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**"MANAGEMENT OF INTERNATIONAL NGO FUNDS IN ECUADOR: CASE STUDY FUNDACIÓN OFIS AND FONDO ECUATORIANO POPULORUM PROGRESSIO "**

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## **DEDICATION**

To my mother María Augusta, my father Paúl and my brothers Joel and Lorenzo.

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## **ABSTRACT**

The State is an important actor to be taken into account for NGOs, because the policies and ideologies of a government affect the way in which NGOs apply for and obtain international funds to carry out their projects. Consequently, an NGO must organize its action plan around the government of the day. Therefore, a qualitative research is proposed on how Ecuadorian NGOs have adapted to the different periods of government in Ecuador and learn about two specific cases of NGOs that have existed in periods of change throughout the 21st century.

## **Introduction**

Ecuador is a changing country; from its natural habitat to its cities and communities. Its inhabitants are also beings that constantly transmute, both their feelings and their way of thinking. In doing so, their way of thinking also transforms their ideas and ways of conceiving themselves. When their thoughts change, so does the way they believe they should be led and governed. And if that changes, so does the government of the country. And with each new government, policies are also transformed to conform to the ruler's line of thinking, and this includes both national and international policies. And when international policies change then so do the country's international relations. Consequently, the non-governmental organizations (NGOs as they will be mentioned in this research) that depend on how Ecuador conducts international relations must also change according to the new policies.

Thus, it is possible to establish that Ecuador, like other states, is a country that faces constant governmental changes, since the presidents elected in each period are from different political currents and their ideology affects not only the internal policies of the country, but also the external ones. The 21st century was no exception to these sudden movements, except perhaps during Rafael Correa's term in office, which was the longest. The beginning of the 21st century was accompanied by a strong change in Ecuador, the dollarization of the Ecuadorian economy. This new economic policy generated a strong brand that left Ecuadorians unsure of which ideological wing their new president should belong to. Thus, when the decisions of a ruler do not please the population, it is most likely that the next one to be chosen will belong to another line of ideas and thoughts, however, when a country chooses a new ruler every four years the changes of policies in the government are faster than anyone can adapt to. On the other hand, there are also complications when a ruler stays in power for a long period of time, as it can be negative for groups opposed to the ruler's policies.

It is very difficult for an NGO established in Ecuador to adapt to these changes, since the actions and the scope of its operational capacity depend a lot on international

funds and obtaining these goes hand in hand with the perception of the country in the international panorama and how favorable the policies are for foreign entities. NGOs must know the ideology and policies of a government, as it is fundamental to establish what the plan of action will be LIKE and the reactions to such changes. NGO projects and research depend on international funding from embassies, governments and other organizations.

In turn, the entities that provide these funds analyze different factors such as foreign policies, state relations, and country risk to determine whether it is viable to grant them. Furthermore, the policies dictated by the government in power can directly affect non-governmental organizations. Consequently, the 21st century in Ecuador was marked by changes of rulers from different ideological wings, a period of foreign policies not favorable to NGOs, and abrupt movements both beneficial and complicated in Ecuador's international relations that affected the ease with which Ecuadorian NGOs were able to raise international funds to finance their activities.

The purpose of this research is to understand how Ecuadorian NGOs face these political changes, and even more, to know how they faced periods in which the perception of the country in international relations was not favorable. That is why this thesis work will be divided into three chapters in which, through theoretical material, a historical review, an examination of documentation on civil social organizations, research on policies that affected NGOs and Ecuador's international relations, and interviews with experts in the field will be carried out.

First of all, the theoretical background for the research will be visualized, and the literature that explains the role and relationship of the Ecuadorian State with NGOs throughout the 21st century will be reviewed. It will also describe the relationship between government policies and international fundraising for Ecuadorian NGOs.

Secondly, a detailed analysis will be made of Ecuador's governmental periods and their relationship with NGOs. The international regulations that govern the State that



Ecuadorian NGOs must take into account and in what conditions they worked during the different governments of the 21st century will be explored.

And finally, the history and activities of two Ecuadorian NGOs will be investigated in order to make a comparative framework. Specifically, Fundación OFIS (Oficinas de Investigaciones Sociales y del Desarrollo) and Fondo Ecuatoriano Populorum Progressio (FEPP) with interviews to important members of both organizations.

## CHAPTER I

### Background on Non-Governmental Organizations

To understand how NGOs work, it is first necessary to understand the term "Non-Governmental Organization", what this term involves, what it means, and then to understand its history around the globe and then in Ecuadorian territory. It is necessary to know how the idea of establishing an NGO has spread around the world until arriving in Ecuador, and within this country what regulations must be considered in order to form an NGO. Below, it will be discussed what are the types of NGOs and how they work, from what areas and how they finance their work.

#### 1.1 What is a NGO?

To begin with, it is necessary to understand what the term Non-Governmental Organizations or NGO refers to. The OXFORD Spanish dictionary defines an NGO as "a non-profit institution that does not depend on the government and carries out activities of social interest" (LEXICO, n.d.). In such sense, a Non-Governmental Organization is a private civil society organization run by citizens on a voluntary or semi-voluntary basis, and which provide help, support and advice to citizens with particular needs (Griffin, 2017).

Iriye (1999) explains that non-governmental organizations are generally understood as voluntary and open associations of individuals outside the formal state apparatus that do not have profit-making or engaging in political activities as their primary purpose (p. 422). Therefore, any organization with a for-profit purpose or with the objective of coordinating candidates to participate in a national election does not fall within the definition of NGOs.

Non-Governmental Organizations, "make presence as private entities of social initiative with commonly humanitarian purposes, separate from the public administration and, in addition, without lucrative objectives" (Gavilanes Rodríguez, 2017). Thus, NGOs are organizations that are neither governmental, nor private commercial organizations, such as local and transnational corporations (Unerman & O'Dwyer, 2006).

Kilby (2006) describes NGOs as independent, autonomous, voluntary bodies that tend to involve both their supporters and constituents on the basis of values or some common interest or concern, and have a public benefit purpose (p. 952). Furthermore, Arcos and Palomeque (1997) describe a Non-Governmental Organization (NGO) as a private organization that carries out activities for purposes related to the interest of the poor, the environment, or social and community development (p. 14).

Eversole (2016) clarifies that an NGO refers to private nonprofit organizations working in the area of development which function as independent organizations that receive external funding to support staff, programs, or both (p. 10). In other words, an NGO seeks the implementation of activities funded by international agencies that promote the development of different sectors without the purpose of making a profit.

On the other hand, it is established that NGOs are internationally known for their role in providing services that governments have not provided (Meyer, 1997). In this sense, Tallberg et al. (2015) offers a more rigorous definition of NGOs, because it exposes them as instrumental actors that seek to deploy the means at their disposal to influence decision makers (216). In the same context, Peñafiel says that "NGOs constituted a threat to the State because of their interference in domestic politics" (Peñafiel Barba, 2020).

However, there is no concrete definition of the term. For that reason, Willets (2009) establishes four fundamental characteristics that define an NGO. First, an NGO must be independent from the control of any government; second, an NGO will not be constituted as a political party; third, it will be non-profit; and finally, it will not be a

criminal group, specifically it will be non-violent (230). These will be the characteristics that this thesis will consider for the research.

## **1.2 General history of NGOs**

The introduction of NGOs into global politics is not a recent phenomenon, as early as 1933 the world had hundreds of private international organizations dealing with a wide range of human concerns (Davies, *NGOs: A New History of Transnational Civil Society*, 2014). Moreover, the British and Foreign Anti-Slavery Society-BFASS-is the first international Non-Governmental Organization; this organization was founded in London in 1839 and is now known as Anti-Slavery International (Davies, *NGOs: A New History of Transnational Civil Society*, 2014).

Furthermore, although there were a small number of international NGOs before World War I, from the well-developed International Red Cross to less formally structured associations of scholars in various fields, it was not until after the war that many more emerged (Iriye, 1999). Likewise, even before the dawn of the modern era, religious orders, missionary groups, mercantile hansas, and scientific societies were involved in international activities, and indeed many of these organizations survive today (Davies, 2013).

On religious orders, whether churches, synagogues, cemeteries, etc. should be considered NGOs or not, is a question on which there seems to be no consensus among scholars (Iriye, 1999). At the same time, Tvedt (2006) discusses that religious organizations were not always independent from the government, and on many issues related to religion and politics they were known more for their inflexibility than their flexibility, and their leaders generally did not consider themselves as leaders of progressive organizations (p. 345). This is why religious institutions are in debate as to whether they are NGOs or not.

Davies (2013) details that it is not until the end of World War II with the creation of the UN charter that the term NGO begins to be used (p. 1). Willets (2009) describes that prior to the creation of the United Nations, the term "NGO" did not exist, as even when the League of Nations was created, many bodies working at the international level referred to themselves as international institutions or just international organizations (p. 230).

It was then that, in 1945, according to Willets (2009), new terminology was introduced to cover the relationship of the Economic and Social Council-ECOSOC-with two types of international organizations (p. 230). Article 70 described the relationship of the council with specialized agencies established by intergovernmental agreements, and Article 71 specified that non-governmental organizations would have appropriate arrangements for consultation. It is after this that the term "NGO" became technical jargon within the UN (p. 230).

Later, NGOs gained prominence by participating in the repair of Europe after World War II and became relevant on the international scene. The 1950s and 1960s saw an increase in NGO interest in Third World development and modernization, importing the ways of the North to the South (Wright, 2012). Similarly, after 1950, community-based NGOs were born. These NGOs emerged in the post-war period between the 1950s and 1980s in response to the failure of post-colonial states to secure the basic needs of the poor (Kamat, 2003).

It should also be mentioned that, during the Cold War<sup>1</sup>, NGOs were not relevant in this period. NGOs remained relatively minor players in a global development system dominated by the United Nations and bilateral assistance. (Hilton, 2018). However, NGOs take prominence because they are used as strategic actors in the Post-Cold War period. That is, as opposition to neoliberalism grew in the early 1980s, U.S. and European

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<sup>1</sup> 1947-1991

governments and the World Bank increased funding to NGOs; the common ground of NGOs and the World Bank was their opposition to statism (Petras, 1997).

At the end of the Cold War period, NGOs began to grow at an accelerated rate in developing countries, and at the end of that period, they grew even faster. For example, by the late 1980s, in Bangladesh, there were over 10,000 NGOs registered with various government agencies, over 130 in Kenya, over 1,000 in Brazil, and 800 in Zimbabwe (Ibrahim, 2017). In addition, by 1993 there were approximately 28,900 international NGOs worldwide, with approximately 20,000 of them in Third World countries (Makoba, 2002).

This NGO interest in developing countries probably stems from donor interest in developing countries. Aksartova (2006) develops that formal bureaucratic organizations enjoy the most legitimacy in Western societies and widely assume that developing societies also need them the most (para. 16). Consequently donors, as well as many others outside donor circles, considered NGOs as the main embodiment of civil society abroad (Aksartova, 2006).

To take one case, in the 1990s, the Dutch government invested between \$90 million and \$100 million in NGOs working on poverty alleviation in South American countries and during the same period, other multilateral and bilateral support totaled \$34.2 million (Ibrahim, 2017). Also, according to Makoba (2002) in 1997, World Bank-approved projects in Third World countries involving NGOs were 84 percent in South Asia, 61 percent in Africa, and 60 percent in Latin America and the Caribbean (p. 56).

As for Latin America, military regimes were a predominant form of government in the region during the second half of the 20th century (Fifka, Kühn, Loza Adauí , & Stiglbauer , 2016). Fifka et.al (2016) explains that the promotion of human and citizens' rights, as well as political participation, was strongly repressed (p. 1099). Only after the political transition that occurred in many Latin American countries starting in the 1980s, NGOs were able to start promoting these issues more openly (p. 1099).

As an example, Petras (1997) illustrates that, in Chile, under the Pinochet dictatorship between 1973 and 1989, NGOs played an important role in denouncing human rights violations, producing studies critical of the neoliberal model and supporting soup kitchens and other poverty programs (p. 8). Their numbers multiplied with the advent of the massive popular struggles between 1982 and 1986 that threatened to overthrow the dictatorship (p. 8). To the extent that they expressed an ideology, it was oriented towards democracy and development with equity (p. 8).

Biekart (2008) confirms that there has been a gradual reduction in budget allocations related to Latin America, especially after 2000 (p. 79). But given that agency budgets have also grown substantially in recent years, the volume of funding for Latin America in absolute terms does not seem to have decreased significantly; in fact, a slight increase can be detected between 1995 and 2000 (Biekart, 2008).

Finally, at present, NGOs maintain an important role in today's society. This is described by Heintz (2006), who points out that NGOs have three main roles in the advancement of modern societies (p. 6). First, NGOs provide opportunities for the self-organization of society (p. 6). Second, NGOs preserve a unique and essential space between the for-profit sector and government (p. 6). Finally, NGOs enable experimentation and social change by taking on challenges that the public and private sectors simply cannot or will not (p. 7).

### **1.3 History of NGOs in Ecuador**

Within a context where Latin America is seen as a developing continent, Ecuador is a typical Latin American country (Lewis, 2011). That is, for the year 2019, Ecuador presented a real GDP of \$197.631 billion<sup>2</sup>; its economy is highly dependent on

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<sup>2</sup> Ecuador ranks 69th in the global ranking of countries with the highest real GDP according to The World Factbook.

oil resources; 71.9% of the population belonging to the mestizo group and 7% to the indigenous group; 25% of the population lives below the poverty line and there is an unemployment rate of 5.71%<sup>3</sup> (Central Intelligence Agency, 2021). Ecuador meets the requirements of a developing country that attracts the attention of foreign NGOs and encourages the participation of local NGOs.

The cause of the growth in poverty and unemployment rates stems from an imposition of austerity measures that resulted in a dramatic decrease in the size of government in Ecuador (Keese, 1998). Consequently, Keese (1998) details that in Ecuador resource-poor and geographically isolated areas and poor and politically weak social groups are especially affected by the reduction of government services and development assistance (p. 453). Thus, foreign-funded NGOs often fill the gaps in government programs resulting from austerity measures, structural adjustment programs and the failure of public institutions (p. 453).

Thus, Arcos and Palomeque (1997) define three key historical periods for NGO formation in Ecuador (p. 17). The first is between the beginning of the 20th century and the 1950s. During this period, social service initiatives were the responsibility of the Catholic Church and wealthy groups in society. Usually, these services were provided through orphanages, health homes, or mental hospitals. Here arose what is considered a pioneer in the formation of NGOs in the country: The Junta de Beneficencia de Guayaquil. This gave way to mutual aid associations and workers' guilds that provided help to their members in cases of illness or death (p. 18).

The second period occurs in the 1960s and 1970s. Here, modern NGOs emerge thanks to the developmentalist State model promoted by the government of the Junta Militar<sup>4</sup> (Arcos Cabrera & Palomeque Vallejo, 1997). The State decided to cover basic social services<sup>5</sup> and promoted an internal development policy. In response to the Cuban

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<sup>3</sup> Ecuador ranks 94th in the global ranking of countries with the highest unemployment rate according to The World Factbook.

<sup>4</sup> 1962-1965.

<sup>5</sup> Health, education, protection of the most vulnerable sectors.



Revolution<sup>6</sup>, the government opened the way for the entry of international NGOs from Europe and the United States<sup>7</sup> and at the same time local NGOs emerged as a result of solidarity movements from political groups in Europe<sup>8</sup> (Arcos Cabrera & Palomeque Vallejo, 1997). These NGOs were dedicated to the support of peasant and worker sectors through donations of food from the United States or the promotion of agrarian reforms and the development of rural communities. There were also NGOs dedicated to the development of education for children and youth<sup>9</sup> (Arcos Cabrera & Palomeque Vallejo, 1997)

And the third stage begins in 1980. During the 80s and 90s, 80% of the NGOs that now exist in Ecuador were registered (Chiriboga, 2014). Thanks to an international context of economic liberalization, the promotion of democratization and decentralization, and the fact that NGOs could now be formed as foundations with the sponsorship of business groups for the implementation of development projects, NGOs gained high visibility (Chiriboga, 2014). Added to this is the fall in oil prices and an economic crisis that did not allow the state to cover programs that were aimed at the most vulnerable sectors (Arcos Cabrera & Palomeque Vallejo, 1997). In addition, new work concepts are introduced for NGOs, such as human rights and environment (Chiriboga, 2014; Arcos & Palomeque, 1997).

Considering that the three previous stages are in the years of the 20th century, with the changes that NGOs had in the 21st century, there is also a fourth stage marked by a change in the approach of NGOs. This stage occupies from 2000 to 2007. According to Chiriboga (2014) NGOs previously had an approach that was dedicated to making marginal sectors visible in the spaces of democratic participation, but now, since the beginning of the 21st century, due to a change in the concept that development does not necessarily mean welfare<sup>10</sup> and the strengthening and scope of democracy throughout the region there is a modification of the approach of NGOs (p. 46). Thus, the new lines of

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<sup>6</sup> 1953-1959

<sup>7</sup> For example: the Brethren Foundation, the Summer Institute of Linguistics.

<sup>8</sup> For example: Social Democracy movement, Christian Democracy movement.

<sup>9</sup> For example: el Centro del Muchacho Trabajador, Fe y Alegría, Asociación Cristiana de Jóvenes, etc.

<sup>10</sup> The result of the constant crises of global capitalism and the planet's lack of capacity to resist human activity.

work were aimed at influencing the processes of change and public policies, through the extension of their fields of activities (p. 46): "democracy, decentralization and local development, promotion of rights [...], social mobilization, work with specific popular sectors [...], and issues of transparency and accountability of the State and other agencies" (Chiriboga, 2014).

Then comes a fifth stage that begins in 2008, with the election of President Rafael Correa, where NGOs faced regulatory reforms, and ends in 2017. Appe and Barragán (2017) explain that regulatory reform targeting NGOs in Ecuador began in 2008 with the enactment of Decree No. 982, which aimed to improve NGO transparency and accountability mechanisms through the creation and implementation of a civil society registry and an accreditation process for organizations receiving public funding (p. 476). "NGOs constituted a threat to the State, due to their meddling in domestic politics [...] the State criticized the origin of resources and the countries that sponsor NGOs" (Peñañiel Barba, 2020). Similarly, Celis and Sánchez (2011) add that "even though Ecuador was a country that was very little privatized in strategic areas [...] most NGOs are directly linked to neoliberalism, with a clear desire to discredit the State and localize the struggles" (p. 12).

But, once Rafael Correa's term ended, "the new government [...] presents a position open to dialogue with international organizations, which wish to cooperate with Ecuador [...], President Moreno with respect to his relationship with NGOs and the development model, retakes several assumptions of the neoliberal model, which focuses on entrepreneurial freedom" (Peñañiel Barba, 2020). Thus then, since 2017, NGOs in Ecuador enter a sixth stage. Former President Lenin Moreno repealed two decrees<sup>11</sup> that, according to social organizations, threatened and restricted the freedom of association of Ecuadorian citizens, in addition, since the signing of these two decrees, 44 social organizations were liquidated and 4 were dissolved<sup>12</sup> (Elcomercio.com, 2017). As of the

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<sup>11</sup> Decree number 16 and Decree number 739 that allowed the State to exercise more control over civil society organizations, both signed by former President Rafael Correa, in June 2013 and August 2015 respectively.

<sup>12</sup> This list does not include the NGOs Pachamama, dissolved in 2013, nor the National Union of Educators, dissolved in 2016.

date of writing this paper, it remains to be seen how the relationship of Guillermo Lasso's government will be with NGOs.

#### **1.4 Requirements to form an NGO in Ecuador.**

It should be clarified that, since former President Lenin Moreno signed Decree 193 on October 23, 2017, which issues the Regulation for the Granting of Legal Personality to Social Organizations, there are three types of non-profit social organizations: Corporations, Foundations, and other forms of national or foreign social organization (Executive Decree No. 193, 2017). Thus then, the requirements and procedure to constitute a non-governmental non-profit organization can be found in Article 12 of Decree 193.

But first, it is necessary to clarify the difference between a Corporation and a Foundation. Article 9 of Decree 193 describes a corporation as an entity of an associative nature formed by a minimum of 5 members on a voluntary basis and expressed through a constitutive act and that its legal personality will be granted by the competent State agency. The purpose of corporations is "the promotion and pursuit of the common good of its members, the public good in general or of a collectivity in particular" (Executive Decree No. 193, 2017).

There are three degrees of corporations:

*1. First degree corporations: are those that group natural persons with a delimited purpose such as: associations, clubs, committees, professional associations and centers.*

*2. Second-degree corporations: are those that group first-degree corporations or legal persons, such as federations, chambers or unions; and,*

*3. Third degree corporations: are those that group second degree corporations such as confederations, national unions or similar organizations.*

(Executive Decree No. 193, 2017).

On the other hand, the description of a Foundation is contained in Article 10 of Decree 193. To be constituted, foundations require the will of one or more founders. "These organizations seek or promote the common good of society, including the activities of promoting, developing and encouraging said good in its social aspects [...], as well as activities related to philanthropy and public charity; among others" (Executive Decree No. 193, 2017).

Concerning the requirements and procedure for the granting of legal personality, Chapter II: Requirements and Procedure for the approval of bylaws, explains the entire march to legalize a Foundation or Corporation in articles 12 and 13 dentor of the same chapter. Then, the first step to follow is to comply with what Article 12 dictates about requirements and procedure. First of all, the following documents must be available:

*1. Minutes of the Constitutive General Assembly of the organization in formation, signed by all the founding members, which shall contain:*

- a) Name of the organization;*
- b) Full names and surnames, nationality and identity card number of each of the founding members;*
- c) Will of the founding members to constitute the same;*
- d) General aims and objectives proposed by the organization;*
- e) List of the provisional board of directors;*

*f) Names, surnames and identity card number of the person who will be responsible for the legalization of the organization, telephone, e-mail and address where he/she will receive notifications;*

*g) Bylaws approved by the assembly; and,*

*h) Indication of the place where the social organization, in the process of approval of the legal personality, will have its domicile, with reference to the street, parish, canton, province, telephone number, fax, or e-mail address and post office box, if any.*

(Executive Decree No. 193, 2017).

Article 12, paragraph 2, on the other hand, explains that, if legal entities of private law participate as associates, the minutes certified by the secretary of the organization must also be presented, where the will to be members of the organization is stated.

Therefore, the characteristics that the bylaws must contain for the formation of the organization are described in numeral 3 of article 12:

*a) Name, scope of action and domicile of the organization; b) Territorial scope of the organization; c) Aims and objectives, the organizations must also specify whether or not they will carry out volunteer activities of social action and development, or volunteer programs; d) Organizational structure; e) Rights and obligations of the members; f) Form of election of the officers and duration in office; g) Powers and duties of the internal bodies: board of directors, administrators and/or legal representation; h) Corporate assets and administration of resources; i) The form and times of convening the general assemblies; j) Quorum for the installation of the general assemblies and the decision-making quorum; k) Mechanisms for inclusion or exclusion of members, which must guarantee at all times the right to due process; l) Reform of bylaws; m) Dispute resolution regime; and, n) Causes and procedure for dissolution and liquidation.*

(Executive Decree No. 193, 2017).

In this same context, Article 13 details the process for the approval of the statute and the granting of legal personality: First, the request for approval of the statute and recognition of legal personality must be submitted by the social organization by means of an official letter addressed to the authority of the competent State institution<sup>13</sup>. This documentation must be attached in physical form. (Executive Decree No. 193, 2017). Second, the public servant in charge of the procedure will review that the statute and the documents delivered comply with the requirements and that they are in accordance with the laws; and will send a report to the competent authority within a term of up to fifteen days from the date the request was manifested. (Executive Decree No. 193, 2017).

Thirdly, "if it appears from the report that the documentation complies with the requirements for granting legal personality, the competent authority shall approve the statute and grant legal personality to the applicant social organization, within the term of three subsequent days" (Executive Decree No. 193, 2017). Finally, if the report gives to understand that the documents delivered do not comply with the requirements to grant legal personality, then up to twenty days will be granted for the organization to deliver the documents with the complete requirements, once the documents are delivered again, the public servant in charge will issue a new report within the term of up to fifteen days. If the requirements are met, it will proceed as provided in numeral 3 (Executive Decree No. 193, 2017).

### **1.5 How does an Ecuadorian NGO work according to its type?**

First, it is difficult to classify NGOs because of their "limited autonomy to establish their own lines of action. They are subject to the priorities of funding sources,

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<sup>13</sup> There is a different ministry according to the scope of action of the organizations. For example, for the registration and legalization of foundations and cultural corporations is the Ministry of Culture and Heritage, for non-profit organizations working for the benefit of priority groups is the Ministry of Economic and Social Inclusion-MIESS.

since they do not have their own resources" (Arcos Cabrera & Palomeque Vallejo, 1997). However, the web portal of the Unified Information System of Social Organizations-SUIOS, divides social organizations into 4 ministries: Ministry of Economic and Social Inclusion, Ministry of Agriculture, Ministry of Environment, Ministry of Labor (Secretariat of Human Rights, 2021).

In addition, NGOs can be classified into foundations, social or civil society organizations, and cooperatives or cooperative networks (Torralba, 2021). Also, NGOs can be divided, first, into social support organizations linked to philanthropy, i.e., NGOs working in charity (Carpio, 2021). Second, in organizations linked to state processes and that seek to integrate and transform various aspects of the popular sectors within a logic of the market sphere and the existing national society, which usually tend to be high-capacity NGOs. And finally, there is another type of NGO that seeks alternatives to the known concept of development and works in solidarity economy and participatory democracy. (Carpio, 2021)

On the other hand, Gavilanes (2017) divides NGOs by geographical sector of work, by area of action, and by their conformation (p. 18). That is, if the geographical part is taken into account, NGOs can be international, which are based in a country, but work in external countries; national and local, which their range of scope is only domestic (p.18). If the area of action is considered, they can be separated into NGOs for human rights, NGOs for development aid, NGOs to protect the environment, and NGOs for immediate attention in the face of any catastrophe (p.19-20). And if we review their conformation, then there are NGOs with non-profit legal status that seek the benefit of society, and there are also social organizations whose purpose is mainly the representation and benefit of their members. (p. 20).

## **1.6 How an NGO obtains international funds**

Regarding the obtaining of international funds, "most of the funds from international cooperation flow to the countries of the Latin American region in the form

of official development assistance; that is, to the official agencies of the recipient countries" (Gavilanes Rodríguez, 2017). NGOs take into account the needs of the population in order to formulate their projects and establish the activities to be carried out (Carpio, 2021).

Thus, they review calls for proposals from international organizations, whether governmental or non-governmental, that seek projects in line with the line of action of the organization that makes the call (Carpio, 2021; Toral, 2021). The project receives funding through these organizations, and therefore so does the NGO. International cooperation agreements are also made between the NGO and other entities, where international bodies that are willing to disburse money because they believe in an organization finance a part of the NGO's services (Toral, 2021).

At the same time, in order to attract the attention of international cooperation funding, NGOs in Ecuador must assume greater responsibilities in their development projects and programs (Arcos Cabrera & Palomeque Vallejo, 1997). They must do so through the rapid adoption of institutional processes, structuring their activities to propose viable proposals, defining forms of NGO representation before the State and international cooperation, promoting forms of self-control to avoid the use of their experience by others, investigating ways to increase their own resources, and encouraging the development of the modernization of the State (Arcos Cabrera & Palomeque Vallejo, 1997).

## **1.7 Conclusions**

In summary, NGOs are non-profit organizations that seek the development of their communities. Although the term is new, the concept itself is not, since private organizations that seek to do good without seeking to obtain money for it have existed for a long time, but it was not until the middle of the last century that the term NGO began to be used. In Ecuador, NGOs have a long history as a result of the development conditions not only in the country, but also in Latin America in general. Within the



country, NGOs must follow specific regulations in order to be formed and can be of different types according to the lines of work in which they act.

## **CHAPTER II**

### **NGOs and the situation of international cooperation in Ecuador between 2000 and 2021**

As mentioned above, Ecuador is one of the countries around the globe that are always observing how different rulers with different ideas and policies come to lead their territory. Both, foreign and local NGOs must always be aware of these changes of government in order to adapt their work plans and lines of action to the new policies and norms created in Ecuadorian territory. For this reason, it is necessary to understand the regulations governing NGOs, how they have changed according to the government in power, and how NGOs have been affected by them.

#### **2.1 International NGO regulations and their application in the country**

NGOs make use of international law, however, this is not an absolute statement, as those working at the local level go hand in hand with their own key perspectives (González, 1997). An important factor is the level at which domestic legislation reflects international norms, and NGOs invoke domestic law because local courts prefer to apply this jurisprudence rather than that which comes from international treaties. (González, 1997). Likewise, the higher authorities that issue calls for NGOs to participate with their projects that require international cooperation handle their own internal regulations according to their needs and their country of origin. (Toral, 2021).

Likewise, the institution issuing the call or the country where the organization is located may have different approved international agreements, and since the number of entities offering international cooperation for NGOs is so varied, each regulation to be taken into account depends on which institution is collaborating in the project. (Toral, 2021). On the other hand, there are international principles that NGOs should adopt for international cooperation, for example, ethics and transparent management of resources.

(Carpio, 2021). In addition, there are also general guidelines that NGOs should follow, such as gender equity, climate change or the strengthening of democracy. (Carpio, 2021).

However, Ecuador's Non-Reimbursable International Cooperation Policies and Strategies 2017-2021 (2019) document takes up the Paris Declaration on Aid Effectiveness (2005), the Accra Agenda for Action (2008), the Busan Partnership for Effective Development (2011), the Addis Ababa Action Agenda (2015) and the 2030 Development Agenda (2015) as standards for the implementation and management of international cooperation instruments (Undersecretariat for International Cooperation, 2019)..

In the first instance, the Paris Declaration on Aid Effectiveness is a document in which more than 100 signatories, both donors and recipients, commit themselves to undertake far-reaching actions to improve the methods by which they provide and manage international aid and development resources (Paris Declaration on Aid Effectiveness, 2005). The declaration consists of five principles: "country ownership, alignment with country strategies, systems and procedures, harmonization of donor actions, managing for results, and mutual accountability." (Grandas Estepa, 2011).

The Paris Declaration on Aid Effectiveness is important because it "commits donors to strengthening the capacities and institutions of countries where these are weak or inadequate, but at the same time defines a more demanding framework of conditionality in terms of good governance". (Sanahuja, 2007). The declaration also establishes NGOs as grant recipients, as stated in Article 39:

*Donors commit to:*

*Align as extensively as possible with central government-led strategies, or if this is not possible, donors should make maximum use of country, regional, sectoral or non-governmental systems.*

(Paris Declaration on Aid Effectiveness, 2005)

Still, with NGOs being recognized recipients within the declaration, one element that has not been analyzed "is the effect of non-aid resource flows and the increase in aid flows that follow outside the Paris Declaration frameworks (in particular, those from major foundations and other private sources, non-traditional social donors, and development NGOs)." (Wood, Kabell, Muwanga, & Sagasti, 2008). In the same vein, there is a conflict, and that is that the context in which the declaration is made is dynamic, and therefore subject to changes attributed to political pressures. (Wood, Kabell, Muwanga, & Sagasti, 2008)..

Consequently, in view of the problems generated by the Paris Declaration, the Accra Agenda for Action was aimed at deepening and accelerating the implementation of the commitments of the declaration (Majdalani, 2010). These innovations were the recognition of democracy as a desirable political system and of the complexities of "Weak States"<sup>14</sup> and the recognition and deepening of the importance of civil society organizations relations<sup>15</sup> to open new accountability mechanisms in aid recipient countries. (Majdalani, 2010).

In fact, the Accra Agenda for Action in its declaration refers to the collaboration of countries with civil society organizations in the following article:

*13. We will establish an open and inclusive policy dialogue for development. We recognize the fundamental role and responsibility of parliaments in relation to country ownership of development processes. To further this objective, we will take the following steps:*

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<sup>14</sup> A "Weak State" is a state in which the attributes that define the traditional concept of the state arising from the Peace of Westphalia, i.e. national sovereignty, national security, legitimate control of violence, territory and stable population, have been undermined by drug trafficking, corruption, insurgency, terrorism and poverty. (Brocate, Tugrul, & Ríos Sierra, 2014).

<sup>15</sup> Civil society organizations are composed of: "non-governmental organizations, non-profit organizations, civic associations, voluntary associations, aid organizations, charitable organizations, self-help organizations, just to mention a few" (Aguilar Valenzuela 2006). (Aguilar Valenzuela, 2006)

*a) Developing country governments will work more closely with parliaments and local authorities to prepare, implement and monitor national development policies and plans. They will also work with civil society organizations.*

*b) Donors will support efforts to increase the capacity of all development stakeholders - parliaments, central and local governments, civil society organizations, research institutes, the media and the private sector - to take an active role in development policy dialogue and on the role of aid in contributing to national development objectives.*

(Accra Agenda for Action, 2008).

Moreover, the countries subscribing to the Accra Agenda for Action declaration are committed to deepening their relations with civil society organizations:

*20. We will deepen our collaboration with civil society organizations as independent development actors in their own right, whose initiatives complement those of governments and the private sector. It is also important to us that the contributions of civil society organizations reach their full potential. To this end:*

*a) We invite civil society organizations to reflect on how they can apply the principles of the Paris Declaration on Aid Effectiveness from their particular perspective.*

*b) We welcome the organizations' proposal to collaborate in a multi-stakeholder process (led by civil society organizations) aimed at promoting organizational development effectiveness. In the context of this process, we will seek to (i) improve coordination between organizational initiatives and government programs, (ii) improve accountability for organizational results, and (iii) improve reporting on organizational activities.*

*c) We will work with civil society organizations to create conditions more conducive to maximizing their contributions to development.*

(Accra Agenda for Action, 2008)

Thirdly, there is the Busan Partnership for Effective Development Cooperation. In this declaration, the subscribing countries recognize the partnership under the principles of: "ownership of development priorities by developing countries, focus on results, inclusive partnerships and complementary roles of the various actors, transparency and mutual accountability." (Three, 2012). The countries participating in the Busan forum acknowledged that international cooperation has become more complex than before and now includes both governmental and non-governmental actors. (Three, 2012).

As a result, the Busan Partnership for Effective Development Cooperation was attended by representatives of civil society organizations, as stated in Article 1 of the policy framework:

*1. We, the heads of state, ministers and representatives of developed and developing countries, heads of multilateral and bilateral agencies, representatives of different types of public, civil society, private, parliamentary, local and regional organizations, gathered in Busan, Republic of Korea, recognize that we are united by a new partnership, broader and more inclusive than ever before, based on shared principles, common goals and differential commitments, for effective international development.*

(Busan Partnership for Effective Development Cooperation, 2011)

In addition, the Busan Partnership recognizes civil organizations as donors for international cooperation:

*8. [...] We welcome the opportunities offered by various approaches to development cooperation, such as South-South cooperation, as well as the contributions of civil society organizations and private actors. Together we will*

*strive to build on their achievements and innovations and learn from them, taking into account their specificities and respective merits.*

(Busan Partnership for Effective Development Cooperation, 2011)

Similarly, the Busan Partnership recognizes the shortcomings of the Paris Declaration regarding the lack of inclusion of civil society organizations and gives them more relevance than before:

*14. [...] While the Paris Declaration did not consider the complexity of these new actors, the Accra Agenda for Action did recognize their importance and specificities. While North-South cooperation remains the main form of development cooperation, South-South cooperation continues to evolve, bringing more diversity to development resources. All of us are now part of a new and more inclusive development agenda in Busan, in which actors participate on the basis of common goals, shared principles and differentiated commitments. On this same basis, we welcome the inclusion of civil society, the private sector and other stakeholders.*

(Busan Partnership for Effective Development Cooperation, 2011)

Therefore, by giving more prominence to civil society organizations, the Busan Partnership for Effective Development Cooperation also defines the role of these organizations within international cooperation and generates a commitment from the partnership's subscribers based on these roles:

*22. Civil society organizations (CSOs) play a vital role in enabling people to claim their rights, promoting a rights-based approach, helping to shape policies and partnerships for development and monitoring their implementation. They also provide services in areas complementary to those of the state. Recognizing these roles, we:*

*a. We will fully implement our respective commitments to enable civil society organizations to exercise their roles as independent development actors, with a particular focus on creating an enabling environment, consistent with internationally agreed rights, that maximizes their contribution to development;*

*b. we encourage civil society organizations to generate practices that strengthen their accountability and contribution to development effectiveness, guided by the Istanbul Principles and the International Framework for CSO Development Effectiveness.*

(Busan Partnership for Effective Development Cooperation, 2011)

Finally, the Addis Ababa Action Agenda complements the 2030 Development Agenda<sup>16</sup>, as the AAA seeks the fulfillment of the sustainable development goals proposed in the 2030 Agenda but considering the problem of financing and mobility of resources to the sectors in need to achieve sustainable development (ECLAC, 2017).

To this end, the Addis Ababa Action Agenda in its Article 10 considers different forms of non-governmental organizations for the fulfillment of the objectives of the 2015 Development Agenda:

*10. The enhanced and revitalized global partnership for sustainable development, led by governments, will be a vehicle for strengthening international cooperation in the implementation of the post-2015 development agenda. Multi-stakeholder partnerships and the resources, knowledge and ingenuity of the private sector, civil society, the scientific community, academia, philanthropies and foundations, parliaments, local authorities, volunteers and other stakeholders will be important for mobilizing and sharing knowledge, expertise, technology and financial resources, complementing the efforts of Governments and supporting the*

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<sup>16</sup> "The 2030 Agenda is composed of 17 Sustainable Development Goals (SDGs) that aim to end poverty, fight inequality and injustice, ensure peace and preserve our planet." (United Nations Ecuador, 2015).



*achievement of the sustainable development goals, particularly in developing countries.*

(Addis Ababa Action Agenda, 2015)

Thus, the different lines and general principles that NGOs in Ecuador must follow are found in the international regulations mentioned above.

## **2.2 NGOs in the period of Lucio Gutiérrez Borbúa**

Lucio Gutiérrez enters the political scene in Ecuador when, along with Antonio Vargas, president of CONAIE<sup>17</sup>, he orchestrates a coup d'état against Jamil Mahuad on January 21, 2000 (Montúfar, 2008; Torre, 2008). Afterwards, he was positioned as president of Ecuador on January 15, 2003 through the Sociedad Patriótica party and by popular election, with 21% of the total votes in the first round, and with 55% of the total votes in the second round, defeating the candidate Álvaro Noboa. (Torre, 2008). The government of Lucio Gutiérrez was a populist government<sup>18</sup> with an image based on the popular classes and groups usually excluded from the processes of political participation. (Montúfar, 2008).

On the contrary, Gutiérrez's actions consisted of taking neoliberal measures that would go against the ideas of the leftist groups that supported him in his campaign (Montúfar, 2008). Precisely because of the adoption of a neoliberal policy, Gutiérrez had the support of the US Embassy and international financial organizations. (Montúfar Mancheno, 2006). However, both internal social policies and international policies were not clear and predictable, which generated a conflict with the Democratic Left, which needed to maintain hegemonic power. (Villegas Aldás, 2010).

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<sup>17</sup> Confederation of Indigenous Nationalities of Ecuador.

<sup>18</sup> Populism is understood as "a direct call to the people as the source of political sovereignty above all representation." (Zanatta, 2014).

On foreign policy, the former president focused the State's efforts on the payment of the foreign debt, and believed in creating a united front to generate a proposal against the mortgage to development (CIDOB Barcelona Centre For International Affairs, 2016). Thus, Gutiérrez intended to confront "poverty, corruption, drug trafficking and aggressions against the environment". (CIDOB Barcelona Centre For International Affairs, 2016). On the contrary, Lucio's government did not manage to formulate a policy on international cooperation, the data provided in this regard were not absolutely accurate and it was difficult to differentiate which amounts of international cooperation were bilateral and which were non-governmental, because it was not supervised which part of the money was channeled through the NGOs. (INECI, 2005).

Even so, in the years in which Gutiérrez was president, it is estimated that foreign NGOs donated a total of US\$38.08 million in non-reimbursable cooperation in 2003<sup>19</sup> ; in 2004, US\$49.66 million; and in 2005<sup>20</sup> , US\$60.62 million. (INECI, 2005). The country that contributed the most international cooperation money through its NGOs was the United States with US\$54.02 million in 2003, US\$53.20 million in 2004, and US\$60.93 million in 2005. The countries that follow in amounts of international cooperation donations through their NGOs during 2003-2005 were:

**Table 1**

*Official non-reimbursable bilateral cooperation and NGOs. Period 2003-2005*

	2003	2004	2005
United States	54.03	53.20	60.93
Japan	15.33	19.40	26.92

<sup>19</sup> The non-reimbursable cooperation granted to Ecuador is channeled through: bilateral cooperation, multilateral cooperation and cooperation from non-governmental organizations... (INECI, 2005). (INECI, 2005). "It comes from eight types of assistance: non-reimbursable financial, technical, scholarships, natural disasters, donations in kind, horizontal cooperation (south-south), decentralized and through debt swaps." (INECI, 2005).

<sup>20</sup> Consider that the data presented for 2005 belong to both Lucio Gutiérrez's and Alfredo Palacio's presidential terms, since the data were approved by Alfredo Palacio's then Minister of Foreign Affairs, Francisco Carrión Mena.

Spain	23.48	23.94	23.33
Germany	13.88	18.45	17.62
Belgium	6.70	6.16	12.92
Switzerland	7.65	6.89	8.71
United Kingdom		8.35	8.62
Netherlands	4.05	4.54	5.95

**Note.** Data in millions of dollars

Source: INECI. Development Cooperation Ecuador 2005

Regarding cooperation from multilateral organizations, the agencies that disbursed the most in development projects were the European Commission and the United Nations System. (INECI, 2005). The European Commission contributed US\$8.60 million in non-reimbursable international cooperation in 2003, US\$12.24 million in 2004, and US\$32.76 million in 2005. (INECI, 2005). The United Nations System contributed US\$12.97 million in 2003, US\$13.62 million in 2004, and US\$17.29 million in 2005. (INECI, 2005).

At that time, there were 93 international non-governmental organizations based in Ecuador. (INECI, 2005). The amounts of money disbursed by these NGOs were used to support sectors such as environment, agriculture, development of marginalized sectors, with special emphasis on social welfare, health and sanitation, local development and education, and science and technology. (INECI, 2005). The international NGOs that provided most financial support in Ecuador were: Plan International, Children International, CARE, World Vision, Ayuda en Acción, Christian Children's Fund, Spanish Red Cross, Intermón Oxfam, Swisscontact, and Médicos sin fronteras. (INECI, 2005).

In general, NGOs did not play a major role in this period. It is important to emphasize that Lucio Gutiérrez did not present any decree or regulation for the granting of legal personality or control of civil society organizations, which include NGOs.

Something that his predecessor, Gustavo Noboa did, according to a list of executive decrees on civil society organizations presented by Palomeque Zambrano (2019). Furthermore, according to the INECI report, it is in 2005 that there is a substantial increase in the amount of international cooperation money granted to Ecuador, and Lucio Gutiérrez was removed from his position as president in April 2005 for abandonment of office during the rebellion of the outlaws, therefore, he was only president of Ecuador during the rebellion of the outlaws. (CIDOB Barcelona Centre For International Affairs, 2016) He was therefore only president for three months of that year. In short, the government of Lucio Gutiérrez was characterized by being insipid and having no relevance in the development of NGOs. (Carpio, 2021).

## **2.3 NGOs in the term of Rafael Correa Delgado**

### **2.3.1 First presidential term**

Rafael Correa Delgado assumed the presidency of Ecuador on January 15, 2007 under popular election with the Alianza PAIS party with 56.4% of the votes, defeating Alvaro Noboa. (Tibocha & Jaramillo Jassir, 2008). He won two more consecutive elections, in 2009 and 2013, and finished his term on May 24, 2017. (CIDOB Barcelona Centre For International Affairs, 2020). Correa was characterized as one of the representatives of the socialism of the XXI century, he was against the policies of the International Monetary Fund and the World Bank. In addition, he constantly pointed out the negative effects of neoliberalism and the importance of the role of the State in the economic and social sector. (Tibocha & Jaramillo Jassir, 2008).

Decisions regarding international cooperation and the formation and control of civil society organizations would be based on the National Development Plan 2007-2010, and the National Plan for Good Living 2009-2013 and 2013-2017. Policy 12.3 of the National Development Plan 2007-2010 establishes that NGOs will be integrated into the

National Planning System for public interventions for development led by the central government:

*This system should have the central government as the axis of its implementation, considering the binding participation of the sectional governments and the private sector, at least in some aspects. The systemic, prospective and binding conception of planning is basic for the articulation of the different actors of development: international agencies, collective movements, owners' or workers' corporations, non-governmental organizations, economic or regional groups, ethnic communities, etc.*

(National Secretariat of Planning and Development, 2007).

Even more important is the publication of Executive Decree 699 (2007), as it would change the institution that until then managed international cooperation, and consequently, NGOs would have to adapt to this new entity. Thus, the Ecuadorian Institute for International Cooperation (INECI) would be extinguished and in its place the Ecuadorian Agency for International Cooperation (AGECI) would be formed so that the central government could exercise greater control over international cooperation through the Ecuadorian System for International Cooperation. Article 2 of Decree 699 states:

*The Ecuadorian International Cooperation System will be composed of the institutions responsible for the steering, coordination, financing and execution of activities related to International Cooperation (IC), including the Ministry of Foreign Affairs, the Ministries of Coordination, the National Secretariat of Planning and Development, SENPLADES, the sources of bilateral and multilateral International Cooperation, the International Non-Governmental Organizations, the national sectoral institutions, the provincial and municipal governments and other actors related to non-reimbursable external financing resources.*

(Executive Decree No. 699, 2007)

The article evidences the intention of a single system that includes all donors and recipients of international cooperation. Correa's government sought to keep everything involving social management and development management in the hands of the central government and, therefore, support to NGOs was limited. (Carpio, 2021). Likewise, Article 3 of Decree 699 defines the government entities that will lead the international cooperation system.

*The Ecuadorian system of International Cooperation will be led by the Directive Council for International Cooperation (CODCI).*

*For the implementation of general international cooperation strategies, management policies and regulations and the development and application of management instruments of the Ecuadorian International Cooperation System, the Ecuadorian Agency for International Cooperation (AGECI) is created as an entity attached to the National Secretariat for Planning and Development.*

*The administrative structure of the Ecuadorian Agency for International Cooperation shall be approved by the Board of Directors of International Cooperation.*

(Executive Decree No. 699, 2007)

In other words, any amount of money for financing NGO projects coming from international cooperation would be under government scrutiny. ~~Continuing~~, the Correa administration also made modifications to the regulation of non-profit legal entities. Thus, Executive Decree 610 modified Executive Decree 3054 issued by former President Gustavo Noboa Bejarano, replacing the title "Regulations for the Approval, Control and Extinction of Legal Entities of Private Law, with Social and Non-Profit Purposes" with "Regulations for the approval of bylaws, reforms and codifications, liquidation and dissolution, and registration of partners and directors, of the organizations provided for in the Civil Code and special laws" (Executive Decree No. 610, 2007).

Then, on April 8, 2008, President Correa issued Decree 982 which modified and substituted articles of Decree 3054. Three new chapters were added to the regulation of non-profit legal entities, dealing with evaluation and control of social organizations, describing the Single Registry of Civil Society Organizations, and mentioning their accreditation. So, first of all, the new chapter added becomes number IX, with the following articles:

*Art. 26.- Foundations or corporations are subject to the following controls:*

- a) Operational control by the Ministry that granted it legal personality, which includes the verification of its documents, the fulfillment of its purpose and objectives, the registry of directors and the list of members;*
- b) Control of the use of public resources by the State control agencies and the institution through which the public resources are transferred; and,*
- c) Tax control by the Internal Revenue Service.*

(Executive Decree No. 982, 2008)

Article 26 clarifies what controls foundations and corporations are subject to and which institutions are in charge of them.

*Art. 27.- For the purposes of control described above, the foundations or corporations are obliged to provide the minutes of assemblies, economic reports, audit reports and approved annual reports, or any other information referring to their activities, requested in advance and publicly to the different ministries and control and regulatory bodies, and shall also be obliged to facilitate access to the competent State officials to carry out physical verifications.*

(Executive Decree No. 982, 2008)

Article 27 describes the obligations of non-governmental organizations that facilitate their control.

*Art. 28.- Foundations or corporations that receive public resources shall be registered in the Single Registry of Civil Society Organizations and accredited before the corresponding State institutions responsible for public resources, observing the requirements established for each case by law and regulations.*

(Executive Decree No. 982, 2008)

And Article 28 mentions the requirements that must be met to be part of the Unified Registry of Civil Society Organizations.

During Correa's first presidential term, that is, from 2007 to 2009, 2027 Non-Reimbursable International Cooperation projects were executed with a multi-year total of US\$1,362.64 million, of which 80.5% were financed by official sources (bilateral, multilateral, triangular and multi-donor cooperation). (AGECI, 2010). Meanwhile, 19.5% came from non-official sources (international NGOs and decentralized cooperation), or US\$265.53 million. (AGECI, 2010). Thus, considering only international NGOs, they contributed US\$262.57 million for 929 projects. (AGECI, 2010). Of the total of US\$1,362.64 million of international cooperation destined to Ecuador, US\$436.2 million were distributed to the private sector as follows:

**Table 2**

Private Sector	Amount USD (Millions)
International NGO	276,62
Local NGO	70,42
Civil Society	68,4
Others	20,72
Total	436,2

**Note:** Source: Non-Reimbursable International Cooperation Report 2007-2009.



The 2007-2009 Non-Reimbursable International Cooperation Report (2010) also states that NGOs disbursed \$77,207,266 of Non-Reimbursable International Cooperation in Ecuador in 2007; \$93,473,122 in 2008; and \$72,058,824 in 2009. Therefore, NGOs represented 28.8% of the total percentage of Non-Reimbursable International Cooperation Disbursements in Ecuador.

The sector that received the most money from Non-Reimbursable International Cooperation was the environment, with US\$228.69 million, representing 16.8% of the total amount of multi-year cooperation. On the other hand, the area in which most projects were carried out was social development with 423 projects, which corresponds to 20.9% of the total number of projects. (AGECI, 2010). International NGOs participated with 633 projects, representing 31% of participation in number of projects, with an allocation of \$276.6 million, corresponding to 20% of participation in multi-year amounts. (AGECI, 2010). Local NGOs accounted for 237 projects, or 12% participation in number of projects, with an allocation of \$70.42 million, which is 5% participation in multi-year amounts. (AGECI, 2010). And Civil Society carried out 180 projects, which is 9% of participation in number of projects, with an allocation of \$68.4 million, or 5% participation in multi-year amounts. (AGECI, 2010).

According to the same Non-Reimbursable International Cooperation Report 2007-2009 (2010), the largest amount of multi-year cooperation in dollars came first from the European Community with \$292,229,904 and 90 projects in force. Second, the United States with \$201,259,686 and 482 projects. And, in third place, the UN with \$147,140,139 and 242 projects in force.

### **2.3.2 Second presidential term**

This was followed by the second presidential term of Rafael Correa, which began in 2009 and ended in 2013. On July 29, 2010, Executive Decree No. 429 was issued, establishing new reforms to the Ecuadorian International Cooperation System (SECI). The most relevant change is that the name of the Ecuadorian Agency for International

Cooperation will now be Technical Secretariat for International Cooperation (SETECI). This is stated in Article 1:

*Article 1.- Change the name of the "Consejo Directivo de Cooperación Internacional (CODCI)" to "Comité de Cooperación Internacional (COCI)" and the name of the "Agencia Ecuatoriana de Cooperación Internacional (AGECI)" to "Secretaría Técnica de Cooperación Internacional".*

(Executive Decree No. 429, 2010)

In addition, within Article 5, on the integration of COCI, formerly CODCI, a representative chosen by the President of the Republic is replaced by the National Secretary of Planning and Development (Executive Decree No. 429, 2010). The Coordinating Minister of Production is replaced by the Minister of Finance (Executive Decree No. 429, 2010). The Coordinating Minister of Natural and Cultural Heritage and the Coordinating Minister of Internal and External Security are removed (Executive Decree No. 429, 2010). The representative of the National Council of Parish Councils of Ecuador is added (Executive Decree No. 429, 2010).

The former president then issued Executive Decree 812 (2011) with reforms to the Ecuadorian System of International Cooperation and the regulations for the Approval of Bylaws, Amendments and Codifications, Liquidation and Dissolution and Registration of Partners and Directors, of the Organizations Provided for in the Civil Code and Special Laws. The reforms are dictated in the following articles:

*Article 3.- The Ecuadorian System of International Cooperation shall be led by the International Cooperation Committee (COCI).*

*For the implementation [...] of management instruments of the Ecuadorian International Cooperation System, the Technical Secretariat for International Cooperation (SETECI) is created as a decentralized public entity, with its own*

*technical, administrative and financial management, attached to the Ministry of Foreign Affairs, Trade and Integration.*

(Executive Decree No. 812, 2011)

Likewise, Article 5 decrees that the International Cooperation Committee will be composed of the Minister of Foreign Affairs and Integration and the National Secretary of Planning and Development. In addition, it reformed Articles 7, 17, 18, 19, 20, 21, 22, 23 and Article 24 (Executive Decree No. 812, 2011). The most notable reforms are that foreign NGOs wishing to carry out an activity in Ecuador must first submit an application to the Technical Secretariat for International Cooperation (Executive Decree No. 812, 2011). The Secretariat will obtain information on the solvency and legality of foreign NGOs through Ecuadorian embassies and consulates (Executive Decree No. 812, 2011). And foreign NGOs must be subscribed to a Basic Operating Agreement through which the Technical Secretariat for International Cooperation will monitor all activities carried out by foreign NGOs (Executive Decree No. 812, 2011).

Then, in 2013, Executive Decree 16, or Regulation for the Operation of the Unified Information System of Social and Citizen Organizations, was issued. This regulation sought to "institutionalize a registration system for social organizations" (Palomeque Zambrano, 2019). Every organization that exists or may come to exist had to register its information in this system, and according to its lines of action, it had to answer to one of the corresponding ministries (Palomeque Zambrano, 2019). This is established in Article 1 of the decree:

*Article 1.- Purpose. The purpose of these Regulations is to establish appropriate instances, mechanisms, instruments, requirements and procedures for the operation of the Unified Information System of Social Organizations -SUIOS-, as a guarantee and incentive of the right of individuals, communes, communities, peoples, nationalities and collectives, to associate for peaceful purposes in all forms of free, egalitarian and lawful organization of society.*

(Executive Decree No. 16, 2013)

This decree was highly criticized because it did not facilitate the work of organizations but only established barriers to their activities (Palomeque Zambrano, 2019). The justification for creating this registration system was that this guaranteed people's freedom of association, but forcing organizations to register all information with the State did not necessarily guarantee that right (Palomeque Zambrano, 2019). Moreover, Executive Decree 16 repealed the previous decrees on social organizations:

*Executive Decrees No. 3054 published in Official Gazette No. 660 of September 11, 2002; No. 982 published in Official Gazette No. 311 of April 8, 2008; No.1049 published in Official Gazette No.649 of February 28, 2012; and article 2 of Executive Decree No. 812 published in Official Gazette No.495 of July 20, 2011 are expressly repealed.*

(Executive Decree No. 16, 2013)

During Correa's second presidential term, from 2009 to 2013, 2512 Non-Reimbursable International Cooperation projects were executed with a multi-year total of US\$1,068.7 million, of which 69% were financed by official sources (bilateral, multilateral, triangular and multi-donor cooperation) and 31% from non-official sources (foreign NGOs, decentralized, multi-donor, private enterprise) (SETECI, 2014). In other words, international NGOs contributed US\$339.31 million for 786 projects. (SETECI, 2014). However, local NGOs suffered a reduction in the allocation of resources for international cooperation from 9.7% in the period 2007-2010, to 7% in the period 2011-2013 (SETECI, 2014). In the same periods, civil society organizations also suffered a reduction in resources, from 4.5% to 4%. (SETECI, 2014).

Then, the distribution of international cooperation by type of executing entity of resources in the period 2011-2013<sup>21</sup> was as follows:

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<sup>21</sup> This part of the International Cooperation Report 2011-2014 does not include data from 2009 and 2010.

**Table 3**

<b>TYPE OF EXECUTING AGENCY</b>	<b>NUMBER OF PROJECTS</b>	<b>MULTIYEAR DISBURSEMENT IN MILLIONS OF DOLLARS (\$)<b>2011-2013</b></b>	<b>PERCENTAGE OF PARTICIPATION</b>
<b>Central Government</b>	507	401,69	37,6%
<b>Foreign NGOs</b>	786	339,31	31,7%
<b>International Organizations</b>	236	115,08	10,8%
<b>Local NGO</b>	398	75,15	7%
<b>Decentralized autonomous governments</b>	250	58,38	5,5%
<b>Civil Society Organization</b>	159	42,76	4%
<b>Private Company</b>	54	21,8	2%
<b>Networks</b>	31	7,3	0,7%
<b>Universities</b>	79	6,57	0,6%
<b>Public-Private Partnership</b>	6	0,65	0,1%
<b>Other State functions</b>	6	0,06	0%
<b>GRAND TOTAL</b>	2512	1068,76	100%

**Note:** Source: Non-Reimbursable International Cooperation Report 2011-2014.

Among the cooperating countries, in first place there is the United States with 410 projects and a contribution of \$199.26 million, which corresponds to 18.6% participation in the distribution of international cooperation in Ecuador. Next comes Spain with 467 projects, a contribution of \$191.08 million and a 17.9% share. And, in third place, is the

European Union, with 124 projects and a contribution of \$99.79 million and 9.3% participation.

### **2.3.3 Third Presidential Term**

Finally, comes the third term of Rafael Correa, which runs from 2013 to 2017. In this period there were no major changes or reforms regarding social organizations and international cooperation. The first decree issued by the president regarding social organizations was Decree 355 or Reform to the Regulations for the Operation of the Unified Information System of Social and Citizen Organizations, in 2014 (Palomeque Zambrano, 2019). This decree contained a single and only reform that replaced the phrase "Within 365 days" with "Within 545 days" in the second, third and fourth transitory provisions of Executive Decree 16 (Executive Decree No. 355, 2014).

A year later, in 2015, the former president would issue the last decree regarding organizations, Executive Decree 739 with codifications to the Regulation for the Operation of the Unified Information System of Social and Citizen Organizations. Although small reforms were made, this did not change the basis of Executive Decree No. 16 (Palomeque Zambrano, 2019). Decree 739 reduced the number of articles of the Regulation from 51 to 47 (Executive Decree No. 739, 2015).

Although some reforms have been made, equally the Regulation for the Operation of the Unified Information System of Social and Citizen Organizations did not cease to be controversial. At the III Universal Periodic Review in Geneva in May 2017, Ecuadorian civil society organizations sent 16 reports recommending the repeal of decree 16 along with its reforms, due to the fact that they did not actually ensure a compliant environment for civil society (Palomeque Zambrano, 2019). In addition, Executive Decree 16 received 181 recommendations from 83 countries, of which 158 were accepted, but because they were already in the process of implementation (Palomeque Zambrano, 2019).

Regarding Non-Reimbursable International Cooperation, after 2014 there is no report detailing the information on the different sources of cooperation and the contribution of non-reimbursable economic resources that they make (Peñañiel Barba, 2020)and, therefore, to understand the resources managed by NGOs during the last presidential term of Rafael Correa. Perhaps this occurred due to the number of bureaucratic processes that SETECI had to handle, as they had to evaluate and monitor each document submitted by NGOs and social organizations and report on the NGOs' compliance with their obligations to the Ministry of Foreign Affairs and Human Mobility. (Peñañiel Barba, 2020). But there is no certain information as to why the Non-Reimbursable International Cooperation Reports were no longer carried out after 2014.

In summary, the government of Rafael Correa sought to centralize everything that implied social management and development management, as a consequence, support to NGOs was limited. (Carpio, 2021). What Correa's government proposed was no intermediaries. Any development cooperation had to go through the corresponding state institutions, and in a limited way to non-governmental organizations. (Carpio, 2021). "NGOs constituted a threat to the State, due to their interference in domestic politics [...] the State criticized the origin of the resources and the countries sponsoring the NGOs". (Peñañiel Barba, 2020).

Rafael Correa, imposed specific requirements on international cooperation and argued to the outside world that Ecuador was no longer a poor country and therefore did not require such cooperation. (Carpio, 2021). Consequently, a lot of cooperation left Ecuador and the possibility of obtaining resources for local organizations became more difficult. (Carpio, 2021). Most of the non-governmental organizations lowered their profile because international cooperation stopped participating in Ecuador. (Carpio, 2021).

## 2.4 NGOs in the period of Lenin Moreno Garcés

On April 2, 2017 Lenin Moreno is declared the winner of the presidential election of the same year. He defeated his rival, Guillermo Lasso, in the second round with a total of 51.14% of votes against the 48.86% obtained by his opponent (Ayuso & Moreira, 2017). He was president until May 24, 2021. Although Moreno was presented as the successor of Rafael Correa and it seemed that he would continue with his government plan and public policies, this quickly changed. Moreno generated a rapprochement with CONAIE, an organization distanced from Correa because of his mining and water policies. (BBC News World, 2019). Afterwards, Moreno met with leaders of opposition to Correa and media outlets criticized by Correa. (BBC News World, 2019). Moreno also reinstated the NGO Pachamama, which was also against Correa's environmental policies. (BBC News World, 2019). Then, the president removed Jorge Glas as vice-president due to his role in the Obredecht corruption case. (BBC News Mundo, 2019). And he marked a notable difference with Correa when he reached an agreement for a loan with the International Monetary Fund and the World Bank, a situation that had not occurred in the last 16 years. (BBC News Mundo, 2019).

Regarding NGOs and social organizations, "the new government [...] presents a position open to dialogue with IOs, who wish to cooperate with Ecuador [...], President Moreno with respect to his relationship with NGOs and the development model, retakes several assumptions of the neoliberal model, which focuses on entrepreneurial freedom." (Peñafiel Barba, 2020). Therefore, on October 23, 2017, Lenin Moreno issued Decree 193 or Regulations for the Granting of Legal Personality to Social Organizations that repealed Decrees 16 and 739 (Palomeque Zambrano, 2019). This new decree has 31 articles and was created with the objective of responding to the demands of civil society regarding freedom of association and participation (Palomeque Zambrano, 2019). The new decree seeks to reduce as much as possible the administrative requirements imposed by the previous president that bureaucratize the management of non-governmental organizations (Palomeque Zambrano, 2019). This is also explained in the object of the decree in its article 1:



*Art. 1. - Purpose: The purpose of these Regulations is to regulate, simplify and rationalize the requirements for the granting of legal personality to citizen social organizations that voluntarily request it, by the competent State institutions.*

(Executive Order No. 193, 2017).

The first article implies that the Unified Information System of Social and Citizen Organizations will no longer be present during the formation and activities of NGOs (Palomeque Zambrano, 2019) and that it is now only necessary to refer to rules that simplify the granting of legal status (Palomeque Zambrano, 2019).

Next, Article 4 eliminates organizations created by state institutions for social control purposes and establishes only three types of organizations:

*Art. 4 - Types of organizations - Natural and legal persons with civil capacity to contract and bind themselves, in exercise of the constitutional right of free association, may establish:*

- 1. Corporations;*
- 2. Foundations; and,*
- 3. Other national or foreign forms of social organization.*

(Executive Order No. 193, 2017).

Another article of Decree 193 that presented relevant changes is Article 6, which eliminates the requirement to provide the State with information such as minutes of reports or audits (Palomeque Zambrano, 2019). And, Article 19 eliminates the following points as grounds for dissolution of a social organization: 1. Falseness or adulteration of the documentation and information provided; 3. Repeatedly contravening provisions issued by the competent authorities for granting legal personality or by the control and regulatory entities, in accordance with the provisions of this Decree (Executive Decree No. 739, 2015). Although Decree 193 eliminates the Unified Information System of

Social and Citizen Organizations, it is only a relative advance because an exaggerated control over social organizations is still maintained and there are still remnants of the decrees that were previously in operation (Palomeque Zambrano, 2019).

Again, there is no report detailing how international cooperation resources were managed or among which entities those resources were divided. However, in foreign policy, Moreno had as guidelines the National Development Plan 2017-2021 - Toda una Vida, where he established as a priority to align international cooperation with national objectives. (National Planning Council, 2017) although it does not establish concrete actions to achieve it. Likewise, the document of Policies and Strategies of Non-Reimbursable International Cooperation 2017-2021 describes local and foreign NGOs as actors of international cooperation. Regarding foreign NGOs, it dictates that their functions within the international non-reimbursable cooperation are:

*a) Comply with the obligations established in the Basic Operating Agreement with the Ecuadorian State to carry out CINR activities<sup>22</sup>, among them, to have a management framed in compliance with Ecuadorian legislation.*

*b) Channeling, financing, executing and sub-executing CINR resources.*

(UNDERSECRETARIAT FOR INTERNATIONAL COOPERATION, 2019).

The document also describes the relationship of foreign NGOs with respect to the ICNR:

- *Execute CINR resources, according to their annual planning, submitted and approved by MREMH.*
- *Register CINR programs and projects in SIGECI*
- *They monitor, evaluate, supervise, audit and ensure the sustainability of their interventions, in accordance with the proposal approved by the MREMH.<sup>23</sup>*

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<sup>22</sup> Non-Reimbursable International Cooperation

<sup>23</sup> Ministry of Foreign Affairs and Human Mobility

(UNDERSECRETARIAT FOR INTERNATIONAL COOPERATION, 2019).

And, on the other hand, the role of local NGOs is:

*Execute and sub execute CINR programs and projects at the national level, aligned with national priorities and current regulations.*

(UNDERSECRETARIAT FOR INTERNATIONAL COOPERATION, 2019).

And its relationship to the official CINR cycle is:

- *Coordinate with official and non-official development workers to channel and implement CINR*
- *Directly or indirectly execute CINR programs and projects.*

(UNDERSECRETARIAT FOR INTERNATIONAL COOPERATION, 2019).

In general, with Lenin Moreno there was not a strong political relationship between his government and the non-governmental organizations (Carpio, 2021). Each organization took advantage of this presidential period to reconstitute itself. (Carpio, 2021). This is as a result of the fact that the country's conditions have become more critical again. And the higher the poverty rate and the greater the difficulties of its social and popular sectors, the more likely it is that the NGOs will find a space for action. (Carpio, 2021).

## **2.5 NGO predictions in the period of Guillermo Lasso Mendoza**

At the time of writing this paper, it is still too early to fully understand how Guillermo Lasso Mendoza, president of the Republic of Ecuador as of May 24, 2021, will

apply international cooperation in the country and how his government will relate to non-governmental and social organizations. However, in the Work Plan 2021-2025 presented during the electoral campaign, it is expressed that the new president plans to fully integrate Ecuador into the international community, with the objective of guaranteeing sustainable economic growth and generating employment. The new government will seek to generate cooperation agreements that strengthen international relations and attract foreign investment in different ways.

Regarding NGOs, Lasso has invited many non-governmental organizations to return to the country after being expelled by the government of Rafael Correa. (Solano, 2021) Moreover, "Lasso's government has stated that it will work with non-governmental organizations. It has not set conditions or a framework for intervention and international cooperation is somehow returning to Ecuador." (Carpio, 2021). In addition, considering that Guillermo Lasso's government plan was developed in collaboration with the Ecuador Libre Foundation, which is a non-profit organization, it is feasible to think that the NGOs will be able to participate in this process. (Noboa, 2021) It is feasible to think that NGOs will have a favorable future in this new period of government.

## **2.6 Conclusions**

Although there are currently international norms that regulate the relations of NGOs at the time of raising international funds, they are not necessarily taken into consideration, since what most affects the work of both foreign and local NGOs are the decrees and norms created by the rulers of Ecuador. Each decree on formation and control that affects non-governmental organizations, in addition to the institutions that manage international relations and that change according to the preferences of the ruler in power, are really what define the percentage of participation and funding that NGOs will have with their development projects in the country within a presidential term.

## CHAPTER III

### **Comparative analysis through the 21st century between Fundación OFIS and Fondo Ecuatoriano Populorum Progressio (FEPP).**

Finally, two Ecuadorian NGOs that have been working at the national level with development projects will be analyzed in order to understand why, despite being dedicated to the same thing, both are so different. Their specific characteristics will be determined, how they work, what their work profile is, in what areas they operate and thus be able to better understand what Ecuadorian NGOs go through in the country.

#### **3.1 History of Fundación OFIS**

Fundación OFIS (Office of Social and Development Research) is a Non-Governmental Organization created in June 1992 under ministerial agreement N°. 002889-1992 (Fundación OFIS, 2021). OFIS was founded by Patricio Carpio together with another group of people who were pursuing a master's degree in anthropology of development at the Universidad del Azuay. (Carpio, 2021). This group had already worked in other organizations and the space where they were pursuing their master's degree allowed them to reflect on the concept of development and to enter into a paradigm of understanding the logic of local actors and communities, and from that base to try to strengthen or support their interests and needs. (Carpio, 2021). Once the foundation was created, they found their first international partner: the Latin American Institute for Social Research. They picked up a proposal on international migration, being one of the first studies at the national level, which was made on the migration of peasants to the United States. (Carpio, 2021).

This research was carried out with the help of ILIS and thanks to this, the first OFIS publication "Entre pueblos y Metrópolis" (Between Towns and Metropolis) was produced. (Carpio, 2021). Thus, by promoting research on fundamental issues that are occurring in the region, OFIS gained recognition in this area, and opened the way for it

to become a leader in the field. (Carpio, 2021). OFIS began to work on development issues, but not from a conventional perspective, such as generating resources, generating employment, or involving the actors in the market and improving their income; but rather strengthening the actors' capacity for advocacy and organization. (Carpio, 2021). With the objective of acquiring local presence and being able to talk, dialogue, influence and confront the state at the local national level on strategic interests such as: environmental issues, land issues, credit issues, production issues or participation issues that in conventional development can be overlooked. (Carpio, 2021). In short, what OFIS has done throughout its history is to "contribute to the empowerment of local actors, communities, women, so that they do not need subsequent periods of intermediaries, but are relevant local actors who can manage their own territories". (Carpio, 2021) (Carpio, 2021).

### **3.2 Fundación OFIS profile.**

Fundación OFIS's vision is the development of a more equitable society, "where the different actors have a high level of participation and can be the architects of the construction of a participatory democracy of a good life" (Carpio, 2021). In OFIS development is understood as a process that gives communities the ability to produce their capacities in the area of Good Living (Fundación OFIS, 2021). "Each people must be understood from their own culture and history, from their desires and wills" (Fundación OFIS, 2021). OFIS does not believe in a single model of development that must be imposed globally, but rather that each community must develop its own vision of development (Fundación OFIS, 2021).

Thus, projects are developed that link economic, environmental, social and political aspects, which in turn are expressed in research results, consultancy reports and publications (Fundación OFIS, 2021). The Foundation seeks to empower the actors so that they are the protagonists of their own development, "and that they are not following lines imposed by the state or international agencies, but rather that they debate, discuss and chart their own path" (Carpio, 2021). In this sense, the Foundation's mission is to strengthen the capacities of local actors so that they can govern their territory.

More specifically, OFIS's mission is:

*To strengthen the local social fabric and contribute to the creation of social actors who are protagonists and managers of local development processes; provide technical support and solidarity to social groups, communities, urban culture, and indigenous peoples to activate local capacities; promote spaces for meeting and debate to generate regional and national development proposals and multiply efforts and wills.*

(Fundación OFIS, 2021)

And the vision of OFIS is:

*OFIS is a nationally recognized non-governmental organization, with 29 years of work, highly qualified to analyze, promote, propose and accompany participatory and innovative processes in the political, social, economic, environmental and institutional fields; with an important level of involvement among the actors involved and political incidence in the different social and governmental levels.*

(Fundación OFIS, 2021)

For all these reasons, the principles of OFIS are:

- *Participatory democracy*
- *Socioeconomic equity*
- *Intercultural dialogue*

(Fundación OFIS, 2021)

And its areas of work are:

- *Citizen participation and capacity building*
- *Family/community economy*
- *Intercultural health*
- *Genre*
- *Environmental Management and Climate Change*

- *Human rights and collective rights*
- *Knowledge management*
- *Public and private consulting and advisory services*

(Fundación OFIS, 2021)

### **3.3 Projects carried out since 2000**

According to Patricio Carpio (2021), OFIS has carried out around 50 projects since 2000, the most important being the one in Orellana, which exceeded US\$1 million. This project was aimed at improving the living conditions of the rural populations of Orellana so that they could find alternatives to deforestation and at the same time promote their agricultural and livestock farms (Carpio, 2021).

In addition, Carpio (2021) explains that "other projects that OFIS has been developing since the beginning, and I think they are very relevant, at least for our history, are the projects that we have worked on with the United Nations". OFIS recurrently works as an external consultant to the United Nations through a program called the Small Grants Program led by the United Nations Development Program, which acquires financing from the Global Environment Facility (GEF) (Carpio, 2021). OFIS has worked with around 300 communities accompanying projects in all areas of Ecuador (Carpio, 2021).

In the history of OFIS, in addition to the Orellana project or "Promotion of the forestry declaration and forestry alternatives in Orellana, Ecuador", there was another initiative that exceeded one million dollars. This is the "Nabón Agricultural Development" carried out between 1999 and 2003. However, these two have been the only projects with amounts greater than one million dollars that the Foundation has carried out in its years of existence. For more information on the list of projects carried out by OFIS, see Annex C.



### **3.4 How international funds are raised**

Carpio (2021) explains that the starting point for obtaining financing is to consider the needs of the communities and stakeholders, or the demands of the different institutions. Based on this, OFIS must have an offer that satisfies the need or demand. In other words, OFIS does not invent projects, but matches the demand with the concepts, ethical values, and democratic values of the Foundation. Thus, the communities that participate in the project share and point out their interests, aspirations and needs (Carpio, 2021). For example, a municipality asks for support in a planning system, and within this framework OFIS formulates the projects and then turns to a kind of menu of cooperation agencies with which they had already established a previous agreement (Carpio, 2021). Then, OFIS goes with the project to the calls for proposals made by these cooperation agencies, reviews exactly what they are asking for, and what specifically is the framework of the call for proposals in order to allocate the resources (Carpio, 2021). And if these international organizations are in the same line as OFIS, then the Foundation presents the project. Then it enters a selection stage where sometimes they are chosen for funding and sometimes, they are not (Carpio, 2021).

### **3.5 History of Fondo Ecuatoriano Populorum Progressio**

"FEPP was born in 1970, as a result of the promulgation of the encyclical *Populorum Progressio*, published in March 1967 by Pope Paul VI" (Toral, 2021), the meaning of the encyclical is "the encyclical for the development of the peoples". Pope Paul projects the emergence of a world fund in which the most developed countries contribute with the aim of supporting the developing countries (Toral, 2021). At first this idea was not accepted in the world scenario, but Monsignor Candido Rada, bishop of Guaranda, decided in 1970 to create the Grupo Social Fondo Ecuatoriano Populorum Progressio (GSFEPP) inspired by his own copy of the encyclical (Grupo Social FEPP, 2021; Toral, 2021). FEPP has its main office in Quito and over the years has created 10 other regional offices throughout the country (Toral, 2021). Thus, was born the Fondo Ecuatoriano Populorum Progressio, or Ecuadorian Fund for the Development of Peoples.

### **3.6 Profile of Fondo Ecuatoriano Populorum Progressio**

First of all, to understand the profile of Fondo Ecuatoriano Populorum Progressio and its lines of work, it is necessary to know its mission and vision. Thus, FEPP's mission is to be a private foundation with a social objective that provides assistance to rural people of different races and nationalities, preferably organized. FEPP supports the work of its target audience to achieve their goals through access to education, financial resources, sources of work and means of production. In addition, it provides the men and women with whom they cooperate with means of commercialization and transformation; contributes to environmental conservation, gender equity, political incidence and welfare; and contributes to the generation of values such as hope, justice, peace and more humane living conditions (Grupo Social FEPP, 2021).

On the other hand, FEPP's vision is to be a consolidated and sustainable social group through people motivated by the same principles and values that are organized in different specialized areas such as cooperatives, foundations and territorial teams; that work in solidarity in integral development activities through innovative quality processes that have the effect of facilitating the integration of popular organizations in various aspects such as territorial development projects, individual growth, generation of new leadership, the establishment of alliances with national and global establishments, the strengthening of popular organizations and the promotion of important solidarity economy initiatives that produce comfort with equality and sustainability (Grupo Social FEPP, 2021).

FEPP has several lines of work. One of them is the strengthening of the community organization, which is accompanied by training, accompaniment, technical assistance, ensuring the proper functioning of the community organization, and the impact it generates on the national scene (Toral, 2021). The other line is composed of local financial structures. FEPP supports the creation of savings and credit banks, community banks and savings and credit cooperatives. (Toral, 2021). FEPP has the idea that each of the communities where they work can generate their own savings and credit

structures to finance the development of their own productive activities and at the same time cooperate with the development of their territory, making sure that these financial resources move to the big cities so that they do not become isolated in their own area (Toral, 2021).

The third line of work is the agricultural production aspect. FEPP developed a methodology called: integrated sustainable agricultural and livestock production systems "SIPAS" (Sistemas Integrales de Producción Agropecuaria Sostenibles "SIPAS") (Toral, 2021). With this methodology, FEPP seeks to provide rural producers with a "process of training, planning, advice and support to improve their products" (Toral, 2021). FEPP also contributes to a lesser extent with another line of work, which is to provide added value to rural agricultural production (Toral, 2021). This implies adding value to "dairy products, sugar cane products, cocoa products, some activities related to tourism, community tourism in some regions" (Toral, 2021). They also add value to "fishing, everything that has to do with organic production, which has to do with the production of preserves: jams, pulp and that kind of thing" (Toral, 2021).

Another area of FEPP's work is to carry out occupational training or occupational formation processes. "These training processes or occupational training we do with our training arm which is the Fundación Educativa Monseñor Cándido Rada-FUNDER." (Toral, 2021). Within this area, FEPP works with about sixty occupational careers. In addition, the training and education programs are validated by the Salesian Polytechnic University and are currently in the process of being certified by the Technical Secretariat of Training of Ecuador-SETEC (Toral, 2021). Similarly, FEPP is working on credit. FEPP has a credit fund to support farmers in their production processes (Toral, 2021). Eventually the credit fund became a savings and credit cooperative called Codesarrollo which is currently called Banco Codesarrollo or Banco Desarrollo de los Pueblos and has 22 agencies distributed throughout the country.

Another area of FEPP's work is access to land. In other words, farmers are offered support, advice, training and in some cases even financing to gain access to land in good

conditions for production. (Toral, 2021). Accompanying this is a sub-line that deals with the issue of land legalization. In other words, FEPP contributes to legalize the properties of those farmers who have not gone through this process, so that they have deeds, plans, and all the documents that support the property (Toral, 2021). Another line of work, not at the national level, but in some localities, is the commercialization of peasant agricultural production (Toral, 2021).

Then, FEPP is in charge of local marketing and export. The name of this work area is "Camari", which means gift. Camari provides training in the commercialization processes of farmer organizations at the national level (Toral, 2021). In addition, exports are made with "quinoa, barley rice, sugar cane derivatives, and other products" (Toral, 2021). Finally, the last line of work is to accompany farmers so that they can access tools and equipment at a lower cost. To this end, there is an "import line of tools and equipment for agricultural production" (Toral, 2021). The objective is to enable farmers to reduce their production costs by acquiring more economical equipment (Toral, 2021).

### **3.7 Projects carried out since 2000**

Regarding the number of FEPP projects, Toral (2021) explains that it is impossible to count them all, because in 2017 alone they had around ninety projects.

However, FEPP makes an annual report where they account for all the projects and amounts used and donated. However, due to the economic situation that the country is going through, they have not made an annual report from 2018 to date, 2021. In addition, the annual reports were currently removed from FEPP's website.

Even so, it is known that FEPP has delivered more than 250 million dollars in loans to rural families, more than 500 rural and marginal urban savings and credit cooperatives (FEPP Social Group, 2021). They have professionalized more than 20 thousand young peasants in different labor branches, have generated 687 micro-

enterprises for processing of agricultural products (FEPP Social Group, 2021). With Camari, they have commercialized more than 58 million dollars in farmer products (FEPP Social Group, 2021). They have 7,000 integral farms in production, have built 5,628 houses for peasant families, 88 rural schools and 56 health centers (FEPP Social Group, 2021). They have legalized about 1,020,000 lands for 33,000 families (FEPP Social Group, 2021). And, finally, they have provided 24,760 families with healthy water (FEPP Social Group, 2021).

### **3.8 How international funds are raised**

FEPP has several ways to cover costs. First, one of the sources of funding is international cooperation. FEPP has relationships with different NGOs in partner countries that rely on the institutional work that FEPP carries out (Toral, 2021). Although they do not finance one hundred percent of its activities, they do cooperate with a large percentage, around fifty to sixty percent of the total (Toral, 2021). "The difference of this cooperation is that we do it with our own resources, that is to say, we generate our own resources through the sale of services and consultancies (Toral, 2021). They also generate their own activities in the different localities of the country that allow them to finance the differences that correspond to them (Toral, 2021). "In other words, not everything is international cooperation. If it is enough, it is a significant percentage, but also in the case of our regional Cuenca, it is a significant percentage of our own resources that we have to contribute" (Toral, 2021).

Likewise, countries, embassies, NGOs, higher instances, each institution makes public calls, now through the Internet, which may be linked to European funds or to countries that are part of the European Union, for example. FEPP reviews the regulations of the specific institution that is making the call, and they apply. If approved, they receive funding from there, either with public resources provided by the institution making the call or private resources (Toral, 2021). "Another source of funding is inter-institutional cooperation alliances with local governments" (Toral, 2021).

## CONCLUSIONS

Through the analysis carried out by means of the information gathered in the bibliographic research and the interviews, which has been useful to understand the functioning of NGOs in Ecuador, conclusions have been reached that serve to understand why Ecuador is a volatile country for NGOs and how Fundación OFIS and Fondo Ecuatoriano Populorum Progressio, despite being an organization with the same objectives and visions, have had different relevance in the Ecuadorian panorama during the 21st century.

The conclusions are as follows:

- 1) Non-Governmental Organizations "NGOs" are definitely private non-profit organizations that work in development projects financed by external investors and that seek the welfare of populations in need.

However, although the term NGO emerged only after World War II, the concept or idea behind what an NGO implies is nothing new, because it dates back to many years before the term formally existed. Thus, since the 19th century there were already institutions with altruistic purposes that had an impact in one way or another on national and international politics. Actually, the word NGO arose only to refer to support organizations that did not seek their own benefit but the development of others.

In Ecuador, NGOs had an accelerated growth given that Ecuador is considered to be a developing country compared to other more internationally renowned countries. Although in Ecuador the NGOs have seen since their establishment many governors with different ideas transform the development plans that affected in one way or another the way the organizations work, they never had the need to modify their main objective, which is to carry out non-profit development projects for the country, therefore, they never formally ceased to be NGOs, even

during the period of Correa's reforms, where they were seen as a threat to the state. The NGOs always maintained their NGO status, redundancy notwithstanding.

- 2) The ease with which government cabinets can change laws in Ecuador makes being an NGO quite risky. NGOs must constantly be on the lookout for what new ruler will be chosen and what laws will be put in place to suit their needs with respect to social organizations.

It is not advisable that, during a presidential term, that of Lucio Gutiérrez, the regulations on NGOs were not relevant at all, so little importance was given to these organizations that the amount of international cooperation for NGOs was quite low compared to later years. But it is also not advisable that during the following presidential term, the first one of Rafael Correa, there were three reforms that directly affected NGOs and international cooperation, reform 699, 610 and 982. And even worse that in his next term he introduced three more reforms, 982, 610 and 982.

The fact that there are so many changes in NGO regulations in less than ten years only alienates organizations willing to invest in territorial development projects and makes it difficult for NGOs established in Ecuador because they do not have any security. Just to give an example, an NGO that in 2008 received funding for a 4-year project cannot offer security to the investor that the project will go according to plan because the following year it is very easy for government regulations to change and therefore the way in which the organization works.

At present, the current regulations concerning social organizations are quite clear, which is to be recommended. It is concise, easy to digest and has not been changed since it was implemented. And President Lasso has shown no interest in changing these regulations. This gives security to Ecuadorian NGOs that they will be able to execute their projects in peace and without uncertainty, and to the investors of those projects that they will not have to worry constantly about whether the organizations will be able to continue their work or not. It also means that not only will old cooperants stay, but new ones will be attracted.

- 3) Regarding FEPP and Fundación OFIS, both organizations ultimately have the same objective, which is to provide their beneficiaries with the tools to produce their own development, the good life, generate spaces for citizen participation in the political sphere and national progress projects, and strengthen marginalized groups through territorial development projects. Even so, it is not possible to define whether one organization is better than another, because they emerged in different contexts with the support of different entities and under different parameters. For example, FEPP emerged under the initiative of a person who had relevance within the church, one of the most important institutions in the world, while OFIS, arose as an initiative of a group of young master's students. It should also be noted that FEPP has been in existence for many more years than OFIS, which means that it has had more time to organize itself, strengthen itself and generate important alliances, as well as work on a greater number of projects that benefit important areas of the country.

Consequently, what can be confirmed is that FEPP has more relevance among Ecuadorian NGOs than Fundación OFIS, not only because of the number of years of experience, but also because of the support they have. FEPP has a larger and more organized structure that allows it to cover more territory, and therefore work in more lines of action. FEPP has been able to penetrate more areas of the Ecuadorian region thanks to the support of the church, the mother institution that supports the foundation. It should also be considered that FEPP established its headquarters in Quito, the capital of the country, and being the political center of the region, it is easier to make cooperation and financing agreements than from a southern city, such as OFIS in Cuenca. In addition to that, FEPP's years of life are long, and that always implies more experience and scope. For these reasons, while FEPP only in 2017 carried out around 90 projects, OFIS in 21 years of institutional life has only done between 50 and 60 projects.

In addition to the above, the alliances of both foundations should be considered. FEPP not only manages alliances with NGOs, but also with decentralized autonomous governments or municipalities, while OFIS only had one important alliance. This means that FEPP has a better chance of having its projects accepted



and financed, as well as having more places to apply its development ideas. FEPP has learned to generate cooperation agreements with different institutions, and this allows FEPP to finance more projects. Consequently, while in some presidential periods OFIS had to lower its profile, it was not necessary for FEPP precisely because it had a large number of partnerships.

During the most difficult presidential periods for NGOs, the organization that felt the effects of the reforms the most was Fundación OFIS, simply because it was a much smaller institution than FEPP. OFIS did not have offices throughout Ecuador, nor did it have the support of large institutions, and its working capacity was much smaller. But what really impacted OFIS is that they are only dedicated to development projects and that is why the presidential decrees were stronger for them. FEPP has not only stayed in development projects, but they also have savings and credit cooperatives and a trading company that diversifies the risks that the organization takes, something that OFIS has not been encouraged to do. The fact that OFIS has not looked for other ways to generate income and has focused only on seeking to formulate development projects means that the risk taken by the foundation is too high, and that is why OFIS faces periods of low profile in times when the organizations that finance such projects are not willing to do so. In short, FEPP has managed to remain a large organization over the years, while OFIS still has a long way to go to achieve the same level of relevance.

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## ANNEXES

### **Annex A. Interview with the founder of Fundación OFIS : Patricio Carpio.**

Interviewer: Camilo Carrasco (C)

Interviewee: Patricio Carpio (P)

C: Well, good afternoon. We are with Patricio Carpio, founder of Fundación OFIS. Patricio, I don't know if you can start with a little introduction about what you do, how long you worked at Fundación OFIS and why you founded the Foundation?

P: Thank you Camilo for the interview. Well, the... I am fundamentally dedicated to academia at the University of Cuenca in the Faculty of Economics. We founded Fundación OFIS in 1992 because personally I had already been working in non-governmental organizations and I had developed a... a new vision of development, of social intervention, of social political management, based on the experience with these NGOs that existed here in the Austro and that motivated me to... with other people who were also in...with similar interests, we could generate a space that would allow reflection, that would allow dialogue on local development issues, on social management issues, on political management issues, on democracy issues, on participation, on environmental issues, always crossed by political concerns, fundamentally democratic ones, so in that framework this institutionalization arose and with... immediately there were many options to generate resources to be able to consolidate those initiatives, right?.

C: Could you give us a brief history of Fundación OFIS?

P: Of course. So, as I was saying, in 1992 we and some other people, myself and some other people were following a master's degree in anthropology of development at the University of Azuay and that space also allowed us to reflect in depth on what development is, on what it should not be, on what it should be, on what should be left aside and fundamentally it allowed us to go deeper into a paradigm which is to start from the local actors, from the local communities, to understand their logic and from there to try to strengthen or support their interests, their needs, their aspirations. The dynamics of the communities, of the indigenous peoples cannot be understood with an interview, one cannot understand with a workshop, one can only understand with experience, because it is another logic, it is another world. And I believe that this understanding is fundamental for us as a Foundation to begin to generate other perspectives. And then, we have... along

the way we found many possibilities with international cooperation. First of all, it was the Latin American Institute of Social Research who picked up our proposal on international migration and I must say that at a national level it is one of the first studies, if not the first, that we did on the migration of peasants to the United States from... because the migration boom as we are experiencing now is also taking place in Cañar and Azuay. And then we investigated that and with the help of ILIS with their resources we managed to make a first publication called "Entre pueblos y Metrópolis" (Between towns and Metropolis). In fact, when you promote research on fundamental issues that are occurring in the environment, it gives you... it opens the space and gives you... it gives you recognition in that area, and then the paths are opened. After researching and developing these issues, doors opened and we also saw the need to go... to get involved with interventions, with concrete actions. Why? Because if you go and work with the communities and work with them on certain issues, in the long run they end up asking you and you understand what their deep needs are, and something has to be done, something has to be done to cooperate and strengthen. And in that sense, we got into development issues. But we do not approach development issues from a conventional perspective, that is, generating resources, generating employment, involving them in the market and improving their income. This is very classical, and it is also in line with what the state and the transnationals intend, that is, how to expand markets, how to involve the population that is not articulated to the markets in this sphere, and therefore develop capitalism from a broader, more rational perspective. On the contrary, although we understand that the communities have needs, that they need income, what we have done is also to strengthen their advocacy capacity, their organizational capacity so that they can act at the local level and can talk, dialogue, influence and sometimes confront the state at the local national level on more strategic interests. Environmental issues, land issues, credit issues, production issues, participation issues, etc. that conventional development somehow ignores. So, what we have done in our history is, let's put in quotation marks-"contribute to the empowerment"-we close the quotation marks, of local actors, of communities, of women so that they do not need subsequent periods of intermediaries, but are relevant local actors who can manage their own territories.

C: What are the values and principles of Fundación OFIS? What is the Foundation's profile?

P: Sure... the Foundation basically has as its... as its vision the construction, the development of a much more equitable society, where the different actors have a high level of participation, where they can be the architects of the construction of a participatory democracy and a good way of living. We consider then that working in the Foundation is to empower...to empower the actors so that they are the protagonists of their own development, and that they are not following lines imposed by the state or international agencies, but that they debate, discuss and trace their own path. In this sense, the Foundation's mission is to strengthen the capacities of local actors so that they can govern their territory.

C: Well, you mentioned this before, but perhaps you could elaborate a little more on what are the Foundation's areas of intervention?

P: Well, we started working with... with rural areas: peasant sectors, indigenous sectors, with communities. And there, in a way, we have specialized. So the privileged actor with whom the Foundation has worked is the rural world and the men, women, organizations that arise from there. That is the field of action. But, due to the need to... to broaden our scope of incidence and also due to the demand, we have worked with local governments, we have worked with municipalities, with parish governments, we have worked with central government ministries, with non-governmental organizations and we have also worked with international cooperation organizations. So that is the scope as you will see. It is quite a broad scope in which we have had an impact.

C: If you could, Patricio, classify NGOs into different types, what type would Fundación OFIS fall into?

P: Well, basically we could say that there are organizations that are... social support organizations that are more related to philanthropy, to charity, well, we are not in that scenario. We have other types of organizations closely linked to state processes which have sought to involve the popular sectors, the peasant sectors in a logic of production and consumption in the market sphere and therefore transform their economy, transform their ways of life in what the state intends to integrate them into the national society and in the perspective of capital and the market. We are not in that line either. We are an NGO that we share with others in the country, in Latin America, in the world, in which we seek alternatives to development as it is known. And that is the line we have followed, trying to seek participatory democracy, environmental sustainability, good living, solidarity

economies, peasant economies, popular cultures. These are... the areas in which we have... developed and therefore we are undoubtedly in the... in the framework of the non-governmental organizations that seek alternatives to this capitalist way of life and to the development that... that is generalizing.

C: Do you think that each NGO should specialize in a specific topic or can it cover several areas of work?

P: The approach we take is a systemic approach, it is a complex approach. One cannot specialize in economics, for example, because economics has to do with environmental issues. If you develop aspects of agroecological production, for example, then the environmental issue is linked there. If you are dedicated, if you... if you define yourself as an... an environmental organization, it would mean that you are going to work in protected areas, in forests, in water conservation. But that... the actors, the communities need to link conservation concepts with economic concepts. And, if we work on democracy and all that, we cannot separate the political and participation issues. And in all this, for the management of a territory, we must consider the cultural aspects that are conjugated there. So, a systemic intervention means working on economic, political, institutional, environmental, social and cultural issues. And therefore, I believe that if you specialize in something, you are managing a very biased management.

C: How does Fundación OFIS raise funds for its projects? Where does it get the...the funding for its projects?

P: Well, the starting point is to start from the needs of the communities and the stakeholders, as I told you, or from the demand of the municipalities, of the institutions. If that is the demand then we have to... we have to have an offer to respond to that demand. Therefore, we do not invent projects. Projects are not born in our heads, even if we have a political framework, we have a... a conception of development life, etc. So the demand must be matched with our concepts, with our ethical values, with our democratic values. And therefore, the communities, in dialogue with us, tell us what their interests, aspirations, needs are. Or a municipality asks us to support it in a planning system, etc. Within this framework we formulate the projects and as we have a menu of...of cooperation agencies with which we have already established an agreement, we see their calls for proposals, what they are also asking for, what they are calling for in order to allocate resources. From there we try to match. And if these international organizations

are in the same line as us, we present them the projects, sometimes we win, sometimes they are not considered.

C: What are the international regulations that must be considered, taken into account to... to finance these projects?

P: Well, fundamentally ethics, right? The...the transparent management of resources. That is a fundamental line that the...international organizations demand. Second, there are some issues that are vital in international cooperation, much more so now, for example, the environmental and climate change issues that must be incorporated. You must also have a gender focus, that is, as your project supports the...overcoming of gender inequalities that exist in our...in our realities, then the concept of participation is also...is very present. The strengthening of democracy is another important element. They are not norms, but in some way the international cooperation agencies tell you how their project contributes to climate change mitigation, how their project contributes to gender equity. So almost all the projects are managed according to these principles, which are environmental, participation, the sustainability approach that implies how your project is maintained over time, the gender approach, and I don't know if I am missing any others.

C: What about national regulations?

P: There is no national regulation for non-governmental organizations, except that a non-governmental organization must be non-profit. Yes...and non-profit and without partisan political intervention. So, an NGO cannot do business and cannot promote a political party. So these are some kind of conditions, but this does not mean that you cannot promote democratic participation and this is political, but it is not partisan, right? In fact, in Europe, in the United States there are political parties that have their non-governmental organizations, for example, the German Social Democracy, the Democratic Party of the United States, and an infinity of parties that have their... their NGOs. In the case of Ecuador, for example, the Christian Democracy has CORDES<sup>24</sup>, which does research and so on. But they cannot promote the Christian Democracy, but they will promote it in terms of the democratic principles that they can promote and... through the investigations that they do, but they cannot intervene politically-partisanly, yes?

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<sup>24</sup> Development Studies Corporation



C: Is the way in which you raise international funds the same for other NGOs or does Fundación OFIS only do it this way?

P: I don't know, I don't know, but as I said, there is a regulation. Now, in... in that regulation is that you cannot do business. However, in our bylaws we have the power to do consulting. And consulting... consulting implies that you sell professional services, right? But, as a Foundation, this cannot promote the personal enrichment of the Foundation's members. Because... those funds must go to the Foundation, right? That does not mean that... that in consultancy you have as a technician a fee, right? But the profits obtained from the consultancy as a Foundation are for the Foundation and to be reinvested in... in social development projects.

C: Regarding projects, could you perhaps give me an estimate of how many projects you have carried out since 2000?

P: Since 2000?

C: (nods)

P: Well, we will have developed around 50 projects or more, I don't know, I couldn't give you a number.

C: an exact figure, of course

P: yes... but...

C: And which are the most relevant?

P: I think the most important project we have developed in terms of amounts, which exceeds one million dollars, is in... in Orellana. In the Orellana canton, which was a project to improve the living conditions of the rural populations of Orellana in such a way that they find alternatives to deforestation. And then, they will find sources of life through the promotion of their agricultural and livestock farms and they will not have to cut down the forest, right? That is an important project, other projects that OFIS has been developing since the beginning and I think they are very relevant, at least for our history, are the projects that we have worked with the United Nations. We are sort of external consultants for the United Nations in a program they have called Small Grants Program, which is carried out by the United Nations Development Program, which in turn receives funds from the Global Environment Facility, right? So we have worked there, with around

300 communities and accompanying the projects throughout the project cycle, in all areas of Ecuador. So this has been very relevant for us, a life experience, a learning experience, very important.

C: If NGOs are non-governmental then do they receive public funds?

P: No, they cannot receive public funds. So, you can present a project to the State and the State could not give it to you, because... under what figure? What they can do is to hire you as a service provider, but being non-governmental means that... you are not for profit, right?

C: Speaking now on the subject of the different governments throughout the 20th century<sup>25</sup>, what were the policies on social organizations and the relationship between the government of Lucio Gutiérrez and the NGOs?

P: None. The government of Lucio Gutiérrez has not... has not had any relevance for us, for our development at all. It is a government that, not only with us, but in general for Ecuador has been an insipid government, politically speaking, hasn't it?

C: What about Rafael Correa's government?

P: With the government of Rafael Correa things changed because...that government sought to centralize absolutely everything that implied social management and development management. And then the...the support to the...to the NGOs was absolutely limited, except for some NGOs that would have lent their contingent. But ultimately what they wanted for themselves was not to be intermediaries. So any development cooperation had to go through...through the Foreign Ministry and SENPLADES<sup>26</sup>, and very limitedly to non-governmental organizations. Most of the non-governmental organizations in this period lowered their profile because even international cooperation stopped participating in Ecuador for the most part, due to the fact that Rafael Correa, first imposed certain requirements on them, which basically it would not be bad to propose a form of development for international cooperation, however he proposed... he proposed that Ecuador was no longer a poor country and therefore did not require international

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<sup>25</sup> Interviewer's mistake. The correct sentence is "Speaking now on the subject of the different governments that there have been in the... throughout the 21st century."

<sup>26</sup> National Planning Secretariat

cooperation. And then a lot of cooperation left Ecuador and this left us in a very bad position because the possibility of obtaining resources became more and more difficult .

C: What about Lenin Moreno?

P: With Lenin Moreno there has not been any... no political relationship of support or not support, let's say, to the non-governmental organizations and each one has already had to start... to reconstitute itself in this period, right? Because it is... it is a pity to have to point this out, but the conditions of the country have become very... have become more critical again. And when a country is more... has more poverty indexes, when it has more difficulties in its social and popular sectors, then the NGOs find there a... a space for functioning, a space for functioning. The Lasso government has stated that it will work with non-governmental organizations. It has not set conditions or a framework for intervention and international cooperation is somehow returning to Ecuador.

C: So, based on the latter, what are your projections regarding the relationship of Guillermo Lasso's government with NGOs?

P: As far as OFIS is concerned, what we should be trying to do, this is because there is now a new board of directors to discuss, but the issue is to see how we can not contribute to the model proposed by Lasso but, within the framework of the needs of the communities of local government social organizations, how we can contribute to strengthening their perspectives. That is to say, in a way, to go back to our beginnings in the nineties and position ourselves to the extent that there is no longer anyone to prevent you from carrying out this...this work. And, therefore, I believe that going back to the community is fundamental.

C: That would be all, thank you very much Patricio for the interview.

## **Annex B. Interview to the Regional Coordinator in Azuay of FEPP: Jhovanny Toral**

C: Well, good afternoon (laughs) Jhovanny, how are you? I don't know if to begin with you could tell us who you are, what you do and why...what role you play within the organization.

J: Yeah, how are you? Good afternoon. I am Jhovanny Toral...I work at the Populorum Progressio Ecuadorian Fund Foundation and I am currently in charge of the regional office whose responsibility is to coordinate the regional team, so...I am the Cuenca regional FEPP coordinator.

C: Perfect. What is the history of Fondo Ecuatoriano Populorum Progressio?

J: FEPP was born in 1970, following the promulgation of the encyclical Populorum Progressio<sup>27</sup> which was published in March 1967 by Pope Paul VI. In this encyclical, which translated into English means "the encyclical for the development of peoples", Pope Paul proposed the creation of a world fund with the contribution of the most developed countries in such a way that this fund would contribute... to support developing countries, shall we say? That initiative was not accepted in the global scenario, let's say, and from there the idea of Monsignor Cándido Rada, who was the bishop of Guaranda at that time, came up and he said if we can't create a world fund, let's create an Ecuadorian fund. And the Fondo Ecuatoriano Populorum Progressio, which in Spanish would be Fondo Ecuatoriano para el Desarrollo de los Pueblos (Ecuadorian Fund for the Development of the Peoples) was born.

C: Do you start in Guaranda?

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<sup>27</sup> Encyclical letter of Pope Paul VI to promote the development of peoples.

J: Yes, so FEPP is based in Quito with its main office, let's say, and as the years went by new offices were created under the same legal status. Among these is our office here in Cuenca, but we have our main office in Quito and ten regional offices that are distributed throughout the country to date.

C: What is FEPP's profile, that is, what are its areas of work, its values and principles?

J: Let's see, FEPP has several lines of work. One of these lines of work of FEPP is precisely the strengthening of the community organization, this strengthening of the community organization is accompanied by training, support, technical assistance, ensuring the good functioning of the community organization, reflecting on the community organization and the impact it has on the national and local scenario, which is one of the lines, isn't it? The other line is the issue of...the...local financial structures. We support the creation of savings and credit banks, community banks and savings and credit cooperatives. Obviously, now that the regulations are making it more and more difficult to create them, but we continue to support their strengthening, yes? That is to say, with the idea that each of the communities where we are working can generate their own savings and credit structures that contribute to financing the development of their productive activities and therefore contribute to the development of their communities, of their territory, taking care that these economic resources do not go to the big cities and therefore are lost in this area, shall we say? The other line we are working on is the issue of agricultural production, yes? For this purpose we developed a methodology called "SIPAS" (Integrated Sustainable Agricultural Production Systems) and... with the idea that producers in rural areas, which is our reason for working, have a process of training, planning, advice and support to improve their products... their production processes and, as far as possible, we contribute with another line of work we have, which is the issue of adding value to the agricultural production of peasant farmers. That is to say, dairy products, sugar cane products, cocoa products, some activities related to tourism, community tourism in some regions, the issue of adding value to fishing, everything that has to do with organic production, which has to do with the production of preserves: jams, pulp and that kind of thing, right? The other line with which we are working as a social group FEPP, yes, we have several teams, is the issue of occupational training or

occupational training processes. These training or occupational training processes are done with our training arm which is the Fundación Educativa Monseñor Cándido Rada "FUNDER", so with them we have about sixty occupational careers with which we are working, right? And these processes are accredited or validated by the Salesian Polytechnic University and we are currently managing the certification with the Technical Secretariat of Training of Ecuador, SETEC<sup>28</sup>. The other line that... we are working with... the credit issue, right? In...the...the...the fund was born as a credit fund to support farmers to access land and carry out their productive processes. That credit fund was later transformed into a savings and credit cooperative which was Codesarrollo and as the regulations have been changing and the demands of the situation and social changes have also forced us to transform ourselves, that initial fund became what is currently Banco Codesarrollo or Banco Desarrollo de los Pueblos, yes? So this is the financing arm of FEPP...let's say, the one we have. We currently have 22 agencies distributed in the...in the country, shall we say? The other line that we have worked with and continue to partially support is the issue of access to land. That is to say, there are a lot of people in rural areas who do not have land and are not in conditions to give up their land, and therefore...and...we help them, let's say, with accompaniment, advice, training and in some cases even with financing so that they can have access to land. The other sub-line is the issue of land legalization, isn't it? That is to say, as the peasants who do not have their lands legalized, we have contributed to legalize their properties, their lands, let's say, so that they have their deeds, their plans, with...with the documents that support the property, let's say, right? The other line we are working with, although not at a national level but in some localities, is the commercialization of peasant agricultural production. So we have a line of local commercialization and also export, yes? So this instance is called "Camari", which in Spanish means "gift", right? So Camari is the training arm...let's say of eating...of commercialization of the peasant organizations in the national scenario, let's say? And we also export some products with quinoa, barley rice, sugarcane derivatives, and other products as well, right? And finally we have a line of...which is the issue of...support so that farmers can have access to tools and equipment at a lower cost. So we have an import line of tools and equipment for agricultural production. With which we would contribute in some way so that farmers can reduce their production costs by

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<sup>28</sup> Technical Secretariat of the National System of Professional Qualifications

having access to cheaper equipment, shall we say? These are the lines we are working with from the social group FEPP.

C: Well... I believe that one of the most important sectors of intervention is the rural sector, peasants....

J: yes

C: Are there other sectors of intervention with which FEPP works?

J: Let's see, FEPP is...in its origins, even in its statute we talk about working with people preferably organized from the urban-rural sector, let's say from...or urban-marginal, let's say in some cities, from the rural sector, basically, no, yes? peasants and afro-descendants and montubios with whom we are strong, let's say, right? And in some towns, especially in the central and northern highlands and partially in the southern region, we also try to work with people who are not only peasants but also indigenous people. So that is our reason for existence, shall we say?

C: I mean, if you could define types of NGOs: environmental, agricultural, labor, how would you define FEPP? What type?

J: FEPP is a multidisciplinary NGO. It is not specialized in something specific. As we can see we have several lines. They are different, but they are complementary, right? We are not focused on a single action.

C: Do you think NGOs should specialize in one area of work?

J: More than a personal opinion of mine on how it should be, it is rather the dynamics that each institution takes as time goes by, let's say, isn't it? Then, there will be NGOs that, due to their dynamics, due to the changes that arise even in the field of cooperation, it is a matter of adapting, shall we say? In our case, FEPP works as we have told you, with multidisciplinary teams with financial and administrative autonomy in each of the regional offices.

C: How does FEPP raise international funds to finance a program?

J: Let's see, FEPP... I would rather talk about how the services provided by FEPP are covered, yes? FEPP has, as we were saying, several lines with which we provide services to the poorest people in the country, right? And from there we have... we have several ways to cover our costs, yes? And the services and programs and projects with which we intervene in the territories. Obviously one of the sources of financing is international cooperation, yes? So FEPP has several NGO institutions in other countries allied to... and that trust in the institutional work we have developed during these 51 years of institutional life. So, they continue trusting in our proposal, in our actions, in our activities and it is a mechanism, shall we say? Obviously they do not finance us one hundred percent as it would be desirable, but let's say a large percentage, right? We are talking more or less about fifty to sixty percent of all the costs, shall we say? The difference of this cooperation is made with our own resources, that is to say, we generate our own resources through the sale of services, consultancies, we generate some of our own activities within the...of the localities of the country that help us to finance these differences that correspond to us. That is to say, not everything is international cooperation. If it is enough, it is a significant percentage, but also in the case of our regional Cuenca it is a significant percentage of our own resources that we have to contribute, isn't it?

C: Perfect, regarding, well, international cooperation...



J: And the, sorry, and the...and the other source are the issue of alliances or inter-institutional cooperation agreements with the local governments that are in the territories, let's say?

C: With local governments...

J: Ajaaamm

C: Well. Regarding international cooperation, which is exactly the subject I am graduating from...do you take into account any international regulations or do you consider any international regulations for the realization of your projects?

J: Let's see, every institution that makes a call for proposals, they are public calls for proposals, aren't they? Now with the whole issue of technology and the Internet, which has been reactivated with much more strength due to the pandemic, everything is online. So countries, embassies, NGOs, higher instances make their calls for proposals and in some cases, for example, if they are calls for proposals linked to...to European funds or to countries that make up the European Union, then they have a specific regulation on how, with what and under what parameters, right? In the same way, if we talk about German cooperation, for example, they have a type of internal regulation, each institution, shall we say? If it is the cooperation from ca... from, from, from country to country there is a regulation, even in the country there are international agreements that the country has approved, let's say, to carry out international cooperation with public resources. Another thing is international cooperation with private resources and another thing is international cooperation with public resources to entities, private NGOs, let's say. So each one has a defined institutional regulation to which the local or national counterparts have to respond if they agree or not with that regulation or with those requirements.

C: Just talking about public resources, if NGOs are non-governmental, why do they receive public money?

J: Let's see, in the country, yes? By regulation, let's say, public resources are precisely public. In our case, we have not received any public resources from FEPP, right? The public resources I am talking about are from international cooperation, right? The public resources here by regulation cannot be delivered for a particular benefit. If FEPP receives public resources we have to comply with all the internal regulations related to the use of public resources. And this is done through agreements that are also established in the law, shall we say? So these are resources that do not come to the institution, but the institution becomes an intermediary so that the resources that are in the public sector go to the organized peasant sector, shall we say?

C: Regarding national regulations, what... what norms, what laws should your Foundation also consider for the development of the projects?

J: Let's see, there are several... there are several regulations, let's say, that are in place, yes? And in some cases they are decrees, right? For example, if we are going to receive, to review let's say...I am not only talking about Cuenca, I am talking about the country in general, right? For example, if we are going to review PETROECUADOR's regulations, they have a specific resolution to make this type of agreements, let's say, to finance social project programs specifically, yes? If we talk about the Municipalities, they have their internal regulations, besides the organic code...of territorial...organization, autonomy and decentralization which is the COOTAD. There is the Organic Code of...of Planning and Public Finances, yes? in addition to their internal regulations, let's say, right? If I remember correctly, there is also something related to the Law of Popular and Solidarity Economy, yes? So, the regulations for accessing public sector resources are sufficiently explicit, in addition to the regulations, let us say, that there are. And also, obviously, the prohibitions that exist. When the law forbids a private person to go to the public sector and say give me the resources, that is forbidden by law. But if the social association, the social organization, the non-profit organization, the organization with a social purpose, yes, duly justified, is going to have access to public resources, there is no problem because it is justified that it is an organization with a (inaudible) and non-profit purpose. So there is no problem, the only thing to do is to use those resources in compliance with the

existing regulations, shall we say? And this... part of this regulation is obviously controlled through the General State Comptroller's Office and also the... the use of these resources with the Organic Law of Public Procurement Service.

C: Perfect. Well...since what year have you been working for FEPP, excuse me?

J: I have been working for FEPP since 2004.

C: What is the approximate number of projects that FEPP has worked on since 2000? And in which area? well, we know that the area in which you have worked the most is the rural sector as you told us before, and what are the most relevant and largest scale projects that you have done?

J: At the national level.

C: At the national level.

J: Let's see, I only see a report (laughs).

C: (laughs) Thank you very much.

(Jhovanny then proceeds to stand up to get the report and sits back in his chair with a 2017 report).

J: No, I don't want to give a specific, but....

C: There are quite a few...

J: Let's see, let's only count this year...

C: (laughs)

J: (Proceeds to count the number of 2017 projects) 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18 (begins counting in inaudible voice) 23, 24, 25, 26, 27, 28, 29 (again counts in inaudible voice) 43 (this time counts silently) In 2017 alone there are 90 projects.

C: (with astonishment) Ninety projects in 2017 alone? I mean, at this point, it is very complicated to count everything.

J: No, impossible.

C: And maybe there's a way for me to get one of those? Do you have them on the web?

J: This is only from 2017.

C: 2017, is that an annual report?

J: An annual report. We normally make a report every year, shall we say? What we have not done now because of the economic situation is to publish it, right? So 2018, 2019 to 2020 we have not published it. But this one for 2017, yes, yes, yes, we have managed to publish it, shall we say?

C: Of course.

J: So if we want a reference of FEPP's work, that is let's say a....

C: Do you have numbers of beneficiaries...?

J: Everything, everything.

C: It's a full report, and this is on your website, all these reports or...?

J: I don't know if it's all there. But let's see. Let's check it now (proceeds to enter the web page from his computer).

C: (Reviewing the physical report) It's a crazy thing. (Seconds of silence while Jhovanny searches in his computer). Well, maybe the most important ones you remember? The ones that have generated the most impact.

J: The...one of the ones that has had the greatest impact is the issue of access to land.

C: (mumbling) the land access one. Since what year have you been working on that?

J: Let's see, we have been working on that all our lives. Yes, but we have supported so that more than one million...hectares are...passed into the hands of the peasants, right? More than one million five hundred thousand hectares legalized in the hands of the peasants. (He continues searching in his computer).

C: Well...

J: The commercialization issue is another project that is one of your most important, relevant...

C: Aha. From your work axes.

J: Yes. Another project that... another proposal, as a program that we have is the issue of integrated agricultural production systems, which has to do with the issue...

C: Can you repeat please?

J: Of the systems, of the SIPAS.

C: To the SIPAS

J: Integral agricultural production systems that have to do with the contribution of families to guarantee, in one way or another, the food security and sovereignty of their families, their organization, their community.

C: And these are all projects that you maintain and will maintain...?

J: All my life...

C: The whole existence...

J: It is a proposal that we still have, yes?

C: And is it...are these projects funded with all the funds you told me about earlier?

J: In the same way, yes, (stops looking at his computer) so on our web page there we found some information. Well not all the reports are there, it is only up to 2015.

C: But it is quite a lot.

J: 2014, 2013 and 15.

C: Perfect.

J: Yes? (proceeds to speak in a low voice) 2013, 14, 15. There is a little bit of our presentation and some publications about the orientations that we have or had...

C: That's exactly where I found you, on the website.

J: Ya

C: I found your email...

J: Ya

C: Well, moving on to the next question, this is a personal issue, do you consider that NGOs are important for the development of a country?

J: I'm sorry I didn't catch your drift...

C: I repeat, do you consider that NGOs or social organizations are important for the development of a country?

J: Let's see, no... I would not consider them as important, I would consider them as a necessity, yes? Because they are important, but it is necessary for people to organize themselves, to articulate themselves, to link themselves to the development processes. So that with this organization they can fully exercise their rights, fully enforce their rights. In such a way that the public or governmental entities feel the need to have an impact on... and affect the structures we have now in the country, which are designed for one in the middle of others. Therefore, it is necessary that social organization continues to exist, that community organization continues to exist, that these articulating processes for the promotion of agricultural production continue to exist, that we continue to think about organic and agroecological production, taking care of the environmental issue, or... with measures of adaptation and resilience to climate change, which is doing us so much harm now, let's say, right? So thinking about sustainability for...not for our generation because in the end the years will go by and we will no longer be around, but thinking about environmental sustainability for future generations.

C: Perfect. Well, that's it, Jhovanny, thank you very much for your time, thank you very much for the interview. And I hope you continue to exist for another 51 years.

J: (laughs) I wish, I wish.

C: Nice to meet you Jhovanny.



J: Done, it was also a pleasure for me.

(the interview was cut off and we began to talk about the lines of international cooperation in private, but then Jhovanny allowed me to record him again).

J: International cooperation is the issue of, from the public sector, which is duly regulated, and even included as a competence of the autonomous de...decentralized governments included in the Constitution and in the COOTAD. Let's say, shall we say? Then, one of the competencies of the municipalities, provincial councils and parish councils is to carry out international cooperation. That is why in many of the municipalities areas or departments were created to be considered as international cooperation, right? And the other line of international cooperation is linked to the issue of NGOs, or non-governmental organizations. Which are not necessarily only the Foundations, yes? There are the Foundations, there are the social or civil society organizations, there are the or... there is the cooperative sector itself, for example, there are the networks of cooperatives, they are non-governmental organizations that can have access to international cooperation. It is not only the Foundations, shall we say?

C: Of course, for example, I reviewed Decree 196 I believe it was, issued by Lenin Moreno and it also included corporations within social organizations. And usually one has the idea that a corporation is a for-profit entity or...or economic entity for profit. So it is interesting what you are telling me because usually one has only Foundations as within the NGO.

J: Sure.

C: Or large unions between...between certain international entities.

J: That's right.

C: Well (the interview is definitely over).

### Annex C. Fundación OFIS Projects

FUNDING ORGANIZATION	PROJECT/CONSULTING	AMOUNT (\$)	YEARS
UNDP Ecuador: GLOBAL ENVIRONMENT FACILITY SMALL GRANT PROGRAM PPD/GEF-GEF	Conservation of western forests.	45.000,00	200-2002
	Biodiversity management in Ecuador at the community and local levels	12.500,00	2002-2003
	PPD Project Congress	32.320,00	2003-2004
	Biodiversity management in Ecuador at the community and local level.	16.297,00	2003-2004
	Technical support for North Block 2004 projects	39.710,00	2004-2006

	Monitoring and technical accompaniment of micro-projects financed by the small grants program.	Not specified	2006-2009
	Fifth operational phase of the PPD	Not specified	2010-2011
UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)	Building bio-corridors for Good Living: capacity building in the four territories of the Fifth Operational Phase of the PPD.	150.000	2012-2015
MINISTRY OF THE ENVIRONMENT - PATRA / MUNICIPALITY OF CUENCA	Integral management plan for green areas in the canton of Cuenca	15.000,00	2001-2001

<p>BID - MINISTRY OF PUBLIC WORKS</p>	<p>"Management and Conservation of Flora and Fauna of the Sural Forest and buffer zones in the Molleturo Parish, Cuenca canton, in the area of the Cuenca - Molleturo - El Empalme highway, Azuay province.</p>	<p>39.985,00</p>	<p>2001-2002</p>
<p>USAID-ARD AND MUNICIPALITY OF AZOGUES</p>	<p>"Design and Implementation of the Recovery Plan for the Natural Scenic Landscape of the Burgay River Banks".</p>	<p>33.994,00</p>	<p>2003-2003</p>
	<p>"Implementation of the Components of: Citizen Participation, Environmental Education, Communication and Institutional Strengthening of the Project for the Recovery and Protection of the Natural Scenic Landscape of the Burgay River - Azogues."</p>	<p>32.549,44</p>	<p>2003-2004</p>

NATIONAL COUNCIL FOR THE MODERNIZATION OF THE STATE - CONAM	Evaluation of the social, economic and environmental impact of pilot projects in the electricity sector - PROMEC.	100.350,00	2006-2006
MINISTRY OF ENVIRONMENT / WORLD BANK	National System of Protected Areas	17.000,00	2007-2007
COSUDE-FOES - MUNICIPALITY OF NABON	"Desarrollo Agropecuario Nabón".	1'054.022,00	1999-2003
INTERAMERICAN FOUNDATION - FIA	"Empresa Artesanal Chordeleg"	250.000,00	1999-2001
INTERMON	"Chordeleg Agribusiness Development".	220.950,00	1996-2003
ECUADORIAN CANADIAN DEVELOPMENT FUND (FECD)	Sustainable Rural Development of the Tablada De San Placido sector, Province of Manabí.	205.894,00	1999-2003

<p>POVERTY REDUCTION AND LOCAL RURAL DEVELOPMENT PROJECT - PROLOCAL</p>	<p>Feasibility and final design of the project to strengthen the Regional Federation of Associations of Small and Medium Ecological Coffee Producers of Manabí, for the sustainable commercialization of coffee in the cantons of Jipijapa, 24 de mayo and Santa Ana.</p>	<p>10.000,00</p>	<p>2003-2003</p>
	<p>Strengthening FECAFEM for coffee production and marketing</p>	<p>204.233,00</p>	<p>2003-2005</p>
	<p>Participatory formulation of strategies for institutionalizing local planning processes.</p>	<p>10.429,44</p>	<p>2005-2005</p>
	<p>Institutionalization of local planning processes and strengthening the management capacity of local stakeholders.</p>	<p>7.280,44</p>	<p>2005-2005</p>

INTERNATIONAL SOLIDARITY	Peasant Agroenterprises in the Ecuadorian Austro. Sustainable Agricultural Alternatives in the Canton Nabón, parishes Las Nieves and El Progreso.	486.613,19	2001-2003
EMERGENCY WORKS PROGRAMMING COUNCIL - COPOE - MUNICIPALITY OF SEVILLA DE ORO	Community environmental management studies in the Sevilla de Oro canton in the middle basin of the Paute river.	52.852,00	2004-2005
LOCAL PROJECT - MUNICIPALITY OF SEVILLA DE ORO	Agroecological production program in the canton of Sevilla de Oro	€ 229,815 EUROS	2007-2009
ESQUEL FOUNDATION	"Indigenous and Mestizo Ecuadorian Participation and Local Governance".	41.699,00	2005-2006
	"Implementation of a Management Transparency and Access to Information program in the municipalities of Nabón and Chordeleg".	61.599,00	2005-2006



	"Promotion of the Self-Development of the Municipality of Chordeleg through a Participatory Model of Local Economic Development (PADEL)."	21.125,17	2007-2008
	"Strengthening of transparency and social control mechanisms in Alternative Local Governments of Ecuador. Canton Chordeleg".	9.800,00	2008-2008
POVERTY REDUCTION AND LOCAL RURAL DEVELOPMENT PROJECT - PROLOCAL	Participatory formulation of strategies for institutionalizing local planning processes.	10.429,44	2005-2005
	Institutionalization of local planning processes and strengthening the management capacity of local stakeholders.	7.280,44	2005-2005
PROLOCAL - MUNICIPALITY OF THE CANTON OF SANTA ISABEL	Elaboration of the database and web page of the municipality of Santa Isabel.	3.400,00	2006-2007

SI SE PUEDE PROJECT - USAID ECUADOR	Observatory of Public Policies in the Province of Azuay - OPPA	45.002,74	2005-2006
FONDO MINKA CHORLAVI (Chile)	Community Innovations for the management and conservation of natural resources and the improvement of the quality of life.	15.000,00	2001-2002
International Competition 2004	"Weaving a Name. The Experience of the Women Artisans of the Centro Agroartesanal Chordeleg - Ecuador".	14.990,00	2004-2005
SOCIAL INVESTMENT FUND OF ECUADOR	Monitoring and evaluation of FISE projects in the provinces of Azuay, Cañar, Loja, Morona Santiago and Zamora Chinchiipe.	111.745,92	2004-2006
GLOBAL ENVIRONMENT FACILITY PPD/GEF SMALL GRANTS PROGRAM	Biodiversity management in Ecuador	3.500,00	2006-2006

<p>RED CÁNTARO, ILDIS, DED, ESQUEL, AROG, INTERCOOPERACIÓN, PROLOCAL, UNIVERSITY OF CUENCA, MUNICIPALITY OF CUENCA, COPOE, PROVINCIAL GOVERNMENT OF AZUAY.</p>	<p>Latin American Meeting on Local Development</p>	<p>110.404,00</p>	<p>2005-2005</p>
<p>ILDIS, ESQUEL, FIA, SENAMI, MUNICIPALITY OF NABON, IDD, ONWARD, CONCOPE - AECID, PROLOCAL, UNIVERSIDAD DE CUENCA, MUNICIPALITY OF CUENCA, LOCAL PROJECT, PDDL - INTERCOOPERATION, CG PAUTE - PROJECT FOR THE DEVELOPMENT OF THE PAUTE RIVER BASIN, SENPLADES, UNIVERSIDAD DEL AZUAY, UNIVERSIDAD DE CUENCA</p>	<p>Latin American Meeting on Local Development: Innovative management of territories; decentralization, competitiveness, participation.</p>	<p>110.404,00</p>	<p>2007-2007</p>

NATIONAL SECRETARIAT OF MIGRANTS - SENAMI REGIONAL AUSTR	Elaboration of a brief virtual diagnosis on training and capacity building needs.	3.000,00	2008-2009
EUROPEAN UNION - PASS PROGRAM	Participation, oversight, transparency and dialogue towards a social, solidarity-based and sustainable economy (national development plan 2009-2013)	Not specified	2011-2012
BID - MUNICIPALITY OF CUENCA	Final evaluation of the project for the recovery of central areas and support for Cuenca's land use planning.	Not specified	2010-2011
INTERNATIONAL ORGANIZATION FOR MIGRATION IOM	Youth Employment and Migration Program to reduce inequality in Ecuador	14.000	2009-2010
AECID-CONCOPE	Decentralization, territorial management and citizenship building in the new Latin American context.	Not specified	2009-2009
UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)	Support to the United Nations system in the production of the progress report on the cooperation framework 2010-1014.	31.966	2012-2013

HABITIERRA FOUNDATION	Land Management Plans for 49 rural parishes in the province of El Oro.	49.000	2012-2012
NATIONAL ENDOWMENT FOR DEMOCRACY (NED)	Construction of an indigenous agenda of Good Living -Sumak Kawsay- with the Cañari and Saraguro nationalities of Ecuador.	Not specified	2013-2013
	"Democracy, Participation and Rights of Good Living: the voice of peoples and nationalities of Ecuador".	56.183	2014-2015
Peace and Solidarity - Cáceres Provincial Council (Spain)	Identity and development with the Andean indigenous organizations of southern Ecuador (Kañari people).	6450 Euros	2013-2013
INTERNATIONAL SOLIDARITY OF THE BASQUE COUNTRY	"Promotion of forestry declaration and forestry alternatives in Orellana, Ecuador."	1,100,000 Euros	2015-2017

UNDP-GEF-SMALL GRANTS PROGRAM	"Providing strategic support to territories and areas conserved by indigenous peoples and local communities (ICCAs) in the Biocorridors of Good Living".	50.000	2017-2018
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