBURSEMENT 2011	DISBURSEMENT 2012	DISBURSEMENT 2013	MULTIANNUAL 2011-2013	% PARTICIPATION
Environment	462	\$ 69,68	\$ 69,04	\$ 63,13	\$ 201,85	18,9%
Productive Support	457	\$ 75,65	\$ 61,80	\$ 50,71	\$ 188,16	17,6%
Social and family Protection	444	\$ 66,92	\$ 54,98	\$ 44,54	\$ 166,45	15,6%
Education	275	\$ 51,73	\$ 53,87	\$ 39,45	\$ 145,05	13,6%
Health	200	\$ 24,20	\$ 15,87	\$ 33,08	\$ 73,14	6,8%
Energy	52	\$ 19,98	\$ 29,95	\$ 12,28	\$ 62,21	5,8%
Agriculture, livestock and fishing	185	\$ 20,48	\$ 17,02	\$ 16,90	\$ 54,39	5,1%
Information	78	\$ 20,42	\$ 16,73	\$ 11,77	\$ 48,92	4,6%
Planning and regulation	70	\$ 13,32	\$ 16,50	\$ 11,64	\$ 41,46	3,9%
Urban equipment and housing	56	\$ 4,71	\$ 8,89	\$ 16,51	\$ 30,11	2,8%
Others	233	\$ 19,35	\$ 17,14	\$ 20,51	\$ 57,02	5,3%
TOTAL	2512	\$ 386,44	\$ 361,79	\$ 320,52	\$ 1.068,76	100,0%

Chart 4 Distribution of International Cooperation by Sector of Intervention (2011-2013)

Source: SETECI Date: 09/23/2014 Made by: SETECI

1.7. CONCLUSIONS

International cooperation for development constitutes a tool with both positive and negative consequences. On one hand, it is impossible to deny that it has supported the development of projects in diverse regions of the world (especially those marginalized) with the aim of improving life conditions throughout collaborations that have gone from covering basic needs: health, nutrition, drinking water, to the strengthening of people's skills throughout scholarships, training, etc.

Furthermore, international cooperation has helped to sensitize people to the problems affecting the world, this fact has let them involve, commit and share responsibilities regards to the solutions, rather than leaving it only to the states involved. Likewise, it has helped to improve relations among the different actors by influencing the conformation of blocks, harmonizing practices and policies, reducing borders and articulating public, private and civil sectors.

On the other hand, there also exist negative aspects related to this practice. In several occasions cooperation for development has not constituted a real help for countries in need; rather, it has broadened the gap between the North and the South. The multinationals, powerful countries, and hegemonic organizations have tried to

maintain their position inside the international community, projecting a good self-image by helping needy regions. However, they do not disregard their particular interests (generally of economic and commercial type) a fact that has caused a neglect of the social sector and a delay on long-term problem solving.

Losing credibility in international cooperation has also been a responsibility of the beneficiaries because many times the aid obtained is improperly used and generally directed towards economic, financial and commercial projects. Similarly, in case that some support is received through international cooperation, the benefited state is not always responsible of continuing the projects or tracing them adequately.

However, it is important to highlight the positive aspects of this tool and make it a support for the development of the neediest regions of the country. In this scope, an opportunity is presented to the Autonomous Governments, who can rely on their competences and use international cooperation as mechanism to help territories under their jurisdiction and according their particular needs.

CHAPTER II: ANALYSIS OF THE COOPERATION EXISTING IN SAN RAFAEL DE SHARUG

The possibility of auto-recognizing as one country accepting the differences, open up the doors to the search of an identity today nonexistent; an identity constituted only from the symbiosis of diversity, from the recognition of differences as a positive factor, as an opportunity of enrichment (Ojeda Segovia, 2000, p. 171).

One feature of the Ecuadorian State has been the centralism that used to ignore ethnic, social, cultural and economic particularities of each region. The centralism has been one of the reasons of the unequal growth and development of many places inside Ecuador (specially the rural areas), in favor of the accelerated progress of the most representative cities.

Within this scope, the decentralization constitutes an alternative method to solve the dysfunctionality of the current state organization that achieves the integration of the multiple differences inside the State; that sets it as a unit capable of recognizing, respecting, and promoting diversity in each territory, allowing them to unfold autonomously within an equitable environment with clear rules established.

This chapter will present a brief reference about centralism versus state's decentralization and also the new competences that arise from this form of organization. Later, from this scope, it will be made an analysis about the performance of the Autonomous Decentralized Government of “San Rafael de Sharug”, taking into account one of the competences conferred which is the local and international cooperation, issue that this paper focuses on.

2.1. FROM THE CENTRALISM TO THE DECENTRALIZATION

Prior to conducting an analysis about one of the competences of the Decentralized Autonomous Governments, like is the autonomous management of resources, it is necessary to address the issue about the state centralism versus the decentralization. The goal is to comprehend better the scope under which these new attributions are developed and the importance they play on the country's progress, highlighting the role that the rural communities play on it.

It is worth to mention that, although we are now facing a progressive process of decentralization of powers and state resources, many local governments (especially parochial ones) continue acting under the old organization parameters, without having full knowledge of the new powers and responsibilities they have acquired. Prior to the incorporation of the concept of decentralization in the Ecuadorian legislation, the country was characterized by a marked centralism. Rodrigo Borja defines it as “the tendency that concentrates both political and administrative powers of society in only one person or institution” (cited by Ojeda, 2000, p. 24). That is, the state management is now in charge of a superior entity that cares for the satisfaction of needs.

However, in a centralized organization different problems arose, leading to a restructuring in the administration of the territories. As mentioned in the previous chapter, within these problems we can mention the lack of participation by the population regards matters of their interest as a mechanism for strengthening democracy. This happens because when concentrating political and administrative decisions in one place, the possibilities and spaces within which other people can cope are minimized. Furthermore, relations between citizens and the administration deteriorate by not being in permanent contact.

On the other hand, there exists an even bigger problem derived from the excessive Ecuadorian centralism, which is the lack of attention that rural communities (especially the most remote) had to face by not taking into account the diversity and needs of each one. Also, the limited power of their leaders inside the Ecuadorian politics as mechanism to get a greater attention to the requirements of those places, has caused an inadequate provision of services and a mismanagement of resources. The slowdown in the growth of local economies has caused a weakening and a decrease throughout

the country. From these problems comes the importance of decentralization, the Special Law on State Decentralization and Social Participation defines it as:

The definite transfer of functions, attributions, responsibilities and resources, specially financial, material, and technological of national and foreign origin, from the entities of the Executive Function to the local Governments, in order to distribute resources and services according to the needs of their respective territories (cited in Ojeda, 2000, p. 28).

To solve these problems, the concept of decentralization was introduced for the first time in the Constitution of Ecuador on 1998, leaving open the possibility to transfer all the competences to local governments with some exceptions; according to the SENPLADES₂ (2012) those were "national security, foreign policy and international relations management, the economic and tax policy, and the management of external debt" (19). Also it is established the creation of a third level within the governmental organization: the rural parochial governments. However, in this regulatory body this level does not have any power or resource recognized yet.

Despite efforts to improve the state management by introducing this concept in the Ecuadorian Constitution, it was not possible to reach an effective solution because resources and powers were not totally transferred, causing incomplete and unsuccessful processes. Additionally, there did not exist a specific regulatory body to follow up the processes of decentralization. Achievements in this area could be finally noticed in the Constitution of 2008.

Since its first article about the State model, the decentralization is established as the form of government; likewise, a new territorial organization system based on a central government to the head and three types of autonomous governments: provincial, municipal and parochial (each one with specific powers). These new attributions were supported later by the Organic Code of Territorial Organization, Autonomy and Decentralization (COOTAD in Spanish), which served as an instrument to direct the process and to implement a new management model.

2.2. THE DECENTRALIZATION AND THE ROLE OF THE PAROCHIAL AUTONOMOUS GOVERNMENTS

The role of parochial governments inside the country's organization started to develop since the Constitution of 1998 in which, although resources and powers were not transferred yet, the creation of this new level of government is already recognized. It is with the Constitution of 2008 that these entities started to take force because the autonomy they did not received before, becomes mandatory with the new reforms. This fact is highly important because the juridical condition that parishes acquire are similar to the rest of the political institutions on the superior levels; additionally, it contributes to the democracy by allowing the parish leaders (and citizens in general) to regain the right and control over their territories.

According to the COOTAD (2012), in the country there exists four levels of organization: regional, provincial, cantonal, and rural parish. According to the same source, rural parish “constitute territorial circumscriptions integrated to a canton throughout an ordinance issued by the respective municipal or metropolitan council” (22). Each one of the levels mentioned before has some kind of autonomy as they are considered key actors inside the process of state decentralization. However, because each entity is located in a different organizational level, the power and weight each one has is diverse.

According to the same legal body, “rural parish decentralized autonomous governments are legal entities of public law with political, administrative and financial autonomy” (64), and its headquarters are located in the parochial head. The body that is in charge of this level of organization is the parish board, formed by members elected by vote, from which the first and the second with higher quantity of votes are respectively named president and vice president of the parish government.

Among the powers recognized in the Ecuadorian Constitution and the COOTAD to the parish autonomous governments there are the elaboration of policies and their execution within the scope of their functions, for example: sustainable development, inclusion, equity, democracy, citizen participation cultural and sports development, economic development (especially that of the popular economy), control and execution of public works, and others.

Besides those mentioned above, there also exist exclusive competences for the parish governments:

- a) To plan parish development and its land management within the frame of multinationalism and respect for diversity; in coordination with other institutions of the public sector like cantonal or provincial governments and other actors of society.
- b) To plan, build and maintain the physical infrastructure, equipment and public areas of the parish, all of them included in the development plans and annual budget.
- c) To plan and maintain the rural parish roads in coordination with the provincial governments.
- d) To promote the realization of productive communitarian activities, the preservation of biodiversity and environmental protection.
- e) To manage and coordinate the public services which have been delegated or decentralized by other levels of government.
- f) To promote the organization of citizens in communes, precincts and other rural settlements, with the character of grassroots organizations.
- g) To manage the international cooperation in order to accomplish their competences.
- h) To monitor the execution of works and the quality of public services.

However, because this level of government is relatively new, the competences that have been transferred to it have not been completely assumed yet. Therefore, rural governments need to act jointly with the rest of governments. According to the National Plan of Decentralization, among the difficulties identified for its proper development we can find the lack of preparation of 90% of the people in charge of leading parishes, a low institutional development, an incipient planning of their activities, and a high dependency on the state budget.

Talking about the economic reliance, it is possible to notice one of the biggest problems for rural parishes: the lack of budget to meet the wide range of needs they

have. According to the monetary transfers that the State does from its global budget¹³, the resource allocation for each level of government is as follows: provincial governments 27%, municipal governments 67% and rural parish governments 6% (SENPLADES, 2012). The percentage of resources that the later gets is quite low, whereby they need to complement it throughout local and international cooperation. However, this competence has not been totally executed neither, leaving this important tool unutilized.

2.3. CASE STUDY: SAN RAFAEL DE SHARUG

2.3.1. General Information about San Rafael de Sharug

San Rafael de Sharug is a rural parish located in a canton named Pucará, at the south of Azuay's Province. It has a territorial extension of 6.759 hectare and it is part of the part of the watershed of Jubones. San Rafael limits the north, east and west with Pucará Parish (part of the same canton), and the south with Zaruma canton from a Province named "El Oro". It is formed by 13 communities: Guarumal, Dagnia, Saucal – Quillosa, Huasipamba Paraíso, Tullusiri, Santa Marta, Rosa de Oro, Tendales, San Sebastián, El Pindo, La Cascada, Chaguar and San Rafael, which is the parochial head.

The name of this parish, "Sharug", means "borderland between coast and mountain". This name, like those of the communities, have received Cañari and Inca influence. In 1808, the first human settlements in charge of the Salesian fathers were registered. They established in a ranch belonging to a man named Rafael, who recognized the place as "Sharug"; thus giving rise to the current name. When this person dies, many families with surnames like Berrezueta, Reyes, Pesántez, Mendieta, Orellana and Márquez, (from Pucará, Santa Isabel, Pasaje and other places from the mountains and the coast) came to occupy the place. Since then, subsistence of the people in San Rafael was based on agriculture, livestock and barter.

In 1984, with the aid of Pastor Bolívar Jiménez from Pucará, San Rafael was declared as an ecclesiastical parish under the bishopric of Monsignor Alberto Luna Tobar. That

¹³ The method of resource assignation from the State to the local autonomous governments consists of the 21% of the permanent income (income tax sources) and the 10% of the non-permanent income coming from the general state budget.

is how the construction of the parochial convent was build and the image of San Rafael was brought to it. The first official decree for the creation of the parish was in 1967 as part of Santa Isabel; however, since September 29th, 1993, San Rafael de Sharug is officially listed as a parish part of the canton Pucará.

2.3.2. Brief situational analysis of San Rafael

San Rafael de Sharug has not achieved the necessary conditions to promote its development. Within the Province, this parish is considered one of the regions with the highest poverty index, which is attributed to several reasons. According to the socioeconomic draft of San Rafael (2015), the main economic activities of the parish are concentrated in the primary sector, in which we can find agriculture, livestock and forestry, represented by a 68.6%. However, the products obtained are destined to the self-consumption and people do not take full advantage of the capacity and yield of their territories.

This factor is influenced by others of social nature, for example, most of the people has only attended to elementary school (54.9%); therefore, they have no knowledge in other areas that could help them to potentiate their capabilities, perform ventures, or take advantage of the resources they have. This problem is reflected in the 35 small business accounted by the National Institute of Statistics and censuses (INEC for its acronym in Spanish), this means that those are: family business like grocery stores where they sale basically food and first need products, small restaurants, mechanical workshops, and others. The majority of them are located in the parochial head, San Rafael, leaving the rest of communities in a disadvantaged position.

Thus, the deficiencies encountered in the parish are the following: the poor training of people in diverse topics, the lack of appropriate technologies to promote a better use of resources, the lack of productive infrastructure, the presence of chain of intermediaries that extract raw materials from the area, the high level of dependence of the unproductive population on the economically active population, policies to promote the parish's development, the lack of organization of the people to produce and sell products, lack of access roads to areas with potential resources, inefficient production, and others. But on the other hand, there are also many things that could be taken advantage of, like tourist attractions, raw materials for industry such as sugar cane, coffee, corn, clay, and others.

2.3.3. San Rafael Autonomous Government's parish management

The administration of San Rafael's parish is in charge of Mr. Luis Yáñez, president of the parish board from 2014 until 2019. To run the parish and improve its condition, the Central Government gives San Rafael an approximate annual budget of \$155,000 dollars, contemplated within the 6% of the allocation that the autonomous parish governments receive. However, this amount is not enough to execute all the projects that are required to satisfy the needs and promote the development of the place. This is why, throughout the exercise of one of their competences (like it is the resources' management), they have achieved several agreements with local institutions to work jointly.

During the current administration, San Rafael's government has carried out the following projects:

PROJECTS CARRIED OUT BY THE PAROCHIAL GOVERNMENT OF SAN RAFAEL DE SHARUG						
#	PROJECT	ACTIVITIES	MANAGEMENT	YEAR	AMOUNT (PAROCHIAL GOVERNMENT)	TOTAL PROJECT AMOUNT
1	Food Security Project	Delivery of supplies for raising animals Delivery of minor animals (chickens / pigs) Delivery of forest and fruit plants Adaptation of stables Improvement of home gardens (donation of building materials)	Jointly with the MIES-IEPS and FEPP institutions	2010	\$ 25.000,00	\$ 250.000,00
2	Construction of enclosures for schools	Contribution of materials Contribution with labor force	Jointly with the Municipal Government of Pucará	2010	\$ 15.000,00	\$ 2.000,00
3	Construction of sport courts in communities (2)	Contribution of materials Contribution with labor force	Jointly with the Municipal Government of Pucará	2010	\$ 7.000,00	\$ 17.000,00
4	Adaptation of school classrooms	Contribution of materials Contribution with labor force	Jointly with the Municipal Government of Pucará	2010	\$ 4.000,00	\$ 6.000,00
5	Construction of the San Rafael's Central Park	Contribution of materials Contribution with labor force	Through a loan with the State Bank	2010-2011	\$ 78.000,00	\$ 100.000,00
6	Construction of communal houses (3)	Contribution of materials Contribution with labor force	Jointly with the Municipal Government of Pucará	2010-2012	\$ 15.000,00	\$ 25.000,00
7	Water systems for human consumption	Contribution of materials Contribution with labor force	Jointly with the Municipal Government of Pucará and Ayuda en Acción	2010-2012	\$ 12.000,00	\$ 20.000,00
8	Implementation of the Solidary Tax		Jointly with the Azuay's Provincial Government	2012	\$ 50.000,00	\$ 100.000,00
9	Roads' Concurrency (adequacy of roads)	Contribution of materials Contribution with labor force	Jointly with the Azuay's Provincial Government	2012	\$ 20.000,00	\$ 50.000,00
10	Implementation of sanitary batteries	Contribution of materials Contribution with labor force	Jointly with Ayuda en Acción	2013	\$ 2.000,00	\$ 4.000,00
11	Construction of the Community Development Center	Cession of land Technician for logistical and operational support	Jointly with Ayuda en Acción	2015	\$ 23.900,00	\$ 59.864,37
TOTAL					\$ 226.900,00	\$ 633.864,37

Chart 5 Projects carried out by the Parochial Government of San Rafael de Sharug
Source: San Rafael's Autonomous Government Author: Andrea Montesinos

As shown in the chart above, the projects carried out by San Rafael's Government have been developed mostly in joint with public institutions that serve as a counterpart to obtain materials, monetary resources, work force, etc. However, the Ecuadorian Fund Populorum Progressio (FEPP by its acronym in Spanish) and Ayuda en Acción, are both private entities that constantly help this parish

Among the activities carried out there are: the improvement of the parish's infrastructure (which is one of the priority sectors for this local government) and other works, such as the construction and improvement of roads, the construction of courts and recreation areas, the implementation of sanitation systems, and others. Beside those mentioned before, there have also been developed projects of food safety and of economic nature.

However, despite the efforts made by the local government to bring up the parish, there are still many things that need to be done and are currently in development, all of them with the support of third institutions throughout agreements, exercising the local cooperation as will be presented below.

2.4. COOPERATION'S DIAGNOSIS IN SAN RAFAEL DE SHARUG

2.4.1. Local cooperation

In order to accomplish the goals set within this administration, it has been necessary to work together with the support of other organizations. However, the agreements have been signed with local institutions only, and for a short period of time (which includes just the development of the project instead of being a long-term deal of mutual support).

The autonomous government of San Rafael has signed agreements with the following organizations:

a) Ayuda en acción

Ayuda en Acción is a NGO created in 1981, it is present in 22 countries throughout Latin-American, Asia, Africa, and Spain. In the case of Ecuador, specifically in Azuay's Province, it is located in the community of San Sebastián from San Rafael de Sharug. The objectives of this organization are based on fighting against poverty and

promoting the development of people and communities in precarious situations, in accordance with the principles of justice and equity. Throughout its management this organization has supported approximately 3,300,000 people in over 117 regions, with a budget of about \$40,411,139 dollars.

The work of this institution within the parish started throughout Rikcharina Foundation, part of “Ayuda en Acción”. It was constituted in 2001 as an ecological organization focused on the defense and protection of the environment and the culture. Their projects are related with the management of water resources, the protection and recovery of ecosystems, the accompaniment of environmental management processes, the promotion of eco-tourism and scientific tourism, the creation and management of vegetable and animal shelters, and others. However, this organization as such, is not currently working on the area, leaving this responsibility to “Ayuda en Acción”.

The data about the work done by this institution in San Rafael could not be obtained due to the poor accessibility by the organization. However, the lack of concrete information of “Ayuda en Acción” will not affect the objectives of this paper. Throughout interviews with authorities of San Rafael’s Government, some information has been inferred in order to get a general idea of the work of this institution in the parish.

Talking about the aid given to San Rafael, this institution has cooperated basically through the technical modality in order to support projects and activities that the parochial board develops within its planning to enhance their conditions. Because among the local leaders’ priorities there are the improvement of the infrastructure, and the construction and adequacy of facilities to meet basic needs, and that the mission of “Ayuda en Acción” is the improvement of the life conditions of people in rural areas; the support granted to the parish are mainly donations in spices, which consists on the delivery of materials intended for works such as: the installation of sanitation systems and water systems for human consumption.

b) The Ecuadorian Social Fund Populorum Progressio (FEPP by its acronym in Spanish)

The FEPP is an institution created from the initiative of a group of priests and bishops in 1970 with the aim of implementing a common fund from which the most marginalized sectors of society can benefit. Currently, it is constituted as a private

entity with social purposes and which goal is to support peasants, indigenous, and other groups, throughout several initiatives in areas like production, education, strengthening of organizations, promotion of rights, access to resources, etc.

This institution has been a fundamental pillar for the development of projects inside San Rafael. The major contribution is based on the technical support they give to the community so that they can carry out certain activities, especially those related with productive issues. This work is reflected on the three fulfilled projects, from which one is still in development. Among their contributions we can basically list raw materials like seeds, animals, supplies for construction, provision of tools and machinery, etc. However, it is important to emphasize their interest in strengthening the institutions needed for the parish's development and also their emphasis on the dissemination, application and respect of rights that are often left aside in the poorest sectors of society.

The detailed projects done by this institution will be shown below:

PROJECTS CARRIED OUT BY THE ECUADORIAN FUND POPULORUM PROGRESSIO (FEPP) IN THE SAN RAFAEL PARISH					
#	PROJECT	AREAS OF ACTION	ACTIVITIES	YEAR	AMOUNT \$
1	Support to local development processes with emphasis on integrated agricultural production systems	1. Improvement of agricultural production	Training	2008-2010	\$ 323.177,00
		2. Organizational Strengthening	Technical assistance		
		3. Local financial structures	Organizations' accompaniment		
			Delivery of agricultural supplies and species		
2	Support to social and economic sustainable development of peasant communities in two areas of the Azuay Province	1. Organizational Strengthening	Training	2011-2013	\$ 420.000,00
		2. Water and conservation of natural resources	Technical assistance		
		3. Integral systems for agricultural production	Organizations' accompaniment		
		4. Creation and strengthening of local financial structures	Delivery of agricultural supplies and species		
3	The exercise of rights and the improvement of sustainable agricultural production of the population from the subtropical area of the Province	1. Rights of nature	Training	Currently developing until 2016	\$ 342.000,00
		2. Rights to the organization and citizen participation	Technical assistance		
		3. Economic, social and cultural rights	Organizations' accompaniment		
			Delivery of agricultural supplies and species		
TOTAL CONTRIBUTION					\$ 1.085.177,00

Chart 6 Projects carried out by the FEPP Organization in San Rafael de Sharug
Source: FEPP Author: Andrea Montesinos

c) Autonomous and Decentralized Municipal Government of Pucará

The Municipal Government of Pucará is a public decentralized institution in charge of the canton's management. Because it is a decentralized entity, it has autonomous competences and responsibilities granted and recognized by the Ecuadorian Constitution in its article no. 264, and also by the COOTAD in its articles no. 54 and 55. Among these functions there are, for example, the management of the territory, the elaboration of development plans for the canton, and others.

The Pucará's government has been one of the institutions that have cooperated the most with San Rafael's parish, since it is in charge of the welfare of the canton in general. Below there are described the projects carried out during 2015¹⁴:

PROJECTS CARRIED OUT BY THE MUNICIPAL GOVERNMENT OF PUCARÁ IN SAN RAFAEL DE SHARUG, YEAR 2015					
#	PROJECT	COMMUNITY	MANAGEMENT	PROJECT STATUS	AMOUNT \$
1	Construction of sports courts	Santa Martha	Jointly with the San Rafael Autonomous Government	Finished	\$ 2.836,39
2	Construction of sports courts	Tullusiri	Jointly with the San Rafael Autonomous Government	Finished	\$ 2.836,39
3	Implementation of sanitary batteries	San Rafael	Autonomous	Finished	\$ 5.255,64
4	Septic tanks for a school	San Sebastián	Autonomous	Finished	\$ 1.243,38
5	Implementation of sanitary batteries	Tendales	Autonomous	Finished	\$ 5.255,64
6	Projects for drinking water systems	Pindo	Jointly with Ayuda en Acción	In execution	\$ 18.000,00
7	Projects for drinking water systems	Huasipamba Paraíso	Jointly with Ayuda en Acción	In execution	\$ 12.000,00
8	Access road to San Rafael de Sharug	Tendales-San Rafael	Jointly with the Azuay's Provincial Government	In execution	\$ -
TOTAL					\$ 47.427,44

Chart 7 Projects carried out by the Municipal Government of Pucará in San Rafael de Sharug (Year 2015)

Source: Department of public works of the Municipal Government of Pucará

Author: Andrea Montesinos

The projects that have been done in the parish correspond mostly to the improvement of the infrastructure (which is one of the responsibilities that the municipal

¹⁴ Data about past years could not be obtained because the person interviewed has information about the activities carried out during his management only.

governments have). This way, we can find activities such as construction and repair of roads, construction of sport fields for schools and communities, and also the improvement of basic requirements like sanitation, drinking water systems, and the construction of septic tanks. Like the rest of institutions, Pucará's Government contributes basically with materials and supplies for construction and San Rafael brings in the rest of materials and workforce. The cooperation granted by this entity reaches and approximate \$47,000 dollars.

d) The Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP by its acronym in Spanish)

The Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP by its acronym in Spanish) is an institution in charge of the execution, regulation, control and evaluation of projects, activities and policies related to the productive development of the primary sector in the country. Among its goals there are the impulse of the rural sector and small producers, the improvement of their life conditions, the strengthening of related institutions, the promotion of a sustainable production, and others. Given the fact that San Rafael is a parish which subsistence is mainly based on agriculture and livestock (on a lesser degree); the MAGAP has developed several programs in the area following its lines of action, with the aim of enhancing the primary situation.

The aid given to the parish from this institution during 2015 was as follows:

PROJECTS CARRIED OUT BY THE MINISTRY OF AGRICULTURE, LIVESTOCK, AQUACULTURE AND FISHERIES (MAGAP, BY ITS ACRONYM IN SPANISH). YEAR 2015		
PROJECT	CONTRIBUTION	COMMUNITY
Reactivation of Coffee and Cacao "Fino de Aroma"	Delivery of 4 coffee kits	Dagnia
	Delivery of 1 coffee kit	Guarumal
Strategy "Shoulder to shoulder"	Training and technical assistance	Dagnia
	A technician / Agricultural Engineer	Guarumal
		Cerro Negro
Mobile Veterinary Unit	Veterinary medical treatment	San Rafael Parish

Chart 8 Projects carried out by the Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP) in San Rafael de Sharug, 2015

Source: MAGAP

Author: Andrea Montesinos

During 2015, contributions by MAGAP constituted basically technical support throughout donations in spice, trainings, technical assistance and other projects¹⁵. Within the former there are the delivery of inputs to reactivate and promote the cultivation of coffee and cocoa in the zone, all of them packed in kits that contain 1.5 kg of coffee seeds, 450 gr of captan to disinfect the soil, 3000 plastic bags, 1 kg of leaf fertilizer, 1 bag of Benomil fungicide, 250cc of Evergreen as a plant bio-stimulant¹⁶. These donations were given to the people from Dagnia and Guarumal communities (which have better conditions to grow these products) with the aim of cooperation with the agricultural development and the exploitation of the parish's capacities.

In addition, experts from the institution have provided technical assistance in agricultural topics in three communities of the area throughout the program "Shoulder to shoulder", which besides supporting those processes, also trains the population so that they can develop and acquire new knowledge within this branch. On the other hand, to support the livestock area, it has been implemented a project about mobile veterinary throughout the whole parish, which consists of a mobile unit with vets that provide treatment and general assistance for the animals that require.

e) The Ministry of Economic and Social Inclusion (MIES by its acronym in Spanish)

The Ministry of Economic and Social Inclusion (MIES) is the organism in charge of the execution of projects, policies, strategies, and other activities aimed at the social and economic integration of the whole population (particularly that of the most marginalized sectors) and also to the strengthening of the popular economy. Given the fact that in rural parishes there generally exists a higher index of rights violation, this institution has focused on working with vulnerable groups in San Rafael like women, older adults, and people with disabilities.

The cooperation carried out by this institution in the parish is shown below:

¹⁵ The monetary amount that the cooperation from this institution implies could not be counted because the purchase of supplies are done from the central institutions (in Quito) and then distributed to the local ministries depending on the requirements.

¹⁶ The data mentioned were obtained from the Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP).

PROJECTS CARRIED OUT BY THE MIES INSTITUTION IN SAN RAFAEL DE SHARUG, YEAR 2015		
PROJECTS	COVERAGE	BUDGET ALLOCATION
Human Development Bonus	171	\$ 102.600,00
Pension for Older Adults	130	\$ 78.000,00
Pension for people with disabilities	31	\$ 186.000,00
TOTAL	332	\$ 199.200,00

Chart 9 Projects carried out by the Ministry of Economic and Social Inclusion (MIES) in San Rafael de Sharug, 2015

Source: MIES Santa Isabel

Author: Fernando Pañora

As shown before, this institution has focused in financially helping vulnerable groups like women, older adults and people with disabilities throughout pensions that allow them to improve their life condition. This organization works indirectly with other NGOs like “Fundación Ser”, in the case of older adults, to raise economic funds. From this group the higher contribution is directed towards people with disabilities since it is difficult for them to find a job or they have to spend on medical treatments.

f) Azuay’s Provincial Government

The Provincial Government of Azuay is an institution which function is the decentralized management of the territory within its circumscription. This means, it is in charge of the creation of policies and the implementation of projects and programs related with the sustainable development of the Province under the principles of equity, respect of the civil, economic, political and cultural rights. It had its beginning in 1929 when the President of Ecuador (in that time Isidro Ayora) decreed that there existed a Provincial Council in each one of its capitals.

Although the autonomous governments and their competences are organized depending on the level of territorial decentralization, the Azuay’s Government and its departments (Vialidad, Equidar, Voluntarios Azuay, Asfaltar, etc.) work together with other decentralized governments within the region like it is the case of San Rafael’s Government, which whom they have collaborated in the development of several projects. During 2005-2015, the following activities were done:

PROJECTS CARRIED OUT BY THE AZUAY PROVINCIAL GOVERNMENT IN SAN RAFAEL DE SHARUG (2005-2015)		
AREA	PROJECT	AMOUNT \$
Road infrastructure	Road maintenance (357, 95 KM)	\$ 1.783.589,70
	Road Improvement (14, 01 Km.)	\$ 800.000,00
	Bridges (6)	\$ 171.517,45
	Cleaning of landslides (1.093 m3)	\$ 2.515,46
Subtotal		\$ 2.757.622,61
Irrigation	Implementation of an irrigation canal in Dagnia	\$ 91.976,00
	Maintenance of the "24 de Septiembre" irrigation canal	
	Construction of the following irrigation systems: Viviar-Dagnia, San Rafael de Sharug-Gramalote, Huasipamba	
Subtotal		\$ 91.976,00
Educational infrastructure	Constructions in schools (6)	\$ 63.467,36
	Digital Democracy	\$ 22.173,80
	Delivery of desks (120)	\$ 6.000,00
Subtotal		\$ 183.617,16
Women's Agenda	Parish committee	\$ -
Subtotal		\$ -
Governance	Congestion Projects (11)	\$ 23.816,98
Subtotal		\$ 23.816,98
GRAND TOTAL		\$ 3.057.032,75

Chart 10 Projects carried out by the Azuay's Provincial Government in San Rafael (Period 2005-2015)

Source: Azuay's Provincial Government, Planning Department Author: Andrea Montesinos

The Azuay Provincial Government is perhaps one of the institutions that collaborated the most with San Rafael, throughout different projects in diverse areas with the aim of enhancing the development of the region and its population. Between 2005 and 2015, cooperation from Azuay's Government has been mainly technical. They have developed projects, trainings, material donations, and others. For example, there have been done projects about irrigation (construction and maintenance of irrigation canals and systems), road and educational infrastructure (construction, maintenance, and cleaning of roads, bridges, schools and the delivery of scholar supplies), the implementation of the women's agenda (comities to work on rights, equity, opportunities, etc.), and finally the implementation of the program "Voluntarios Azuay", through which projects have been carried out based on the voluntary work of students¹⁷. All this cooperation reaches and approximate of \$3 million dollars.

¹⁷ Since this paper is developed within the framework of "Voluntarios Azuay's Program" from the Provincial Government, it has been done a separate analysis of this department's contribution to the parish.

Additionally, there are other projects began in 2015 and that are currently in development. Those are:

PROJECTS CARRIED OUT BY THE AZUAY PROVINCIAL GOVERNMENT IN SAN RAFAEL DE SHARUG (FROM 2015 UNTIL NOW)		
AREA	PROJECT	AMOUNT \$
Road infrastructure	Road improvement: central streets of San Rafael (2,01 KM)	\$ 320.000,00
	Road maintenance (25 km)	\$ 62.693,51
	Subtotal	\$ 382.693,51
Women's Agenda	Parish committee (56 participantes)	\$ -
	Subtotal	\$ -
Irrigation	Construction of an irrigation system in Huasipamba	\$ 11.376,09
	Subtotal	\$ 11.376,09
Congestion Projects	Adequacy of the old patrimonial house	\$ 9.999,08
	Adequacy of the Government's event hall	
	Support with materials for the construction of an enclosure for a children's center (Cerro Negro)	
	Contruction of a multiple-use court	
	Subtotal	\$ 9.999,08
	"Tasa solidaria" Project (Solidary Tax)	\$ 44.781,08
	Subtotal	\$ 44.781,08
GRAND TOTAL		\$ 448.849,76

Chart 11 Projects carried out by the Azuay's Provincial Government in San Rafael de Sharug (Currently in execution)

Source: Azuay's Provincial Government, Planning Department *Author:* Andrea Montesinos

The projects that are currently in execution are developed under the same line of activities mentioned before; however, another lines have been added. Those are the realization of congestion projects among which are adaptations of areas such as halls and heritage homes, the construction of multipurpose courts, and the implementation of scholar enclosures. All of this reaches and approximate of \$475,000 dollars.

g) Voluntarios Azuay

Voluntarios Azuay is a program part of the Provincial Government of Azuay in charge of working and supporting the development of the most needed regions of the Province (currently, it is working specifically in San Rafael's Parish) through the joint work of a network of young people of high school and college, who put into practice their knowledge in diverse areas and careers in order to carry out projects able to meet the needs of the region. Many of the students that decide to involve in this program do it generally because of academic reasons, since the activities that they develop can be

considered as pre professional practices, thesis, linkage with the community, and other institutional requirements.

To become part of this program, the students have to register in Voluntarios Azuay's web page and choose one of the projects according their academic background. After they present the documents required for the formalization of their activities, they are assigned at tutor part of the Provincial Government with whom they will plan the activities they need to accomplish, the estimated amount of time and results that should be achieved. The development of the projects are constantly guided by the assigned tutor, whom once the times of the practices are over, evaluates the obtained results.

The projects developed by Voluntarios Azuay within San Rafael are:

PROJECTS CARRIED OUT BY VOLUNTARIOS AZUAY IN SAN RAFAEL DE SHARUG (2014-2015)			
PROJECT	CONTRIBUTION	YEAR	BUDGET ALLOCATION
Implementation of the Voluntarios Azuays's Camp	Community work for linking the inhabitants	2014	\$ 30.000,00
Phase 2 of the Voluntarios Azuays's Camp	Inputs, material goods and supplies for construction, electrical, plumbing, carpentry, road signaling	2015	\$ 51.162,30
	Machinery and equipment		
	Tools and work clothes		
Construction and implementation of alternative and appropriate technologies in the Parish	Materials, tools and equipment.	2015	\$ 16.350,00
Development of vacation camps	Materials, human resources.	2015	\$ 13.681,25
Construction of the Community Development Center (phase 1)	Inputs, tools and equipment. Students, researchers and technicians.	2015	\$ 59.864,37
TOTAL			\$ 171.057,92

Chart 12 Projects carried out by Voluntarios Azuay in San Rafael de Sharug
Source: Voluntarios Azuay Author: Andrea Montesinos

Like the institutions mentioned above, Voluntarios Azuay performs within the same modality, which is technical cooperation. However, the difference lies on the fact that besides contributing with materials, machinery and supplies, it also contributes with intellectual capital and workforce throughout youth volunteering. Within this management model, each student or group of students make a diagnosis about the problems in the parish and propose an innovative project that solves one of them; in these activities, the students' knowledge is involved depending on their academic background.

This way, many projects have been executed through camps with the participation of the majority of volunteers. In the first one, the students devoted their time to do diagnosis about the situation and problems that the parish have. In the second one, they made problem trees and logical frames to establish causes and consequences of the problems, as well as indicators that must be accomplished to solve them. Then they did projects to implement alternative technologies, for example the installation of dry baths, which divide both liquid and solid human wastes, destining the later to a process capable of converting them into natural fertilizer for the parish soil. Also, painting, dancing, handcrafting, and music workshops for children and teenagers were developed. Finally, the first phase of the Community Development Center was developed, which consisted on the construction of the auditorium through bio-construction techniques.

Global analysis of the local cooperation in the parish

Although the historical cooperation records of all the institutions mentioned before are not available, there is information provided by three important organizations like the FEPP, the Provincial Government of Azuay and its program “Voluntarios Azuay”. Since 2008 until 2015, these institutions contributed with the parish an average of \$1,276,736.58 dollars from which most of them were granted by Azuay’s Government as shown below:

ORGANIZATION	CONTRIBUTED AMOUNT BEFORE 2015
FEPP	\$ 743.177,00
Azuay's Provincial Government	\$ 3.057.032,75
Voluntarios Azuay	\$ 30.000,00
<i>Average</i>	\$ 1.276.736,58

Chart 13 Amount contributed by institutions to San Rafael before 2015
Source: Previous analysis data Author: Andrea Montesinos

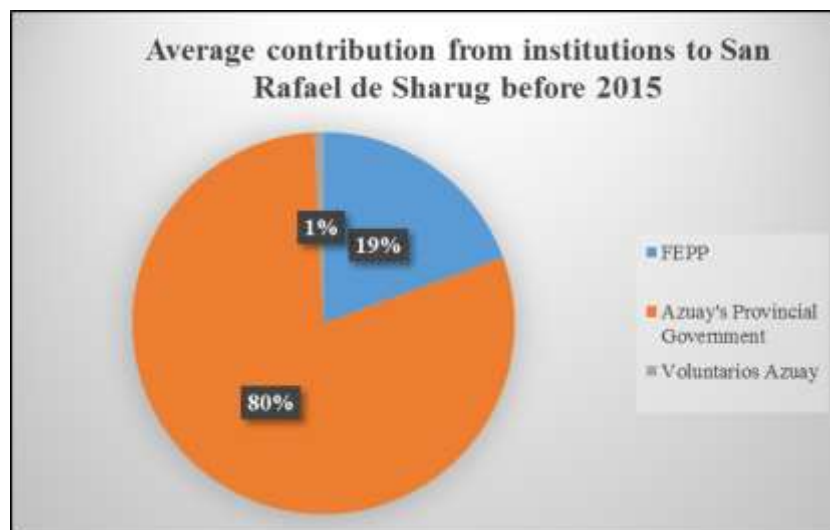


Illustration 1 Participation of institutions in San Rafael de Sharug before 2015

Source: Previous analysis data

Author: Andrea Montesinos

On the last year (2015), the institution that had the highest participation inside the activities developed in San Rafael as the benefactor or main actor continued to be Azuay's Government, followed by the FEPP (which is the NGO the strongest presence in the area). Throughout this year, \$ 1.180.550,12 dollars were invested as a counterpart in projects proposed by the government of San Rafael, as well as in projects carried out only by the institution as shown below:

ORGANIZATION	\$ AMOUNT, 2015
FEPP	\$ 342.000,00
Pucará's Government	\$ 47.427,44
MIES	\$ 199.200,00
Azuay's Provincial Government	\$ 448.849,76
Voluntarios Azuay	\$ 141.057,92
<i>Total</i>	\$ 1.180.550,12

Chart 14 Amount contributed by institutions to San Rafael de Sharug in 2015

Source: Previous analysis data

Author: Andrea Montesinos

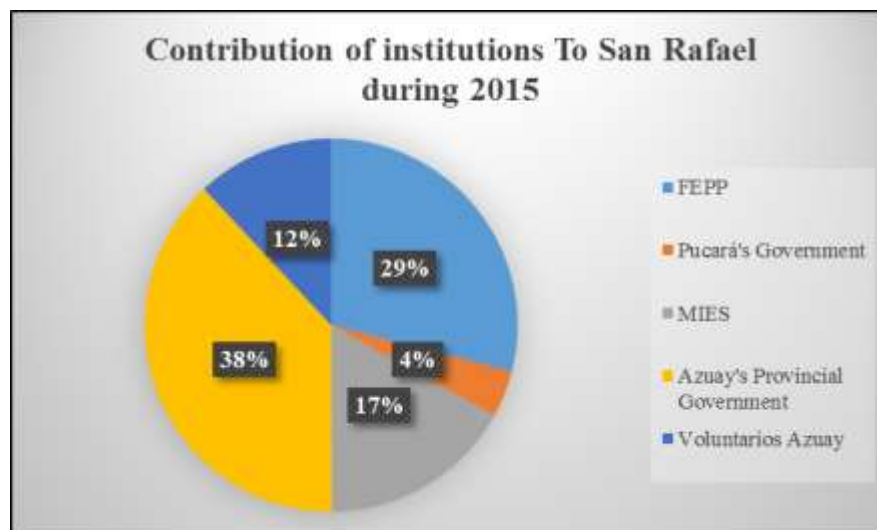


Illustration 2 P Participation of institutions in the contributions made to San Rafael de Sharug in 2015

Source: Previous analysis data

Author: Andrea Montesinos

2.4.2. International cooperation

As mentioned before, the decentralized governments have the competences to manage their resource in an autonomous way. Within this scope, they can take advantage of the international cooperation to obtain financing, technical support, volunteering, or another type of collaboration. However, San Rafael's Government individually has not managed any type of resource using this tool, even though it has the competence to do it. The reason of this situation lies on the fact that international organizations ask as requirement the presentation of a project in which should be detailed the activities to be developed, the monetary amount estimated, the timeframe, the impact on the community, etc. In turn, San Rafael's Government has not elaborated a formal and detailed project with all the demands to be presented internationally.

In this way, the contribution of Voluntarios Azuay and the students of International Studies stand out. They have worked on the searching opportunities for international financing, the translation and adaptation of the projects of the rest of volunteers to the international formats, and the postulation of them in the different organizations. The projects submitted are the following:

Application to Competitive Funds from International Organizations by the "Voluntarios Azuay" Program Year 2015				
Organization	Country/Region	Line of action	Project	\$ Amount
ONU-DAES	United States	Energy	Creation of a demonstrative plant to develop alternative technologies in a rural community for: (1) the implementation of solar and wind energy prototypes and (2) the implementation of biodigesters and biofuels	\$ 500.000,00
Rockefeller Foundation	United States	Landscaping, environmental beautification and open spaces	Beautification of the Tendales-San Rafael road through a road landscaping project, using natural resources of the area with minimal environmental impact.	\$ 200.000,00
Microsoft Corporation	United States	Digital Illiteracy	Implementation of a digital literacy program for children, youth and adults in San Rafael	Not specified
Generosity	—	Fundraising for projects with social awareness	Construction of the Community Development Center in San Rafael	\$ 500.000,00

Chart 15 Application to Competitive Funds from International Organizations by the "Voluntarios Azuay" Program (Year 2015)

Source: Voluntarios Azuay Author: Andrea Montesinos

All the projects described in the chart above take place in San Rafael Parish. In the case of the United Nations Department of Economic and Social Affairs (UN-DESA) and the Rockefeller Foundation, their intervention is focused on the development of the most marginalized regions of the world throughout the action on the economic, social and environmental spheres. Among their challenges there are the fighting against poverty, gender equality, sustainable development, nature's rights, and others. The projects submitted for financing are related to the environment and the resources of the area, for example, the creation of a plant to generate alternative energy and technologies from solar and wind energy and other materials like animal and vegetable wastes; also, the beautification of a section of the road using materials from the area with the least environmental impact.

On the other hand, there is the Microsoft Inc. Organization in charge of the digital illiteracy. Although it is an entity that contributes in a different way from those mentioned above, a project was submitted in order to obtain software and financing to start a campaign to train people from San Rafael in digital topics. However, due to the nature of the institutions and the method to obtain funding (which is through competition), the disbursements do not take place immediately, rather, a long period of time has to pass in order to evaluate the projects presented and give a response. This

time generally goes from 6 months to a year, fact that is counterproductive in the case that urgent funds are needed because the development of the project gets delayed.

As for the organization “Generosity”, although it supports social issues like the two organizations mentioned first, its method of operation is different. While the rest of institutions choose only one project to finance, this organization does not depend on the decision or the budget of a particular entity, rather it works through a web portal in which there are presented different initiatives, people spread them through social networks and other means, and they receive monetary support from every person that wants to collaborate with them. This strategy then becomes in a faster and more efficient option than the competitive funds. However, because the management of international cooperation has begun this year, no disbursements have been received yet under either strategy.

2.5. CONCLUSIONS

The decentralization in Ecuador has served as mechanism to support the state decongestion and above all, the recognition of the particularities of the territories, giving each one the opportunity to develop inside the political, social and economic sphere, in a more equal and democratic ground. However, this tool needs to be perfected to elevate the country to a status of a true plurinational country, which recognizes the specific needs and potential of each territory and unifies them in a cohesive state.

Within the new state organization, several levels of decentralized autonomous governments are identified, each of them with specific competences that they have not been able to take full advantage of, either because of the lack of training of the people in charge of them or by the ingrained culture of highly relying on a state-centric model, that carries the weight of all the country's competences into its shoulders. In the parish studied in this chapter, which is San Rafael de Saraguro of Pucará's Canton, the same situation has been evidenced: a high dependence on the state resources and a low autonomous management of them.

The support that this community has received from third-party institutions corresponds mainly to local organizations, most of which are governmental institutions that in one

way or another must develop works in the country. On the other hand, this parish has also had the support of two important local NGOs, such as the Ecuadorian Social Fund Populorum Progressio (FEPP) and Ayuda en Acción. However, the leaders of the parish board have not used international cooperation from which they can derive significant benefits like financial aid through donations, technical support through in-kind donations, experts to guide projects or activities, training in several areas, and others. It is rather the department of Voluntarios Azuay from the Provincial Government the one that has tried to obtain international funding for the projects through the submitting of projects for competitive funds.

In order to take advantage of the international cooperation and make use of the competences conferred to the decentralized autonomous governments, it is necessary to determine which type of modality will be the most appropriate. At the international level, the financial cooperation has significantly declined due to the country's erroneous prosperity indicators. Requesting a donation or a loan of this type would take a lot of time and the projects need to be developed immediately. With regards to technical cooperation, in-kind donations also have a certain degree of complexity because the mobilization of goods demands permissions and other requirements. However, within this modality we can identify volunteering as an opportunity to open the way for these tools and make the parish known internationally.

Among the reasons that have been identified to understand the importance of volunteering, there are the opportunity to take advantage of it as a mechanism to complete the void left when prioritizing the acquisition of material goods to carry out projects, leaving aside the human component due to the lack of state budget; while at the same time, people's capacities are strengthened by receiving innovative and different knowledge. It also collaborates with the training of young people, giving them a space to develop their knowledge based on new realities and the sense of helping the less favored.

CHAPTER III: PROPOSAL FOR THE EXPANSION OF COOPERATION MODALITIES WITHIN SAN RAFAEL'S PARISH: THE INTERNATIONAL VOLUNTEERING

The volunteer of the future is a person who acquires a sense of solidarity, which encourages him to act in order to awaken in order people the capacity to improve their life conditions. The idea of helping others to help themselves becomes the motor of the voluntary action, which no longer acts for people, but works with them to release new energies and innovate together. (Aguilar, 1992, p.19)

International cooperation is a tool that allows a collaboration in the development of several parts of the world, especially those less favored. However, according to the different circumstances and needs of each region, the modalities that are presented within this tool may vary. In the case of San Rafael rural parish, this competence has not been exercised yet, which is why the use of international cooperation is suggested as a strategy to develop projects planned by Voluntarios Azuay.

Nevertheless, according to the diagnosis made, it has been noticed that the financial and technical non-reimbursable modalities of cooperation do not represent a strategy of assured fulfillment in the short term because of the long waiting times and other requirements that hinder the fast and efficient resource management. Within this scope, there has been identified the opportunity to venture into international volunteering, which besides fitting into the program's lines of action, it strengthens people's capacities, fosters democracy and indirectly attracts other type of resources to the parish.

This chapter presents a proposal to implement international volunteering in San Rafael parish. In first place, it will address the importance of volunteering, then it will be presented a short description of the Voluntarios Azuay's Program (through which this project will be carried out), and finally it will be presented a management model to carry out the project.

3.1. THE PHILOSOPHY OF VOLUNTEERING

3.1.1. The concept of volunteering and volunteer

a) Volunteering:

Historically, volunteering was considered as a tool from a paternalistic and assistant view, throughout which temporary help was given to people in order to solve immediate needs; this meant, under an approach based on the effects and not on the causes. In this way, the beneficiaries were outlined as passive elements within this process in which they were not really involved. The results of this way of working were unsustainable in time, since the problems were not solved by addressing their roots and they reappeared after a certain time. In addition, people were not trained either to continue the activities after the voluntary action was finished.

With the change of paradigms, volunteering is taken from a logic based on reciprocity and solidarity that attempts to make visible the problems of the others and return to the society its initiative to intervene in the development processes and seize them. We now face a volunteering based on the philosophy of empowering and promoting the assisted people's capabilities by working with them and not for them, allowing them to act as part in the problem-solving process and the improvement of their lifestyle.

Volunteering is thus a tool that encourages the selfless participation of a group of people who seek to engage, become involved and be part of the processes of development and the transformation of societies in accordance with the principles of equity, justice, respect and solidarity. Volunteering is guided by a focus on the beneficiary as the axis of this work, with the aim of providing an effective response to social problems and the lack of exercise of the people's fundamental rights.

b) Volunteer:

Framed within the above concept, a volunteer is a person who altruistically and freely decides to collaborate with the development of their peers and the promotion of their abilities by working jointly with them. A volunteer has a special sensitivity and solidarity towards social problems, prioritizing the most vulnerable sectors.

Unlike a third party (who does not fully understand the nature and magnitude of a problem), a volunteer is directly involved in the solution of it and in other processes of transformation. This means that he or she is introduced into the area in conflict to live the reality of those affected, becomes familiar with the problem and gets to understand it in greater depth in order to address the most appropriate solution.

3.1.2. The importance and benefits of volunteering

Voluntary activity has been one of the least analyzed sectors globally and perhaps this deficiency has had an impact on the recognition of its importance (especially in the public sector). However, the contribution of this tool is reflected in several areas. As for the personal level, volunteering helps in the formation of qualified human talent, as it provides people with a space in which they can put their skills and knowledge into practices in to solve real problems. In addition, it promotes the development of other capacities like critical thinking, action oriented towards results, quick answer, creativity, innovation, and others.

Within the social sphere, volunteering plays an important role in the creation and strengthening of more harmonious and cohesive communities. Involving altruistic activity with the aim of improving living conditions not only enhances people's sense of belonging, but also fosters unity and generates greater collaboration among people, who act not only when their interests are affected, but also realizes that welfare and justice is a matter of general concern. This, in turn, affects the exercise of one of the political rights such as democracy, since that through volunteering; the participation of civil society in matters of common interest is promoted.

Another benefit of volunteering (which is often left aside) is the impact that it generates in the countries' economies. Besides indirectly attracting economic and material resources, the government and other institutions will be able to save money related to payments in case of having paid workers. For example, according to the project "Johns Hopkins" about a comparative analysis of the non-profit sector in 36 countries, a 44% of the labor force in those countries (approximately 20. 8 million people) performed voluntary work equivalent to a full working day. This meant saving \$ 400 billion dollars a year (equivalent to 1.1% of GDP) that would have been paid if workers had been used normally (ONU Voluntarios, 2011, p. 23).

At the institutional level, volunteering is involved in the strengthening of both the private and public sector. In the case of the former, NGOs are the most favored institutions because, since they highly depend on the voluntary action, they will find greater support by expanding their teamwork the role they play within social development will become stronger. In the same way, companies could use volunteering as one of the strategies within their corporate responsibility plans. As for the public sector, volunteering reduces the gap between these institutions and the people they work for, allowing them to understand and manage better the problems and needs.

3.1.3. The role of volunteering within the Azuay's public sector

The relationship between volunteerism and public action had previously been taken as a substitute relationship, in which volunteering came to replace the state activity within the social spheres due to the state's lack of attention towards the most marginalized sectors of the population. This social welfare crisis was influenced by the people's lack of participation in their own development, causing a loss of social muscle, not only in the public apparatus but in all institutions, excluding several people from this dynamic.

Faced with this phenomenon volunteering comes into play, not to replace the state's activity, but to complement it and work together to create broader participatory processes able to fight the lack of social cohesion and allow people to take care of problems, to empower themselves with the solutions and to dedicate time and effort to improve their conditions. In addition, it alleviates the problem of the lack of state budget (an inconvenience that autonomous governments are currently facing) through the indirect attraction of resources and the saving of salaries. Finally, one of the most important roles of volunteering within the public sector is to contribute to the implementation and sustainability of government plans, whose success depends on the degree of involvement between people, resources and institutions with the processes of social construction and reconstruction.

3.2. THE “VOLUNTARIOS AZUAY” PROGRAM

3.2.1. Description and operation of the program

“Voluntarios Azuay” is a program part of the Provincial Government of Azuay, created in August 2014 with the following objectives:

To generate means, mechanisms and spaces to link young students, institutions and citizens with peri-urban and rural communities of Azuay, in order to share experiences, knowledge and skills that lead us to overcome the unequal conditions and favor social organization, everything in an act of solidarity and volunteering.¹⁸

According to these goals, Voluntarios Azuay is in charge of supporting and working on the development of the neediest areas of the Province. This task is done through the joint action of a network of young people from high school and college, who carry out projects or activities based on their knowledge on several areas and careers, in order to meet the needs of each region.

This program has two divisions or subprograms: Voluntarios Azuay as such, and student liaison. The first one arises the relationship of students with rural or marginalized communities to improve their social, economic and cultural situation. While within the second one, students have the possibility to participate in other projects or activities of the Provincial Government that do not involve a direct relation with rural and peri-urban communities.

The program is carried out as follows: based on diagnoses made in previous years in the parish, there is a list of projects or tasks proposed to solve identified problems, these projects/tasks are always related to a specific professional area. Students can apply to them through Voluntarios Azuay’s website only if they meet the necessary academic background and other requirements. After the application, they are assigned a tutor (part of the Azuay’s Provincial Government) who has experience in that particular field in order to guide and supervise the development and fulfillment of the planned tasks, taking into account the activities to be carried out, the objectives, the expected results and the scheduled time.

¹⁸ Taken from the website of Voluntarios Azuay: <http://201.238.156.5/>

The work carried out by young people within the program is voluntary. However, there is the possibility of homologating the tasks performed with the requirements that the educational institutions ask students prior to obtaining their bachelor's degree or third level degree, those could be pre-professionals practices, community work, thesis, etc. In this way, framed within the Regulation of Academic Regime, students can acquire the following status:

- Practitioners: in accordance with Article 88 of this Regulation, practitioners are those who perform some task or project during a certain period of time in order to gain experience after getting a job. The activities that a practitioner develops can be considered as a pre-professional requirement at college or high school before obtaining the degree. Practitioners are not remunerated.
- Interns: those who carry out long-term projects, usually before doing their thesis. These projects can also be validated as university requirements such as: pre-professional practices, community work or thesis. In accordance with Article 89 of the same Regulation, these projects always performed under a contractual and wage relationship.
- Students under a thesis project: within this category there are located only college students who carry out a long-term project that will be taken as titling work in their institution. There is no remuneration for people in this category.
- Volunteers: people who develop projects or collaborate in other activities in a disinterested way, without the intention of homologating these activities with high school or college requirements. They do not receive remuneration.

3.2.2. Objectives¹⁹

According to the Voluntarios Azuay webpage, the organization's objectives are as follows:

¹⁹ The objectives mentioned have been taken textually from Voluntarios Azuay webpage: <http://201.238.156.5/que-hacemos.php>

General objective

To launch and sustain the development of local economies in the territory in order to improve the quality of life, committing the communities with the protection and harmonious coexistence with the environment.

Specific objectives

- To strengthen and implement community infrastructure through alternative techniques and bio-construction in an appropriate way for the integral community development.
- To strengthen the social, family and economic fabric within healthy and harmonious environments.
- To articulate the Community Center for Development and its Community Action Plan with the projects of the Azuay's Provincial Government, San Rafael's Autonomous Government and other actors.

3.2.3. Benefits

Getting involved in the "Voluntarios Azuay" program allows you to obtain certain benefits, these are:

- Putting into practice the knowledge the area studied in order to gain experience through the real application of skills
- Obtaining a certificate for volunteering, endorsed by UN Volunteers according to certain requirements
- Allowing the participation into international volunteering programs after completing a certain number of volunteering time
- Participating in training, workshops and other events that the department organizes.
- Homologating the activities done inside the department such as pre-professional practices, community work, and other academic requirements.
- Exchanging knowledge with the rest of volunteers of one's career and other areas.
- Becoming aware of the problems affecting the world's most impoverished sectors and contributing to their development.
- Being able to know, relate and learn from new cultures.

3.3. PROPOSAL FOR INTERNATIONAL VOLUNTEERING

3.3.1. Description of the project

The international volunteering project is proposed as a strategy to promote the development and improvement of the living conditions of San Rafael's inhabitants. This will be carried out through the integration of their capacities, knowledge and skills with those of the foreign students, in order to generate and implement proposals or activities that help to satisfy their needs and solve existent problems.

Throughout this project a bridge is created in order to extend the action of Voluntarios Azuay and endow it with an international component. This means, it will serve as a support to the other projects that are carried out within the parish through the involvement of foreigners to contribute with them. This synergy of knowledge and cultures will allow us to establish a teamwork in which traditional processes can be combined with innovative ones in order to obtain optimum results.

3.3.2. Project objectives

General objective:

- To contribute to the holistic development of San Rafael's Parish from Pucará's Canton, through the integration of foreign students to the Program "Voluntarios Azuay".

Specific objectives:

- To collaborate with the development of San Rafael through the interdependent work of national and foreign students
- To involve foreign volunteers in the projects and activities carried out in rural communities by Voluntarios Azuay
- To enrich local knowledge in diverse areas by sharing the skills, knowledge and capabilities of foreign people
- To sensitize young people about the reality of marginalized areas of the world and commit them to support their development beyond geographical boundaries
- To collaborate with the students' professional development through opportunities in which they can put their knowledge into practice

- To indirectly obtain a source of economic financing for the development of planned projects
- To attracting investment and tourism to the parish, at the same time it is promoted at a local and international level

3.3.3. The importance and role of the foreign volunteer within Voluntarios Azuay

The axis of Voluntarios Azuay Program is the joint and multidisciplinary work of a network of local students to which it is intended to include the action of foreign students, whose contribution is essential to strengthen the knowledge and skills of the people. The foreign volunteer then becomes part of a strategy that proposes the understanding of the problems of others like ours, in order to provide a structural solution that surpasses the geographical limitations and encourages the visualization of underdevelopment as a global challenge, which must be overcome with the contribution every human being.

The immersion of foreign volunteers in San Rafael would mean a great contribution, both for the fulfillment of the parish annual planning and for the projects carried out by Voluntarios Azuay. In both cases, the programmed activities have been mostly carried out thanks to the collective action of their inhabitants through community work and voluntary work of the students from the program. However, one of the major drawbacks is the absence of young men and adults, who generally leave the community in order to work in neighboring sectors, losing an important source of collaboration that could be replaced with an increase in the voluntary action.

The work that the foreign volunteers must carry out in the program is similar to that of the other volunteers of the team. It is intended the generation and implementation of projects within the parish, which consequences will have a positive impact on its development. In this way it is sought that foreign students get involved in activities that are already in execution by fulfilling specific tasks, or that they propose new viable projects that fit the reality of the area, promote their growth, and that can be fully or partially developed so that other volunteers can continue them.

3.3.4. Volunteers' recruitment

Because Voluntarios Azuay is not an internationally recognized program and has only a few years of operation, it is not convenient to manage the recruitment of foreign volunteers directly with the interested people. As a strategy to ease the process and ensure a more successful volunteering, is to establish alliances with institutions related to volunteering through agreements with the Azuay's Provincial Government. For this purpose, the following organizations have been identified as good options:

a) AIESEC:

It is an international organization that seeks to train young people throughout the development of their potential and the promotion of intercultural learning. Besides working on student and professional exchange programs, it also works with volunteerism.

In agreement with this institution, it has been established the reception of 30 students from different countries during a year. For the moment, national volunteers will not be sent to other countries. However, this possibility is planned to be carried out in the future. Out of 30 foreign students to be received, the number of participants for each period of time will be 10 to 15 people, taking into account that during the year Voluntarios Azuay make about 2 or 3 long camps (which means that they last over a week). The students will remain in the parish for 6 weeks, in accordance with the periods of AIESEC.

b) Worcester Polytechnic University:

It is a university located in Massachusetts (United States) that has volunteer programs for senior year students. Through them, students travel for a certain period of time to less advantaged countries and put their academic knowledge into practice by implementing medium-term projects. The advantage of this institution is that the projects that are carried out are fully financed by it. This helps Voluntarios Azuay to save economic resources at the same time that indirectly incurs in the modality of non-refundable financial cooperation.

After visiting the parish and learning about the projects implemented by Voluntarios Azuay in the area, a group of students and a university's representative evaluated the activities developed, its relation with the institution's lines of action, and the existence

of professional fields in which students can successfully apply their knowledge. This process resulted in a positive response, therefore, the relationship established with this institution aims to be formalized through an agreement after the implementation of the international volunteering program.

c) UN Volunteers:

It is a program part of the United Nations that seeks to collaborate with the peace and development of the countries throughout voluntary work of the civil society. The relationship established with this institution is not based on sending of volunteers to the San Rafael. Rather, it seeks to cooperate with online volunteers for areas such as marketing, environmental engineering and others, in order to support the development of the projects that are being carried out. In addition, it is intended the recognition of voluntary work in San Rafael through a certificate endorsed by UN Volunteers. In the future, it is also proposed international student exchanges, which opens up the possibility of sending volunteers from our city to collaborate in other countries. All these proposals are in a framework agreement with the institution that is currently under review for approval.

In addition to these institutions, there has also been established contact with the Rotary Club, German Universities and Italian Institutions for senior volunteering. However, Voluntarios Azuay's Projects will start with the action of the three organizations mentioned above, especially with AISEC.

3.3.5. Fields of action

After the diagnosis carried out in previous years, several problems have been identified in the parish, which can be solved through the projects proposed within the program. Likewise, some opportunities and resources have also been identified to take advantage of and generate viable and sustainable proposals that provide the community with a source of income and improve its life conditions. Foreign volunteers have the same opportunity as national volunteers to apply in the different referential areas according to their academic background for the execution of projects, during a certain period of time. The Voluntarios Azuay Program has a variety of profiles in which to apply. However, students can also propose new projects to promote the development of the parish.

The list of programs and profiles has been selected according to the needs of the parish, in order to address all the possible issues involved in the development process such as social, economic, commercial, cultural matters, and others. The duration depends on the type of project carried out, its complexity, development, evaluation of results, impact within the area, and the number of people who are working on it. It should be noted that, as the integral development of the parish is sought, most projects are interrelated with each other, promoting teamwork. The list of profiles with the careers and the description of the work carried out in each one are presented in Annex 1. The specific activities within each of the areas mentioned in this annex will be coordinated, updated and registered periodically (so that both applicants and AISEC can be aware of), by the Voluntarios Azuay's project supervisor according to the needs that are presented in each area over time.

However, within this broad list there are certain priority areas where the action of Voluntarios Azuay is focused. This priority areas entail large projects that are currently in execution and that will provide a great impact for the development of the parish. These areas are described below:

Area	Activities	Objective	Related careers
Bio-construction	<ul style="list-style-type: none"> - Construction of a Community Development Center based on bio-construction techniques. - Development and implementation of alternative and self-sustaining technologies. 	<ul style="list-style-type: none"> • Promote environmental protection through the use of alternative technologies and methods that use natural resources of the place in a responsible manner. 	<ul style="list-style-type: none"> - Architecture - Civil Engineering - Environmental engineering
Business	<ul style="list-style-type: none"> - Project for ceramic manufacturing (mixtures, designs, modeling, elaboration, others). - Project for liquors manufacturing (process's improvement and automation, product improvement, others). - Tourism project (identification and creation of touristic areas, trainings in topics like gastronomy and tourism, others). 	<ul style="list-style-type: none"> • To improve the economic conditions of the parish. • To serve as a method of sustainability for the rest of projects developed in the parish. 	<ul style="list-style-type: none"> - Business Administration - Accounting - Economy - Industrial engineer - Chemical engineering and food - Tourism - Others

Road landscaping	<ul style="list-style-type: none"> - Implementation of an 11km living museum, using road landscaping techniques. - Construction of a playground in the parish 	<ul style="list-style-type: none"> • To beautify a road section of San Rafael by using natural sculptures. • Provide children with a recreation space that has not yet been available in the area, as a mechanism to guarantee their rights. 	<ul style="list-style-type: none"> - Outdoor / indoor design - Architecture - Civil Engineering - Arts - Mechanical / Electronic Engineering - Object design
Arts	<ul style="list-style-type: none"> - Construction of automated and self-sustaining sculptures, including the principles of physics and chemistry. 	<ul style="list-style-type: none"> • Beautify the parish by using the resources of the area. 	<ul style="list-style-type: none"> - Arts - Mechanical / Electronic Engineering - Object design
Digital illiteracy	<ul style="list-style-type: none"> - Development of a virtual learning platform - Development of computer and electronic applications. 	<ul style="list-style-type: none"> • Eradicate digital illiteracy in children, adolescents, youth, adults and older adults. 	<ul style="list-style-type: none"> - Systems engineering

Chart 16 Priority areas of the Voluntarios Azuay's action

Source: Voluntarios Azuay Author: Andrea Montesinos

3.3.6. Volunteer profile and selection

For the correct volunteers' performance and the success of the project, it is necessary to establish some requirements to be fulfilled by the aspirants. Those requisites will result in the volunteers' profiles that the program is seeking to carry out its projects and meet its objectives.

a) Type of volunteers required

According to the Technical Secretariat for International Cooperation (SETECI by its acronym in Spanish), according to their age and level of experience, there are two types of volunteers identified (2015):

Type	Age range	Level of education	Volunteer Cost
Junior volunteer	18 - 30 years old	In training stage or new professionals.	Low, since they have less experience and it is properly considered as a volunteer.
Senior Volunteer	30 years and over	Professionals with several years of experience.	High, since because of the years of experience, it is considered as an expert exchange modality.

Chart 17 Types of Volunteer

Source: SETECI Author: Andrea Montesinos

According to the characteristics of the program being developed, it has been identified that the most suitable type of volunteers to work on our projects are the junior volunteers due to the following reasons:

- The rest of the team is within a range of similar ages, therefore, there is more empathy to work as a team.
- One of the benefits offered by the program is the experience and professional enrichment of those who participate.

- Since expert exchange programs last less than volunteering, long-term projects could not be undertaken and the goal of working in the community could not be achieved either.
- The junior volunteer, in contrast to the senior volunteer, results in a smaller economic contribution, which allows to save a certain percentage of money and destine it to the projects.
- Because of the fact that they are young people, they are more available to travel since they do not have family responsibilities.
- They have the ability to adapt to new cultures more easily and quickly.
- They have more ability to make physical effort and field work.

b) Requirements

In order to part of the team of Voluntarios Azuay, it will be taken into account the following requirements:

- Being between the ages of 18 and 30
- Travel availability
- Educational level: currently studying or new professionals
- Experience: no required
- Languages: basic Spanish
- Being in adequately physical and psychological conditions

c) Required qualities

For the correct performance of the volunteers within the program, the following qualities are indispensable:

- Capacity to work in a team
- Dexterity to identify problems and solve them
- Ability to stablish relations with the community
- Being committed and responsible with the project and the community's development
- Having critical thinking and quick response capability
- Having values like: constancy, perseverance, positivism, solidarity, justice and equity.

- Acting from a scope based on social benefits and not personal rewards
- Having an altruist spirit, this is, to watch for the people's welfare in a disinterested way
- Working under a scope based on results and fulfillment of objectives

d) Knowledge

The knowledge required for the volunteers willing to join the program will depend on the profile in which they apply and the project that is going to be developed, as well as their academic training. Taking into account these premise, one of the requirements will be that the volunteer has attended certain types of subjects in his educational establishment.

Volunteers' selection

Because the recruitment of volunteers will be carried out by AIESEC, the profiles of the aspirants will be received by this institution according its criteria, adding to them the Voluntarios Azuay's requirements like fields of action, academic background, age, skills, experience, and others. After the reception of the applicants' profiles, the volunteer selection process begins and both institutions will carry it out. They will analyze the profiles, the fulfillment of requirements, and additional data. Subsequently, they will choose the most appropriate students to participate in the program. After the students' selection, they will be put into the different areas mentioned above, and then they will be notified about the resolution in order to coordinate the trip with them.

3.3.7. Prerequisites for the admission to the program

Before the volunteers arrive to the country and prior to their insertion into the program, certain requisites must be met:

- Medical examinations prior to the arrival of the volunteer to confirm the health conditions
- Preventive vaccines:
 - Yellow Fever

- DTP
- Hepatitis B.
- A certificate issued by the volunteer's educational institution detailing the career, the level the student is attending to, and his or her grades in the most important subjects (depending on each area).
- Type VII Visa for Religious, Missionaries and Volunteers²⁰:
 - Written petition, signed by the legal representative of the company, institution or sponsoring organization, addressed to the Ministry of Foreign Affairs and Human Mobility.
 - Beneficiary's commitment to provide his or her services free of charges.
 - Designation of the entity's legal representative, registered with the competent authority.
 - Agreement, decree or official registration, by which Ecuador's government authorizes the operation of the organization.
 - The entity's commitment to defray the expenses of maintenance, housing and food and those that originate from the voluntary abandonment of the country before meeting the agreed time, or derived from a deportation order issued by the national competent authority.
 - SRUOSC Certificate by its acronym in Spanish, which is the System of Unique Registry of Organizations of the Civil Society
 - Volunteer's project
- Other personal identification documents (required by AIESEC)

3.3.8. Obligations and rights of volunteers

Obligations

Every volunteer must:

²⁰ The requirements for the volunteering visa were copied verbatim from Ministry of Foreign Affairs and Human Mobility's website: <http://www.cancilleria.gob.ec/visa-12-vii-religiosos-misioneros-voluntarios/>

- Fulfill the activities planned in the program
- Maintain a good behavior according with the coexistence rules previously established
- Respect authorities, tutors and project managers
- Report any event that prevents the accomplishment of the activities or attacks against the moral and physical security of the rest
- Send the required reports in order to record the progress in projects
- Maintain order and cleanliness at the place of stay
- Caring for and respecting the assets of the parish

Rights

Volunteers have the right to:

- Obtain a voluntary service's certificate once the activities have been completed
- Participate in the trainings provided by Voluntarios Azuay
- Make recommendations to improve the program's development performance
- Suggest new projects or techniques
- Make use of the public facilities at San Rafael Parish
- Access the medical service at the health center if required

3.3.9. Incorporation of volunteers into the program

The incorporation process of the foreign volunteer into the program will be divided into several stages in order to ensure a better tracing of their work and their welfare during the period they stay in the parish. For this purpose, the following stages have been identified:

a) Volunteer's introduction to the program

Because the volunteers will come from different countries, they need to familiarize themselves with the organization, the activities to be performed and the place of permanence (which is San Rafael's parish). For this, the students will be provided with a guide containing information about Voluntarios Azuay, the parish: its physical aspects and references of sites, information about the activities detailing the area to

which they belong, both medical and personal requirements and, lastly, important contacts. The example of this guide can be found in Annex 2.

b) Volunteer Reception

Once the arrival of volunteers has been coordinated, students will be admitted into the program. To start, it will be held an introductory talk in order to present the institution staff members, other volunteers, the parish's authorities, and other people. They will also have the opportunity to see the place and get to know it. It is important that foreign volunteers receive an initial training explaining each of the projects to be carried out depending on the area of study they chose. It is also necessary a small personal induction in order to know interests, answer doubts, or solve any kind of personal inconvenience.

c) Development of activities

Once the volunteers are inducted into the program, they will have to develop their activities within a period of 6 weeks (without counting for the weekends, the day of induction, and the last two days of stay). During all this time, the volunteer will have the support of a group of people to resolve any doubts or receive indications regarding the activities that must be carry out. For this purpose, they will have permanent assistance from the supervisor of the project (or the person that is designated it in his/her absence), the tutor (representative of the area of to which the project belongs), the author the project (in case it applies) in which each volunteer is working, authorities, and others.

At the beginning of the activities, each volunteer will be given an activity sheet which will include the area within which the project is located, the assigned tutor, the name of the project and a brief description of the project, the objectives to be fulfilled, Activities to be carried out with estimated times, the results and means of verification of the same; It should be noted that each activity will be planned periodically in accordance with the progress of the project and what is still to be done within them. Also, a schedule of activities will be attached to this card so that the young people can link their activities to the calendar and have knowledge of the days in which they will carry out trainings, recreational activities, dates of reporting, etc.

The following is an example of an activity sheet:

Activity sheet	
Area	Road landscaping
Tutor	Architect José Martínez (Member of the Azuay's Provincial Government)
Project's name	Design and implementation of a children's playground in San Rafael de Sharug
Project manager	Thesis developer Luz María Ordóñez
Project description	It is intended to solve the lack of recreation spaces for children from the area, through the design and implementation of a playground, using recycled materials and environmentally-friendly construction techniques.
Activities	Activity no. 1: Designing the playground Estimated time: 2 weeks Product: Children's playground design finished and presented Means of verification: Plans and a 3D design
	Activity no. 2: Preparing the land for the implementation Estimated time: 2 weeks Product: Cleaning and landfill made Means of verification: Pictures and physical verification
	Activity no. 3: Construction of the children's playground Estimated time: 4 weeks Product: Children's playground built Means of verification: Pictures and physical verification

Chart 18 Activity sheet (example)

Source: Voluntarios Azuay Author: Andrea Montesinos

3.3.10. Activity schedule

The schedule of activities presented will be an attempt at how the activities will be distributed within the six weeks of program. Therefore, it may be subject to change depending on the volunteers' arrival dates.

The following is an approximate description of how the days will be organized in order to accomplish the tasks, it will also show the days of beginning and closing, days of

recreation and presenting reports. Regarding to periodic evaluations, these could also be subjected to changes depending on the dates and the activities that each volunteer performs within the different areas.

The schedule of the international volunteer program has been established as follows:

SCHEDULE OF ACTIVITIES																					
Week No.	Week 1							Week 2							Week 3						
Day No.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Activities	X	A	A	A	A/I	R	R	A	A	A	A	A/I	R	R	A	A	A	A	A/I	R	R
Week No.	Week 4							Week 5							Week 6						
Day No.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Activities	A	A	A	A	A/I	R	R	A	A	A	A	A/I	R	R	A	A	A	A	A/I	F	X

X

Apertura y clausura del programa

A

Actividades ordinarias (tareas planificadas según proyecto)

I

Presentación de informe Weekl

F

Presentación de informe final

R

Actividades culturales y de recreación

Illustration 3 Schedule of activities
 Author: Andrea Montesinos

As shown in the activity schedule, the international volunteer program is designed for a 6-week period (time managed by AIESEC for exchanges and volunteering), within which students must complete their projects or meet the planned percentage of their development. Since no exact dates are available, it is shown an attempt about the activities to be carried out according to the number of days.

The days of the program begin to be counted from when the students arrive at the parish until their last day of stay in the community before their return to Cuenca. On the first day, there will be a welcome ceremony for the volunteers where they can meet the whole team including volunteers, tutors, authorities and other people. They will also have an introductory talk about the parish, the work of Voluntarios Azuay and the projects to be carried out; adding a brief individual training to solve concerns and problems. Afterwards, a tour inside the parish will be made so that the volunteers become familiar with the community and its inhabitants and know important places such as the governmental offices, the health center, police offices, groceries, etc.

The days marked with an "A" will be destined for the development of the project, with a schedule from 8:00 am to 1:00 pm and 2:00 pm to 5:00 pm. Within these days the students will fulfill the tasks planned according to the project in which they are participating. Boxes marked with an "R" refer to the weekly report (which is an institutional requirement both for Voluntarios Azuay and AIESEC) detailing the

activities carried out with the attached means of verification such as photos or other types of annexes. These reports must be delivered on the last working day of the week (Friday) and handed to the program's supervisor or a manager designated by him/her.

In the days marked with a "W" (corresponding to weekends) cultural activities will take place, for example: tours to the parish's attractions, coexistence with families, excursions to nearby places like Santa Isabel or Cuenca, games and activities related to folkloric, gastronomic, and other cultural issues. The aims of these activities are to provide the volunteers with spaces for recreation in order to not overload them of ordinary activities, and also to encourage cultural activities (especially among foreign students) so that they can learn more about the province and get a better experience of this volunteering program.

The last days will be destined to closure of activities. The penultimate day of stay will be for the presentation of the final report (which covers all the activities carried out during the 6 weeks) according to the format requested by Voluntarios Azuay. In addition, the volunteers will prepare a brief exhibition of the activities done and the results obtained. The last day of stay (considered as the final day), will be destined for the exhibition mentioned above and the return of the volunteers to Cuenca.

3.3.11. Cost of the program and parties' responsibilities

The inclusion of foreigner students implies certain costs and responsibilities. Because Voluntarios Azuay will work with other institutions to implement the program and develop it in the best possible way, these costs and responsibilities will be shared with AIESEC and San Rafael's Rural Parish.

The cost per volunteer totals \$ 430, which includes food, mobilization, recreational activities and a percentage for miscellaneous expenses. Within this cost there is also included a fee of \$ 85 per volunteer, corresponding to the individual cost of an incoming volunteer within a package of 30 people offered by AIESEC (Annex 3). This value includes: access to the international platform of volunteers with health insurance, immigration procedures, cultural introduction seminar and other logistical expenses incurred in bringing a foreign volunteer to the country. Since this program is about volunteering in a rural area, the value of the AIESEC package does not include accommodation as would happen in a program within the urban area. As for

accommodation, this will be covered by the parish government, who has an auditorium equipped with beds and restrooms for use by members of Voluntarios Azuay.

Below is a chart showing the cost per foreign volunteer within a 6 week program:

RESPONSIBILITY	ITEM	VALUE \$
AIESEC	AIESEC (Fee for the incoming volunteer)	\$ 85,00
Voluntarios Azuay (Provincial Government)	Hosting	\$ -
	Feeding	\$ 210,00
	Mobilization: Cuenca-San Rafael-Cuenca	\$ 10,00
	Mobilization inside the parish	\$ 30,00
	Recreation activities	\$ 80,00
	Other expenses	\$ 15,00
TOTAL		\$ 430,00
<i>Difference with a national volunteer</i>		20%

Chart 19 Program fee per foreign volunteer (six-week program)

Source: AIESEC & Voluntarios Azuay *Author:* Andrea Montesinos

Responsibilities

Since Voluntarios Azuay is program part of the Azuay's Provincial Government, it has an approved annual budget destined to the different types of projects generated. One of them is the implementation of the international volunteer program, whose annual allocation for the 2016 consisted of \$ 12,000 dollars that have been established to meet the package of 30 incoming and outgoing volunteers. In addition, it has another annual budget for food and volunteer mobilization, as well as for the purchase of materials used in the projects. The feeding will be in charge of the gastronomy students from universities of the city, who will prepare the different meals for the rest of the volunteers as their pre-professional practices. The transportation will be carried out through a contracted service in case of interprovincial mobilization. In turn, the government of San Rafael will provided with transportation inside the parish. Regarding the materials for the projects, The Azuay's Provincial Government will acquired and deliver them to the program.

Regarding recreation issues, an equivalent of approximately 20% will be taken from the program's budget (that is \$ 2,400.00 dollars) in order to cover these expenses, since at the moment no national volunteers will be sent abroad. The planning of this type of activities will be carried out jointly with volunteers from the tourism area and the

support of the company GPA Tours²¹, therefore, the costs and the activities can vary according to the time of the year and the different quotations. Besides feeding, mobilization and other activities, the responsibility of Voluntarios Azuay also implies training, guidance and constant support from the program supervisor, assistants, tutors and project managers.

Additional to lodging, the parish government will contribute as a counterpart with materials for construction, machinery and labor force through community work with its inhabitants. Also, the health center is available in case the volunteers require it, as well as its computer center for writing the reports or other consultation. On turn, AIESEC will be responsible for migratory procedures that involve the name of the organization, such as petitions in its name in order to obtain the visa and other similar certificates. As for accompaniment, unlike programs in urban areas, there will not be a representative member of the organization staying in the parish during the whole time. However, because both institutions share responsibilities, students will receive constant monitoring from a person in charge, who will keep abreast of the activities' progress of in the community.

In case of the volunteers, there are also acquired responsibilities. Therefore, they will have to pay for the travel documents (visas, passports, permits, etc.), air or land tickets until their arrival in Cuenca, and other personal expenses outside of the program. As for medical expenses prior to travel, the required vaccines (yellow fever, DPT and hepatitis B) have to be paid by the volunteer also. In addition, it is mandatory for volunteers to purchase a medical and travel insurance with sufficient coverage for risks or inconveniences that may unexpectedly arise during the time of stay. It should include medical expenses, immediate transportation and other emergency expenses.

It is worth to mention that the safety and integrity of the volunteers are a matter of interest to all institutions involved in the process. However, it is to a greater extent a responsibility of Voluntarios Azuay to guard the moral and physical safety of the students. The program supervisor, along with the tutors, project managers and parish authorities, will provide constant tracing to volunteers in order to prevent risks and

²¹ The company "GPA Tours" is a mixed-economy company that receives the support of Azuay's Provincial Government and is dedicated to the promotion of tourism within the province. It provides services to both national and foreign people offering tour packages, tours to different attractions in Azuay, and others.

exposure to danger. They will also provide an immediate solution to any problem that could raise during the program, guaranteeing a commitment to the rest of institution and the students.

3.3.12. Evaluation of results

Evaluation of results is vital to ensure the fulfillment of planned activities, as well as to guarantee a successful experience for volunteers. It is also important to ensure the fulfillment of AIESEC's mission (the organization through which volunteers were recruited). Likewise, it is important to evaluate results in order to correct both volunteers and institutions' errors on time.

One of the first steps in the evaluation process is training volunteers and handling them activity calendars detailing the tasks to be carried out and the expected results, which will serve as a reference for what will be evaluated in terms their performance, as well as behavior. Secondly, weekly reports submitted for both Voluntarios Azuay and AIESEC. Through these reports it will be possible to record the progress of the tasks, correct mistakes in time, provide support in case of problems or issue different recommendations for the development of the projects. The evaluation of results corresponding to each group of activities does not have an exact date because it will depend on the type of task and the estimated time for its fulfillment. The day designated for presenting the products will be established differently for each volunteer and specified in the different activity guide. The people responsible for verifying compliance will be the program's supervisor, the tutor and the volunteer in charge of the whole project.

Regarding the final evaluation, an integral report must be submitted. It must be presented following the format required by the province government, which includes: the volunteer's individual information, the description of the project, its justification, the objectives to be fulfilled, the planning of activities, the results obtained registered in a matrix (Annex 4) and the attached verification means.

Through this report it will be possible to identify if the objectives planned initially have been 100% fulfilled, otherwise it would be possible to justify the reason why this task has not been completed successfully. This report must be presented in the last days of stay (as shown in the schedule of activities). In addition, as a final evaluation

and acknowledge of the work done by the volunteers, they will make have to share the results achieved through project to the rest of volunteers from other areas and the inhabitants of the parish.

3.3.13. Exit and program's disengagement

The dissociation is understood as the departure of volunteers and the untying of responsibilities towards them. A situation of disengagement can occur due to the following reasons:

- Non-compliance with activities repeatedly
- Volunteer's absence in more than 3 consecutive times (except those justified)
- Inappropriate behavior
- Volunteer's own decision to leave the program
- Impossibility of carrying out activities
- Activities' completion

In the first three cases, the causes for disengagement correspond to a sanction applied after the volunteer who is committing a fault, has not rectified his action after a verbal and written admonition. In this case, the volunteer will not be able to receive the certificate that guarantees the fulfillment of a certain number of volunteering hours and will be sent back to Cuenca. The responsibility of Voluntarios Azuay and the Provincial Government ends at the time the volunteer is put in contact with a designated AIESEC member, who will be responsible for issuing the respective sanctions and the volunteer's return to his/her country of origin.

As for the last three cases, the causes for disengagement do not correspond to any type of penalty for faults. However, in case of abandonment by own decision or impossibility because of force majeure, the volunteer's certificate will not be issued. On the other hand, after the volunteer has developed and completed the activities as planned, the institutional disengagement occurs under the ordinary process. This implies the presentation of results, a verbal recognition in front of the inhabitants and authorities, and a written recognition throughout a certificate endorsed by the organizations involved. As in the previous case, this disengagement occurs when the foreign volunteers arrive to Cuenca and get in touch with a member of the AIESEC. From that moment, this institution is responsible for the foreign students.

As an institutional feedback, volunteers will be interviewed at the end of the program in order to obtain an idea about how was their experience within the program and the suggestions or comments they can provide in order to improve the proposed management model and replicated it on future occasions.

3.4. CONCLUSIONS

Volunteering is one of the strategies for a community's progress and the fulfillment of the respective activities aimed at achieving it. However, the benefits of this tool have not been analyzed in depth due to the difficulty of measuring certain variables, which often means that this option is not considered within the governments or companies' planning.

In case of Voluntarios Azuay (which is the institution under which the implementation of this titling work is proposed), all the activities that are developed to collaborate with the progress of rural communities (specifically San Rafael de Sharug) are proposed from the student volunteering's strategy. Students then propose activities to solve various problems related to their areas of study. Regarding the area of international studies, it has been proposed the extension of the cooperation modalities, which a competence hitherto not exercised by the authorities of the parish.

Voluntarios Azuay along with students from the International Studies' career have proposed to make use of non-reimbursable financial cooperation by submitting applications launched by international organizations. However, these have not had good results due to the long waiting time and the low probability of response. Therefore, it has been proposed the extension of the cooperation modalities, particularly focusing on international volunteering, which a strategy that is perfectly framed within the activities developed by the program mentioned.

It has been designed a six-week volunteer proposal which includes the international component. Since Voluntarios Azuay is just beginning in this type of projects it is necessary to have the support of institutions related to the volunteering area in order to facilitate the management and development of the program. This is why it has been established alliances with several institutions such as UN Volunteers to get recognition with the endorsement of the institution, US universities to send their students as

volunteers and AIESEC that will be the institution under which the first volunteers will be recruited for the project.

Within this proposal several issues are described: the projects, activities, profiles, requirements, the parties' responsibilities, the cost of the program, the method for measuring results, the benefits for both the institution and volunteers, and the process of disengagement. In addition, it also presents an approximate schedule of activities, as well as a basic model for volunteering guide.

Even though international volunteerism raises approximately 20% of the costs compared to a national volunteer, the benefits that will be obtained will reward these expenses. Among these benefits we can find the indirect attraction of resources (especially monetary ones) from the volunteers and the institutions that send them. In addition, the province's human resource is strengthened through the exchange of knowledge, techniques and technologies. It also provides us with an opportunity to promote the parish at an international level as a potential tourist destination in the future. Finally, it offers to national volunteers the possibility of living the same experience in other countries.

FINAL CONCLUSIONS

The titling work presented had the objective of generating a proposal of an international cooperation modality additional to the one that is currently being developed through Voluntarios Azuay from the Provincial Government focused on San Rafael de Sarug's rural parish. After the analysis to determine the most convenient modality and after generating the present proposal the following conclusions have been reached:

- The flow of international cooperation around the world has been reduced as a result of the global crises and the lack of liquidity in the countries, jeopardizing the subsistence of both the NGOs (that depend on the transfer of resources) and other actors such as States, local governments, etc.
- International cooperation continues to be influenced and conditioned by diplomatic relations between States, where the transfer of resources occurs mostly between countries of the same ideology (similar to the way in which it was handled back in the Cold War, which was throughout blocks).
- Ecuador, considered as a medium-high income country, has caused the actors from the international system to redirect their contributions to places with higher poverty rates such as Asia, Africa and Central America. Transfers to our country diminished.
- The international cooperation modalities with greater presence in Ecuador are: non-reimbursable financial and technique cooperation (both are generally combined). Despite the fact that Ecuador has encouraged South-South cooperation, those modalities continue to be granted mainly by industrialized countries from the North such as the United States, Canada, Japan and European countries.
- Although Ecuadorian Legislation proclaims a decentralized State with autonomous governments that have new competences, many of them still do not exercise them fully (especially the one of international cooperation one). On the contrary, they still depend on the State's budget.

- The activities planned by the Autonomous Governments are not often met efficiently because the budget they receive annually does not cover all needs. Besides, the money was delivered with several months of delay due to lack of State's liquidity.
- With regards to international cooperation, most rural parish governments are not fully aware of how to exercise this competence. Also, they do not know the formats for submitting projects, the leaders do not speak other languages, they have not received assistance on how to use this new competence and rate the process as lengthy and complicated.
- In the case of Rural Autonomous Governments, the lack of information and their leaders' training has caused the non-appliance of the international cooperation competence. This, in turn, provoked a high dependence on the low state's budgets, which besides of not being delivered on time, they are not enough to cover all the needs of the communities.
- San Rafael de Sharug Parish receives approximately \$ 155,000 per year from the State. However, this quantity is not enough to cover the needs of the parish. The leaders of San Rafael's Government have relied on local cooperation through NGOs such as FEPP, Ayuda en Action and public organizations such as MIESS, MAGAP, the Municipal Government of Pucará, and the Azuay's Provincial Government. From those institutions, the parish receives mainly technical assistance (donation of goods and inputs, provision of machinery, volunteering) and financial assistance (pensions for vulnerable groups).
- Among the primary needs that parish should address there are: improving the infrastructure and basic services, such as drinkable water and sanitation. In addition, San Rafael also has resources that have not been used and which can generate several projects regarding productive, tourist, construction, and environmental issues.
- The only projects presented to request international cooperation for the parish have been submitted by Voluntarios Azuay. Throughout volunteers from the area of international studies, projects for competitive funds have been

presented to NGOs such as the UN, Rockefeller Foundation, Generosity and Microsoft, in order to obtain financing for projects in areas like: environment, alternative technologies, digital illiteracy and bio-construction.

- The calls to which Voluntarios Azuay applied in order to get international funding have not yielded good results yet, because it takes a long time for the cooperating organizations to analyze the projects and issue a response. In addition, it also depends on the several projects' topics, the countries that request funding (with higher or lower poverty rate), the type of organization that submits a project (NGOs have more possibilities than the public sector).
- One of the least analyzed international cooperation modality, but that definitely contributes the development of the communities, is the volunteerism. Given that Voluntarios Azuay is the organization from which this titling work is developed, and that it is focused on the voluntary action of young people in rural communities (specifically San Rafael), working on volunteerism with the international component aligns with the objectives, mission, and vision of this department.
- Although international volunteerism involves more costs than national volunteerism, there are benefits that compensate these values, such as: projects' financing granted by volunteering institutions, the application of new technologies and techniques, the participation of international volunteers (since many times local volunteers cannot attend due to several occupations), and the parish's recognition among foreign people in order to promote it internationally in the future. It will also help to develop a better human resource for the activities that need to be undertaken in the parish (which has often lacked enough people to develop them efficiently), and to allow local volunteers to have the opportunity to volunteering in other countries.
- The agreements with the external institutions linked to this proposal have already been managed, so it is expected that they will be accepted by the Provincial Government so that they can be applied in the future.

RECOMMENDATIONS:

Based on the conclusions mentioned above, it is recommended that:

- In order to maintain the flow of international cooperation and strengthen relations between the various actors of the system, other forms of international cooperation outside the traditional ones, such as volunteering, training, experts' exchange, student and professional scholarships, must be promoted.
- In order to counteract the reduction of money transfers, specifically to our country, it is recommended that institutions interested in requesting this type of aid submit innovative and well-structured projects, not only showing the benefits they will receive with the transfer, but also the benefits that the cooperating agency may get.
- For a greater and correct use of the competences conferred to the decentralized autonomous governments regarding international cooperation, their authorities should be trained, especially those from the parish councils (who do not exercise this attribution), and also it should be carried out the accompaniment in all stages when presenting projects to international bodies.
- For a better management and use of the benefits of volunteering, the public sector must have an institution or permanent space from which this activity can be regulated and planned according to the needs that must be covered.
- In order for San Rafael Parish to use the international cooperation competence, it is suggested that the Provincial Government and students of international cooperation (throughout Voluntarios Azuay), work together with the parish government in order to train authorities about this tool, collaborate in the making of a project to be presented internationally in the name of San Rafael and carry out accompaniment during all its stages.

ANNEXES

Annex 1: Description of the careers to be applied by international volunteers

CAREERS	DESCRIPTION OF THE ACTIVITIES
Business Administration or Business Engineering	Elaboration of entrepreneurship projects, business plans and management models for the Program or the Parish.
Agronomy and farming	Elaboration of diagnoses and productive projects or projects of agricultural and livestock improvement.
Architecture	Studies and designs for the construction of parks, houses, sports and tourist centers and other facilities. Elaboration of related mockups.
Applied Arts	Elaboration of designs and implementation of landscaping projects, murals, and others.
Musical Arts	Workshops for learning how to play musical instruments.
Plastic – Visual Arts	Design and implementation of landscape projects, murals, sculptures.
Biology, ecology and management	Elaboration of diagnosis of the region's ecosystems, elaboration of projects related to environmental conservation.
Educational Sciences	Teaching the inhabitants and training them about projects in various areas, collaboration in the school of entrepreneurship.
Social communication and advertising	Strengthening and dissemination of the Voluntarios Azuay Program. Elaboration of a reality show in the parish.
Accounting	Development of the accounting part of the projects carried out by the Program.
Outdoor / indoor design	Evaluation, design and implementation of projects for improving indoor and outdoor spaces within the parish and other buildings.
Graphic / objects design	Design and elaboration of mockups, landscapes and objects with materials of the zone and others.
Economy	Elaboration of economic diagnosis in the parish, creation of economic projects, financial evaluation of projects.
International Studies	International cooperation projects: attraction of investment sources, donations, international volunteering.
Gastronomy	Elaboration of low-cost menus for rural areas, training the inhabitants in gastronomic topics.

Social management	Elaboration of social diagnosis and programs for social and socio-organizational improvement.
Environmental engineering	Elaboration of environmental diagnosis and projects about environmental sustainability and conservation projects, alternative energy and technologies, and others.
Automotive engineering	Design of trailers for people and for a mobile laboratory.
Civil engineering	Studies, designs and calculations for roads and infrastructure. Development of cartographic systems. Water catchment projects, etc.
Commercial engineering	Development of entrepreneurship projects.
Production and Operations Engineering	Development and design of productive processes for entrepreneurial projects in the parish.
Computer Systems Engineer	Design and elaboration of e-learning systems for training and virtual learning games for the inhabitants of the region.
Electric engineering	Electrical studies and designs for infrastructure, automation of mechanical sculptures.
Electronic Engineering	Automation of mechanical sculptures.
Telecommunications engineering	Projects for the implementation of a radio and a Wi-Fi communication.
Mechanical Engineering	Design and implementation of mechanical sculptures and equipment for energy transformation.
Chemical engineering	Analysis of the composition of liquors, natural clays and other elements for productive projects. Design of biodigesters.
Marketing	Elaboration of a marketing plan for the diffusion of the program, also training the inhabitants of the area in different topics.
Sociology	Elaboration of sociological diagnosis in the parish and projects for socio-organizational improvement, others.
Social work	Any collaboration for carrying out projects in the parish.
Tourism	Diagnosis and studies related to potential tourist attractions, preparation of a hotel and tourism projects in the parish.
Veterinary and zootechny	Diagnosis of older and younger animals of the area, projects for care and maintenance.

Chart 20 Description of the careers to be applied by international volunteers

Source: Voluntarios Azuay Author: Andrea Montesinos

Annex 2: Guide model for foreign volunteer



SAN RAFAEL DE SHARUG



San Rafael de Sharug is a rural parish of Pucará canton, at the south of Azuay's Province. It is located at 1630 m above the sea level. It is 125km from Cuenca city, equivalent to approximately 2h30 by land transportation and it

is 46km from Pasaje. This parish, being located in the middle of the coast and the mountain region, has a semi-humid tropical weather with temperatures ranging between 10° and 22°, depending on the time of year. The rainy season occurs between the months of December and April, while the rest of the year presents a dry summer.

The parish has an urban center with San Rafael as the parish head, in which we can find a central park, a church, the Parish Board offices, a police station, a health center and several small grocers. The rural area, which comprises most of the parish, is



composed of 12 communities: Guarumal, Dagnia, Saucal - Quillosa, Huasipamba Paraíso, Tullusiri, Santa Marta, Rosa de Oro, Tendales, San Sebastián, El Pindo, La Cascada, and Chaguar.





San Rafael de Sharug has not been adequately addressed to boost its development. This is why it is considered one of the regions with the highest poverty rates within the Province. Among the main identified problems there are:

- High malnutrition rates and difficult access to health
- Population with low levels of academic preparation (mostly only until the primary level)
- Little use of resources and low yield
- Low level of entrepreneurship (only family business)
- Agriculture and livestock for subsistence
- Lack of technology and infrastructure
- Intermediate chains that take advantage of the zone's raw materials



VOLUNTARIOS AZUAY

Voluntarios Azuay is a program part of the Azuay's Provincial Government. It is responsible for working on and supporting the development of the neediest areas of the Province through the joint action of a network of young people from high school and college, who put into practice their knowledge in various areas and careers in order to develop projects that meet the needs of each region. Currently, the Voluntarios Azuay Program is working specifically in the **San Rafael of Sharug Parish**, from the Pucará Canton.



THE WORK OF OUR ORGANIZATION



With the aim of promoting the development of the San Rafael de Sharug, the Voluntarios Azuay Program has identified 7 priority lines of action in which the work of the volunteers can be focused. Any volunteer who signs up for a specific project will be assigned a series of tasks that must be fulfilled.

The projects in which collaboration of foreign volunteers is required, at the moment, are the ones that are listed below:



Area	Activities	Objectives
Bio-construction	<ul style="list-style-type: none"> - Construction of a Community Development Center based on bio-construction techniques. - Development and implementation of alternative and self-sustaining technologies. 	<ul style="list-style-type: none"> • To promote environmental protection through the use of alternative technologies and methods that use the place's natural resources in a responsible way.
Business	<ul style="list-style-type: none"> - Project for ceramic manufacturing (mixtures, designs, modeling, elaboration, others). - Project for liquors manufacturing (process's improvement and automation, product improvement, others). - Tourism project (identification and creation of touristic areas, trainings in topics like gastronomy and tourism, others). 	<ul style="list-style-type: none"> • To improve the economic conditions of the Parish. • To serve as a method of sustainability of the rest of the projects developed in the Parish.
Road landscaping	<ul style="list-style-type: none"> - Implementation of an 11km living museum using road landscaping techniques. 	<ul style="list-style-type: none"> • To beautify a road section of San Rafael by using natural sculptures.
Arts	<ul style="list-style-type: none"> - Construction of automated, autonomous and self-sustaining sculptures, using the principles of physics and chemistry. 	<ul style="list-style-type: none"> • To beautify the parish through by using resources of the area.
Permaculture	<ul style="list-style-type: none"> - Implementation of an integral farm with permaculture techniques. 	<ul style="list-style-type: none"> • To generate a farm in San Rafael maintaining the harmony with the ecosystems of the area.
Digital illiteracy	<ul style="list-style-type: none"> - Development of a virtual learning platform. - Development of computer and electronic applications. 	<ul style="list-style-type: none"> • To eradicate digital illiteracy in children, adolescents, youth, adults and older adults.

INFORMATION OF THE SUBMITTED PROJECT

Below there is a file with information about the tasks to be developed, this should be handed to the volunteer during the first day of his/her entry into the program. The information to be filled will depend on the different projects to which the volunteers submit.

INFORMATION OF THE SUBMITTED PROJECT

Project's name

Here it should be mentioned the name of the project to which the volunteer has applied.

Area

It describes the area to which the project belongs, for example: entrepreneurship, road landscaping, arts, etc.

Coordinator

It should refer to the volunteer in charge of the overall project.

Academic Requirements

Here, there should be established the requirements that the volunteer needs in order to fulfill the tasks within a specific project.

Importance of this action for the community

Description of the role and importance of the action and its development for the community being served and also description of the objectives of the Program.

SCHEDULE OF ACTIVITIES

(Exact dates should be scheduled depending on each particular camp).

SCHEDULE OF ACTIVITIES																					
Week No.	Week 1							Week 2							Week 3						
Day No.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Activities	X	A	A	A	A/I	R	R	A	A	A	A	A/I	R	R	A	A	A	A	A/I	R	R
Week No.	Week 4							Week 5							Week 6						
Day No.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
Activities	A	A	A	A	A/I	R	R	A	A	A	A	A/I	R	R	A	A	A	A	A/I	F	X

- X** Apertura y clausura del programa
- A** Actividades ordinarias (tareas planificadas según proyecto)
- I** Presentación de informe Weekl
- F** Presentación de informe final
- R** Actividades culturales y de recreación

REQUIREMENTS PRIOR TO THE TRIP

Prior to participating in the Voluntarios Azuay Program, the following requirements must be taken into account:

Documentation

- Type 12 VII-Visa for Religious, Missionaries and Volunteers
- Identification documents

Academic Requirements

- Certificate awarded by the educational institution accrediting the career, the current year of study and the performance in the main subjects.

Medical Requirements

- Vaccination card (preferably)
- Yellow Fever, DTP, and Hepatitis B Vaccines
- Medical insurance for contingencies and emergencies
- Notification in case the volunteer is under medication

Volunteer's luggage

- Clothing for cold and warm weather (sport)
- Sports shoes and flip flops
- Waterproof boots
- Personal grooming items
- Insect repellent and sunscreen
- Rain poncho
- Sleeping bag/ blankets
- Cap

Restricted items:

- Psychotropic substances and any kind of drugs
- Weapons

Important:

- Always carry identification documents

CONTACTS

(Information of contact persons are detailed here)

Program Supervisor

- Person's name
- Phone
- Email

Program's Assistant

- Person's name
- Phone
- Email

AIESEC's representative

- Person's name
- Charge
- Phone
- Email

San Rafael's Autonomous Government Member

- Person's name
- Charge
- Phone
- Email

Assigned Tutor of the Provincial Government

- Person's name
- Charge
- Phone
- Email

Coordinator of the submitted project

- Person's name
- Project
- Phone
- Email

Anexo 3: Proforma de costos AIESEC



AIESEC-CUENCA PROFORMA

Cuenca, February 22, 2016

Dear Andrea Montesinos

Receive a kindly greeting from AIESEC, one of the world's largest youth-led NGOs, whose international platform allows young people to discover and develop their potential in alliances with the social, business and educational sectors. AIESEC Cuenca is one of the representatives of AIESEC in Ecuador with 51 years of experience in the development of high-potential students globally, which for 2016, it continues with its work to provide the best experiences. We already have presence in 124 countries and in more than 2400 universities. What AIESEC seek is the entrepreneurship and to generate a positive impact on young people.

AIESEC has several alliances within the country that promote an important contribution for society in general. The organization subscribes several agreements with universities at national level such as:

1. Universidad San Francisco de Quito.
2. Pontificia Universidad Católica del Ecuador (Quito)
3. Universidad Estatal de Cuenca
4. Universidad Laica Eloy Alfaro.

AIESEC is recognized as the largest youth organization in entrepreneurship development and leadership throughout the world.



AIESEC CUENCA: It is located in the CASA DE LOS ARCOS, in front of the Cuenca's University.

AIESEC CUENCA Proposal:

AIESEC CUENCA proposes to bring exchanges of different nationalities to its project in San Rafael de Sharug, analyzing previously spoken we have decided that for its organization, as for ours it is vital that the volunteers live a cultural exchange with focus to social projects to cause Impact and soak up the reality of the society of our country that is not very different from the reality of Latin America.

AIESEC-CUENCA, looks forward to obtain your support to generate a global impact, where talent is strengthened and the learning of young foreigners and young local people is developed, in order to break borders and achieve a positive union generating change.

AIESEC in order to ensure the efficient development of projects within the country carries out selection processes that are facilitated through a global platform called EXPA, present in 126 countries. It allows us to optimize processes and avoid bias, to ensure the arrival of qualified people.

-Volunteers Azuay will have the following additional benefits:

1. The mention of the institution in the Fan Page of AIESEC CUENCA, which has more than 3000 followers and has a reach of more than 20000 people nationwide.
2. Distribution of the institution's flyers at all national congresses and local events, naming them our collaborators.
3. You will receive a certificate of Social Responsibility, for supporting a worldwide organization composed of young people seeking their personal and professional development.
4. The mention of the organization in local events.

Obligations

By AIESEC-CUENCA with Volunteers Azuay

1. Respect all the clauses agreed in the contract.
2. To provide reports and evidence of the activities carried out by the students, taking into consideration the following:
 - A weekly report of activities' compliance.
 - Presentation of photos and videos that support the implementation of the activities set out in the agenda.
 - Presentation of cultural evidence to analyze the level of the program's efficiency of the program.
 - Presentation of surveys applied to the exchange students about their experience in the program.
3. Counseling the practitioners who are part of the program by AIESEC members.
4. Continuous monitoring of the experience lived in the host to solve any problem that can be given by any of the parties.



The international platform for young people to explore and develop their leadership potential

Costs:

Even though we would love to be able to work together, we have several operational expenses within the reception exchange students, expenses that for AIESEC as a non-profit organization, are very difficult to maintain.

Presented below there are the packages of exchange students and their cost in table 1:

Table 1

Cost: Outgoing Volunteer	
Per person	30 People
\$315.00	\$9,450.00
Cost: Incoming Volunteer	
Per person	30 People
\$85.00	\$2,550.00
Total	\$12,000.00

THE IMPACT THAT CAN BE GENERATED TOGETHER IS VERY HIGH. WE CAN GIVE THE YOUNG PEOPLE A NEW WAY TO THINK SO THAT THEY GET INVOLVED IN ALL THE PROBLEMS THAT HIT THE CURRENT WORLD, BE SOCIALLY RESPONSIBLE AND SEE THEMSELVES INVOLVED IN MANY MORE VOLUNTEERING EXPERIENCES.

Omar Medina Torres

AIESEC Cuenca's President

Omar7.medina@aiesec.net

+593987536062

Annex 4: Matrix of results

PLANNED PRODUCTS	PLANNED INDICATORS	FULFILLED INDICATORS	COMMENTS ON COMPLIANCE WITH INDICATORS	MEANS OF VERIFICATION	ANNEX N° OF THE MEANS OF VERIFICATION
The products planned at the beginning of the activities are detailed here.	The planned indicators for each product are detailed here.	Specify which indicators from the initially planned products have been met.	Any observations about the fulfillment of products or indicators are detailed here: reason for non-compliance, suggestions, etc.	Here it is detailed the means of verification of the fulfilled indicators such as: documents, prototypes, designs, etc.	The number of the annex containing the means of verification is listed here.
Example: Second product					
Example: Third product					

Chart 21 Matrix of results

Source: Voluntarios Azuay *Author:* Voluntarios Azuay

BIBLIOGRAPHY

- Aguilar, M. J. (1992). *Voluntariado y acción comunitaria*. Buenos Aires: Espacio Editorial.
- Ayuda en Acción. (n.d.). *Nuestra Organización*. Retrived December 11, 2015, from <http://www.ayudaenaccion.org/ong/somos/nuestra-organizacion/>
- Boni Aristizábal, A. et all. (2010). *La Cooperación Internacional para el Desarrollo*. (E. U. València, Ed.) Retrived September 10, 2015, from file:///C:/Users/ANDREA/Documents/U0566378%20(1).pdf
- Bonilla Estrella, M. D. (September, 2014). *La Cooperación Internacional Descentralizada en los GAD. Caso de estudio: PROMODE. GTZ Ecuador*. Quito, Ecuador: Universidad Andina Simón Bolívar. Retrived October 15, 2014
- Constitución de la República del Ecuador. (October 20, 2008). Registro Oficial No. 449. Retrived October 9, 2015, from http://www.asambleanacional.gob.ec/sites/default/files/documents/old/constitucion_de_bolsillo.pdf
- Decreto Ejecutivo No. 699 del Presidente de la República del Ecuador. (November 7, 2007). *Published in: Suplemento del Registro Oficial No. 206*.
- Decreto Ejecutivo del Presidente de la República del Ecuador. (July 29, 2010). *Published in: Suplemento del Registro Oficial No. 246*.
- Planning Department of the Azuay's Provincial Government. (2015). *Informe de actividades realizadas en San Rafael de Sharug*. Cuenca: Azuay's Provincial Government.
- FEPP, G. S. (2013). *Informe anual 2013, balance social y económico*. Quito, Ecuador: Imprefepp.
- Rikcharina Foundation. (n.d.). *Quiénes somos*. Retrived December 10, 2015, from <http://rikcharina.org/quienes-somos/>
- Gozález Portillo, A. y. (2014). *Encrucijadas de la acción voluntaria, incertidumbres y retos*. Sevilla: Universidad Internacional de Andalucía.

- Grupo Social Fondo Ecuatoriano Populorum Progressio. (n.d.). *Historia de la organización*. Retrived December 3, 2015, from http://fepp.org.ec/?page_id=32
- Ministerio de Agricultura, Ganadería, Acuacultura y Pesca (MAGAP). (n.d.). *Valores / Misión / Visión de la Institución*. Retrived December 10, 2015, from 2015, de <http://www.agricultura.gob.ec/valores-mision-vision/>
- Ministerio de Inclusión Económica y Social (MIES). (n.d.). *Misión, Visión y Valores institucionales*. Retrived December 10, 2015, from <http://www.inclusion.gob.ec/misionvision/>
- Ministerio de Relaciones Exteriores y Movilidad Humana. (n.d.). *Visa 12: VII Religiosos Misioneros Voluntarios*. Retrived May 15, 2016, from <http://www.cancilleria.gob.ec/visa-12-vii-religiosos-misioneros-voluntarios/>
- Ojeda Segovia, L. (2000). *La Descentralización en el Ecuador. Avatares de un proceso inconcluso*. Quito, Ecuador: Ediciones Abya-Yala.
- United Nations. (n.d.). *Carta de las Naciones Unidas*. Retrived October 9, 2015, from http://www.cooperacionespanola.es/sites/default/files/carta_de_naciones_unidas.pdf
- United Nations. (n.d.). *Objetivos de Desarrollo del Milenio de la ONU*. Retrived November 9, 2015, from <http://www.un.org/es/millenniumgoals/education.shtml>
- UN Volunteers. (2011). *V Informe sobre el estado del voluntariado en el mundo*. Available on http://www.unv.org/fileadmin/docdb/pdf/2011/SWVR/Spanish/SWVR2011_%5BSpa%5D_full.pdf
- PÉREZ, P. &. (2015). *Borrador Diagnóstico Infraestructura Civil de San Rafael de Sharug*. Abril: Voluntarios Azuay.
- PINOS, L. &. (2015). *Borrador Diagnóstico Socioeconómico de San Rafael de Sharug*. Cuenca: Voluntarios Azuay.

República del Ecuador. (2013). Reglamento de Régimen Académico.

RPC·SE·13·No.OSI·2013.

Senplades. (2012). *Transformación de la Matriz Productiva. Revolución productiva a través del conocimiento y el talento humano*. Quito: Ediecuatorial.

Seteci¹. (2014). *Catálogo de Actores de la Cooperación Descentralizada*. Quito, Ecuador: Graphus.

Seteci². (2015). *Agenda Nacional de Cooperación Internacional. Primera Parte: Política y Prioridades de la Cooperación Internacional*. Quito, Ecuador: La Caracola Editores.

Seteci³. (2015). *Diccionario de Cooperación Internacional*. Quito, Ecuador: Manthra Comunicación Integral.

Seteci⁴. (2015). *Informe de Cooperación Internacional No Reembolsable en el Ecuador 2011-2014, Estudio especial sobre el voluntariado extranjero en el Ecuador*. Quito: Vittese Identidad Visual.

Spanish Cooperation. (n.d.). *Provisión de bienes públicos globales*. Retrived November 9, 2015 from <http://www.cooperacionespanola.es/es/provision-de-bienes-publicos-globales>

Voluntarios Azuay. (n.d.). *Página Oficial del Programa Voluntades Azuay*. Retrived May 3, 2016, from <http://201.238.156.5/>