



UNIVERSIDAD DEL AZUAY

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**International Cooperation Plan to obtain financial resources for the Scouts
Association of Ecuador**

Graduate work prior for obtaining a Bachelor's Degree in International Studies with
a bilingual mention in Foreign Trade

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DEDICATED TO:

My family, who are my support and help me to be stronger every day,

My mother, who has been my faithful partner, who has sacrificed much for me and who will forever be my accomplice.

To Magister Dianita García that during my university life gave me all her teachings, advices and all her unconditional support to culminate this graduate investigation.

To the foreign friend with whom I had my annoyances for all group works, who always fell asleep and asked for my notes and despite everything we form a beautiful friendship.

To Luis González, who gave me his time and support.

For the last, Universidad del Azuay for being the place where I formed my knowledge.

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Abstract

The change of the different global trends forces countries to know about distinct entities that can generate an impact within each nation. The concept of International Cooperation appeared from the Second World War and with it a lot of several paradigms. For this reason, it is so important to consider International Cooperation as a mechanism that allows participation of several entities, and not only the same entities that participate in the traditional cooperation (North - South cooperation). It becomes imperative to know that International Cooperation gets involved with the distinct entities of the international community; such is the case of the Non-Governmental Organization called Scouts Association of Ecuador. The present investigation aims to show the strengthening of new entities such as Non-Governmental Organizations (NGOs) and recognize the importance of these entities in international management. Therefore, the incidence of this mechanism in the management processes for obtaining resources has been analyzed, through a deductive method was possible to determine in which areas of the organization is necessary the strengthening with it will achieve a complete transformation of the Scouts Association of Ecuador.

Introduction

Throughout history there have been many events that have marked the reality of several countries. The different interactions of many International entities had allowed the emergence of several theories that aim to explain their behavior. The concept of International Cooperation emerges from the Second World War and with it several paradigms that civil society has managed to conceptualize. However, International Cooperation is a mechanism that is still an enigma due to the lack of knowledge about it.

In this way, it is vital to look at International Cooperation as a mechanism that allows the participation of several entities; therefore, the constant interaction of new and old entities shows that traditional (North-South) cooperation is no longer the one that currently prevails. The emergence of new entities such as Non – Governmental Organizations and with them new forms of cooperation have allowed to manage cooperation according to their objectives and needs. Each time the strengthening of new entities causes that the State's performance is limited to maintaining friendly relations with other States. In relation to these implications, the importance of recognizing NGOs as entities that can manage International Cooperation is what justifies the creation of this investigation.

To complete this investigation in a more specific way, the following elements will be analyzed: the legal framework and other legal instruments regarding cooperation that allow us to determine more broadly the context of Non-Governmental Organizations in Ecuador, and determine what type of strengthening the NGO needs. For this reason, a bibliographic research has been carried out that gathers information about NGOs background and its impact in civil society. In the same way, an analysis has been carried out to obtain non-reimbursable financial resources for Non-Governmental Organizations, and thus establish how one of the forms of International Cooperation for Development can influence the performance of NGOs within the country.

CHAPTER I

Theories of International Relations and International Cooperation

1.1. Introductory concepts on International Relations

Throughout history, there have been many international entities who have established diplomatic relations, consular, economic, military, cultural, among others. Initially, despite the fact that International Relations were not considered as a discipline but as a subject. In 1919, due to the consequences of war, it was necessary to study it. For some philosophers, political scientists and historians, the recognition of International Relations happened at the end of The First World War when the chair of International Relations was established in the University of Wales (Burchill, 2005, p. 6). The expression “International Relations” has been adopted as the discipline that aims to explain the behavior patterns of different international subjects who represent the denominated international community. Although it does not exist a precise definition about this discipline, International Relations must be understood as the set of social relations, both political, economic and cultural, produced by the interaction of different entities such as the States, International Governmental Organizations (OIG) and International Non-Governmental Organizations (NGOs), subversive groups, Individuals, among others (Arenal, 2010, p. 23).

For some writers, the discipline of International Relations embraces two approaches. First, the relations of power inside the international political arena, and on the other hand, the study of the sociological aspects, in other words, the relations of conflict and cooperation produced by the social groups determined by the different state powers (Ayllón, 2007).

According to Rafael Calduch, International Relations are all those social interactions generated by entities, these have the capacity to contribute in a relevant and efficient way on the international stage (Calduch, 1991).

An interaction is the "action that is exerted reciprocally between two or more objects, people, agents, forces, functions" (Royal Spanish Academy, 2018). The coordination of interests is a clear example of a whole process of interactions of different entities.

Definitely, International Relations marked the beginning of huge paradigms and one of the results of their evolution is the international community. It is the social base that regulates the international legal order of a non-organized structure of the international system. The international community includes a descriptive, normative and constitutive approach. The first refers to the recognizing of interests, values and community feelings reflected on the grade of sociability of their entities, the second since in part and thanks to the international legal order the relations between their members are regulated, and the third due to the fact that many community links are created as a result of the existing social interaction (Casanova & Rodrigo, 2015, pp. 29–30).

1.2. Currents of thought

1.2.1 Liberal Theory

Inside International Relations the liberal theory is one of the most influential over modern societies because it contributes knowledge for the understanding liberal thinking, the cooperation and the liberty of entities to cooperate between them.

As background to this theory, it can be said that in the early 1990s the influence of the liberal theories of International Relations increased inside the academy thanks to disappearance of soviet communism (Burchill, 2005, p. 55).

Inside of the context of cooperation, the liberal system promotes all kind of activities in local, regional or international levels, with the objective of encouraging the cooperation between its members. In this system, the common principles of liberalism, the individual rights, equality before law, and a representative government based on the consent of the people are recognized (Burchill, 2005, p. 60).

Likewise, the International Cooperation is recognized as a process of politic and economic independence inside the international community (Jiménez González, 2003, p. 132).

Even though liberalism is one of the most traditional theories of International Relations, the idea that others theories can explain different events must not be discarded. The reality of the international community changes constantly, thus none theory can be ruled out for its explanation.

1.2.2. Institutional Liberalism

Inside the liberal theory, there is an “independent” profile. This affirms that the constant interaction of the different international entities fosters a mutual dependence between them. In this theory, it is recognized that approach and contact between two or more entities would increase their dependence. And the result of this interaction is the collaboration among them. Also, this relation can be between traditional entities, as countries; and new entities as transnational enterprises, NGOs, among others. The institutional liberalism considers that the institutions through the time support the promotion, improving and increasing of the permanence of international cooperation (Ochoa Bilbao & Prado Lallande, 2017).

From this vision, it is stated that the participation of these different entities brings a new initiative and not the traditional one. It means, a modality of cooperation that is not from North to South, but a triangular cooperation or South-South. A cooperation that not only involves the channeling of resources from developed countries, but an order from the priorities respecting the sovereignty of each nation. With the increasing interactions of the entities of the international community, whether traditional or non-state, more experiences of international cooperation are generated.

1.3. Introduction to International Cooperation and its fundamental characteristics

The constant dynamic of the interactions of the entities in the international community gathers different theories that pretend to explain the different approaches that understand the study of International Relations. From this perspective, a first element of reflection is International Cooperation, its meaning, its evolution, and the benefits that it has provided to the countries that have participated in it.

According to the Royal Spanish Academy, the word “Cooperate” comes from the Latin *cooperāri* that means, “work together with one or others to achieve a common goal” (Royal Spanish Academy, n.d.). Within International Relations, for some doctrinaires the International Cooperation is characterized for being a mechanism that generates strategies that have allowed the performance of the constant dynamic of the international community. While for others, the existence of the International Cooperation only responds to the interests of developed countries. As a consequence of the different changes that have occurred throughout history, have allowed that the international community to adapt to reality, indistinctly from the perspective that is conceptualized.

It can be said that International Cooperation corresponds to a group of actions that one or others entities of the international community perform. The donor seeks to improve, help or promote processes that the receivers of such cooperation are not able to perform on their own in most cases, but usually both sides are benefited. International Cooperation includes coordinated, supportive and complementary actions that seek to fulfill a common objective that is to promote the development processes of the partners; they can be implemented through projects, financial aid, and technical assistance, social and educational programs, among others; all these actions with the purpose of supporting social and economic development, in addition to promoting the stability of International Relations.

The evolution of the norms of International Law has allowed organizations and the different international entities assume the search for international peace and, in turn, for stable International Relations. At the end, harmony is sought in the international community and one of the most used mechanisms to achieve it, is International Cooperation, which is established as one of the Principles of International Law, which try to regulate and guide the actions of the subjects of the international community, international security, sovereign equality, respect for territorial limits, territorial sovereignty and the internal jurisdiction of each state, among others. (United Nations General Assembly, 1970).

The doctrinal bases for International Cooperation are found in International Relations and in International Law. On October 24, 1970, Resolution No. 2625 was denominated as the "Declaration about the principles of International Law concerning friendly relations and cooperation among States in accordance with the Charter of the United Nations", in which reference is made to the principles of international law relating to friendly relations and cooperation between states and their connection to International Cooperation (United Nations General Assembly, 1970).

In accordance with these principles, States have the obligation to cooperate with each other, independently of their political, economic and social system, all with the purpose of maintaining peace and security in the international community.

In the Resolution No. 2625 of the General Assembly of the United Nations establishes that States are the ones who must cooperate in the following areas: social, cultural, technical, economic and commercial; as well as promoting stability and progress in the worldwide economy, especially in developing countries. Through this resolution, the General Assembly of the United Nations invites States to adopt joint or individual actions to promote cooperation respecting human rights, the principle of equality, the fundamental freedoms of all, and the self-determination of people to foment friendly relations between nations (United Nations General Assembly, 1970, p. 132).

As an introduction to the concept of International Cooperation, the definition of this mechanism has been taken from the Konrad Adenauer Foundation of Germany, which jointly with the Civil Association of Popular Studies of Argentina (ACEP) developed a manual of IC. In which it is defined as:

International Cooperation should be understood as the actions carried out by the States or their organizations, NGOs of a country with other entities belonging to other countries in order to achieve common objectives at an international level and / or in the national of one or more entities (Chiani, Scartascini del Río, & Konrad-Adenauer-Stiftung, 2009, p. 21).

Taking into account the previous concept, it can be affirmed that the States are not the only entities that establish International Cooperation relations, nowadays; there are many entities that can establish them, for example, the Non - Governmental Organizations (NGOs), civil society, among others.

Another definition that contributes to the concept of International Cooperation is the mentioned by the Agency for Cooperation and Investment of Medellin and the Metropolitan Area, which expresses: International Cooperation relates two or more entities with the aim of collaborating in the search for favorable solutions for the sides involved. Moreover, the International Cooperation is a mechanism of International Relations that aims to contribute to the development of less advanced nations (Agency for Cooperation and Investment of Medellin and the Metropolitan Area, 2012, p. 14). Now, with this definition it can be said that the purpose of International Cooperation is to support the development of the least developed states.

On the other hand, the United Nations Development Program in 2005 prepared a Human Development Report. This report argued that:

"International Cooperation not only helps countries with weak economies, but also those with strong economies, with the objective of achieving development goals" (United Nations Development Program, 2005, p. 93).

This concept provides a key approach such as the joint actions and activities agreed within the International Cooperation to contribute to the development process at the different levels, directions and forms.

According to Rafael Calduch, International Cooperation is any relationship aimed at the mutual satisfaction of interests or demands of international entities, through the complementary use of their respective powers in the development of coordinated and / or solidary actions (Calduch, 1991, p. 56). This definition recognizes that International Cooperation can be generated by the joint and coordinated actions carried out by all the entities of the international community. In other words, this concept includes the participation of entities that allow us to understand the situation of International Cooperation.

Another concept of International Cooperation given by Bruno Ayllón affirms that International Cooperation is the set of actions carried out by governments and their administrative organisms, as well as, the entities of the civil society of a country or of several, they seek to improve living conditions in order to achieve an impulse in the development processes for those countries that do not have the capacity to improve their situation on their own. Although from the international perspective, development cooperation has been debated and conditioned to succeed, it continues to be a good mechanism of International Relations (Sotillo & Ayllón, 2006). It is important to emphasize that the most significant aspects of this concept are the purpose of International Cooperation to promote progress towards development and the close relationship of this instrument with International Relations.

According to Bruno Ayllón, through International Cooperation, two kinds of benefits can be obtained: tangible and intangible. On the one hand, there are the tangible benefits that can be commercial, political, military, and strategic advantages, which are nothing more than coordinated actions for the benefit of the countries or other international entities that are receivers of cooperation. On the other hand, the intangible benefits such as international peace and security or the so-called Global

Public Goods¹ that foster the stability of International Relations and thus of the international community (Ayllón, 2007).

A precedent in the history of the International Cooperation and that is still present in our society is the conditions that are given at the moment of offering the aid to receivers of the cooperation. At a macro level, it can be said that the International Cooperation is conditioned to fulfill the political and international interests of the States, so that the beneficiaries of the mentioned cooperation can gather certain requirements to receive the aid. And the same way, the conditions can occur with activities that are carried out in the International Cooperation, which imply the fulfillment of factors related to political criteria, respect for Human Rights, good economic practices and promotion of democracy, among others (Ayllón, 2007).

Taking into account the previous exposed ideas, it can be affirmed that the characteristics of International Cooperation are:

- 1. Entities of International Cooperation.-** International Cooperation can be managed by entities such as the network of public institutions, countries, unions, international organizations, civil society organizations, companies, universities and Non-Governmental Organizations (NGOs).
- 2. Objectives of International Cooperation.-** The objectives of International Cooperation are: promote development processes, improve the living conditions of individuals, develop capacities and strengthen institutions in countries with economic, social and politic vulnerability.
- 3. Kinds of International Cooperation.-** International Cooperation can be managed through different kinds such as technical assistance, financial cooperation, scientific and technological cooperation, programs, projects, non-financial cooperation, among others.
- 4. Mechanism of International Relations– Principle of International Law.-** Within International Public Law, we can find the doctrinaires bases for International Cooperation. These serve as a mechanism or tool of International Relations, as well as they base their actions on the Foreign Policy of the countries.

¹ Global Public Goods are those goods that attract benefits that cannot be restricted or limited to a single buyer, but once they are provided, there are numerous who can enjoy such goods for free. Taken from Notebooks for Development Cooperation No. 1.

5. **Benefits of International Cooperation.-** International Cooperation can have tangible and intangible benefits. The tangible benefits are concrete actions: technology transfers, training; likewise, the intangible benefits such as the global public goods are necessary for the establishment of friendly and peaceful relations between nations.
6. **The Conditions of International Cooperation.-** In International Cooperation, the conditions are a component that implies the fulfillment of requirements that are based on the political interests of the States that offer assistance to manage International Cooperation.

Currently, the term "cooperation" is used as a broader notion that reflects International Cooperation and the search for joint development with the entities of the international community; similarly, the terminology "Foreign Aid" is used to describe aid actions such as specific donations or humanitarian assistance.

According to Bruno Ayllón, foreign aid is defined as a "type of assistance, whose ultimate goal is the development of the beneficiary country" (Ayllón, 2007, p. 29). Under this premise, it can be affirmed that there is a vertical relationship within the aid, since the receiver acquires a link of dependence and subordination on the part of the donor.

1.4 Background of International Cooperation: Origin

Although International Relations was not born as a discipline but as a subject, it was not until the end of the Second World War that, jointly with International Cooperation, they formally appeared with the creation of the United Nations and the signing of its Charter of Constitution in the San Francisco Conference. The purpose of the United Nations (UN) is the Peace and International Security, as well as fostering friendly relations among nations and being a harmonizing center for the efforts of nations that lead to common purposes. International Cooperation was born as a mechanism to solve international problems of an economic, social, and cultural nature in order to promote the development of countries (United Nations, 1945).

1.4.1 International Cooperation and the Charter of the United Nations

The Charter of the United Nations, article 1, item 3, establishes the following:

"Carry out International Cooperation in the solution of international economic, social, cultural or humanitarian problems, in the development and encouragement of respect for human rights and fundamental freedoms for all, without distinction based on race, sex, language or religion "(United Nations, 1945, p.3)

The United Nations is the starting point of the institutionalization of international organizations, some of its organs give it the qualification of institutionalization and it has a direct relationship with International Cooperation, having the following text in the Charter of the United Nations:

Article 11, item 1 states that:

"The General Assembly may take into consideration as general principles of cooperation to foster international peace and security, even the principles governing disarmament and the regulation of armaments..." (United Nations, 1945, p. 5).

In chapter IV, article 13, item 1, the following points are stated:

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

- a. Promoting international cooperation in the political field and helping the progressive development of international law and its codification.
- b. Encouraging international cooperation in economic, social, cultural, educational, and health matters and helping to realize the human rights and fundamental freedoms of all effectively, without distinction based on race, sex, language or religion (United Nations, 1945, p.6).

In relation to these implications, the main attribution of representative organ of the United Nations such as the General Assembly is to emit recommendations to the specialized agencies of the UN and the member states in order to promote international cooperation in all areas that they can act.

In 1947, the first International Assistance programs began for the countries that were affected by the Second World War. The Marshall Plan was one of the historical background for International Cooperation, because it was considered as the first international aid program whose purpose was to socially, economically and politically strengthen the devastated countries after the post-war (Ayllón, 2007).

During the post - war period, the International Cooperation had the unique objective of promoting the reconstruction of Europe; however, the foreign aid and cooperation policies were subject to the political interests of the two antagonistic blocks at that time: the Union of Soviet Socialist Republics (USSR) and the United States of America (USA). In that time, International Cooperation had not been defined with the necessary guidelines to consider it as true cooperation but as a conditioned aid by the Cold War sides (USSR-USA); and, through Bilateral Aid², they obtained allies and sought their interests, but they forgot the real needs of the receivers (Boni et al., 2010). It should be noted that, at that time, International Cooperation was a type of foreign aid that did not promote development but reconstruction.

1.5 International Cooperation and the entities of the International System

Within a global context, the way in which many entities of the international community intervene is the result of different cultural, social, economic events and phenomena, among others. The constant dynamics of International Cooperation and the changes that occur in this globalized world provoke that the relations between the states are not vertical; as a result, these relations are established as social interactions between the different entities of the international system.

² Bilateral Aid is one that involves only two entities from different states.

When we talk about entities of the international system, the Non-Governmental Organizations (NGOs) appear which throughout the present investigation will be the most important object of study. In Chapter 2 its conceptualization will be explained, its participation and interference in the Ecuadorian environment, as well as the records that local NGOs have obtained in the National Secretariat for Policy Management and the cooperation agreements that NGOs located in Ecuador have signed. The channeling of resources has allowed the increase of Non-Governmental Organizations with their different initiatives. The ability to interfere in the international arena and the impact of NGOs, have been many of the components that have allowed the increase of their participation.

Due to economic measures of the 80' s, it was necessary to alleviate the weight of traditional donors of International Cooperation. For this reason, different international entities sought to get involved as donors of Official Development Assistance. Even states with emerging economies sought to be donors.

In the system of International Cooperation each entity has its procedure and method of action. For this reason, the resources from International Cooperation increase each year. The role played by each of the entities in the international community depends on their objectives and their way of intervening. Therefore, the coordination of International Cooperation becomes a challenge (Ayllón, 2007).

The States are a fundamental part of International Cooperation system, and although state entities have lost prominence due to the intervention of new international entities, in general, States have the purpose to establish relationships based on international interests and economic conditions. However, these entities currently allow others to have greater incidence to formulate programs, projects in equal conditions, with different methods to achieve a more evident impact on the beneficiaries.

The activities carried out by the entities and the nature of their funds allow us to observe the following classification:

1.5.1 Public Entities

Considered as such because the administrative management is carried out by the State or the financing funds come from the State (Fernández, 2017). Having the following:

- **Multilateral Organizations:** They are of a global nature, such as the United Nations, of a financial nature such as the International Monetary Fund, the World Bank and with a regional focus such as the European Union, Organization of American States and the Union of South American Nations.
- **States:** The central administrations of the states, through their agencies or as part of their institutional organization chart such as the Ministries of Foreign Affairs.
- **Decentralized Governments:** Decentralized Autonomous Governments or local governments that can negotiate resources from International Cooperation thanks to their autonomy.
- **Public Bodies:** With a focus on educational cooperation, we can consider the official public chambers and universities.

1.5.2 Private Entities

They are considered private because their financing comes from the private sector (Fernandez, 2017). These include the following:

- **Private companies:** those that use funds from donations or financing of social programs focused on promoting development, for example, companies, development banks or private investors.
- **Universities:** private educational cooperation between universities of different States.

- **Private non-profit:** individual philanthropists, foundations of political parties, celebrities.
- **Non-Governmental Organizations (NGOs):** non-profit legal entities, it means, civil society organizations that have specific objectives in different areas of development.

1.5.3. Public – Private Entities

They are considered public-private entities because their activities come from public and private financing to promote development on specific issues or to manage International Cooperation projects (Technical Secretariat of International Cooperation, 2014).

1.6. International Cooperation and its different types

The emergence of International Cooperation is one of the relevant elements of International Relations. Its appearance marked significant changes within the international context, in the beginning there was Cooperation with the purpose of helping and it did not have an economic focus.

The different tools, instruments and mechanisms at a technical and operational level make International Cooperation more effective and efficient to have an impact on the fields of action that involve it.

According to the Spanish Agency for International Development Cooperation (AECID), the types for International Cooperation depend on the capacity of channeling and delivery of aid funds by the donor. This Agency proposes the following classification:

- According to the entities involved:

Multilateral cooperation: In this type of cooperation, the States channel direct part of their resources to regional organizations, so that they, in turn, carry out activities to fulfill their objectives, losing direct control over the resources provided.

In this type of cooperation, the States give resources to multilateral organizations based on the interests of the donor to carry out the activities, considering it as a multilateral aid or conditional multilateral aid (Ayllón, 2016).

Within the type of International Multilateral Cooperation there are: mandatory quotas or contributions for the institutional maintenance of the multilateral organizations carried out by the countries periodically, voluntary contributions (multilateral Cooperation) that seek the support of the specific strategies of the agencies, and Trust funds that together with the funding of the donor countries are managed by the multilateral agency.

Bilateral Cooperation: In this type of cooperation, the main instruments are agreements, programs and projects depending on the negotiable aspects and interests between the partners (donor-receiver). This cooperation is carried out through official governmental agencies or International Cooperation Agencies (Technical Secretariat of International Cooperation, 2014).

Decentralized Cooperation: In this type of cooperation governments, local or sub-national communities, manage the activities. Within this type of cooperation, direct relationships are established between local representation bodies and regional entities. The strengthening of Decentralized Cooperation is in the cities and regions that use it as a specific tool for their benefit (Technical Secretariat for International Cooperation, 2014).

Non - Governmental Cooperation: They are carried out through private law entities called Non-Governmental Organizations. Among the sources of financing for this type of cooperation are: membership fees, public subsidies, contests, transfers of donor resources, and sale of services, among others (Spanish Agency for International Development Cooperation, 2014).

Triangular Cooperation: It is a type of cooperation in which there is tripartite work. It usually happens when a country (traditional donor) is allied with a donor partner, in this case a middle income country, both associate their human, technological and financial resources to benefit a third country with a lower level of development than donors (partner receiver) (Spanish Agency for international Cooperation for Development, 2014, p. 19).

South-South Cooperation (SSC): Type of International Cooperation that emerges based on the solidarity and affinity of the countries of the South with the objective of increasing the negotiation power of said countries. The purpose of SSC is to share knowledge and experiences to achieve international cohesion in an environment of collaboration and respect for the sovereignty of people, under the principles of horizontality, consensus and equity (Technical Secretariat for International Cooperation, 2014).

Delegated Cooperation: This type of cooperation involves one or several agencies denominated silent donors, who transfer to another agency (leading donor) the total or partial responsibility of Official Development Assistance activities. These activities can be fund management, dialogue and negotiation with partners, project monitoring, among others (Spanish Agency for International Cooperation for Development, 2014).

- According to the characteristics of the funds:

Reimbursable Cooperation: Cooperation in which the resources are destined for the financing of activities oriented to the development of the receiver country. This type of cooperation is channeled through the transfer of financial resources from donor countries to the beneficiary countries. This cooperation is based on soft loans, which are granted by States or international financial institutions at low or no interest rates (Spanish Agency for International Development Cooperation, 2014).

Non-reimbursable cooperation: This type of cooperation includes the allocation of financial resources without demanding the reimbursement of the same, all in order to

encourage the support of projects or development activities of the receiving partner. These financial resources are usually donations or grants (Spanish Agency for International Development Cooperation, 2014).

- According to the nature of the aid transferred:

Financial Cooperation: Any transfer that is allocated to financing of activities oriented to the development of the receiver country and that involves the channeling of financial resources, is known as the Reimbursable Financial Cooperation. The purpose of this type of cooperation is to finance specific projects predetermined or prioritized by the recipient countries (Argentine Network for International Cooperation, 2017).

Reorganization of the Debt: Type of Cooperation in which both public and private entities are involved. Through this cooperation, the relations between creditors and debtors more flexible with respect to a debt incurred in order to guarantee payment, and the debtor is not forced to contract new financial obligations to achieve the desired development.

According to the Argentine Network for International Cooperation for the type of *cooperation-reorganization of the debt* there are four mechanisms: the cancellation (1), referred to the total or partial voluntary cancellation of the debt by the creditor; the refinancing or reprogramming (2), that is, the extension of the debt or the replacement by another contract of a longer period of time for the payment; the assumption (3), when a third part buys the debt in exchange for benefits by the debtor; and the debt conversion (4), when the debt is canceled by the creditor, so that debtor executes development projects. (Argentina Network for International Cooperation, 2017, pp. 138–139).

Non-Financial Cooperation - Technical Cooperation: type of cooperation in which there is transfer of technical, economic, good practices and technology that allows the strengthening of the capacities of individuals, public institutions and non-governmental organizations. Its objective is to improve the living conditions of the

receiving partners according to their needs (Spanish Agency for International Cooperation for Development, 2014). It is usually used by the receiving partners for the improvement of basic infrastructure of educational institutions, hospitals, water supply facilities and roads, as well as the obtainment of equipment, medical and health care and other requirements (International Cooperation Agency of the Japan, 2008).

Some of the activities carried out in this type of cooperation are technological transfers, support for policy planning, technical advice, and exchange of experiences and good practices. Within the Technical Cooperation we can find cultural cooperation and educational cooperation. The first has the unique objective of promoting culture, and the second through exchange programs for students, postgraduate programs, scholarships and internships at international level, among others.

- According to the level of alignment between the policies of the donors:

Programmatic Aid: Based on a principle of coordinated support, this type of cooperation focuses on making development plans or programs in the host country in order to reduce poverty through by sectors, thematic or specific organization programs. On the other hand, the Programmatic Aid seeks to stimulate the use of the principles of the Aid Effectiveness Agenda³, general or sectorial budget support, monitoring of public policies, local empowerment in relation to the project, among others (Spanish Agency for Cooperation International for Development, 2014).

Specific non-aligned Development Interventions: A consensus of the international community is necessary in order to generate this type of aid. This intervention was born as a response to a specific need that has not been recognized by the receiver country; it is an exception and should gradually be replaced by programmatic development aid. The scenarios in which these interventions can be justified are

³ Result of the Paris Declaration (2005), it was born with the need to establish coordination policies between donors and partners for procedures of International Cooperation interventions. The Paris Declaration builds effectiveness around five principles: alignment, harmonization, ownership, results-oriented management and accountability. Taken from <http://www.oecd.org/development/effectiveness/34580968.pdf>

situations of violence or conflict, when the policies and programs of the receiver country do not guarantee human rights, and there is no full equality of social or population groups (Spanish Agency for International Cooperation for the Development, 2014).

- According to the action field:

Humanitarian Aid: It is immediate or urgent assistance in emergency situations caused by armed conflicts, social, political, economic or natural disasters, with the aim of restoring living conditions of population through financial support, donations, technical equipment and professionals for survival. This type of aid usually comes from Non-Governmental Organizations, Multilateral Organizations, and specialized agencies of the United Nations, civil society entities, among others. Among the resources that are sent to the receiving countries are: basic materials (clothing, medicine, and canned food), equipment and supplies to provide immediate solutions to the needs of the victims (Argentine Network for Cooperation International, 2017).

Humanitarian Aid has two instruments: emergency food aid, provided free of charge to territories after the conflict or natural disaster, and development food aid to provide food through national or international programs.

- According to the associated conditions:

Linked Aid: It is the financial aid offered to the receiver under the condition that it is used for the acquisition of goods and services from the donor or from a certain group of countries to which the donor belongs (Spanish Agency for International Development Cooperation, 2014).

Non-linked Aid: Financial aid in which there is no a condition for the host country, that is, there is no commitment that the donor's goods or services are acquired by the receiving partner (Spanish Agency for International Development Cooperation, 2014).

CHAPTER II

Ecuador, Non-Governmental Organizations and International Cooperation

2.1 Legal Framework about international Cooperation in Ecuador

Among the different instruments and policies about International Cooperation within the country, there are the following: the Constitution of Ecuador (2008), the National Plan for Good Living 2017 – 2021, the Organic Code of Planning and Finance, and the Foreign Policy Agenda 2017 – 2021.

In the Constitution of Ecuador of 2008, the paragraph regarding development regime in its article 276, item 5, says that one of the objectives of the country is to:

“Guarantee national sovereignty, promote Latin American integration and promote a strategic insertion in the international context...” (National Assembly of Ecuador, 2008).

Therefore, in order to position the country in the international context as a donor and receiver for International Cooperation it is necessary to use the different platforms and guidelines that promote it.

On the other hand, the Organic Code of Planning and Finance is valid since October 22, 2010⁴ promoted by the national government, which makes reference to Non-Reimbursable International Cooperation. This legal instrument refers to Non-Reimbursable International Cooperation as a mechanism that grants, receives, transfers resources, goods, services, capital, knowledge or technology, in order to contribute or complement national initiatives to achieve the objectives of Non-Reimbursable International Cooperation (Organic Code of Planning and Finance, 2010).

⁴ The Organic Code of Planning and Finance was last modified on May 21, 2018.

According to the Organic Code of Planning and Finance, related to International Cooperation, it refers to the concept and principles of the International Non-Reimbursable Cooperation, likewise, it is specified that the National Policy of the International Cooperation should be aligned with the National Development Plan and the Foreign Policy of the State (Organic Code of Planning and Finance, 2010).

On the other hand, the 2017 – 2021 version of the National Development Plan – A Whole Life is currently in force. Within this document is found the public policy framework and objectives with different axes.

The ninth objective of this plan says to: “guarantee sovereignty and peace, and strategically position the country in the region and the world” (National Secretariat of Planning and Development, 2017).

In the section corresponding to 9th Objective, it is said that is necessary to insert the country strategically and actively in the international context, regional integration, trade policy at the international level, strategic and solidary relations at the multilateral and bilateral levels, and international cooperation. In Ecuador, new lines of cooperation have been consolidated, such as South-South Cooperation that complements the State’s action for its development, facilitating the implementation of the Sustainable Development Goals (SDG) and the National Development Objectives (SDG) and the National Development Objectives (National Secretariat of Planning and Development, 2017).

Moreover, it is proposed to take advantage and enhance the developed capacities to strengthen the strategic positioning of Ecuador within the region and worldwide. In addition, it is necessary to institutionalize cooperation through policies, instruments and mechanisms that help to improve the management of International Cooperation (National Secretariat of Planning and Development, 2017).

The 2017 – 2021 version of Foreign Agenda 2017-2021 is currently in force. This document allows guiding the work of the Ministry of Foreign Affairs and Human Mobility⁵, as well as, the coordination of the Sectorial Council of Foreign Policy, foreign relations and International Cooperation. It has six objectives in different areas; the 6th objective of it said that it should:

“Coordinate International Cooperation for the fulfillment of government priorities and objectives” (Ministry of Foreign Affairs and Human Mobility, 2017).

In the section corresponding to 6th Objective, it says that International Cooperation must be managed as a complement to the strategy used by the government to promote development. Therefore, the country seeks to access new cooperation mechanisms and diversify its sources in order to increase International Cooperation opportunities obtained as a result of alliances with new partners (Ministry of Foreign Affairs and Human Mobility, 2017).

Through 6th Objective, the Ministry of Foreign Affairs and Human Mobility seek to:

“Improve the management cycle, from negotiation to evaluation of International Cooperation interventions, ensuring its complementarity status with the policies and development objectives of the State”
(Ministry of Foreign Affairs and Human Mobility, 2017).

Ecuador promotes a priority axis about South – South Cooperation, since broadening and deepening cooperation relations to promote the exchange of experiences, for this reason, it is essential to promote Regional and International Cooperation, as well as the agreement on rules and mechanisms for International Cooperation (Ministry of Foreign Affairs and Human Mobility, 2017).

⁵ Organization that is responsible for the management and coordination of international policy, Latin American integration and human mobility. Taken from: <https://www.cancilleria.gob.ec/el-ministerio/>

The goals of the Foreign Policy Agenda 2017 – 2021 in relation to International Cooperation are:

- a. Expand Ecuador's International cooperation horizon.
- b. Obtain resources for the National Development Plan 2017 – 2021 – “A Whole Life”.
- c. To project Ecuador as a donor of South – South Cooperation.
- d. Channel International Cooperation for indigenous people, Afro Ecuadorians and women.
- e. To obtain resources to conserve nature (Ministry of Foreign Affairs and Human Mobility, 2017).

In addition, for the fulfillment of the 6th Objective and the effective coordination of the different tools and mechanisms regarding to International Cooperation, the following policies have been proposed:

- **Policy 1:** To Expand and strengthen international cooperation in accordance with national priorities, in dialogue with civil society.
- **Policy 2:** To Coordinate Cooperation to comply with the National Development Plan 2017 – 2021 – “A Whole Life”.
- **Policy 3:** To project Ecuador as a provider of South – South Cooperation.
- **Policy 4:** To Channel International Cooperation resources for indigenous peoples and nationalities, Afro Ecuadorians, Montubio people and women.
- **Policy 5:** To Manage resources for the conservation of the country's habitat and biodiversity.

2.2. Legal framework regarding Social Organizations in Ecuador

To complete this investigation, an analysis about legal framework regarding Social Organizations in Ecuador will be made, because these are the object of this investigation.

The importance of this investigation is that, through International Cooperation, these Social Organizations can obtain resources that help to achieve their activities and objectives.

The legal instruments that are in force relating to Social Organizations are the Constitution of Ecuador (2008), the Organic Law of Citizen Participation and Social Control, and the Regulation for the granting of legal personality to Social Organizations.

Relating to Social Organizations, in the Constitution of Ecuador (2008), there is an article that recognizes all forms of organization of society as an expression of popular sovereignty to develop processes of self-determination; further, organizations can be articulated at different levels to strengthen the power of the citizens (National Assembly of Ecuador, 2008, Art. 96).

In other hand, the Organic Law of Citizen Participation and Social Control is currently in force since April 20th. It has the purpose of encouraging the exercising of rights for the participation of citizens, as well as the forms of legal organization, as well as, to promote the strengthening of the power of the citizens and its forms of expression (Organic Law of Citizen Participation and Social Control, 2010).

In the Organic Law of Citizen Participation and Social Control, an article recognizes the different forms of organization of society, both in fact and in law. These organizations are the expression of popular sovereignty that contributes to the defense of individual and collective rights. Likewise, organizations can be articulated at different levels to strengthen the power of the citizens and its forms of expression (Organic Law of Citizen Participation and Social Control, 2010, Art. 30).

Furthermore, the President of the Republic issued a decree that went into force on October 27, 2017 called “Regulation for Granting of Legal Personality to Social Organizations”, which governs social organizations that, in use of the right to freedom of association and meeting participate voluntarily in the various manifestations and forms of organization of society (Decree 193, 2017).

In the articles 5 and 6 of Decree 193 approved by the President of the Ecuador, there are the rights and obligations of social organizations such as corporations, foundations or other national or foreign social organization (Decree 193, 2017).

To complete the analysis about International Cooperation and relating to Non-Governmental Organizations, the Ministry of Foreign Affairs and Human Mobility issued a document in 2018, which refers to Policies and Strategies used for the Management of Non-Reimbursable International Cooperation (Ministry of Foreign Affairs and Human Mobility, 2018).

In the document mentioned previously, it is specified that Non-Governmental Non-Profit Local Organizations are considered as entities of the Ecuadorian System of Non-Reimbursable International Cooperation. In addition, these organizations have a direct relationship with the official cycle of the Non-Reimbursable International Cooperation in two situations: 1. When directly (or indirectly) programs and projects of Non-Reimbursable International Cooperation are executed. 2. When coordinating the channeling of Non-Reimbursable International Cooperation with official and unofficial donors (Ministry of Foreign Affairs and Human Mobility, 2018).

2.3. Institutionalization of International Cooperation in Ecuador

The set of actions socialized through a competent entity that serves as a legal and legitimate platform, especially in the field of International Cooperation, would complement national policies and the development objectives proposed by the National Government of Ecuador. Through institutional framework, it is possible to coordinate, complement, negotiate, manage and evaluate the Ecuadorian system of International Cooperation. For this reason, an analysis is done about more relevant institutions that participate in the field of International Cooperation.

2.3.1. National Secretariat of Planning and Development (SENPLADES)

The National Secretariat of Planning and Development is responsible entity for preparing a proposal for a National Development Plan that is considered by the President of the Republic, the central government, decentralized autonomous governments, social organizations, among others bodies established in the law. Furthermore, the articulation and complementarity of the Non-Reimbursable International Cooperation must be ensured in accordance with the National Development Plan (Organic Code of Planning and Finance, 2010).

2.3.2. Technical Secretariat for International Cooperation (SETECI)

Historically, the Technical Secretariat for International Cooperation replaced the Ecuadorian Agency for Cooperation through Executive Decree 429 (Decree 429, 2015).

This Secretariat assumed competencies and functions through the articulation, management and negotiation of resources coming from International Cooperation in order to improve its impact on the Ecuadorian population. Its mission was the channeling of International Cooperation for the fulfillment of the national priorities and to project Ecuador in the region and in the world (Technical Secretariat for International Cooperation, 2015).

The Technical Secretariat for International Cooperation was an institution that proposed and implemented policies of Non-Reimbursable International Cooperation, at the same time; it articulated and coordinated all the institutions that were part of the Ecuadorian System of International Cooperation. This body handled four axes: 1. International Negotiation for Non-Reimbursable Cooperation, 2. Strategic articulation in the country, 3. Democratization of information, 4. Evaluation and monitoring of Non-Reimbursable Cooperation (Technical Secretariat for International Cooperation, 2013).

The Ministry of Foreign Affairs and Human Mobility replaced the Technical Secretariat for International Cooperation by the Decree 1202 in the year 2016. It is the responsible institution for exercising the **Regulation, Control and Management of the Ecuadorian Cooperation System**, which is made up of entities related to Non-Reimbursable International Cooperation, whether official or unofficial cooperators at the central or decentralized level (Ministry of Foreign Affairs and Human Mobility, 2018).

2.4. Ecuador and the Non Governmental Organizations

A Social Organization is a non-profit organization whose objective is not to generate economic earnings for its members but more for a social, humanitarian, cultural, and others, this meaning within in the Ecuadorian system. In the case of generating an economic surplus, that it comes from the activities of the organization itself, it must be reinvested in the same entity to compliance of its objectives and development (Regulation for Granting of Legal Personality to Social Organizations, 2017). Starting from this conceptualization, Social Organizations can be foundations, corporations and other forms of national of foreign social organization, at the same time, the Non-Governmental Organizations can take legal forms such as associations, foundations, corporations, among others; for this reason, within Ecuador an Social Organization can be a Non-Governmental Organization.

According to the United Nations a Non-Governmental Organization (NGO) or Private Organization is one that is made up of a group of citizens who have a common interest it is characterized for being a not for profit organization, and its nature is altruistic and it can be locally, nationally or internationally (United Nations, 1996). In addition, to adopt legal status, these organizations can be associations, foundations, and corporations, among others.

In the Ecuador, the rights and obligations of the Social Organizations are:

Table 1: Rights and Obligations of Social Organizations

<p>Rights of Social Organizations</p>	<ul style="list-style-type: none"> • Request access to public programs for training and technical assistance. • Access to information such as plans, programs or projects offered by State bodies in favor of development. • Promotions for public interest the programs, projects or activities in which these organizations participate.
<p>Obligations of Social Organizations</p>	<ul style="list-style-type: none"> • Comply with the Constitution of Ecuador, its statutes and other provisions in force. • Deliver documentation and information to the competent institution and also information that could be generated in the future as a result of the operability of the organization. • Accountability to its members through its managers or responsible person, at least once a year or by formal request of a third party. It is the obligation of the managers to render accounts even when these have ended.

Source: Regulation for Granting of Legal Personality to Social Organizations.

Available at: Regulation for Granting of Legal Personality to Social Organizations.

Created by: Claudia Durán

The Non-Governmental Organizations (NGOs) can get resources in different ways: private funds, resources from International Cooperation, governments, companies, and individuals.

In the case of funds from individuals, there are two modalities, the first is a consideration of services paid by the beneficiaries of the NGO; and second, are donations for the activities carried out by the NGO.

When the funding come from public administrations, it must be used for specific projects and after that is necessary to do a justification before the entity that granted the financing. In addition, this funding can also be obtained through contracts and agreements. On the other hand, resources from companies who wish to contribute to financing of projects that are of interest to the entrepreneur (Universidad Nacional de Colombia, n.d.).

In relation to the resources that come from International Cooperation, most of the funds that have been obtained in Latin America correspond to the Official Development Assistance in 2012 (Technical Secretariat for International Cooperation, 2015).

In 2001, in Ecuador, 659 Non-Governmental Organizations (including headquarters and offices) were identified that did around 876 projects. According to the Information System of Social Organizations in this year 675 NGOs, 20 popular organizations, 48 church organizations and 25 private enterprise organizations are registered (Information System of Social Organizations, 2018). On the other hand, since 2010 the mandatory registration for Non-Governmental Organizations is established, therefore the number of local NGOs grows and cooperation agreements for International NGOs increase.

2.4.1 Types of Social Organizations

As it was mentioned already, Social Organizations can be a Non-Governmental Organizations. This investigation has the following classification according to Article 8 of Regulation for Granting of Legal Personality to Social Organizations, all individuals with a civil capacity to contract are empowered to establish corporations and foundations that have a social purpose and non profit (Regulation for Granting of Legal Personality to Social Organizations, 2017).

Table 2: Types of Social Organizations

<p>Corporations</p>	<p>An institution whose legal personality is approved by the competent entity, its nature is associative, stable, organized, expressed by means of a constitutive, collective, and voluntary act of its members and made up of a minimum of five members.</p> <p>Corporations can be first, second, and third grade:</p> <ul style="list-style-type: none"> • First grade: made up of individuals with a limited purpose, for example: associations, clubs, committees, professional colleges and centers. • Second grade: made up of first grade corporations or legal bodies, such as: federations, chambers or unions. • Third grade: made up of second grade corporations, such as confederations, national unions or similar organizations.
<p>Foundations</p>	<p>Entities constituted by the willingness of one or more founders. These organizations have the purpose to serve the common good of society, including promotion, development and incentive activities in their social, cultural, educational aspects, as well as activities related to philanthropy and public charity, among others.</p>
<p>Other forms of National or Foreign Social Organization</p>	<p>Others forms of Social Organizations, National or Foreign, are governed by their own laws.</p> <p>Some examples of these organizations are agricultural centers, agricultural chambers, among others.</p>

Source: Regulation for Granting of Legal Personality to Social Organizations.

Available at: Regulation for Granting of Legal Personality to Social Organizations.

Created by: Claudia Durán

Chapter III

Proposals for the proper management of financial resources, from International Cooperation to Scouts Association of Ecuador.

Within this chapter, the current situation of the International Relations of Scouts Association of Ecuador will be analyzed; likewise, the analysis of the capacities of this area for the proper management of International Cooperation and a description about international activities that this organization carried out during the year 2018, will be analyzed in this chapter.

It is intended to make a proposal for this area that can be restructured in order to define the functions, competences and officials that work within it, moreover, carry out activities that allow obtaining resources for the continuous improvement of the organization. In addition, this chapter has an institutional strengthening plan for Scouts Association of Ecuador with the purpose of improving their capacities at the administrative level.

Finally, this investigation has a proposal for an International Cooperation Plan to obtain non-refundable financial resources to meet projects and objectives of the organization.

For these reasons, it is essential to know the principles of International Cooperation established in the Ecuadorian system for the management of Non-Reimbursable International Cooperation. The resources from this type of cooperation are what the Scouts Association of Ecuador needs, for which this chapter will look at.

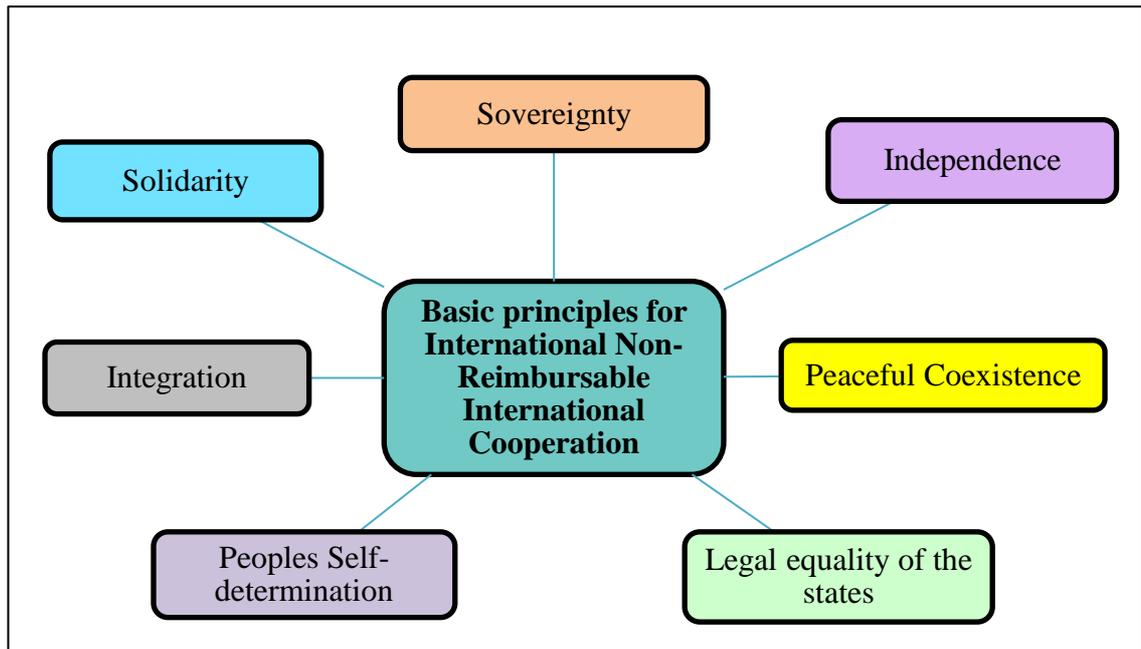


Figure 1: Basic principles for International Non-Reimbursable International Cooperation

Source: Organic Code of Planning and Finance

Available at: https://www.finanzas.gob.ec/wp-content/uploads/downloads/2012/09/CODIGO_PLANIFICACION_FINAZAS.pdf

Created by: Claudia Durán

3.1. Scouts Association of Ecuador

The Scouts Association of Ecuador is a private and non-profit organization of the Scout Movement Organization, founded on March 26, 1920 through the Executive Decree of February 6, 1956 where it legally approved its operation and is declared of public interest by Supreme Decree 102 in 1963.

In 1985, this institution adopts the name Association Scouts of Ecuador and belongs to the World Scout Organization (Scouts of Ecuador, n.d.).

This organization aims to “contribute to the integral education of young people of both sexes so that they participate in the building of a better world” and that people play a constructive role in the society. To meet this objective, an educational method called “scout method” is proposed, it is based on a system of values that has social and personal principles, in which the young person becomes an agent of change, so that the person will be autonomous, supportive, responsible and committed.

In other words, the Scouts Association of Ecuador has a non-formal educational proposal that complements the education received in homes and educational institutions, “learning by doing” is one of the pillars of the scout method and of the educational activities promoted within this organization. The members of the ASE are free to choose religious philosophy, ideological, political and trade union disregard as well as any current of personal opinion.

Each year the members of this organization pay the cost of twenty dollars that allows them to make use of life insurance in scout activities and other benefits from agreements with institutions such as Supermaxi, Technical Secretariat of Drugs, Cinemark, National Council for Intergenerational Equality; in addition, the organization manages these resources for the fulfillment of its objectives and its development.

On the other hand, the Scouts Association of Ecuador is registered in the Unified Information System of Social Organizations. This is a technological platform that qualitatively and quantitatively collects information from social organizations. Through it anyone can know the scope of the organization, its geographical location, and more (National Secretariat for Policy Management, 2018). If this information wants to be checked, the full name of Association Scouts of Ecuador must be entered in the following link: https://sociedadcivil.gob.ec/nuevo_directorio

In addition to being a group of volunteers (adults and youth) it has the following organizational structure (Scouts of Ecuador, n.d.):

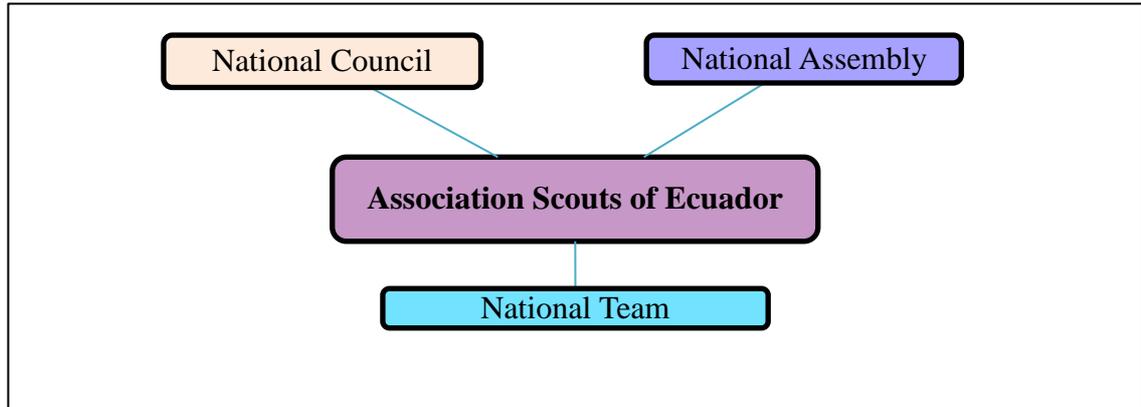


Figure 2: Management and Organization Instances of Scouts Association of Ecuador

Source: Scouts Association of Ecuador

Available at:

<https://www.scoutsecuador.org/site/sites/default/files/%5Bbiblioteca%5D/Estructura%20Aso%20Scout.pdf>

Created by: Claudia Durán

National Assembly: It is the highest authority of this organization, it meets ordinarily once a year where the institutional objectives are defined for the new year and the national councilors are elected. It can be summoned in an extraordinary way as well as the ordinary one, in which are the members of the Assembly, the National Councilors, the National Executive director and the representatives of all the provinces that are distributed in the denominated “Districts” (Scouts of Ecuador, 2012).

National Council: It is highest authority of the Scouts Association of Ecuador until the next National Assembly, nine members who are elected in the National Assemblies compose it, and these members are called Counselors. Three Counselors are elected to remain in the office for three years, once the members are elected, including a National Scout President or Chief and a Vice president. The members of the National Council together with the Executive Director and the National Team are responsible for complying with the decisions made in the National Assembly. The National Council also presents annual reports to the representatives and delegates of the country’s districts (Scouts of Ecuador, 2012).

National Team: Its maximum representative is the Executive Director, who is the responsible person for appointing a team of directors from the different national areas, collaborators and volunteers to carry out the different guidelines decided by the National Council. On the other hand, the Scouts Association of Ecuador has national areas in charge of generating funds nationwide, training the various adult volunteers who are members of this organization, supporting the creation of more scouts groups, ensuring compliance with the Youth Program, and maintaining International Relations with the Interamerican Scout Office (International Scout Office in Latin America). At the same time, the directors of these areas become part of the National Team (Scouts of Ecuador, 2012).

3.2. Projects and Events in which the Scouts Association of Ecuador had participated internationally

In the 2016, the Scouts Association of Ecuador participated in an International project called “Tress for the World”. Its objective was to plant 22,000 trees in different cities of the country. Through this project and with the support of the Ministry of the Environment, the Scouts Association of Ecuador obtained an International recognition and position, and also, a Guinness Record. In this initiative, it was estimated that around 36 countries of the world participated. This project was intended to contribute to the care of the environment, protect natural reserves and create awareness in citizens in general. The countries that participated were: Argentina, Barbados, Belize, Bolivia, Canada, Chile, Colombia, Dominican Republic, Ecuador, Estonia (Scouts of Ecuador, 2016).

The Scouts Association of Ecuador hosted an international event that called more than 80 young people from different regions of the world during the 2017-2018 period. This meeting allowed young people to enhance their leadership skills, teamwork, conflict resolution and other issues that are within the framework of the organization. Thanks to this event, the Scouts Association of Ecuador made it known that it is a solvent institution that has the capacity to organize events of international stature that allow it to show that it is not only a NGO that captures resources, but can provide them (Scouts of Ecuador, 2018).

3.3. Resources from Scouts Association of Ecuador

Currently, the Scouts Association of Ecuador has a comprehensive technological tool called “SIscout” that allows dynamic support to the activities and administrative management of scout groups nationwide. It is made up of modules that facilitate streamlining various processes for adult or young scouts (Scouts of Ecuador, 2019).

It is a computer system developed by William Espinoza. It enables data recording, event management, annual registration, economic management, and the workgroup and inventory modules for both members and administrative tasks of the National Scout Office (Scouts of Ecuador, n.d.). Among the 17 modules offered, the main ones are the following:

- 1.- Registration- Member Administration
- 2.-Registration-Reports Events/ Camps
- 3.- GSAT by Scout Groups (tool recognized in the World Scout Conference)
- 4.- Registration of Economic transactions
- 5.-Human Resources Monitoring
- 6.-Communications /Mobile Application
- 7.- SOS Scout- Response system to requests and requirements

With the purpose to project at international level, the SIscout has a module related to international events, which allows the monitoring of meetings, conferences, among others; and also monitors Ecuadorian delegations that are participating at international events (Scouts of Ecuador, n.d.).

Through good relations and through the dialogue that it is maintained with other international scout organizations, this system has been commercialized with three of them (Honduras, Panama, Dominican Republic). However, it becomes ambitious for the Scouts Association of Ecuador that other organizations are interested in this tool with the objective of obtaining financial resources thanks to the earnings that can be obtained by using of this tool (Scouts of Ecuador, 2019).

On the other hand, the different international events in which the Scouts Association of Ecuador has hosted, they have allowed this organization to prove that it is a competitive entity, due to its versatility to meet the different requirements of events of that magnitude.

It has been shown that Scouts Association of Ecuador meets the requirements of suppliers, the offer of tourist attractions, the provision of services, among others; it also complements its offer with the experience that it offers to its scout visitors. However, all these provisions have been complied with, despite not having a headquarters of the organization.

For this reason, at the end of 2016, the Scouts Association of Ecuador got an economic surplus and thanks to the decisions taken by the National Assembly and the resolution of the National Scout council, they proceed to invest in real estate for the construction of the National Scout Headquarters in the city of Quito.

The headquarters has three blocks distributed in a, b and c. The first block has two commercial premises and a parking area; the second block will have a commercial space on the second floor, an auditorium for 120 people, storage space, a cafeteria and parking area; and the last block has two double suites, two bedrooms, bathrooms, kitchen, and multiple rooms. However, the earning obtained by the Scouts Association of Ecuador only cover 70% of the financing, so future contributions or resources from cooperation are needed to complete the building of this headquarters.

Below is the progress of the headquarters, so far building:



Illustration 1: Headquarters of the Scouts Association of Ecuador

Location: Av. América N35-101 y Mañosca, 17-08-8291, Quito

Source: Scouts Association of Ecuador

3.4. Current Situation of Scouts Association of Ecuador and the International Relations Area

In the 2018, the Scouts Association of Ecuador has an Executive Director, a National President and the National Council about 75% of adult volunteers are formally certified to carry out activities with young people, and manage the support areas such as finance and administration, communications, projects, among others (Scouts of Ecuador, 2018).

The enrollment report of members distributed in the 24 provinces amounts to 10,028 people according to data from the same organization, in compliance with the institutional objectives of the Association Scouts of Ecuador (Scouts del Ecuador, 2018).

Young people between the ages of 16 and 18 can validate their relationship with society through a process denominated student participation in order to contribute to the educational process of young person. In the other words, young people can continue to go to their scout groups and participate in their activities and then validate their participation with the educational institutions where they are enrolled.

In 2018, a total of 1,241 young people from the following provinces participated in this process: Azuay, Manabí, Esmeraldas, Pichincha, Pastaza, Guayas, Santa Elena, Santo Domingo de los Tsáchilas, and Tungurahua (Scouts of Ecuador, 2018).

In the International Relations Area during 2018, activities related to exchanges, courses, conferences, events, were carried out. Similarly, it helps with the support of communication and international public relations with other national scout associations. In addition, the participation of Ecuadorian delegations in the following international events (Scouts of Ecuador, 2018):

- 71st BP Fellowship Event & Investors Conference Mexico
- III Interamerican Moot Peru July 27 to August 5, 2018
- Camp Staff – Boys Scouts of America 2018
- 61st JOTA – 22ND JOTI - October 18 – 20, 2018
- Interamerican Scout Conference – Panama from November 27 to December 2, 2018
- PRE – ILT VI – Ecuador
- ILT VI - Ecuador

3.5. Proposal for the Restructuring of International Relations Area of Scouts Association of Ecuador for the management of International Cooperation

3.5.1. International Relations Area

First, the Scouts Association of Ecuador should undertake a restructuring process so that the International Relations Area will be responsible for managing non-reimbursable financial resources from International Cooperation. For this reason, it is necessary that director of this area has full knowledge and advice of the mechanisms to manage of Non-Refundable International Cooperation. It is proposed that this area be renamed to “International Relations and International Cooperation” . This area would be structured according to the organization chart of Scouts Association of Ecuador, as shown in the following figure:

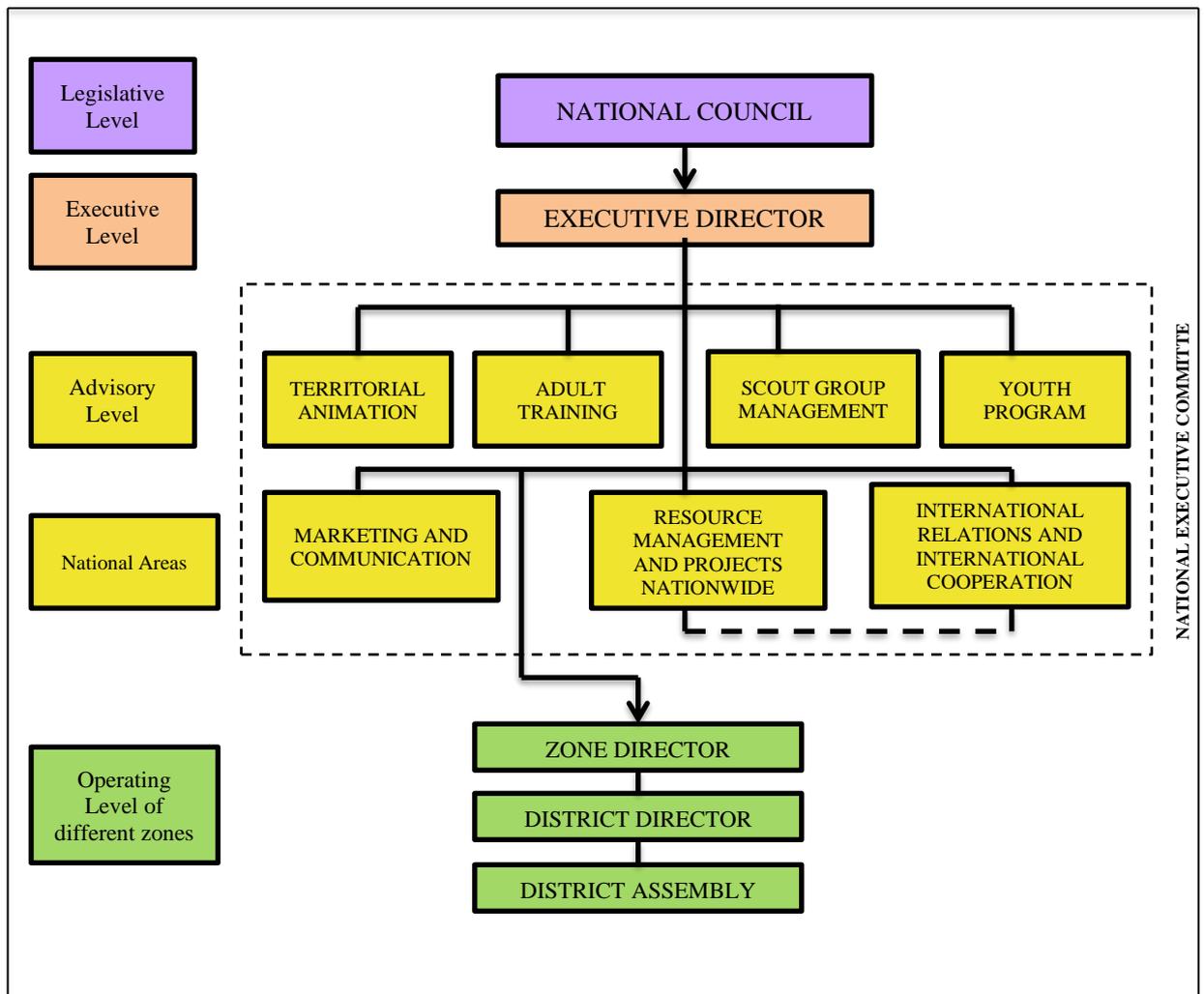


Figure 3: Structural organization Chart of the Scouts Association of Ecuador

Source: Scouts Association of Ecuador

Available at:

<https://www.scoutsecuador.org/site/sites/default/files/%5Bbiblioteca%5D/Estructura%20Aso%20Scout.pdf>

Created by: Claudia Durán

The International Relations Area has a direct relationship with the Area of Resources and Projects Management at national level, since it is necessary to understand that obtaining resources within the territory is the only responsibility of the Management Area, however, both areas can complement actions and define functions so that there are no inconveniences or confusion of roles when managing resources. In relation to the implications of these areas, the management of International Cooperation for this organization would be carried out in accordance with national needs.

Historically, the International Relations Area of the Scouts Association of Ecuador is made up of an official area and the other areas are totally independent of the functions performed by the person in charge of International Relations, all in order to achieve a proper functioning of the entire organization and advise on decision making to the highest authority of the entity. However, this area does not manage resources for the organization and only maintains friendly ties with other scout organizations and with non-profit organizations internationally.

On the other hand, it is recommended that the International Relations Area will make up of a maximum of two staff members, one who assumes the role of Director and the other who becomes an Advisor. Likewise, these people must have the appropriate management, communication and academic training skills to handle these positions.

3.5.2 Functions of International Relations and International Cooperation Area of Scouts Association of Ecuador

This area already has functions to maintain alliances with other international scout organizations. However, in the field of International Cooperation there are five main functions as can be seen in the following figure:

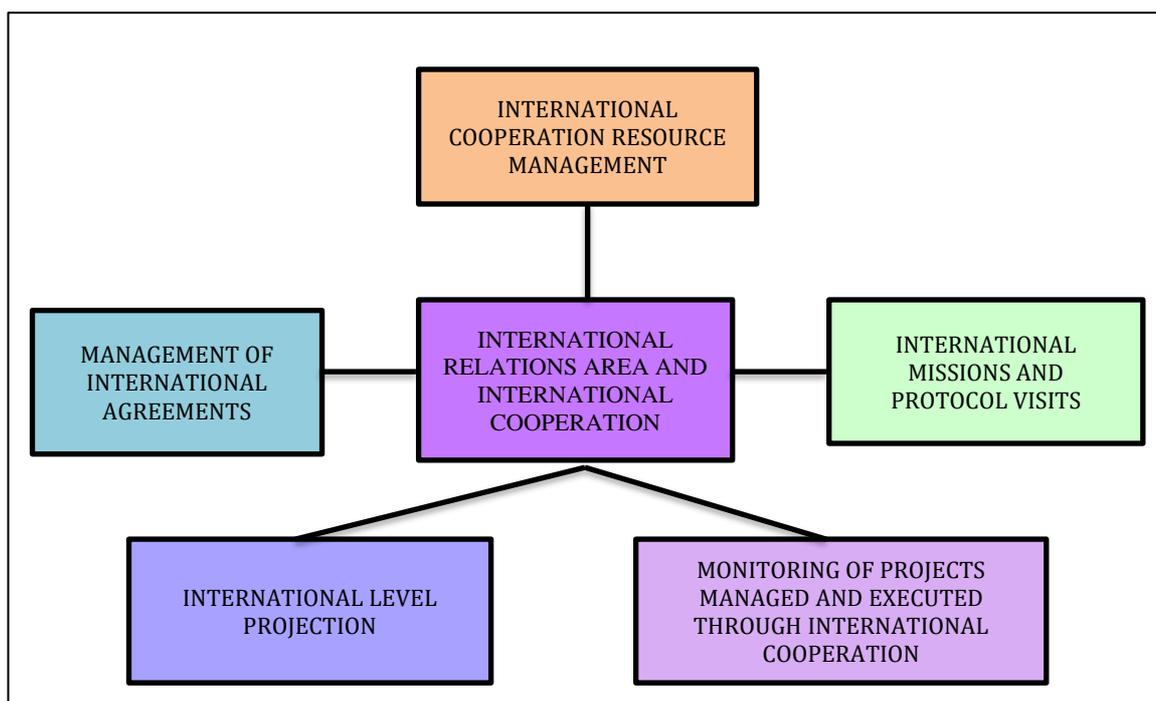


Figure 4: Functions of International Relations Area and International Cooperation

Created by: Claudia Durán

The following will be done in each function:

International Cooperation Resource Management:

- Define existing needs in the organization with respect to International Cooperation.
- International Cooperation Management
- Search for proposals for International Cooperation projects
- Connect the Scouts Association of Ecuador with other international entities (NGOs, International entities, Transnational companies, Cooperation Agencies, Foundations)

- Conduct an analysis of international cooperation sources
- Manage financial resources from International Cooperation to carry out projects at national level

Management of International Agreements:

- Manage agreements that allow the fulfillment of the objectives of the Scouts Association of Ecuador.
- Make procedural plans to select agreements objectively.
- Make agreements to link the Scouts Association of Ecuador with other international entities with respect to the field of education.

International Level Projection:

- Position the Scouts Association of Ecuador as the venue for international events.
- Coordinate participation in international events dedicated to ONGs.
- Get International positioning for the Scouts Association of Ecuador.
- Apply International recognition.
- Promote proactive relationships with other international entities.

Monitoring of projects managed and executed through International Cooperation:

- Support the strengthening of private sector cooperation networks.
- Coordinate the monitoring mechanisms for the international cooperation projects that the organization has carried out.

International Missions and Protocol Visits:

- Receive protocol visits
- Organize protocol visits to establish dialogue tables about cooperation
- Coordinate alliances, through protocol visits, with the different private organizations, NGOs and civil society organizations to articulate the

implementation of international cooperation programs and projects in order to enhance their own resources.

3.6. Institutional Strengthening Plan of the Scouts Association of Ecuador for the management of resources on International Cooperation

The institutional strengthening shows that Scouts Association of Ecuador needs to strengthen its technical and operational capacities, including infrastructure, to begin with the management of International Cooperation.

Among the functions of Local Non-Governmental Organizations is “directly or indirectly manage Non-Reimbursable International Cooperation programs or projects as long as they are aligned with national priorities” (Ministry of Foreign Affairs and Human Mobility, 2018). Similarly, for the proper operational planning of the Scouts Association of Ecuador, the insertion of International Cooperation is necessary to establish long-term objectives and as a result, has an appropriate International Cooperation management. To achieve this, operational planning is recommended.

In order to contribute to the development of the social objectives of the Scouts Association of Ecuador it is necessary that International Cooperation is adhered to the planning of this organization and the activities, programs or projects that are carried out with the management of this mechanism. All these efforts must be aligned to the national priorities.

The area of knowledge is one of the essential points for the improvement and strengthening of the International Cooperation of the Scouts Association of Ecuador. It is recommended to carry out a continuous improvement process and establish a cycle for the management of International Cooperation, due to the fact that advice and knowledge about this mechanism are scarce.

With proper planning, the needs of the Scouts Association of Ecuador can be identified for the management of International Cooperation and to go on with the process of continuous improvement process and the management cycle of this mechanism, as well as the strengthening plan of knowledge area.

As a consideration, the following should be strengthened: the knowledge about international entities that are considered international cooperators, knowledge about general concepts of International Cooperation, types of International Cooperation and phases of an International Cooperation management cycle.

Recommendations

- a. Inter-institutional Cooperation.-** It is recommend to implement strengthening management and alignment measures with local institutions such as universities, private companies, foundations, civil society organizations, among others; that may contribute advice in areas of their work for the development of the International Cooperation management plan.

- b. Advice, and the Increase of theoretical and operational knowledge about International Cooperation.-** If the advice and knowledge about International Cooperation is almost null, it is essential to reinforce the knowledge of the entire staff in order to define the activities that will generate from International Cooperation management through the Scouts Association of Ecuador.

- c. Define personnel in charge of the International Relations and the International Cooperation Area.-** Since there are two people in charge of this area, it is necessary to emphasize that the expert or advisor will be responsible for managing and following up all the processes about International Cooperation, in order to optimize the international activities of the Scouts Association of Ecuador.

- d. Identify Good International Practices.-** Through identification and search of these practices, certain guidelines can be taken, all with the purpose of obtaining relevant information and experience to reinforce the proposed strengthening process.

- e. **Use of electronic documents about International Cooperation.-** To strengthen the abilities and improve the search of international cooperators, the documents about International Cooperation can be used. There are electronic tools such as the Manual of Decentralized International Cooperation of the Agency for Cooperation and Investment of Medellin and the Metropolitan Area, the Guide to Modalities and Instruments of Cooperation of the Spanish Agency for International Development Cooperation, and notebooks for Development Cooperation of the Polytechnic University of Valencia, among others.

Possible Cooperators: Canadian Auto Workers Social Justice Fund (CAW SJF), Navarra Nuevo Futuro Association, Edex Community Resources Center, International Cooperation NGO (CI), ITER Association, International Development Advisers (AID COOPERATION).

Possible Local / National Institutions: Hexagon Consulters, Ministry of Foreign Affairs and Human Mobility.

3.7. International Cooperation Plan for obtaining Non-Reimbursable Financial Resources for the Scouts Association of Ecuador.

The planning of a strategy oriented to the management of International Cooperation has two parts: one referring to the management of International Cooperation and the possible international cooperators; and the other, concerning the type of international cooperation that will be needed. When the Scouts Association of Ecuador has optimized its International Relations and International Cooperation Area and started with its institutional strengthening plan, it can begin its international cooperation management process.

- Cooperation Management and Possible International Cooperators:

Currently, the Scouts Association of Ecuador has a vision, mission and values (strategic framework) that allow clarity about the organization.

From the strategic planning, the operative planning appears. This establishes the short-term objectives; in this case the activities that must be carried out to achieve the correct management of international cooperation.

This organization has to work for international recognition. In this regard, in particular, the International Relations and International Cooperation Area must apply a strategy that makes visible actions related to promotion and recognition. Based on the establishment of an appropriate strategy for the management of international cooperation and international cooperators, the international projection of the organization and the attraction of financial resources must improve to comply with the objectives of the Scouts Association of Ecuador.

It should be emphasized that entities that become involved in the international cooperation process must have coherence between the Scouts Association of Ecuador's mission and the programs or projects that are managed thanks to this competence. This allows managing initiatives to have legitimacy before the entities involved.

When identifying and exploring possible donors, the fundamental aspects of the organizations that could establish agreements with the Scouts Association of Ecuador must be taken into account.

Among the most important aspects that must be followed to identify, there are the following:

- That the *work area be similar or have objectives in common* with the Scouts Association of Ecuador.

- That work with organizations that can contribute resources for the Scouts Association of Ecuador, for example private companies, foundations, and international organizations, among others.
- That the cooperation offered by the potential cooperator be aligned with the goals that the Scouts Association of Ecuador is seeking.
- That there is due transparency by the Scouts Association of Ecuador, at the time of rendering an account of the resources received by potential cooperators.

On the other hand, it is important to keep the databases of potential cooperators up to date, identify whether their objectives remain the same, and consistently visit their websites. To establish contacts of potential cooperators the following is recommended:

First, it is necessary to establish communication with potential cooperators to publicize the mission and objectives of the organization. The first contact can be established by email, phone call or formal visits.

It is very important to prepare a document that contains a presentation of the Scouts Association of Ecuador, which must be prepared jointly with the International Relations and International Cooperation Area, to show the experience, mission, vision and objectives that make the Scouts Association of Ecuador an attractive organization. In addition, without extending the text of this document, it is necessary to argue the purpose of the contact, what is known of the possible cooperator? What impacted the work experience of the cooperator? All in order to establish a dialogue based on common interests of both parties. It is very important that this contact be direct, so that the person who is contacted interprets the message or mail as an interest in their work and not as the search for funding.

When the first contact is made through a telephone call, it is recommended that the caller leave open the possibility of deepening the information. When communicating with the person in the organization, it is important to send information about Scouts Association of Ecuador with the aim of building trust among those involved.

If there is the opportunity, a formal meeting will be scheduled to the Scouts Association of Ecuador and approach potential cooperators. On the other hand, dialogue and cooperation tables can be established with the contacts that are nearby, the Scouts Association of Ecuador has some advantage because its headquarters are located in the city of Quito, capital of the country.

For these strategies to be effective it is recommended to follow up after the first contact. After this communication, a relationship of trust can be formed between the cooperator and receiver. Once the list potential cooperators and the needs of the organization are established, it is recommended to carry out the strategies mentioned above.

- International entities that offer the type of cooperation needed:

It is proposed that Scouts Association of Ecuador have contact with international entities, especially international organizations.

It is recommended *that cooperation will be between entities of the same nature* to avoid asymmetries and conditional relationships. The management of cooperation is a process that required patience, so it is necessary to ensure that relations with new entities increase, that is, make progressive and parallel contacts to have more possibilities of achieving international allies.

Performing the search for International Cooperation projects or programs that have already been implemented is a good alternative. There are successful cases that can be replicated according to the need of the Scouts Association of Ecuador.

Through Internet browsing appears several calls for international cooperation that Scouts Association of Ecuador can apply with the objective of benefiting and achieving an international position before other international entities.

In addition, it should be taken into account what type of cooperation is needed to initiate proper management.

Once all the steps of the process for the management of International Cooperation have been carried out and based on the objectives and needs of the Scouts Association of Ecuador the following information is available to contact organizations and apply to projects and programs that improve their performance:

International Entities

Wallonne - Brussels International

It is a cooperation organization of the Union of Cities and Communes of Wallonne; it has as a priority, the strengthening of the abilities of local entities of the countries of South America. They finance projects based on NGOs and promote involvement among civil society entities in international development cooperation. Their website is www.uvcw.be and their email is commune@uvcw.be (Union of Cities and Communes of Wallonne, n.d.).

VOLENS (Belgian NGO)

It is Non-Governmental Organization of the Kingdom of Belgium that seeks to strengthen abilities, training and development of any organization within the countries of South America. It also seeks to consolidate contacts through the exchange of skills, strengthen human resource skills and promote the financing of activities. The website is <https://www.volens.be> and email is info@volens.be (VOLENS, n.d.).

Manitoba Council for International Cooperation

It is a Canadian institution that is responsible for making Manitoba resources available for projects in areas such as education, environment, and job creation for those countries located in Africa, Asia and Latin America. Their website is <http://mcic.ca> and their email address is info@mcic.ca (Manitoba Council for International Cooperation, n.d.).

Association with Compass With You

It is Non-Governmental Organization of Spain dedicated to collaborating with other associations or public or private entities related to development cooperation projects or social projects. Their areas of interest are education, culture, and gender. Their website is <https://alcompascontigo.es/colaboracion-con-otras-entidades.html> and their email address is alcompascontigo@terra.es (Association with Compass With You, n.d.).

Entrepueblos

It is a Non-Governmental Organization of Spain whose area of interest is formal or informal education for development through programs, training workshops and public activities. This organization supports and manages projects with resources from voluntary, private and public contributions. Their website is <https://pangea.org/es/quienes-somos/> and their email is epueblos@arrakis.es (Entrepueblos, n.d.).

Conclusions

The incorporation of International Cooperation management is a mechanism in Local Non-Governmental Organizations in Ecuador, a specific case in the Scouts Association of Ecuador continues to be a irrelevant issue when managing resources. After analyzing the different theories that conceptualize International Cooperation, its progress and the benefits that this tool provides can conclude the following:

Based on the investigation carried out, it can be noted that the educational method of the Scouts Association of Ecuador complements the lifestyle of more than 10,000 people. However, the lack of information on the range of influence of this type of organizations constitutes a barrier to knowing the impact it causes on the quality of life of people who are members of these institutions.

Undoubtedly, there are some entities of civil society that have the purpose at improving living conditions and promoting development

On the other hand, when analyzing the organization in detail, it is possible to notice the lack of information about International Cooperation and that institutional strengthening is essential to begin establishing connections at the international level. In order to incorporate International Cooperation into the organization's planning, an investigation is needed on requirements that justify the search for resources from abroad. All this recommendations are to rule out failed connections caused by lack of monitoring and articulation. When the International Relations Area of Scouts Association of Ecuador is specifically analyzed, it can be determined that the connections that are maintained internationally are friendly relations and that there is no cooperation of any kind between the entities.

In this way, it is necessary to emphasize that all the activities carried out by the Scouts Association of Ecuador had the purpose of positioning it internationally as a reference to other organizations of the same nature. However, after the replication of several projects, actions and good practices for the incorporation of possible improvements related to International Cooperation, efforts have been in vain as

carelessness and lack of a follow-up persist, instead of concentrating on a correct planning within the institution to include this mechanism.

In fact, the incorporation of International Cooperation within the organization continues to be a new topic as stated by the executive director, at the time there have been calls for adult volunteer members of the organization to collaborate in the search for resources from this tool, although there is still no intervention or changes.

It should be noted that the Scouts Association of Ecuador does not have its own resources to cover extra expenses such as additional salaries for people who can help in the management of foreign resources, which is why a restructuring of the Scouts Association of Ecuador International Relations Area is proposed, so that it is attractive to adult members and that they collaborate in it.

Another point that is interesting to know is that people who work and are paid within the organization do not have adequate academic preparation for the position they hold, except for the executive director. For example, the person in charge of managing resources at the national level is an “Authorized Public Accountant”, which leads us to think that people who work in this type of organizations have a thorough knowledge of the entity’s mission, and many of them have been participants in the scouting, however, it is more necessary the knowledge of what is and what does the Scouts Association of Ecuador, to rather than its academic preparation.

It is evident that the life of scout career is to be able to fulfill the objectives of this organization. Another specific case was that the director of the Youth Program Area. He was an agronomist who worked for several years at the Scouts Association of Ecuador.

Based on the analysis carried out, the skills necessary for the management of International Cooperation, the characteristics and previous knowledge of the Scouts Association of Ecuador, the following can be concluded:

1. The administration personnel of the Scouts Association of Ecuador do not have the necessary knowledge to formulate possible contacts to manage International Cooperation.
2. The Scouts Association of Ecuador has the necessary infrastructure to manage International Cooperation; however, certain parts of the building in question are not finished due to lack of budget.
3. The Scouts Association of Ecuador does not have with the intention of obtaining operational knowledge to begin with the management of International Cooperation, although the tools about contacts of International Cooperation agencies are on the internet.
4. The Scouts Association of Ecuador does not receive support from the National Secretariat of Policy Management to strengthen the institutional planning processes and manage the competence of International Cooperation, nor is the Scouts Association of Ecuador been requested to support these areas.
5. The need to obtain resources is present in the Scouts Association of Ecuador; however, there is no proper planning to manage International Cooperation.

In spite of the few fortifications that this organization has had, an institutional strengthening and a restructuring of the International Relations Area are essential, processes that are necessary for the management of International Cooperation.

Finally, it should be noted that within the country, the creating awareness about concepts or terms about social organizations and non-governmental organizations is necessary because at the time of conducting this investigation a social organization is conceptualized as a separate non-profit organization public administration, in other

words, in other words, the NGOs and social organizations, they come to have the same meaning. However, at international level, a Non-Governmental Organization (NGO) has the same meaning of a Social Organization.

Recommendations

- Have a succinct document that allows the Scouts Association of Ecuador to be presented as a solvent and attractive organization of resources from entities of international community, thus achieving an adequate first impression from potential cooperators.
- Similarly, the importance of all administrative personnel knowing all levels of the organization from the smallest to its highest authority, all with the objective of achieving true cohesion at the time of establishing relationships at the international level, is necessary.
- The Scouts Association of Ecuador should request technical and operational support from government entities that are in charge of social organizations.
- It is necessary that the Scouts Association of Ecuador determine the financial trends of international cooperation, in other words, the search for sources that allow obtaining non-refundable financial resources from abroad as long as they are aligned with the objectives of 2017 – 2021 Development Plan.

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Appendices

Appendix A: Interview with Luis González, Executive Director of the Scouts Association of Ecuador

Interview N° 1

Interviewee: Luis González

Position: Executive Director of Scouts Association of Ecuador

Interviewer: Claudia Durán

Date: April 16, 2019

1. As the executive director comment. What activities the Scouts Association of Ecuador has done to raise financial resources in 2018?

The Scouts Association of Ecuador manages an income scheme based on several items related to internal and external issues to carry out the operational activities of the organization. Among the income items, are the following:

1. Income from payment of memberships, of these income 10% is granted to its members through scholarships.
2. Income from leases of the commercial premises of the organization to cover logistical, administrative and operational expenses.
3. Revenue from national events done by the organization.
4. Income obtained by the participation of members of the organization international events, a percentage is charged from the general registration fee.
5. Income from leadership courses and projects at the service of the community.
6. Revenue from the scout store (corresponding to items related to scouts, for example camping equipment, and uniforms, among others).

2. For project management, how many people collaborate in the management? What type of staff accompany (your career) Does this staff have experience for project management?

- Management is carried out for projects that are only planned as apart of the activities of the organization.
- The executive director, administration area, project management and, if necessary, the area of territorial animation participate.

3. Has the Scouts Association of Ecuador managed activities or resources from International Cooperation? Have you requested information about International Cooperation?

- The organization has received financial resources for a given project from the World Scout Foundation.
- The International Cooperation has not been requested to allow the organization' s objectives to be fulfilled.

4. Regarding institutional experience, has Scouts Association of Ecuador had experience of any kind of strengthening? If you have had it, what agency did you do it with?

- There is partially related training to improve administration, accounting, that is, think in a corporate manner. This allowed the growth of the membership of the organization.

Appendix B: Interview with Nicolás Zapata, Director of Territorial Animation of the Scouts Association of Ecuador

Interview N° 2

Interviewee: Nicolás Zapata

Position: Director of Territorial Animation of the Scouts Association of Ecuador

Interviewer: Claudia Durán

Date: April 16, 2019

- 1. Situation of the Scouts Association of Ecuador: What are the main impediments of the organization? What points can be improved within the organization?**

Main impediments:

- Political structures when electing the president of the organization.
- The lack of knowledge on the part of members who assume positions regarding the territorial structures established for the management of members at the district level (mostly the provinces of the country).

Points that can be improved:

- Improve the training of the governance structure in part of the provinces.
- Strengthen support for adults to avoid dropping out of youth or members of the organization.

- 2. Characteristics of the Scouts Association of Ecuador (How many people work in the office, which each one does, there is a person who manages International Cooperation, which are the major items to be canceled).**

Scouts Association of Ecuador staff and their Educational Training: (Executive Director, Counselors, and President, among others).

- Accounting assistant
- Administrative secretary

- Executive Director
- Administration and Resources Manager (CPA)
- Warehouse management manager
- Concierge
- Territorial Animation Manager (CPA)

Management Area:

- Youth Program Manager
- Adult Training Manager

Support Areas:

- Communications Assistant (Bachelor in Social Communication)

The executive director argues that it is appropriate to hire people who understand the scout movement so that they can perform their function properly.

3. Planning and Projects (managed projects and projects that have not been accomplished).

Projects that have not been managed:

- Making a mobile application related to an area of the organization.
- Teach workshops to tax colleges and open new scout groups with the Ministry of Education.

4. Articulation with other local entities (for example Secretariats, Ministries or other local organizations).

- Ministry of Environment
- Risk Secretariat
- Secretariat of the Intergenerational Council
- National Drug Secretariat
- Volunteer Committee (made up of World Vision, Scouts, Techo Ecuador, Red Cross, among other organizations).

5. Have you requested training or been trained in the management of International Cooperation?

He has not been trained or requested training on this subject.

6. Relevant information on international Cooperation within the Scouts Association of Ecuador

Being:

(Bit) (Much)
 1 2 3 4 5 6 7 8 9 10

Competence	Answer (Yes or No)	Score
Transfer of information about International Cooperation (benefits, types, advantages, history)	Yes	1
Information on Operational Management of International Cooperation	No	
Relevant knowledge about entities in the international community (NGOs, international cooperation agencies, foundations, among others)	Yes	8
Existence of other international organizations such as NGOs in the city of Quito	Yes	9

7. Has the Scouts Association of Ecuador received any type of support from any body for the proper management of International Cooperation?

The Ministry of Education received financial support until 2015.

8. Have resources, projects or programs from the management of International Cooperation been managed?

Only one, a donation of \$2,000 was received from the World Scout Foundation.