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Analysis of the proficiency of International Cooperation authority in the  
Decentralized Autonomous Rural Parochial Governments of the canton  
Paute until 2016.

Graduate thesis prior to obtaining Bilingual Bachelor in International  
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## **Abstract**

This research presents a diagnosis about the current situation of the International Cooperation competence in the Decentralized Rural Parochial Autonomous Governments.

The bibliographical research has been carried out on the theoretical bases of International Cooperation, which have been applied in the analysis of competences and experiences of Decentralized Rural Parochial Autonomous Governments of Paute in relation to this competence. In addition, a field investigation has been made which was conducted using direct observation methodologies and interviews.

The results obtained through this research shows that the Decentralized Rural Parochial Autonomous Governments of Paute do not implement the competence of the International Cooperation. It is because the different limitations in their operational capabilities that are analyzed in this research.

## **Introduction**

International Cooperation has traditionally been identified as the principle tool for International Relations, and for the generation of development strategies to support ‘Southern,’ or developing countries. Different stages in history have modified the dynamics of international cooperation, as well as the objectives in development and in international relations.

In the 1970s, with the advent of the Declaration of the New World Economic Order, the vindication process of global inequalities of the Southern Countries began. Different processes were started with the inclusion of new actors in the international stage, making cooperation a challenge which leads many people to question its effectiveness.

These new ‘actors,’ within the dynamics of the Cooperation, were recognized in different international conferences, such as High Level Forums on the effectiveness of aid. These forums demonstrate the necessity for better coordination between the actors of the Cooperation, mainly to avoid redundancies. On the other hand, the United Nations Conference on Environment and Development (UNCED), held in 1992, introduced the concept of sustainable local development, i.e. the role of decentralized governments in human development and society.

Through this conference, the leading role and administrative capacity of decentralized governments that focus on the promotion of local development was recognized. The main benefit of local territories being at ‘the front line’ is that the needs of the community are directly and effectively addressed. Decentralized governments assume new responsibilities and look for innovative ways of compliance through International Cooperation.

In Ecuador, the first agreements on International Cooperation were recorded in the 1960s, when cooperation was minimal. Traditional sectors such as social development and environmental care were the first beneficiaries of International Cooperation. The first official government institution regarding international

cooperation was formed in 2003, through Executive Decree No. 3497 - Regulation of Technical Cooperation and International Economic Assistance.

However, the 2008 Ecuadorian Constitution promotes a process of progressive decentralization, including International Cooperation. Thus, in September 2011, the National Competency Council, through Resolution No. 009-CNC-2011, formally transferred the authority of International Cooperation to the Decentralized Autonomous Governments of Ecuador at its four levels.

The reality of the Decentralized Autonomous Governments is quite dispersed, with rural parochial governments having the greatest limitations on the management of International Cooperation.

Budgetary constraints, the lack of technical knowledge, the limited presence of qualified personnel, the absence of strategic planning, etc., are all limitations for the management of International Cooperation within the Decentralized Autonomous Rural Parochial Governments.

The analysis of the operational capacities for the management of International Cooperation has been transcendental in identifying the current situation of the Decentralized Autonomous Parochial Governments of Paute. The town of Paute was used as a sample of the current reality of International Cooperation within Ecuador. In this study, different recommendations are made for the strengthening of International Cooperation within the Decentralized Autonomous Rural Parochial Governments of Paute.

## **CHAPTER I**

### **International Cooperation**

#### **1.1. Introductory Concepts on International Cooperation**

The word Cooperation comes from Latin *cooperatio*, which means "action or effect of working together" (Diccionario Etimológico de español, 2016). International Cooperation (IC) has been defined by different institutions and doctrinaires throughout history; there are important factors and elements to analyze to give a complete and current concept of International Cooperation, among them it is stated that IC is a voluntary aid relationship between a donor-recipient, although it can also be said that this aid can exist between two partners seeking a common goal. On the other hand, at present, activities that include International Cooperation are varied, such as projects, financing of programs, cooperation in educational subjects, strengthening of institutions, technical assistance, etc. These activities cover different social, economic, geographical, educational, and financial issues. The main objective of IC, though not exceptional, is the promotion of social and economic progress, sustainable human development, and stable international relations.

The achievement of international peace and the strengthening of friendly relations among States have been the objectives of the various international law bodies; these have pursued a harmonious configuration of international relations throughout history. One of the main instruments of International Relations is International Cooperation, which is present in the Principles of International Law. These principles are intended to guide the actions of States in various situations, such as autonomy on the international stage, respect for equality of rights between States, world peace, non-interference in the internal jurisdiction of other states, peaceful resolution of disputes, etc. (United Nations General Assembly, 1970).

International Cooperation has its doctrinal bases in Public International Law, and in International Relations. Resolution No. 2625 of October 24, 1970, entitled "Declaration on the Principles of International Law concerning Friendly Relations and Cooperation among States in accordance with the Charter of the United Nations"

is the reference document for the Proclamation of the Principles of International Law and its close relationship with International Cooperation (United Nations General Assembly, 1970).

The Principles of International Law are:

- a) States, in their international relations, shall refrain from resorting to the threat or use of force against the territorial integrity or political independence of any State, or in any other manner incompatible with the purposes of the United Nations,
- b) States shall settle their international disputes by peaceful means so as not to endanger international peace and security or justice,
- c) The obligation not to intervene in matters that are within the domestic jurisdiction of States, in accordance with the Charter,
- d) The obligation of States to cooperate with each other, in accordance with the Charter,
- e) Equal rights and self-determination of peoples,
- f) Sovereign equality of States,
- g) States shall comply in good faith with their obligations under the Charter (United Nations General Assembly, 1970).

Per these principles, States have an obligation to cooperate with each other to maintain peace and security within the international community. Per Resolution No. 2526 (1970), States must cooperate in different sectors: economic, social, cultural, science, technology, education, in addition to organizing their cooperative efforts for economic growth, especially in developing countries. Through this resolution, the UN General Assembly urges States, individually or through joint actions, to promote non-interventionist cooperation respecting human rights and the principle of equality and self-determination of peoples as a form of development of friendly international relations (United Nations General Assembly, 1970, p. 132).

Among the introductory concepts on International Cooperation, we refer to the Conference of Rectors of Spanish Universities (CRUE); which, in 2000, through the Strategy for University Cooperation towards Development, defined CI as:

International Cooperation must be understood as that mode of relations between countries that pursue mutual benefit. Cooperation towards Development is a part of International Cooperation which, with a similar purpose, is established between countries with different levels of development, with specific purposes (Sotillo, 2012) .

This definition is simple, but we can expand upon several aspects. First, according to this concept, the countries are the exclusive actors; however, we currently have a variety of actors such as non-governmental organizations, civil society, and decentralized entities, among others. Another aspect to consider is that CI does not necessarily have to be between actors with different levels of development, as we can witness in South-South Cooperation, or countries considered ‘in development.’

The Agency of Cooperation and Investment of Medellín and the Metropolitan Area ACI, states, “International Cooperation is the proper instrument of the policy of international relations of the regions, which seeks to contribute to development” (Cooperation and Investment Agency of Medellín and the Metropolitan Area, 2012). As this definition affirms, the aim of International Cooperation is to contribute to the development of less developed societies, this being one tool of International Relations in general.

The United Nations Development Program in 2011, through the Human Development Report, states: “International Cooperation is the relationship established between two or more countries, civil society organisms, or organizations, with the aim of reaching a consensus of development goals.” (United Nations Development Program, 2011). This definition provides a broader concept by defining key factors, such as the breadth of actors within the International Cooperation, as well as the consensus or agreement that must exist between them to lead joint activities and achieve effective cooperation.

Another concept of IC, given by the Spanish Calduch, defines it as, “All relations of international actors oriented to the mutual satisfaction of interests or demands, by means of the complementary use of their respective powers in the development of

coordinated and/or solidarity actions” (CALDUCH, 1991). This concept is important to emphasize since it recognizes all international actors, ensuring that they are able to generate international cooperation through coordinated activities among themselves. It could be said that this concept broadly covers the essence and current reality of International Cooperation.

One of the concepts cited by José Ángel Sotillo in his book *El Sistema de Cooperación para el Desarrollo* (The Cooperation System for Development) comes from Miguel Argibay, who says, “Cooperation for Development brings together all the policies, activities, projects and programs designed to collaborate with people, regions, or countries that need support to improve their living conditions, and to fully develop their potential to achieve a dignified and autonomous life. Although not free of contradictions, development cooperation is the most generous line of action and the most human face of international relations” (Sotillo, 2012). Argibay gives a broad concept of the aspects of International Cooperation, as well as the main beneficiaries of IC; and above all, the relationship between human and social development that IC seeks as a direct tool of International Relations.

According to Bruno Ayllón Pino (2016), two forms of tangible and intangible benefits of International Cooperation can be obtained. The tangible benefits of International Cooperation are training, transfer of knowledge, and specific development projects, i.e. precise actions that benefit the recipient country. The intangible benefits of International Cooperation are simply friendly international relations as a public good<sup>1</sup> (Ayllon, 2016).

A historical, and present, feature of International Cooperation is its conditionality, considering, at the macro level, IC is contingent upon the international and political interests of the countries – those who carry out the cooperative activities and those who ultimately receive the aid. In the end, the conditionality of IC can be more concrete by defining the type of activities that are managed, as well as the requirements that the recipient countries must meet in order to obtain cooperation,

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<sup>1</sup> Global public goods are those goods that bring benefits that can not easily be circumscribed to a single buyer, but once they are provided, there are many who can enjoy such goods for free. Taken from Development Cooperation Papers.

these conditions can be related to guarantees in human rights, economic conditions, the promotion of democracy, etc. (Ayllon, 2016).

Using the above information, the following characteristics can be affirmed on International Cooperation:

- 1. Actors of International Cooperation.** - International Cooperation is managed by different actors such as governments, international multilateral organizations, decentralized governments, civil society entities, and regional organizations.
- 2. Objectives of International Cooperation.** - Among its objectives, we can state that it seeks to improve the living conditions of human beings, promote development processes, strengthen institutions and develop capacities of countries in terms of social, economic, or political vulnerability.
- 3. Modalities of International Cooperation.** - The management of International Cooperation can be carried out through different modalities such as projects, programs, coordinated actions, non-financial cooperation, financial cooperation, etc.
- 4. Instrument of International Relations - Principles of International Law.** - International Cooperation, as an instrument of International Relations, has its doctrinal bases in Public International Law, as well as in the Foreign Policy of the States.
- 5. Benefits of International Cooperation.** - The benefits of Cooperation may be tangible and intangible. The tangible benefits are concrete activities: training, technology transfer; while the intangible benefits are international relations as a public good.
- 6. Conditionality of International Cooperation.** - The conditionality of International Cooperation is based on the political interests of States, which



are reflected in the requirements of the suppliers of International Cooperation.

## **1.2. Official Development Assistance and International Cooperation**

In order to better understand the evolution of international cooperation throughout world history, it is necessary to clarify the differences between cooperation and aid.

According to Ayllón (2016), external assistance is a “type of assistance which may or may not have as its ultimate objective the development of the beneficiary country” (Ayllon, 2016). With this, it can be affirmed that aid can consist of a vertical relationship in which the donor is the one who creates the subordination and the bond of dependence with the recipient of said aid. Similarly, development is not the only objective of aid; this is the most important difference of International Cooperation for Development.

In 1972, the Development Assistance Committee defined Official Development Assistance (ODA) as, “flows to developing countries and multilateral institutions provided by official agencies, including state and local governments, or by their executive agencies, each transaction of which meets the following test: a) it is administered with the promotion of the economic development and welfare of developing countries as its main objective, and b) it is concessional in character and contains a grant element of at least 25%” (Organisation for Economic Co-operation and Development, 1961). In this way, international organizations explicitly link aid to development, laying the foundations for international cooperation.

In International Cooperation for Development, the specific goal is to achieve development, and involves a deeper degree of involvement between the donor and the recipient, achieving direct cooperation and displacing the model of donation or charity (Ayllon, 2016).

At present, the term ‘cooperation’ is used to cover the broad context that implies International Cooperation and the search for the joint development of the actors. On the other hand, ‘aid’ or ‘assistance’ is used to outline relief actions such as humanitarian assistance or specific donations.

### **1.3. Birth and History of International Cooperation**

Similar to International Relations, International Cooperation was formally created after the end of World War II, with the creation of the United Nations and the signing of the Charter in San Francisco. The United Nations (UN) has as its goal the maintenance of international peace and security, as well as the formation of a world order that can sustain the differences of a post-war scenario (United Nations, 1945). International Cooperation was formed as the main tool and strategy to reduce inequality between countries and promote development among them.

#### **1.3.1. International Cooperation and the Charter of the United Nations**

The United Nations was created with the primary objective of maintaining international peace and security through the cooperation of the member states. It was intended to create a new international organization in which to promote a peaceful coexistence after the Second World War. The existence of the United Nations is proof of the existence of International Cooperation, since the UN seeks to organize and harmonize the efforts of States to achieve common purposes in different areas of development.

In the preamble to the Charter of the United Nations, member States of the UN are urged to join forces for the maintenance of international peace and security, and to use an international mechanism to promote the economic and social progress of all peoples (United Nations, 1945). In this way, IC will be the most important mechanism for promoting joint activities among States, and improving post-war relations.

Article 1, paragraph 3 of the Charter of the United Nations establishes one of its purposes: “to carry out international cooperation in solving international problems of an economic, social, cultural and humanitarian nature and in the development and encouragement of respect of human rights and fundamental freedoms for all, without distinction as to race, sex, language, or religion ” (United Nations, 1945, p. 3).

Likewise, the Charter of the United Nations also mentions further operational aspects of smaller organizations within the UN that deal with IC; such as is quoted in the following article:

Article 11, paragraph 1, states, “The General Assembly may consider the general principles of cooperation in the maintenance of international peace and security, including the principles governing disarmament and the regulation of armaments . . .” (United Nations, 1945, p. 5).

Article 13, numeral 1, states:

The General Assembly will promote studies and make recommendations for the following purposes:

- a. Foster international cooperation in the political field and promote the progressive development of international law and its codifications.
- b. Foster international cooperation in matters of economic, social, cultural, education, and health; and to assist in the realization of human rights and fundamental freedoms for all, without distinction as to race, sex, language, or religion. (United Nations, 1945, p. 6)

As it can be seen, the main power of the General Assembly in relation to IC is the issuing of recommendations to the specialized agencies of the United Nations, or to the Member States, for the promotion of International Cooperation in the different spheres of action of the organization.

Chapter IX focuses on the guiding principles of International Economic and Social Cooperation, its specific objectives, coordinating agencies and fields of application.

Article 55 states that the United Nations will promote, among other things, higher standards of living, economic and social development, the solution of international economic, social, and health problems through international cooperation, respect for Human rights and fundamental freedoms (United Nations, 1945, pp. 14-15).

To achieve the purposes of Article 55, Member States are committed to taking individual or separate measures that are aligned with the Organization for the Promotion of IC. Within the United Nations institutional system, there are specialized agencies related to specific areas of development such as health, labor, children, and culture, all according to their respective organization.

These bodies have been created through governmental agreements, granting them international powers, which are defined in their statutes and related to their purpose in different subjects such as economic, social, cultural, education, etc. (United Nations, 1945, p. 15).

These specialized agencies are under the authority of the Economic and Social Council; however, authority for these bodies lies with the General Assembly of the United Nations, which has the power to make recommendations for the coordination of activities, and the course of action of these agencies (United Nations, 1945, p. 15).

Chapter X of the United Nations Charter on the Economic and Social Council (ECOSOC), and its functions, states that the Economic and Social Council may undertake studies and reports on international economic, social, cultural, educational, and health matters; and, make recommendations to the General Assembly about the specialized agencies and the Member States of the United Nations on the above-mentioned issues. Article 63, paragraph 1 of the Charter empowers the ECOSOC to draft agreements with specialized agencies to establish the conditions under which they will be linked to the United Nations; these agreements must be subject to the approval of the General Assembly (United Nations, 1945, p. 16).

Finally, article 71 outlines the United Nations' involvement with non-governmental organizations, both national and international. The Economic and Social Council

may consult with these organizations, prior to consulting with the respective Member State of the Organization (United Nations, 1945, p. 18).

### **1.3.2. International Cooperation after World War II**

The configuration of international economic relations was founded in 1944 at the Bretton Woods Conference, also known as the Bretton Woods Agreements, which brought together 44 countries to define an international monetary and trade order. The creation of the International Monetary Fund and the World Bank, initially called the International Bank for Reconstruction and Development in the post-war context (Rodriguez C, s.f.), was proposed by US Congressman White. The central axis of this conference was the replacement of the gold standard with the US dollar, turning the US currency into a currency of reference, and thus consolidating its hegemony on the international scene (United States of America Government Printing Office, 2012).

The first International Aid projects began in 1947 through different assistance plans to the countries affected by the Second World War. The Marshall Plan<sup>2</sup> was a great precedent for International Cooperation, since it can be considered the first official development aid to help the war-affected areas. The United States led the list of donor countries to provide aid to Europe, giving about \$13 billion, divided among 16 European governments, in addition to shipping agricultural and manufactured goods to Europe (Sotillo, 2012).

In 1948, in order to administer the funds from the Marshall Plan, the Organisation for European Economic Co-operation (OEEC) was created. Meanwhile, on the American continent, through the Charter of Bogota, the Organization of American States (OAS), was created as a promoter of political collaboration among the respective States (Sotillo, 2012).

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<sup>2</sup> The Marshall Plan or European Recovery Program (1948) was a program by which the United States helped rebuild and recover Europe after World War II. This plan, named after the Secretary of State who designed it, George Marshall, was to provide \$ 13 billion in aid to the European countries that suffered in the conflict. Taken from: <http://economipedia.com/definiciones/plan-marshall.html>.

A year later, United States President Harry Truman, in his report to the nation, included the “Point Four Program”<sup>3</sup> which dealt with, for the first time, the term and concept of ‘underdevelopment.’ He proposed to provide technical and technological cooperation to underdeveloped countries. This new approach, based on the industrial modernization of recipient States, proposed growth based on the resources of technical knowledge towards development. According to Truman, this proposal was not based on imperialism, but on a development program based on fair treatment among countries. Nevertheless, this was one of the first precedents of the ideology of the ‘Giant of the North’ imposing its own model of development. One of the consequences of this discourse was the creation of the Expanded Program of Technical Assistance, in order to direct the financing of projects in developing countries that are members of the UN (Sotillo, 2012).

Within this decade, we have very important events in International Relations, such as the creation of the first Non-Governmental Organizations focused on development and cooperation, including: The Netherlands Development Cooperation (NOVIB). During this period, the institutionalization of the International Cooperation in the offering, or ‘developed’ States, was achieved with the creation of institutions such as the USAID (United States Agency for International Development), CIDA (Canadian International Development Agency), BMZ (Ministry of German Economic Cooperation), SDC (Swiss Agency for Development and Cooperation).

International Cooperation during the post-war era focused on the reconstruction of Europe; however, aid was conditioned by political ideologies and the bipolar conflict among certain countries. IC did not have any specific policy that defined the guidelines of developmental aid to either side of the Cold War (United States - USSR). Consequently, bilateral aid<sup>4</sup> was most often used, since donors could define allies and watch over their interests, leaving aside the needs of the actual recipient (Boni Aristizabal, 2010). Furthermore, International Cooperation was a type of assistance that was not aimed at development; rather, at reconstruction.

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<sup>3</sup> The “Point Four Program” was mentioned in the inaugural address of US President Harry Truman in 1949. Taken from: Development Cooperation Papers.

<sup>4</sup> Bilateral aid is exclusively involving two actors from different States.

### **1.3.3. International Cooperation in the processes of decolonization and the North - South Conflict**

In 1955, the Afro-Asian Conference, better known as the Bandung Conference, was held. This conference was attended by 29 African and Asian countries, most of them newly independent. These formed the Movement of Non-Aligned Countries, with the objective of placing themselves in a neutral position in the international arena with respect to the Cold War.

In 1957, The Treaties of Rome<sup>5</sup>, and the creation of the European Economic Community, which later became the European Union, established the European Development Fund for Overseas Countries and Territories, with the aim of providing economic support and financial support to the former French and Belgian colonies. At the Latin American level, the creation of the Inter-American Development Bank in 1959 was a great precedent, being one of the agencies that currently provides much financing to countries in Latin America and the Caribbean (Sotillo, 2012).

Later, in the 1960s with the Cold War and the decolonization processes on the African continent, International Cooperation was addressed as a tool of manipulation by donors to reaffirm their political current in the recipient countries, especially in newly independent countries. The International Cooperation model was focused on economic development, i.e. the aid criterion was aimed at boosting economic sectors, stating that the economic and commercial fields were the sources for generating development (Sotillo, 2012).

The Declaration on the Independence of Colonial Countries and Peoples was approved in December 1960 by Resolution 1514 of the General Assembly of the United Nations (United Nations, 1960). This resolution is the main precedent for the new configuration of the International System, with which the colonies achieve their

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<sup>5</sup> On 25 March 1957, two treaties were signed in the city of Rome, which gave way to the European Economic Community (EEC) and the Atomic Energy Community (EURATOM). The signatories of the Treaties of Rome were France, the Netherlands, Belgium, Luxembourg, Italy and the Federal Republic of Germany. These treaties entered into force on 1 January 1958 and involved the determination of the signatories for a progressive integration into the European Community. These treaties allowed customs and economic integration. Taken from: <http://eur-lex.europa.eu/legal-content/en/txt/html/?uri=legissum:xy0023&from=en>.

independence, although the same was planned by their colonizers. In addition, these new States will suffer seriously the so-called “colonial inheritances,” such as poverty and lack of economic sovereignty, despite enjoying some political sovereignty. Similarly, Official Development Assistance (ODA) remains a tool of domination for donors through a model of neocolonialism based on large trade gaps between former Colonizers and new States (United Nations, 1960).

In December 1960, the Organisation for Economic Co-operation and Development (OECD) was created in Paris through the OECD Convention; in the beginning, the organization only consisted of 20 participating countries. Currently, this organization is made up of 35 countries that provide 80% of the world’s Gross Domestic Product. Among its objectives is to generate a space for analysis and research to contribute to global economic growth, improve the satisfaction of basic needs, maintain international financial stability, assisting developing countries, and improving global trade conditions. The OECD intervention methodology is based on simply consulting to its member countries and to third parties requesting it, as it does not provide financial resources as part of its cooperation (Organisation for Economic Cooperation and Development Económico, 1961).

**Table N° 1: Years of membership of OECD member countries**

<b>YEAR OF ACCESSION</b>	<b>MEMBER COUNTRIES</b>			
1961	Germany	Austria	Belgium	Canada
	Spain	United States	France	Greece
	Iceland	Luxembourg	Norway	Netherlands
	United Kingdom	Sweden	Switzerland	Turkey
	Denmark	Ireland	Portugal	Italy
1964	Japan			
1969	Finland			
1971	Austria			
1973	New Zealand			
1994	Mexico			
1995	Czech Republic			



1996	Korea	Hungary	Poland	
2000	Slovak Republic			
2010	Chile	Israel	Slovenia	Estonia
2016	Latvia			

**Source:** Organisation for Economic Co-operation and Development

**Available at:** <http://www.oecd.org/about/membersandpartners/>

**Created by:** Daniela Fernández Arias

A year later, under the OECD framework, the Development Assistance Committee (DAC), made up of the main donor group of Official Development Assistance (ODA), was set up in 1961. At present, the DAC is made up of 30 countries considered the economic leaders of the international community that coordinate Official Development Assistance. In addition to DAC members, OECD member states participate as observers in external bodies such as the World Bank, the International Monetary Fund, the United Nations Development Program, the African Development Bank, the Asian Development Bank, and the Inter-American Development Bank (Organisation for Economic Co-operation and Development, 1961).

Various DAC objectives and activities include: the publication of the official list of countries eligible for Official Development Assistance, the planning of the international agenda for development, the monitoring of international cooperation activities, the generation of policies that promote development, etc. (Organisation for Economic Cooperation and Development, s.f.).

Meanwhile, on the American continent, a US aid program, the Alliance for Progress chaired by President John F. Kennedy, was created to promote the development of the American continent. This program would last for 10 years, with its main objectives being: increasing the inflow of capital to countries, establishing democratic governments, stabilizing commodity prices, eliminating illiteracy, equitable income distribution, etc. (Sotillo, 2012). This was one of the strategies to stop the influence of Cuban communism on the continent, and to promote the democratic capitalist model promoted by the United States.

One of the most important conferences of the 1960s was the First United Nations Conference on Trade and Development (UNCTAD), as the so-called ‘developing countries’ formed the Group of 77. This Group was formed in order to provide alternative options on issues of commerce and development to the international system, which generally favored the main powers at the time. The 77 or G-77<sup>6</sup> group is currently made up of 134 countries and is the largest bloc of the United Nations (Ministry of Foreign Affairs and Cooperation - Government of Spain, s.f.).

Subsequently, the United Nations Development Program (UNDP) was created in 1965 through the merger of the Expanded Program of Technical Assistance with the United Nations Special Fund, eventually becoming a UN specialized agency for international technical cooperation (Sotillo, 2012).

In 1966, through Resolution 2200A of the General Assembly of the United Nations, the creation of the International Covenant on Economic, Social and Cultural Rights, and the Covenant on Civil and Political Rights was approved. Economic, social, and cultural rights are rights of equality, as a means to achieve the satisfaction of the basic needs of human beings, to achieve the highest standard of living. Civil and political rights are the rights of protection against abuse of personal integrity, freedoms, and the existence of guarantees and legality in judicial proceedings (National Commission on Human Rights Mexico, 2012).

The main purposes of these Covenants are:

- The right to self-determination of peoples over the exercise of their political, economic, social, cultural powers.
- The autonomous and independent provision of personal resources of each State, in order to encourage their own means of subsistence.
- The promotion of the Right to Work, with fair and just conditions, the right to trade unionism and to strike, as well as the right to social security.

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<sup>6</sup> The group of 77 was born of the Joint Declaration of the Seventy-Seven and is the largest organization of developing countries in the United Nations, since throughout its creation it has been promoting the economic interests of the States considered in development; improving their ability to negotiate jointly at the UN. Taken from: <http://www.cancilleria.gov.co/international/multilateral/consensus/g77-china>.

- Right to an adequate standard of living, right to health, right to education, right to culture and science (National Commission on Human Rights Mexico, 2012).

The purpose of these Covenants was to strengthen and reaffirm the freedoms and rights of human beings and the collective rights of newly independent States to achieve their full economic, political, social, and cultural development; seeking also to reduce the conditionality of International Cooperation and the forced intervention of donors in the internal affairs of the new States.

The States that promoted these Covenants were: Colombia, Costa Rica, the Philippines, Honduras, Israel, which signed in 1966. At present, this pact has been signed and ratified by 158 states around the world; Ecuador signed the Pact on September 29, 1967 and ratified it on March 6, 1969 (The UN Refugee Agency, s.f.).

#### **1.3.4. The 1970s: International Cooperation and a new model of development**

In 1969 the “Partners for Development” study was published, better known as the “Pearson Report,” led by Canadian Prime Minister Lester B. Pearson. The main objective of this report was to assess the dynamics of development aid in recent decades, and to present results and recommendations for the future. It was found that the development model of previous years was inadequate, since inequalities between countries with high poverty rates continued to exist. Among the main recommendations contained in this report are: urging developed countries to provide 0.7% of their Gross National Product in the form of Official Development Assistance, to give developing countries stability in the prices of raw materials and tariff preferences; technical assistance adapted to the needs of recipients; the negotiation and resolution of the external debt situation; strengthening aid in education and technology, etc. (Sotillo, 2012).

Because of the Pearson Report, the UN General Assembly adopted the “International Development Strategy for the Second United Nations Development Decade.” This new approach aimed to satisfy basic needs, stating that this would lead to economic

growth and consequently to the development of societies (Sotillo, 2012). With this report, Cooperation is intended to focus on the human being and societies, leaving aside the location or political inclination of the countries.

Two decades after the Charter of San Francisco, it was shown that the development proposal based purely on economic growth was insufficient. The inequality gap between developed and developing countries had widened, wealth was concentrated only in 20% of the population of developed countries, leaving aside the needs of the rest of the world population (Boni Aristizabal, 2010). Concern is shifted to the actual ends of development, leaving aside excessive 'economic concentration' as the only means of progress.

In the 1970s, in addition to economic development, redistribution of wealth, domestically and internationally, was included in the debate. This change led to a greater focus on basic human needs. At the 11<sup>th</sup> World Conference of the International Society for Development, held in New Delhi, India, questions were raised about development, the few advances in poverty reduction, employment, and inequality. It was determined that perhaps the term development could not be used until the aforementioned problems became the focus. Similarly, it was concluded that one cannot seek development without considering three aspects<sup>7</sup> in different plans and projects for the future (Boni Aristizabal, 2010).

The DAC member states affirm the new model of Cooperation focused on human well-being by satisfying basic needs. For DAC, the new approach is based on people having access to a decent standard of living by obtaining adequate income to meet their basic needs, such as education, health, and food. Investing in people would help improve their productive performance, achieving economic growth and development in the medium and long term (Sotillo, 2012). In relation to this model, different programs were created, such as the WHO (World Health Organization), FAO (Food and Agriculture Organization of the United Nations), UNESCO (United Nations Educational, Scientific and Cultural Organization), and ILO (International Labor Organization).

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<sup>7</sup> The three aspects are poverty, labor, and inequality.

This new approach was promoted in conjunction with the World Bank, extending its focus on growth through redistribution, refocusing traditional investments on issues such as agriculture, health, poverty reduction, etc. However, these models were limited by the political struggle between the 'East' and 'West' throughout the 1980s (Sotillo, 2012).

The consequences of this approach were disappointing as poor countries increased their economic and technological dependence on developed countries, since cooperation was no longer focused on improving the industrial capacities of countries; moreover, there existed trade factors such as tariff differences and foreign debt, which remained a part of the reality of developing countries (Boni Aristizabal, 2010).

The 1970s is considered the first official period when developing countries began to protest the current international economic system. This was demonstrated by 'Southern countries,' through the presence of the Group of 77, as well as joint meetings or decisions in the United Nations and its bodies, e.g. the UN General Assembly. Strengthening of regional organizations, such as the Economic Commission for Latin America and the Caribbean, the Economic Commission for Africa, the Non-Aligned Movement, Organization for African Unity, the Organization of American States, the League of Arab States, etc., gave way to a 'push-back' of the established rules, as well as analysis on how they could be revised and modified to be more equitable for developing countries.

In May 1974, at the sixth special session of the United Nations, the Declaration on the Establishment of a New International Economic Order (NIEO) was approved, based on the requests of the least developed countries. The purpose was to reform the former Bretton Woods economic order, based on US hegemony and unfair rules for developing countries who mainly sell raw materials under unfavorable conditions (United Nations, 2011).

The main proposals of the NIEO, promoted by the underdeveloped countries, were:

1. **International Cooperation and Assistance:** proposed to provide more technical assistance, adequate renegotiations of external debt, provide assistance to initiate and improve international food programs, meet OECD support targets (0.7% of GNP). Furthermore, encourage South-South cooperation to achieve autonomy for developing countries and their better insertion in the international economy (United Nations, 2011).
2. **Trade Policies:** intended to adjust the policies of developed countries to facilitate the exports of developing countries, as well as a deep transformation in trade rules concerning raw materials, renegotiate the regime of tariff preferences based on reciprocity (United Nations, 2011).
3. **International Financial Structure:** a profound reform of the international monetary system was proposed and the participation of developing countries in the decision-making of Financial Institutions such as the International Monetary Fund and the World Bank. It was intended that these agencies be adapted to the achievement of egalitarian measures that may allow all countries to promote their development agendas (United Nations, 2011).
4. **Process of Industrialization and Technology Transfer:** seeks to facilitate technology transfer processes and encourage the process of displacement of productive capacity to less developed countries, as well as promote employment generation.
5. **Political Affairs:** compensation was requested for the negative effects of foreign occupation, guaranteeing the economic sovereignty of all States against foreign investment, free management of their natural resources and activities for development, and freedom to choose their Political and economic systems (United Nations, 2011).
6. **Social Affairs:** to improve people's access to services such as education, health, housing, nutrition, social assistance, employment, etc. (United Nations, 2011).

The NIEO Declaration was the greatest historical protest by Southern countries, or i.e. developing countries, which debated strongly on the issues of respect of States' autonomy and unfavorable economic relations.

In 1975, the Lomé Convention (Togo) was signed, giving rise to an important International Cooperation alliance, which was signed by the European Communities and 46 African, Caribbean, and Pacific States, known as the ACP countries. The main objective of this alliance was to increase the welfare levels of ACP countries through different activities financed by the European Development Fund (EDF) (Sotillo, 2012).

In these years, despite a change in the development model, cooperation was still seen as a vertical relationship between the donor and the recipient, in which the feeling of charity and help prevails, which continues to promote 'conditions' on aid. One of the main advances in the agenda of International Cooperation was the inclusion of new goals in different dimensions, such as gender equity, environmental sustainability, right to development, satisfaction of basic needs, among others.

### **1.3.5. The 1980s: Adjustment in Economic Policies**

In the 1980s, developing countries had, in most cases, an unmanageable external debt, this was due to various factors such as falling commodity prices, failed investments, and high interest rates. This crisis caused Official Development Assistance to stall, as the International Financial Organizations intervened with plans and programs for adjustment and stabilization of taxes. The negative effects of the adjustments reached as far as the social level. Since this area was neglected, levels of malnutrition, infant mortality, and poverty increased (Boni Aristizabal, 2010).

In 1982, Mexico made an official statement on its inability to pay its financial commitments abroad, followed by Brazil. This motivated the International Financial Institutions to begin economic reforms at the global level, as well as at the country level (Sotillo, 2012).

The proposals of the financial organizations were the reduction of the public deficit through policies of adjustment in the public expenditure, especially in the social area, limiting the actions of International Cooperation. The effects of these policies for IC were negative, which led to the conditioning of ODA to the fulfillment of the adjustment plans, incorporation of the private sector as a protagonist for IC, and cuts in the financing flows of Cooperation to different projects. As a consequence, this led to many failures (Boni Aristizabal, 2010).

On the other hand, in 1987, the United Nations Children's Fund published *Adjustment with a Human Face*, to discuss the limitations on the economic adjustments implemented, to propose activities in the social sphere, as well as to argue that International Cooperation activities should not be reduced.

In 1986, the United Nations General Assembly adopted the Declaration on the Right to Development, in which article 1 proclaims that:

The right to development is an inalienable human right by virtue of which all human beings and all peoples are entitled to participate in economic, social, cultural and political development, in which all human rights and fundamental freedoms can be fully realized, to contribute to that development, and to enjoy it (United Nations, 1986).

Through this declaration, individuals and peoples are given ownership of the right to development, recognizing human beings as the center of development, and recognizing their role in development as a participant and beneficiary.

Among the points in this declaration is Article 1, which affirms that the right to development is an inalienable right, and that development must be economic, social, and political. Similarly, this article proclaims the right of peoples to self-determination, especially to exercise sovereignty over their resources (United Nations, 1986).

Article 3 talks about the obligations of States to guarantee the right to development and, consequently, human rights. Furthermore, States should create conditions for the



realization of the right to development, as well as respect for the principles of international law on relations of friendship and cooperation among States in accordance with the Charter of the United Nations. It also calls on States to achieve development by eliminating obstacles through the promotion of sovereign equality, interdependence, etc. (United Nations, s.f.).

The clear relationship between Human Rights and International Cooperation can be affirmed, since it promotes the participation of citizens as the essential means to promote development; that is to say, the Right to Development and the fulfillment of human rights.

The World Bank encouraged the reduction of poverty rates through the application of technologies in agribusiness, improving the productivity of poor countries, as well as increasing dependence on agrochemical suppliers in developed countries (Sotillo, 2012).

#### **1.3.6. International Cooperation in the 1990s - End of the Cold War**

In 1990 the Cold War ended. With this, development aid began to disconnect from political models, improving their capabilities and focusing on the fight against poverty. The rules of the international community were modified since it sought the reconstruction of the New Europe, free of the communist model. On the other hand, the United Nations Development Program began the first Human Development Report, officially including social and economic indicators as a measurement of development, concluding that economic growth does not lead to development in and of itself, since the distribution of wealth is unequal (Boni Aristizabal, 2010). Under this framework, all kinds of international meetings were held on different topics, such as environment, health, childhood, education, human rights, population and development, women, food, etc., in order to effectively organize efforts (Sotillo, 2012).

Although in the 1970's the satisfaction of basic needs was sought, this new approach went even further because it placed the human being as the center of development. This approach was unique since it is based on the development of people, as opposed

to the development of the needs of a country. Likewise, it seeks better indicators of development that show achievements in the satisfaction of individual needs (Ayllon, 2016).

In 1992, the European Union was formally established, with which the 12 signatory States<sup>8</sup> adopted an international cooperation policy for development as a bloc. However, it is important to emphasize that in this new model of government, the main donors conditioned their aid under points related to the protection and incentive of democracy.

Article J.1 of Title V on provisions relating to the Common Foreign and Security Policy mentions one of the purposes of this integration is the promotion of international cooperation. Similarly, article J.2 mentions that the relationship of the States with international organizations will be of equal positioning, per the internal policies of the European Union (EUR LEX, 1992).

### **1.3.7. Cooperation in the 21<sup>st</sup> Century**

At the end of the 20th century and the beginning of the 21st century, the phenomenon known as globalization began, thanks to advances in information technology and telecommunications. This phenomenon, despite unifying the countries, shows the deep inequalities that exist in the world, giving rise to the emergence actors such as Civil Society Organizations and emerging powers (now BRICs).<sup>9</sup> The main objective of International Cooperation was to eradicate poverty as a strategy for development.

In September 2000, the General Assembly of the United Nations presented a dramatic review of the last decades of development policies on issues of health, poverty, income, and inequality. This alarming data lead to the adoption of the Millennium Declaration by 189 UN member states, leading to the Millennium Development Goals (MDGs). These 18 objectives sought a specific commitment,

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<sup>8</sup> The signatory countries of the Maastricht Treaty were Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Luxembourg, the Netherlands, Portugal, Spain and the United Kingdom.

<sup>9</sup> The BRICs are the group of so-called emerging countries in their economic and social development. Conformed by Brazil, Russia, India, China, and South Africa.

with clear and specific goals, to solutions of problems that impede full human development (United Nations, 2000).

The MDGs were based around 3 areas of action: economic well-being, environmental sustainability, and social development. These objectives formally put the fight against poverty as a major objective. The MDGs seek to meet the most urgent human needs, guaranteeing human rights that all people should enjoy (Ayllon, 2016). In defining detailed and quantitative objectives and targets, the possibility of monitoring and measuring the progress and achievement of objectives is improved; thus, promoting effective cooperation among States, civil society organizations, and intergovernmental bodies.

**Table N° 2: Millennium Development Goals**

<b>Objectives</b>	<b>Goals</b>
1. Eradicate extreme poverty and hunger.	<ul style="list-style-type: none"> <li>a. Reduce by half the percentage of people with incomes below one dollar a day. (1990-2015)</li> <li>b. Achieve full and productive employment for all.</li> <li>c. Reduce by half the percentage of people who suffer from hunger. (1990-2015)</li> </ul>
2. Achieve universal primary education.	<ul style="list-style-type: none"> <li>a. Ensure primary education for children around the world. (2015)</li> </ul>
3. Promote gender equality and the empowerment of women.	<ul style="list-style-type: none"> <li>a. Eliminate inequalities between the sexes at all levels of education, especially at primary and secondary levels. (2005 - 2015)</li> </ul>
4. Reduce the mortality of children under 5 years.	<ul style="list-style-type: none"> <li>a. Reduce by two thirds the mortality of children under 5 years. (1990-2015)</li> </ul>
5. Improve maternal health.	<ul style="list-style-type: none"> <li>a. Reduce maternal mortality by three-quarters. (1990-2015)</li> <li>b. Achieve universal access to reproductive health. (2015)</li> </ul>
6. Combat HIV / AIDS, malaria and other diseases.	<ul style="list-style-type: none"> <li>a. Have halted and begun to reduce the spread of HIV / AIDS. (2015)</li> <li>b. Achieve universal access to HIV / AIDS treatment</li> </ul>

	<p>for all those who need it. (2010)</p> <p>c. Have halted and begun to reduce the incidence of malaria and other serious diseases. (2015)</p>
7. Ensure the sustainability of the environment	<p>a. Incorporate the principles of sustainable development into national policies and programs and invest in the loss of environmental resources.</p> <p>b. Reduce the loss of biodiversity; a significant reduction in the rate of loss. (2010)</p> <p>c. Reduce by half the percentage of people without sustainable access to safe drinking water and basic sanitation. (2015)</p> <p>d. To have significantly improved the lives of at least 100 million slum dwellers. (2020)</p>
8. Develop a global partnership for development.	<p>a. Develop an open, rule-based, predictable and non-discriminatory trading and financial system.</p> <p>b. Address the special needs of least developed countries.</p> <p>c. Address the special needs of landlocked developing countries and small island developing States.</p> <p>d. Addressing in all its dimensions the debt problems of developing countries.</p> <p>e. In cooperation with pharmaceutical companies provide access to essential medicines in developing countries affordable prices.</p> <p>f. Collaboration with the private sector, give access to the benefits of new technologies, in particular those of information and communication technologies.</p>

**Source: United Nations. Millennium Development Goals**

**Available at: <http://www.un.org/en/millenniumgoals/>**

**Created by: Daniela Fernández Arias**

In 2000, the World Bank, the International Monetary Fund, the OECD, and the United Nations published a document entitled “A Better World for All,” in which countries and entities commit themselves to modify and create necessary policies, so that by 2015, thousands would be able to enjoy a decent life (Bolea, 2017, p. 18).

After the events of 2001,<sup>10</sup> the United Nations through the General Assembly adopted Resolution 1373 declaring terrorism a threat to the peace and security of States, committing the International Community to work together to eliminate this phenomenon. After this appointment, a definition of security was made in the face of new and old threats, giving priority to the Security Agenda, causing Development Aid to be devalued and conditioned by the security interests of the donors. The main consequence of these new forms of violence were human displacement from the war against terrorism, which made aid and humanitarian assistance more necessary, causing the ODA Agenda to be almost exclusively focused on international security.

In Monterrey, in 2002, the International Conference on Financing for Development was held. For the first time, approximately 50 heads of state and government, 200 ministers, leaders of civil society organizations, representatives of the private sector, and representatives of the Financial Organizations met to discuss and seek solutions to the problems of financing development, and how it affects the international commitment to eradicate poverty (United Nations, 2002).

The Monterrey Consensus was the commitment of the participants of the Conference, in which the main measures proposed the following:

1. **Mobilization of National Financial Resources for Development.** - to increase the effectiveness and coherence of macroeconomic policies in order to increase productivity and reduce capital flight, as well as stimulate the private sector to attract investment and international assistance. It also calls for better management of internal public affairs by encouraging the sustainable development that the international community must support in order to create an adequate environment (United Nations, 2002).

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<sup>10</sup> The events that influenced the Development Agenda were the terrorist attacks in the United States during September 2001.

2. **Mobilization of International Resources for Development.** - It is recognized that the great challenge is to create internal and international conditions to facilitate and guarantee foreign direct investment that contributes to the achievement of the Millennium Development Goals. It urges enterprises to take into account more of their economic and financial commitments towards social, environmental, development and gender equality. To this end, private sector actors are encouraged to promote innovative proposals for the financing of development (United Nations, 2002).
3. **International Trade as a promoter of Development.** – The promotion of non-discriminatory, equitable, multilateral, international trade, participated by all; to promote the elimination of all kinds of trade and non-trade barriers, as well as the promotion of regional agreements, free trade areas to promote trade liberalization. Support for the entry of the least developed countries into the WTO, as well as strengthening their participation in multilateral trade negotiations (United Nations, 2002).
4. **Increased International Financial and Technical Cooperation for Development.** - The significant role of ODA is acknowledged as a complementary source of funding for countries that have limited opportunities to attract direct private investment. Similarly, it is recommended that assistance should be based on recognition of national recipient development plans that can ensure the effectiveness of ODA. It reiterates the goal of developed countries to contribute 0.7 per cent of their Gross Domestic Product (GDP) to increase ODA, as well as the liberalization of aid and the harmonization of operational disbursement processes. Finally, it is urged to strengthen triangular cooperation and South-South cooperation as elements of technical assistance (United Nations, 2002).
5. **Sustainable debt financing.** - In order to free up resources and allocate them to activities related to development promotion, it is proposed to initiate

external debt relief mechanisms, such as studies of calculation methods and the assumptions on which sustainability analyzes for debtors are based (United Nations, 2002).

The Monterrey Conference was one of the initiatives that addressed the ODA crisis, as developed countries invested most of their resources in solving their problems, such as the fight against terrorism, global economic instability, etc. Thus, measures are being sought to not reduce ODA flows through the inclusion of the private sector and emerging countries.

The 2000s was the decade of multilateralism in its most formal form, with different international meetings being held on different topics: United Nations Special Session on Children (USA), World Summit on Sustainable Development (South Africa), World Food Summit, among others. The latter made recommendations in the field of ODA effectiveness, focusing on multilateral agencies, and effective technical assistance so that recipients can manage resources autonomously. It aimed to strengthen Triangular Cooperation<sup>11</sup> and Cooperation between countries of the South, replacing the concept of North-South relations, i.e. 'rich-poor' country relations (Boni Aristizabal, 2010) (Ayllon, 2016).

In a general analysis of international cooperation for development, it can be said that the Millennium Development Goals have not been achieved. According to Sotillo (2012) statistics, ODA declines 5.1 percent between 2005 and 2006, as only five countries meet the commitment to allocate 0.7 percent of their Gross National Product for Official Development Assistance: Denmark, Luxembourg, the Netherlands, Norway, and Sweden (p. 225). Similarly, lack of coordination and inefficiency in aid is evident, as well as the lack of coherence of donors and financial and political policies affecting developing countries. The role of the United Nations has not been an important pillar in aid coordination, as the World Bank and the International Monetary Fund have primarily been instrumental to rich countries in promoting or strengthening their trade policies.

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11 Triangular Cooperation establishes a partnership between actors from three countries: an offeror or donor partner, a middle income country (provider), and a recipient partner with a lower level of relative development. Taken from: [www.cideal.org](http://www.cideal.org)

In 2010, the Millennium Summit +10 was held, in which a review of the degree of compliance with the MDGs was carried out with less positive results. Some 140 Heads of State met to take effective action to reduce the MDG achievement gaps in 2015. Finally, the commitment of States to achieving the MDGs in poorer countries was reaffirmed, as well as the incentive for collective and responsible actions by the member states of the United Nations (Economic Commission for Latin America and the Caribbean, s.f.).

As a general assessment, the MDGs were a breakthrough in international cooperation because it was the most successful and ambitious project in terms of aid coordination, and an impulse to jointly and expertly combat the consequences of underdevelopment. Focusing aid was a breakthrough, targeting low-income countries and specific MDG-related issues such as education, health, and poverty. Per the Millennium Development Goals Report of 2015, the United Nations demonstrated all progress made, and the goals achieved, by 2015; showing success especially on the African continent: major advances in education, access to basic services, increased income, gender equality, maternal health, child mortality, HIV and disease<sup>12</sup> (United Nations, 2015).

### **1.3.8. International Conferences on Aid Effectiveness**

From the Pearson Report, which analyzed the dynamics of development aid in the late 1960s, different factors on aid flows from donors are being analyzed. The points of discussion refer to the effectiveness, harmonization, excessive conditionality on the part of donors, as well as the appearance of new actors. Increases in development initiatives, and their coordination, are a great challenge for States and International organizations. Promoting ownership by recipient countries will be key to improving efficiency in ODA management.

#### **1.3.8.1. Rome Declaration on Harmonization**

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12 For more information visit the United Nations website: [http://www.un.org/en/millenniumgoals/pdf/2015/mdg-report-2015\\_en.pdf](http://www.un.org/en/millenniumgoals/pdf/2015/mdg-report-2015_en.pdf)



The Rome Conference on Harmonization was held in February 2003. This conference was organized by the OECD Development Assistance Committee, which sought to assess progress in International Development Cooperation and the effectiveness of the management of cooperation. The Working Party on Aid Effectiveness was established, consisting of more than 80 participants, representatives of multilateral agencies, recipient and donor States, civil society organizations, global programs, and private sector actors (Trujillo, 2015).

Issues of discussion included: (1) the large number of donor requirements and conditions in the provisions of assistance, (2) the inconsistency between donor practices and the development agenda, and (3) mistrust of donors in the capacity and national systems of recipient countries (Organisation for Economic Co-operation and Development, 2003).

The outcome of the Forum was the Rome Declaration on Harmonization<sup>13</sup> which seeks to operationalize and make commitments on the part of donor States, and associated or recipient States, to promote harmonization and aid effectiveness. Some of the main commitments are:

- Adjust the delivery of development assistance to the priorities of the beneficiaries.
- Identify ways to improve procedures and policies by promoting the principle of harmonization.
- Reduction of missions, reviews, reports to streamline conditionality and simplify evaluation processes.
- Progressively implement the recommendations of the regional forums prior to and parallel to this forum, to improve the delivery and management of assistance.
- Foster donor efforts to delegate cooperation activities to recipient countries and increase flexibility in processes.

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<sup>13</sup> “The principle of harmonization is based on the need for donor countries to coordinate and implement appropriate measures to simplify and standardize their procedures in order to reduce the administrative burden and costs of ODA management to countries Partners.” Taken from: <https://prezi.com/l5qxlxobtwjg/copy-of-declaration-of-roma-on-armonization-2003/>

- Direct aid to strengthen leadership capacities in coordinating development assistance in recipient countries.
- Expand or systematize efforts by countries to simplify donor procedures and practices (Trujillo, 2015).

As final conclusions and recommendations, this conference sought to harmonize donors and recipients by adjusting policies, procedures, and practices for the progressive delegation of cooperation activities. In addition, the conference focused on fostering leadership in the management of assistance to receiving countries.

### **1.3.8.2. Paris Declaration on Aid Effectiveness**

In 2005, the “Paris Declaration on Aid Effectiveness” was adopted at the second High-Level Forum on Aid Effectiveness in Paris, organized by the OECD through the Assistance from 90 countries, and around 27 assistance agencies.

The Paris Declaration expresses the importance of aid effectiveness by setting out 51 commitments and 12 indicators for evaluating Aid for Development. This declaration aimed at increasing the volume of aid, strengthening partners' strategies to improve aid effectiveness, improving humanitarian assistance, and evaluating ODA implementation. It proposed 5 principles for ODA: (1) ownership: by recipient countries to best coordinate aid; (2) alignment: donors will support recipient development strategies; (3) harmonization: donor policies with the development of recipient countries, (4) performance management and (5) mutual accountability. Finally, it recommended the creation of more horizontal relations between the donor and the recipient, enhancing the empowerment of the recipient. Furthermore, the declaration aimed to remove any conditions of any kind on the recipients, recognition and facilitation of non-governmental organizations activities, the and the adoption of monitoring and evaluation systems for donors to account for commitments, and for recipients, evaluation systems on the quality and efficiency of aid (Organisation for Economic Co-operation and Development, 2008).

Despite the efforts and commitments of the Paris Declaration, this summit did not address issues of vital importance such as: the world trade system, European

subsidies to agriculture in their countries, nor the governance of developing countries, which are the main impediments to development.

Consequently, the G-7 meeting was held in 2005<sup>14</sup> in Russia, generating a series of commitments such as increasing ODA to Africa, canceling the external debt of the 18 countries with the worst poverty rates, and reducing subsidies and tariffs on agricultural issues. These commitments were not met.

### **1.3.8.3. Accra Agenda for Action**

In September of 2008, the Third High Level Meeting on Aid Effectiveness was held in Accra, Ghana in order to encourage, accelerate, and deepen the commitments made in the Paris Declaration.

Measures to improve ODA were proposed: (1) improving the country's specificity for development, (2) creating more effective and inclusive development partnerships, and (3) open accountability.

1. **The identification of the country is key.** Respect by donors for recipient countries' policies and priorities are encouraged and should take the lead in effectively targeting ODA internally. To achieve this, it aims to promote dialogue on development policies at the national level, to encourage recipient countries to improve their management capacity through their local institutions and knowledge, and to promote donor assistance by prioritizing the use of national systems of recipients with joint evaluations (Organisation for Economic Co-operation and Development, 2008).

2. **Building more effective and inclusive partnerships.** - This is due to the progressive involvement of new actors who have contributed valiantly to the

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<sup>14</sup> The G7 or Group of Seven is a group of industrialized countries whose political, economic and military weight is very relevant on a global scale. It consists of Germany, Canada, the United States, France, Italy, Japan, and the United Kingdom. Taken from: <https://www.agci.cl/index.php/glosario/186-p/401-paises-del-g7>

development agenda, but also represent a challenge for the coordination of initiatives. They coordinate the different initiatives so as not to duplicate them, to promote their complementarity, to improve the allocation of resources, to promote untying of aid, to encourage the inclusion of new actors, and to deepen cooperation with civil society organizations (Organisation for Economic Co-operation and Development, 2008).

3. **Open accountability for development results.** - In order to show the world tangible results on development initiatives, it is proposed to focus activities on achieving results, as well as increase levels of transparency and accountability. Similarly, an increase of medium-term predictability of aid flows, through budgetary planning by recipient countries to manage resources, is requested. And, the commitment of donor countries to provide timely information on their annual commitments (Organisation for Economic Co-operation and Development, 2008).

#### **1.3.8.4. Global Partnership for Effective Development Cooperation**

In 2011, the “Fourth High Level Forum: The Road to Effective Development” was held in Busan, South Korea, which reviewed the progress of the Paris Declaration, with special emphasis on emerging the so-called BRICs in their inclusion in the development agenda, the strong presence of new forms of cooperation such as South-South cooperation, triangular cooperation, and new communication networks with emerging actors such as Non-Governmental Organizations. One of the points of this forum was the inclusion of private sector actors in the development agenda and how they contribute to it.

At the Forum in Busan, it was agreed to restructure the principles governing the effectiveness of Development Cooperation: (1) ownership, (2) focus on outcomes (3) inclusive alliances and (4) transparency and shared authority. The first two were brought from the Paris Declaration in 2005; however, the last two were new proposals to improve the quality of cooperation. This forum aimed to promote inclusive alliances among IC actors, in order to promote mutual learning, and avoid duplication of initiatives. On the other hand, transparency and shared authority refers

to fostering the transparent practice of IC, in order to improve the provision of technical assistance, and to visualize the results through evaluation of activities. It was proposed that countries adopt common rules relating to the publication of aid data and their results (OXFAM, 2012).

Another very important point of the Busan Forum is the differentiated approach, that is to say, in view of the breadth of actors within the CI, it was sought that their participation be differentiated according to their capacities. Thus, two state levels were proposed: traditional donor countries and emerging donor countries.<sup>15</sup> The former undertaking to compliance with outstanding aid or commitments previously acquired, while the latter would undertake compliance with the principles and commitments on a discretionary and differentiated basis according to their capabilities. Another initiative to promote inclusive alliances was the ‘building blocks,’ where the best practices developed by developing countries could be shared in terms of promoting development (OXFAM, 2012).

The role of the emerging actors was momentous in this event, since they were able to negotiate in decisions as providers or coordinators of International Cooperation (South-South). The private sector, parliamentarians, and non-governmental organizations (represented by BetterAid) were also present in the debate (OXFAM, 2012).

In order to assess and institutionalize the coordination of aid effectiveness efforts, the Global Partnership for Development Cooperation was established to monitor aspects of the commitments made at the Forum. This new platform was supported by the OECD United Nations Development Program and sought to maintain and strengthen political momentum and support for commitments, ensure accountability, facilitate exchange among actors through ‘building blocks,’ and support countries in their efforts to nationally implement the commitments of Busan (OXFAM, 2012).

International Cooperation tries to focus on actions that consider the quality of the aid, improving the effectiveness and efficiency of aid in different aspects, and cross-

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<sup>15</sup> Emerging donor countries were the emerging powers and actors that began to work on South-South Cooperation and technical assistance among Southern countries.

cutting themes for the achievement of the MDGs. The main actor in the demands of new commitments and models for International Cooperation were the Non-Governmental Organizations.

Because of the commitments of these forums, the 2<sup>nd</sup> EU-Africa Summit was held in Lisbon, which brought together 53 heads of state, committing 8 billion euros to cooperation with the African continent for the next five years (Mateo, 2008).

The different international meetings focused on strengthening the different United Nations Specialized Agencies so that the efforts are coordinated and thus seek the quality and effectiveness of the aid. Different forums were created between regional blocs, EU-Africa, EU-ACP, OAS, G-20, among others, all of them to focus aid, generate concrete commitments, and maintain diplomatic relations with underdeveloped countries that are the main suppliers of raw materials.

### **1.3.9. Cooperation and Sustainable Development**

The first formal global statement on environmental concern was on June 5, 1972, in Stockholm, where representatives from 112 countries included the importance of the environmental issue as an aspect to be taken into account within the international economy, as a usufructuary of natural resources. The adoption of the Stockholm Declaration was the result of this conference; this Declaration promoted several principles to combat pollution and its effects, and actions that destroy the environment. The 26 principles within this declaration can be considered the bases for the legal development and the action of the States, whether they are industrialized. The main aspects are about the relationship of the human being with the land and its natural resources, respect for animal and plant life, care of the seas, limitation of creation and use of toxic substances, rational planning to counteract the effects of the economy on the environment, institutionalization of environmental care, etc. (Vazquez de Prada, 1972).

Regarding international cooperation, Principle 9 of the Declaration urges States to assist or cooperate through technology transfer and financial assistance, to remedy environmental deficiencies. Principle 12 states that developing countries need

technical and financial assistance in order to comply with the stated principles and to preserve the environment (Vazquez de Prada, 1972). These were the first declarations and actions in environmental matters coming from International Cooperation and the coordination between the States.

In 1987, the World Commission on Environment and Development published the Brundtland Report, "Our Common Future," with an emphasis on the conservation of the planet in its development processes. This was the first time that the concept of sustainable development was proposed, arguing that this concept refers to meeting the needs of the present without compromising the capabilities of the future, giving approximations to what would then be the environmental movement (Boni Aristizabal, 2010).

In June 1992, representatives from 178 countries met in Rio de Janeiro for the United Nations Conference on Environment and Development; in which, in addition to reaffirming the commitments of the Stockholm Declaration, a document called Agenda 21 was created which seeks to integrate the questions related to the environment to the satisfaction of basic needs; this in order to better treat and manage the Earth (United Nations, 1992).

It is important to note that the main means to achieve the objectives of Agenda 21 is by International Cooperation, since States are urged to deepen their efforts and promote partnership to accelerate sustainable development of developing countries. Among the strategies mentioned in Chapter 2 of the Agenda is the creation of a partnership to promote a continuous dialogue, in order to overcome confrontations and promote a space for cooperation, strengthen national and international policies, and promote multinational cooperation to adapt the community to environmental concerns (United Nations, 1992).

In this way, emphasize actions such as trade liberalization, mutual support between trade and the environment, providing financial resources to developing countries, addressing the issue of external debt, and promoting favorable macroeconomic policies were proposed. The environment and, above all, the promotion of an

equitable, open, non-discriminatory and predictable multilateral trading system was also discussed (United Nations, 1992).

One of the most important historical events on sustainability and the environment was held in Johannesburg, South Africa, at the end of August 2002. At this international event, heads of state, heads of government, activists, representatives of NGOs, representatives of international organizations, and representatives of the private sector were in attendance. The main points discussed in this meeting were related to the need to include sustainability as a dimension of the development agenda and economic activities (United Nations, 2003).

Per the conference, among the main problems of ecological deterioration are pollution, global warming, loss of species, health, forest fires due to global warming, the phenomenon of globalization, among others. As in Rio de Janeiro in 1992, general commitments were made, although these tasks lacked precision, specific pacts, temporality and evaluation proposals (United Nations, 2003).

The international community was urged to organize efforts through international, national, and local cooperation, to reduce the effects of pollution and global warming, and especially the principle of assistance to the least developed or developing countries to promote economic, social, and environmental protection, transcendental aspects of sustainable development. These are the priority themes proposed within the Johannesburg Plan of Action (2002):

**Table N° 3: Action Plan - Johannesburg Declaration**

Theme	Suggestions
Water and Sanitation	<ul style="list-style-type: none"> <li>– Halve the number of people living without water and access to health services by 2015.</li> <li>– Reduce the number of people who do not have access to sanitation services. Promote education and dissemination of information on good health practices at the family level, in schools and institutions.</li> <li>– Create plans for integrated management and use of water</li> </ul>



	resources.
Energy	<ul style="list-style-type: none"> <li>– Significantly increase the use of renewable energy sources.</li> <li>– Improve the access of the poor to renewable energies.</li> </ul>
Poverty	<ul style="list-style-type: none"> <li>– To create a fund for the eradication of poverty, this fund will be financed by voluntary contributions.</li> <li>– By 2015, reduce by half the people whose income is less than one dollar a day.</li> <li>– Promote the inclusion of women in decision-making at all levels.</li> <li>– Promote and create inclusion policies for indigenous peoples</li> </ul>
Health	<ul style="list-style-type: none"> <li>– Achieve an agreement on patents to promote free access to medicines, especially in the fight against AIDS.</li> <li>– Provision of basic health services for all children.</li> </ul>
Education	<ul style="list-style-type: none"> <li>– Promote primary education and equal access to all levels of education.</li> </ul>
Natural Resources and Biodiversity	<ul style="list-style-type: none"> <li>– Reduce species loss.</li> <li>– Combating desertification; Mitigate the effects of floods and droughts.</li> <li>– Improve agricultural practices to minimize degradation of land and water resources.</li> <li>– Promote integrated and multisectoral management of the coasts and oceans.</li> </ul>
Commerce	<ul style="list-style-type: none"> <li>– Agreement so that the World Trade Organization cannot overturn environmental treaties.</li> <li>– Gradual reduction of subsidies to agriculture and other sectors of production.</li> </ul>
Technology	<ul style="list-style-type: none"> <li>– Technical assistance for the development of low-cost technologies to help economize and reduce fuel use.</li> <li>– Reduce the information gap, taking advantage of advances in telecommunications and information technologies to promote sustainable development.</li> <li>– Technology transfer under favorable conditions to support the</li> </ul>

	least developed countries.
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**Source:** Plan of Action of the Johannesburg Declaration - World Summit on Sustainable Development

**Available at:** [http://www.un.org/spanish/esa/sustdev/WSSD\\_POI\\_PD/POIspChapter2.htm](http://www.un.org/spanish/esa/sustdev/WSSD_POI_PD/POIspChapter2.htm)

**Created by:** Daniela Fernández Arias

In 2012, the United Nations Conference on Sustainable Development was held in Rio de Janeiro, better known as Rio +20, in which world leaders came together to reach a political agreement on sustainable development issues, assess progress, and take on new challenges to achieve forms of sustainable development for the planet. The Conference had three main approaches: discussing the institutional framework on development, commitments for poverty eradication, and the environmental issue, i.e. trying to promote commitments on issues of Green Economy (United Nations, 2012).

### **1.3.10. Cooperation and Sustainable Development Objectives**

The Millennium Development Goals were programmed for 15 years from the time of its declaration, so that the United Nations could take up the challenge of generating a global development agenda for beyond 2015. Thus, the General Assembly of the United Nations on September 25-27, 2015, in New York City, approved “Transforming Our World: Agenda 2030 for Sustainable Development” (United Nations, 2015).

People, the planet, prosperity, peace, and alliances are the spheres of importance and structural basis of the new post-2015 development agenda, which aims at rather ambitious goals in the face of the transformation of the world towards the common good and sustainable coexistence with the planet. (United Nations, 2015).

**Table N° 4: Areas of Importance “Transforming Our World: Agenda 2030 for Sustainable Development”.**

Areas of Importance	Approaches
People	End poverty and hunger Ensure the realization of human potential in a healthy environment.
The planet	Protect the planet against degradation. Sustainable management of natural resources. Measures against climate change.
Prosperity	Ensure a prosperous and fulfilling life for human beings. Economic, social and technological progress in harmony with nature.
Peace	Encourage peaceful, just and inclusive societies. Peace as a factor for sustainable development.
Alliances	Spirit of Global Solidarity focused on the needs of the poorest and most vulnerable countries.

**Source:** Organization of the United Nations / draft outcome document of the United Nations summit for the adoption of the post-2015 development agenda

**Available at:** [http://unctad.org/meetings/es/SessionalDocuments/ares70d1\\_es.pdf](http://unctad.org/meetings/es/SessionalDocuments/ares70d1_es.pdf)

**Created by:** Daniela Fernández Arias

Consequently, the Sustainable Development Objectives were created, which seeks to go even further than previous agendas, building upon the progress of the Millennium Development Goals, with a view to ending poverty in all its forms, by reducing inequality and combating poverty directly, and addressing climate change. In addition, this new agenda seeks to include all countries in the development process, whether they are rich, poor, middle-income, by inviting them to adopt measures for the promotion and implementation of ODS in national initiatives, projects, and programs<sup>16</sup> (United Nations, 2015).

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<sup>16</sup> The Sustainable Development Goals are not legally binding, but countries of the international community are urged to establish national frameworks for achieving them, making them responsible for monitoring and evaluating them at the national level.

These objectives have been designated as Sustainable Development Objectives (ODS), replacing the Millennium Development Goals, the ODS are focused on directing the actions carried out by all states, international organizations, regional bodies and other actors to put an end to poverty, protect the planet, and ensure peace and prosperity for all human beings (United Nations, s.f.).

### Graphic N° 1: Sustainable Development Goals



**Source:** United Nations Development Program

**Available at:** <http://www.undp.org/content/undp/es/home/sustainable-development-goals/>

As the ODS are the continuation of the Millennium Development Goals, they continue with the priorities of the last 15 years, but they include new areas for the Development Agenda such as innovation, economic inequalities, the fight against climate change, and sustainable consumption. Likewise, as can be seen, these objectives are very complex, as the objectives are interrelated and linked together (Ayllon, 2016).

The ODS have been in force since January 2016, and the United Nations Development Program (UNDP) is the agency specializing in supporting States, and different initiatives, to integrate ODS into their priorities and development plans. The ODS guides UNDP policies and funding in 170 countries and territories (United Nations, s.f.).

The UNDP Strategic Plan, based on ODS, focuses on key areas for promoting development, such as poverty alleviation, democratic governance, peacebuilding, climate change, economic inequality, and disaster risk (United Nations). The greatest activity lies with states, governments, the private sector, civil society, and citizens in general, together with the specialized agencies, in order to guide the development agenda and actions to leave a better planet for everyone.

#### **1.4. International Cooperation Actors**

The different dynamics of International Cooperation throughout history have modified the traditional actors, resulting in a diversification of actors, replacing the vertical relationship between States (donor - recipient).

Since the economic adjustments of the 1980s, private sector involvement was sought as a new actor to relieve the burden of traditional donors. At the same time, the inclusion of countries with emerging economies as ODA donors was promoted from the various international agencies. Finally, with the phenomenon of globalization, new actors such as transnational corporations, new non-governmental organizations, and sub-state actors have appeared.

Each of the new actors plays a transcendental role in the System of International Cooperation, so that the burden of funding for Cooperation has been shared and diversified. There are great differences between the objectives, the operation, the forms of intervention, the procedures of the new actors, as well as their concepts of development. This has represented a major challenge in the coordination of International Cooperation (Ayllon, 2016).

In this system of international cooperation, the weight of the states continues to be greater, although it has been reduced, giving more authority to sub-state actors that have a focus on cities and society. The approach of state actors has been linked to the logic of their international interests and economic conditions. On the other hand, sub-

state actors have generated diverse spaces<sup>17</sup> of participation in projects, with counterparts of the same conditions, as well as new methods of intervention, creating a more direct impact on the beneficiaries.

Non-governmental organizations have increased their participation in the channeling of resources, these being the representatives of civil society with its various initiatives. The political impact of NGOs, and their capacity for advocacy on the international scene, have been the leading factors to increase their protagonism.

The following classification is based on the activities performed by the actors and the nature of their funds.

#### **1.4.1. Public Actors**

Public actors are considered ‘public’ since their financing funds come from the State, or the administration of said funds is carried out by the state. Among these we have:

- **Multilateral Organizations:** of a global nature, such as the United Nations; or a financial nature like the International Monetary Fund or World Bank; or and of a regional nature like the European Union, Organization of American States, or Union of South American Nations.
- **States:** The central administrations of the States, through their agencies, or as part of their institutional organization, or as Sectoral Cooperation Ministries.
- **Decentralized Governments:** Local or decentralized governments that have the autonomy to manage International Cooperation and governance on specific issues.
- **Public entities:** Official public organizations, such as state universities through educational cooperation.

#### **1.4.2. Private Actors**

Private actors’ funds come from the private sector. Among these we have:

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<sup>17</sup> These spaces are formed by different actors involved in development such as beneficiaries, non-governmental organizations, private companies, among others.

- **Non-Governmental Organizations:** Civil society organizations that pursue specific objectives in different areas of development.<sup>18</sup>
- **Private businesses:** Through donations or financing of social programs focused on development such as companies, development banks, private investors.
- **Universities:** Private educational cooperation between universities of different States.
- **Private non-profit:** Celebrities, individual philanthropists, foundations of political parties.

#### 1.4.3. Public - Private Actors

They are public-private actors because their activities are financed both from public funds and from private funds, to contribute to development on specific issues, for example: The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM). The Global Alliance for the Promotion of Vaccination and Immunization (GAVI).

#### 1.5. Modes and Instruments of International Cooperation

International Cooperation has been adapting to the different dynamics throughout history, the emergence of new actors has provoked a constant change, from assistance and conditioned cooperation conditioned by donations, to a more horizontal cooperation with different instruments not necessarily economic. Decentralized governments, universities, private sector and civil society organizations appear in the Cooperation as new actors with specific needs and capacities in their way of participating in the International Cooperation process.

In this way, different modes, channels, and instruments have been developed at a technical level in which different commitments and declarations are made effective at a more operational level, coupled with the concern to achieve higher levels of efficiency, effectiveness, quality, and impact. The actions of International

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<sup>18</sup> NGOs can also carry out their activities through public funds, convocations, subsidies, agreements, among others.

Cooperation have established different management modes, which have certain criteria, as mentioned below:

- The actors involved are:

**Multilateral Cooperation:** this type of cooperation is carried out when governments allocate part of their resources to international organizations or regional organizations to achieve their goals, losing direct control over the resources provided. Among these organizations we have: The United Nations and its specialized bodies, financial organizations like the International Monetary Fund, and regional organizations such as the European Union, Inter-American Development Bank, Union of South American Nations, among others. Conditional, multilateral aid, or multi-bilateral aid, also falls within this category, where governments give resources to multilateral organisms, conditioning the activities to the interests of the donor (Ayllon, 2016).

Among the instruments of International Multilateral Cooperation, we have: obligatory contributions, or the contributions that the countries contribute periodically for the institutional maintenance of the multilateral organisms; voluntary contributions (multi-bilateral cooperation), which, being of a discretionary nature, seek the support of the specific strategies of the agencies; and trust funds managed by the multilateral agency with funds from partner donor countries.

**Bilateral Cooperation:** cooperation activities between two partners (donor - recipient) through central and decentralized public administrations or State International Cooperation Agencies. The main instruments of Bilateral Cooperation are the agreements, programs, and projects according to the terms negotiated between the parties.

**Decentralized Cooperation:** activities managed by sub-state or local entities, such as: municipalities, councils, autonomous communities with other local actors. This type of cooperation is called public decentralized cooperation (Argentina Network for International Cooperation, 2012, p. 87). Decentralized cooperation focuses on the strengthening of cities and regions, and thus, society and people.



**Non-Governmental Cooperation:** This type of cooperation is carried out by non-governmental organizations. Its main sources of funding are transfers of donor resources, membership dues, donations, sale of services, or events; as well as, through public subsidies or open convocations, contests, etc. (Spanish Cooperation Agency for International Development, 2014).

**South-South cooperation (SSC):** the exchange of knowledge, experiences, good practices, policies, technology, know-how, and resources among developing countries, or ‘Southern’ countries. SSC is characterized by principles such as solidarity, complementarity, equality, non-conditionality, and respect for sovereignty (Spanish Cooperation Agency for International Development, 2014).

**Triangular Cooperation:** participation of actors from three countries: a donor country or provider of cooperation, a middle-income country that will also act as a donor partner, and a recipient partner of a country with a lower level of development compared to the donors. (Gomez Galan, Ayllon Pino, & Albarran Calvo, 2011)

**Delegated Cooperation:** It is when one or several agencies, considered silent donors, transfer to another agency (lead donor) all or part of the activities of Official Development Assistance. Activities can range from negotiations with partners, project monitoring, fund management, etc. (Spanish Cooperation Agency for International Development, 2014).

- Characteristics of the funds:

**Refundable Cooperation:** These funds are intended for use by the recipient under such forms as credits or loans with particularly favorable financial conditions. This type of cooperation is based on soft loans from international financial institutions or from states, which provide funds at low or non-existent rates of return. One example is the Latin American Development Bank, which provides multiple financial services to clients in both the public and private sectors in pursuit of sustainable development (Latin American Development Bank., 2016).

**Non-reimbursable Cooperation:** the transfer of funds without the need for returns, can be donations or grants to support programs, projects, or specific actions that encourage the development of the recipient partner. One example is funding from the United States Agency for International Development (USAID) for different projects undertaken by different public and private sector institutions.

- Depending on the nature of what is transferred:

**Financial Cooperation:** When a real transfer of funds is executed to the receiving partner for the support of programs, projects, among others.

**Reorganization of Debt:** when creditors and debtors negotiate agreements to make their relationship more flexible with respect to a contracted debt, in order to ensure payment so the debtor does not compromise its development policies in order to meet its financial obligations.

According to the Argentina Network for International Cooperation (2012) there are four mechanisms for the realization of this type of cooperation: debt forgiveness (1), that is, the total or partial cancellation of the debt, voluntarily by the creditor; rescheduling or refinancing (2), the negotiation for the extension of the debt, or the replacement for another contract with a longer payment period; assumption (3), when a third party buys the debt, negotiating with the debtor another type of benefit for the payment of the debt; and debt swap (4), debt forgiveness by the creditor in exchange for the debtor or recipient country to execute a development project (Red Argentina para la Cooperación Internacional, pp. 84-85). An example of debt forgiveness in Ecuador is the agreement of the Debt Swap Program between Ecuador and Spain signed in 2005 for an amount of 50 million dollars

**Non-Financial Cooperation - Technical Cooperation:** the transfer of knowledge, experiences, good practices, and technology for the strengthening of the capacities of individuals, public institutions, and non-governmental organizations. The objective of this new form of cooperation is to provide real solutions adapted to the needs of the receiving partners (Spanish Cooperation Agency for International Development, 2014).

The activities covered by this type of cooperation can be: analytical studies, research, consultancy, technology transfer, exchange of technicians, international volunteering, support for policy planning, training days, etc. The two main branches of technical cooperation are cultural cooperation, with the sole purpose of promoting culture; and educational cooperation, through exchange programs for students, international internships, scholarship programs, among others.

- According to the level of alignment between cooperative policies:

**Programmatic Help:** the principle of coordinated support for development plans or programs of the recipient country, with the aim of reducing poverty through sectoral, thematic, or specific organization type programs. Some of the benefits of this type of aid are the streamline the principles of the Aid Effectiveness Agenda, the follow-up of projects, unique budget programming, local empowerment towards the project, etc. (Spanish Cooperation Agency for International Development, 2014).

The most commonly used instruments are budget support and the sectoral approach. Budget support is a form of financial support from the donor country to the public budget of the recipient country. On the other hand, a sectoral approach is a process oriented towards the achievement of an objective of a specific sector, through the management of the funds by the recipient country through action plans and a single budget.

**Non-Aligned Point-to-Point Developmental Interventions:** This is done in response to a specific need identified by the international community, which is generally not recognized by the recipient country. It is important to clarify that this aid must be exceptional and be gradually replaced by programmatic development aid. The contexts in which such interventions are practiced are: in situations of conflict or violence that affect human rights, and the recipient country cannot guarantee these rights to individuals and society. An example of this type of intervention was the United Nations Mission in Sudan to eliminate violence in Darfur, in order to reach an agreement between the Government of Sudan and the

Sudan People's Liberation Movement (Spanish Cooperation Agency for International Development, 2014).

- According to the field of action:

**Humanitarian aid:** A set of actions provided as a matter of urgency to those affected by natural disasters and armed conflicts, in order to provide basic living conditions for a population through the free distribution of basic goods and services for survival. Humanitarian assistance is channeled through non-governmental organizations, specialized agencies of the United Nations, civil society associations, among others, and must meet essential minimum conditions such as: humanity, impartiality, neutrality per the instruments of International Humanitarian Law and Codes of Conduct of Humanitarian Organizations. The different resources transferred in these cases are donations, delivery of supplies, utensils, dispatch of relief equipment and professionals in different branches to provide direct assistance to the victims.

Among the instruments of Humanitarian Assistance are: emergency food aid and development food aid. The first, provided free of charge in post conflict or natural disaster territories, and the second through national or international food supply programs.

- According to the associated conditions:

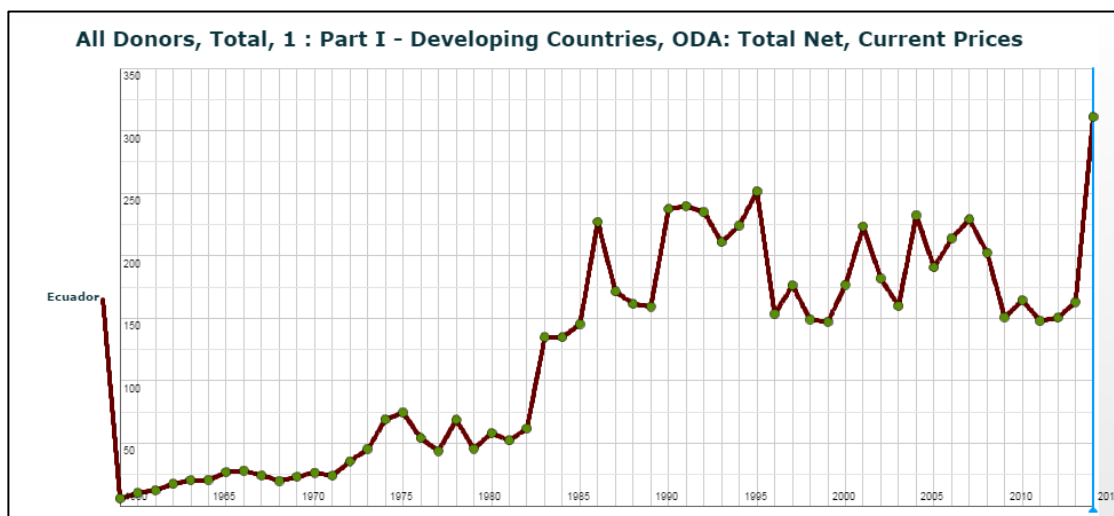
**Tied aid:** According to the Spanish Agency for International Development Cooperation (2014): “tied aid is the financial aid that is granted on condition that the recipient uses it to purchase goods and services from the donor or from a certain group of countries to which it belongs The donor” (Spanish Cooperation Agency for International Development, p. 14) A recent example is the loan made by the French government for the implementation of the “4 Rivers” Tram Project in the city of Cuenca, in which the contractor company had to be of French origin.

**Non-tied Aid:** This type of cooperation does not condition the recipient partner to the exclusive purchase or acquisition of goods or services from the donor country or group of countries to which the donor country belongs.

### 1.6. International Cooperation in Ecuador

The Republic of Ecuador signed the Charter of the United Nations on December 21, 1945. However, according to statistical data from the Technical Secretariat for International Cooperation (SETECI), the first records of international cooperation agreements were in the 1960s, when Ecuador initiated its first cooperation agreements and participated in the program Alliance for Progress (Secretaría Técnica de Cooperación Internacional, 2015). Through this alliance, Ecuador began its relationship with the outside world in matters of international cooperation, seeking the development of its country.

**Graphic N° 2: Total Official Development Assistance Ecuador 1960 - 2015**



**Source:** Organization for Economic Co-operation and Development

**Available at:** <http://stats.oecd.org/Index.aspx?ThemeTreeID=3&lang=en#>

**Created by:** Daniela Fernández Arias

As shown in the above chart, it is possible to determine different stages of International Cooperation in Ecuador. In the first stage between 1960 and 1990, the flows of Cooperation are quite low, but growing, although a declining inflection point can be noticed in the middle of the 1980s, because of the financial crisis in

Latin America and the decrease in the allocation of resources by donors. At this stage, IC was managed exclusively by the federal government. According to Espinoza (2009), one of the projects carried out with the help of Belgian Cooperation was the program against endemic goitre in Ecuador (1984-1999), resulting in the eradication of goitre in Ecuador, and later resulting in the replication of this initiative on an international level (Espinoza, 2009, p. 1).

In the second stage (1990-2007), we can see an increasing trend since the 1990s due to the incorporation of actors on both the international and national levels. In parallel, the Political Constitution of 1998 was born, and with it new guidelines for International Cooperation. At this stage of IC, the traditional sectors to which the funds came from, were the social and environmental sectors. In figure 2 we can see IC increased considerably, although it was fluctuating; this can be justified by the different cycles of implementation of programs and projects (Espinoza, 2009, p. 1).

In 2003, Executive Decree 3497 created the Regulations for Technical Cooperation and International Economic Assistance, which defined the scope of application, the modalities of IC, governing bodies, among other aspects (Decreto 3497, 2003).

According to the Decree, International Cooperation and Economic Assistance should be earmarked for the following purposes: the creation and operation of funds for the execution of development projects, research for the preparation of studies, the exchange of knowledge, training and human resources, equipment, and laboratories. Likewise, it states that the sources must be through bilateral cooperation, cooperation of international organisms (multilateral), cooperation of non-governmental organizations, and horizontal cooperation between developing countries (Decreto 3497, 2003).

In order to structure IC, two governing bodies were created: The Advisory Council for International Cooperation and the Ecuadorian Institute for International Cooperation (INECI), as part of the Ministry of Foreign Affairs. The International Cooperation Advisory Council was a collegiate body responsible for the design and formulation of national policies related to IC, the allocation of resources from International Cooperation, defining offers of cooperation that Ecuador can provide,

and official pronunciations of conventions and funds for international cooperation (Decreto 3497, 2003).

At the same time, the Ministry of Foreign Affairs represented Ecuador internationally, since it oversaw identifying possibilities for receiving funds, formalizing IC Conventions, agreements, programs and projects, negotiating conventions and agreements, international representation in cooperation funds and registration of non-governmental organizations that sign cooperation agreements with the Government of Ecuador, etc. (Decree 3497, 2003, Art. 178).

At a more operational level, INECI was responsible for the coordination, administration, and supervision of cooperation and economic assistance based on the policies and guidelines established by the International Cooperation Advisory Council. Its main competences were supervision in relation to IC plans, programs and projects, implementation of policies and strategies at the technical level, elaboration of a demand plan, training programs, and advice to IC related entities on the preparation of programs and projects, among other things (Decree 3497, 2003, Art. 179).

Decree 3497 gave the first guidelines for the institutionalization of International Cooperation in Ecuador; these bodies are the basis of the subsequent restructuring and promotion of international cooperation to an official government plan.

According to the activity report of the Ecuadorian Institute for International Cooperation, in 2005, the amount received for International Cooperation represents almost 34% of the National Government budget in the development sectors of environment, education, health, housing, social welfare, and work (Instituto Ecuatoriano de Cooperación Internacional, 2005).

In 2005, funds received from Refundable Financial Cooperation amounted to \$364.2 million. These disbursements were mainly made by the Andean Development Corporation, Spain, the World Bank (formerly the IBRD) and the Inter-American Development Bank. On the other hand, funds received for non-reimbursable financial cooperation amounted to \$230.55 million, through various means such as

bilateral cooperation, multilateral cooperation, non-governmental cooperation, the main donors being the United States, the European Commission, Japan, Germany, and Belgium (Instituto Ecuatoriano de Cooperación Internacional, 2005).

The main sectors of intervention of INECI were: local development, environment, and social welfare and health. The sector that received the largest disbursement was Local Development, mainly from the European Union. Also in 2005, two cooperation funds were created with Spain and Italy, because of financial cooperation for debt swap, allocating a total of approximately \$57 million to hydroenergy, education, and local development projects (Instituto Ecuatoriano de Cooperación Internacional, 2005).

It is important to mention that the 2005 INECI Activity Report shows that the main point to be improved is in the intervention areas; since, as can be seen in Table 5, IC interventions have not been in the provinces with the highest index of extreme poverty. Thus, the impact on the poverty map of Ecuador has been quite limited (Instituto Ecuatoriano de Cooperación Internacional, 2005).

**Table N° 5: Extreme Poverty vs. Cooperation by Province**

Province	% of extreme poverty	Province	Cooperation 2005
Manabí	47.40	Imbabura	\$57,012,220
Orellana	46.40	Esmeraldas	\$43,037,895
Morena Santiago	46.00	Carchi	\$43,024,559
Cotopaxi	45.50	Sucumbíos	\$32,231,367
Chimborazo	45.00	Pichincha	\$30,507,294
Bolivar	44.20	Orellana	\$28,949,394
Napo	42.80	Napo	\$25,129,847
Esmeraldas	42.40	Cotopaxi	\$23,657,562
Los Rios	42.20	Azuay	\$21,607,672
Loja	42.20	Loja	\$19,970,150



**Source:** Ecuadorian Institute for International Cooperation - 2005

**Available at:** <https://issuu.com/seteci/docs/informe-ineci-ecuador-2005>

**Created by:** INECI

In relation to international commitments, Ecuador, through Decree No. 294 published in July 2005, reiterated the fulfillment of the MDGs as state policy, for which the National Secretariat for the Millennium Development Goals (SOLEM) was created by the Presidency of the Republic. This institution oversaw the coordination of state institutions involved in the fulfillment of the goals and objectives of the millennium, defining agendas and articulating policies (Instituto Ecuatoriano de Cooperación Internacional, 2005).

In 2006, Ecuador received \$1.218 billion from reimbursable and non-reimbursable funds, 76% was received on external loans and 23.8% as non-reimbursable funds (Esteves, 2009). We can see that the majority of funds for this stage was from external loans, leaving the management of non-reimbursable cooperation as a secondary priority.

Finally, in the last stage (2007 onwards), the upward trend in the reception of International Cooperation funds continued. At the same time, a legal and institutional restructuring began that modified the actions of International Cooperation, since IC focused its interventions on the development objectives and guidelines contained in the National Development Plan (2007-2010). This model change was positive to donors, since it generated confidence in the planning and harmonization of IC in Ecuador, even including an increased priority of intervention to those sectors of the country that needed it most.

Because of the new structuring and the inclusion of new actors, it was necessary to institutionalization International Cooperation by establishing the roles and responsibilities of the different institutions and actors. Thus, in October 2007, through Executive Decree N° 699, the Ecuadorian International Cooperation System (SECI) and the Ecuadorian Agency for International Cooperation (AGECI) were created, as part of the National Secretariat for Planning and Development (SENPLADES) (Decreto N°699, 2007).

Article 1 of Decree No. 699 states that the objective of SECI is to contribute to the achievement of the country's development priorities, by strengthening the capacity to implement programs and projects with non-reimbursable external financing, subject to the national development guidelines. The SECI was composed of the institutions responsible for the rectory, coordination, financing, and execution of IC activities, involving the Ministry of Foreign Affairs, Ministries of Coordination, the National Secretariat for Planning and Development, the different sources of bilateral and multilateral cooperation, International Non-Governmental Organizations, Sectoral Institutions, decentralized governments and other actors that have external financing resources (Decreto N°699, 2007).

The International Cooperation Council (CODCI)<sup>19</sup> is responsible for approving and supervising the implementation of policies, strategies, plans, and instruments on international cooperation. Likewise, the CODCI oversees ensuring harmonization between reimbursable and non-reimbursable international cooperation (Decree N° 699, 2007, Art. 4).

Due to the transitory provision of Decree No. 699, the Ecuadorian Agency for International Cooperation replaced the INECI (Ecuadorian Institute for International Cooperation) in January 2008. The AGECI was a somewhat confusing public entity, with its own technical, administrative, and financial management, and it was attached to SENPLADES. The financing of the AGECI came from resources allocated in the General Budget of the State, as well as resources from donations or non-reimbursable funds of International Cooperation (Decree N°699, 2007).

The main functions of the AGECI were:

- Organize and articulate the operation of the Ecuadorian International Cooperation System.

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<sup>19</sup> The CODCI was made up of: a representative of the President of the Republic, the Minister of Foreign Affairs, Foreign Trade and Integration, Coordinating Minister of Production, Coordinating Minister of Social Development, Coordinating Minister of Natural and Cultural Heritage, Coordinating Minister Internal And External Security, National Secretary of Planning and Development, representative of the Association of Municipalities of Ecuador and representative of the Consortium of Provincial Councils of Ecuador. The Director of the Ecuadorian International Cooperation Agency is the Secretary of CODCI and does not have the right to vote.

- Support and assist, within their respect competencies and responsibilities, in the formulation, negotiation, access, implementation, monitoring and evaluation of programs and projects that have non-reimbursable external financing.
- Negotiate and sign international non-reimbursable cooperation agreements on behalf of the State.
- Identify sources of financing and opportunities for expansion of International Cooperation.
- Track the disbursement of committed resources, and the performance of recipient entities to achieve desired results.
- Coordinate the management of non-reimbursable technical cooperation that may be granted by Ecuador to friendly countries (Decree N°699, 2007, Art. 6).

Likewise, in the institutional field, the AGECI presented periodic reports to the CODCI on the operation of the SECI. In addition, it was in charge of proposing and evaluating any improvement to the SECI, as well as proposing an annual plan of demand of non-reimbursable IC that shows the entities involved in the management of international cooperation (Decree N°699, 2007).

Decree No. 699 institutionalizes and organizes the competence of International Cooperation per national priorities, with the aim that the IC is a complement to national strategies. With the creation of the SECI and the AGECI, improvements in planning and collaboration in Ecuador was sought.

The AGECI incorporated the concept of sovereignty in the management of IC, generating a new sovereign agenda of International Cooperation instituted under the Constitution of the Republic, the International System of Human Rights, the National Plan of Good Living and the Paris Declaration. The aim of this new proposal was to systematize the recording and analysis of the funds obtained through International Cooperation, for budget execution to be more transparent, and to facilitate the evaluation cycles thereof (Ecuadorian International Cooperation Agency, 2010).

In 2008, a new Constitution was born, and with it a National Development Plan (2009-2013), in which a new development model was proposed through the National Plan for Good Living,<sup>20</sup> defining the objectives or strategic areas of intervention at the national level. Likewise, there was a great process of decentralization promoted by the National Government, delegating to the management of International Cooperation to decentralized governments.

The change of the development model proposed by the National Government meant enhancing the endogenous development, changing the productive and energy matrix, as well as increased participation in the international system to achieve political, economic, and social equity. In this way, International Cooperation was a complement to the plans and initiatives of the government, for which it is necessary to establish the different mechanisms for the efficient use of the resources coming from IC (Ecuadorian International Cooperation Agency, 2010).

The resources coming from International Cooperation go to a specific account: the Single Account of the National Treasury, as part of the General Budget of the State. Art. 297 of the Constitution of the Republic of Ecuador states that this fund is a public resource, and any program must be managed according to the National Development Plan (Espinoza, 2009, p. 1).

Ecuador adhered to the Paris Declaration in October 2009, ratifying the implementation of the five principles established at this international event (appropriation, alignment, harmonization, mutual accountability and results-oriented management) in order to achieve effective management of international cooperation (Organisation for Economic Co-operation and Development, 2011).

Various actions were taken in compliance with the principles of the Paris Declaration. In April 2009, the working groups for the alignment and harmonization of international cooperation in Ecuador were inaugurated, specifically on the issue of international cooperation on priority issues to advance a joint intervention agenda. At

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<sup>20</sup> “*Sumak Kawsay*, Which we call Good Living, can be understood as life in fullness. It is the ancestral concept that speaks of a life in interior harmony; of harmony with other human beings and with all living beings. It is a term that designates happiness, the inner peace of one who lives well, the happiness of one who lives in balance with himself, with his community and with all beings of nature.” Taken from: <http://www.secretariabuenvivir.gob.ec/que-es-el-buen-vivir-2/>

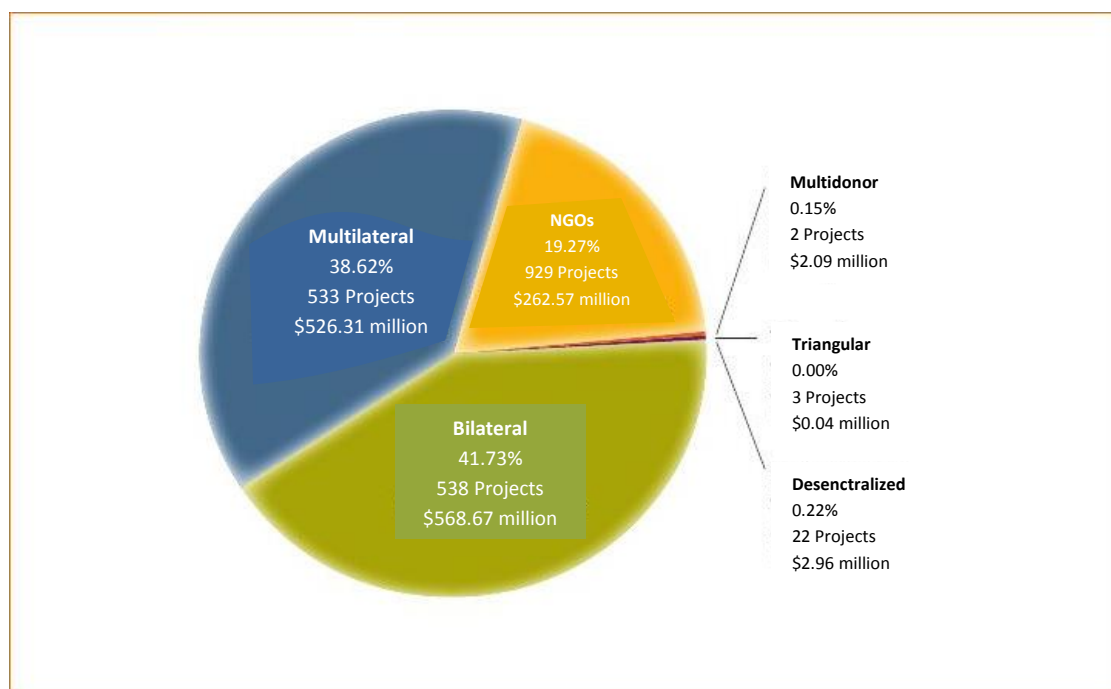
the same time, foreign non-governmental organizations were registered with the intention of improving coordination between the initiatives of national government organizations and programs to improve accountability, the results of NGOs, and the information provided to the AGECI on the activities of organizations (Ecuadorian International Cooperation Agency, 2010).

Between 2007 and 2009, the largest number of agreements with Non-Governmental Organizations had been signed. This cooperation represented about 31% of total cooperation, amounting to \$256 million from 129 NGOs. The United States organizations had the largest presence with 38 organizations, followed by 32 Italian, and 19 Spanish. The NGOs with the largest cooperation funds were: World Vision International, CARE International in Ecuador, and PLAN International, Inc (Ecuadorian International Cooperation Agency, 2010).

At the same time, with the strengthening of the SECI International Cooperation System, the AGECI sought better management of information on International Cooperation. Thus, a geo-referenced information system was created, allowing the visualization of the projects and contributions of International Cooperation according to the different regions of the country (Ecuadorian International Cooperation Agency, 2010).

Ecuador's main source of non-reimbursable cooperation is bilateral, which came from 30 countries that contributed 42% of the state's resources, with 538 projects underway. The second source of cooperation is multilateral, which represented 39% of total contributions, consisting of 533 projects. Finally, international NGOs represented 19.27%, with 929 executed projects (Ecuadorian International Cooperation Agency, 2010).

**Graphic N° 3: Distribution of the Origin of Non-reimbursable Cooperation in Ecuador by source 2007-2009.**



**Source:** Ecuadorian Agency for International Cooperation

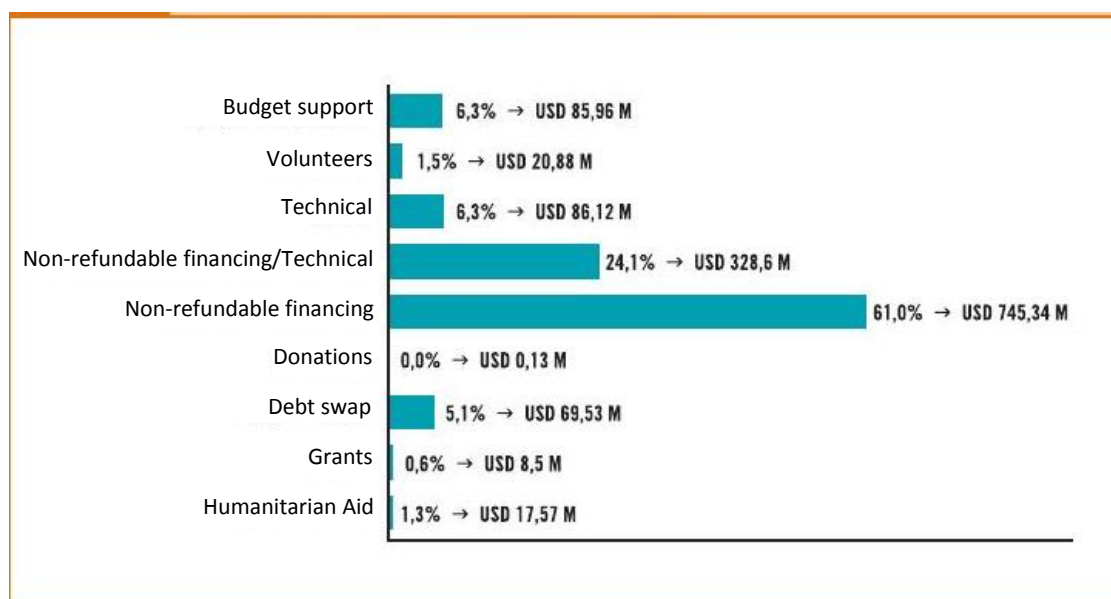
**Available at:** [https://issuu.com/seteci/docs/informe-de-coop-layout\\_2007\\_-1-pdf](https://issuu.com/seteci/docs/informe-de-coop-layout_2007_-1-pdf).

**Created by:** Ecuadorian Agency for International Cooperation

According to Graphic 4, we can see that the most used forms of cooperation are non-reimbursable financial cooperation, technical cooperation, budget support, and debt swap (Ecuadorian International Cooperation Agency, 2010).

In the period 2007-2009, the budget allocation for Non-Reimbursable Financial Cooperation represents more than 60% of total International Cooperation, followed by Non-Recoverable Financial Cooperation, for technical cooperation, that represents about 24% of the amounts received by International Cooperation (Ecuadorian International Cooperation Agency, 2010).

**Graphic N° 4: Distribution of Multi-Year, Non-Reimbursable Cooperation by Mode. Period 2007-2009 in millions of dollars.**



**Source:** Ecuadorian Agency for International Cooperation

**Available at:** [https://issuu.com/seteci/docs/informe-de-coop-layout\\_2007\\_-1-pdf](https://issuu.com/seteci/docs/informe-de-coop-layout_2007_-1-pdf)

**Created by:** Ecuadorian Agency for International Cooperation

In the same period (2007-2009), international cooperation focused on the social development sector with approximately 423 projects (20.9%), followed by the environmental sector with 370 projects (18.3%), and the health sector with 228 projects representing 11.20% of total intervention (Ecuadorian Agency for International Cooperation, 2010).

On December 28, 2009, the National Secretariat of Planning and Development, through official letter No. SENPLADES-SRDEGP-2009-352, issued a favorable report for the transfer of the Ecuadorian International Cooperation Agency to the institutional figure of Technical Secretariat (Decree N° 429, 2010).

On July 15, 2010, through Executive Decree No. 429, reforms were made to the Ecuadorian International Cooperation System. These include the Head Council on International Cooperation becoming the International Cooperation Committee (COCI); and the AGECI becoming the Technical Secretariat for International Cooperation (SETECI) (Decree N° 429, 2010).

Unlike the CODCI, the Head Council on International Cooperation excluded the following members: representative of the President of the Republic, the Coordinating Minister of Natural and Cultural Heritage, and the Coordinating Minister of Internal and External Security. On the other hand, it included the Minister of Finance or his representative, and a representative of the National Council of Rural Parochial Groups of Ecuador (Decree N° 429, 2010).

The SETECI was the public body responsible for the management, regulation, and collaboration of the management of International Cooperation in Ecuador. It was responsible for managing, coordinating bilateral cooperation and multilateral cooperation, as well as monitoring decentralized cooperation, and cooperation from Non-Governmental Organizations. The newborn SETECI is assigned the function of exchange of public debt, exclusively when it is destined for the purposes of International Cooperation (Technical Secretariat for International Cooperation , 2011).

The mission of SETECI (2010) is to “manage non-reimbursable international cooperation aligned with the policies and objectives of the National Plan for Good Living in accordance with principles of transparency and efficiency, under mutual accountability standards and evaluation of results” (Technical Secretariat for International Cooperation , 2011).

SETECI sought to ensure that the State’s relationship with international cooperation was based on the following elements: (1) appropriation and alignment, (2) harmonization, (3) territorial coordination and equity, (4) accountability and co-authority. The first refers to the accompaniment of the State with the agents of international cooperation at all stages of the project / program cycle, in order to prevent duplication of efforts and to align interventions according to national development plans. Harmonization seeks to maximize the action of cooperation, coordinating and harmonizing IC planning between public institutions and donors. In the third element, the State opted for the decentralization of IC’s responsibilities by providing support to the decentralized institutions in the formulation and management of interventions supported by IC. Finally, as a state policy, the SETECI



performs periodic evaluations of interventions to foster learning and continuous improvement (Technical Secretariat for International Cooperation , 2011).

In 2010, a total of \$333.14 million was received for the execution of 810 projects nationwide, with the main partners being the European Union, Spain, the United Nations, the United States, and Japan. Bilateral and multilateral cooperation are the most used modes in 2010, accounting for 35.8% and 33.2% respectively. However, by 2010, the sectors of intervention changed, specifically the sectors of productive development, education, and social development (Technical Secretariat for International Cooperation , 2011).

In July 2011, Executive Decree No. 812 was issued, in which the SETECI became part of the Ministry of Foreign Affairs, Trade and Integration. Likewise, amendments to Chapter VII on the Regulations were made concerning the Approval of Statutes, Reforms, and Codifications, Liquidation and Dissolution, Register of Partners and Directives of the Organizations provided for in the Civil Code; and the Special Laws concerning Non-Governmental Foreign Organizations, on the regulation, control, and supervision of Foreign NGOs were passed to the Technical Secretariat for International Cooperation (Decree N° 812, 2011).

With the official entry of new actors in International Cooperation, in the period 2011-2013, this third sector took center stage in IC, Non-Governmental Organizations represented 27.9% of the total resources. Table 6 shows the disbursements made where official sources<sup>21</sup> still represent about 69% of the total resources received, despite a large presence of cooperation with NGOs (Technical Secretariat for International Cooperation , 2015).

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<sup>21</sup> Official sources are bilateral and multilateral cooperation.

**Table N° 6: Distribution of non-reimbursable international cooperation in Ecuador by source in millions of current dollars, period 2011-2013.**

COOPERATION FUND	# OF PROJECTS	% OF PROJECTS	DISBURSEMENT 2011	DISBURSEMENT 2012	DISBURSEMENT 2013	MULTIYEAR 2011-2013	% PARTICIPATION
BILATERAL	794	31.6%	\$155.58	\$145.77	\$141.03	\$442.37	41.4%
FOREIGN	999	39.8%	\$101.91	\$102.08	\$94.27	\$298.26	27.9%
MULTILATERAL	573	22.8%	\$114.91	\$102.90	\$75.14	\$292.95	27.4%
DEVELOPMENT	127	5%	\$10.08	\$6.75	\$5.39	\$22.21	2.1%
MULTINATIONAL	13	0.5%	\$3.91	\$4.23	\$4.58	\$12.72	1.2%
PRIVATE	6	0.2%	\$0.06	\$0.07	\$0.11	\$0.24	0%
GENERAL	2,512	100%	\$386.44	\$361.79	\$320.52	\$1,068.76	100%

**Source:** Non-reimbursable International Cooperation Report 2011-2014

**Available at:** [https://issuu.com/seteci/docs/informe\\_de\\_cooperacion\\_internacional](https://issuu.com/seteci/docs/informe_de_cooperacion_internacional)

**Created by:** Technical Secretariat for International Cooperation

The United States, Spain, and the European Union, continue to be the main donors in the period 2011-2013, representing around 45% of the total of International Cooperation. However, it should be noted that the emergence of new aid workers such as South Korea and China surpass traditional donors such as Italy. South Korea ranks 6th, with about \$57.85 million, and China ranks 9th with an estimated \$38.94 million (Technical Secretariat for International Cooperation , 2015).

The macro sectors<sup>22</sup> of intervention of International Cooperation vary historically, usually being the sector of social development (social inclusion, migration, refuge, gender, promotion of rights, citizen participation, access to basic services, culture are usually the main areas). For the period 2011-2013, the strategic sectors (environment, energy, telecommunications) and the promotion of production (agriculture, fishing, productive support, entrepreneurship, microfinance, commerce, tourism, industry, transportation) received the most international cooperation (Technical Secretariat for International Cooperation , 2015).

In 2014, the process of creating a National Agenda for Non-reimbursable International Cooperation began with planning and defining policies, guidelines,

<sup>22</sup> “A macro sector is a set of sectors of intervention that have the same strategic purpose, and that generate global changes on a large scale.” Taken from: [https://issuu.com/seteci/docs/informe\\_de\\_cooperacion\\_internacional](https://issuu.com/seteci/docs/informe_de_cooperacion_internacional)

areas, principles, management criteria, and intervention of IC, in addition to the supply of International Cooperation provided by the country (Technical Secretariat for International Cooperation , 2015).

In 2014, Ecuador was positioned as an offeror of Technical Cooperation participating for the first time in triangulation processes,<sup>23</sup> in which Ecuador, with the help of Spanish cooperation, offered technical cooperation to countries such as Haiti, Cuba, the Dominican Republic, El Salvador, Honduras, and Nicaragua. The initiatives included: technical cooperation to the Republic of Chile and the Uruguayan Agency for International Cooperation, in matters of documentary management of information concerning International Cooperation; the Dominican Republic in areas such as strategic sectors, heritage and culture; the Republic of Haiti in sectors such as strengthening governance, combating extreme poverty, responding to natural disasters and protecting people with disabilities (Technical Secretariat for International Cooperation , 2015).

Also, the publication of the document “Evaluation Manual by results of the programs / projects of non-reimbursable international cooperation in Ecuador” established guidelines for the evaluation of the management of competition of International Cooperation. In 2014, 80 projects were evaluated in 10 different evaluation processes, either through the evaluation of results, intermediate evaluation, or evaluations by region (Technical Secretariat for International Cooperation , 2015).

In 2015, the guidelines of previous years on the policies of International Cooperation, the alignment with the National Plan for Good Living, and on the strengthening of the country’s cooperation with Latin American countries were followed, thus encouraging South-South Cooperation. Joint commissions were held with Colombia, Brazil, Costa Rica, and Chile on different issues. There were 37 initiatives offered by Ecuador in different sectors,<sup>24</sup> the main one on public administration and economic policy. On the contrary, Ecuador received technical cooperation for 38 projects in different sectors, with projects on production,

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<sup>23</sup> The triangulation process refers to the union with another donor to provide cooperation, under the Triangular Cooperation modality.

<sup>24</sup> The sectors offered technical cooperation were: social development, public administration and economic policy, production, employment and competitiveness, strategic sectors, security, and human knowledge and talent.

employment and competitiveness prevailing (Technical Secretariat for International Cooperation , 2016).

The main cooperators in 2015 were China, Korea, Japan, Germany, Spain, the Andean Development Corporation, and the United Nations Development Program, among others. In parallel, negotiations began with countries such as Malaysia, Turkey, Indonesia, Russia, India, Australia, and Israel, within the framework of the interests of the Ecuadorian government (Technical Secretariat for International Cooperation , 2016).

Similarly, the construction of the Annual Demand Plan was another key instrument of international cooperation. This was a great contribution to the planning and harmonization of initiatives, programs or projects of national institutions that can be considered for financing or support through International Cooperation. The Annual Demand Plan was created with the participation of 80 institutions, with around 103 participants collecting 206 national initiatives susceptible to International Cooperation (Technical Secretariat for International Cooperation , 2016).

In October 2016, the President of Ecuador, Economist Rafael Correa Delgado, issued Decree No. 1202, in which the Technical Secretariat for International Cooperation was abolished, and the rector, planning, regulation, control and management of the Ecuadorian International Cooperation System was given to the Ministry of Foreign Affairs and Human Mobility (Decree N° 1202, 2016).

Likewise, the National Secretariat of Planning and Development has the power to approve programs and projects of International Non-reimbursable Cooperation (Decree N° 1202, 2016).

Thus, in December 2016, the Ministry of Foreign Affairs and Human Mobility assumed the functions related to International Cooperation in Ecuador.

### **1.7. Legal Framework and National Policies of International Cooperation in Ecuador**

Among the main instruments and policies on International Cooperation we have the Constitution of the Republic of Ecuador, the National Plan for Good Living 2013-2017, the Organic Code of Territorial Organization, Autonomy and Decentralization (COOTAD), and the Organic Code of Planning and Finance.

In the Constitution of Ecuador of 2008, there are various articles that govern the guidelines of International Cooperation in the country. Among them are:

Articles 262, 263, 264 and 267 that refer to the exclusive competences of the different levels of decentralized self-government (regional, provincial, municipal, parochial). One of the responsibilities of the various levels is, “managing international cooperation for the fulfillment of its competencies” (National Assembly of Ecuador, 2008).

Regarding Ecuador’s development plan, article 276, section 5, states that the country’s objective is, “to guarantee national sovereignty, promote Latin American integration and promote a strategic insertion in the international context . . .” (National Assembly of Ecuador, 2008). This is the basis of the guidelines and policies that the dissolved SETECI, now the Ministry of Foreign Affairs and Human Mobility, promotes regarding international cooperation, emphasizing the strengthening of South-South Cooperation.

Finally, Article 280 states that the National Development Plan<sup>25</sup> is the instrument used to cover public policies, programs and projects, as well as the programming and execution of the State budget. In addition, the National Development Plan is the instrument used for the coordination of exclusive powers between the central State and decentralized autonomous governments (National Assembly of Ecuador, 2008).

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<sup>25</sup> At present, it is the National Plan for Good Living 2013-2017. Taken from: <http://www.buenvivir.gob.ec/web/guest>.

The 2013-2017 version of the National Plan for Good Living is currently in force. Within this instrument, we have objectives in different areas; Objective 12 is: “to guarantee sovereignty and peace, deepen strategic insertion into the world, and Latin American integration” (National Secretariat of Planning and Development, 2013).

The section corresponding to Objective 12 also speaks about different areas such as international relations, regional integration, international trade policy, strengthening of border relations, and international cooperation. Due to the heterogeneity of Latin America, there are other opportunities to strengthen new forms of cooperation, such as: South-South Cooperation and Triangular Cooperation as major integration strategies, promoting adaptability to the realities of the recipients, and national and regional sovereignty (National Secretariat of Planning and Development, 2013).

Number 7 of objective 12 above states that Ecuador seeks to **“consolidate the sovereign and strategic management of international cooperation, in line with the transformation of the productive matrix and the strengthening of South-South Cooperation”** (National Secretariat of Planning and Development, 2013).

Ecuador began the transformation process of its productive matrix<sup>26</sup> of national planning and state coordination, which is why it is essential that all the resources received be destined to fulfill the objectives of the National Plan for Good Living. The priority areas for intervention are: human talent, technical assistance, and technology transfer (National Secretariat of Planning and Development, 2013).

On the other hand, Ecuador seeks to promote horizontal cooperation as an opportunity to increase South-South relations and diversify international relations. The inclusion of Ecuador as an International Cooperation provider is an aspect of inclusion on the agenda, with the Latin American environment being the priority. Ecuador also needs to institutionalize cooperation through policies and instruments that improve the effectiveness of the management thereof (National Secretariat of Planning and Development, 2013).

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<sup>26</sup> “The transformation of the productive matrix implies the transition from a primary pattern of exporting and extractivist specialization to one that favors diversified production, eco-efficient, and with greater added value, as well as services based on the knowledge economy and biodiversity” Taken from: [http://www.planificacion.gob.ec/wp-content/uploads/downloads/2013/01/matriz\\_productiva\\_WEBtodo.pdf](http://www.planificacion.gob.ec/wp-content/uploads/downloads/2013/01/matriz_productiva_WEBtodo.pdf)

The goals of the National Plan of Good Living, in relation to International Cooperation, are:

- a. To promote the sovereign management of non-reimbursable bilateral and multilateral international cooperation, channeling it as a complementary mechanism to the action of the State, with emphasis on issues of human talent strengthening, technical assistance, and technology transfer.
- b. Strengthen South-South cooperation as an instrument of regional and binational integration.
- c. Strengthen the offer of Ecuadorian technical cooperation to other countries, with an emphasis on the countries of the region.
- d. To promote an articulated and coordinated management of international cooperation, between the different functions and levels of government of the State.
- e. Promote bilateral agreements for economic, technical, and productive cooperation with new emerging economies; in accordance with the requirements of the transformation of the productive matrix of the country, and without detriment to the insertion strategy related to the region (National Secretariat of Planning and Development, 2013).

On the other hand, the Organic Code of Territorial Organization, Autonomy and Decentralization (COOTAD) has been in force since October 19, 2010,<sup>27</sup> it regulates the decentralization process promoted by the national government, which has been progressive, as well as promoting a new legal system for the various levels of government (National Council of Rural Parochial Governments of Ecuador, 2010).

Articles 32, 42, 55 and 65 deal with the exclusive competences of regional, provincial, municipal, and parochial decentralized autonomous governments, respectively; which all have the management of international cooperation as one of their responsibilities (National Council of Rural Parochial Governments of Ecuador, 2010).

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<sup>27</sup> The COOTAD was last modified on June 11, 2015.

Article 131 of the COOTAD states that decentralized autonomous governments may manage the procurement of resources from international cooperation under the framework of national objectives and national development plans. Likewise, it refers to the registration of information in a common national system (National Council of Rural Parochial Governments of Ecuador, 2010).

According to paragraph 2 of the Organic Code of Planning and Finance, which deals with the planning of International Cooperation, reference is made to the concepts of International Cooperation, the guiding principles of International Cooperation mentioned above. It states that International Cooperation must be adapted to the National Development Plan and to the Foreign Policy of the country (Organic Code of Planning and Finance, 2010).

The Organic Code of Planning and Finance specifies that the management of non-reimbursable international cooperation by the Decentralized Autonomous Governments should be guided by national policies, development plans, and land use planning (Organic Code of Planning and Finance, 2010, Art. 69).

The National Secretariat for Planning and Development is responsible for approving non-reimbursable international cooperation programs and projects, in accordance with the procedures established by law. The programs and projects implemented by universities, polytechnic schools, and decentralized autonomous governments, must be approved by the highest authorities of each entity under the framework of the national guidelines of International Cooperation (Organic Code of Planning and Finance, 2010, Art. 69).

In relation to the registration of information on actions, programs, and projects carried out by the public sector, they must be registered with the competent technical agency, i.e. the Ministry of Foreign Affairs and Human Mobility, which is responsible for monitoring and evaluating non-reimbursable cooperation, as well as the implementation and maintenance of the registration computer system. Information on International Non-Financial Cooperation must be sent to the international cooperator at least every six months (Organic Code of Planning and Finance, 2010).



## **1.8. Process of the Transfer of Authority of International Cooperation to the Decentralized Autonomous Governments**

In March 2011, according to its annual Work Plan, the National Competence Council<sup>28</sup> began the process of transferring the authority of International Cooperation Management to Regional, Provincial, Municipal, and Parochial Decentralized Autonomous Governments.

The National Competence Council, through resolution No. 0006-CNC-2011, initiated the period of prior review for the transfer of authority of International Cooperation. A report on the Status of Implementation and Compliance of International Cooperation Management Competency was requested from SETECI (Resolution N°00006-CNC-2011, 2011).

On the other hand, the associations of Decentralized Governments were expected to present an Operational Capacity Report to manage international cooperation within 60 days of the publication of the resolution (Resolution N°00006-CNC-2011, 2011). The representative association of the Decentralized Autonomous Rural Parochial Governments is the National Council of Rural Parochial Governments CONAGOPARE (formerly CONAJUPARE).

### **1.8.1. Diagnosis of International Cooperation in Parish Autonomous Governments - Operational Capacity Report**

After several technical meetings between the representatives of CONAGOPARE and SENPLADES, on July 29, 2011, the Operational Capacity Report of Rural Parish Governments was presented on behalf of the 802 Parish Governments of the country, where it is stated that parish governments can assume authority of IC, but under the realization of an institutional strengthening process (National Council of Rural Parochial Governments of Ecuador , 2011).

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<sup>28</sup> The National Competence Council is a technical body with administrative, budgetary, and financial autonomy, with its own assets, which governs the national system of competences. Taken from: Organic Code of Territorial Organization, Autonomy and Decentralization.

Within the report, there are three levels of management within CONAGOPARE: the National Office, the provincial associations representing Autonomous Parochial Governments, and individual Parish Governments.

**Regarding the National Office**, since its inception, it has been responsible for the management of International Cooperation, which had the support of the project department, legal direction, administrative management, financial management and institutional advisory of the Council. Similarly, the report emphasizes that the existence of CONAGOPARE is due, among other factors, to the support of International Cooperation,<sup>29</sup> being managed prior to its delegation of competition by the Constitution of 2008 (National Council of Rural Parochial Governments of Ecuador , 2011).

Another important function of the national office of CONAGOPARE is to support parish governments in the development of different projects; in addition to training on the management of international cooperation, which has received the support of the National Institute of Higher Studies (IAEN). Finally, the national office represents the Autonomous Parochial Governments in coordination meetings of the former Technical Secretariat for International Cooperation (National Council of Rural Parochial Governments of Ecuador , 2011).

According to the report, it can be concluded that the national office of CONAGOPARE has an installed capacity in the management of International Cooperation in the area of project formulation and management, as well as technical assistance to Parish Governments and provincial associations (National Council of Rural Parochial Governments of Ecuador , 2011).

At present, there are 24 provincial associations representing parish governments in the different provinces, including the Galapagos.

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<sup>29</sup> Cooperation with the United Nations, German Cooperation GTZ, NGOs such as CARE, Esquel, and cooperation from universities such as the Universidad Andina Simón Bolívar and La Sorbonne, Paris. Taken from:  
[http://web2.congope.gob.ec/portal\\_cooperacion/portal/sites/default/files/CONAGOPARE\\_informe%20CNC.pdf](http://web2.congope.gob.ec/portal_cooperacion/portal/sites/default/files/CONAGOPARE_informe%20CNC.pdf)

**In relation to the Provincial Associations of Parish Governments,** it is stated that they have managed International Cooperation since its inception and have signed IC agreements directly. Among the interventions carried out, the Program for the Decentralization of Natural Resources (PRODERENA) by CONAGOPARE Carchi is particularly important. With the help of the European Union, a Training Project for parish leaders, made with funds from the German Konrad Adenaur Foundation, was created (National Council of Rural Parochial Governments of Ecuador , 2011).

The associations are formed mostly by technicians trained in project management, and there are associations that have counted on international volunteers coming from International Cooperation such as CONAGOPARE Tungurahua, who had interns accredited by the IAEN, from Paris-Sorbonne University, which developed an international management model for the province of Tungurahua (National Council of Rural Parochial Governments of Ecuador , 2011).

Likewise, the report discusses the above-mentioned training processes carried out by SETECI (2011) on the relationship between cooperation and local development, as well as introductory themes on the management of International Cooperation. At the same time, the Association of Ecuadorian Municipalities gave access to the Information System of Offers of Cooperation (SIOC)<sup>30</sup> to provincial associations (National Council of Rural Parochial Governments of Ecuador , 2011).

The conclusions of the report on the management capacity of International Cooperation by the Provincial Associations of CONAGOPARE refer to a heterogeneity between them, which has caused some to advance in the management of this competition, but there are also associations that do not have the technical and operative capacity to manage it. In the future, a complementary process of training by the central government, is expected, and a diagnosis is proposed to determine the areas to be strengthened (National Council of Rural Parochial Governments of Ecuador , 2011).

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<sup>30</sup> El SIOC es un sistema informático que registra las diferentes convocatorias y ofertas sobre cooperación internacional, además de información y documentos de capacitación sobre la gestión de la CI.

**In relation to Rural Parish Autonomous Parochial Governments,** there are different realities and capacities, which are conditioned by the amount of resources received. Thus, the report states that the lowest income a Rural Parish Autonomous Parochial Government has is approximately \$75,000 and the highest income received is approximately \$475,000, which depends on the population therein. There are additional allocations for different concepts, such as the exploitation of non-renewable resources in the Amazon, solidarity tax, participatory budgets, payment for environmental services,<sup>31</sup> among others (National Council of Rural Parochial Governments of Ecuador , 2011).

According to the report, the situation for 2011 regarding the management of International Cooperation in Autonomous Parochial Governments is unknown, since neither CONAGOPARE nor the central government monitored the initiatives coming from International Cooperation. Similarly, among the competencies that the Autonomous Parochial Governments have assumed, the least executed has been that of International Cooperation, with the Autonomous Parochial Governments having greater contact with Non-Governmental Organizations as providers of Cooperation (National Council of Rural Parochial Governments of Ecuador , 2011).

In July 2010, CONAGOPARE conducted a survey with the participation of 110 Rural Parish Autonomous Parochial Governments regarding International Cooperation; the following were the results of said survey:

- 85% of the Autonomous Parochial Governments surveyed do not have a specific structure for the Management of International Cooperation.
- 75% of the Autonomous Parochial Governments surveyed do indeed have demands for International Cooperation in their territories.
- Among the main areas of impact in the management of projects at the parish level are roads and communication, agricultural and productive projects, drinking water, improvement of public goods, among others.

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<sup>31</sup> The Parroquial Government of Santa Ana in Cuenca has an estimated annual budget of one million dollars, mainly for the payment of environmental services for the location of a sanitary landfill within its jurisdiction. Taken from: [http://web2.congope.gob.ec/portal\\_cooperacion/portal/sites/default/files/CONAGOPARE\\_informe%20CNC.pdf](http://web2.congope.gob.ec/portal_cooperacion/portal/sites/default/files/CONAGOPARE_informe%20CNC.pdf)

- The main sources of consultation on International Cooperation opportunities are: SETECI and AME (25%), other databases (20%), participation in a dialogue panel on IC (20%), among others.
- The Autonomous Parochial Governments have the following capacities: IC management planning (20%), project formulation (50%), IC project execution (25%), and monitoring and evaluation (35%) (National Council of Rural Parochial Governments of Ecuador , 2011).

The report concludes that the situation of the Autonomous Parochial Governments is very diverse; and, due to the limited amount of economic resources, they perceive that is more difficult for Autonomous Parochial Governments to hire professionals for the management of International Cooperation. There is a great need for institutional strengthening in order to better manage this issue (National Council of Rural Parochial Governments of Ecuador , 2011).

### **1.8.2 Transfer of Authority, Resolution, and Foundations**

With the presentation of the aforementioned reports, on September 29, 2011, through Resolution No. 0009-CNC-2011, the National Competency Council resolved the transfer of the Management of International Cooperation to the Decentralized Autonomous Governments (Resolución No. 0009-CNC-2011, 2011).

The funds from International Cooperation do not cover fiscal expenses, which are why it was decided that funds should not be managed by the Decentralized Autonomous Governments; rather, funds are directly transferred for individual purposes.

Resolution No. 0009-CNC-2011 outlines the basic guidelines for the transfer of authority of International Cooperation. The scope of application is in the National Development Plan, specifically in relation to the exclusive competences of each level of decentralized government, to its territorial district, as well as the territorial development plan (Resolution No. 0009-CNC-2011, 2011).

There is a need to create spaces for participation between different levels of government, international cooperation, and representatives of civil society in order to articulate the lines of intervention with local territorial planning, the exercise of authority, and the prioritization of the needs of each territory (Resolution No. 0009-CNC-2011, 2011).

According to Resolution No. 0009-CNC-2011, the exercise of international cooperation management authority will be governed by the following criteria:

- 1. Complementarity and Stewardship.** - IC should complement National Development efforts, such as strengthening institutional capacities and human talent, transfer of technologies and knowledge (Resolution No. 0009-CNC-2011, 2011).
- 2. Territorial Specification.** - Territorial specification mechanisms should be established to avoid duplication of efforts and optimize International Cooperation (Resolution No. 0009-CNC-2011, 2011).
- 3. Transparency, Effectiveness and Impact.** - IC must ensure transparency in its interventions, as well as its effective contribution to the fulfillment of national development objectives (Resolution No. 0009-CNC-2011, 2011).
- 4. Self-sufficiency and Non-Conditionality.** - IC should promote economic, social, environmental self-sufficiency, and the generation of individual capacities within Decentralized Autonomous Governments (Resolution No. 0009-CNC-2011, 2011).
- 5. Specialization and Harmonization.** - IC should reduce fragmentation and dispersion by identifying comparative advantages among different cooperators, intervention modalities, among other aspects (Resolution No. 0009-CNC-2011, 2011).
- 6. Decentralized Management.** - IC should be based on the reduction of imbalances in the allocation of resources, as well as the strengthening of

Decentralized Autonomous Governments (Resolution No. 0009-CNC-2011, 2011).

### **1.8.3. Implications and collaboration of the authority of International Cooperation.**

In order to adequately articulate the authorities of the different levels of government, Resolution No. 0009 defines the responsibilities and roles of the different actors, in both the central government and the national government. Considering the implications of the concurrence of authority in the central government and decentralized autonomous governments.

In the second chapter of Resolution No. 0009, section one deals with the role of Central Government in the decentralized management of International Cooperation. The National Government is responsible for the direction of the Ecuadorian International Cooperation System, in addition to planning, regulation, control and management at the national level (Resolution No. 0009-CNC-2011, 2011).

The Central Government oversees defining plans, strategies, and national agendas on International Cooperation, which should be handled complementarily with the decentralized autonomous governments. Likewise, the Central Government is responsible for establishing national rules on international cooperation regarding the registration of agreements, programs, actors, monitoring and evaluation, and on the minimum information that must be contained in agreements and projects on current regulations regarding international cooperation (Resolution No. 0009-CNC-2011, 2011).

Control mechanisms are established to monitor compliance with the regulations, and compliance with the collaboration of International Cooperation such as: conducting periodic evaluations of IC initiatives at the local and national levels, reviews on the delivery of information for consolidation of information systems, the design of mechanisms of accountability, transparency, and access to information (Resolution No. 0009-CNC-2011, 2011).

Among the management activities that correspond to the National Government are the administration of the national information system, the provision of information to the decentralized autonomous governments on instruments, actors lines and opportunities for cooperation, the systematization of the demands and territorial offers of International Cooperation carried out by the decentralized autonomous governments, and the coordination of spaces of collaboration between the different levels of government and the actors of International Cooperation (Resolution No. 0009-CNC-2011, 2011).

The second section of Chapter 2 of Resolution No. 0009 discusses the role of the decentralized autonomous governments in the management of International Cooperation, which oversees the local leadership, planning and regulation of International Cooperation within their jurisdiction. Decentralized autonomous governments can issue local policies and guidelines on International Cooperation, which should be in harmony with national policies and guidelines. Based on this, the decentralized autonomous governments can establish local plans, strategies and agendas for the local planning of IC (Resolution No. 0009-CNC-2011, 2011).

In terms of control and regulation, decentralized autonomous governments may issue local regulations for the management of International Cooperation, and establish control mechanisms for accountability, transparency, and access to information, as well as the monitoring and evaluation of initiatives funded by IC resources (Resolution No. 0009-CNC-2011, 2011).

In the management of International Cooperation, the decentralized autonomous governments may:

1. Identify actors, resources and the offer of International Cooperation, in the scope of their authority.
2. Identify actors, resources and the demand of International Cooperation, in the scope of their authority.
3. Programming of the management of non-reimbursable international cooperation.



4. Negotiate and sign agreements for the execution of projects and programs deriving from international agreements between the State and the official cooperator.
5. Negotiate and sign agreements for the implementation of decentralized cooperation with decentralized and non-governmental donors that have been generated by direct management, in accordance with their authority and local and national development plans.
6. Promote decentralized cooperation.
7. Promote and manage the internationalization of the territory.
8. Formulate, design, and execute non-reimbursable international cooperation programs and projects.
9. Periodically inform the national technical entity (Ministry of External Relations and Human Mobility, ex-SETECI) on the follow-up, status, and results of the international cooperation initiatives carried out in the territory.
10. Establish, promote, and participate in collaboration with the different levels of government for the alignment of IC, in addition to identifying priority areas for intervention, and territorial needs for the management of International Cooperation.
11. Promote and be part of spaces for participation between different levels of government, international cooperators, civil society and other actors of IC, to articulate lines of action of International Cooperation with territorial planning (Resolution No. 0009-CNC-2011, 2011).

Finally, chapter 3 deals with action plans for institutional strengthening, thus, an institutional strengthening plan should be formulated on topics such as technical assistance, as well as lifelong learning in order to generate conditions for the management of the institution's authority. This is done through strengthening agreements between the different institutions and associations related to International Cooperation. In addition, the National Government should provide technical assistance to the decentralized autonomous governments on issues such as negotiation, access to information, as well as the formulation and management of projects and programs that manage resources regarding IC (Resolution No. 0009-CNC-2011, 2011).

The process of the formal transfer of authority has been a great advantage for the decentralized autonomous governments, for them to be able to better manage International Cooperation. However, there is a great diversity of realities at the national level, with the Decentralized Autonomous Parochial Governments being the most disadvantaged with respect to said authority. Despite the plans by the National Government to strengthen institutional processes, there is still much to be improved.

## **CHAPTER II**

### **Decentralized International Cooperation**

#### **2.1. Sustainable Local Development**

In order to understand how Decentralized Cooperation is the management of International Cooperation by decentralized entities or governments, it is important to note the local developments that have promoted this type of cooperation. Per Ponce Adame (2005), “local development is a response to all the problems and contradictions that, from the top-down, have had no solution” (Ponce Adame, 2005).

According to Vázquez Baquero, local development can be defined as, “a process of growth and structural change as a consequence of the transfer of traditional and modern resources and activities, which generates an increase in the welfare of the population of a city or a region” (Vázquez Baquero, 2000).

This management model gives prominence to the local territory, since a great number of subjects and authorities have been passed to the sub-governments or sectional governments, giving them a broader level of management. In addition, the territorial approach enables sub-governments to deal more directly with the situations relevant to its jurisdiction, considering their resources, capacities, potentialities, and the specificities of their territorial circumscription (Ponce Adame, 2005).

Local development leads to the construction of endogenous development processes in the face of local dynamics, through the coordinated action of different public institutions (at different levels), in order to trigger sustainable economic, human, environmental, and social processes, recognizing the opportunities and disadvantages of the local territory (Ponce Adame, 2005).

The main managers in this process are the local administrations, be these municipalities, parishes, provincial governments, city councils, deputations; this is the area where “local” becomes a controllable and manageable reality (Cooperation and Investment Agency of Medellín and the Metropolitan Area, 2007).

Local development, which is more than simply focusing on human development in the territory, emphasizes the improvement of local issues by strengthening the institutional framework of local governments. A close relationship between local development and the management capacity of local authorities is advocated to obtain favorable living conditions for the population (Extremefio Local Cooperation Fund, 2005).

One of the objectives of local development is to obtain a positive impact on improving the capacity of management of public administration, giving local institutions instruments and support, so that they can respond to the population by including autonomy and leadership in its management (Extremefio Local Cooperation Fund, 2005).

Because of the United Nations Conference on Environment and Development in 1992, the concept of sustainable local development was incorporated. Sustainable local development aims to promote development towards the environmental improvement of the territory, with local authorities being the main authors in this change. These should direct the processes of planning and management of the territory, to guarantee to present and future generations the equality of opportunities and resources in harmony with the natural laws of the environment (Morales Perez, 2006).

According to Cotorruelo (2006), sustainable local development is managing multiple objectives such as resource allocation efficiency, equity in income distribution, and the balance of the environment for the promotion of a sustainable production system (Cotorruelo Menta, 2006).

In this way, the territory ceases to be a spatial factor and becomes a factor of development, promoting a more participatory and communitarian cooperation of local actors in the management and planning of environmental protection, economic prosperity, and social welfare, leading to its own development (Morales Perez, 2006).

Decentralization processes have led local governments to assume new responsibilities in their management and, consequently, to look for alternatives and innovative tools. In this way, international cooperation has become a way to respond to the social and economic demands of the inhabitants of the territory (Ponce Adame, 2005).

The new forms of Cooperation, such as decentralized and South-South Cooperation, have been the answer to the classic North-South schemes of International Cooperation, addressing the new needs of the territories with respect to their heterogeneity. The objectives of local cooperation are to demonstrate that municipalities, or sectional governments, can be instruments of development, creating new models according to their reality, to appropriate various sustainable processes (Ponce Adame, 2005).

Finally, donors, through their cooperation agencies, have responded to this change of pattern and have opted for interventions that result in local-level development, in an attempt to combat the negative effects of globalization on local territories (Ponce Adame, 2005).

## **2.2. Decentralized International Cooperation**

The Decentralized International Cooperation consists of IC that is managed by sub-state administrations, like: autonomous governments, councils, municipalities, autonomous communities, municipalities, among others (Observatory for Decentralized Cooperation, s.f.).

According to María Del Huerto: “Local decentralized cooperation is the set of initiatives of official development cooperation that, under the leadership of local authorities, seeks to stimulate the capacities of territorial-based actors and foster more participatory development” (Extremeno Local Cooperation Fund, 2005). In this way, Decentralized Cooperation seeks sustainable local development, prioritizing human development and the application of new forms of direct and participatory local democracy.

In a broader sense, Decentralized Cooperation can also be considered as the incorporation of new actors from civil society, especially the so-called Southern Countries, in which the main characteristic is the decentralization of cooperation activities, such as a change of pattern in the international system (Observatory for Decentralized Cooperation,s.f.).

Decentralized Public Cooperation refers specifically to initiatives of official development cooperation that are managed by local authorities. It should be mentioned that this type of cooperation is not a substitute but a complement to the cooperation managed by the central states (Observatory for Decentralized Cooperation, s.f.).

Among the main areas of decentralized cooperation, there different sectors such as: infrastructure, basic social services, humanitarian aid, strengthening of local structures, expansion and generation of spaces for citizen participation, reinforcement of local initiatives, cultural exchanges, among others (Observatory for Decentralized Cooperation, s.f.).

Some of the benefits of Decentralized Cooperation are:

- Better adaptation of initiatives to local needs (Observatory for Decentralized Cooperation, s.f.).
- Interventions based on participatory processes among the local strategic actors of the initiatives (Observatory for Decentralized Cooperation, s.f.).
- High levels of local ownership of the initiatives and their results, because of a proximity to the population of the territory (Observatory for Decentralized Cooperation, s.f.).
- Fostering the capacities of local actors on a territorial basis (Observatory for Decentralized Cooperation, s.f.).
- Promotion of local administration by generating a platform for democratic interaction, participation and the search for new partners between different agents (Cooperation and Investment Agency of Medellín and the Metropolitan Area, 2007).

Finally, among the limitations and obstacles that can be presented to the management of Decentralized Cooperation, it should be mentioned that the resources and management capacities of sub-state entities are limited due to their institutional structure, financial resources, and human resources, among others. Likewise, each state sub-entity is different in its authority, in that projects cannot be extended to different scenarios; work pace and limited technical capabilities are also factors that limit the impact of this type of Cooperation (Observatory for Decentralized Cooperation, s.f.).

### **2.3. Modes of Decentralized International Cooperation.**

The modes used in Decentralized International Cooperation are: partnerships, allocation of resources for International Cooperation, exchange of experiences of Cooperation, Civil Society Organizations, cooperation networks, etc.

#### **2.3.1. Partnerships**

Partnerships are actions of a political nature that correspond to principles of reciprocity and exchange between equals, with the aim of encouraging contact between cities in different areas (Observatory for Decentralized Cooperation, s.f.).

A partnership, within the context of Decentralized International Cooperation, can be defined as “the meeting of two municipalities that decide to make public their union, to contrast their problems and to develop closer ties of friendship” (Europe for Citizens, 2008).

Ecuadorian legislation, through the Organic Code of Territorial Ordering, Autonomy, and Decentralization, says that “decentralized autonomous governments will promote partnership with decentralized governments of other countries of the world, within the framework of International Cooperation” (Organic Code of Territorial Ordering, Autonomy, and Decentralization, 2010, article 293). In this way, the partnership modality is legitimized as a tool for the internationalization of the country’s decentralized governments.

The main benefit of this practice is the creation of long-term, direct links between cities that have similarities in development, which has resulted in joint actions for the benefit of society (Europe for Citizens, 2008).

An example of this type of decentralized cooperation is in 2011; when the Decentralized Municipal Government of Cuenca signed a Framework Agreement for International Cooperation with the city of Medellín - Colombia, in order to strengthen the ties of friendship, strengthen Cooperation, and exchange information and good practices between the two cities. This agreement was based on specific agreements in areas such as mobility and transportation, security, public business management, internationalization and city marketing, among others. One of the activities resulting from this partnership was the realization of a program of exchange of local knowledge and experiences in mobility in relation to the Ayacucho Tram Project, Medellín Metro, in which technicians from Cuenca went to Medellín to receive training (Decentralized Autonomous Municipal Government of Cuenca, sf).

### **2.3.2. Via Non-Governmental Organizations**

In this modality, local or decentralized governments submit proposals or projects to Non-Governmental Organizations, most of which are financed through international funds in order to receive some benefit, such as economic or technical support (Cooperation and Investment Agency of Medellín and the Metropolitan Area, 2007).

According to the Medellín Cooperation and Investment Agency and the Metropolitan Area, there are four types of non-governmental organizations: independent foundations, company-sponsored foundations, operational foundations, and community foundations (Cooperation and Investment Agency of Medellín and the Metropolitan Area, 2007).



**Table N° 7: Types of Non-Governmental Organizations**

<b>Type</b>	<b>Description</b>	<b>Example</b>
Independent Foundations	These foundations are created by a person or family in a way in which these resources are allocated for the management of development initiatives.	<i>Fundación Guasipichanga</i>
Company Sponsored Foundations	They are also called corporate foundations, since they are created and financed by private companies	Bill & Melinda Gates Foundation
Operational Foundations	These organizations are conformed with a generally social objective and carry out research programs, or social welfare and charity; their funds are obtained under self-management.	Green Peace
Community Foundations	These organizations are operated by a specific community or region working on initiatives for their own benefit; The funds of these organizations are obtained by self-management or public financing	<i>Fundación Comunitaria de Puerto Rico</i>

**Source:** Cooperation and Investment Agency of Medellín and the Metropolitan Area  
**Available at:**

[http://www.acimedellin.org/Portals/0/Images/pdf\\_publicaciones/manual\\_de\\_cooperacion\\_2007.pdf](http://www.acimedellin.org/Portals/0/Images/pdf_publicaciones/manual_de_cooperacion_2007.pdf)

**Created by:** Daniela Fernández Arias

### **2.3.3. Convocations**

The different cooperators or actors in international cooperation are constantly making open calls for international cooperation in different issues, autonomous or decentralized governments can participate in these with their projects and programs of local focus (Cooperation and Investment Agency of Medellín and the Metropolitan Area, 2007).

The themes of the convocations are different, as they can be for non-refundable funds, for participation in international events, research projects, among others. This tool represents an opportunity for governments that do not have a definite plan on International Cooperation. In order for governments to obtain IC, they can participate in convocations for specific and short-term interventions (Cooperation and Investment Agency of Medellín and the Metropolitan Area, 2007).

One example among donors is the International Cooperation Agency of the Israeli Ministry of Foreign Affairs, MASHAV, which regularly holds open calls for temporary training in Israel on issues such as leadership, education, agriculture, etc. (Israel International Cooperation Agency., s.f.).

#### **2.3.4. Agreements**

The generation of agreements of direct management of IC has been an effective tool to create a vision on the time and scope of a managed action under the International Cooperation. The scope of the agreements will depend on the situation, or the capacities, of the decentralized entities; this can be either a limitation or an opportunity (Extremeño Local Cooperation Fund, 2005).

An example at the national level was a financial cooperation agreement between the Japan Cooperation Agency and some Decentralized Municipal and Parochial Autonomous Governments of the province of Morona Santiago. Financing and execution began in 2009 and consisted in the provision of non-reimbursable funds for the Construction of bridges in different areas of the province, such as:

- *Maikiuam Bridge*, With the Municipal government of Huamboya managing an investment of approximately \$26,600 US.
- *Sangay Bridge*, with the Municipal Parochial government of Sangay, with an approximate investment of \$70,650 US.
- Bridges in *16 de Agosto*, working with the Municipal Parochial government of *16 de Agosto*, managing funds of \$63,000 US.

### **2.3.5. Decentralized International Cooperation Networks**

Decentralized Cooperation networks have been created, in which different activities are carried out, such as projects, forums, or meetings to discuss and act on specific issues. The main objective of these networks is to generate alliances to promote local development through IC. Some of the main initiatives of decentralized cooperation networks are: The Organization of World Heritage Cities,<sup>32</sup> Global Forum of Associations of Regions (ORU-FOGAR), United Cities and Local Governments (UCLG), *Mercociudades*, among others. In Ecuador, the National Network of Municipal Cooperation was created in 2012, through the Association of Municipalities of Ecuador (AME).

### **2.4. Management Processes of Decentralized International Cooperation**

Within the management of International Cooperation from decentralized entities, there are processes that respond to local needs, as well as to the different details of each territory. There are five stages for the management of International Cooperation: planning, negotiation, formulation, implementation, and evaluation. However, information management within the management cycle of IC is a transversal activity that facilitates the final processes, and the documentation of the initiatives carried out, insomuch that information management can be considered a sixth transversal stage.

#### **Stage 1: Planning or Programming of International Cooperation**

It is necessary to have a strategic plan, and a regular schedule, on the management of International Cooperation, which should be based on local development planning. In this initial process, the strategic planning of IC must be identified and carried out; the opportunities, the threats in the territory, and the donors must be identified in order to achieve an adequate strategic plan (Spanish Federation of Municipalities and Provinces, 2011).

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<sup>32</sup> In the case of Ecuador, the Autonomous Municipal Decentralized Governments of Quito and Cuenca, representing their cities belong to the Organization of World Heritage Cities.

The factors to be analyzed for the planning of International Cooperation will be:

- a. **Local Development Priorities.** - The priorities of International Cooperation should be defined based on planning carried out by the decentralized entities (Association of Municipalities of Ecuador , 2015).
- b. **Requirements of International Cooperation.** - With local development priorities defined, it is possible to identify the requirements that the decentralized entity will request from IC. Likewise, it is recommended to define the role of IC in the activities of the decentralized entity, through the approach of establishing the vision, mission, and general objective (Association of Municipalities of Ecuador , 2015).
- c. **Internal Analysis of Resources.** - The key technical and financial resources should be identified for the development of a program and project of International Cooperation (Association of Municipalities of Ecuador , 2015).
- d. **D. The offer of International Cooperation.** - The next step is to analyze the available offer of International Cooperation at national and local levels, because each cooperator works on different themes of development and in different modalities (Association of Municipalities of Ecuador , 2015). A mapping of donors is recommended to identify dates of convocations, lines of work, interventions, among others (Argentina Network for International Cooperation, 2012).
- e. **Modality of International Cooperation.** - Likewise, it is important to identify the most viable way to capture international cooperation by defining the modalities to be implemented with each cooperator (Argentina Network for International Cooperation, 2012).
- f. **Sustainability.** - Sustainability is an aspect of deep analysis, since strategies must be defined to achieve stability and success of the intervention. Likewise, contingency plans should be made for long-term programs (Association of Municipalities of Ecuador , 2015).

The main objective of planning is to formulate a strategy for the management of International Cooperation, then the collection of the information mentioned above will define the specific objectives, the lines of action, the timeframe to achieve desired results, and the realization of work schedules and measurement indicators that will be part of the Management Strategy for International Cooperation of decentralized autonomous governments (Association of Municipalities of Ecuador , 2015).

Per the Association of Municipalities of Ecuador, the important points that should be included at a minimum level in the strategy are:

- a. Specific objectives.** - Define the specific objectives to be achieved with the management of International Cooperation.
- b. Action plan.** - Define the mechanisms to be used, and the activities, to achieve the desired objectives and results.
- c. Legitimacy.** - At the same time, planning must be sustained and legitimized in the various laws and regulations in force, as well as monitoring the legality in the different planned interventions (Zapata Garesche, 2007).
- d. Indicators.** - Define the indicators of measurement of results and progress.
- e. Schedule.** - Define progress and compliance milestones, and the dates of the different activities.

It is important to mention that the management plan of International Cooperation, in all instances, and for all the actors directly and indirectly involved in this process, must be legitimized, in order to achieve the maximum level of understanding and synergy (Association of Municipalities of Ecuador , 2015).

The definition of those responsible for the management of international cooperation is important in order to achieve stated objectives. A team or person who can

implement the IC management strategy in the activities of the institution is essential. In this way, the definition of responsibilities depends on the scope of the strategy previously performed (Association of Municipalities of Ecuador , 2015).

Likewise, since IC is a support or tool for the execution of the various interventions of the decentralized institutions, it is important to involve the areas of execution within the processes, thus defining the responsibilities and internal actors that will be key to the success of International Cooperation management (Association of Municipalities of Ecuador , 2015).

According to the AME, 3 types of actors or managers can be identified: the strategic, operational, and support actors. Strategic actors are decision makers who are generally political, operational managers are the direct and execution managers, and support staff are departments of legal, accounting, and administrative support (Association of Municipalities of Ecuador , 2015).

## **Stage Two: Negotiation and Identification**

Negotiation is the process where two or more actors establish agreements to achieve common objectives, where it is important to consider the needs of the counterparts to achieve a successful agreement (Association of Municipalities of Ecuador , 2015).

The negotiation and initial formulation of the project or program may be parallel or continuous processes, depending on the form of management and the specifics of the project. The objective is to be able to define the program or project to be carried out, according to IC framework planning already carried out previously (Association of Municipalities of Ecuador , 2015).

The preparation of a draft proposal is key to having framework information for negotiation. The Association of Municipalities of Ecuador suggests that the proposal has the following elements: title, entity information, brief description of the project, information on expected results, schedule and beneficiary population, costs and a brief description of activities to be carried out (Association of Municipalities of Ecuador , 2015).

Due to the planning, and detailed re-identification of suitable actors for each proposal, the presentation of the proposal is the first approach for the donors to begin the process of pre-feasibility of the proposal, as well as define the conditions to achieve cooperation between entities (Argentina Network for International Cooperation, 2012).

The negotiation process will depend on each proposal and each cooperant, however, it is necessary to define modalities of cooperation, the requirements of the cooperator, its work methodology, evaluation methodology, among other details to reach an agreement between the parties (Association of Municipalities of Ecuador , 2015).

The expected results of the negotiation are the signing of an agreement specifying the terms and conditions of the cooperation, in addition to the responsibilities and expected results (Association of Municipalities of Ecuador , 2015).

### **Stage Three: Formulation and Implementation of Methodologies**

After the conclusion of an agreement, the process of formulation and determination of the methodologies begins<sup>33</sup> of the project or program to be carried out. For the formulation of the Project, there are some formats implemented depending on the donor or the legislation of the countries. In the case of Ecuador, development projects must be in the format proposed by the National Secretariat for Planning and Development (Association of Municipalities of Ecuador , 2015).

The elements to be taken into account in the realization of the project are:

- Define the role of the agreement's counterparts.
- Determine project implementation methodologies.
- Define compliance indicators for the project.
- Determine a schedule of activities.

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<sup>33</sup> This process may also occur prior to the signing of the cooperation agreement, depending on the working methodology of the parties.

- Define monitoring and evaluation methodologies (Argentina Network for International Cooperation, 2012).

It is important to note that the formulation of the project must be inclusive and participatory, with the inclusion of different actors and beneficiaries. This will legitimize the project from its inception. Finally, implementation will depend entirely on the formulation, this being the most relevant process in the management of International Cooperation (European Comission, 2001).

#### **Stage Four: Implementation of Programs and Projects**

The program and project execution process consists of 3 stages: the start, implementation, and closure. The transversal processes in the execution are the monitoring and follow-up of the progress of the program or project, the registration of activities, and the administrative and financial processes (European Comission, 2001).

In the initial phase, activities are carried out such as: recruitment of personnel, acquisition of resources, hiring of consultancies, review and implementation of the work plan, initial socializations, designation of responsibilities, and determination of evaluation and monitoring methodology (European Comission, 2001).

In the implementation of the project, operational activities are intensified, strategies and resources are implemented, in addition to monitoring and reporting on the progress of project execution (European Comission, 2001).

Finally, the closing of the project consists of the reporting processes on the activities carried out, the realization of sustainability strategies, and appropriated and planned post-project activities (evaluation, accountability, systematization of information) (European Comission, 2001).

Likewise, the processes transversal to the execution of the project will be the administrative, financial and legal support which will aid in the technical part of the



execution, essentially fomenting effective communication among team members (Association of Municipalities of Ecuador , 2015).

### **Stage Five: Project Monitoring and Evaluation**

The evaluation and control methodologies are varied, and depend on the agreement between the cooperating entities. It is important to mention that the evaluation methodology should be defined in the agreement, or in the formulation of the Project, to improve the efficiency and legitimacy of the intervention (Association of Municipalities of Ecuador , 2015).

Evaluation points can be based on different factors such as: processes, results, learning, investment, and project sustainability. Likewise, all points evaluated will depend on the measurement indicators proposed in the project formulation (European Comission, 2001).

### **Stage Six: Management and systematization of information**

The information collected throughout the project will be the basis for the achievement of the objectives and desired results, according to the evaluation indicators. Subsequently, a monitoring and evaluation plan will be carried out where reports, and different final evaluation instruments will be created (European Comission, 2001).

In line with the management process of International Cooperation, it is recommended that a parallel and constant process of information management and registration be maintained to promote accountability to donors and civil society (Technical Secretariat for International Cooperation , 2016).

According to the AME, the recommendations for the management of IC information are: to document activities through different tools such as records, memory aids, drafts and initial proposals, files on legal and financial documents related to International Cooperation, and lists of contacts and responsible parties, among others (Association of Municipalities of Ecuador , 2015).

**Graphic N° 5: Management Cycle of International Cooperation**



**Source:** Association of Municipalities of Ecuador, Technical Secretariat for International Cooperation, European Commission

**Created by:** Daniela Fernández

## 2.5. Requirements for the Management of International Cooperation in the Decentralized Autonomous Governments

The management of Decentralized International Cooperation does not have a definite formula, nor certain specific requirements, due to the particularity of each local territory, each having individual development processes and different responses to local needs.

As a result of a systematization process, it was concluded that for decentralized International Cooperation management, minimum requirements are needed within

the decentralized entities, which will depend on the needs and capacities of each institution.

The requirements for the Management of International Cooperation are:

- **Qualified personnel in the management of International Cooperation**

According to the Dictionary of the Royal Academy of Language, the word qualified means “has specialized training to perform a professional activity or a specific job” (Dictionary of the Royal Academy of Language, s.f.). In this way, it could be affirmed that the qualified personnel for the management of the International Cooperation is the one that has specialized training in International Cooperation.

Since training is the prevailing qualification in managing International Cooperation, we could also mention that there are other capacities valued for the management of this competence within the decentralized entities. Accordingly, to the Local Fund of Cooperation, the technical team necessary for the management of International Cooperation must have experience in the management of development aid projects, practical knowledge on the management of IC, as well as a theoretical knowledge thereof (Extremefund Local Cooperation Fund, 2005).

On the other hand, among the desired capacities of the staff in charge of International Cooperation is the handling of different languages for the facilitation of communication with foreign donors (Zapata Garesche, 2007).

Finally, the Consortium of Provincial Governments of Ecuador (CONGOPE), within its report on the operational capacity of the Management of International Cooperation in the Provincial Decentralized Autonomous Governments, analyzes the percentage of technicians with formal training in International Cooperation, considering this assessment as an important point for the entities to successfully manage International Cooperation (Consortium of Autonomous Provincial Governments, 2011).

- **Knowledge about International Cooperation**

It should go without saying that a general knowledge of IC is essential to the effective management thereof. Thus, it is generally agreed that knowledge about International Cooperation is an important capacity for the success of any IC project.

According to the AME, knowledge about IC should be reflected in the work team, and in those responsible for executing, managing, and supporting the management of International Cooperation (Association of Municipalities of Ecuador , 2015).

In conclusion, knowledge about International Cooperation must be reflected in the team in charge of this competence within the decentralized governments, which must be identified as a prevailing operational quality for the management of International Cooperation.

- **Sufficient economic resources to manage IC**

The economic resources of the decentralized governments, or their budget, represent a determining factor for the management of the International Cooperation, this being either a limitation or an enhancement for IC projects and programs.

The budget of a decentralized identity, specifically the budget for the activities of International Cooperation, will define the number of interventions, the capacity to participate in convocations for IC, the continuity of different programs, among other factors (Fondo Extremeño Local de Cooperación , 2005).

Decentralized Governments are presumed to lack the resources necessary for their proper management; usually there are budgetary limits or cut backs in resources for the management of International Cooperation (Association of Municipalities of Ecuador , 2015)

- **Infrastructure necessary to support International Cooperation activities**

According to Zapata, decentralized entities must have the necessary infrastructure, such as direct access to international lines of communication, i.e. phone, internet, computer equipment, and network printing. In addition, it is recommended, if possible, to allocate a place to run meetings with potential donors (Zapata Garesche, 2007).

- **Management and experience in the execution of projects**

According to CONGOPE, the knowledge of project management, in different modalities, determines an important operative capacity for the management of International Cooperation, since projects are one of the modalities most widely used by donors (Consortium of Autonomous Provincial Governments, 2011).

Project management capacity is gained through prior experience and knowledge on project management among the team in charge of the International Cooperation of decentralized entities<sup>34</sup> (Association of Municipalities of Ecuador , 2015).

- **Planning framework for IC management in decentralized government**

According to the *Extremeño* Local Cooperative Fund, macro planning is an operational capacity to achieve the successful execution of International Cooperation. This planning must be supported by pre-established criteria on the orientation of the activities that are intended to be achieved and promoted, establishing a basic framework of support in the different actions of the decentralized governments0020(Extremeño Local Cooperation Fund, 2005).

The definition of strategies for IC is an important aspect when planning, since it identifies the status or diagnosis of IC within each decentralized institution (Association of Municipalities of Ecuador , 2015).

- **Territorial Collaboration**

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<sup>34</sup> It is important to define the local reality of each institution, because external consultants can be contracted to formulate the projects, giving them an advantage in this operational capacity.

According to the AME, the collaboration of the various initiatives with the other levels of government represents a key component for the successful management of International Cooperation; collaboration results in a greater level of impact or social incidence, similar to synergy, while avoiding the duplication of efforts within the territory (Association of Municipalities of Ecuador , 2015).

Similarly, collaboration in the territory is an important factor due to the appearance of new actors within the processes of local development. Proper collaboration within a decentralized entity determines certain advantages for the management of International Cooperation, i.e. complete coordination between the actors and the governmental entities leads to better IC development.

## **2.6. Orientations and Recommendations for the Management of Decentralized International Cooperation**

The experience of different decentralized cooperation agencies, local governments, and other entities has served to systematize and generate useful material for the process of implementation or improvement of IC management in decentralized entities.

Various institutions, based on their experiences, give guidelines for the management of International Cooperation, among them are the following:

- a. **Collaboration.** - It is important to properly define the various activities within the levels of government, to avoid rivalries and controversies between the central government and decentralized governments. The goal is to achieve synergetic strategies and defined roles to avoid duplicating efforts and achieving effective development management. Decentralized IC must be constituted as a strategy to support decentralized entities and therefore the central government for the country's development (Cooperation and Investment Agency of Medellín and the Metropolitan Area, 2007).
- b. **Promotion of Institutional Agreements.** - The objective is to achieve strategic approaches with the different institutions, be they of any nature

(state, private, non-governmental), to achieve appropriate management and execution of plans, programs, and projects (Cooperation and Investment Agency of Medellín and the Metropolitan Area, 2007).

- c. Effective Procedures.** - The transfer of responsibilities to decentralized entities is a process of each country, which has its peculiarities. Processes and initiatives need to be improved at the local level in order to provide a rapid response to central base initiatives, and improve processes by strengthening the capacities of centralized entities (Cooperation and Investment Agency of Medellín and the Metropolitan Area, 2007).
- d. Increased knowledge.** - Decentralization processes often present different realities within civil society and local entities, testing the levels of legitimacy, capacity, and accountability in the adoption of new development responsibilities by local authorities. As a main strategy, knowledge on processes, agencies, organizations, and realities on local development and International Cooperation should be increased as a complementary strategy (Cooperation and Investment Agency of Medellín and the Metropolitan Area, 2007).
- e. Detailed identification of potential cooperators.** - It is important to recognize the cooperators present in the local and national territory, in addition to determining the working modalities thereof, cross-cutting intervention lines to improve the management of International Cooperation (Argentina Network for International Cooperation, 2012).
- f. Regulatory framework.** - With more than one strategy, it is important to base all actions of International Cooperation on its corresponding legitimacy and legality, in order to strengthen the processes related to the management of this capacity (Zapata Garesche, 2007). Likewise, the creation of local public policies and regulations to promote IC can be an additional tool to strengthen and improve efficiency, thereby promoting the legitimacy of IC in the territory (Association of Municipalities of Ecuador , 2015).

- g. Process management.** - To effectively manage the functions of decentralized entities, the internal and external institutional processes, must properly perform the functions related to the management of International Cooperation (Association of Municipalities of Ecuador , 2015).
- h. Identification of responsible persons and their relationship with the Institutional Organigram.** - It is important to identify the persons or team responsible for the management of international cooperation, whether it is a coordinating or articulating function. In addition, since IC is a supportive and complementary activity to achieve local development, including the institutional objectives of the decentralized entities, it is important to identify the relationship of IC in the direction, planning, and execution of planned activities, to achieve synergy (Argentina Network for International Cooperation, 2012).
- i. Integration of the different units of decentralized governments in the management of IC.** - It is recommended that the different executing and management units of the decentralized entities be included in the management process of IC. This relationship should be fostered by the different experiences and proposals generated by the different departments within the decentralized governments (Spanish Federation of Municipalities and Provinces, 2011).
- j. Learn from good practices.** - It is recommended to review and generate a learning process of the good practices of other decentralized governments, in order to extract the strengths and weaknesses and apply them to the specific realities of the entity (Spanish Federation of Municipalities and Provinces, 2011). Likewise, the tools or methodologies for the transmission of knowledge and learning should also be emphasized (F Extremeño Local Cooperation Fund, 2005).

## **2.7. Decentralized Cooperation in Ecuador**



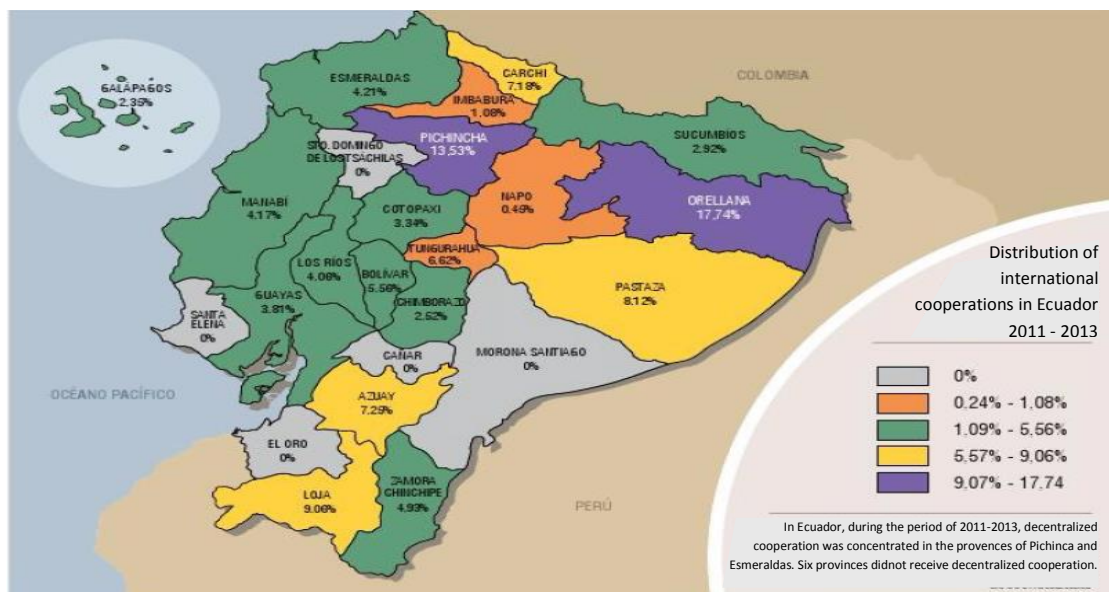
The Constitution of Ecuador (2008) assigns the concurrent competence of the management of International Cooperation to the Decentralized Autonomous Governments. However, in an informal and isolated manner, decentralized governments have managed International Cooperation, either within institutional cooperation projects, with international cooperation partners or through multilateral cooperation.

With the decentralization of IC, the main challenges for the AGECI were the collaboration and harmonization of the programs and projects at the regional and local level, to ensure that they are in line with the National Development Plan. It was sought that the AGECI work in a more efficient way to strengthen relations with the Decentralized Autonomous Governments, providing technical support; unfortunately, this was never done (Ecuadorian International Cooperation Agency, 2010).

The Decentralized Autonomous Governments managed different modalities of International Cooperation, either through multilateral organizations, such as the United Nations, civil society organizations, public agencies of cooperating countries and other decentralized entities. In the period 2011-2013, the Spanish Cooperation Agency, the Italian Government, and the French Government, worked together with the decentralized governments of provinces such as Sucumbíos, Loja, Zamora, Carchi, Orellana. Spain was the main cooperating partner at the local level, allocating 24% of its funds to projects channeled by decentralized entities (Technical Secretariat for International Cooperation., 2015).

It is important to point out that Non-Governmental Organizations play a transcendental role in the management of Decentralized International Cooperation, since they directly act at the local level, having direct contact with decentralized governments. In this way, more than 90% of decentralized cooperation comes from the autonomous communities and municipalities of Spain, which channel their action through NGOs (Technical Secretariat for International Cooperation., 2015).

**Graphic N° 6: Average distribution percentage of Decentralized International Cooperation by Province, 2011-2013**



**Source:** Non-reimbursable International Cooperation Report in Ecuador 2011-2014

**Available at:** [https://issuu.com/seteci/docs/informe\\_de\\_cooperacio\\_\\_n\\_internacio](https://issuu.com/seteci/docs/informe_de_cooperacio__n_internacio)

**Created by:** Technical Secretariat for International Cooperation

As can be seen in Graphic 6, the provinces that received the most decentralized cooperation were Orellana (17.74%) and Pichincha (13.57%), followed by Loja (9.06%), Pastaza (8.12%), and Azuay (7.29%).

In 2011, the National Council of Competencies carried out the process of a formal transfer of the authority of International Cooperation Management to the Decentralized Autonomous Governments through resolutions: No. 0006-CNC-2011 No. 0009-CNC-2011. The process began with the request of the Technical Capacities Report to the associations of the different levels of government and a financial report by the Ministry of Finance to demonstrate the ability of the Decentralized Autonomous Governments to manage International Cooperation independently (National Competence Council, 2011).

Decentralized cooperation has acquired great importance in Ecuador, being the central government a facilitator of the management of Decentralized Autonomous Governments. However, the management capacity of the Decentralized Autonomous Governments is diverse, with the Autonomous Decentralized Parish Governments having the least management capacity (National Council of Rural Parochial Governments of Ecuador, 2011).

In July 2011, the National Secretariat of Planning and Development, together with the National Council of Rural Parish Governments of Ecuador (CONAGOPARE), carried out a survey about Autonomous Decentralized Parish Governments, indicating that less than half of the Provincial Associations of CONAGOPARE carried out initiatives of International Cooperation<sup>35</sup> (National Council of Rural Parochial Governments of Ecuador, 2011).

At the end of 2013, the former SETECI, with the support of the Japanese International Cooperation Agency, carried out an institutional strengthening program for the Decentralized Autonomous Governments, in order to transfer knowledge and technical tools to strengthen the capacities of the Decentralized Autonomous Governments on the basis of cooperation agreements, and the implementation of their own projects and programs (Economic Commission for Latin America and the Caribbean, 2014).

One of the approaches of the SETECI in 2015 was the strengthening of capacities to the actors of the Ecuadorian International Cooperation System (SECI). Under this program, 111 Autonomous Decentralized Governments (provincial, municipal, and parochial) were trained in topics related to strategies, regulations, and tools for IC management at the local level (Technical Secretariat for International Cooperation, 2016).

In the same way, training courses on the Management Information System of the SIGECI International Cooperation were given to 96 technicians, representing 64 Autonomous Decentralized Governments, of which 8 were provincial and 56 municipal from the provinces of Loja, El Oro, Zamora Chinchipe, Pastaza, Morona Santiago, Napo, Orellana, and Sucumbíos. In addition, technical assistance was provided to 127 public institutions on topics related to international cooperation, lines of intervention, etc. (Secretaría Técnica de Cooperación Internacional, 2016).

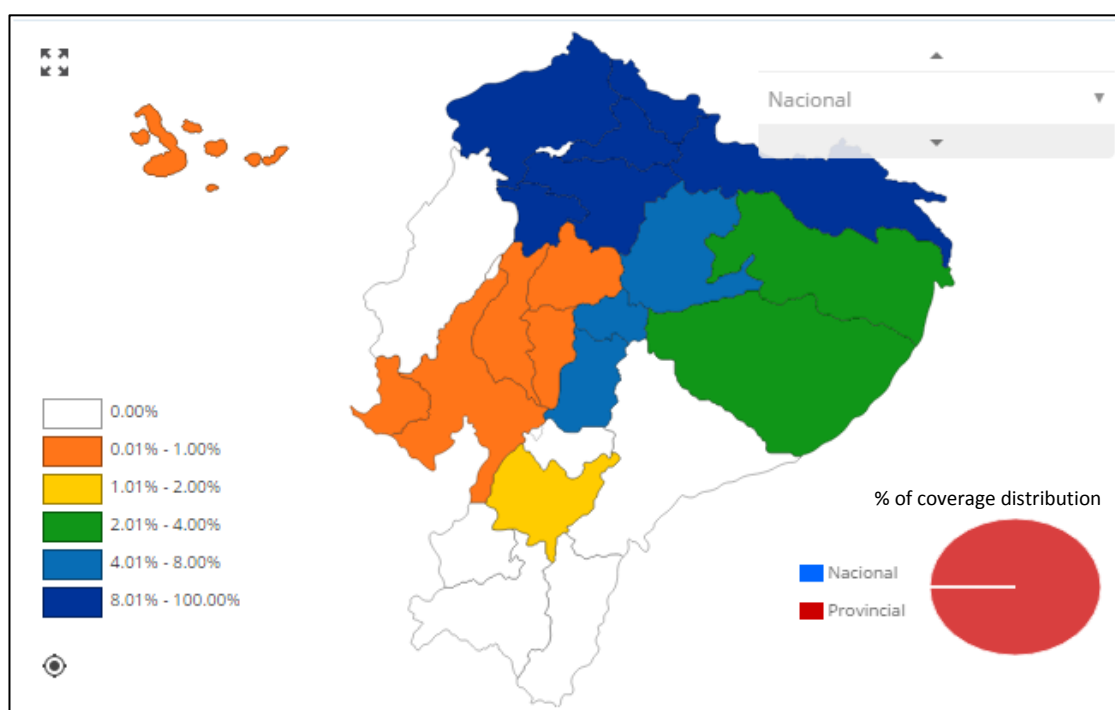
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<sup>35</sup> Projects in the provinces of Imbabura, Carchi, Esmeraldas, Manabí, and north of Pichincha within the Northern Rural Development Program of Belgian Technical Cooperation, and the UNDP ART Program in the provinces of Esmeraldas, Los Ríos, Bolívar, El Oro, Carchi, Azuay, and Loja.

Taken from:  
[http://web2.congope.gob.ec/portal\\_cooperacion/portal/sites/default/files/CONAGOPARE\\_informe%20CNC.pdf](http://web2.congope.gob.ec/portal_cooperacion/portal/sites/default/files/CONAGOPARE_informe%20CNC.pdf)

According to the databases of the former SETECI in 2015, the Decentralized Autonomous Governments executed 53 projects of International Cooperation at national level; the disbursement amount was about \$14.5 million in different macro sectors such as strategic (34%), social (27%), production and promotion (23%), and human talent (16%). As can be seen in the chart below, the most prominent provinces were Carchi, Imbabura, Esmeraldas, Napo, and Santo Domingo (Secretaría Técnica de Cooperación Internacional, s.f.).

**Graphic N° 7: Distribution of International Cooperation executed by Decentralized Autonomous Governments - 2015**



**Source:** Ministry of Foreign Affairs and Human Mobility

**Available at:** <http://app.seteci.gob.ec/mapa/#>

**Created by:** Daniela Fernández Arias

Within the process of decentralization, much improvement has been seen in terms of collaboration and harmonization, even though the global crisis has affected the amount of cooperation received. In 2011, 125 projects were implemented by the Decentralized Autonomous Governments, in comparison to the 52 initiatives registered in 2015 (Secretaría Técnica de Cooperación Internacional, s.f.).

**Table N° 8: History of International Cooperation executed by Decentralized Autonomous Governments 2007 - 2015**

<b>Year</b>	<b>Projects Executed</b>	<b>Amount Implemented (Dollars)</b>
2007	53	21,696,170.81
2008	90	25,945,626.67
2009	65	12,450,508.54
2010	88	14,391,032.97
2011	125	23,528,282.85
2012	72	10,899,539.16
2013	63	20,433,211.12
2014	75	23,886,735.58
2015	52	14,579,195.32

**Source:** Ministry of Foreign Affairs and Human Mobility

**Available at:** <http://app.seteci.gob.ec/mapa/#>

**Created by:** Daniela Fernández Arias

The amounts received since 2007 have fluctuated, with 2008 being the year in which more funds were received for the execution of 90 projects at the national level. The main historical partners have been Italy, Spain, the United States, and the United Nations, although there are currently emerging players such as Japan, China, and Korea (Secretaría Técnica de Cooperación Internacional, s.f.).

Finally, despite the progress made in Decentralized Cooperation, the technical capacities of decentralized governments are diverse and mostly limited; this has limited cooperation in rural sectors. The strengthening process should be continued to improve management capacity at the local and national levels.

### **CHAPTER III**

#### **International Cooperation in the Decentralized Autonomous Parochial Governments of the Canton Paute**

As discussed in the first chapter, Resolution No. 009-2011 of the National Competency Council transfers the authority of International Cooperation to the decentralized autonomous governments, as a result of the evaluation of different reports of operational capacity on International Cooperation prepared by the representation of decentralized autonomous governments at each level (provincial, municipal, parish), in addition to the report of the former Technical Secretariat for International Cooperation and the Ministry of Finance (Resolution No. 0009-CNC-2011, 2011).

This chapter will analyze the current situation of International Cooperation in the Decentralized Autonomous Rural Parochial Governments of the canton Paute, as well as an analysis of the technical capacities studied for the implementation and management of International Cooperation.

It is intended to address the scope of the decentralized autonomous rural decentralized governments' ability to act according to the law, their functions, exclusive competencies, representatives, etc. In addition, there is a brief description on the generalities of the Canton Paute and the activities related to International Cooperation.

#### **3.1. The Decentralized Autonomous Rural Parochial Governments**

According to the COOTAD, rural parishes are constituted by territorial constituencies integrated to a canton by means of an ordinance. The creation of these corresponds to a municipal or metropolitan ordinance specifying the territorial delimitation and the identification of the parish, as well as its parochial head (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010).

Each territorial district has a decentralized autonomous government, the rural parishes being included as a level of autonomous government.<sup>36</sup> The functions of all decentralized autonomous governments, in accordance with those established in COOTAD, are: (1) legislation, regulations, and control, (2) execution and administration, and (3) citizen participation and social control (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010).

The Decentralized Autonomous Rural Parochial Governments (GAD PR) are legal persons governed by public law, who have political, administrative, and financial autonomy. Its headquarters is the parish head, which is provided in the ordinance corresponding to its creation (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010, Art. 63).

According to article 64 of the COOTAD, the functions of the GAD PR are: the promotion of sustainable development within its territorial district articulating the national development plans in the territory, and per their competencies. The promotion of development focuses on citizen participation, productive promotion, inclusion and equity, especially for priority attention groups, promotion of democracy, local territorial planning, collaboration with different levels of government and civil society, promotion of recreational activities, and coordination of issues related to citizen security (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010, Art. 64).

Among the exclusive competencies designated to the Decentralized Autonomous Rural Parochial Governments we have:

- a. Plan together, with other institutions of the public sector and actors of society, the parochial development and its corresponding territorial ordering, in coordination with the cantonal and provincial government within the framework of interculturality and plurinationality, and respect for diversity;

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<sup>36</sup> In Ecuador there are four levels of decentralized autonomous governments: regional, provincial, municipal, and rural parishes. Taken from: Organic Code of Territorial Organization, Autonomy, and Decentralization, 2010, Art.28.

- b. Plan, build, and maintain the physical infrastructure, facilities, and public spaces of the parish, contained in the development plans, and included in the annual participatory budgets;
- c. Plan and maintain, in coordination with provincial governments, rural parish roads;
- d. Encourage the development of productive community activities to preserve biodiversity and protect the environment;
- e. Manage, coordinate, and administer public services, delegated or decentralized by other levels of government;
- f. To promote the organization of the citizens of the communes, precincts, and other rural settlements with the character of basic territorial organizations;
- g. To manage international cooperation for the fulfillment of its powers;
- h. Monitor the execution of works and the quality of public services (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010, Art. 65).

The Parish Board is the governing body of the rural parish, which is composed of members elected by popular vote, the presiding member is he or she who received the most votes; the vice president is he or she who received the second most votes (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010).

**Table N° 9: Characteristics of the Parish Boards of the Decentralized Autonomous Governments**

<b>Management Areas</b>	<b>Characteristics of the Parish Board</b>
Execution And Administration	<ul style="list-style-type: none"> <li>• Approve the parish development plan and the territorial plan, formulated in a participatory manner with the parish planning council, as well as evaluate its implementation.</li> <li>• Approve or observe the budget of the decentralized autonomous rural government, within the framework of the Constitution and the law.</li> <li>• To authorize the contracting of loans to finance the execution of programs and projects foreseen in the parish</li> </ul>



	<p>development and territorial plan.</p> <ul style="list-style-type: none"> <li>• Resolve participation in the formation of capital from public or mixed companies created by the other levels of government.</li> <li>• To request the metropolitan, municipal and provincial decentralized autonomous governments to create public enterprises in the rural parochial governments.</li> <li>• Decide to participate in associations or consortia.</li> <li>• To know and resolve matters submitted to the president of the rural parish board.</li> </ul>
Legislation, Normativity And Inspection	<ul style="list-style-type: none"> <li>• To issue agreements, resolutions and regulations in the areas of authority of the Decentralized Autonomous Rural parochial government.</li> <li>• To propose to the municipal council draft ordinances for the benefit of the population.</li> <li>• To authorize the signing of contracts, agreements and instruments that compromise the rural parochial government.</li> <li>• To supervise the management of the president of the rural parochial government.</li> <li>• To remove the president, or one of its members, from the Decentralized Autonomous Rural parochial government on the grounds foreseen in the law.</li> <li>• To delegate to the social and solidarity economy, the management of their exclusive competences.</li> </ul>

Citizen participation and Social Control	<ul style="list-style-type: none"> <li>• Ensure citizen participation in which the collective interests of the rural parish are represented.</li> <li>• Form permanent and special commissions, with the participation of the citizens of the rural parish, and approve the formation of occasional commissions suggested by the president of the rural parochial government.</li> <li>• To promote the formation of organizations of the parish population, to promote production, citizen security, improve the standard of living, and the promote culture and sport.</li> <li>• Promote and coordinate the collaboration of residents of the parish in work parties, or any other form of social participation for the realization of works of community interest.</li> <li>• To issue policies that contribute to the development of the cultures of the population within its territorial district.</li> <li>• Promote the implementation of mediation centers and alternative dispute resolution.</li> </ul>
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**Source:** Organic Code of Territorial Organization, Autonomy and Decentralization

**Available at:** Organic Code of Territorial Organization, Autonomy, and Decentralization

**Created by:** Daniela Fernández Arias

### **3.2. The National Consortium of Rural Parochial Governments - CONAGOPARE**

According to article 313 of the COOTAD, each level of government will have a national association, with public law, legal personality, administrative and financial autonomy, and its own assets. These entities base their financing on the contribution of their members. In the case of the Rural Parochial Governments, the contribution corresponds to three percent of the budget allocated, which are distributed between the national association (1%) and the provincial association (2%). These entities must be accountable on a semiannual basis to their partners (Table N° 9:

Characteristics of the Parish Boards of the Decentralized Autonomous Governments, 2010).

Among the responsibilities of the associative entities we have:

- Ensure the autonomy of the decentralized autonomous governments, including the common interests of the decentralized autonomous governments,
- Provide technical assistance,
- Cooperate with the central government in the study and preparation of joint plans and programs,
- Participation in national and international events on subjects related to their authority,
- Representation of decentralized autonomous governments in international organizations and others that establish their statutes (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010).

The national office of CONAGOPARE is the representative entity of rural parish decentralized autonomous governments, within the International Cooperation Committee (COCI), as part of the Ecuadorian System of International Cooperation (Decree N° 429, 2010).

Mariela Chafuelan,<sup>37</sup> indicates that the functions of the national office of CONAGOPARE, in relation to International Cooperation, are:

- To exercise official vocation before international entities and donors
- Identify cooperators and opportunities for cooperation
- Update the cooperant database
- Participate in the construction of the Plan of National Institutional Strengthening for the exercise of International Cooperation (Chafuelan, personal communication, 2017).

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<sup>37</sup> Técnica de proyectos for the National Consortium of Rural Parochial Governments – CONAGOPARE.

The main activities of National CONAGOPARE, in relation to International Cooperation, are: to provide technical assistance in the management of authority, development, and execution of cooperation projects, training according to the needs of the Decentralized Autonomous Rural Parochial Governments in regards to International Cooperation, and participation by the Decentralized Autonomous Rural Parochial Governments in convocations in order to obtain resources (Chafuelan, personal communication, 2017).

The National CONAGOPARE is formed by the National Assembly and the Directing Council, which are formed by 24 provincial presidencies, a president and national vice president. Under this organization, there are lesser organized entities, such as CONAGOPARE Azuay (Rural Governments CONAGOPARE Azuay, 2014).

CONAGOPARE Azuay supports the 61 rural parishes of the province of Azuay in different subjects such as environment, roads (concurrent authority with provincial decentralized autonomous governments), promotion of production and tourism (shared competence with municipal decentralized autonomous governments) (Rural Governments CONAGOPARE Azuay, 2014).

According to Table No. 10, the work team of CONAGOPARE Azuay is made up of 12 people working in administrative and technical areas. There is a technician focused on planning and project management, which Mr. Giovanni Sarmiento said is qualified to formulate projects in international methodologies that respond to the needs of International Cooperation (Sarmiento, personal communication, September 2016).

**Table N° 10: Technical and Administrative Team of CONAGOPARE Azuay 2016.**

OFFICIAL	POSITION
Giovanni Sarmiento Palacios	Coordinator CONAGOPARE AZUAY
Pablo Ávila Astudillo	Provincial Secretary - Human Resources
Jhofre Palacios Domínguez	Technical Planning and Projects
Johnny Fernando Cajas Suarez	Legal Counsel

Alicia Pacurucu Bustamante	Financial
Luis William Chiriboga	Public Works Technician
Carlos Quezada Ruiz	Social Communication Technician
Mayra Urgiles Tapia	Financial Accountant
Xavier Vinueza Morales	Accountant
Belén Jaramillo	Administrative assistant
Alan Huaraca	Reception
José Luis	Driver

**Source:** CONAGOPARE Azuay

**Available at:** [http://conagopareazuay.gob.ec/w30/?page\\_id=97](http://conagopareazuay.gob.ec/w30/?page_id=97)

**Created by:** CONAGOPARE Azuay

Among the different faculties of CONAGOPARE Azuay we have: at the macro level, the representation of the Decentralized Autonomous Rural Parochial Governments of Azuay, nationally and internationally, with the different organizations and institutions in order that the management of the assigned competences obtain integral support in the framework of the National Development Plan. At the micro level, CONAGOPARE Azuay is empowered to plan, advise, accompany, and articulate the Azuay Decentralized Autonomous Rural Parochial Governments to promote improvements in the quality of their management of local community development, and in harmony with the National Development Plan (Sarmiento, Personal communication, September 2016).

The main activities of CONAGOPARE Azuay are: legal, accounting, and technical advice to Decentralized Autonomous Rural Parochial Governments, strengthening the administrative capacities of parish boards, strengthening the technical capacities of Decentralized Autonomous Rural Parochial Governments in relation to their authority (Sarmiento, personal communication, September 2016).

One of the main projects of CONAGOPARE Azuay is “Institutional Strengthening for Collaboration, Advice, and Accompaniment in the Decentralized Autonomous Parochial Governments of Azuay, for the execution of their competencies,” which seeks to generate a baseline through four axes: regional planning and development,

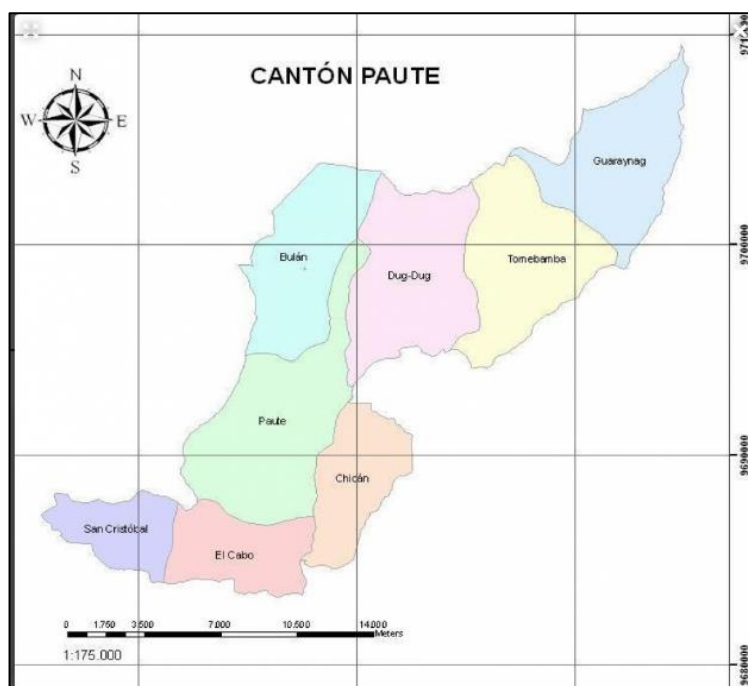
roads, the environment, and productive development (Rural Governments CONAGOPARE Azuay, 2014).

Advice on the management of International Cooperation is not among the services that CONAGOPARE Azuay gives to Decentralized Autonomous Rural Parochial Governments (Sarmiento, personal communication, September 2016).

### 3.3. Canton Paute - Azuay

Canton Paute is located to the north-west part of the province of Azuay, bordered to the north by Azogues (Cañar), to the east by the cantons of Sevilla de Oro and Guachapala, to the south by the canton Gualaceo, and to the west by the city of Cuenca. Paute occupies an area of 261.43 km<sup>2</sup>, which represents 4.45% of the surface area of the province of Azuay. 18% of this area corresponds to an urban area and 81% to a rural area. The canton is divided into eight parishes: Paute, Bulán, Dug-Dug, Tomebamba, Guarainag, El Cabo, San Cristóbal, and Chicán (Universidad de Cuenca, 2013).

**Graphic N° 8: Political Division of the Canton Paute**



**Source:** Decentralized Municipal Autonomous Government of Canton Paute

**Available at:** <http://www.paute.gob.ec/index.php/inicio/paute-y-sus-parroquias>.

**Created by:** Decentralized Municipal Autonomous Government of Canton Paute

According to the statistical data of the 2010 Census, conducted by the National Institute of Statistics and Census (INEC), the canton Paute registers a total of 25,494 inhabitants, of which 28.3% belong to the urban area and 71.7% belong to the rural area. In both urban and rural areas, there is a majority of female inhabitants, representing approximately 53% in relation to 47% of the male population (National Institute of Statistics and Censuses, 2010).

**Table N° 11: Population of the Rural Parishes of Cuenca - 2010 Census**

Rural Parish	Large Age Groups	Sex		Total
		Male	Female	
<b>Bulán</b>	From 0 to 14 years old	309	319	628
	From 15 to 64 years	547	709	1256
	65 years and over	138	151	289
	<b>Total</b>	<b>994</b>	<b>1179</b>	<b>2173</b>
<b>Chicán</b>	From 0 to 14 years old	675	585	1260
	From 15 to 64 years	841	1115	1956
	65 years and over	178	250	428
	<b>Total</b>	<b>1694</b>	<b>1950</b>	<b>3644</b>
<b>El Cabo</b>	From 0 to 14 years old	574	540	1114
	From 15 to 64 years	862	1055	1917
	65 years and over	117	172	289
	<b>Total</b>	<b>1553</b>	<b>1767</b>	<b>3320</b>
<b>Guarainag</b>	From 0 to 14 years old	118	117	235
	From 15 to 64 years	198	238	436
	65 years and over	74	101	175
	<b>Total</b>	<b>390</b>	<b>456</b>	<b>846</b>
<b>San Cristóbal</b>	From 0 to 14 years old	400	429	829

	From 15 to 64 years	613	720	1333
	65 years and over	109	141	250
	<b>Total</b>	<b>1122</b>	<b>1290</b>	<b>2412</b>
<b>Tomebamba</b>	From 0 to 14 years old	224	233	457
	From 15 to 64 years	340	383	723
	65 years and over	69	97	166
	<b>Total</b>	<b>633</b>	<b>713</b>	<b>1346</b>
<b>Dug-Dug</b>	From 0 to 14 years old	298	330	628
	From 15 to 64 years	454	588	1042
	65 years and over	108	125	233
	<b>Total</b>	<b>860</b>	<b>1043</b>	<b>1903</b>

**Source:** CONAGOPARE Azuay

**Available at:** <http://conagopareazuay.gob.ec/w30/>

**Created by:** Daniela Fernández Arias

As can be seen in Table N° 11, Chicán is the rural parish with the highest number of inhabitants according to the INEC 2010 Census, reaching 3,644 inhabitants. This parish is followed by the parish of the El Cabo, with 3,320 inhabitants. The parish Guarainag has 846 inhabitants, this parish being the farthest from the cantonal head (Rural Governments CONAGOPARE Azuay, 2014).

The rate of growth differs between urban and rural, for the urban area it is approximately 4%. However, in the rural area the average growth rate is 0.99% per year, although it has shown negative values in the years 1982-1990, which showed an approximate decrease of 7.3% (Universidad de Cuenca, 2013).

The population of Paute registers three groups: the population less than 12 years, followed by the group of 13 to 64 years, and those 65 years or older. According to the INEC, approximately 10% of the population in Paute corresponds to those over 65 years of age, while 28% of the population is under 12 years of age. The majority of the population corresponds to persons aged 13-64 years, representing 62%. The



average age oscillates between 28 and 30 years, especially in the rural area. In terms of disability, a total of 6.64% were registered as such in the urban area and 7.34% in the rural area. The highest population density is 38.6% of the population in the cantonal headland, followed by Chicán with 14.29% of the population being completely rural (National Institute of Statistics and Censuses, 2010).

In education, 16% of the population over 34 has no formal education, approximately 17% have a high school education, 7.5% have higher education, and 59% only have primary education. The illiteracy rate in the canton Paute is 12.2% per the 2010 Census (National Institute of Statistics and Censuses, 2010).

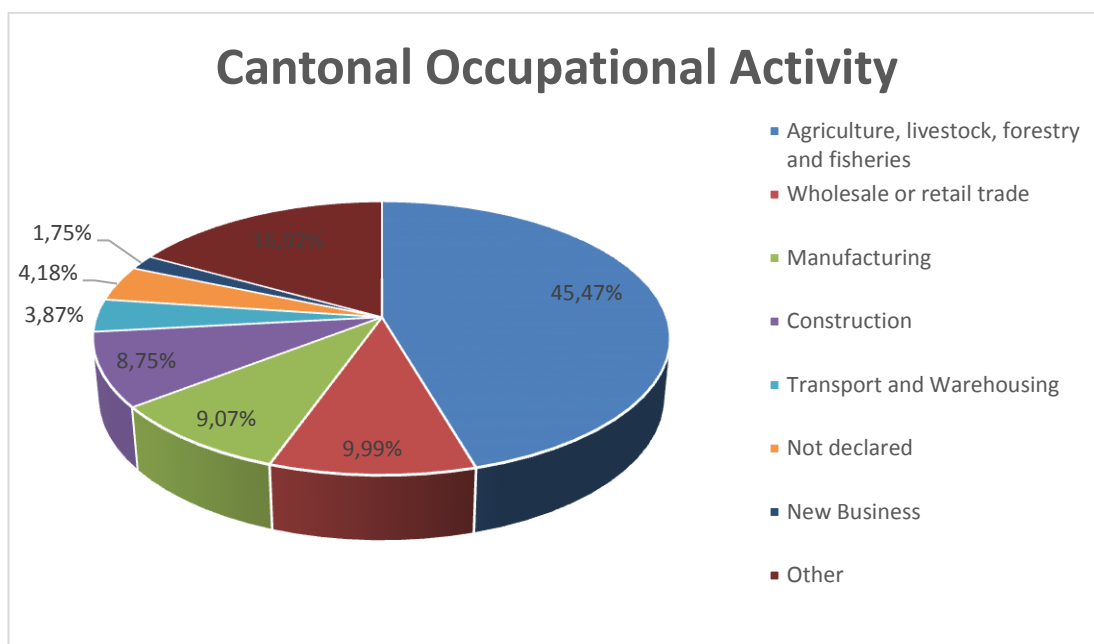
According to the poverty index for unsatisfied basic needs (NBI)<sup>38</sup> 26.7% of the population of Paute are considered poor - NBI extreme, 43.3% of the population are considered poor - NBI non-extreme, and 29.9% are not poor (National Institute of Statistics and Censuses, 2010).

The main economic activities of the canton are agriculture, minor animal husbandry, floriculture, fruit production, especially apples and peaches representing 45.47% of the canton's total activities. In addition, the canton is distinguished by the different hydroelectric projects located in this territorial district such as *Proyecto Mazar*, *Proyecto Sopladora*, *Amaluza*, among others (Universidad de Cuenca, 2013). Tourism has become an activity with great potential in the area due to the climate, and the representative gastronomy of the area (Azuay Prefectura, sf).

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<sup>38</sup> Poverty by Unsatisfied Basic Needs (NBI) is a measure of multidimensional poverty developed in the 1980s by the Economic Commission for Latin America and the Caribbean (ECLAC). The method covers five dimensions, and within each dimension there are indicators that measure deprivations: economic capacity, access to basic education, access to housing, access to basic services, and overcrowding. Taken from: The National Institute of Statistics and Censuses.

**Graphic N° 9: Distribution of Occupational Activity in the Canton Paute**



**Source:** National Institute of Statistics and Censuses

**Available at:**

<http://repositorio.cedia.org.ec/bitstream/perfil%territorial%paute.pdf>

**Created by:** *Universidad de Cuenca*

As can be seen in Graphic N° 9, the main productive economic activity is agriculture, livestock and forestry; however, each rural parish specializes in different types of crops.

The main activity of Bulán is agriculture, especially fruit crops from more than 400 hectares of fruit trees, followed by the cultivation of tomatoes. Another relevant activity in the parish is livestock, either on a larger scale or in the breeding of smaller animals,<sup>39</sup> especially guinea pigs (Segarra, personal communication, 2017).

In the parishes of Tomebamba, Dug-Dug, San Cristóbal, and Guarainag, the main productive activity is the cultivation of potatoes, *mellico*, corn, among others. In the Tomebamba and Guarainag parishes, the milk production, part of the livestock activity, is significant. In Dug-Dug and San Cristóbal, artisan activity is prominent

<sup>39</sup> Breeding of guinea pigs, chickens, roosters.

by the local carvers in Dug-Dug, and the elaboration of toquilla straw hats in San Cristóbal (Sanchez, Idrovo and Uzhca, personal communication, 2017).

In the parish of Chicán, the main activity is the production of vegetables, legumes, especially tomatoes, *babacos*, and organic corn. The marketing of its products is carried out in the neighboring cantons and much of it is used in self-consumption (Paucar, personal communication, 2017).

In the parish of El Cabo, there are three relevant productive activities: gastronomy, raising of smaller animals, and agriculture, especially of vegetables. These three activities are the main sustenance of the parish, supplying local food needs (Once Condo, personal communication, 2016).

The presidents of the Decentralized Parochial Autonomous Government consider that the main limitation to the productive level is the commercialization of the products, since they must resort to intermediaries which causes a reduction in profits. For the Decentralized Parochial Autonomous Government of Bulán, reduced storage capacity is a problem of productive development since this causes an oversupply and consequently leads to a fall in prices (Segarra, personal communication, 2017).

### **3.4. Association of Rural Parochial Governments of Canton Paute**

At the end of 2014, the Association of Rural Parochial Governments of Canton Paute was created by a de facto union between the Decentralized Rural and Parochial Autonomous Government of the canton. According to the perception of the different presidents of the parish councils, this union has limitations such as political differences between parish Decentralized Autonomous Governments, the difference in productive activities of parishes, among other factors. These limitations have limited growth in the area.

The president of the Decentralized Rural and Parochial Autonomous Government El Cabo, Bolívar Once, was the president of the association in the period 2014-2016, and states that even though common implementation projects have been proposed, the needs of the parishes are different (Once Condo, personal communication, 2016).

On the other hand, David Idrovo,<sup>40</sup> current president of the association (2017-2019), states that the main limitation of the association and the Decentralized Autonomous Rural Parochial Governments of Paute is the collaboration with the Decentralized Autonomous Municipal Government due to political limitations. One project that sought to encourage sports activities in the canton, called “The Interparochial Sports Championship,” was successfully carried out by the association (Idrovo, personal communication, 2017).

### **3.5. Activities carried out by the Decentralized Parochial Autonomous Governments of the Canton Paute in matters of International Cooperation**

According to data on International Cooperation from the Ministry of International Relations and Human Mobility, there was no such project implemented or channeled through the Decentralized Autonomous Rural Parochial Governments of the canton Paute (Technical Secretariat for International Cooperation, s.f.).

As can be seen in Table N° 12, International Cooperation activities carried out in the canton of Paute in the period 2012-2015 are recorded, however the execution and funding of the projects are carried out by different national and international institutions, but not by the decentralized autonomous governments (Secretaría Technical Secretariat for International Cooperation, s.f.).

**Table N° 12: International Cooperation Activities in the canton of Paute during 2012-2015**

<b>Year</b>	<b>Project</b>	<b>Cooperative</b>	<b>Funding Entity</b>	<b>Executing Entity</b>	<b>Amount</b>
2012	Tinker Cuenca – Paute - Gualaceo	United States of America	Tinker Foundation	CELEC Ecuador	\$45,000 USD
	Generation of knowledge and capacity building as	Switzerland	Swiss Agency for	Consortium for the sustainable	\$550,000 USD

<sup>40</sup> David Idrovo es el presidente electo de la Junta Parroquial de la parroquia Dug Dug para el periodo 2014-2019.

	an adaptation response to environmental changes in the Andes.		Development and Cooperation (COSUDE)	development of the Andean eco-region – CONDESAN (Peru)	
2013	Support for the strengthening of FONAPA (fund for the conservation of the Paute river basin)	United States of America	Nature and International Culture (USA)	Nature and International Culture (USA)	\$72,771 USD
2014	To foster co-development initiatives, through the strengthening of skills in the child and youth population in Ecuador, and in the Valencian Community involved in human mobility processes <sup>41</sup>	Spain	Save the Children (Spain)	Save the children (UK)	\$84,783 USD
2014	Strengthening, training, and research to reduce vulnerabilities by designing effective disaster risk reduction actions at the local level <sup>42</sup>	Valencian generalitat	United Nations Development Program - PNUD	Secretary of Risk Management (Ecuador)	\$832,000 USD
2015	Improve the organizational and	United Nations	United hands (Spain)	Ecuadorian Central of	\$179,199 USD

<sup>41</sup> The geographical scope of this project was in cantons of different provinces: El Oro: Machala, Huaquillas; Carchi: Tulcán; Azuay: Cuenca, Paute; Sucumbios: Shushufindi; Esmeraldas: San Lorenzo, Eloy Alfaro; Pichincha: Rumiñahui.

<sup>42</sup> The geographical scope of this project was in cantons of different provinces: Zamora Chinchipe: Yantzaza; Bolivar: San Miguel; Imbabura: Ibarra; Chimborazo: Cumanda; Orellana: Orellana; Azuay: Paute.

	economic conditions of the Women of Paute Network	Organization		Agricultural Services - CESA	
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**Source:** Ministry of Foreign Affairs and Human Mobility

**Available at:** <http://app.seteci.gob.ec/mapa/#>

**Created by:** Daniela Fernández Arias

However, in the interviews conducted with the presidents of the Decentralized Rural and Parochial Autonomous Governments, it was possible to detect that there are isolated actions with International Cooperation organizations. It is important to note that the Decentralized Parochial Autonomous Governments do not recognize the international management performed.

The Decentralized Autonomous Rural Parochial Government of Bulán has had two experiences with International Cooperation. The first experience was in 2015, through the participation in a project carried out by the National Institute of Agricultural Research (INIAP), and through the cooperation of Japan International Cooperation Agency (JICA), the project consisted in the provision of equipment for the improvement of agricultural, with the aim of generating added value to them. The Decentralized Autonomous Rural Parochial Government of Bulán was the beneficiary of this Project, receiving approximately \$7,000, and different supplies and equipment for the production of fruit preserves (Segarra, personal communication, 2017).

The president of the Decentralized Autonomous Rural Parochial Government of Bulán states that the experience in this project was negative, since they did not receive the agreed upon supplies, and the post-financing relationship did not exist, since the funding entity, INIAP, did not know how to support the Decentralized Autonomous Rural Parochial Government of Bulán. Similarly, Mr. Segarra says that the project was a failure because it created discord among farmers in the area (Segarra, personal communication, 2017).

The second experience with International Cooperation was locally, through the signing of an agreement with the NGO *Savia Roja* in 2015. This NGO is of Spanish

origin and addresses issues of development and research in the rural and agricultural environment. The objective of the agreement was to develop actions for the recovery and protection of biodiversity through the strengthening and promotion of community and parish organizations in Bulán, promoting the right of citizen participation and production (Segarra, personal communication, 2017).

The main activities were to provide support to female producers in the nursery of the parish Bulán; the total investment was \$12,000 between the parties involved. The main results were the creation and legal registration of the 13-member, Communal Agroecological Association of Women of Bulán. This association Works in the recovery of native seeds, the provision of organic fertilizers to the producers, and delivery of educational material on the agroecological management of crops (Decentralized Autonomous Rural Parochial Government of Bulán, 2016).

On the other hand, the Decentralized Autonomous Rural Parochial Governments of Tomebamba and Chicán have made approaches to the management of International Cooperation. The Decentralized Autonomous Rural Parochial Government of Tomebamba tried to manage a project on the construction and adaptation of care centers for older adults with the NGO CASIRA, of French origin. However, this initiative is still in an extended process of negotiation (Sanchez, personal communication, 2017).

The Decentralized Autonomous Rural Parochial Government of Chicán held a meeting with technicians of the former Technical Secretariat for International Cooperation requesting advice to raise funds for a project of the parish. The results were negative since the technicians expressed that national priorities are focused on disaster relief<sup>43</sup> and risk management (Paucar, personal communication, 2017).

Per Carlos Paucar, in 2014, through a program carried out by the CONCASURE Corporation, and the National Institute of Agrarian Innovation (INIA) Peru, representatives of Chicán's Decentralized Autonomous Rural Parochial Government

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<sup>43</sup> In April 2016, the province of Manabí suffered an earthquake of great magnitude, leaving whole cities devastated. This caused the State to focus on the reconstruction of the zone affected by the disaster.

were able to attend training in Peru on management plans, as well as on breeding guinea pigs (Paucar, personal communication, 2017).

Because of the participation in this program, a technical cooperation with INIA Perú was possible, leading to additional international training in the parish on the production, technical transformation, and commercialization of guinea pigs, with international trainers from Peru and Uruguay (Decentralized Autonomous Parochial Government of Chicán, 2014).

Finally, the Decentralized Autonomous Rural Parochial Government of Chicán, in 2013, was supported by young professionals from the United States Peace Corps, who undertook training in agricultural and the English language. This project lasted approximately one year and was financed mainly by the Decentralized Autonomous Rural Parochial Government of Chicán (Paucar, personal communication, 2017).

### **3.6. Analysis of Technical and Operational Capacities of the Rural Parochial Governments of Canton Paute for the management of International Cooperation.**

As mentioned previously in Section 2.3, it is possible to define the preferred technical capacities for the management of International Cooperation within the decentralized entities.

The technical and operative capacities for the management of the International Cooperation are:<sup>44</sup>

- Qualified personnel in the management of International Cooperation
- Infrastructure needed to support the activities of International Cooperation
- Knowledge about International Cooperation
- Territorial Collaboration
- Management and experience in project execution
- Sufficient economic resources for the management of IC

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<sup>44</sup> See Section 2.5.



- Planning framework for IC management

### **3.6.1. Technical Capacity - Qualified Personnel for IC Management**

The formation of the administrative staff of the Rural Parochial Governments of Paute depends on the planning, and the different needs thereof. All the Decentralized Autonomous Parochial Governments in Paute consist of a president, 4 members elected by citizens' vote, and a secretary who performs the functions of assistance and support, as well as the smaller treasury of the Decentralized Autonomous Rural Parochial Government in canton Paute.

The Decentralized Autonomous Rural Parochial Government of Cabo contracts the professional services of a technician for the formulation of projects and the management of roadways; said technician currently holds a bachelor's degree. In parallel, they have a part-time contract with a person in charge of the attention to vulnerable groups, especially children and the elderly. The Decentralized Autonomous Rural Parochial Government of Cabo has one more person that performs cleaning serves for offices and public spaces (Decentralized Autonomous Rural Parochial Government of El Cabo, 2016). Of the total staff of the Decentralized Autonomous Rural Parochial Government of Cabo, only the president and the technician have bachelor's degrees in agronomy, and architecture respectively (Once Condo, personal communication, 2016).

In the case of the Bulán parish, the water supply is administered in the parish, and in some areas of the canton. Two people oversee the management and maintenance of drinking water services, both of which have technical training in this area. At the administrative level, they have hired a person from the water service who holds a bachelor's degree in business administration. Within the parish board, the president holds a bachelor's degree in agronomy; and of the board members, one of them is an agronomy engineer, the rest of the board members hold bachelor's degrees in various fields (Segarra, personal communication, 2017).

The Decentralized Autonomous Rural Parochial Government of Tomebamba also has a president, board members, a secretary, a person in charge of cleaning, an

operator for the machinery, and a part-time technician for support in the formulation of projects for the parish. In this Decentralized Autonomous Rural Parochial Government, only the technician holds a bachelor's degree in architecture (Sanchez, personal communication, 2017).

The Decentralized Autonomous Rural Parochial Government of San Cristóbal has nine employees: four board members, including a president, a person in charge of cleaning, a secretary that performs accounting functions, an employee that operates the backhoe, and a technician, with professional training in architecture, that provides consultancy on project management (Decentralized Autonomous Rural Parochial Government San Cristobal, 2016).

The Decentralized Autonomous Rural Parochial Government of Chicán is formed by a team of nine people: one elected president, who has a degree in social communication, four board members (two with primary instruction, one with secondary instruction, and one board member with higher education in business administration). In addition, they have a secretary, an accountant, a person in charge of general services, and a technician with a bachelor's degree in architecture and training in project management (Paucar, personal communication, 2017).

The Decentralized Autonomous Rural Parochial Government of Dug-Dug has eight people in its work team, the president and four board members according to the law, only one of the board members has a bachelor's degree in education. There is also one secretary treasurer, one assistant secretary, and a person in charge of the operation of the agricultural machinery that the Parish Board owns (Idrovo, communication, 2017).

The Decentralized Autonomous Rural Parochial Government of Guarainag, in addition to the president and the members, has a secretary and a person in charge of the maintenance of the parish in tasks such as cleaning, maintenance of public spaces, and government infrastructure. The president and a board member have bachelor's degree in education (Uzhca, personal communication, 2017).

From the above, it can be seen that no Decentralized Autonomous Rural Parochial Government in the canton Paute has a person in charge of the management of International Cooperation. On the other hand, not all Decentralized Autonomous Rural Parochial Governments have formulation and project management technicians. Similarly, there is a small group of people who have formal bachelor's degrees within the Decentralized Autonomous Rural Parochial Governments.

### **3.6.2. Operational Capacity - Necessary Infrastructure**

Regarding the operational capacity and infrastructure required for international cooperation, in the case of the Decentralized Autonomous Rural Parochial Government of Paute, it is identified that:

- All the Decentralized Autonomous Rural Parochial Governments of the Paute canton have facilities for their operation.
- All the Decentralized Autonomous Rural Parochial Governments of Paute have internet service.
- All the Decentralized Autonomous Rural Parochial Governments of Paute have national and international telephone service.
- All the Decentralized Autonomous Rural Parochial Governments of Paute have printing and fax systems in their facilities.

### **3.6.3. Knowledge of International Cooperation**

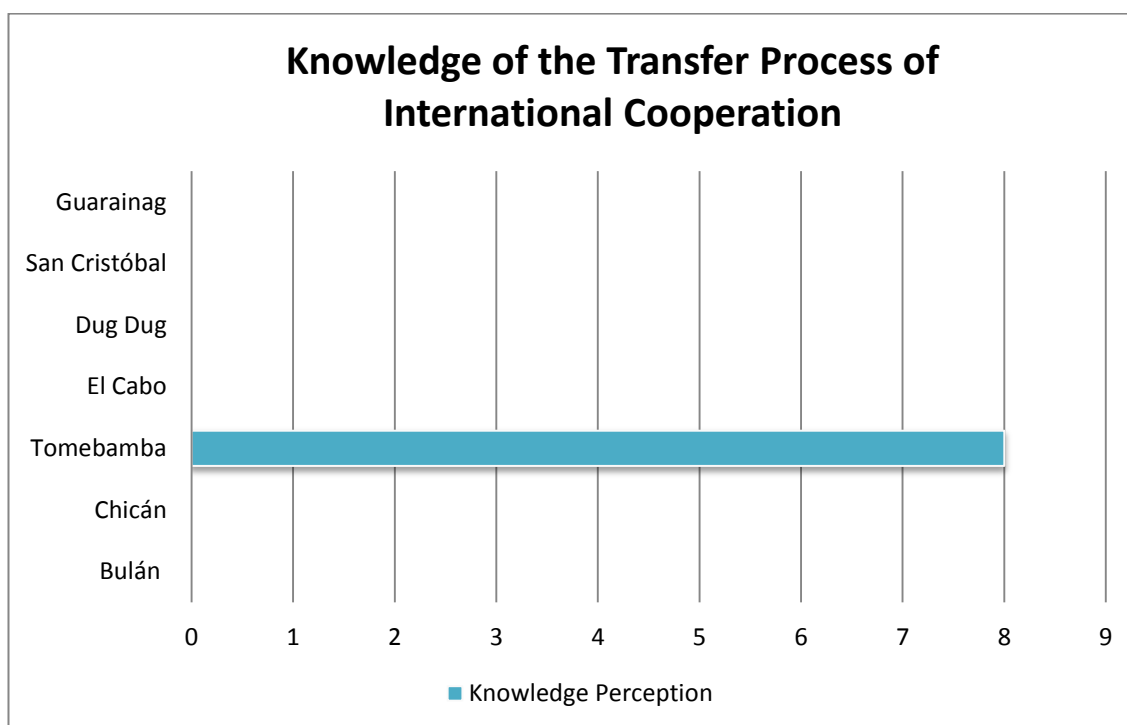
#### **a. Knowledge about the process of transferring the competence of the International Cooperation to the Decentralized Autonomous Governments.**

Of the seven Decentralized Autonomous Rural Parochial Governments of Paute, only one president claimed to know about the process, due to his position as vice president of CONAGOPARE Azuay.<sup>45</sup>

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<sup>45</sup> Presidents are asked about their knowledge of the process of transferring International Cooperation competence to Autonomous Decentralized Governments on a scale of 1 to 10, with 10 being the highest degree of knowledge.

**Graphic N° 10: Knowledge about the Process of Transfer of the competence of International Cooperation to Decentralized Autonomous Governments**



**Source:** Interviews

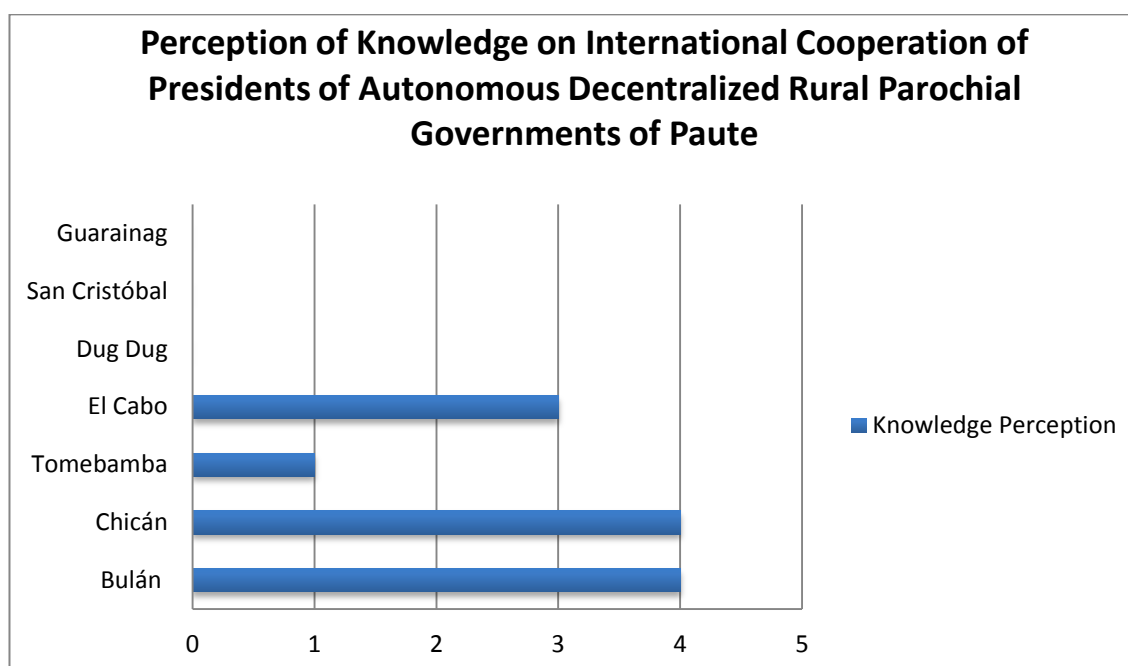
**Created by:** Daniela Fernández Arias

## **b. Knowledge about International Cooperation**

In relation to knowledge on International Cooperation in the Decentralized Autonomous Rural Parochial Governments of Paute, on a scale of 1 to 10,<sup>46</sup> the results showed that four presidents claimed to know about International Cooperation, the highest score being 4 out of 10.

<sup>46</sup> The presidents of the Parish Councils of the Autonomous Decentralized Rural Parochial Governments of Paute were asked how much they thought they knew about IC (benefits, disadvantages, creation of IC, modalities) on a scale of 1 to 10, with 10 being the highest degree of knowledge.

**Graphic N° 11: Perception of Knowledge on International Cooperation**



**Source:** Interviews

**Created by:** Daniela Fernández Arias

Despite having a score of 4 out of 10 in the perception of knowledge about IC, this is not entirely realistic since knowledge is relative; and, in many cases, only the administrative concept of obtaining financing is known for project management.

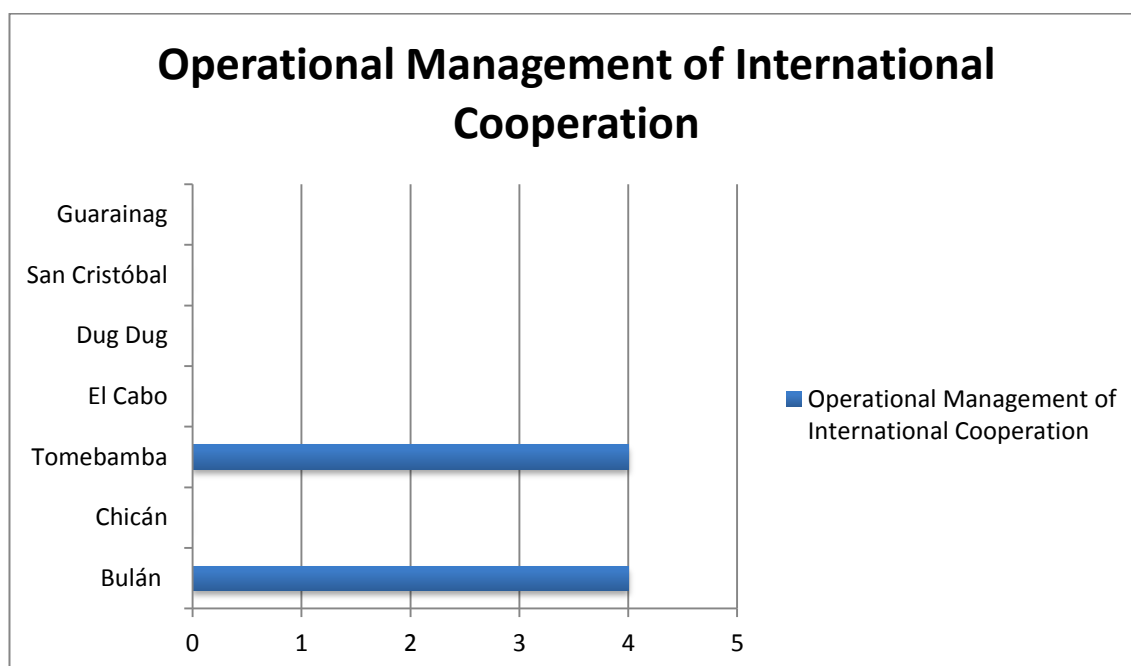
### **c. Knowledge about the operational management of International Cooperation**

In terms of knowledge about the operational management of International Cooperation, the results<sup>47</sup> showed that only two parishes believe they know how to manage IC, and they simply acknowledge that it can be done through project management.

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<sup>47</sup> The presidents were asked if they knew how to manage at the operational level the competence of the International Cooperation, on a scale of 1 to 10, with 10 being the highest degree of knowledge.

**Graphic N° 12: Knowledge Perception on the management capacity of International Cooperation**



**Source:** Interviews

**Created by:** Daniela Fernández Arias

#### **d. Role of CONAGOPARE in advising and representing the Rural Parochial Governments of Canton Paute**

Regarding the role of CONAGOPARE, and its management in international cooperation, the presidents of the Parish Boards affirm that CONAGOPARE Azuay has not elaborated on this issue, and that Decentralized Autonomous Rural Parochial Governments have not requested advice on the management of Cooperation International.<sup>48</sup>

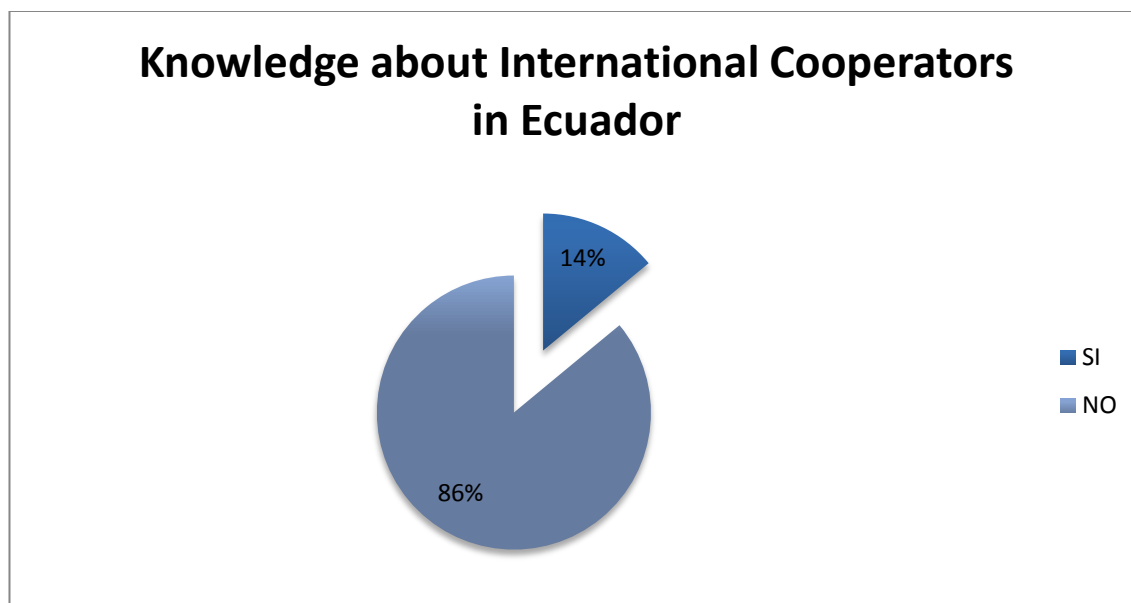
#### **e. Knowledge about International Cooperators**

In relation to knowledge about International Cooperation Agencies, multilateral organizations, or Non-Governmental Organizations that provide Cooperation in Ecuador, it was discovered that only the Decentralized Autonomous Rural Parochial

<sup>48</sup> Two questions were asked: if CONAGOPARE Azuay has given support to the management of International Cooperation to the Autonomous Decentralized Rural Parochial Government Paute; and, if CONAGOPARE Azuay has ever asked for information about a project or program to be used for the management of International Cooperation.

Government of Bulán knew about one of the agencies of international cooperation because it was a beneficiary in a project carried out at the national level.

**Graphic N° 13: Knowledge about International Cooperators in Ecuador**



**Source:** Interviews

**Created by:** Daniela Fernández Arias

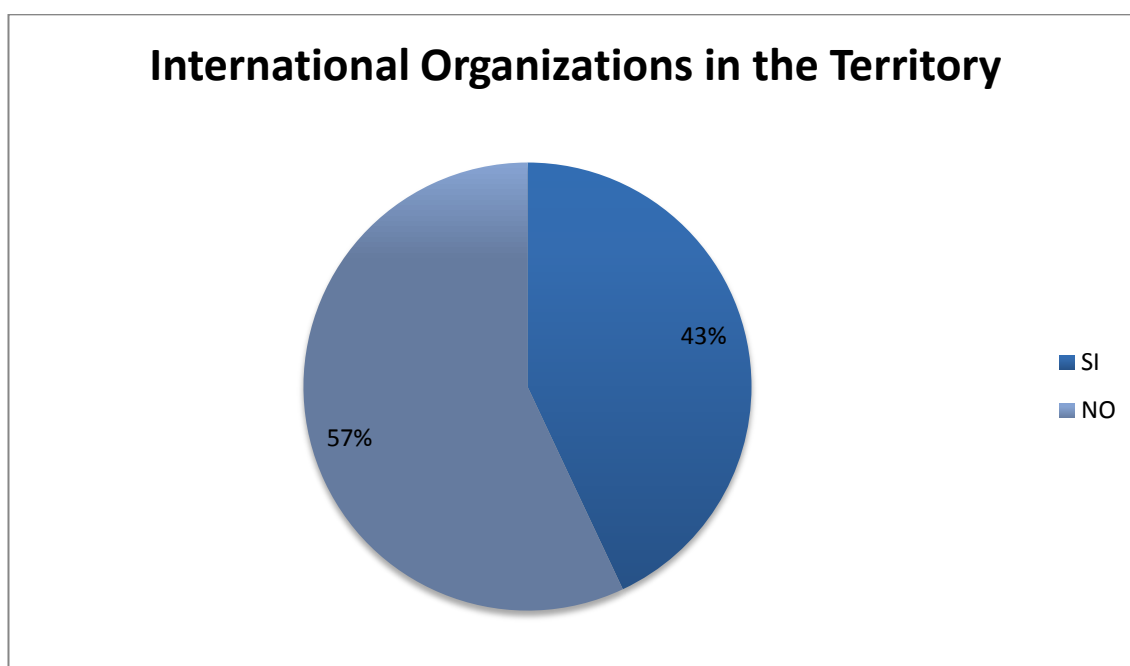
#### **f. Participation in International Cooperation Events and Training**

In relation to the participation of Decentralized Autonomous Rural Parochial Governments of Paute in events and trainings on International Cooperation, it was found that none of the members of the parish boards, nor the presidents, have attended any training at all.

#### **g. Presence of International Organizations in Paute**

Regarding the identification of international organizations in Paute, it was evident that only three of the presidents knew two foundations located within the canton. The first is a Spanish, non-governmental organization called *Savia Roja*, and the other an organization of Canadian origin called *Casira*.

**Graphic N° 14: Knowledge about International Organizations in Paute**



**Source:** Interviews

**Created by:** Daniela Fernández Arias

Decentralized Autonomous Rural Parochial Governments do not have the necessary knowledge to manage IC. Likewise, it is recognized that CONAGOPARE Azuay does not advise or manage activities related to IC, and, the Decentralized Autonomous Rural Parochial Governments of Paute have not requested information and advice on IC.

### **3.6.4. Technical Capacity - Territorial Collaboration**

According to the interviews held with the representatives of the Parochial Boards of the Autonomous Governments of Paute, the cooperation of the Decentralized Autonomous Parochial Government of Paute with different institutions was analyzed, as well as the relationship with the Decentralized Autonomous Municipal Government of Paute and the Autonomous Decentralized Provincial Government of Azuay.

The collaboration achieved by the Decentralized Autonomous Rural Parochial Government of Paute, with the different local actors and nations, has several factors



such as political conditionality, which has benefited or limited the relations with other state institutions.

- **Collaboration with Local and National Actors**

There are some frequent collaborators with the Decentralized Autonomous Rural Parochial Government of Paute, such as the public company AGROAZUAY, the National Water Secretariat, and the Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP).

The provincial public company AGROAZUAY has supported different activities, such as the provision of seeds for cultivation, as well as training in agricultural issues. This company has worked with the parishes of Dug-Dug, Bulán, El Cabo, and Chicán in different projects and workshops with the producers and farmers of the area (Sanchez, Idrovo, Once y Segarra, personal communication, 2017).

The SENAGUA National Water Secretariat has provided support for reforestation and advisory projects to the Water Management Boards. Reforestation projects have been carried out in the parishes of Bulán and San Cristóbal. San Cristobal, in 2016, signed a cooperation agreement with SENAGUA to support the representatives of the water management boards (Castro, personal communication, 2017).

The main activity of MAGAP has been technical advice to the farmers and ranchers of the canton. The Decentralized Autonomous Rural Parochial Government of San Cristóbal signed an agreement with this institution in 2016 for the adaptation of water systems in response to dry seasons that affect crops (Castro, personal communication, 2017). Likewise, the Decentralized Autonomous Rural Parochial Government of Chicán received technical advice and accompaniments on issues of raising small animals, and agriculture (Paucar, personal communication, 2017).

The Ministry of Transport and Public Works has also supported the Decentralized Autonomous Rural Parochial Government of San Cristóbal through an agreement to help improve roadways within the parish. Furthermore, the Electric Corporation of Ecuador helps in sanitation issues, as well as the provision of portable toilets, such as

in the Guarainag parish. The cooperation with educational institutions is quite limited; however, there was one project in the parish of Tomebamba where the Catholic University of Cuenca helped with plans to improve the parish cemetery (Sanchez, personal communication, 2017).

- **Collaboration among Decentralized Autonomous Governments**

The main area of collaboration between the Decentralized Autonomous Rural Parochial Government of Paute and the Autonomous Decentralized Provincial Government of Azuay is in regards to the roadways, since it is a joint responsibility between the parties; which, through the ‘Solidarity Tax,’ has helped the Autonomous Decentralized Provincial Government of Azuay.

The Decentralized Autonomous Rural Parochial Government of Bulán was able to construct a bridge, and asphalt a large number of its roads, due to the financial support of the Autonomous Decentralized Provincial Government of Azuay (Segarra, personal communication, 2017). The Decentralized Autonomous Rural Parochial Government of El Cabo received budgetary allocations in 2016, from the ‘Solidarity Tax,’ allowing it to complete the construction of a connecting bridge between its communities (Once Condo, personal communication, 2016). The president of the Parish Board of Tomebamba stated that she received financial support from the prefecture for the adaptation of a sports facility, and improvement in irrigation canals (Sanchez, personal communication, 2017).

The Decentralized Autonomous Municipal Government of Paute makes little intervention and coordination with other Autonomous Decentralized Governments. Although, there have been a few joint projects, as in the case of the Bulán parish where a program of reforestation, and research on native plants and their species, was done (Segarra, personal communication, 2017).

All the presidents of the parish councils agree that cooperation with the Decentralized Autonomous Municipal Government is limited or nonexistent. Each president has experienced different obstacles in coordinating projects with the Decentralized Autonomous Municipal Government, and they affirm that these

problems lie in the strong political positions that are pronounced between the representatives of the Decentralized Autonomous Rural Parochial Governments and the representatives of the Decentralized Autonomous Municipal Government of Paute.

In conclusion, cooperation with the Decentralized Autonomous Rural Parochial Governments of Paute is quite limited due to the political affiliations of its representatives. Likewise, all the presidents have spoken about the poor coordination with the Decentralized Autonomous Municipal Government; this is a key factor in the lack of effective management in the area.

### **3.6.5. Technical Capacity - Management and experience in project execution**

Because the realities of the parishes are different, the projects and programs implemented vary among the parishes. However, there are commonalities, such as roads, the management of recreational spaces, and support for agriculture.

The Decentralized Autonomous Rural Parochial Government of El Cabo successfully managed a project on the raising of guinea pigs. This project was carried out in 2015, and consisted of providing technical capacities and production elements to 26 guinea pig producers within the parish. AGROAZUAY was assisted by those who supplied stock for breeding. The local government also maintains a program that helps vulnerable groups with recreational activities, workshops, among others (Once Condo, personal communication, 2016).

The Decentralized Autonomous Rural Parochial Government of Bulán has focused its budget on the maintenance of the roads of its parish, with the use of its own equipment and outside financial support. The president of the Decentralized Autonomous Rural Parochial Government considers that this is his most important contribution because it is permanently visible to the population. Also, the local government has constructed a fruit nursery, even going as far as obtaining quality certifications for the various fruit species that are cultivated by locals (Segarra, personal communication, 2017).

In 2005, the Decentralized Autonomous Parochial Government of Tomebamba began the construction of a milk collection center; however, it is not yet in operation due to a lack of funding. However, improvements have been made in the public spaces of the parish, such as recreational facilities, entertainment spaces, among others. Furthermore, attention to vulnerable groups is also an established program, monthly food rations are given to 240 beneficiaries, and among them are the disabled and the elderly (Sánchez, personal communication, 2017).

Since January 2017, the Decentralized Autonomous Parochial Government of San Cristóbal has managed a Sunday fair, where crops are bartered for or exchanged to reduce the need for short crop cycles. Mr. Oswaldo Castro Calle, president of the Decentralized Autonomous Rural Parochial Government, affirms that this is one of the projects with the highest number of beneficiaries in the parish, and despite it being a new project, positive results have been seen (Castro, personal communication, 2017).

Per Mr. Castro,<sup>49</sup> another successful project was the construction of a Recreation Center for communities which had an investment of \$158,000. Likewise, there are isolated activities, such as care for the elderly, through the delivery of food rations four times a year to 150 beneficiaries, as well as training in recreational activities (Castro, personal communication, 2017).

The Decentralized Autonomous Rural Parochial Government of Chicán, within its Annual Operational Planning, shows that the areas with the most investment in 2016 were the socio-cultural area, especially in attention to ‘priority groups,’ making an investment of approximately \$18,200. Similarly, in the environmental sector, there is a reforestation project of areas without vegetation that have been eroded and degraded (Decentralized Autonomous Rural Parochial Government of Chicán, 2016).

Mr. David Idrovo states that the Decentralized Autonomous Rural Parochial Government of Dug-Dug, in 2016, focused mainly on roads; although, there have been other projects, such as: the improvement of public infrastructure, the

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<sup>49</sup> Mr. Luis Castro is the president of the Parish Board of the Autonomous Decentralized Rural Parochial Government of San Cristóbal.

vaccination of the parish cattle, and the elderly care program which provides food rations to 238 beneficiaries (Idrovo, personal communication, 2017).

Eugenia Uzhca has also carried out projects in sanitation and care for the elderly, through the provision of food rations, in the Decentralized Autonomous Rural Parochial Government of Guarainag. Uzhca states that the lack of funding is a limitation for the management of programs and projects, for the benefit of the population (Uzhca, personal communication, 2017).

It is assumed that much of project management is not based on formal knowledge; rather it is based on the immediate needs of the parish. In addition, there is no long-term planning for the management of said needs.

### **3.6.6. Operational Capacity - Sufficient economic resources for the management of International Cooperation**

According to article 171 of the COOTAD, decentralized autonomous governments receive 5 types of resources: management of own income, transfers from the general budget of the State, inheritances and donations, revenues from the exploitation or industrialization of non-renewable natural resources, and resources from financing.

**Table N° 13: Types of Income received by Decentralized Autonomous Governments**

<b>Type of Income</b>	<b>Detail</b>
Revenue from the management of own income	These are generated by self-management; such as taxes, special taxes and fees for improvements, sale of goods or services, investment income, fines, investment recovery, raffles, sweepstakes, etc. Decentralized Autonomous Rural Parochial Governments benefit from own income, and delegated income, from other levels of government
Transfers from the general budget of the State	Allocations that the Decentralized Autonomous Governments receive from the general budget of the State, whether permanent or non-permanent, as part of the transfer of an

	authority, or transfers from budgets of other entities of public law
Other types of transfers, inheritances, and donations	Funds received from the internal and external sector, the public sector, from the private sector, from the external sector as donations, or resources from international non-reimbursable cooperation
Revenues from the exploitation or industrialization of non-renewable natural resources	Decentralized Autonomous Governments that have exploited or industrialized non-renewable resources are entitled to income received by the State for this activity, according to the provisions of the law
Resources from financing	The financing resources that can be obtained by Decentralized Autonomous Governments through the receiving of internal or external funds to finance investment projects, such as securities, contracting of debt, or balances from previous years

**Source:** Organic Code of Territorial Organization, Autonomy, and Decentralization

**Available at:** Organic Code of Territorial Organization, Autonomy, and Decentralization

**Created by:** Daniela Fernández Arias

In relation to revenue from the management of own income, Decentralized Autonomous Rural Parochial Governments can obtain funds through the administration of community infrastructure; in addition, Decentralized Autonomous Rural Parochial Governments can receive income from other levels of decentralized self-government, as well as from international cooperation, inheritances, donations, and self-management activities (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010, article 187).

Budgetary allocations to the decentralized autonomous governments are twenty-one per cent of permanent income, and ten per cent of non-permanent income of the general budget of the State. Of this total, allocation to the Decentralized Autonomous Parochial Governments is six percent; to the Decentralized Autonomous Municipal Governments it is seventy-seven percent; and to the Decentralized Autonomous

Parochial Governments it is twenty-seven percent (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010, art. 192).

The economic resources of decentralized autonomous governments already transferred, generated, or collected are considered public resources, forcing the decentralized autonomous governments to apply procedures to ensure transparency, access to information, and accountability on the use of these resources (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010).

The budget of the decentralized autonomous governments must be adjusted to the regional, provincial, cantonal, and parochial plans, within the National Development Plan. Any program or project funded by public resources must have objectives, goals, and deadlines, which must be evaluated at its culmination.

As indicated in the report on technical capabilities presented by CONAGOPARE to the National Competence Council, budgetary allocations depend on the population that exists within the territorial district (Rural Governments CONAGOPARE Azuay, 2014).

Parochial governments receive an approximate budget allocation between \$140,000 to \$178,000. However, they have their own income, as in the administration of public infrastructure, such as: cemeteries, recreation centers, or event halls. Likewise, the Provincial Government has made agreements on the viability of giving funds to the Decentralized Autonomous Rural Parochial Governments for the aforementioned reasons<sup>50</sup> (Rural Governments CONAGOPARE Azuay, 2014).

In 2016, Decentralized Autonomous Rural Parochial Government of Chicán had total management revenue of \$356,990; including current revenue, financial income and capital income. On the other hand, the total expenditure for the same year was \$566,767, resulting in a budget deficit (Decentralized Autonomous Rural Parochial Government of Chicán, 2016).

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<sup>50</sup> The 'Solidarity Tax' comes into effect from April 2015 in which the parish boards of the Autonomous Decentralized Provincial Government of Azuay assume the responsibility of road maintenance of tertiary level roads, while the Provincial Government will take charge of asphaltting the primary road ways. The funds raised will go directly to the Parish Boards. Taken from: <http://www.azuay.gob.ec/tasa-solidaria/>

Carlos Paucar, president-elect of the Chicán parish for the period 2014-2019, affirms that he received the presidency of the parish with debts, and that this has greatly limited his management capabilities. Of the total of its budget, approximately 25% is designated for current expenses like wages, insurance, and payment of basic services (Decentralized Autonomous Rural Parochial Government of Chicán, 2016).

Debt is a significant part of reality in the Parochial Governments. The president-elect of the Decentralized Autonomous Rural Parochial Government of Chicán says they have debts from projects of past administrations that represent 34% of the 2016 budget (Paucar, personal communication, 2017).

In 2016, the Decentralized Autonomous Rural Parochial Government of Bulán had a total income of \$267,363, and budgeted expenditures of \$298,411.

Per Justo Segarra, president of the Parish Board, 30% of his Budget is for current expenses and 70% for investment; however, according to its annual operational planning, the funds for investment are insufficient. Thus, certain projects and programs will remain unrealized (Segarra, personal communication, 2017).

The parish of Tomebamba recorded a total of \$309,554 in revenue for the year 2016, 100% of which was already accounted for in the annual Budget. Of this budget, 31% is earmarked for current expenditures, of the which approximately \$226,000 goes to investment. Budgeted expenditures include road projects, construction, adaptation of recreational centers, care for the elderly, and the environment (Decentralized Autonomous Rural Parochial Government of Tomebamba, 2016).

The Decentralized Autonomous Rural Parochial Government of San Cristóbal had a total income of \$433,647, made up of State General Budget allocations, personal revenue from the administration of the parish cemetery, communal room, etc., VAT tax returns, and outstanding balances from previous administrations. Of the total of its income, 15% corresponds to current expenditures and 85% to investment. In 2016, the Decentralized Autonomous Rural Parochial Government of San Cristóbal used 100% of its funds (Decentralized Autonomous Rural Parochial Government of



San Cristobal, 2016). Per Oswaldo Castro, president-elect for the period 2014-2019, the main investments have been in recreational centers, and the promotion of production, due to the type of soil that exists in the parish (Castro, personal communication, 2017).

In 2016, the Decentralized Autonomous Rural Parochial Government of El Cabo received \$252,515 from the General Budget of the State, the 'Solidarity Tax,' transfers, and current donations. 100% of the budget was invested on expenditures and investments on economic and tourism development, as well as socio-cultural events (Decentralized Autonomous Rural Parochial Government of El Cabo, 2016).

Also in 2016, the Decentralized Autonomous Rural Parochial Government of Dug-Dug received funds totaling \$264,550. Nevertheless, its projection of expenses was greater to its income, with a difference of \$116. The current expenses for salaries, insurance, and other expenses, represent 34% of the budget, leaving a total of \$175,300 for investment expenses (Idrovo, personal communication, 2017).

The Decentralized Autonomous Rural Parochial Government of Guarainag, for the year 2016, had a budget of \$222,596, this being the smallest amount of funds of all the parishes of Paute. Guarainag had an investment budget of 4160,400. Of its total budget, only 69% was used for investment (Decentralized Autonomous Rural Parochial Government of Guarainag, 2016).

In conclusion, The Decentralized Autonomous Rural Parochial Governments of Paute do not have a budget in accordance with their management proposal; and, in other cases, 100% of the budgeted funds are not managed properly, as in the case of the Guarainag parish. Likewise, the perception of the presidents of the Decentralized Autonomous Rural Parochial Governments of Paute is that the budget represents a limitation for the management of projects.

### 3.6.7. Planning framework for IC management

Regarding International Cooperation in Decentralized Autonomous Rural Parochial Governments of Paute, we can assume that there is no specific plan on the management of International Cooperation. At the same time, the presidents were asked about the existence, and status of IC planning; however, the results were negative. In short, there was no IC planning whatsoever.

**Graphic N° 15: International Cooperation management planning in the Decentralized Autonomous Rural Parochial Governments of Paute**



### 3.7. Current Situation of International Cooperation Management in the Decentralized Autonomous Rural Parochial Governments of Paute

The current situation of International Cooperation in Decentralized Autonomous Rural Parochial Governments of Paute is limited or non-existent. The most relevant

factors limiting the management of IC are lack of knowledge about International Cooperation and lack of trained personnel within the respective, local governments.

The first limitation is the knowledge of representatives of Decentralized Autonomous Parochial Governments on international cooperation, in conceptual and operational terms. This lack of knowledge has led many of these governments to not even recognize international cooperation activities, such as the Tomebamba parish. Most of these governments have not made efforts to improve IC, despite having needs susceptible that would most likely benefit from IC.

Likewise, the capacity of personnel in the Decentralized Autonomous Rural Parochial Governments of Paute is another limitation for IC management, since not all of these governments have trained personnel for the formulation of projects, for the management and negotiation with the international counterparts, or even for the evaluation of any IC that may be received.

The perception of the presidents of the Decentralized Autonomous Rural Parochial Governments of Paute, in relation to the limitations on the management of IC, falls into three categories: budgetary limitations, the problems of cooperation with the Decentralized Autonomous Municipal Government of Paute, and the difference in political philosophies regarding IC management.

However, there are some positive indications of IC management among parishes, as isolated projects have been identified to fulfill various needs of the respective communities.

Common issues can be found among the various parishes, such as support for agriculture, care for the elderly, and the construction or improvement of public infrastructure and spaces. Consideration should be given to the possibility of cooperation between the Rural Parochial Governments of Paute, or the strengthening of existing associations, in order to jointly manage IC according to different intervention modalities.<sup>51</sup>

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<sup>51</sup> See Chapter 1, section 1.5. Modes and Instruments of International Cooperation

The Decentralized Autonomous Rural Parochial Governments of Tomebamba, Bulán, and Chicán have had experiences in International Cooperation; either in project execution (Bulán and Chicán), fund management (Tomebamba), or in projects managed jointly with the federal government (Chicán). These experiences can be used as examples of management for other Decentralized Autonomous Rural Parochial Governments that have no experience in International Cooperation.

CONAGOPARE Azuay recognizes certain limitations that hinder its efforts with certain Decentralized Autonomous Rural Parochial Governments, such as: it does not have a multidisciplinary team for the formulation of projects in the format and logical framework set forth by SENPLADES; they have a limited Budget; and all IC management has been centralized at the CONAGOPARE national headquarters (Rural Governments CONAGOPARE Azuay, 2014).

In 2016, CONAGOPARE Azuay worked jointly with Decentralized Autonomous Provincial Governments in the formulation of CI projects. These institutions also had the support of the Office of Social Research and Development (OFIS) in order to obtain funds from the European Union for citizen participation programs. This was not necessarily favorable for the various institutions, but it was the only collaborative work between the Decentralized Autonomous Provincial Governments, CONAGOPARE Azuay, and the Decentralized Autonomous Rural Parochial Governments of Paute (Rural Governments CONAGOPARE Azuay, 2014).

In conclusion, there is no planned management regarding International Cooperation in the Decentralized Autonomous Rural Parochial Governments of Paute. Limitations can be identified that have led to a lack of IC projects or programs; however, opportunities can also be identified for future IC management, in order to promote sustainable local development within the different parishes, by promoting endogenous development processes that adhere to the guidelines of International Cooperation at the international and national level.

## **CHAPTER IV**

### **1.7. Proposals for International Cooperation management in the Decentralized Autonomous Governments of Paute**

Because of this research, we will give three recommendations to implement International Cooperation management in the Autonomous Rural Parochial Governments of Paute. Firstly, it is recommended that the Decentralized Autonomous Parochial Governments of Paute carry out a plan for institutional strengthening on the technical and operational capacities for the management of International Cooperation, through the Association of Rural Parish Governments of the canton Paute. This association could increase IC management capacity by raising the visibility of said governments at the national and international levels.

Regarding institutional strengthening, commonalities between the Decentralized Autonomous Rural Parochial Governments of Paute should be found. As a result of the analysis of this research, two common such commonalities were identified: improvement in agriculture, and the construction or adaptation of public spaces for recreational purposes.

The promotion of local territorial development should be evident in all efforts made by International Cooperation, seeing as local territorial development is the main objective within the individual parishes. Through local development, the population is the direct beneficiary of IC, focusing on local, basic needs.<sup>52</sup>

#### **4.1. Institutional Strengthening Plan by the Association of Decentralized Autonomous Rural Parochial Governments of the Canton Paute on International Cooperation management**

Because of the foregoing analysis, the technical and operational capacities, regarding International Cooperation, of the Decentralized Autonomous Rural Parochial Governments should be strengthened.

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<sup>52</sup> See Chapter 1, Section 1.3.4: The 1970s: International Cooperation and a New Development Model.

As seen in chapter 3, the Decentralized Autonomous Rural Parochial Governments of Paute are in a process of association since 2014, through the creation of the Association of Rural Parish Governments of Paute. An institutional strengthening process for the Association is recommended, to define the scope and commitment of the partners.

Among the responsibilities of the Decentralized Autonomous Rural Parochial Governments is, “to manage international cooperation for the fulfillment of their powers” (Organic Code of Territorial Organization, Autonomy, and Decentralization, 2010). In this way, the inclusion of international cooperation within the operational planning of the Association would be the main recommendation; in doing so, it will be possible to establish long-term objectives, leading to better IC management.

Based on the need for international cooperation in territorial planning, it is recommended that the activities in relation to International Cooperation of the Association of Decentralized Autonomous Rural Parochial Governments of Paute be based on the development plan and territorial order of each decentralized autonomous government.

The strengthening of knowledge regarding International Cooperation should be recognized as a separate process, yet parallel to International Cooperation planning; because, as evidenced, IC knowledge is clearly limited, which has been the first limitation for proper IC management.

With the successful cooperation among the different levels of government, it will be possible to identify the territorial needs for the management of International Cooperation, and to continue with the management cycle set out above, in addition to the plan to strengthen the capacities identified as limited.

The key points to be strengthened according to the analysis are: knowledge about international cooperators and their characteristics, general knowledge about International Cooperation, the management cycle of International Cooperation, operative management of International Cooperation, the authority transfer process,

and Resolution No. 0009-2011 of the National Competence Council on the scope of the management of International Cooperation.

## **Recommendations**

- a. Inter-institutional cooperation.** - To optimize the proposed strengthening plan, the support of actions aligning and managing local partners, such as universities, consulting firms, civil society organizations, and others, is recommended. These organizations can contribute, in their respective areas of expertise, by formulating a proper IC management and institutional strengthening plan between the canton of Paute and the Association of Decentralized Autonomous Rural Parochial Governments of Paute.
- b. Collaboration.** - Collaboration among the different levels of government will be an important factor to achieve an impact on the management of International Cooperation. The establishment of joint strategies with the Decentralized Autonomous Rural Parochial Governments of Paute, the Decentralized Autonomous Municipal Government of Paute, and the Decentralized Autonomous Provincial Government of Azuay will be an important goal, to achieve greater development and avoid a duplication of efforts.
- c. Increase of theoretical and operational knowledge on International Cooperation.**- This is a major limitation; thus, it is necessary to strengthen knowledge regarding International Cooperation, both for strategic, operational, and support personnel in the Decentralized Autonomous Rural Parochial Governments of Paute, in order to strengthen the understanding of the activities that come from the Management of International Cooperation by the Association of Decentralized Autonomous Rural Parochial Governments of Paute.
- d. Define leadership within the Decentralized Autonomous Rural Parochial Governments.** - To improve International Cooperation activities by the Association, it is recommended to identify the person in charge of

International Cooperation within each Decentralized Autonomous Rural Parochial Government, at the operational, strategic, and support levels, in order to streamline processes and improve IC management.

- e. **Search and identification of Good International Practices.** - It is recommended to identify good international and national practices that adapt to the reality of the canton Paute, regarding the implementation of International Cooperation, to extract relevant information and experience to strengthen the proposed process.
- f. **Use of IT tools on International Cooperation.**- In order to improve the search for potential cooperators, the use of tools available in different institutions, such as the International Cooperation Manuals of the Cooperation and Investment Agency of Medellín and the ACI metropolitan area, publications of the former Technical Secretariat for International Cooperation, donor implementation mechanisms, the SIOC International Cooperation Offering Information System of the Association of Municipalities of Ecuador, is recommended. Decentralized Autonomous Rural Parochial Governments have Access to the SIOC International Offering Information System.

**Potential Cooperators:** United Nations Development Program (UNDP), Spanish Agency for Development Cooperation (AECID), Korean International Cooperation Agency (KOICA), Cooperation and Investment Agency of Medellín and the Metropolitan Area (ACI) (Technical Secretariat for International Cooperation, 2016).

**Possible Local / National Partners:** CONAGOPARE Azuay, the Decentralized Autonomous Provincial Government of Azuay, the Ministry of Foreign Affairs and Human Mobility.

#### **4.2. Management of technical cooperation through Triangular International Cooperation for the improvement of procedures and techniques in agriculture**



Because of the investigation, it was possible to determine that a common point among the parishes of Paute is agriculture.

Likewise, one of the exclusive responsibilities of the Decentralized Autonomous Rural Parochial Governments refers to “encouraging the development of community productive activities, preservation of biodiversity, and protection of the environment” (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010).

In this context, a joint program or project between the rural parishes of Paute, for the improvement of agriculture as the main productive activity of the canton, is recommended. The advised form of cooperation is Triangular International Cooperation,<sup>53</sup> in order to manage two types of cooperation: financial and technical. The respective governments should look for an institution that provides non-reimbursable financing in lines of productive development, and another partner that has experience, or good practices, related to agriculture, that can provide technical assistance based on previous successful management.

## **Recommendations**

- **Identification of potential cooperators.** - a mapping of actors, to define the possible cooperators according to the identification of the lines of work and the modes of their execution, is advised; and consequently, a more specific formulation of the project / program can be made.
- **Planning a long-term program.** - Long-term planning can be carried out to commit funds and cooperation for a longer period, and thus have a greater impact on the productive development of the canton. A pilot project can be proposed, but it should be planned according to short, medium, and long term stages, depending on the initial results of the initiative.
- **Identification of good practices.** - The identification of good international practices on agriculture will be a key tool to support the management of the

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<sup>53</sup> See Chapter 1, section 1.5. Modes and Instruments of International Cooperation

program or project, it should be considered that the strategies and actions identified must be adjusted to the reality of the canton Paute.

- **Local Partners and Beneficiaries.** - The identification of local partners will be important to strengthen the legitimacy of the project / program in the territory, in addition to identifying the specific needs to strengthen or support. Likewise, it is recommended to involve local partners or beneficiaries in the process of formulation and construction of the Project, to generate endogenous processes for the canton.
- **Partnerships.** - To build long-term relationships, it is recommended to create partnerships with other local territories that demonstrate skills or experiences that could strengthen project management and respond to the local needs of Paute.
- **Continuous learning processes.** - Continuous learning processes on the formulation and management of projects, in addition to the methodologies for evaluating them, is recommended

**Potential Cooperators:** Italian Cooperation for Development, Spanish Cooperation Agency for Development (AECID), European Union Cooperation through thematic lines, Cooperation of the United Nations System (Technical Secretariat for International Cooperation, 2016).

**Possible Local Partners:** CASIRA Foundation, Producing Associations of the rural parishes of Paute, AGROAZUAY, the Decentralized Autonomous Provincial Government of Azuay, University of Cuenca – Major in Agronomy.

#### **4.3. Project on the construction and adaptation of recreational public spaces within the rural area of Paute through financing from International Cooperation**

As mentioned in chapter 3, the presidents of the Decentralized Autonomous Rural Parochial Governments of Paute perceive that their annual budget does not cover all the needs of their constituents.

One of the exclusive responsibilities of the Decentralized Autonomous Rural Parochial Governments, is “to plan, construct, and maintain the physical infrastructure, equipment, and public spaces of the parish, contained in the development plans and included in the annual participatory budgets” (Organic Code of Territorial Organization, Autonomy and Decentralization, 2010). There is the potential of a joint project between the Decentralized Autonomous Rural Parochial Governments on the construction or adaptation of recreational public centers and spaces within rural parishes, which could be managed through International Cooperation.

The recommended mode is bilateral financial cooperation to obtain non-reimbursable funds, which should be used for the implementation of the cantonal benefit project, the main beneficiaries being the population of the rural area of Paute.

International cooperation agencies, whose lines of intervention are focused on human development and infrastructure investment, to optimize efforts and achieve planned financing, should be sought after.

### **Recommendations**

- **Identification of potential cooperators.** - a mapping of previous actors to define possible cooperators, and to identify their specific lines of work, should be made; this will facilitate the realization of a more specific formulation of the project.
- **Local partners.** - As this is a project in need of financial cooperation, funds from a private company would be most efficient.
- **Defining accountability within Decentralized Autonomous Rural Parochial Governments.** - To improve the synergy within the project, it is

recommended that the Project Manager and International Cooperation be identified within each Decentralized Autonomous Rural Parochial Government, at the operational, strategic, and support level, to streamline processes and improve the project life cycle.

- **Knowledge in Formulation and Execution of Projects.** - Strengthening the knowledge in the formulation, execution, and evaluation of projects, specifically in the methodologies of the cooperant, to strengthen the management and credibility of the Decentralized Autonomous Rural Parochial Government of Paute, is recommended.
- **Use of computer tools on International Cooperation.** - To improve the search for potential cooperators, the use of available tools, such as the publications of the former Technical Secretariat for International Cooperation, the SIOC International Cooperation Offering Information System of the Association of Municipalities of Ecuador, in which the local governments have access to, is recommended.
- **Collaboration.** - Collaboration with the different levels of government will be an important factor to achieve more effective management, which is why collaboration is recommended on the project with the Decentralized Autonomous Provincial Government of Azuay and the Decentralized Autonomous Municipal Government of Paute, which could act as potential national partners and cooperators.

**Potential Cooperators:** Korean International Cooperation Agency (KOICA), Japanese International Cooperation Agency (JICA), Spanish Agency for Development Cooperation (AECID), Center for International Cooperation, Ministry of Foreign Affairs of Israel (MASHAV).

**Possible Local Partners:** Decentralized Autonomous Provincial Government of Azuay, Decentralized Autonomous Municipal Government of Paute, AGROAZUAY.

## **Conclusions**

The decentralization of the management of International Cooperation has given the decentralized autonomous governments an international presence as promoters of development in the local territories, as well as new tools to support management of their new responsibilities.

In this way, the transfer of the responsibility of International Cooperation to the Decentralized Autonomous Governments entails an analysis of their operational capacities. In the case of Decentralized Autonomous Rural Parochial Governments, a heterogeneous case study was made by three institutions: the national office of CONAGOPARE, the provincial authorities of CONAGOPARE, and the Decentralized Autonomous Rural Parochial Governments themselves.

In all instances, initiatives implemented on International Cooperation are recorded; however, the operational capacity of Decentralized Autonomous Rural Parochial Governments is limited and a process of institutional strengthening is required, which has not been implemented thus far.

The analysis of the current situation of the International Cooperation within the Decentralized Autonomous Rural Parochial Government of Paute was defined as a general sample of the situation of IC at the national level, within this level of government.

In order to better manage decentralized international cooperation in Paute, based upon the characteristics of the area, as well as previous experience, the following conclusions can be made:

1. The Decentralized Autonomous Rural Parochial Governments of Paute do not have qualified personnel for the management of International Cooperation.
2. The Decentralized Autonomous Rural Parochial Governments of Paute have the necessary infrastructure for the management of International Cooperation.

3. The Decentralized Autonomous Rural Parochial Governments of Paute have no theoretical or operational knowledge on the management of International Cooperation.
4. There is no support for the Decentralized Autonomous Rural Governments of Paute, by the Consortium of Rural Parochial Governments of Ecuador (CONAGOPARE) for the management of IC, nor have the Decentralized Autonomous Parochial Governments of Paute requested advice for the execution of IC.
5. Territorial collaboration by the Decentralized Autonomous Rural Parochial Government of Paute is limited by the different political lines, generating deficiencies in cooperation with the local actors, and with the different levels of government.
6. The Decentralized Autonomous Rural Governments of Paute carry out the formulation and management of projects based on empirical knowledge, but they do not fully recognize the different methodologies for the management of projects and programs at the international level.
7. The Decentralized Autonomous Rural Governments of Paute have limited economic resources for the management of International Cooperation, which is the most limiting factor according to the perception of the presidents of the parish councils.
8. The Decentralized Autonomous Rural Parochial Governments of Paute do not have strategic plans for the management of International Cooperation.

Despite the existence of a few interventions of International Cooperation, it is concluded that the Decentralized Autonomous Rural Parochial Governments of Paute do not possess the necessary operational and technical capacities for the management of IC.

Finally, three recommendations are made for the implementation of IC within the Decentralized Autonomous Rural Parochial Governments of Paute. The first recommendation is based on the need for institutional strengthening of International Cooperation through its associations, specifically the Association of Decentralized Autonomous Rural Parishes of Paute, to generate greater visibility among cooperators.

The second proposal refers to the formulation and implementation of a program to improve agricultural techniques and capacities, based on triangular international cooperation managed by the Decentralized Autonomous Rural Parochial Governments of Paute.

Finally, the third proposal is based on the need for financing for the construction and adaptation of recreational public spaces for the population of each rural parish, which is one of its exclusive responsibilities.

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## **Annex 1: Chronology and Outstanding Milestones of International Cooperation**

1944: The Bretton Woods Conference or Bretton Woods Agreements was held where an international monetary and trade order was defined. The International Monetary Fund and the International Bank for Reconstruction and Development were subsequently created by the World Bank.

1945: Birth of International Relations and International Cooperation with the creation of the United Nations and the signing of the Charter of San Francisco.

1948: The Marshall Plan, sponsored by the United States of America, for the reconstruction and recovery of Europe after the Second World War, begins.

1948: Creation of the Organization of American States (OAS), for the promotion of political collaboration in the continent.

1949: “Four Point Program” was mentioned in the inaugural speech of the President of the United States, Harry Truman, where the concept of underdevelopment is being addressed for the first time.

1949: Establishment of the Expanded Program of Technical Assistance of the United Nations in order to direct the financing of projects in developing countries.

1955: The Afro-Asian Conference or Bandung Conference is held with the assistance of African and Asian countries; the Movement of Non-Aligned Countries is formed.

1957: Creation of the European Economic Community through the signing of the Treaties of Rome.

1957: The European Development Fund for Overseas Countries and Territories is created to provide financial assistance to the former French and Belgian colonies.

1959: The Inter-American Development Bank is created to finance social impact projects in Latin America and the Caribbean.

1960: The Declaration on the Independence of Colonial Countries and Peoples is approved by resolution 1514 of the General Assembly of the United Nations, this

declaration being the main precedent for the new configuration of the post-war international system.

1960: The Organisation for Economic Co-operation and Development (OECD) is formed to create a space for analysis and research on global economic growth, to improve basic needs and international financial stability through advice to its member countries.

1961: The Development Assistance Committee (DAC) is constituted, which was made up of the main group of ODA donors in the world.

1961: The Alliance for Progress promoted by President John F. Kennedy is launched to promote development in the Americas.

1964: The first United Nations Conference on Trade and Development (UNCTAD) is held.

1964: The Group of 77 is formed as the largest organization of developing countries recognized by the United Nations.

1965: The United Nations Development Program (UNDP) is created through the merger of the Expanded Program of Technical Assistance and the United Nations Special Fund.

1966: Adoption of the International Covenant on Economic, Social and Cultural Rights; and the Covenant on Civil and Political Rights.

1969: The “Partners for Development” Study known as the “Pearson Report” is published to assess the dynamics of development aid, reflecting future results and recommendations. It is proposed that developed countries allocate 0.7% of their Gross Domestic Product for ODA.

1970: Resolution No. 2625: “Declaration on the Principles of International Law concerning friendly relations and cooperation among States in accordance with the Charter of the United Nations” recognizes International Cooperation as a principle of Public International Law.

1971: The Alliance for Progress program ends.

1971: The United Nations General Assembly adopts the International Strategy for the Second United Nations Development Decade, where a development approach is implemented through the satisfaction of basic needs.

1972: The Stockholm Declaration on the Importance of Environment in Development is adopted, resulting in 26 principles for combating pollution and its effects.

1974: The Declaration and Program of Action for the Establishment of a New International Economic Order (NOEI) is approved for economic reform at Bretton Woods.

1975: The Lomé Convention is implemented through an alliance between the European Communities and the ACP countries (Africa, Caribbean and Pacific).

1982: Mexico makes an official statement about its inability to pay its financial commitments. This alerted International Financial Agencies to define adjustment policies.

1986: The Declaration on the Right to Development is approved.

1987: The United Nations Children's Fund published Adjustment with a Human Face, with emphasis on the social side of financial adjustments.

1987: The Brundtland Report "Our Common Future" is published by the World Commission on Environment and Development. The term sustainable development is introduced.

1990: The Cold War ends.

1990: UNDP publishes the first Human Development Report.

1992: The European Union is constituted.

1992: The United Nations Conference on Environment and Development is held in Rio de Janeiro, where Agenda 21 is approved for better treatment and management of planet Earth.

2000: The Millennium Development Goals are endorsed through the Millennium Declaration, which set guidelines for development.

2000: The World Bank, the International Monetary Fund, the OECD, and the United Nations publish “A better world for everything,” for the creation of policies aimed at achieving the MDGs.

2001: Terrorist attacks occur in the United States, changing priorities in the development agendas of countries.

2001: Resolution 1373 is ratified, declaring terrorism a threat to the peace and security of States.

2001: An emerging economic force is born, the BRICs (Brazil, Russia, India, China, and South Africa).

2002: The International Conference on Financing for Development is celebrated by approving the Monterrey Consensus with different commitments to finance development.

2002: The Johannesburg Declaration is adopted for the inclusion of sustainability as a development dimension.

2003: The Rome Conference on Harmonization (first conference on Aid Effectiveness) is held.

2005: The Paris Declaration on Aid Effectiveness is approved at the Second High-Level Forum on Aid Effectiveness.

2005: The G-7 plus Russia meeting was held, defining points on ODA, debt forgiveness, among others.

2007: The 2nd EU-Africa Summit is held committing funds for International Cooperation in the African continent.

2008: The Third High-Level Meeting on Aid Effectiveness in Ghana was held.

2010: The Millennium +10 Summit is held to review progress towards meeting the MDGs.

2011: The Fourth High-Level Forum: The Road to Effective Development was held in Busan, South Korea.



2012: The United Nations Conference on Sustainable Development (Rio +20) is held.

2015: Report on the Millennium Development Goals by the United Nations, which shows progress made and goals achieved.

2015: The United Nations General Assembly approves “Transforming our world: the 2030 Agenda for Sustainable Development,” where the Sustainable Development Goals are born, which replaced the MDGs and define the new development agenda by 2030.

**Annex 2: Institutional Evolution of International Cooperation in Ecuador 2003 - 2015**

<b>Institution Governing IC</b>	<b>ECUADORIAN INSTITUTE OF INTERNATIONAL COOPERATION (INECI)</b>	<b>AGENCIA ECUATORIANA DE COOPERACIÓN NINTERNACIONAL (AGECI)</b>	<b>TECHNICAL SECRETARIAT OF INTERNATIONAL COOPERATION (SETECI)</b>	
<b>Normative</b>	Decree N° 3497 14 - Jan - 2003	Decree N° 699 30 – Oct -2007	Decree N° 429 15 – July - 2010	Decree N° 812 5 – July - 2011
<b>Highlights</b>	-	Creation of the Ecuadorian International Cooperation System SECI.	Technical Secretary of International Cooperation appointed by the National Secretary SENPLADES. (Undersecretary of State)	Technical Secretary for International Cooperation appointed by the Minister for External Relations and Human Mobility.
<b>Purposes of International Cooperation</b>	<ul style="list-style-type: none"> <li>- The creation and operation of funds for development projects.</li> <li>- Research for studies.</li> <li>- Exchange of knowledge and technical and scientific information.</li> <li>- Training of human talent.</li> <li>- Provision of goods for development projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Complement to the activities of the Government for the National Development Plan.</li> </ul>		

<b>Functions</b>	<ul style="list-style-type: none"> <li>- Coordinate and supervise IC plans, programs and projects, etc.</li> <li>- Execute policies and strategies at the technical level.</li> <li>- Develop a Resource Demand Plan.</li> <li>- Advise the different entities, non-governmental organizations, in the preparation of International Cooperation programs and projects.</li> <li>- Update and follow-up of the activities carried out by International Cooperation funds.</li> <li>- Coordinate the offer of IC provided by Ecuador.</li> </ul>	<p>Propose to the CODCI on strategies, implementation policies for the operation of the SECI.</p> <p>Organize and articulate the operation of the SECI.</p> <p>Negotiate and subscribe on behalf of the State, non-refundable IC agreements.</p> <p>Support and assist in the processes of formulation, negotiation, implementation and follow-up of IC programs and projects.</p> <p>Evaluate and organize the demand of IC in Ecuador.</p> <p>Identify IC financing sources.</p> <p>Update and follow-up of the activities carried out</p> <p>Coordinate the offer of non-reimbursable technical cooperation from Ecuador.</p> <p>Design and execute an accountability system for IC activities.</p> <p>Propose to the CODCI an annual IC demand plan.</p>		
<b>Entity to which it is attached</b>	Affiliated with the Ministry of Foreign Affairs	Affiliated with SENPLADES	Affiliated with SENPLADES	Affiliated with the Ministry of Foreign Affairs and Human Mobility
<b>Functions of the Agency to</b>	<ul style="list-style-type: none"> <li>- Identify the possibilities of IC.</li> <li>- To finalize IC agreements,</li> </ul>	<ul style="list-style-type: none"> <li>- Prioritize financing requirements based on national, sectoral, and / or territorial plans.</li> <li>- Prepare guidelines for the preparation and evaluation of projects and programs that require</li> </ul>		

<b>which it is subscribed.</b>	<p>programs, and projects.</p> <ul style="list-style-type: none"> <li>- Sign IC agreements on behalf of the national government.</li> <li>- Participation with voice and vote in the different appointments concerning IC</li> <li>- Registration of NGO agreements</li> </ul>	<p>resources from IC.</p> <ul style="list-style-type: none"> <li>- Follow-up to programs and projects supported by IC.</li> </ul>	
<b>Entity</b>	International Cooperation Advisory Council	International Cooperation Council (CODCI)	Committee on International Cooperation (COCI)
<b>Frequency</b>	Monthly	Every two months	Every two months
<b>Members</b>	<ul style="list-style-type: none"> <li>- Ministry of Foreign Affairs</li> <li>- Delegate of the Office of Planning of the Presidency of the Republic.</li> <li>- Minister of Economy and Finance*</li> <li>- Minister of Tourism*</li> <li>- Executive President of the CONAM Modernization Council*</li> <li>- President</li> </ul> <p><b>Secretary: Director INECI</b></p>	<ul style="list-style-type: none"> <li>- Representative of the President of the Republic</li> <li>- Minister of Foreign Affairs, Foreign Trade, and Integration.</li> <li>- National Secretary of Planning SENPLADES</li> <li>- Coordinating Minister of Production*</li> <li>- Minister of Natural and Cultural Heritage*</li> <li>- Coordinating Minister for Social</li> </ul>	<ul style="list-style-type: none"> <li>- Representative of the President of the Republic.</li> <li>- Minister of Foreign Affairs, Foreign Trade, and Integration.</li> <li>- National Secretary of Planning SENPLADES.</li> <li>- Coordinating Minister of Production*</li> <li>- Minister of Natural and Cultural Heritage*</li> <li>- Coordinating Minister for Social Development*</li> <li>- Minister Coordinator of Internal and External Security*</li> <li>- Representative of the AME</li> <li>- Representative of the Consortium of Provincial</li> </ul>

		<p>Development*</p> <ul style="list-style-type: none"> <li>- Minister Coordinator of Internal and External Security*</li> <li>- Representative of the AME</li> <li>- Representative of the Consortium of Provincial Councils of Ecuador.</li> </ul> <p><b>Secretary: Director AGECI</b></p>	<p>Councils of Ecuador.</p> <ul style="list-style-type: none"> <li>- Secretary: Director AGECI</li> </ul> <p><b>Secretary: Technical Secretary for International Cooperation</b></p>
<b>Council Functions</b>	<ul style="list-style-type: none"> <li>- To dictate rules, policies, and basic guidelines for cooperation and allocation of resources</li> <li>- Statements on International Cooperation Agreements</li> <li>- Coordination and knowledge about international appointments on International Cooperation</li> <li>- Establish offer of IC from Ecuador</li> </ul>	<ul style="list-style-type: none"> <li>- Exercise the rectory of SICE.</li> <li>- Approve IC policy, as well as IC strategies, plans, and instruments.</li> <li>- Supervise the implementation of strategies, plans, and instruments on the management of IC.</li> <li>- Ensure harmonization between non-refundable and reimbursable IC.</li> </ul>	

## **Annex N° 3: CONAGOPARE Azuay Interview**

### **Interview N° 1**

**Date:** September 1, 2016

**Interviewee:** Giovanni Sarmiento

**Position:** Coordinator CONAGOPARE Azuay

**Interviewer:** Daniela Fernández Arias

### **1. Activities carried out by CONAGOPARE Azuay**

- CONAGOPARE Azuay supports the 61 rural parishes of the province of Azuay.
- It makes interventions in branches such as environment, road, promotion of production, and tourism.
- They are the representation of the Decentralized Autonomous Rural Parochial Governments of Azuay, nationally and internationally
- CONAGOPARE Azuay gives support in planning to Decentralized Autonomous Rural Parochial Governments of Azuay.
- CONAGOPARE Azuay's main activities are: legal, accounting, and technical advice to the Decentralized Autonomous Rural Parochial Governments of Azuay, strengthening the administrative capacities of the parish boards, and strengthening the technical capacities of the Decentralized Autonomous Rural Parochial Governments.

### **2. Project management**

#### **Capacity**

- 12 people work in administrative and technical areas
- They have a technician focused on planning and project management, trained to carry out projects in a logical framework.

#### **Experience**

- Institutional Strengthening of the Decentralized Autonomous Rural Parochial Governments of Azuay for the execution of their responsibilities.
- Planning, Roads, Environment, and Productive Development.

### **3. Relationship with the CONAGOPARE national office**

- No collaboration
- They do not give guidelines
- They have not addressed the management of IC

### **4. Activities on the management of International Cooperation**

- They do not give advice on International Cooperation
- They do not know how to manage IC
- The Decentralized Autonomous Provincial Government of Azuay has requested information

**Observations:** They do not see it as a service in the future, nor do they identify it as a development tool.

## **Annex N° 4**

### **Interview N° 2**

**Date:** April 6, 2017

**Decentralized Autonomous Government:** Decentralized Autonomous Parochial Government of Tomebamba

**Interviewee:** Fátima Rosario Sánchez

**Interviewer:** Daniela Fernández Arias

#### **1. Situation of the Parish: (Population, important productive activities, main limitations, points to be improved for possible development)**

**Population:** 1,346 habitants

##### **Characteristics of the Population:**

- Large percentage of elderly and disabled
- Parish is made up of seven communities

##### **Main economic activities:**

- Agriculture, especially the cultivation of potatoes
- Livestock, milk production

##### **Main limitations:**

- Budget
- Collaboration with the Decentralized Autonomous Municipal Government of Paute; example: participatory budgeting not delivered

##### **Possible improvement points:**

- Sewerage in the parish
- Roadways

#### **2. Characteristics of the Decentralized Autonomous Parochial Government. (How many people work there? What each one does; is there a person in**



**charge of managing IC? How much of the total budget goes to salaries? What are the largest budgetary expenses; what are the miscellaneous expenditures?).**

**Resources 2016:**

- Appropriation Budget: approximately \$154,000 USD

**Perception Budget Execution:**

- Approximately 10% of the budget on vulnerable spending
- Approximately 30% of the current expenditure budget
- The maintenance of a backhoe acquired by the Decentralized Autonomous Rural Parochial Government is more of a liability.

**Decentralized Autonomous Parochial Government Staff and Educational Training:**

- 1 secretary, currently pursuing a degree in Accounting.
- 1 person for general services: housekeeping
- 1 president
- 4 board members
- 1 technician: degree in Architecture, support in project management
- 1 machine operator

**3. Planning / Projects (Which projects have been managed successfully? Which projects can be replicated? Which projects could not be completed and why?)**

**Successfully managed projects**

- They provide monthly nutritional rations for the elderly, with a total of 240 beneficiaries.
- Construction of a dairy collection center. However, it is not functioning due to lack of compliance with technical requirements for generator installation.
- Improvement of different public structures and infrastructure of the parish.

**Projects that have not been completed / reasons**

- Adequacy of recreational public spaces for sports; not completed due to lack of funding

**Replicable Projects**

N/A

**4. Collaboration with Local Actors and other Decentralized Autonomous Governments**

- Support from Decentralized Autonomous Provincial Government of Azuay
- Support from the Ministry of Agriculture, Livestock, Aquaculture, and Fisheries
- Support from Catholic University of Cuenca

**Observations:** There are limitations with the Decentralized Autonomous Municipal Government of Paute

**5. Knowledge and Understanding of International Cooperation. Range: 1 (little) to 10 (much).**

<b>Knowledge - Understanding</b>	<b>Answer</b>	<b>Point Value</b>
The transfer of competition from the IC to Decentralized Autonomous Governments	Does know	8
Knowledge about international cooperation (benefits, disadvantages, history, modalities)	Does know	1
Knowledge about operational management of IC	Does know	4
Knowledge of IC Agencies, Cooperators, NGOs	Doesn't know	0
Knowledge about the presence of some international NGOs in Paute	Does know	8

**6. Have you participated in any training on International Cooperation?**

No

**7. Role of CONAGOPARE AZUAY in IC**

**Has CONAGOPARE Azuay given support to International Cooperation management?**

No

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**8. Has CONAGOPARE Azuay asked for information on the execution of projects on International Cooperation?**

No.

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**9. Have you managed any initiative related to the management of International Cooperation?**

Si.

- Support is being provided for the construction and adaptation of care centers for the elderly with a French NGO called *CASIRA*.
- Non-reimbursable funding is being managed with the Japanese Embassy (initial status 2017).

**Observations:** There are no real International Cooperation actions, despite several approaches to different IC organizations.

## **Annex N° 5**

### **Interview N° 3**

**Date:** April 12, 2017

**Decentralized Autonomous Government:** Decentralized Autonomous Parochial Government of Bulán

**Interviewee:** Justo Segarra

**Interviewer:** Daniela Fernández Arias

#### **1. Situation of the Parish: (Population, important productive activities, main limitations, points to improve for possible development)**

**Population:** 2,272 habitants

##### **Characteristics of the population:**

- 60% of the population are adults
- Parish is made up of five communities
- There are five agricultural associations

##### **Main economic activities:**

- Agriculture, especially apples in different varieties. In addition, they grow vine tomatoes
- Breeding of smaller animals, especially guinea pigs

##### **Main limitations:**

- Marketing is hampered by poor road conditions from different communities.
- Lack of collaboration with the municipality
- Limitations of a political nature

##### **Possible improvement points:**

- Improve investment by inhabitants, i.e. promote local investment
- Marketing of agricultural products

- 2. Characteristics of the Decentralized Autonomous Parochial Government.**  
(How many people work there? What each one does; is there a person in charge of managing IC? How much of the total budget goes to salaries? What are the largest budgetary expenses; what are the miscellaneous expenditures?).

**Resources 2016:**

- Appropriation Budget: Approximately \$150,000 USD
- Local Revenue: \$16,000 annual water management
- Income from ‘Solidarity Tax’

**Observations:** Vague information on this subject

**Perception on Budget Execution:**

- Approximately 30% of the budget allocated to current expenditures
- Lack of budget
- Loan, as a management limit

**Observations:** Vague information on this subject

**Decentralized Autonomous Parochial Government Staff and Educational Training:**

- 1 secretary, currently attending university
- 1 person to raise revenue for water: BA degree in Business Administration.
- 2 technical staff for administration and maintenance of water structures, technically trained.
- 1 president: unfinished university degree in Agronomy
- 4 board members: 1 agronomist

- 3. Planning / Projects (Which projects have been managed successfully? Which projects can be replicated? Which projects could not be completed and why?)**

**Successfully managed projects**

- Road Maintenance
- Construction of a fruit nursery for improved production
- Reforestation of about 56 hectares

**Projects that have not been completed / reasons**

- Fruit park. Unfinished due to budgetary constraints

**Replicable Projects**

N/A

**Observations:** There is another unfinished Project, the construction of a market, due to a lack of consumers, etc.

**4. Collaboration with Local Actors and other Decentralized Autonomous Governments**

- Support from the Decentralized Autonomous Provincial Government of Azuay
- Support from SENAGUA
- Support from AGROAZUAY

**Observations:** There are limitations with the Decentralized Autonomous Municipal Government of Paute

**5. Knowledge and Understanding of International Cooperation. Range: 1 (little) to 10 (much).**

Knowledge - Understanding	Answer	Point Value
The transfer of competition from the IC to Decentralized Autonomous Governments	Doesn't know	0
Knowledge about international cooperation (benefits, disadvantages, history, modalities)	Does know	4

Knowledge about operational management of IC	Does know	4
Knowledge of IC Agencies, Cooperators, NGOs	Does know	2
Knowledge about the presence of some international NGOs in Paute	Does know	2

**6. Have you participated in any training on International Cooperation?**

No.

**7. Role of CONAGOPARE AZUAY in IC**

**Has CONAGOPARE Azuay given support to International Cooperation management?**

No

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**8. Has CONAGOPARE Azuay asked for information on the execution of projects on International Cooperation?**

No.

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**9. Have you managed any initiative related to the management of International Cooperation?**



Yes

- They have participated in a project to receive equipment for the modernization of agricultural with the National Institute of Agricultural Research (INIAP), and the Japanese Cooperation Agency (JICA). Bad experience, they did not receive agreed upon supplies, and there was no follow up. Amount disbursed to Decentralized Autonomous Government: \$7,000 USD in 2015
- Cooperative Agreement with Spanish NGO *Savia Roja*; the objective was to develop actions for the recovery and protection of biodiversity through the community organizations of Bulán; total investment: \$12,000 USD. Results: creation of Agroecological Community Association of Women of Bulán, fertilizer provision, delivery of educational material

**Observations:** International management is projected for the future; but, there have been negative IC experiences in the past.

## **Annex N° 6**

### **Interview N° 4**

**Date:** April 13, 2017

**Decentralized Autonomous Government:** Decentralized Autonomous Parochial Government of San Cristóbal

**Interviewee:** Oswaldo Castro Calle

**Interviewer:** Daniela Fernández Arias

#### **1. Situation of the Parish: (Population, important productive activities, main limitations, points to improve for possible development)**

**Population:** Approximately 2,700 habitants

##### **Characteristics of the population:**

- Parish made up of thirteen communities
- Women's Network of guinea pig production.

##### **Main economic activities:**

- Agriculture, especially corn and beans; mostly for self-consumption
- Breeding of smaller animals such as guinea pigs, chickens, pigs
- Handicrafts: straw toquilla hats

##### **Main limitations:**

- Poor roadway conditions
- Type of soil not suitable for agriculture, accounting for 70% of the total
- Product commercialization

##### **Possible improvement points:**

- Tourism, has 3 viewpoints with capacity for development in this area
- The craft sector, projecting improvements in marketing

- 2. Characteristics of the Decentralized Autonomous Parochial Government.**  
(How many people work there? What each one does; is there a person in charge of managing IC? How much of the total budget goes to salaries? What are the largest budgetary expenses; what are the miscellaneous expenditures?).

**Resources 2016:**

- Appropriation Budget: approximately \$170,000 USD
- Local income: administration of cemetery and rent of communal hall, approximately \$1,200 USD
- They have a loan with the State Bank for the construction of a recreational park, which is in the process of repayment

**Perception on Budget Execution:**

- Limited resources
- Estimated \$90,000 USD for investment projects

**Decentralized Autonomous Parochial Government Staff and Educational Training:**

- 1 project management technician: BA in Architecture
- 1 machine operator (backhoe)
- 1 person in charge of housekeeping
- 1 president
- 1 secretary / treasurer
- 4 board members: without university degrees

- 3. Planning / Projects (Which projects have been managed successfully? Which projects can be replicated? Which projects could not be completed and why?)**

**Successfully managed projects**

- Construction of a Sports and Recreation Center, with an investment of approximately \$158,000 USD.
- Promotion of a Sunday fair to exchange short-cycle agricultural products, with long cycle products produced in the parish
- Attention to the elderly: delivery of food rations to older adults on a quarterly basis, and recreational spaces

#### **Projects that have not been completed / reasons**

- Touristic centers. Not completed due to budgetary constraints

#### **Replicable Projects**

- Sunday product exchange fair

#### **4. Collaboration with Local Actors and other Decentralized Autonomous Governments**

- Support from SENAGUA, reforestation
- Support from MAGAP, technical advice (2016)
- Support from the Ministry of Transport and Public Works, provision of technicians and machinery (2015)

**Observations:** There is a nonexistent/complicated relationship with the Decentralized Autonomous Municipal Government of Paute. In addition, there are political differences with representatives from the Decentralized Autonomous Provincial Government of Azuay, thus limiting activities

#### **5. Knowledge and Understanding of International Cooperation. Range: 1 (little) to 10 (much).**

<b>Knowledge - Understanding</b>	<b>Answer</b>	<b>Point Value</b>
The transfer of competition from the IC to Decentralized Autonomous Governments	Doesn't know	0
Knowledge about international	Doesn't know	0

cooperation (benefits, disadvantages, history, modalities)		
Knowledge about operational management of IC	Doesn't know	0
Knowledge of IC Agencies, Cooperators, NGOs	Doesn't know	0
Knowledge about the presence of some international NGOs in Paute	Doesn't know	0

**6. Have you participated in any training on International Cooperation?**

No.

**7. Role of CONAGOPARE AZUAY in IC**

**Has CONAGOPARE Azuay given support to International Cooperation management?**

No

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**8. Has CONAGOPARE Azuay asked for information on the execution of projects on International Cooperation?**

No

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**9. Have you managed any initiative related to the management of International Cooperation?**

No

## **Annex N° 7**

### **Interview N° 5**

**Date:** April 13, 2017

**Decentralized Autonomous Government:** Decentralized Autonomous Parochial Government of Chicán

**Interviewee:** Carlos Paucar

**Interviewer:** Daniela Fernández Arias

#### **1. Situation of the Parish: (Population, important productive activities, main limitations, points to improve for possible development)**

**Population:** 3,644 habitants, per the 2010 census

##### **Characteristics of the Population:**

- 60% of the population are adults
- Parish made up of five communities
- There are five agricultural associations

##### **Main economic activities:**

- Agriculture, specifically the production of vegetables, legumes, and greenhouse products such as tomatoes, *babassi*, corn – mainly for self-consumption.
- Breeding of smaller animals for self-consumption

##### **Main limitations:**

- Marketing is hampered by poor road conditions in various communities
- Regularization of market prices
- Lack of collaboration with the local municipality
- Political differences

##### **Possible improvement points:**

- Fostering farmers' associations

- Improve agricultural activity
- Construction of sports center for inhabitants

**2. Characteristics of the Decentralized Autonomous Parochial Government.**  
**(How many people work there? What each one does; is there a person in charge of managing IC? How much of the total budget goes to salaries? What are the largest budgetary expenses; what are the miscellaneous expenditures?).**

**Resources 2016:**

- Appropriation Budget: approximately \$174,000 USD
- Local Income: Cemetery administration approximately \$3,000 - \$3,500 USD, annually.
- The Decentralized Autonomous Government has a loan from the Development Bank of Ecuador, which was used to acquire land for the future construction of a sports complex

**Observations:** Vague information on this subject

**Perception on Budget Execution:**

- Approximately 25-30% of the budget allocated to current expenditures
- Lack of budget
- Debt acquired has limited management capacity

**Decentralized Autonomous Parochial Government Staff and Educational Training:**

- 1 secretary, currently attending university
- 1 person for general services: housekeeping
- 1 accountant: currently holds Bachelor's degree
- 1 president: currently holds Bachelor's degree in Communication
- 4 board members: 1 commercial engineer, 1 currently attending university, 2 with primary instruction
- 1 technician: degree in Architecture (qualified to formulate projects according to a Logical Framework)



**3. Planning / Projects (Which projects have been managed successfully? Which projects can be replicated? Which projects could not be completed and why?)**

**Successfully managed projects**

- Projects to improve the quality of raising hens, and breeding other animals such as guinea pigs and pigs.
- Provision of agricultural inputs and technical support to production associations

**Projects that have not been completed / reasons**

- Construction of the Chicán Parish Sports Complex. Not completed due to budgetary constraints.

**Replicable Projects**

N/A

**Observations:** There is another unfinished project - the construction of a market, due to a lack of consumers, etc.

**4. Collaboration with Local Actors and other Decentralized Autonomous Governments**

- Support from the Decentralized Autonomous Provincial Government of Azuay
- Support from the Ministry of Agriculture, Livestock, Aquaculture, and Fisheries
- Support from AGROAZUAY

**Observations:** There are limitations with the Decentralized Autonomous Municipal Government of Paute

**5. Knowledge and Understanding of International Cooperation. Range: 1 (little) to 10 (much).**

<b>Knowledge - Understanding</b>	<b>Answer</b>	<b>Point Value</b>
The transfer of competition from the IC to Decentralized Autonomous Governments	Doesn't know	0
Knowledge about international cooperation (benefits, disadvantages, history, modalities)	Does know	4
Knowledge about operational management of IC	Doesn't know	0
Knowledge of IC Agencies, Cooperators, NGOs	Doesn't know	0
Knowledge about the presence of some international NGOs in Paute	Does know	1

**Observations:** Knows that there are international NGOs in the territory, but does not know the name or characteristics of them

**6. Have you participated in any training on International Cooperation?**

No.

**7. Role of CONAGOPARE AZUAY in IC**

**Has CONAGOPARE Azuay given support to International Cooperation management?**

No

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**8. Has CONAGOPARE Azuay asked for information on the execution of projects on International Cooperation?**

No.

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**9. Have you managed any initiative related to the management of International Cooperation?**

Yes

- An initial approach was made in 2016 to the former Technical Secretariat for International Cooperation. The response of this entity was negative, affirming that the current national priority is on natural disasters
- Participation in training, in 2014, in Peru on management plans and genetic improvement of guinea pigs, managed by Peru's National Institute of Agrarian Innovation (INIA)
- International training in the parish through management with Peru's National Institute of Agrarian Innovation (INIA)
- Reception of International Volunteers the Peace Corps, which provided support in language instruction, product issues, etc.

**Observations:** International management is projected in the future, and international management is identified as a tool for the construction of a sports complex, of which there is no budget

## **Annex N° 8**

### **Interview N° 6**

**Date:** April 13, 2017

**Decentralized Autonomous Government:** Decentralized Autonomous Parochial Government of Guarainag

**Interviewee:** Silvia Eugenia Uzhca

**Interviewer:** Daniela Fernández Arias

### **1. Situation of the Parish: (Population, important productive activities, main limitations, points to improve for possible development)**

**Population:** 856 - 751 habitants

#### **Characteristics of the population:**

- 60% of the population are adults
- Parish is made up of seven communities

#### **Main economic activities:**

- Agriculture, especially the cultivation of corn, beans, potatoes, and peas.
- Livestock: milk to a lesser extent, raising small animals for self-consumption

#### **Main limitations:**

- Marketing, since it is limited to the canton and the local market of the parish
- Economic resources
- Lack of collaboration and initiative by the population
- Lack of collaboration with the municipality
- Limitations of a political nature, e.g. 'Solidarity Tax'

#### **Possible improvement points:**

- Fostering farmers' associations.
- Improve agricultural activity
- Roadways

- 2. Characteristics of the Decentralized Autonomous Parochial Government.**  
(How many people work there? What each one does; is there a person in charge of managing IC? How much of the total budget goes to salaries? What are the largest budgetary expenses; what are the miscellaneous expenditures?).

**Resources 2016:**

- Appropriation Budget: approximately \$140,000 USD
- Investment Allocation: \$87,000 USD
- Local Revenue: cemetery and kiosk management, approximately \$3,000, annually
- Rental of agricultural tractor, not a source of income as profits used to maintain equipment

**Observations:** Vague information on this subject

**Perception on Budget Execution:**

- Approximately 40% of the budget allocated to salaries
- Current items: payment of basic services, website update, etc.; these are minor expenses

**Decentralized Autonomous Parochial Government Staff and Educational Training:**

- 1 secretary, currently attending university
- 1 person for general services: housekeeping
- 1 president: currently holds Bachelor's degree
- 4 board members: 1 member currently holds Bachelor's degree in Education Sciences

- 3. Planning / Projects (Which projects have been managed successfully? Which projects can be replicated? Which projects could not be completed and why?)**

**Successfully managed projects**

- Community Water Supply Project
- Sanitation project and sanitary batteries (area of direct influence of mining)
- Food Rations for the elderly

**Projects that have not been completed / reasons**

- Geriatric Center for the elderly; not completed due to budgetary constraints
- Market Construction; not completed due to budgetary constraints.

**Replicable Projects**

N/A

**4. Collaboration with Local Actors and other Decentralized Autonomous Governments**

- Support by the Municipality for the provision of potable water
- Support by the Electric Corporation of Ecuador (CELEC EP)

**Observations:** Collaboration with other levels of government is a limiting factor for development

**5. Knowledge and Understanding of International Cooperation. Range: 1 (little) to 10 (much).**

<b>Knowledge - Understanding</b>	<b>Answer</b>	<b>Point Value</b>
The transfer of competition from the IC to Decentralized Autonomous Governments	Doesn't know	0
Knowledge about international cooperation (benefits, disadvantages, history, modalities)	Doesn't know	0
Knowledge about operational management of IC	Doesn't know	0
Knowledge of IC Agencies,	Doesn't know	0

Cooperators, NGOs		
Knowledge about the presence of some international NGOs in Paute	Doesn't know	0

**6. Have you participated in any training on International Cooperation?**

No.

**7. Role of CONAGOPARE AZUAY in IC**

**Has CONAGOPARE Azuay given support to International Cooperation management?**

No

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**8. Has CONAGOPARE Azuay asked for information on the execution of projects on International Cooperation?**

No.

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**9. Have you managed any initiative related to the management of International Cooperation?**

No.

**Observations:** There is no observable technical ability to manage IC





## **Annex N° 9**

### **Interview N° 7**

**Date:** April 2017

**Decentralized Autonomous Government:** Decentralized Autonomous Parochial Government of El Cabo.

**Interviewee:** Bolívar Once Condo

**Interviewer:** Daniela Fernández Arias

#### **1. Situation of the Parish: (Population, important productive activities, main limitations, points to improve for possible development)**

**Population:** approximately 3,400 habitants

##### **Characteristics of the population:**

- Recognition of priority attention groups
- There are three associations producing guinea pigs, with a total of twenty-six associates

##### **Main economic activities:**

- Agriculture, specifically vegetables
- Breeding of small animals such as guinea pigs, chickens, pigs
- Gastronomy

##### **Main limitations:**

- Economic resources
- Lack of collaboration with the municipality

##### **Possible improvement points:**

- Strengthen agricultural activity
- Roadways

- 2. Characteristics of the Decentralized Autonomous Parochial Government.**  
(How many people work there? What each one does; is there a person in charge of managing IC? How much of the total budget goes to salaries? What are the largest budgetary expenses; what are the miscellaneous expenditures?).

**Resources 2016:**

- Appropriation Budget: approximately \$170,000 USD

**Observations:** Vague information on this subject; consult the Decentralized Autonomous Government website

**Perception on Budget Execution:**

- Limited resources

**Observations:** Vague information on this subject; consult the Decentralized Autonomous Government website

**Decentralized Autonomous Parochial Government Staff and Educational Training:**

- 1 technician for professional services, currently holds Bachelor's degree
- 1 part-time technician for the management of projects of attention to vulnerable groups
- 1 person for general services: housekeeping
- 1 president: currently holds Bachelor's degree
- 4 board members: without university instruction

- 3. Planning / Projects (Which projects have been managed successfully? Which projects can be replicated? Which projects could not be completed and why?)**

**Successfully managed projects**

- Improved techniques on breeding guinea pigs

- Delivery of breeding herds for raising small animals
- Permanent attention to priority attention groups

#### **Projects that have not been completed / reasons**

- Construction of infrastructure for the care of vulnerable groups; unfinished due to budgetary constraints

#### **Replicable Projects**

N/A

#### **4. Collaboration with Local Actors and other Decentralized Autonomous Governments**

- Support from the Decentralized Autonomous Provincial Government of Azuay
- Support from AGROAZUAY

**Observations:** There is a non-existent/complicated relationship with the Decentralized Autonomous Municipal Government of Paute

#### **5. Knowledge and Understanding of International Cooperation. Range: 1 (little) to 10 (much).**

<b>Knowledge - Understanding</b>	<b>Answer</b>	<b>Point Value</b>
The transfer of competition from the IC to Decentralized Autonomous Governments	Doesn't know	0
Knowledge about international cooperation (benefits, disadvantages, history, modalities)	Does know	3
Knowledge about operational management of IC	Doesn't know	0
Knowledge of IC Agencies, Cooperators, NGOs	Doesn't know	0

Knowledge about the presence of some international NGOs in Paute	Doesn't know	0
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**6. Have you participated in any training on International Cooperation?**

No.

**7. Role of CONAGOPARE AZUAY in IC**

**Has CONAGOPARE Azuay given support to International Cooperation management?**

No

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**8. Has CONAGOPARE Azuay asked for information on the execution of projects on International Cooperation?**

No

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**9. Have you managed any initiative related to the management of International Cooperation?**

No

## **Annex N° 10**

### **Interview N° 8**

**Date:** April 17, 2017

**Decentralized Autonomous Government:** Decentralized Autonomous Parochial Government of Dug-Dug

**Interviewee:** David Idrovo Zuñiga

**Interviewer:** Daniela Fernández Arias

#### **1. Situation of the Parish: (Population, important productive activities, main limitations, points to improve for possible development)**

**Population:** approximately 2,000 habitants

##### **Characteristics of the population:**

- Parish is made up of seven communities

##### **Main economic activities:**

- Agriculture, specifically corn, *mellico*, and potatoes
- Cattle raising
- Crafts: woodcarving

##### **Main limitations:**

- Marketing, due to the abuse of intermediaries
- Budget

##### **Possible improvement points:**

- Improvement of Recreational Spaces
- Improvement of agricultural activity
- Roadways

#### **2. Characteristics of the Decentralized Autonomous Parochial Government. (How many people work there? What each one does; is there a person in**

**charge of managing IC? How much of the total budget goes to salaries? What are the largest budgetary expenses; what are the miscellaneous expenditures?).**

**Resources 2016:**

- Appropriation Budget: approximately \$160,000 USD

**Observations:** Vague information on this subject; not available on website

**Perception on Budget Execution:**

- A loan, with a condition regarding execution capacity

**Decentralized Autonomous Parochial Government Staff and Educational Training:**

- 1 secretary
- 1 person in charge of cleaning
- 1 president
- 4 board members: 1 member currently holds Bachelor's degree in Education Sciences.
- 1 person in charge of the operation of agricultural machinery

**3. Planning / Projects (Which projects have been managed successfully? Which projects can be replicated? Which projects could not be completed and why?)**

**Successfully managed projects**

- Project on the deworming and care of cattle, with a total of 4,500 heads of cattle
- Project for the improvement of the roadways in the parish
- Adequacy of public spaces: bullring

**Projects that have not been completed / reasons**

- Reactivation of a disused electrical plant; unfinished due to budgetary constraints
- Construction and adaptation of recreational centers

### **Replicable Projects**

N/A

#### **4. Collaboration with Local Actors and other Decentralized Autonomous Governments**

- Support from private institutions
- Support from the Decentralized Autonomous Provincial Government of Azuay
- Support from AGROAZUAY

**Observations:** There are limitations with the Decentralized Autonomous Municipal Government of Paute

#### **5. Knowledge and Understanding of International Cooperation. Range: 1 (little) to 10 (much).**

<b>Knowledge - Understanding</b>	<b>Answer</b>	<b>Point Value</b>
The transfer of competition from the IC to Decentralized Autonomous Governments	Doesn't know	0
Knowledge about international cooperation (benefits, disadvantages, history, modalities)	Doesn't know	0
Knowledge about operational management of IC	Doesn't know	0
Knowledge of IC Agencies, Cooperators, NGOs	Doesn't know	0
Knowledge about the presence of some international NGOs in Paute	Doesn't know	0

**6. Have you participated in any training on International Cooperation?**

No

**7. Role of CONAGOPARE AZUAY in IC**

**Has CONAGOPARE Azuay given support to International Cooperation management?**

No

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**8. Has CONAGOPARE Azuay asked for information on the execution of projects on International Cooperation?**

No

**To whom?**

N/A

**Date, Organizer, and Theme**

N/A

**9. Have you managed any initiative related to the management of International Cooperation?**

No



## **Annex N° 11: Association of Rural Parochial Governments of the canton Paute**

### **Interview N° 9**

**Date:** September 7, 2017

**Interviewee:** Bolívar Once Condo

**Position:** President of the Association of Rural Parochial Governments of the canton Paute. Period: 2015-2016

**Interviewer:** Daniela Fernández Arias

### **Highlights regarding the Association of Rural Parochial Governments of the canton Paute:**

- The association is made through a de facto union
- There are no activities carried out until 2016
- Joint pronouncements on various subjects
- There are different points of convergence, such as conservation of the environment and water sources
- Joint projects are sought
- The needs of parishes are different and have limited joint activities

### **Interview N° 6**

**Date:** April 17, 2017

**Interviewee:** David Idrovo Zuñiga

**Position:** President of the Association of Rural Parochial Governments of the canton Paute. Period: 2017-2019

**Interviewer:** Daniela Fernández Arias

### **Highlights regarding the Association of Rural Parochial Governments of the canton Paute:**

- The main limitation of the association, and of the Decentralized Autonomous Rural Parochial Governments of Paute, is collaboration with the Decentralized Autonomous Municipal Government

- Political Limitations
- Project carried out through the association: “The Interparochial Sports Championship,” which sought to promote sporting activities in the canton (Idrovo, personal communication, 2017)

## **Annex N° 12: Information on CONAGOPARE Nacional**

### **Interview N° 10**

**Date:** April 25, 2017

**Interviewee:** Mariela Chafuelan

**Position:** Project Manager CONAGOPARE

### **1. What is the role of CONAGOPARE in the management of International Cooperation of Decentralized Autonomous Parochial Governments?**

In accordance with the statutes governing CONAGOPARE, we have:

- Exercise official vocation with cooperating international entities
- Identify cooperators and opportunities for cooperation
- Keep the cooperators database updated
- Participate in the construction of the Institutional Strengthening Plan for the exercise of IC; together with the other guilds of Autonomous Decentralized Governments, the National Council of Competencies, and the chancellery that at present is the rector.

### **2. Activities carried out to support IC**

- Provide technical advice on management, development, and implementation of cooperation projects
- Training according to the needs of GADPR
- Create convocations in order to obtain resources

### **3. Successful cases of International Cooperation management in Decentralized Autonomous Parochial Governments**

Since 2013, the country's economic situation has changed, both economically and internationally. Ecuador is now considered a medium-income country; thus, international cooperation resources have declined in some cases. But, in others, they

are different, for this reason few parochial governments, at present, execute projects with resources from international cooperation.

In Zamora, there are nine parishes that are executing projects on the construction of bridges, with resources from the embassy of Japan.

Observations: Misinformation, after information from other sources confirmed that the province where it was managed was Morona Santiago.