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**Creation of a Strategic International Cooperation Plan for
the Autonomous Decentralized Government of Gualaceo.**

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DEDICATION

This graduate thesis is dedicated to all the people that have contributed to my personal and professional growth. To my parents and grandfather, for their teachings, rectitude, patience, unconditional support and love. To my brothers, for their struggle and perseverance. To J.P.L.G. and all the members of "Lulululuy" and "Ajio Ajio", for their advice, support and above all their friendship.

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ABSTRACT

This graduate thesis seeks to develop an international cooperation (IC) plan for the local government of Gualaceo. This thesis analyzes: international relations theories and concepts, as well as decentralized cooperation in Ecuador and the experiences of other local governments. Subsequently, the Ecuadorian normative body on IC, the institutional context of Gualaceo, and the role of the canton regarding international cooperation and its previous experience are analyzed. Finally, a proposal for a strategic cooperation plan for Gualaceo Gualaceo based on the creation of a municipal unit responsible for IC and its functions is made.

INTRODUCTION

International cooperation is a tool that can be used by local governments to further development. In Ecuador, decentralized autonomous governments have the power to manage international cooperation; however, most municipalities including Gualaceo do not have a unit in charge of fulfilling this function.

After completing four years of the International Studies program, the academic and development knowledge acquired can not only benefit Cuenca, but other cantons. The city of Cuenca has a municipal department in charge of international cooperation. So the decision to develop a strategic international cooperation plan for the decentralized government of Gualaceo was taken considering the proximity. This is the general objective of this work.

This research work had three specific objectives that were met with the development of each chapter. The first specific objective is "to analyze the theories of international relations and their application in international cooperation, taking into account other IC models for local governments". Chapter one, in the theoretical framework, takes into account important theories of international relations, analyzes the phenomenon of cooperation from these perspectives, defines how CI will be considered for this research, analyzes what global cities are and the concept of location. In the same chapter, the state of the art studies the decentralized cooperation in Ecuador, what the SETECI was and the experiences of the local governments of Medellin and Cuenca.

The second specific objective is "to identify the problems and needs of the Gualaceo canton, in regard to international relations". This chapter is divided into four topics: in the first, the Ecuadorian regulatory framework is analyzed to determine the

authority that Gualaceo has over the management of international cooperation; in the second topic, the institutional context of the Gualaceo canton is studied in order to determine the needs and situation of the canton. The third issue is the proactive or passive role of the canton regarding international cooperation and determines in which cases it can fulfill one role or another; The fourth topic is the experience of international cooperation that has taken place in the canton, which is analyzed to understand how it has worked.

In order to carry out chapter two and three, three interviews were conducted (two with workers of the Department of International Relations and Cooperation of the municipality of Cuenca with extensive experience in this field and one with the director of Planning of Gualaceo, Roberto Jiménez). A meeting was convened with an assembly of more than 100 artisans, with approximately 30 people actively contributing. Finally, I attended the "First Annual Meeting of the Intermunicipal Network of International Cooperation and Internationalization of Cities", organized by the Association of Ecuadorian Municipalities (AME).

The third and last specific objective is "To generate a strategic international cooperation plan for the GAD of Gualaceo". In this chapter, seven proposals were made. The first proposed the creation of a department in charge of managing decentralized international cooperation through six operational areas. The remaining proposals correspond each to an area of operation of the department. This thesis fully met the general objective and the specific objectives of this research.

CHAPTER 1: THEORETICAL FRAMEWORK AND THE STATE OF THE ART

1.1.- Theoretical Framework

1.1.1.- Theories of International Relations and International Cooperation

A theory is a speculative knowledge considered independently of any application (Real Academia Española), used as an analytical tool to explain phenomena that happen in a general way. If this is applied to International Relations, a theory can be considered as tools that provide general explanations about various phenomena that occur in the International Community. They are based on repetitive patterns and causes and effects are determined (Prado, 2016).

There are no theories about international cooperation (IC). However, it can be considered as a phenomenon of International Relations; therefore, it can be analyzed from different perspectives according to the international theory that is used and the particulars of each case (Prado, 2016). Next, IC will be analyzed based on the main theories of International Relations.

1.1.1.1.- Realism

Realism poses an international system made up of states, which are in constant conflict to obtain power. This means that countries act based on their interests. By gaining power they will survive, be autonomous, dominate, propagate and satisfy

their own and their people's needs. It is determined that human nature is selfish and competitive, so states act in the same way (Chiaruzzi, 2012).

Power in the international system would never be equitable; on the contrary there are entities that predominate and have influence over others. But there will always be more than one country that has predominant power, so a State would never have complete control of the international system. Power would be concentrated on opposite poles or several poles, that would be considered the strongest and that would lead the world processes.

One of the main characteristics of realism in political relations between states is the Zero Sum Game (Chiaruzzi, 2012), a power relationship based on win-lose; meaning that the gain of one entity is the loss of the other. In other words, there is no win-win.

How would international cooperation be interpreted from the realism perspective? It could be considered as a policy or strategy by which one State tries to influence another. IC would be a resource of power to achieve their interests (Prado, 2016). However, in international cooperation there is a structural power relationship; if one of the entities does not exist, neither does the power of one over the other exist. In international cooperation, the country with more power would be the donor and the State with less, the recipient. However, the recipient may or may not accept the terms of the other party, thus diminishing the power and control of the donor State (ibid).

Based on these considerations, it is worth noting that international cooperation according to realist theory would be considered as a tool to replicate inequity schemes (ibid) of the countries considered developed (North) and developing (South). In addition, according to Hans Morgenthau international aid can be a mechanism to bribe the governments of other countries, thus achieving their goals (Morgenthau, 2015).

1.1.1.2.- Liberalism

Liberal theory is based on idealism. It has a positive outlook on the human being. By nature humans associate and cooperate for mutual benefit. International entities act in the same way. This theory looks at the international system as a set of several entities; the States, with an important role, the people, social movements, multinationals, International Organizations, and Non-Governmental Organizations, among others (Richardson, 2012).

Liberalism is characterized by defending international cooperation because through it, common goals or mutual interest can be achieved. In addition, for the liberals there is the *Non Zero Sum Game*, a relationship between entities in which as a result of their efforts both sides win, a win-win relation. It should be added that this theory attempts to propagate democracy, the defense and guarantee of human rights, international responsibility and interdependence in the international system (ibid).

In line with the above, from a liberal perspective, international cooperation could be considered as a positive tool in international relations. Through this strategy, it contributes to the development of all countries and fights against poverty. It is also worth emphasizing that because there are different entities within the international system, they can cooperate with each other. For this reason, International Organizations are perfect platforms to manage cooperation or to provide it; a clear example can be the United Nations (UN), an international organization that cooperates with various entities, and several countries coordinate international assistance in its sessions.

Using the analysis of this theory, international cooperation can be defended, because it is regarded as the general solution to any international problem. However, it could be said that international cooperation is either a tool, a public policy or a strategy

that, when used well, can collaborate with development. Likewise, it can be deduced that liberal theory recognizes the diverse levels of government, their diverse needs and also decentralized international cooperation as a positive mechanism, all in favor of human beings and the satisfaction of their needs.

1.1.1.3.- Economic Liberalism

Liberal theory in an economic and international field raises, in a general way, individual freedoms and rights. Among freedoms is the freedom of expression, choice and market, but also free trade and free enterprise. The human being is seen as a selfish being, so humans will seek their own benefit or prosperity and this will produce the prosperity of the rest; as a source, when the highest level is filled, the next level begins to fill and thus continue to the next levels. The role of the State with respect to freedoms, must be null or minimal. State regulations are considered negative for the economy and the welfare of the people. Capitalism is projected as a system that self-regulates, creating goods and services (SMITH, 2008).

This liberal theory looks at State, government or institutions as entities that almost never intervene, so it is assumed that international cooperation would be an external intervention in political and economic relations. In other words, if development is found in the free market, international cooperation would be detrimental. This discourages development and causes the loss of capabilities (Prado, 2016).

1.1.1.4.- Critical Theory

Critical theory takes into account Gramsci, the Frankfurt School and Marxism, to analyze the dominant social structures, their relations of power, the generation of hegemonic ideas and the world order. However, the purpose of this theory is to understand the reality and change it to allow emancipation, freedom and thus a more

just world. According to this theory, it is possible to rethink the international order as it is known today, how is it that the status quo was reached and what can be done to change it (Barbé, 2015). The critical theory is looking for a structural transformation to continue with the processes of historical change. As Robert Cox indicates, "there is nothing in the world that should remain unchanged" (1981).

It is important to mention the differentiation that Robert Cox provides, because it distinguishes the critical theory from the "problem solving theories." In the "problem solving theories," realism and liberalism assume the international community as it is including its power relations. These theories are limited to solve the problems that arise according to its operation. The theories make the world appear normal and legitimize power relations, inequality, oppression and injustice in the world. On the other hand, critical theory is based on the analysis of the social structures used by developed countries to maintain a world order in favor of their interests. It also criticizes the origin of the established order, the hegemony in the international system and its relations or structures of power (Barbé, 2015).

Continuing with this idea, this theory questions the world order, the hegemonic ideas of political organization and the very conception of the State after the Treaty of Westphalia. It is even considered that the Nation-State is not a natural entity of the international community, as is the human being. Critical theory takes into account other entities within the International Community, in general civil society and different types of human groupings (Barbé, 2015). Adding to this, Cox aims to reveal the hegemonic ideas, as well as their effects on the reproduction of dominant and unequal structures, such as the North-South relationship (Cox, 1981).

How can international cooperation be understood from the perspective of critical theory? It would be a mechanism used by the countries of the North to promote its interests, reinforcing the dependence and underdevelopment of the South compared to the North. Traditional international cooperation is an instrument that strengthens unequal structures in the world. The development, autonomy and well-being of a

State are jeopardized by accepting traditional international cooperation. However, at present there are various types of cooperation, such as South-South cooperation and decentralized international cooperation, among others, that could be the solution to fight hegemony. The IC must be analyzed from different perspectives according to the particularity of each case, since the intentions of different entities cannot be generalized. It could be concluded that non-traditional IC could be a solution to this problem raised by the critical theory.

1.1.1.5.- Approach of the theories on International Cooperation

For this research work, various aspects of international theories will be taken into account. First, there will be a liberal perspective, which is a positive view of human nature in which human beings associate and cooperate for mutual benefit. In addition, it is believed that in cooperation processes there is the Non Zero Sum Game, which is a win-win between the parties involved. It is also considered that international cooperation is a very feasible tool for the different entities, because with it the desired development can be achieved. International Organizations and institutions, among others, will be valued as opportune platforms to manage international cooperation.

Realist theory will not be considered for this research because its focus on international cooperation is negative. However, some deductions from critical theory will be discussed. This theory poses traditional international cooperation as a strategy of the countries of the North to reproduce and promote unequal structures and the maintenance of power based on their interests. That is why the entities involved in international cooperation must be rethought; they are not only central governments, but the different levels of government, non-governmental organizations, civil associations, universities, communities, civilians and others that can participate in international cooperation. In addition to these, traditional international cooperation should be reconsidered.

As a conclusion, this research work will seek to propose a strategic international cooperation plan for the decentralized government of Gualaceo; in other words, it will seek efficiency, leadership and continuity in these processes.

1.1.2.- Perspectives of International Cooperation

International cooperation is understood as the mobilization of financial, technical and human resources, involving two or more entities of the international community in order to solve particular problems of development, the improvement of capacities and the well-being of people (Castro). However, this concept of international cooperation has developed over time. One could consider the birth of international cooperation in the year 1945 at the end of the Second World War and the creation of the United Nations Organization. From that moment, there were three determining elements in international cooperation: First, the "Cold War," period in which IC was used mainly by the United States and the Soviet Union. Second, the policy of European countries to cooperate with States that had been their colonies. Finally, the Bretton Woods conference determined the world economic order, where the World Bank (WB) and the International Monetary Fund (IMF) were created. (Secretaría Técnica de Cooperación Internacional del Ecuador, 2014).

In the sixties, a large number of the International Organizations for international cooperation were created. The members of the Organization for Economic Cooperation and Development (OECD) and its Development Aid Committee in Paris, are North countries and they organized themselves to cooperate with the countries of the South (ibid.). It is considered that from that moment on, traditional cooperation was seen as a structure of aid from North to South, with ways or general recipes to solve development problems in the developing countries. Adding to this, international cooperation was applied as a particular way for specific projects and there was no continuous relationship between the entities, usually between central governments. For this reason, it could be considered that traditional cooperation

comes from the North to the South and is carried out to fulfill specific projects without maintaining a continuous relationship between the entities.

Within international cooperation, there are various modalities. The first is technical cooperation based on the transfer of techniques, technologies for production, knowledge, skills and experience, in order to increase the level of knowledge and skills of the recipient country. The second is financial cooperation, which is the allocation of economic resources, reimbursable or non-reimbursable, for the achievement of projects for development. The third is political cooperation, which refers to political alliances mainly to generate spaces of dialogue, encourage ideas and coordinate actions. The fourth is scientific and technological cooperation, joint research and transmission of technologies especially for basic services. The fifth and sixth are humanitarian and food aid (Ministerio de Planificación Nacional y Política Económica de Costa Rica, 2005).

Over the years, the efficacy of traditional international cooperation has been criticized, and new modalities have been created, such as horizontal and triangulation of south-south cooperation, decentralized cooperation and non-governmental cooperation. Horizontal south-south cooperation is based mainly on collaboration (technical, financial, political and transfer of experience) between countries of the South, with the same or lower level of development (ibid.); this is a way of not encouraging unequal North-South structures. The triangulation of South-South international cooperation is assistance among countries of the South, but under the guidance or support of a traditional source, a Northern country. Non-governmental IC is born from civil society, normally managed by NGOs (ibid.). Finally, the Decentralized IC proposes that Sub-state entities (municipalities, regional governments, decentralized governments) that manage IC, since they know the situation of each locality better; traditionally this was done by the central governments of the States; however, now it is stated that international cooperation can also be done with a "Bottom-up" approach because cooperation can start from local governments or at lower levels and expand to the superiors (Diez, Gutiérrez, & Pazzi, 2013).

Therefore, for this thesis a decentralized international cooperation modality was proposed, because it was directed by a local government. In addition, it seeks to be strategic and efficient, and not to continue with traditional cooperation. But how would this be achieved? Through assertive leadership, where the local authority understands and gives the necessary importance to this type of management of development. It is also strategic, because it must meet real local needs. Finally, it is progressive over time, maintaining the relationship between the entities and increasing international cooperation, all in favor of the population of the town of Gualaceo.

1.1.3.- Global Cities

Global cities is a concept that was born as result of globalization. The term was used for the first time in the book "Global Cities" by Saskia Sassen in 1991. In 1950, 30% of the population lived in urban areas and 70% in rural areas (World Population Prospects 2017, 2017). However, over the years, the percentage has been changing. Today, 54% of people live in cities. The percentage of people living in rural areas, decreased from 70% to 46% today. By 2050 it is estimated that 68% of the world's population will live in cities (Naciones Unidas Departamento de asuntos Económicos y Sociales, 2017).

At present, it can be noted that the large number of people who settled in large cities, caused their tremendous growth. Cities such as New York, Tokyo, Shanghai, Mexico, Sao Paulo, among others, are known as mega-cities that exceed 20 million inhabitants. These cities are also considered Global Cities. Is it due to the number of inhabitants? Actually it has a certain relationship, but that is not the reason. But what is a Global City? It could be determined as an urban sector that has become a center of indispensable importance for globalization, if considered mainly from an economic perspective.

This importance is due to the fact that these cities have become centers of financial processes, audit and control services, worldwide business coordination, tax, accounting, credit counseling and also centers of telecommunications (Sassen, 1995); they are international cities that have deep connections with almost the entire world, and are in charge of managing cross-border transactions and networks; therefore, they have a great influence at the global level, not only in socio-economic aspects but also in cultural and political aspects (Ventura, 2015).

Currently, these cities are no longer important as manufacturing centers, , but for the services. As a result, most multinational companies establish their parent companies in these global cities where they coordinate their operations and obtain financing for their activities. These companies are highly specialized in various branches and operate in the most complex and global markets (Sassen, 1995).

It is important to understand the meaning and importance of the Global Cities, so cities with smaller populations and economic activity can establish relationships with the "Global Cities", manage international cooperation, internationalize and project adequately for successful development. At present, mega cities are Global Cities; with limited growth. Small cities however, are expected to have the significant growth, will gain greater importance and, depending on their administration, could become Global Cities.

1.1.4.- Localization

Currently everyone is intercommunicated and therefore, related. It should be emphasized that the contact or interaction between two or more individuals, societies, governments or cultures can influence all. through ideas, norms, cultural,

economic, political and social issues, among others. It can be argued that there is a system of world organization, taking into account the political division between countries, protocols and ways of relating (Ogando, 2017). This political system and International Law have become "Global Norms" or Global Standards. This idea of how states should be organized was born in Europe with the treaties of Westphalia, and was later dispersed to the rest of the world that adopted this system.

Norm, according to the Real Academia Española, is a "Rule that must be followed; behavior, tasks, activities, etc. must be according to this rule" (Real Academia de la Lengua Española); in other words, it is the way in which everyone and everything should act or it is the way of how to do certain activities. If we take this to a global level it would be the way in which States should act according to how they relate or manage their legal system. It can be said that International Organizations allow the dissemination of ideas, norms and also control the actions of the States.

The IO (International Organizations) also fulfill other functions. A very important one is to legitimize international ideas and norms. As an example, one could consider that the World Bank (WB) and the International Monetary Fund (IMF) as an IO, that makes proposals to solve economic problems of Member States, or provides general policy advice according to some authors. For example, reducing the size of government, reducing expenses, reducing subsidies, reducing controls on trade, among others, are part of these policies. Why general policies? It is simple, because it is arranged that it must always act equal or very similar. This is where Amitav Acharya makes an observation, how can one act in the same way in different realities? Each country, territory or population lives in a different situation from the others; in each place the needs are different (Acharya, 2004). Is it possible that an idea or a rule can be applied exactly the same way, with the same results in all parts of the world? The answer is no.

Taking this in account, the term Localization is born. What is its meaning? It is to modify something according to the characteristics of a particular place (ibid.). In an

international context, it would be understood that the ideas or norms raised in general would be adapted based on the local reality and its own needs. So it can be said that the location does not encourage acceptance or rejection of the rules. On the contrary, it seeks to adapt them to local needs and looks for ways to satisfy them by considering these ideas and norms.

So if one thinks about the idea of development, what could be thought? Maybe it could be thought to look like European countries or considered developed countries, focus on improving. But applying this concept of localization, development could be understood as the satisfaction of needs that each territory has, in other words each locality has the type of development that it needs. Understanding this, we can emphasize the importance that local governments have, since they perceive the needs of their locality and can work to satisfy them as these actions are difficult to achieve for central governments.

This thesis will focus on creating an international cooperation plan for the canton of Gualaceo, based on the needs of the locality and the type of development it needs. they seek.

1.2.- State of the Art

1.2.1.- Decentralized Cooperation in Ecuador

Decentralized cooperation (DC) is a type of international cooperation in which direct relationships are established between regional entities, local governments, etc. in order to seek development based on local needs. This has been done thanks to the positive criticism of traditional international cooperation; therefore different situations have led to the proposal of decentralized cooperation. In Ecuador, the DC

is included in the 2008 Constitution of Ecuador, and from that moment on it was adapted (or adopted?) as the national normative body,, allowing decentralized and autonomous institutions to use this instrument for development.

In Ecuador, the decentralized autonomous governments (GAD) can have a department, direction or management unit of international cooperation. However, not all GADs are trained in matters of international cooperation. In 2007, the National Agency for International Cooperation was created to manage or direct the IC, so that the objectives of the previous government. Later, when DC was already done, this agency sought to train and direct IC resources to the different GADs. The National Agency for International Cooperation was attached to the National Planning Secretariat (Senplades) to be in accordance with the National Plan “Buen Vivir” (Correa, 2016). Thanks to its international participation, three years later the agency disappeared, allowing the birth of the Technical Secretariat for International Cooperation (SETECI), which was attached to the Ministry of Foreign Affairs and Human Mobility (Gallardos, 2015).

What can be said about decentralized international cooperation in Ecuador? In general, on a large number of occasions it was managed to obtain financing or technical assistance for specific projects. This means that continuous relationships between the entities involved are not maintained. Adding to this, the decentralized autonomous governments can manage the IC for themselves; however, in several cases they do not possess the economic and technical resources necessary to carry out cooperation, in most cases they seek to be only recipients of cooperation (ibid.). You could ask the question of how autonomous are they? Actually the reality may vary depending on the situation of each GAD. It is necessary to add that they have the capacity to manage IC of different types, such as technical and non-reimbursable cooperation, but not reimbursable cooperation without the permission or sovereign endorsement of the Ministry of Finance. (Secretaría Técnica de Cooperación Internacional, 2014).

Decentralized cooperation in Ecuador is carried out by the GADs with entities from civil society organizations such as NGOs, universities, social movements, research centers; but also with other GADs, supramunicipal organizations or commonwealths, International Organizations, governmental entities, and others. It is therefore proposed that the municipality of Gualaceo cooperates with various entities and maintains permanent or continuous relations with them. This will ensure efficient decentralized cooperation in which it is not only the recipient but also a donor (ibid.).

1.2.2.- Secretaría técnica de Cooperación Internacional (SETECI)

The Secretaría Técnica de Cooperación Internacional (SETECI) or Technical Secretariat for International Cooperation (SETECI) was the entity that replaced the National Agency for International Cooperation in 2011. The SETECI was in charge of training, coordinating, managing and negotiating the resources of international cooperation, and also sought to ensure that the entire process be transparent, thus improving the performance of this government entity. The secretariat channeled international cooperation to distribute it fairly based on the priority needs of the country. The potentialities of Ecuador were presented to the international community and its aims were to respect sovereignty and strengthen integration spaces (Secretaría Técnica de Cooperación Internacional, 2014).

One of the main functions of the SETECI was the registration of foreign Non-Governmental Organizations (NGOs), they were doing a follow-up and control of the activities, projects or programs they carried out through international cooperation. In this way, the aim was to guarantee and align the adequate use of cooperation resources based on the objectives of Good Living (ibid.).

The secretariat provided an information service based mainly on an interactive map, which served to make the information transparent and collect it. This way it showed

amounts, resources, and the destination of them. Thus, better decisions could be made and adequate planning for projects in the country could be made (ibid.).

The public policy of international cooperation in 2014 was focused on reducing cooperation for social development and increasing cooperation that provides resources and technical assistance, in order to increase knowledge and training of Ecuadorian human talent. This according to the general objective that was the Change of Productive Matrix. The national efforts and the management of international cooperation aimed at changing the productive matrix was in the 2007-2013 period, it was the 21% of all the cooperation received in Ecuador, an estimated 630 million dollars (ibid.).

The Technical Secretariat for International Cooperation emphasized its efforts to make cooperation South-South in a large percentage. It was based on principles of horizontality, consensus, equity, respect and ethnic exchange among developing countries that have shared several aspects in their history and sought to promote sovereignty and support among countries of the South. In itself, it was sought that all cooperation is of excellence, understanding that this type of cooperation seeks the development of knowledge, science and technology of Ecuador, focused on changing the productive matrix. It was also established that what the country needs is this type of cooperation because it enriches and does not impoverish the dependency that was used to create years ago (ibid.).

The SETECI had a role of control, guidance and training for decentralized autonomous governments, in addition to providing support when requested or necessary. Part of its functions were to channel international cooperation, which sometimes provided IC resources to certain GADs when it was necessary. Also having a registry of Non-Governmental Organizations allowed decentralized governments to relate to these for cooperation issues (CELI, 2014).

At present, the Technical Secretariat of International Cooperation no longer exists, following Executive Decree No. 1202 on October 13, 2016 by the then President of the Republic Rafael Correa. The decree abolished the SETECI, and the Ministry of Foreign Affairs and Human Mobility was entrusted with exercising the stewardship, planning, control and management of the Ecuadorian system of international cooperation. In other words, from that moment the ministry took all the functions of SETECI (Correa, 2016). The current entity in charge of the IC is the Undersecretariat of International Cooperation, which is part of the vice-ministry of the Ministry of Foreign Affairs, Political Integration and International Cooperation (Cancillería del Ecuador, 2017).

1.2.3.- Experience of Local Governments

1.2.3.1.- Medellín

Medellín is the capital of the province of Antioquia, Colombia. It has an approximate population of 2.5 million inhabitants. It is also considered a benchmark in terms of international cooperation and internationalization of cities through its Agencia de Cooperación e Inversión de Medellín y el Área Metropolitana (ACI) or Agency for Cooperation and Investment of Medellín and the Metropolitan Area. This agency is an association between the Mayor's Office of Medellín, Public Companies of Medellín, the Metropolitan Area of the Aburrá Valley, and several companies in the city. This entity works in a decentralized and indirect way with the municipality of Medellín (ACIMedellín, 2017).

In 2001, the mayor was authorized to create an institution that would seek international cooperation. In 2002, the ACI was constituted as an association of the aforementioned entities. It was in 2004 when the 2004-2007 Development Plan decided to integrate Medellín with the region and the world. From this date the city

focused on an internationalization process, providing the conditions and adequate budget for this management. Two years later, under the guidance of the United Nations Industrial Development Organization (UNIDO), it was determined to attract foreign direct investment resources for the city (ACIMedellín, 2017).

In 2007, the current name of the Agency was adopted. They were also certified with several international standards, and the world was interested in the work of this agency. As a result of this, it began to stand out as a provider of international cooperation, especially in the sharing of successes about the development of the city, its transformation and good practices, especially its actions to extend and strengthen the international relations of the city and its model of public administration (ACIMedellín, 2017).

In 2010, this agency emphasized its internationalization process in several ways: first, it announced the results of this agency for the development of Medellín; second, they improved international communication; third, the success stories of this city were disclosed; finally, it positioned itself as the venue for academic, political, international and business events. In 2014, the management was based on value projects, knowledge management, administrative relations, local and international relations, and the positioning of the city (ACIMedellín, 2017).

For this reason, Medellín is considered an example in terms of decentralized international cooperation and above all in terms of the internationalization of a city. Medellín continually improves, cooperates by transferring its experiences on success stories, advises and transfers knowledge on internationalization processes, thus allowing a great deal of international cooperation. So for this research work, the importance of the internationalization of a city for the management of international cooperation will be taken into account (ACIMedellín, 2017).

1.2.3.1.- Cuenca

Cuenca is the capital of the province of Azuay, Ecuador. This canton has a population of more than 500 thousand inhabitants. The municipality of Cuenca has a department of International Relations and Cooperation, which is in charge of managing international cooperation, implementing agreements, following up on international projects, international missions and protocol visits, and internationalization. This city started with an International Relations and Protocol Unit in 1999. Cuenca perceived the need to maintain a relationship with other international entities. This office remained working until 2010, when its functions were updated to those previously mentioned and became the External Relations Directorate. From that moment, thanks to the political will, greater importance was given to the management of international cooperation (Municipio de Cuenca).

In 2014, it was decided to strengthen the IC and the internationalization of the city. A year later it was decided to further boost international projection, through a leadership strategy between intermediate cities. In 2018, the name of the department changed to "International Relations and Cooperation". Among the management areas of this direction are local and international relations, so it can be highlighted that the GAD of Cuenca has been linked to international organizations, cooperation agencies, embassies and consulates, local governments and has participated in international networks to municipalities (ibid).

Cuenca is currently a member of 9 international networks, has projects such as the "Exchange and Learning Program", "International Weeks", "Cuenca Voluntarios" and "Cuencanízate". It has 17 town twinning agreements of which the most of them are in America, then in Asia and one in Europe (ibid.). \$ 2,123,354.84 has been managed in 8 projects, through international non-reimbursable financial cooperation. In addition, 12 projects have been executed with technical international cooperation. All this achieved in the last 4 years. They have also received 9 international awards and there have been an approximate of 10 international events in the city, the most outstanding being the thematic conference of intermediate cities of UN Habitat III.

For the creation of the international cooperation plan for Gualaceo, the operation and experience of the Directorate of International Relations and Cooperation of the Municipality of Cuenca will be taken into account. Since it can adapt better to the reality of the canton.

CHAPTER 2: ANALYSIS OF GUALACEO'S CONTEXT REGARDING TO INTERNATIONAL COOPERATION

2.1.- National Normative Framework

2.1.1.- The Ecuadorian Constitution

In the Ecuadorian case, the Constitution of 2008 establishes the competences of the Autonomous Decentralized Municipal Governments. Article 264 states that "The municipal governments shall have the following exclusive powers without prejudice to others determined by law", numeral 1 of this same article establishes: "To plan the cantonal development and formulate the corresponding plans of territorial ordering, in a concordance with national, regional, provincial and parochial planning, in order to regulate the use and occupation of urban and rural land "and as last numeral 14 mention: "Manage international cooperation for the fulfillment of their competencies."

According to this article of the Constitution, municipal governments have the competence to ensure welfare and development in their territories, based on the national hierarchical planning. In addition, the Municipal GADs have the capacity to Manage International Cooperation as a tool to fulfill the rest of their competences. The CI may or may not be used by the municipalities in different ways to support in any area that is needed from the Municipal management.

2.1.2.- Organic Code Of Territorial Organization, Autonomy And Decentralization

In this code, in its article 131 is established more specifically for the GAD than in the Organic Code of Planning and Public Finance

Art. 131: "Decentralized autonomous governments will be able to manage the obtaining of resources from international cooperation and technical assistance for the fulfillment of their own competences within the framework of national objectives, their development plans and the principles of equity, solidarity, interculturality, subsidiarity, opportunity and relevance. A record will be maintained in the national system of international cooperation. "

Adding to what is mentioned in the Organic Code of Planning and Public Finance, the record will be kept in a national system of International Cooperation.

2.1.3.- Organic Code of Planning and Public Finance

In this organic code in articles 65 to 69 on the Plan of International Nonreimbursable Cooperation, it is considered as a complementary instrument to the system. Art. 65 International Non-Reimbursable Cooperation establishes that:

"Non-reimbursable international cooperation is understood as the mechanism by which the Republic of Ecuador grants, receives, transfers or exchanges resources, goods, services, capital, knowledge and / or technology, in order to contribute or complement national initiatives for the achievement of the objectives of planning.

Non-reimbursable international cooperation comes from external public and / or private sources of entities and organizations that carry out this type of activity.

The non-reimbursable international cooperation is promoted, managed, executed, monitored and evaluated through the entities established in this code."

On the other hand, art. 66, Principles of international cooperation, determines sovereignty, independence, legal equality of States, peaceful coexistence, self-determination of peoples, as well as integration, solidarity, transparency, equity and respect for human rights as the principles for International Cooperation. Art. 67, National policy of non-reimbursable international cooperation, codifies that the non-reimbursable International Cooperation must be in accordance with the National Development Plan and the foreign policy of Ecuador.

Articles from 65 to 67 are referred at the national level; however, in the following articles it is detailed about the autonomous governments. In accordance with article 68, the management of non-reimbursable international cooperation will be guided by the Spatial planning and territorial development and national policies. Finally, art. 69, Approval, registration and control, establishes that the approval of non-reimbursable international cooperation projects in the case of decentralized autonomous governments must be approved by the maximum authority of said entity; In addition, the registration will be mandatory before the competent technical body, which will control and evaluate the programs or projects.

2.1.4.- Executive Decree No. 1202 of October 13, 2016

Executive decree No. 1202 on October 13, 2016 suppressed the SETECI, and the Ministry of Foreign Affairs and Human Mobility was entrusted with exercising the rectory, planning, control and management of the Ecuadorian system of international cooperation.

2.1.5.- Resolution No 0009-CNC-2011

In 2011, this resolution of the National Council of Competences determined the competencies according to the Constitution of both the central government and decentralized autonomous governments. Regarding the GADs, it was resolved in Chapter II, Section II, articles 11 to 16, the faculties, local stewardship, planning, regulation, control and management on international cooperation for decentralized autonomous governments. Therefore, in accordance with the Constitution, these governments have the capacity to be responsible, in their territorial circumscription, for international cooperation, always aligned with national planning and policy. In other words, through this resolution, the regulation of the exercise and implementation of international non-reimbursable cooperation is the responsibility of the parish, municipal, provincial and regional governments.

2.2.- Institutional Context of the Gualaceo Canton

2.2.1.- Introduction

Gualaceo is located in the province of Azuay, approximately 30 minutes from the city of Cuenca. This canton has many characteristics that make it unique, from its natural elements, climate, gastronomy to its culture and multiple crafts. In this territory there were Cañari, Ayllus, Incas and Spanish ethnic settlements. The origin of its name is not known exactly, there are several stories; but the most accepted is based on the word cañari "Gualasseo", which referred to this territory and the legend of the Guacamayas, because Gual means Guacamaya in the Cañari language (Municipalidad de Gualaceo).

Gualaceo is also well known for its crafts such as macanas, woolen fabrics, footwear, among others. It is a well-known point of typical food mainly for its hornado, tortillas, morocho, rosero and different sweets. However, Gualaceo is identified and recognized as the "Garden of Azuay", because of its geographical and environmental conditions; it has a great variety of flowers, especially the orchids (Vázquez, 2018).

Gualaceo had belonged to the canton Cuenca until its cantonization on June 25, 1824 (Municipalidad de Gualaceo).

2.2.2.- Geographical data:

It is located in the Austro of Ecuador, in the province of Azuay, in the center-east of the province. Its coordinates are 38° 37' and 78° 54' of western longitude, and in 02° 49' and 03°04' of southern latitude (ibid).

Gualaceo is made up of nine parishes, one urban and eight rural.

Parishes:

Gualaceo (urban parish)	Daniel Córdova Toral (rural parish)
	Jadán (rural parish)
	Mariano Moreno (rural parish)
	Luis Cordero Vega (rural parish)
	Remigio Crespo Toral (rural parish)
	San Juan (rural parish)
	Zhidmad (rural parish)
	Simón Bolívar (rural parish)

(Ibid).

2.2.3.- Socio-economic data:

2.2.3.1- Demographic indicators:

Population: 42,709 (Instituto Nacional de Estadística y Censos, 2010) / approx. 48,286 (Municipio de Gualaceo, 2015)

According to the 2010 population census, the population identifies itself as: mestizos (88.2%), indigenous (5.4%), white (4%), Afro-Ecuadorian (1.5%) and another (1%). Between the census of 2001 and 2010, a total of 2647 emigrants were registered, mostly men over 20 years of age. Taking into account the population pyramid, the population of women is 54.4%, which varies according to age. There is a larger young population this is adequate for the population growth of the canton, however, the growth rate is 1.1%, and it is lower than the previous ones. (Ministerio de Transporte y Obras Públicas, 2015)

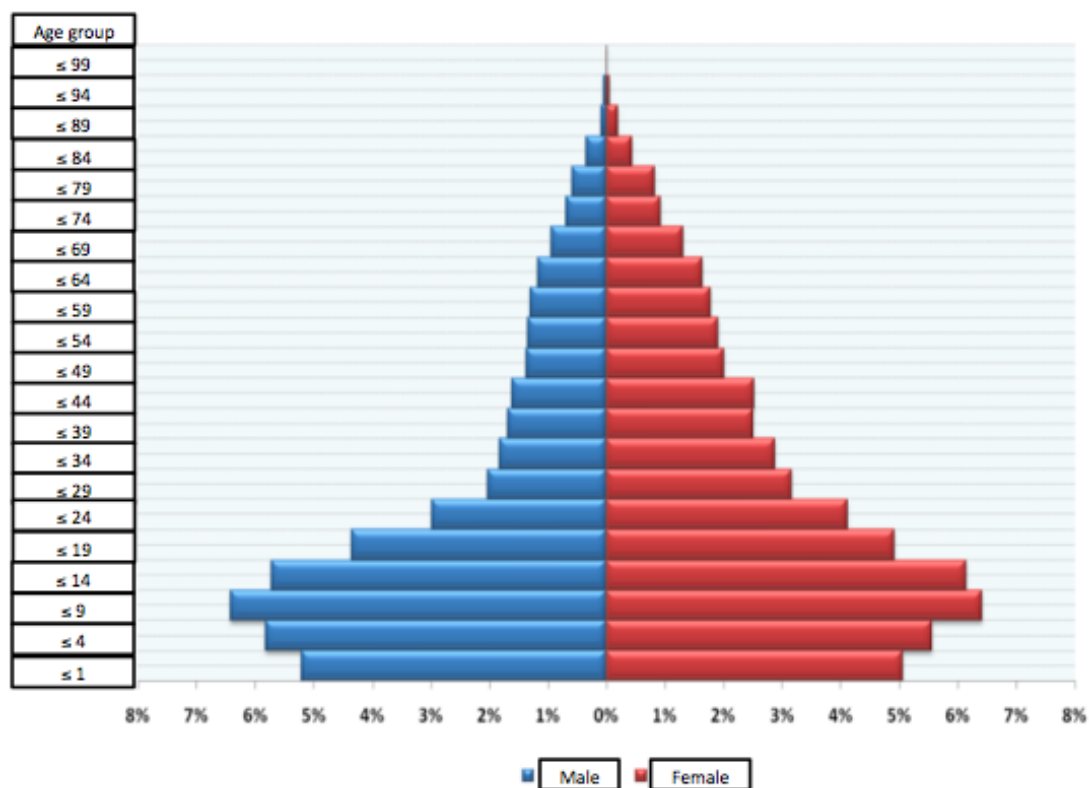


Figure 1 Population Pyramid of Gualaceo

Source: 2010 Population and Housing Census

Author: Consultant Team of the “Proyecto Carretera Gualaceo -Plan de Milagro– Limón Indanza”

2.2.3.2- Education:

Based on the information compiled from the 2010 Population and Housing Census, 11.21% of the population aged 15 or over cannot write or read (Municipio de Gualaceo, 2015). Below is a table with the level of education, the number of people with that level and the percentage with respect to the total population (Municipio de Gualaceo, 2015).

Table 1 Education Level of the Population

Education Level	Population	Percentage
-----------------	------------	------------

None	2653	6.92
Primary	16277	42.48
Basic education	8261	21.56
Secondary	4929	12.86
Middle education	2382	6.22
Higher education	2092	5.46
Post-baccalaureate	346	0.9
Preschool	275	0.72
Literacy Center	269	0.7
Postgraduate studies	117	0.31
Ignored	716	1.87

Source: Censo de Población y Vivienda 2010

Author: Bernal, Martín.

Regarding the level of education, most of the population has primary school studies, then, approximately 21.5% of the population has a basic education level and 12.86% has a secondary level. These are the three groups with the highest education level (ibid.).

2.2.3.3- Economic activities:

In Gualaceo, according to the 2010 census, the economically active population is made up of people of 10 or over 10 years old, they are 17,476 people a majority of men. In Gualaceo, the 4 main economic activities are: agriculture, livestock, forestry and fishing with 28.5% of the economically active population; second, there is the manufacturing industry with 19.9%, it covers the production of footwear, joinery, knitting of sweaters, macanas, etc.; third, retail and wholesale trade, with 12.7%; fourth, the construction with a 11.1%; the rest are activities at home such as employers, transportation, accommodation, food service, teaching, among others (Ministerio de Transporte y Obras Públicas, 2015).

2.2.3.4- Basic Services:

Regarding basic services throughout the canton, 95.5% of the population has public electricity service; 67.4%, public water supply; 45.7%, garbage disposal by a collector car; 33.4%, connection to a public sewer network, and 18% telephone service. This is according to data from the 2010 census (ibid.). According to the spatial planning and territorial development plan (PDOT) of the canton, poverty is taken into account due to Unsatisfied Basic Needs (NBI), here two aspects are taken into account: people and households, which do not have access to basic needs, mainly the basic services mentioned. So it could be considered that there is a large percentage of poverty with respect to this form of measurement. (Municipio de Gualaceo, 2015)

2.2.4.- Local Authorities

Mayor: Juan Diego Bustos Samaniego
Councilors: Bolívar Gonzalo Vanegas Avecillas
María Fernanda Avecillas León
Ana Paula Jácome Iñiguez
Wilson Hernán Rodas Álvarez
Rita Viviana Vélez Coello.

2.2.5.- Organization and Functional Structure

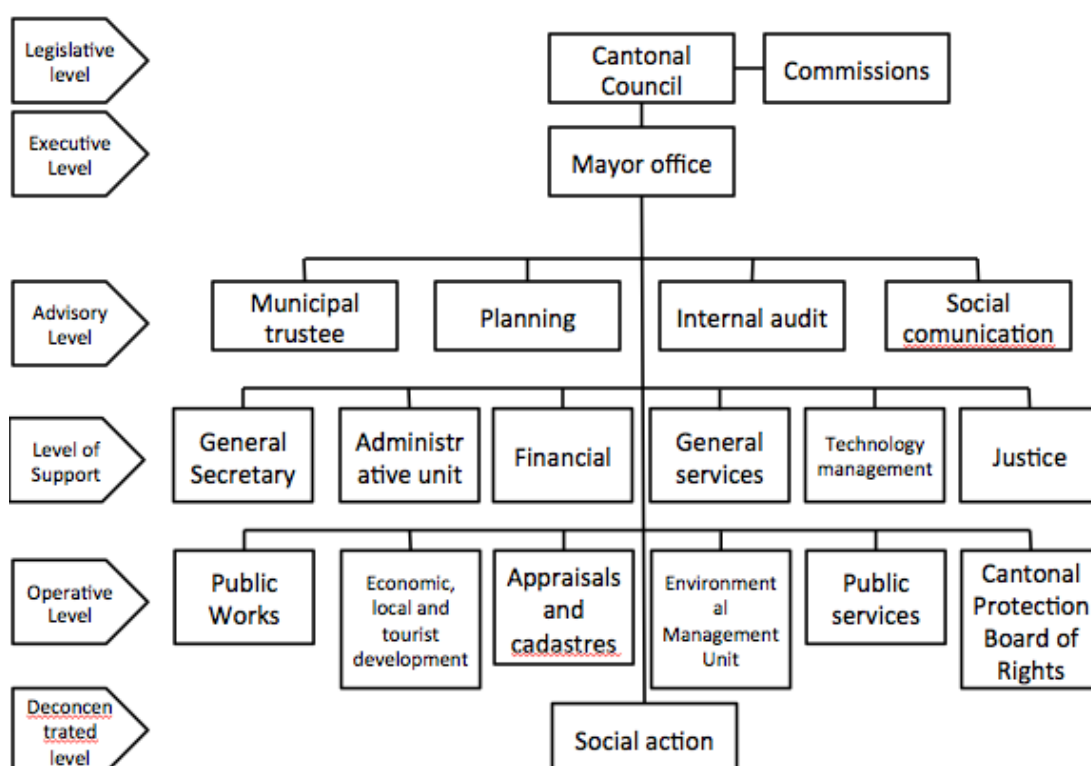


Figure 2 Organization and Functional Structure of Gualaceo

Source: Municipality of Gualaceo

<http://www.gualaceo.gob.ec/lotaip/Estructura+Org%C3%A1nica+Funcional>

Author: Bernal, Martín.

2.2.6 Link between the Plan de Desarrollo y Ordenamiento Territorial/ Spatial Planning and Territorial Development Plan (PDOT) and the management of Decentralized International Cooperation

The Spatial Planning and Territorial Development Plan has several functions, among the evaluation of the determined territory, understanding the current situation, determining what is necessary to do, how it will be done and how it will be controlled. The policies and projects are executed based on this plan. There is a national one and, according to it, one of each decentralized government.

In the case of the PDOT of Gualaceo, it is divided into five sections: first, an introduction, background and legal framework of the PDOT; second, a biophysical, socio-cultural, economic diagnosis of human settlements, mobility, energy and connectivity, institutional politics, citizen participation and a hierarchy of problems; third, the current territorial model; fourth, a model of Development and Territorial Planning to 2032, strategic objectives by area, goals, proposals, policies; finally, management model, where it is established according to the objectives, strategies, means to meet, budgets, times, etc. of everything the municipality want to do until the end of the administration period.

Another great importance of the PDOT is the definition of concepts and the type of development that is sought for the territory. This is directly linked to the concept of location, because the GAD is the one that, based on its reality, defines what it needs and should not only follow external guidelines.

In the case of this research, the importance of the PDOT is fundamental since this is the guide to make efforts and be clear about what is being sought. In this way, International Cooperation can be properly managed. Specifically, since we already have an understanding, we will focus on determining what may be needed or what kind of international aid can be managed, in order to comply with projects for local development.

2.3.- Proactive or receptive role of the canton regarding International Cooperation

The determination of the role of an entity as proactive or receptive of International Cooperation depends on several factors, but mainly the situation. This is because the entities can receive or offer international cooperation. In this case, the first thing to do is analyze the strengths, what the GAD does correctly, and its needs. Based on

this, it can be said that with regard to needs, the entity will seek to be a recipient of cooperation, in order to satisfy them. On the other hand, if there is no economic capacity, the entity can support other entities based on the strengths that it has; providing their experiences or technical support.

The first step to be able to manage international cooperation is to know the situation of the local government of Gualaceo, you can carry out an analysis of the municipality and determine the Strengths, Weaknesses, Opportunities and Threats. In the Canton Spatial Planning and Territorial Development Plan, two tables are presented where strengths are compared with weaknesses, as well as other table of opportunities and threats according to certain areas. This analysis is also known as SWOT.

Regarding Strengths and Weaknesses, there is trained human talent, mainly those in charge of departments, as well as a large number of young people; However, there are untrained personnel, there are no training plans, there is no motivation and control or commitment. As for the organization, it has a functional organic body with support from the mayor and good communication with participants of the municipality's programs. On the other hand, there is a lack of a strategic plan for the institution; in addition it does not have a correct coordination or adequate communication channels to meet both internal and external needs. The municipality does not have municipal ordinances in accordance with the current situation, nor do they apply them. The equipment is not adequate they can have adequate software, but not the necessary equipment and hardware for a proper operation. Regarding the economic area, there are resources for management, but there is no compliance with the planning, nor exists a planning for portfolio recovery (Municipio de Gualaceo, 2015).

Table 2 SWOT Analysis: Strengths and Weaknesses of Gualaceo

	Strengths	Weaknesses
Human talent	<ul style="list-style-type: none"> *The staff in charge of the units has adequate training. *There is a large number of technical and professional staff young and trained 	<ul style="list-style-type: none"> *Organization and functional structure is incomplete. *There is a lack of training plans for the staff. *There are personnel without training for their position. *There staff is not empowered. *There is a lack of motivation and incentives. *There is a lack of a personnel control system *Lack of commitment of personnel to the workers' association *Lack of teamwork *Lack of commitment to the institution *There is unpunctuality
Organization	<ul style="list-style-type: none"> *The organization is funtional *There is good inter-institutional management *There is continuous improvement *There is support from the mayor *There is good communication between the social entities that are part of the POA. *There is good relationship with the media 	<ul style="list-style-type: none"> *Lack of an institutional strategic plan *Lack of interdepartmental communication and coordination *Lack of internal and external communication *Political decisions avoid the execution of planning *Lack of information to the user *Lack of agility in the purchasing processes *Poor attention to the internal and external user *Lack of management capacity to obtain international resources
Infrastructure	<ul style="list-style-type: none"> *There is availability of own buildings 	<ul style="list-style-type: none"> *The buildings are not very functional
Legislative	<ul style="list-style-type: none"> * Capacity to formulate ordinances 	<ul style="list-style-type: none"> *Lack of renewal of ordinances according to the current reality and legal framework. *The ordinances do not apply
Equipment	<ul style="list-style-type: none"> *There are own mobilization vehicles and road equipment. *Some units have computer equipment in good condition. *There is adequate software. 	<ul style="list-style-type: none"> *Lack of technological equipment to comply with the planned. *There is a deficiency in the number of transport units and work equipment. *Improper maintenance of transport units and equipment.
Economic	<ul style="list-style-type: none"> *The balance sheets are updated. *There are economic resources for management. *There is capacity to collect the past due portfolio. 	<ul style="list-style-type: none"> *There is no compliance with the planning. *There is no schedule for portfolio recovery. *There is a high past due portfolio of previous administrations.

Source: Spatial Planning and Territorial Development Plan (PDOT)

Author: PDOT Team of Gualaceo

Continuing with the next SWOT table are the Opportunities and Threats. Taking into account the economic aspect, it is considered that the central government could increase the budget allocation and support to projects, another opportunity could be the improvement in the various economic sectors that would affect positively the municipal revenues. The economic threats could be considered as the increase in the

price of raw materials and oil derivatives, in addition to the devaluation of the dollar and mainly the decrease in remittances, since this canton has a large number of emigrants.

Social / cultural opportunities are mainly based on citizen participation, planning and execution of plans, you can also count on institutions or social support organizations. The social / cultural threats are mainly the lack of planning on issues of security, sanitation, waterways and the lack of citizen participation. (ibídem)

Regarding the political and legal framework, among the opportunities is that the law allows them to have autonomy, in addition to the state policy that prioritizes the fundamental sectors for development and well-being; the threats are the possible measures against the private sector, changes in the laws and finally the interference in the competences between the provincial and municipal governments. The opportunities of the social entities are the participation in parish, community and neighborhood assemblies; the main threats are: the decline of NGOs in the country, and the weakness of security and transit institutions. (ibídem)

Table 3 SWOT Analysis: Opportunities and Threats of Gualaceo

	Opportunities	Threats
Economic	<ul style="list-style-type: none"> *Government financial support *Increase in budget allocation *Migration and booming economic activities increase municipal revenues 	<ul style="list-style-type: none"> *The price of raw materials, petroleum products and others increases *Remittances decrease *The dollar can be devalued
Social	<ul style="list-style-type: none"> *Citizens participate in the formulation and execution of development plans *There are institutions that support human and social development *The law of citizen participation guarantees citizen participation *The media supports citizen participation *There are social organizations in the city 	<ul style="list-style-type: none"> *There is family disintegration *Lack of planning in security, viability, water and sanitation *There is no good water service *Apathy of the citizens in participating in local development issues *Citizens are unaware of laws and ordinances *Traffic and drug use *There are criminal gangs
Political and Legal	<ul style="list-style-type: none"> *The law grants a legal framework of autonomy and economic independence *There is a conjuncture with the main public entities *State policies prioritize health, education, roads and construction *The State invests in social projects *There are policies that encourage local production 	<ul style="list-style-type: none"> *The government could impose measures against the private sector *The regulatory framework could change *The provincial government could interfere with local government policies
Social entities	<ul style="list-style-type: none"> *There are organization of the participation instances in Gualaceo: parish, community and neighborhood assemblies. *There is an economic contribution from IPADE in the commonwealth *There is good relationship with 5 parish boards. 	<ul style="list-style-type: none"> *The NGOs have decreased their participation in the country. *There are no good relations with 3 parish boards. *The security and transit entities are weak.
Natural resources / Infrastructure	<ul style="list-style-type: none"> *There are several water sources. 	<ul style="list-style-type: none"> *The aggregate mines are scarce. *There is no organization or control of water councils.

Source: Spatial Planning and Territorial Development Plan (PDOT)

Author: PDOT Team of Gualaceo

Based on a general understanding of the Gualaceo GAD, one can continue to analyze the proactive or receptor role of the Canton.

2.3.1.- Proactive Role

A proactive role with regard to International Cooperation is understood when the entity offers cooperation. Therefore, at this point, Gualaceo should offer technical

cooperation of its successful experiences. Initially, this can be done with respect to an issue, project, public policy or any other aspect of its management. In this sense, if you do not have the economic capacity to support financially, you can resort to offer your experiences or international technical cooperation. What can this serve? It can show Gualaceo's experiences as examples of development to other cantons, which may have similar characteristics, and thus support them to manage or guide projects that can be used for their development. In addition, the moment that cooperation is offered, the city is internationalized and made known in the world.

In the specific case of Gualaceo, according to Roberto Jiménez, Director of Planning, this canton has favorable policies and actions regarding environmental management. We could highlight the protection of water sources for drinking water, the protection of forests and the increase of protected forests, as well as the improvement of green spaces. Although, this is a canton of approximately 50,000 inhabitants, great importance is given to the growth of the urban center in harmony with nature. Likewise, in the interview with Jiménez, he emphasized that there are public policies that promote culture and rescue of it over time and generations, from the production of macanas to Gualaceo's gastronomy.

Another aspect that could be seen is the inclusion of citizens through assemblies, specifically of different artisans. Groups of artisans, fairs and teamwork are encouraged. This could be verified when an assembly was convened in the municipality of Gualaceo, as part of this research work.

In terms of being proactive entities of decentralized international cooperation, Gualaceo could do it with other tourist or artisanal cantons. This city could provide experiences and technical support in environmental, cultural and tourism management.

2.3.2.- Receptive Role

A receptive role in international cooperation refers to being the entity to which cooperation is provided, regardless of the nature of the cooperation. When should one have a receptive role? When there is a need, for example, the lack of technical or financial resources to carry out a specific project. At that time, when an entity cannot or do not have the capacity to carry out a project, it can manage international cooperation, as an instrument to fulfill what is necessary in favor of development.

The local government of Gualaceo has the PDOT and also the Annual Operative Plan (POA), so it can be analyzed the progress of the same, in the case of finding that something scheduled has difficulties to be met, you can resort to international cooperation. On the other hand, this aid can be received based on the needs of the local government. In the case of the SWOT analysis, it could be noted that not all personnel working in the municipality have adequate training; therefore they could receive advice or training from more experienced entities in different fields or areas of the municipality. Also with regard to its organization and communication, a restructuring can be carried out with the support of an international organization that works in Ecuador, such as the United Nations Development Program (UNDP). Thus it can be noted that for every need there is a possible solution.

On December 14, 2018, an assembly was held to which more than 100 artisans from the Gualaceo canton were summoned. In this assembly the purpose of this thesis was presented, and the diverse needs that exist in the canton and how the citizens of various parishes perceive them were heard. Although the assembly had a participation of approximately 30 people, they knew how to express their needs and opinions. At the end of this event it was concluded that Gualaceo needs to improve, as indicated by civil society, its security policies, accessibility for tourists (information in more languages, parking in the downtown), education (training for artisans, improve access to public education, create post-baccalaureate educational centers, creation of a university, language teaching) and the construction of a bridge

to facilitate access to the new terrestrial terminal (under construction). It is essential to appreciate the opinion of the people, in order to legitimize the actions of governments, as well as to know and understand what the needs of their citizens are.

Gualaceo has a functioning local government, that works and remains operative; however, due to the size of the canton, its budget, among other things, it is limited in management. Because of this, Gualaceo can make further progress with the support of international cooperation. When there is any type of need that can not be met through their own resources and capabilities, this support tool can be used, so it could also be suggested to apply to international cooperation projects based on the needs of citizens, such as in the case of artisans who expressed their need to be trained on the valuation of the production price, the management of a business accounting and customer treatment. In such a case, it could be suggested that it be applied to a program such as "EN MARCHA" of UNDP, which it was applied in Cuenca, in order to reactivate the economy and train small businesses. Like this project, there are several that could be applied according to the need, but it is necessary to have the political will to seek and apply to them.

There are many opportunities with various international entities; however, it is necessary to manage cooperation in order to access to these resources. Gualaceo has the capacity to manage IC, so only the political will is needed to do it.

2.4.- Experience of International Cooperation of Gualaceo canton

In the case of Gualaceo, there is international cooperation, but how is IC institutionally managed? What has been done? What is done? According to the registry of the Ministry of External Relations and Human Mobility, Gualaceo has received 15.55% of the IC in the province of Azuay, corresponding to \$7,669,834.00.

There are 4 projects that have been carried out, 3 focused on the social sector and a fourth one in the productive and social sector (Cancillería del Ecuador).

The overall goal of the project with the greatest impact was to "STRENGTHEN THE CAPABILITIES OF CHILDREN, ADOLESCENTS, YOUNG PEOPLE, COMMUNITY MEMBERS, CIVIL SOCIETY ORGANIZATIONS AND LOCAL GOVERNMENTS TO DEMAND MORE ACCESS, QUALITY AND GOVERNANCE IN EDUCATION." For this project, the canton received more than 4 million US dollars. This and two other projects were executed by PLAN INTERNATIONAL INC (United States) and the origin of the funds came from Great Britain. Two other projects focused on Rights, one on protection against sexual violations and the other on sexual and reproductive rights. Having a positive impact on the population of this canton (ibídem).

The record shows a last project with social focus, on the adult day-care facility "La Esperanza", in which approximately \$ 4,600 was disbursed or invested (ibid.). Adding to what they have in the chancery records, in the interview with the Director of Planning of Gualaceo, he was asked about the experiences that the city has had of IC, the answer was that there have been diverse experiences mainly with GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit / German Agency specializing in International Cooperation for Development), in addition to had worked in the city heritage with the United States Embassy and finally it was indicated that cultural cooperation has existed. Adding to this, it was stated that in Gualaceo one of the main problems with regard to the management of international cooperation is the lack of specialized personnel or with knowledge in this area, because there is no adequate record of the IC and each unit has been in charge of managing itself, without proper guidance. At the moment IC projects are not being carried out and as indicated by the municipal Trustee in December 2018, nothing was managed in that year.

As a conclusion, the Gualaceo`s GAD has managed international cooperation, however, each unit has been responsible for managing it in a non-coordinated manner and it has not been done with the technical personnel trained. Finally, it could be said that there is no person, unit or department in charge of advising or managing international cooperation in the local government of Gualaceo.

CHAPTER 3: PROPOSAL FOR AN INTERNATIONAL COOPERATION MANAGEMENT PLAN

3.1.- Base elements for strategic and efficient international cooperation

It is essential to understand that the management of strategic and efficient international cooperation is made up of 3 elements.

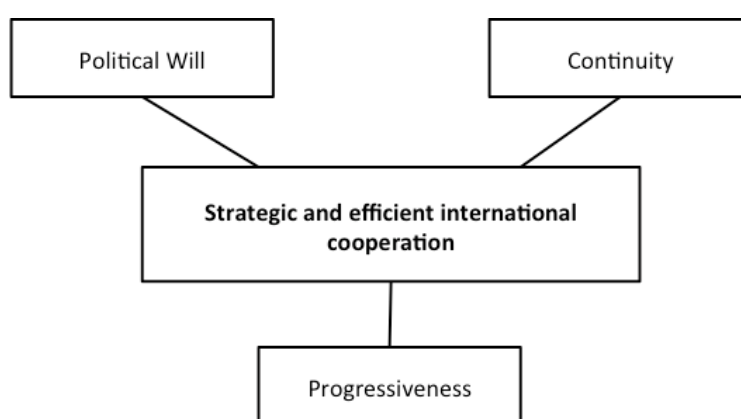


Figure 3 Elements of a Strategic and Efficient International Cooperation

Author: Bernal, Martín.

Political will: Without the support of the maximum authority of the local government, it is not possible to carry out a correct international cooperation management. This person should allow the department to advise him and work on what is necessary to manage International Cooperation. It is about an assertive leadership.

Continuity: The relationship with other entities of decentralized international cooperation should be continuous, contact should not be lost and political distancing from them should be avoided. By maintaining a good relationship, good results are obtained.

Progressiveness: It is directly related to the two previous elements, initially the results of the international cooperation management will not be of greater impact; however, this will change and progressively increase in the management of the GAD.

3.2.- Proposal for the creation of a unit responsible for the management of International Cooperation.

3.2.1.- Normative and Organic Body:

First, the municipality must adapt its normative body in order to regulate the non-reimbursable and technical International Cooperation. For this it is necessary that the Mayor issues a municipal ordinance. Annex 6 presents an ordinance model of 15 pages that has been developed by the Association of Ecuadorian Municipalities (AME). With regard to article 6 of the ordinance, the creation of a Department with the name of " Relaciones Exteriores y Cooperación Internacional" (Foreign Affairs and International Cooperation) is proposed. This department should be created with an advisory level, according to the structural organization chart of the municipality of Gualaceo (See figure 4).

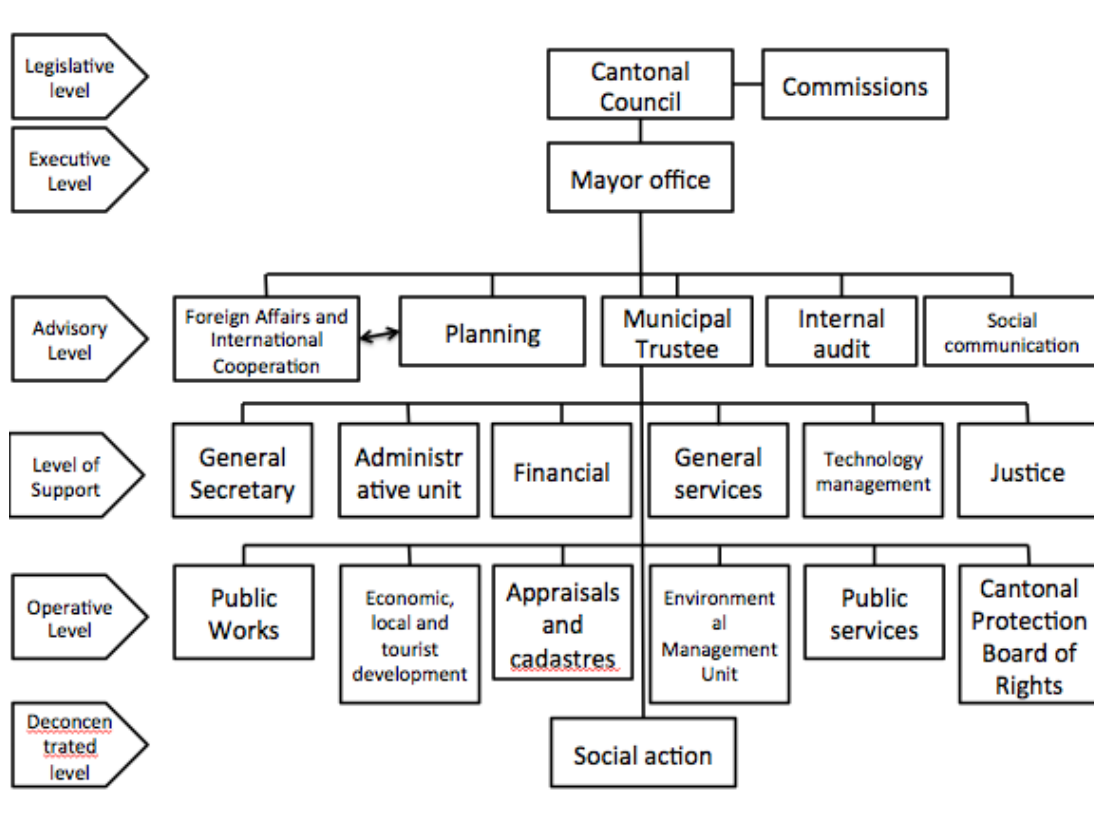


Figure 4 Proposal of the Organization and Functional Structure for Gualaceo

Author: Bernal, Martín.

This unit has a close relationship with the planning area, since it is necessary to have a complete understanding of all the activities that will be executed by the municipality. In this way, it can be properly supported and managed international cooperation according to local needs. Adding to this, it is considered necessary that the staff must work in their own department, regardless of whether it is made up of a single official. The independence of the other departments can guarantee an adequate functioning and comply with correctly advising the highest authority and the rest of the municipal units, without having to depend on a superior without the knowledge in the area.

Regarding human talent, for the unit of Foreign Affairs and International Cooperation, it is recommended that it be one or at most two officials, being necessary to have a director or department head and an expert. These personnel must have the appropriate education to carry out their duties in this area.

3.2.2.- Functions of the Department of Foreign Affairs and International Cooperation

Six main areas of functions of this department are proposed (see figure 5).

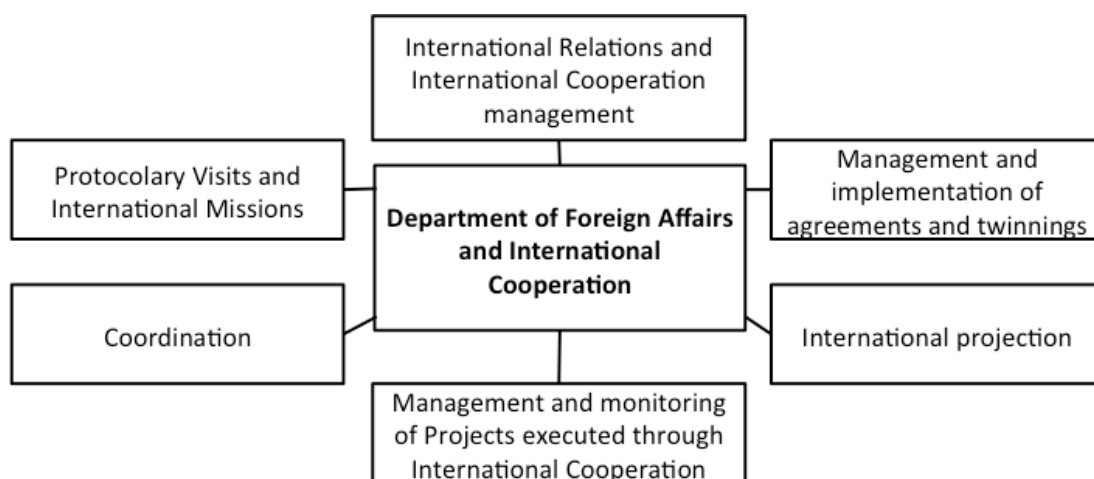


Figure 5 Main areas of functions of the Department of Foreign Affairs and International Cooperation

Author: Bernal, Martín.

Here are the functions that will be performed by area:

Coordination:

- Institutional Coordination.
- Territorial Coordination.
- International Coordination.

International projection:

- International positioning of the GAD.
- Participation in international fairs.
- Hosting international events.
- Proactive participation in international events.
- Application to international awards.

International Relations and International Cooperation management:

- Determination of existing needs in the municipality.
- Search for offers of international cooperation projects.
- International cooperation management.
- Linkage with international entities (International Organizations, Municipalities, NGOs, Cooperation Agencies, Embassies, Consulates).
- Application and participation in International Networks.

Management and monitoring of Projects executed through International Cooperation:

- Manage and link the appropriate entities for the implementation of international cooperation projects.
- Follow up on international cooperation projects that have been carried out in the canton.

Management and implementation of agreements and town twinnings:

- Manage agreements that are necessary for the GADM.
- Manage town twinnings (a type of agreements between municipal governments).
- Apply to existing agreements and twinnings when necessary.

Protocolary Visits and International Missions:

- Receive and organize the Protocolary.
- Manage, determine and send public officials to international missions.

3.3.- Coordination Proposal

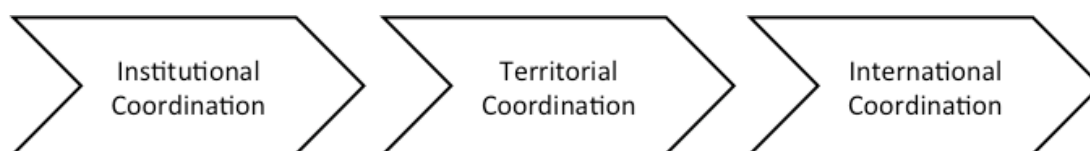


Figure 6 Three types of Coordination

Author: Bernal, Martín.

When there is a unit in charge of international cooperation, this would be a coordinating entity. There are three types of articulation, so they must be done in order; first, the institutional one; second, territorial and finally international. Before being able to articulate, the main entities of international cooperation must be identified, which can be related to the Gualaceo GADM. Once the entities have been analyzed, you can start with the articulation.

3.3.1.- International Cooperation stakeholders

3.3.1.1.-Internal stakeholders of the GADM of Gualaceo

By saying internal stakeholders, the main entities that are part of the decentralized autonomous government of Gualaceo, which have the capacity or potential for international cooperation, will be taken into account, either as providers or recipients.

Municipal GAD of Gualaceo

The Department of Foreign Affairs and International Cooperation, as a dependency within the municipality, would have an advisory role to the rest of the agencies. As it could be observed in the municipal organization chart, it would be necessary to emphasize more in those that are of operative level like: Public works, local and tourist economic Development, Appraisals and cadastres, Unit of Environmental

Management, Public Services, Cantonal Board of protection of Rights. However, each municipal unit could be an entity of decentralized international cooperation.

EMAPAS-G

It is the municipal company responsible for providing potable water, sewerage and sanitation services to the inhabitants of Gualaceo. This company has a technical, economic, social, environmentally responsible and sustainable management approach (EMAPAS-G, 2018). EMAPAS-G seeks to make Gualaceo a healthy city, works from the sources of water, purification and drinking water service until the return of it to nature in equal or better conditions. It also focuses on the preservation of water in the micro basin of the San Francisco River and in the sanitation of the towns and the city of Gualaceo. All this is part of the Gualaceo 2050 program (EPAMAS-G, 2018).

G-MOVEP

G-MOVEP is the Public Mobility Company of Gualaceo (Ecuador en Cifras, 2017). It is responsible for mobility issues in the canton, including among its functions the respective signaling, traffic light, registration, traffic control, promotion of transport alternatives, training of drivers and ensuring the road safety in the canton.

Cantonal Council of Citizen Security of Gualaceo

The Council of Citizen Security of Gualaceo was created in 2010, in order to promote and provide a safe environment for citizens in the development of their

activities, reducing the negative social impact that insecurity generates. This council has the powers to generate public security policies, develop a citizen security system in the canton, propose ordinances and regulations and subscribe to agreements through the municipality (Municipio de Gualaceo, 2010).

Cantonal Council for the Protection of the Rights of Gualaceo

The Cantonal Council for the Protection of Rights of Gualaceo is an articulating entity of the Cantonal System of Integral Protection. It has legal personality of public law, and organic, administrative and financial autonomy. It is made up of representatives of the State and also of Civil Society. Among its functions are to observe, evaluate and monitor the public policies of the canton regarding the protection of rights; In addition, it articulates the public policies of the National Councils for Equality and works together with inter-institutional networks for the protection of rights (Consejo Cantonal de Protección de Derechos de Gualaceo).

Fire Department of Gualaceo

The Fire Department of Gualaceo, like the rest of the fire brigades in the country, is an institution prepared to prevent, control and mitigate the impact caused by the different emergencies it seeks to save the lives of people and their assets, conserving environment (Cuerpo de Bomberos de Gualaceo). This institution must have trained personnel to fulfill its functions and also with adequate equipment to work efficiently.

3.3.1.2.- Territorial stakeholders

In the Ecuadorian State there are different levels of government, one of these levels is of the Municipal GADs; but that does not mean that they are not part of the State, so according to the law and Resolution 0009-CNC, the Ecuadorian international cooperation must be aligned at the national level and also take into account civil society. Therefore, the external entities of the Municipality of Gualaceo are the Territorial Entities with whom international cooperation must be articulated. Those considered the main territorial entities for Gualaceo will be analyzed as follows.

Ministerio de Relaciones Exteriores y Movilidad Humana/ Ministry of Foreign Affairs and Human Mobility

“El Ministerio de Relaciones Exteriores y Movilidad Humana (MREMH) has the rectorry of international politics and is responsible for its management and coordination, also of the Latin American integration and human mobility” (Cancilleria). In addition, according to the executive decree No. 1202 on October 13, 2016, it is in charge of International Cooperation in the country and assumed the functions of the Technical Secretariat of International Cooperation. According to the organization of the ministry, the Undersecretariat of International Cooperation is part of the Vice Ministry of Foreign Affairs, Political Integration and International Cooperationl (Cancillería, 2017). This entity is in charge of everything related to International Cooperation. Therefore, for the Municipal GAD of Gualaceo it is necessary to be articulated and coordinated to manage international cooperation in the best way.

SENPLADES

“The Secretaria Nacional de Planificación y Desarrollo es la Institución pública/ National Secretariat for Planning and Development is the public institution responsible for carrying out national planning in a participatory, inclusive and decentralized manner for all” (SENPLADES). This institution administers and coordinates the National Decentralized System of Participatory Planning, which seeks a sustainable development of the country through prospective planning and public policies (SENPLADES). As in the municipalities there is a planning unit, this entity is responsible at the national level. It is important to have a joint work, in order to comply with the territorial and national planning called “Toda una Vida”.

Azuay prefecture

The decentralized autonomous government of Azuay has jurisdiction throughout the province in the 15 cantons, including Gualaceo. The prefecture is commissioned by the central government for planning and development projects in Azuay. This level of provincial government has a unit in charge of international cooperation, which is why it currently has great experience in this area (Prefectura del Azuay, 2016). For the Municipal GAD of Gualaceo, it is important to articulate with this autonomous government of the province, because both can work together on several projects, including international cooperation.

Autonomous Decentralized Rural Parish Governments of Gualaceo Canton

Gualaceo has eight rural parishes, which is why there are also eight autonomous decentralized rural parish governments in the canton. Part of the functions of the municipal GAD includes promoting the correct development in the whole canton, so it is also necessary to articulate with these GAD. They also have the competence to manage international cooperation, but they do not have the financial or technical capacity to do it. Therefore, an ongoing relationship with these governments must be

maintained, articulated with them, work together and provide development to the canton.

Association of Ecuadorian Municipalities (AME)

The AME is an association of 221 municipalities in the country, has several functions among them is to ensure respect and guarantee of municipal interests, through representation over this institution and above all strengthen the capabilities of municipal GAD. The AME carries out many trainings it also supports coordination with other institutions and allows the channeling to reach other international entities in order to manage international cooperation.

Consortium Aguarongo

The general aim of the Aguarongo Consortium is the conservation and sustainable management of the Aguarongo Protected Forest and Vegetation area. This institution is made up of the autonomous decentralized governments of Gualaceo, San Juan, Jadán, Zhidmad and San Bartolomé (Consortio Aguarongo). It was registered on April 23, 2013 and among its registered competences is environmental management and International Cooperation. Therefore, it is possible to work jointly through the consortium for international cooperation in environmental matters (Consejo Nacional de Competencias, 2017).

Universities

Gualaceo can be linked to any university in the country to work articulately in international cooperation. However, it should be taken into account the universities of the province that are in Cuenca, such as the Universidad de Cuenca, Universidad

del Azuay (UDA), Universidad Católica de Cuenca and Universidad Politécnica Salesiana. These universities have a department of international relations and manage agreements. The University of Cuenca handles a large number of agreements and has a lot of experience in the internationalization or international projection of this educational institution; adding to this, it has a very well-known research unit. Finally to consider, the University of Azuay has the International Studies program, where graduates with an adequate profile are trained to be in charge of managing international cooperation in the public sector.

Other Entities

Other entities are central government institutions such as ministries, secretariats, etc.; same as other Ecuadorian decentralized autonomous governments, consortiums, associations, educational institutions, civil society, private sector, among others.

3.3.1.3.- International stakeholders

The international stakeholders are countless, they could include each international organization, government and its internal divisions with capacity for international cooperation, non-governmental organizations, private sector, civil society, etc. However, the main international entities in the Ecuadorian territory can be taken into account.

Embassies and Consulates

The States in the world can have diplomatic missions and permanent representations in other territory. According to the relations between the States and the needs of their nationals, in Ecuador there are more than 90 accredited representations in the

country. The embassies are located in the capital. Several consulates can be found in Guayaquil, and there are also many honorary consuls throughout the country, mostly in the city of Cuenca. By maintaining contact with these entities, international cooperation projects can be carried out, as Gualaceo has already done with the United States Embassy.

AECID

The Agencia Española de Cooperación Internacional para el Desarrollo/ Spanish Agency of International Cooperation for Development (AECID) is a public institution attached to the Ministry of Foreign Affairs and Cooperation of Spain. This agency seeks to promote, manage and execute public policies of International Cooperation for Development. Ecuador has a technical office Cooperation since 1987 and it is part of the Spanish Embassy. The AECID has managed, identified, controlled and followed up projects and programs of international cooperation in the country. Its Technical Cooperation area has been concentrated in several sectors such as economic, educational and knowledge, gender law, water and sanitation, risk management and environment. (AECID).

KOICA

It is an entity of the government of the Republic of South Korea, was born in 1991 and is part of the Ministry of Foreign Affairs of that country. Its main function is to channel Official Development Assistance in Asia, Africa, Latin America and the Middle East (KOICA). In Ecuador, this agency was established in 2005, works jointly with the Embassy of Korea. KOICA channels non-reimbursable international financial cooperation with regard to education, health, industry, energy, public management, agriculture, fisheries, forestry and human talent. Everything is done through macro projects, scholarship programs, sending volunteers and experts (KOICA).

GIZ

The Deutsche Gesellschaft für Internationale Zusammenarbeit is a German agency specializing in international cooperation for development. This agency is working in the country since 1962, supporting in various areas such as: environmental, economic, social, urban, educational. Its efforts are focused on: protection of the environment and natural resources, reform of public administration and economy, sustainable use of natural resources, sustainable urban development, human mobility, climate change, professional training, employment development and the local economy, among others (GIZ).

United Nations

The UN has actively participated in international cooperation projects in Ecuador, and the 2019-2022 Cooperation Framework has already been presented and approved. So it will continue to cooperate through its various agencies in the territory. This cooperation framework is aligned and articulated with the National Development Plan "Toda una Vida 2017-2021", the Sustainable Development Goals (SDG) and the 2030 Agenda. In addition, joint work with decentralized governments is stressed to carry out projects of cooperation in favor of 4 main axes: people, the planet, prosperity and peace.

It is necessary to emphasize that in Ecuador there are several UN agencies specialized in their area, with which they can work and manage international cooperation; these include: United Nations System (UNS); Office of the United Nations High Commissioner for Refugees (UNHCR); United Nations Organization for Agriculture and Food (FAO); International Organization for Migration (IOM); Pan American Health Organization / World Health Organization (PAHO / WHO);

United Nations Industrial Development Organization (UNIDO); UN WOMEN; World Food Program (WFP); United Nations Development Program (UNDP); United Nations Educational, Scientific and Cultural Organization (UNESCO); United Nations Population Fund (UNFPA) and United Nations Children's Fund (UNICEF) (Naciones Unidas Ecuador, 2018).

NGOs

Non-Governmental Organizations are considered part of Civil Society as they seek to support in various fields, are in favor of development, respect for human rights, equality, nature, among others. The NGOs have been of great help canalizing IC or cooperating for many projects. In Ecuador there is a large number of NGOs accredited to the MREMH (see appendix G).

3.3.2.- Institutional Coordination

The first level of coordination is institutional or internal. In this first, step the entities and possible entities of international cooperation of the municipal GAD are identified. Through this articulation, efforts are created or potentiated to achieve international cooperation. All internal entities must be aligned with the Development and Territorial Ordering Plan (PDOT) of Gualaceo. For this reason, the internal articulation, although the Department of External Relations and International Cooperation would carry it out, must be linked to the Planning area, with which it would work jointly to be able to manage international cooperation.

The Department of Foreign Affairs and International Cooperation is responsible for international cooperation, as well as the relationship between all the entities when there is a project of this kind. This entails the accompaniment to these activities. This

unit would also ensure that all internal entities act together, and not individually, so it would have to hold regular meetings to provide the necessary support to each internal entity and coordinate efforts.

It is essential that the department knows about the projects of each internal entity, since this way they can analyze the needs, prioritize them and manage international cooperation in whatever is necessary. Without the access to this information, management would be impossible. In addition the proactive role and receiver that each entity can have could be determined. On the other hand, it is necessary that the rest of municipal dependencies have knowledge about the functions and competences that this department would have. Once this is done, the department could comply to the Resolution No. 0009-CNC-2011, understanding that having an internal coordination can begin to manage international cooperation.

With this in mind, it is proposed that the institutional coordination should be as illustrated in Figure 7.

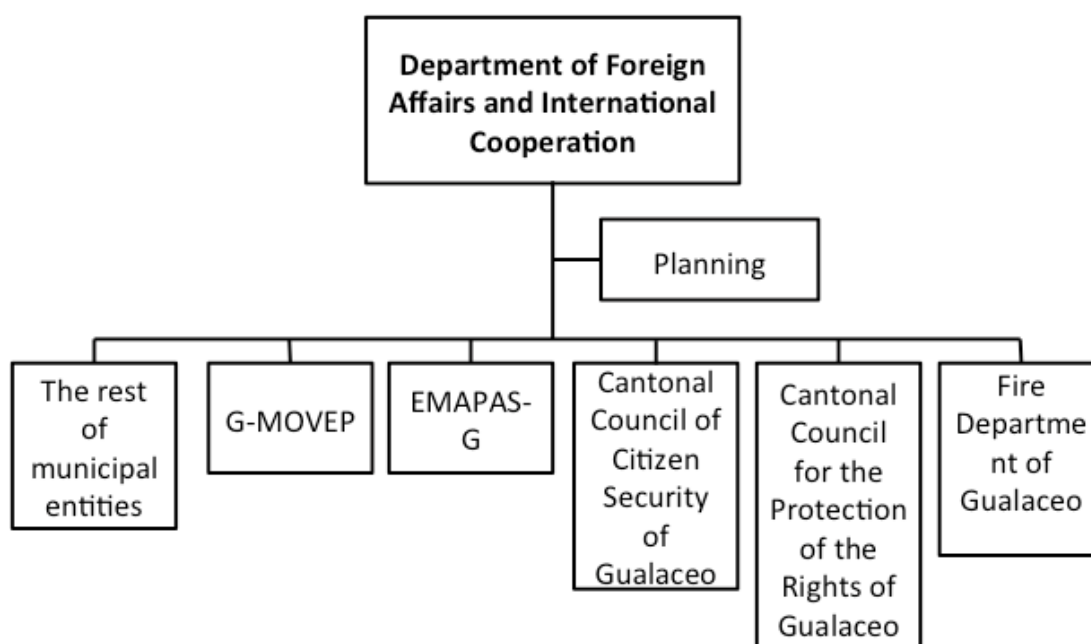


Figure 7 Institutional Coordination of the Department of Foreign Affairs and International Cooperation

Author: Bernal, Martín.

Since this is the institutional coordination, the joint work of the different internal entities can be guaranteed in order to efficiently manage international cooperation, all aligned with the local PDOT.

3.3.3.- Territorial Coordination

Within the coordination, the second step is at the territorial level. It is suggested that it be initiated from the local, to later expand the coordination with all the entities in the territory. It should start with the autonomous decentralized rural parochial governments of the canton of Gualaceo and later with the Prefecture of Azuay. Since there they would be the three main entities in charge of the planning of the Plans of Development and Territorial Organization related to the Gualaceo canton. Adding to these entities, SENPLADES, institution in charge of planning at the national level, would be added

On the other hand, with regard to international cooperation, these entities must be taken into account, especially the Ministry of Foreign Affairs and Human Mobility and its Undersecretariat of International Cooperation. Finally, so that the coordination integrates all the entities, it is necessary to consider the civil society, the citizens and also to link up with the academia, in order to obtain better results.

Therefore, it is proposed that the territorial coordination includes initially with these entities and according to the needs, in the future other entities in the country will be taken into account.

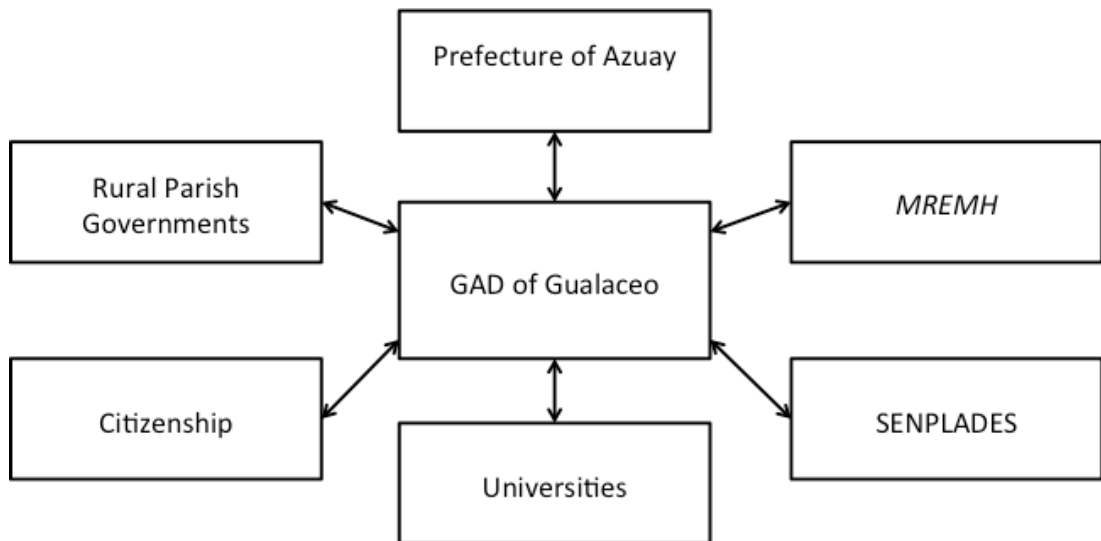


Figure 8 Territorial Coordination of the GAD of Gualaceo

Author: Bernal, Martín.

In what way can these entities be coordinated? It is proposed that working groups be held, together, and constant communication should be maintained. This joint work should be carried out without protagonism of any entity, so in this way it is possible to dialogue correctly and all of them will obtain positive results. One of the objectives of the coordination is to take advantage of the experience and capacities of the different entities, so as not to have to manage international cooperation from scratch. This would seek to favor the development of the territory and the locality.

It is necessary to emphasize that the optimum in the working groups is that assist counterpart departments of international cooperation and planning. This would achieve alignment of international cooperation with national planning and policy.

3.3.4.- International Coordination

Once it has been coordinated internally and in the territory, the next and last step is the international coordination. This initially consists of taking advantage of the territorial coordination to have an approach with the international entities and thus be

able to integrate them. As a coordinated group, it is more viable to attract international financial, technical cooperation, exchange of experiences and others. The joint work allows for better results, so it is proposed to take into account the Prefecture of Azuay, since it has more experience, experience and international contacts which could benefit both the Municipal and Provincial GAD.

In the same way, both institutions must work together with the undersecretariat of international cooperation to attract more international entities. By doing this, opportunities for cooperation are increased. It is necessary to remember that international cooperation projects must be registered in the chancellery, because having the available information it is possible to optimize the territorial coordination.

Once contact with international entities has been generated, it is easier to manage and work with them directly in future projects. Having thus already an international coordination. The international entities are countless, since there is a large number in the world, however, it can be initiated with those who are in the territory, as they were mentioned previously some that are considered relevant.

For no reason should any level of coordination be broken, because that would be the better way manage and work. Furthermore, it must never be forgotten that the role of international entities in international cooperation can be of two types, proactive or receptive. Therefore, also as a territorial coordination, cooperation with other international entities can be offered.

3.4.- International Projection Proposal

The international projection or internationalization of a city is a fundamental strategy to establish external or international relations. The international projection is in a few

words "put on the map" to the city, this means that the existence of this city is internationally identified. This is of great importance because it allows Gualaceo to be considered an entity of international cooperation, either with a proactive or receptive role. This means that in some way internationalization is an enabler to be able to have international relations and manage international cooperation.

It is important to distinguish what is tourism promotion from what is the international projection. Tourist promotion serves to attract the attention of people to visit the place; however, internationalization has the intent to be recognized as an international entity. An international entity does not consider a "nice" place as a counterpart, but does it with a decentralized government. This means that the good practices and public policies of Gualaceo should be promoted, but not the tourist attractions, because that is the responsibility of the tourism department.

There are several ways to achieve the internationalization of a city. The first step must be to identify how the city wants to project abroad. In the case of the city of Cuenca, it is projected as an example of an intermediate city or a green city, among other examples. Gualaceo should also be projected as a small, artisanal city, conserving the environment and its water sources. It is advisable not to promote Gualaceo as the Jardín del Azuay (Azuay's Garden), but preferably to use the other slogan "Mayors office of Gualaceo. We do it all ...! "Or use this slogan" City Hall / Municipality of Gualaceo. Together we generate development. " This last slogan is suggested because it is inclusive, it allows us to understand that all entities are part of the development, from civil society, GADM, to international entities.

Once it is clear how the local government wants to position itself on the international map, the process of internationalization can begin. It is proposed to look for spaces to be taken into account and promoted as a city, for example: participation in international conferences, attendance at international fairs, and active participation in international networks, among others. Is it enough with participation and assistance? No, it is necessary for Gualaceo to be seen and heard. How could this be done? It is

not complicated; it is needed to request a space to promote the city. An example would be the participation in a meeting, conference or congress of environmental management in which international entities participate (external municipalities, central governments, international organizations, NGOs, etc.) and Gualaceo can expose the good management that has in environmental matters.

A second example of how to achieve international projection is to host international events, this is a way in which one has the space to present the management that is being done in Gualaceo and the city with its attractions. These examples can be applied for good environmental practices, wastewater management, empowerment and work with citizens, maintenance of culture over time or any other good practice that Gualaceo carries out.

Another strategy for internationalization is to transmit or transfer experiences of successes with other entities or in these same spaces to learn from the experiences of others. The city can also position itself participating in international fairs, having an adequate presentation of what Gualaceo is and its good practices. Another proposal on the international projection of Gualaceo is to be a provider of international technical cooperation, in what is done in an outstanding manner. As a last proposal regarding this topic, it is the application to international awards, so the department in charge would have to identify which awards can be applied and with what projects; in this way the city will be renowned and Gualaceo will have a greater international presence. Finally, it is important that there is good communication with international entities, proactivity and that internal coordination is always maintained in optimal conditions.

3.5.- International Cooperation Management Proposal

Decentralized international cooperation should be considered as an instrument of local public management in favor of the development of its territory. Once Gualaceo is coordinate and has started the internationalization process, international cooperation can be managed. It is worth mentioning that since 2015, Ecuador has been considered a middle-income country by the World Bank, which means a decrease in international cooperation, mainly of a financial type by other States and International Organizations.

This essentially affects traditional IC, so from a critical approach, decentralized international cooperation may not be affected. This is where municipal management must be strategically managed. The development can be presented not only from an economic approach, but also from a social, cultural, political, environmental perception among others. In addition, at present and in Ecuadorian reality, decentralized governments around the world can be cooperating with each other, as well as with universities, civil society, international organizations, non-governmental organizations, the private sector, etc.

For Gualaceo, it is proposed to work with traditional entities to strengthen cooperation with non-traditional entities, especially decentralized governments. In this way, a horizontal relationship can be maintained to avoid asymmetries in order to obtain positive results. Could it be related to any decentralized government in the world? Yes, the goal is to find the right partners according to the needs of Gualaceo. Although it can be related to any entity, what is encouraged is South-South cooperation, since they can usually be found in similar situations, which means that these decentralized entities have a better understanding of reality and can cooperate more appropriately. Another proposal is to relate to decentralized governments of Latin America, since they could be the best entities to collaborate with Gualaceo, due to the similarity of conditions, culture and language.

The Department of Foreign Affairs and International Cooperation would be in charge of the management of cooperation, so first it must determine and prioritize the

existing needs that can be solved through this instrument; Second, establish the type of cooperation that is needed. From this moment on, the international cooperation management begins with the identification of possible donors. The international entity must be looked for according to the need; that means, a group of possible cooperators in the matter has to be investigated.

Once they are identified, they should be approached, formally visited and the GAD of Gualaceo should present itself and its projects. Another option is to carry out Cooperation and Dialogue boards between the entities; if Gualaceo wants to do it with those entities that are in the country, it is most likely to occur in the capital, Quito. The important thing is to create approaches, contacts and "knock on doors" as the Director of the Department of International Relations and Cooperation of Cuenca, Paulina Crespo, at the Annual Meeting of the Intermunicipal Network of International Cooperation and Internationalization of Cities. Initially, the management can take some time, but when the relationship with international entities increase and more projects are carried out through cooperation, the management of IC will be easier and increase progressively. The important thing is to maintain relations with international partners, so that IC would be continuous.

An alternative to IC management is the application to existing projects or programs, which are carried out by international organizations. In other words, successful cases that have been replicated more than once, these could be applied and adapted to the reality of Gualaceo. On several occasions, international organizations, cooperation agencies, NGOs, are looking for an entity with which to cooperate and implement a successful program or test a project. So in any case Gualaceo could benefit, in addition to gain positioning that will later allow better management.

The artisans of Gualaceo expressed, during the assembly held on December 14, 2018, that they need to be trained on how to run their business, calculate the value of their product, treat the client and do not know how to keep the accounts. For this reason, it is proposed that it be applied to the UNDP "En Marcha" program, which

has been carried out in Quito, Cuenca and Manabí. What this program seeks is to provide technical assistance to micro and small businesses, promoting entrepreneurship through a new business model (UNDP, 2018). This program could be applied for the benefit of the artisans and merchants of Gualaceo.

Another fundamental aspect for the department would be to maintain links with international entities as part of the international relations of the GAD. It is important because it allows more possibilities to manage international cooperation or an international project. It is generally preferred to cooperate with an entity that has already been worked on; so if the appropriate contact is maintained, it would be much easier to benefit not only from technical cooperation, but also from non-reimbursable financial cooperation. This is directly linked to the internationalization process, which is why IC and international projection are always working together.

It is important to maintain links with international entities that are in the territory and also in the region, mainly decentralized governments. Therefore, it is proposed that it be applied to international networks. These networks allow a better relationship with peers from the Municipality of Gualaceo, as well as obtaining various benefits such as: knowledge, participation in spaces to share successful experiences, access to more international cooperation, internationalization, increase the international network of contacts, scholarships, etc.

There are a lot of international networks for municipalities, sometimes they have a value that does not represent a large amount or can be free. It is recommended to apply to: Local Governments for Sustainability (I.C.L.E.I.), Latin American Federation of Cities, Municipalities and Municipal Associations (FLACMA), any network considered beneficial to Gualaceo, subsequently with a good position to United Cities and Local Governments (UCLG). The organization and restrictions that each network has are different, so in some there is no need to fulfill any requirement; they are free and can even be subscribed through the Internet. On the

other hand, there are international networks that have some restrictions for entry; however, all networks can be beneficial for local development.

Cooperation can not only help projects in order to fulfill the Gualaceo PDOT, but also generate benefits in terms of processes, procedures and good practices for local government. Strategic and efficient international cooperation is managed with political will, it must maintain continuity and it will be progressive.

3.6.- Proposal of management and monitoring of projects executed through International Cooperation

The proposal is for the department to be responsible for linking the entities involved in the project. What does this refer to? It refers that this department would be coordinator and adviser, but not executor. Therefore, the link would be between the international cooperant and the municipal authority responsible for the project. Similarly, if Gualaceo offers cooperation, the department would be responsible for managing the project and creating the link between municipal and international entities. However, the department would always advise and give the necessary accompaniment. Therefore, it is proposed that the use of resources to manage international cooperation come from each instance that needs this instrument, as it has been done in the GAD. This means that a budget is needed mainly for the salary of the officials who work in this department.

Regarding the monitoring of projects executed through international cooperation, the department would exercise, according to Resolution No. 0009-CNC, control and registration on the projects carried out. This is in order to analyze the correct progress of the projects and use of international cooperation. At the end, the projects

must be registered with the resources used and their results, being transparent to ensure the good management of Gualaceo's GADM.

3.7.- Negotiation and implementation of agreements and twinnings:

An agreement is a compromise between two or more parties in this case they would be international entities. So these entities could be those mentioned above. The treaties made between Gualaceo and other parties may be related to cooperation of any kind. Therefore, depending on the local situation, it would be analyzed whether or not it is necessary to negotiate an agreement with one or more international entities. It is worth mentioning that agreements can be for specific or broader issues, also with an indefinite or defined period of time.

Town twinning agreements are only made between two municipal governments. This means that this type of agreements can be created between two cities, no matter what part of the world they are. Twinning is usually undefined in time and may also be general or not. It is recommended while a negotiation of an agreement of this type to make it specific. This will be according to the type or types of international cooperation that will be carried out and the area. This is suggested because of the analysis that has been made to other cities; since twinnings that are too broad, do not usually apply.

The Department of Foreign Affairs and International Cooperation would be in charge of enforcing the agreements and twinnings. This means that the needs of the GADM would be constantly analyzed and when necessary, the implementation of these agreements would be managed, in order to facilitate the management of international cooperation and allow the canton to develop correctly. In this way the efforts and resources used to manage the agreements, would be positive and successful.

3.8.- Proposal on protocol visits and international missions.

It is proposed that the department work together with the person in charge of the municipal protocol to be able to make the preparations for the protocol visits. This would include the following: coordinating the time of the Mayor or the maximum authority in case of absence, so that an adequate welcome is given. The activities to be carried out must be organized, together with the person in charge of the official delegate; prepare and coordinate the necessary security; arrange a representative gift from the city for the highest authority of the visiting delegation; have ready the informative material of the city, activities to be carried out and management of the Gualaceo's GADM; coordinate with everyone involved to have a perfect organization; Finally, be prepared for any retail, during the visit.

During the visit, the delegation should be accompanied from the arrival in the city until their departure. This means that someone of the department will be present in all the activities that are carried out and an adequate environment will be created for it. In the course of the protocol visits, it will organize, coordinate and participate in dialogue and cooperation boards with the appropriate officials of the visiting delegation or representation. This activity is necessary, since there is an approach with an international entity, through this international cooperation can be manage or negotiate for the benefit of both parties. This allows a saving of time and efforts, since it would be done during the visit in the locality.

Finally, international missions could be defined as official trips outside the country by public officials from the municipality of Gualaceo, in order to participate in international events such as: forums, summits, official visits, technical or field visits, meetings, etc. In general, its objective is the exchange of knowledge, learning from good practices from other cities and allowing the international projection of Gualaceo, through the dissemination of its projects and good practices.

CONCLUSIONS

In chapter one, it was clarified that there are no theories on international cooperation, since this is part of international relations. So, cooperation can be analyzed by theories of international relations. A theory, also known as speculative knowledge can be used to analyze phenomena of the international community.

Realist theory proposes an international system in constant conflict for empowerment. The system is not equitable and the relationship between the entities is characterized by the zero-sum game -- win-lose relationship. From this perspective, international cooperation would be a tool to replicate patterns of inequity among the countries that are developing.

Liberal theory is based on idealism; the nature of the human being is good, is associated and cooperates for mutual benefit. An international system consists of entities from the States to civil society. The relationship between entities can be Non Zero Sum Game, win-win. This theory encourages joint work in favor of States and the well-being of the human being. International cooperation, from a liberal perspective, is a tool that can solve international problems and foster development.

Economic liberalism is based primarily on individual freedoms and rights. Among the freedoms that stand out include the free trade and business. State intervention must be minimal or null, since capitalism is self-regulating. Therefore, international cooperation would be seen as an external intervention to policies and economy. Cooperation would be detrimental to development, as this discourages development and causes capacity to be lost.

Critical theory mainly analyzes dominant social structures, power relations, the generation of hegemonic ideas and the world order. This theory seeks to understand reality in order to change it and achieve emancipation. Traditional international cooperation is a strategy to strengthen unequal structures in the world. In addition, the autonomy, development and welfare of a State would be in danger. However, South-South and decentralized international cooperation is proposed as a solution to this.

This research considered that human nature as positive, in the processes and relations of cooperation there is a relationship between entities of Non Zero Sum Game, win-win; international cooperation is a tool that can be used in favor of development and Traditional international cooperation is not feasible for Gualaceo.

There are different types of international cooperation. First, technical; second, financial reimbursable and non-refundable; third, politics; fourth, scientific and technological; fifth, humanitarian aid; sixth, food aid.

This thesis proposes a decentralized international cooperation modality. In addition, it is sought to be strategic and efficient. This through assertive leadership, a management based on satisfying real local needs and finally is progressive over time, maintaining the relationship between the entities and increasing international cooperation.

Global cities have become centers of financial processes, control service, global coordination, tax, accounting, credit counseling and also in telecommunications. These could be partners for the management of decentralized international cooperation.

The management of international cooperation will be based on the concept of location, adaptation of ideas or standards raised internationally based on local reality and own needs. The type of development that Gualaceo wants and its current situation is taken into account.

Most GADs do not have a unit in charge of the management of international cooperation, although decentralized cooperation in Ecuador is included in the constitution. The municipalities have the capacity to manage technical and non-reimbursable international cooperation, but not reimbursable financial cooperation without the permission or sovereign endorsement of the Ministry of Finance.

The Technical Secretariat for International Cooperation (SETECI) was attached to the MREMH and existed from 2011 to 2016. The SETECI was responsible for training, coordinating, managing and negotiating the resources of international cooperation in the country. This entity fulfilled a role of control, guidance and training for decentralized autonomous governments. In 2016, it disappeared and the MREMH assumed all its functions.

In the cases of experiences of other local governments, presented in this thesis, it can be seen how the ICA of Medellín emphasizes the importance of the international projection of a city, for its development and the obtaining of international cooperation resources. On the other hand, the experience of Cuenca demonstrates the results of managing international cooperation in a coordinated manner from the municipality, working in various areas.

From chapter 2, in the national regulatory framework, it is determined from the constitution that municipalities have the capacity to manage international cooperation, in order to fulfill the rest of their competencies. In the organic code of planning and public finances it is determined that non-reimbursable international cooperation is a mechanism by which services, resources, assets, capital, knowledge

and / or technology are granted, received, transferred or exchanged in order to comply with the planning Likewise, it is determined that the GADs can manage, approve, control and register international cooperation. However, everything must be in accordance with the PDOT and the national policy. Finally, in the organic code of territorial organization, autonomy and decentralization, it is added to the aforementioned that it must also be registered in a national system of international cooperation.

Executive decree No. 1202 of 2016 suppresses the SETECI and assigns to the MREMH to exercise the stewardship, planning, control and management of the Ecuadorian international cooperation system. On the other hand, Resolution No. 0009-CNC-2011 resolved that the local rectory, planning, regulation, control and management of international cooperation is empowered decentralized autonomous governments with regard to their circumscription.

Gualaceo is a canton located in the province of Azuay. Its population is approximately 50,000 inhabitants. It has one urban parish and eight rural parishes. Eighty-eight point two percent of its population identifies itself as mestizo, 5.4% as indigenous, the rest among whites, Afro-Ecuadorians and others. The majority of its inhabitants are women, and in terms of population growth there is a majority of young people. Education in the canton is not optimal; more than 11% of the population over 15 years old cannot read or write. Approximately 42% have completed primary school and only 12.86% have finished secondary school. The population percentage that has an educational level higher than secondary does not reach 15%.

The main economic activities of the canton are agriculture, livestock, forestry and fishing; second, the manufacturing industry (shoes, joinery, fabrics, macanas, etc.); third, retail and wholesale trade. The basic services in Gualaceo provide the population with 95.5% electricity, 67.4% public water network, 45.7% garbage

disposal by collector car, 33.4%, connection to a public sewerage network. Gualaceo does not supply the entire population with its basic services.

When carrying out a SWOT analysis of the GAD, it was determined that it has the capacity to manage international cooperation as a proactive and receptive entity. With regard to being a provider of CI, it was proposed that technical cooperation and transfer of experiences in environmental management, cultural, citizen participation and any other that is considered a success be carried out, this with other tourist and craft cities. In terms of being a receptive entity, it was proposed to make a consideration based on compliance with the PDOT, when it is not possible to satisfy a need or fulfill an objective, it must be IC managed. It is proposed that technical assistance be sought for training the human talent of the municipality, the organization and internal communication of the institution, also take into account cooperation programs to meet the needs of a part of civil society (education, accessibility of tourists, education and infrastructure).

Gualaceo has managed international cooperation, however, each unit has been responsible for managing it in a non-coordinated manner and it has not been done with the technical personnel trained in the area of international cooperation. Finally, it could be said that there is no person, unit or department in charge of advising or managing international cooperation in the local government of Gualaceo.

In chapter 3, the three elements of a strategic and efficient international cooperation management are explained: political will, continuity and it is progressive.

The creation of a Department of Foreign Affairs and International Cooperation was proposed. To do this, the normative body must be adapted, through an ordinance, and the organic body of the municipality, including this department at an advisory level. This unit would work based on 6 areas: coordination, international projection, international relations and international cooperation, management and monitoring of

projects executed through international cooperation, negotiation and implementation of agreements and twinnings, and protocol visits and international missions.

The coordination is made up of three types and must be carried out in the following order: first, the institutional; second, the territorial; and third, international. The previous step to the institutional articulation is the determination of the main internal, territorial and international entities. The coordination allows working correctly, prioritizing needs and joining efforts to manage cooperation.

The internationalization of a city allows it to be considered as an international cooperation entity. This must be done by projecting the good practices and successful experiences of the GADM; Gualaceo can also host international events, offer cooperation, participate actively in international events and apply to international awards. Internationalization allows a better management of international cooperation.

The international cooperation management supports to comply with the territorial development planning, it provides benefits in terms of processes, procedures and good practices. It is based on determining the needs of the municipality, looking for cooperation projects, managing them, linking with international entities, applying and participating in international networks. The budget for the realization of the projects would be given by each beneficiary unit of the Municipality, so it would be necessary a budget principally for the salary of officials.

The management and monitoring of projects executed through international cooperation would be responsible for managing and linking the internal, territorial and international entities involved. In addition, the municipal entity would be advised and supported at all times. Finally, follow-up and control would be given to the projects carried out through cooperation.

The protocol visits and international missions are based on receiving and organizing the protocol visits; taking advantage of the visits to organize tables for dialogue and cooperation; managing, determining and sending public officials to international missions on behalf of the GADM.

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Appendices

Appendix A: Interview with Vinicius Meneguelli Biondo, official of the GAD of Cuenca.

Appendix B: Interview with Cristina Molina, official of the GADM of Cuenca.

Appendix C: Interview with Roberto Jiménez, Director of Planning of the GADM of Gualaceo.

Appendix D: First Annual Meeting of the Intermunicipal Network of International Cooperation and Internationalization of Cities

Appendix E: Assembly of artisans

Appendix F: Model of the AME ordinance on international cooperation

Appendix G: List of active and registered NGOs in Ecuador

Appendix A: Interview with Vinicius Meneguelli Biondo, Official of the GADM of Cuenca

The interview was conducted with Vinicius Meneguelli Biondo, BA in International Relations from IBMEC-MG University, Brazil and he has a master degree in south-south cooperation. He has worked as an analyst, consultant and Director in charge of the Directorate of International Relations and Cooperation of the Municipality of Cuenca.

QUESTIONS

What is your perception of decentralized IC?

In general terms, it is one that is managed by municipalities, decentralized entities or subnational entities that manage international cooperation. In our case as a municipality, it is the work we do so that the city generates cooperation with local governments, OI, cooperation agencies or any entity that carries out IC.

How has decentralized IC been handled in Ecuador?

In my previous experience working in a municipality in Brazil, only the largest cities are those that have generated IC, it is a short time since the intermediate and small cities have managed IC. In Brazil, there is no federative entity that is clearly divided in the constitution of the country, it is not established what is a federation, federal government, provinces, municipal governments, etc. In Brazil, there is no specific legislation that allows local governments to manage their IC, despite that, they do so, but without the support of a law. In Ecuador, however, with the constitution, COOTAD and resolution No. 009 determine the strong legal framework, which allows municipalities to manage their international relations and their cooperation, in an institutionalized and simpler way than it is in other countries and in Latin America. There are very few countries in the world that have an adequate regulatory body for decentralized IC.

In Cuenca we have a lot of experience, long before we had the competences and the constitution of 2008. Here we have the capacity, the professionals, which is very difficult to achieve in Latin America in terms of decentralized IC. In Cuenca we have a university with an International Studies degree, which is a great support. Most municipalities do not have the budget, political or technical capacity (trained personnel). The political will of the mayors is not strong, because they do not understand the benefits of managing cooperation. The technical inability is because there was decentralization of competences but there was no one to train the municipalities.

AME was the one that assumed the responsibility of training the municipalities, a function that the SETECI had but did not do enough. The training of the AME stayed more in the planning staff and not in international relations, which is very good, because the IC has to be linked with the PDOTs. But if there is a lack of knowledge of the planning staff, about the cooperation agencies, the entities, organisms, languages, basic English and Spanish writing. The vision of a planning professional is very different from that of someone with training in international relations. The knowledge load that we have in matters of law, international law, economics, international relations, accounting, statistics, etc.

Which are the limitations to manage IC?

The limitations mainly of the municipalities are the lack of professionals in international relations, budget, ignorance about cooperation and its benefits, and above all the lack of political will. In Cuenca, we do have a budget, we manage a high one despite being a small address, which allows us to generate our own projects.

From my personal perception, the municipalities would need only a budget to pay salaries to their officials and perhaps to provide counterparts for CI projects. Since the direction coordinates, it does not have an executing role. They must be aligned

with all the addresses of the municipality and municipal companies. So that they are the ones that destine the budget, and thus execute the projects.

Normally, counterpart's payments are important for agreements, however, that is too complicated to plan. In Ecuador, a budget could be allocated for such projects, but if an agreement is reached and a counterpart is made, there is a low execution at the end of the year because that budget was not used, not because it was not wanted, but because he got it in another way. The important thing would be not to spend money, but to attract it. It is important to look for new ways to get resources. That is difficult now, since Ecuador is a middle-income country.

It is important to define the functions and objectives of the management very well. Linked to development plans, especially the local PDOT.

How would you relate IC management to development, what is sought by the local government?

It is interesting, the problems we have with development. What is development? Why do we talk about development? Why should we work for development? Here we look for a better, inclusive city that cares about urbanity, the environment, mobility with all possible areas for human, urban, sustainable development of the city in general. We as an direction are linked to the PDOT and that is an obligation that all municipalities have. All our activities must be linked to the PDOT. Although we have few goals planned in the PDOT and it is difficult to plan, what matters is the work we do for the other directions, because we help to fulfill the PDOT activities. They would comply with the development of the city.

What would be the benefits of managing IC from a local government that does not have an IC plan?

Easy, it would start by the trainings. The easiest thing to achieve is the technical IC, which is able to train municipal officials. An example would be that you want to do a sewer project and come an entity that has much more experience, you can do the project with your technicians but the moment they leave, the learning remains. You can learn from the experiences and expertise of other entities.

Cooperation is cheap to manage, because you do not need to invest a lot, it attracts resources. Yes, it is necessary to invest in participating in international events, but it is not expensive.

What prerequisites do you consider necessary to take into account, before starting with the IC management?

It must be linked to the PDOT and the mayor's plan. In addition, you have the legal authority. We receive IC organically, since they are looking for us. In the case of very small municipalities, a department would not be necessary, but one could work from a head quarter or a work group from the planning area. However, it is much more efficient to work autonomously as a department, even with few people. The important thing is to know and be very clear about the objectives that you want to obtain with the CI. You may want to work with all the issues of the municipality, but that is difficult, you must prioritize and start working on the most important. Above all you need to have a cooperation plan, and being a support team, you should have access to all the municipal departments to have the information and be able to work with them.

Do you have any other comments that you would like to share?

The most important thing is that the knowledge remains here, you must initially manage technical IC, have international missions. So that's how knowledge is in the city. In the case of Cuenca, this was initiated and subsequently, with the internationalization of the city, non-reimbursable financial cooperation began to be received.

The important thing is the political will; Cuenca has had the support of the mayor because he is aware of what can be done with IC. He has given a lot of freedom and confidence in the work done.

Appendix B: Interview with Cristina Molina, official of the GADM of Cuenca

The interview was conducted with Cristina Molina Galarza, graduated in International Studies from the Universidad del Azuay and has a Master's degree in International Relations and Cooperation from the University of Melbourne, Australia. She has worked as an International Cooperation Analyst and Technician.

From your perspective how do you define decentralized IC?

It is very good that the municipalities now have the power to manage it. I would define it as the capacity of a local government to manage and seek technical assistance, international non-reimbursable funds and capture them directly for their projects and others. Since being centralized, it is not easy for funds and opportunities to reach the GAD.

How is decentralized international cooperation handled in Ecuador, in your opinion?

I think that almost no GAD manages the IC well. As before the CI was centralized, they have remained in that thinking. They manage some cooperation only when the agencies knock on their doors offering it. Almost no GAD knows how to handle it. Normally they are not in charge of managing or seeking cooperation.

We have received visits from other GAD from the east and Galapagos, they have come for us to train them on the cooperation issue. They tend to mix and confuse with the areas of planning and finance, but there is almost nothing of international cooperation. It is a pity because they lose many opportunities, in addition to not having a direction of international relations.

From your perspective, what are the benefits of managing decentralized international cooperation?

As a municipality, you know what projects you have and what you need to do them. It is easier, if you have a unit of international relations, focusing on the needs. For example, in the hypothetical case of needing technical assistance in the biogas plant and requiring a technician to operate a certain type of machinery, knowing exactly what is being sought, they can approach other municipalities and entities through twinning or agreements, they can also approach agencies or intermediaries. The point is that they get what they need.

On the other hand, if the IC is centralized, the central government offers whatever it comes; they give general calls. This may work, but it does not meet specific needs.

In your experience, what are the limitations in managing decentralized CI in Ecuador?

If the municipality is not known, it is very difficult to get support, technical assistance. If local government is not visible, it is not easy to capture the attention of international entities. In the case of Cuenca, we are lucky, as it is the third most important city in the country and also thanks to the political will of the mayor, his travels and presence in multiple international events. This has led to Cuenca being vice president of the UCLG network, which is similar to the United Nations, but of the cities. Cuenca has invited and hosted many events to make it known. It is good for governments to make themselves known, for example Cuenca for its culture, panama hats. But for me it is more important to promote yourself by the skills, good practices, technical skills that the municipality has.

I like to promote the city more for its good practices, speaking well of the plan to improve peripheral neighborhoods. Counting that Cuenca has developed this methodology so that they are applied in different intermediate cities of the south. In this way they can improve the living conditions of the population of the periphery, by giving them access. All IC is focused on people having access to everything, basic services, infrastructure, etc. We can internationalize Cuenca better if we focus on

projects and methodologies. We encourage other cities, in similar conditions, to use our methodologies and adapt them to their realities to improve people's lives.

What do you consider to be the prerequisites for managing IC?

In India I made a paper about what I thought were the flaws when generating cooperation. The municipalities are often very large with many departments, what is missing is the internal coordination, so that they know what their needs are. Many times they manage twinning, but they are very general and do not help at all. The most important thing is to know what the needs are and what you have to offer. In general, a small GAD cannot provide money, but they have strengths that are good practices. For me, the first thing is to see what is needed and their strengths. Sometimes it is difficult to get money, probably for what they are not known. But instead you can exchange, make swaps, through twinning or agreements. For example, we, Cuenca has a spectacular handling of water or garbage, but suppose you need a topic about culture and want to learn something specific. Then you can learn something and teach something. This can be done preferably with cities in the same conditions.

The important thing is to know what the needs and strengths are. if you do not know what is needed, you end up making agreements that do not benefit you at all. Therefore, the direction of international relations should be very well coordinated with the other departments, mainly planning. In addition this unit must handle all the projects or the most important of the GAD, so you can manage CI.

What is your experience on twinning?

The truth here in Cuenca, we have twins too general, for example a twinning with Cuenca of Spain, this is about culture; This covers too many subjects. Ideally, twinning should become more specific. For example, to make a twinning with Tenerife, Spain, they have a company that is dedicated to the operation of trains and trams, then the twinning would focus clearly on the tram operation. Then you know exactly what you are going to work on.

Overly general agreements are almost the same as nothing, they are not applicable.

What do you think is the most important thing to start managing IC?

The first thing that should be done is to put together a portfolio of projects, a small catalog of the strengths that Gualaceo has.

The most important thing is to make you known, create a portfolio of strengths and projects. This could be done by visiting Quito, where most of the international entities are in Ecuador, and one could visit each one, making Gualaceo known, they could make tables or negotiation rounds presenting this material and the offer from Gualaceo. They could also make known that you want to host an international event, in these cases; it could be done in conjunction with Chordeleg.

It is important that you create your own database, you could invite a reception in Quito to present the offer to several entities. The indispensable thing is to make known. After that first step, cooperation can be managed based on a win-win, giving and receiving with other cantons.

Do you have any recommendations for Gualaceo?

I do not know how the budget in Gualaceo is managed, but it is necessary to invest in the realization of travel, translations and in itself the internationalization of the city, a budget destined for the promotion of the city is always necessary.

Appendix C: Interview with Roberto Jiménez, Director of Planning of the GADM of Gualaceo

The interview was held on December 6 to the Director of Planning of the Municipality of Gualaceo, Arch. Roberto Jiménez.

What is decentralized international cooperation for Gualaceo?

The IC is like a tool with which you can obtain resources in favor of the development of the city. The Gualaceo GAD can directly manage IC. It can also be an exchange of resources whether economic or technical, but based on the PDOT of the canton.

Has Gualaceo had decentralized CI?

Yes, some IC projects have been done.

What are your experiences?

We have had different experiences, for example we have carried out several projects with GIZ, and we also work with the US embassy for a theme of the city's heritage. I also know that cultural cooperation has sometimes been managed. So there have been some more projects.

At this moment, is a IC project being carried out?

No, at this moment nothing is being carried out. There is no cooperation project in force at this time.

How have you worked on IC projects, who are the managers and how is it managed?

Well, I could say that each department has been in charge of managing and working IC in its own way. Everyone seeks and executes. There is no methodology on the part of the municipality, but each one searches independently.

What are the limitations of Gualaceo?

Well, we do not have personnel who know about IC. There is no advice to manage projects. Nor is there a manager to do the management and you do not have a strategy to get IC. We do not really know how this work should be done, that's why each unit takes care of it.

What are the strengths of Gualaceo, mainly what would be considered good practices?

We work very hard in what is environmental management. Forests are protected, protected forest areas are expanding, and water sources are protected to provide potable water service. In addition, green spaces in the city are increasing. There are many policies in favor of the environment.

From there, Gualaceo works very hard on its culture. The culture is fostered, mainly the local one, it is encouraged that people do not forget their traditions and they are encouraged to remember the population, its roots and culture. That is why we seek to support the production of Gualaceo, which are: handicrafts, shoes, panama hats, macanas and even food.

We also work a lot in the historic center, since it is Cultural Heritage of the Nation since 2002.

Appendix D: First Annual Meeting of the Intermunicipal Network of International Cooperation and Internationalization of Cities

The meeting was attended, which was aimed at public officials from different municipalities.

The schedule of activities and the objective of the meeting were presented as follows:

FIRST ANNUAL MEETING OF THE INTERMUNICIPAL NETWORK OF INTERNATIONAL COOPERATION AND INTERNATIONALIZATION OF CITIES (RICII) NODES 5, 6 and 7

OBJECTIVE:

Generate a space for capacity building, coordination and inter-institutional coordination, as well as the exchange of experiences and good local practices in the decentralized management of international cooperation, within the framework of the Intermunicipal Network for International Cooperation and Internationalization of Cities (RICII).

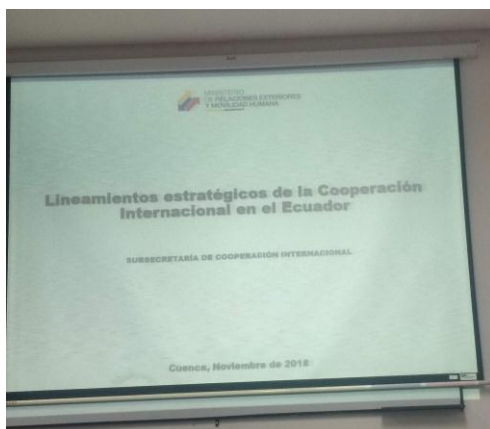
DATE AND PLACE:

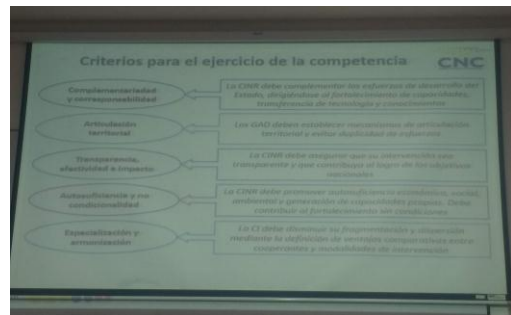
Tuesday, December 11, 2018
Auditorium of the Faculty of Architecture of the Universidad de Cuenca
Av. 12 de abril y Agustín Cueva - Cuenca

PRELIMINARY AGENDA

	Activities
08:30 - 09:00	Inscription
09:00 - 09:30	Inauguration: National AME Representative Representative Municipality of Durán-National Leader of the RICII Representative CONGOPE Representative SENPLADES CNC representative Foreign Ministry Representative
09:30 - 10:00	Analysis of the decentralized management of international cooperation: Diagnosis of competition and outlook of supply. AME

10:00 - 10:30	Presentation of Reports 2018 and Strategy 2019 for the Strengthening of RICII AME *
10:45 - 11:15	Coffee break
11:15 - 12:45	Presentación de proyectos de inversión y de cooperación internacional no reembosable: Lineamientos generales <i>SENPLADES</i>
12:45 - 13:45	Lunch
13:45 - 14:45	Exchange of successful experiences in management of International Nonreimbursable Cooperation Presentation of Municipal and Provincial GADs
14:45 - 15:15	National policy and guidelines for the decentralized management of international cooperation Ministry of Foreign Affairs and Human Mobility (MREMH)
15:15 - 15:45	Institutional strengthening in the management of international cooperation competence Consejo Nacional de Competencias (CNC)
15:45 - 16:00	Coffee break
16:00 - 16:20	Strategies for the formation of subnational governments linked to international organizations <i>CIFAL</i>
16:20 - 16:45	Strategies for the coordination of cooperation networks in decentralized autonomous governments <i>AME and CONGOPE</i>
16:45 - 17:00	Round of questions
17:00	closing of the event





Appendix E: Assembly of artisans

On December 14, 2018, an assembly was convened for more than 100 artisans from the Gualaceo canton. The meeting was held at 13:30 in the auditorium of the Municipality of Gualaceo. This event was made possible thanks to the help of Lic. Danny Mullo, an official of the GAD of Gualaceo in the area of economic development.





Appendix F: Model of the AME ordinance on International Cooperation



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MODEL OF ORDINANCE FOR THE REGULATION OF INTERNATIONAL COOPERATION NON REFUNDABLE AND TECHNICAL ASSISTANCE IN THE CANTON

EXPLANATORY MEMORANDUM

The Constitution of the Republic places International Cooperation as an instrument of foreign policy within the framework of international relations, as indicated in article 416 in the first paragraph where "peaceful coexistence and self-determination of peoples as well as the cooperation, integration and solidarity", in addition, Article 264 of the Constitution establishes the exclusive competence of the Autonomous Decentralized Municipal Governments to "manage international cooperation for the fulfillment of their competences".

In 2010, the Organic Code of Territorial Organization, Autonomy and Decentralization states that "the decentralization of State management consists of compulsory, progressive and definitive transfer of competences, with the respective human talents and financial, material and technological resources, from the central government to the decentralized autonomous governments "and it is established that" international cooperation for the fulfillment of their competences "must be managed.

On the other hand, the Organic Code of Planning and Public Finance establishes that international cooperation must be linked to national and territorial planning, that is, the alignment of management to the National Development Plan and the Development and Territorial Planning Plans.

The National Competency Council, through Resolution No. 0009-CNC-2011 resolved to transfer to the Decentralized Autonomous Governments the competence to manage international cooperation to obtain non-reimbursable resources and technical assistance for the fulfillment of their competences.

In this framework, international cooperation constitutes an instrument that responds to the foreign policy of the countries and contributes to progress through the exchange of knowledge, non-reimbursable financial resources and technical assistance; consequently, the decentralized management of competition strengthens institutional capacities, promotes leadership and local governance and promotes the endogenous development of the territory.

Therefore, it is mandatory that this Ordinance be implemented in the Municipal Autonomous Decentralized Government as a tool to regulate the management of non-reimbursable international financial cooperation and technical assistance, in order to meet institutional objectives and achieve the constitutional value of Buen Vivir.



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**THE AUTONOMOUS DECENTRALIZED GOVERNMENT MUNICIPAL OF
THE CANTON**

CONSIDERING:

That, the Constitution of the Republic of Ecuador in Art. 1; first paragraph typifies that: "Ecuador is a constitutional state of rights and social justice, democratic, sovereign, independent, unitary, intercultural, plurinational and secular. It is organized in the form of a republic and governs in a decentralized manner."

That, article 238 of the Constitution of the Republic establishes that: "Decentralized autonomous governments shall enjoy political, administrative and financial autonomy, and shall be governed by the principles of solidarity, subsidiarity, interterritorial equity, integration and citizen participation (...)" .

That, the Art. 225 Constitutional, in literal 4) infers that, "the juridical persons created by normative act of the decentralized autonomous governments for the benefit of public services". They are organisms that belong to the public sector.

That, Art. 264 *ibidem*, in numeral 14 establishes as an exclusive competence of the Decentralized Autonomous Governments: "Managing international cooperation for the fulfillment of their competences".

That, the Constitutional article 416 establishes that "Ecuador's relations with the international community will respond to the interests of the Ecuadorian people, who will be accountable to those responsible and executors, and consequently"; in its numeral one, "proclaims the independence and legal equality of the states, the peaceful coexistence and the self-determination of the peoples, as well as cooperation, integration and solidarity".

That, article 423 *idem* establishes that: "The integration, especially with the countries of Latin America and the Caribbean, will be a strategic objective of the State ...".

That, article 425, final paragraph of the Constitution of the Republic prescribes that: "The normative hierarchy shall consider, as appropriate, the principle of competence, especially the ownership of the exclusive competences of the decentralized autonomous governments";

That, the National Plan for Good Living 2013-2017 in its objective 12, policy number 7 establishes; "Consolidate the sovereign management of International Cooperation, in line with the transformation of the productive matrix and the strengthening of South-South Cooperation," and that between guidelines b, c and d, of said policy are respectively:

"Strengthen South-South Cooperation as an instrument of regional and binational integration"

"Enhance the offer of Ecuadorian Technical Cooperation to other countries, with emphasis on other countries in the region" and,

"Promote articulated and coordinated management of International Cooperation, among the different functions and levels of government of the State."

That, the Organic Code of Territorial Organization, Autonomy and Decentralization, defines as general principles of political, administrative and financial autonomy; Unity, Solidarity, Coordination and Co-responsibility, Subsidiarity, Complementarity, Inter-Territorial Equity, Citizen Participation and Sustainability of Development.

That, the second paragraph of article 5 of the *ibidem* law, "(...) Is expressed in the full exercise of the normative and executive powers over the competences of its responsibility, the faculties that are concurrently assumed; the capacity to issue territorial public policies (...)"

That, Article 6 of the Organic Code of Territorial Organization, Autonomy and Decentralization recognizes the guarantee of autonomy for which no function of the State or foreign authority may interfere in the political, administrative and financial autonomy of the decentralized autonomous governments, except what is prescribed by the Constitution and the laws of the Republic.

That, Art. 55 *ibid*; literal n) determines: "Manage international cooperation for the fulfillment of its competences".

That, in article 131 of the same legal body, it establishes that: "Decentralized autonomous governments may manage the obtaining of resources from international cooperation and technical assistance for the fulfillment of their own competences within the framework of their national objectives, of their plans of development (...)"

That, the Art. 15 second paragraph of the Organic Code of Planning and Public Finances, determines: "The decentralized autonomous governments will formulate and execute the local policies for the management of the territory within the scope of their competences, which will be incorporated into their plans. of development and of territorial ordering and in the normative instruments that are dictated for the effect. "

That, the Organic Code of Planning and Public Finances, in its article 65, states that: "International cooperation is understood as nonreimbursable to the mechanism by which the Republic of Ecuador grants, receives, transfers or exchanges resources, goods, services, capital, knowledge and / or technology, in order to contribute or complement national initiatives to achieve the objectives of planning "

The non-reimbursable international cooperation comes from external public and / or private sources of entities and organizations that carry out this type of activities (...).

That, Article 66 *ibid*, determines that the principles of international cooperation with the Republic of Ecuador are: "The sovereignty, independence, legal equality of States, peaceful coexistence, self-determination of peoples, as well as integration, solidarity, transparency, equity and respect for human rights."

That, Article 68, of the same legal body, defines what is the work for international cooperation and states that: "The management of international non-reimbursable cooperation, exercised by decentralized autonomous governments, will be guided by national policies and respective plans of development and territorial ordering".

That, the Organic Code of Planning and Public Finances in Art. 69 states: "The approval of programs and projects of the non-reimbursable international cooperation will be carried out according to the procedures of prioritization of public investment programs and projects, and It will be carried out by the National Secretariat for Planning and Development, with the exception of those that receive and run universities, polytechnic schools, decentralized autonomous governments and social security. In these cases, the programs and projects will be approved by the highest authorities of said entities, within the framework of the guidelines of the national policy for international cooperation.

The entities of the public sector, contemplated in the scope of the present code, that execute actions, programs and projects with resources coming from the non-reimbursable international cooperation, have obligation to register them before the competent technical organization.

The compulsory registration, for information purposes, of actions, programs and projects of international cooperation executed by the public sector, will be carried out before the competent technical body. This body will be responsible for carrying out the monitoring and evaluation of the non-reimbursable international cooperation and for implementing the corresponding information system."

That, the Paris Declaration on Aid Effectiveness of March 2, 2005, establishes the commitment at the international level to apply 5 principles in the exercise of international cooperation: Alignment, harmonization, ownership, results-oriented management and mutual responsibility.



That, The National Council of Competencies, with Resolution No. 0009-CNC-2011, issued on September 29, 2011, resolved: "Transfer and implement the competence of international cooperation to obtain non-reimbursable resources and technical assistance for the compliance with its powers to the Decentralized Autonomous Governments ..."

That, the competence of Management of the International Cooperation transferred to the Autonomous Decentralized Municipal Governments, "consists of the capture of resources from non-refundable donations that do not constitute fiscal resources, for which the costing of the competition does not proceed, as follows. of the report of the Ministry of Finance constant in Oficio No. MF-DM-2011-1385, of September 26, 2011, being able therefore to directly transfer the same".

In use of the legislative power provided for in article 240 of the Constitution of the Republic, article 7 and; literal a) of article 57 of the Organic Code of Territorial Organization, Autonomy and Decentralization; and, accepting what is determined in Art. 322 of COOTAD, referring to legislative decisions, concomitant to article 60, literal d) of COOTAD, issues the following:

**ORDINANCE FOR THE REGULATION OF NON-REIMBURSABLE
INTERNATIONAL COOPERATION AND TECHNICAL ASSISTANCE IN THE
CANTON ...
TITLE I**

General Standards

Chapter I

CAPACITY, OBJECT, SCOPE AND PRINCIPLES

Art. 1.- Capacity.- The Municipal Autonomous Decentralized Government (GADM) is the competent public body to regulate and manage the international non-reimbursable financial cooperation and technical assistance in the Canton, articulated to the development plans and territorial ordering (PDyOT) , to the national planning and framed in the foreign policy of the State.
In case of contradiction, the normative hierarchy will consider, in what corresponds, the principle of competence, especially the ownership of the exclusive competences of the Decentralized Autonomous Governments.

Art. 2.- Purpose.- Regulate the exercise of the management of the non-reimbursable international financial cooperation and technical assistance in the Canton, for the fulfillment of its competencies, through the establishment of



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mechanisms and strategies in order to guarantee the effectiveness of the help in the territory.

Art. 3.- Scope.- The present legal body will be applied in the jurisdiction of the Municipal Autonomous Decentralized Government of the Canton ..., which includes the juridical persons created by normative act for the provision of public services, affiliated entities and cooperation agencies.

Art. 4.- Principles.- The principles guiding the management of competition are: sovereignty, independence, legal equality of States, peaceful coexistence, self-determination of peoples, integration; and, articulation between the different levels of government.

For the exercise of competition, we will also observe the 5 international principles of the Paris Declaration, as global axes for an effective and transparent relationship between donors and recipients:

- 1.- Appropriation: Exercise effective leadership on development policies and strategies, and coordinate actions for development.
- 2.- Alignment: Donor countries will base their aid on the development strategies, institutions and procedures of the recipient countries.
- 3.- Harmonization: Donor countries will coordinate among themselves, simplify their procedures and share information to avoid duplication and uncoordination.
- 4- Focus on results: Donor and recipient countries will focus cooperation on their own results, which will be measured through established evaluation frameworks.
5. Mutual responsibility: Donor countries and developing countries commit themselves to be accountable to each other regarding the results of development cooperation.

In addition, the management of international cooperation must be framed within the Sustainable Development Goals (SDG) and in the international development declarations and agendas of which Ecuador is a signatory.

TITLE II



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EXERCISE OF THE JURISDICTION

CAPTER I

CRITERIA FOR THE MANAGEMENT OF INTERNATIONAL COOPERATION

Art. 5.- Criteria for the exercise of international cooperation management competence.- This ordinance will be guided by the following criteria:

- a) Complementarity and co-responsibility: International cooperation should complement the efforts of the Ecuadorian State focused on local development. Your contribution must tend to the improvement of the living conditions of the citizens, for the attainment of Good Living.
- b) Territorial articulation: The Municipal Autonomous Decentralized Government must exercise and coordinate an effective leadership on the territorial development policies and strategies with the involvement of the different actors and in articulation with the different levels of government in order to achieve the effectiveness of the aid .
- c) Transparency and Effectiveness: The exercise of international cooperation in the territory will seek the effectiveness of the actions executed in the territory and will be accompanied by processes of citizen participation and accountability.
- d) Self-sufficiency and non-conditionality: The Municipal Autonomous Decentralized Government will promote international cooperation as a tool that strengthens institutional technical capacities and promotes development with equity, economic, environmental self-sufficiency and the social and cultural sovereignty of the territory.
- e) Specialization and Harmonization: The Municipal Autonomous Decentralized Government will avoid the dispersion of actors and the fragmentation of cooperation, to direct the territorial strategies towards the fulfillment of the Plan of Development and Territorial Ordering.
- f) Strategic Vision: The exercise of the competence of international cooperation will be oriented towards the sustainability and continuity of institutional and territorial processes in the medium and long term.

CHAPTER II

INSTITUTIONAL STRUCTURE

Art. 6.- Institutional Organization for the Exercise of Competition.- The Municipal Decentralized Autonomous Government, through its highest authority, in accordance with Art. 60 literal i) of COOTAD, will create an Address /



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Coordination / Unit / Headquarters / Department, dependency that will have the respective financing.

The area will be responsible for the management of non-reimbursable international cooperation and technical assistance and will mainstream the exercise of competence in all its areas of action. The Municipal Autonomous Decentralized Government will incorporate and adapt in the ordinance the management model corresponding to its territorial reality.

The area will plan, articulate and coordinate the cooperation activities with the corresponding dependencies of the institution to:

a) Support in the definition of institutional policies, strategic axes and decision making to strengthen the management of international cooperation.

b) Accompany in the establishment of territorial priorities, which will be contemplated in the programs and projects defined in the Plan of Development and Territorial Ordinance or other sources, to be executed with resources of international cooperation.

c) Search for offers and calls for international cooperation.

d) Generate a direct approach with international cooperation agencies of various kinds (bilateral, multilateral, NGOs, decentralized, private).

e) Support in the negotiation and formalization of international cooperation instruments.

f) Establish agreements and agreements for technical assistance and training for the institutional strengthening of competition management.

g) Coordinate the development of cooperation programs and projects.



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Coordination / Unit / Headquarters / Department, dependency that will have the respective financing.

The area will be responsible for the management of non-reimbursable international cooperation and technical assistance and will mainstream the exercise of competence in all its areas of action. The Municipal Autonomous Decentralized Government will incorporate and adapt in the ordinance the management model corresponding to its territorial reality.

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- a) Support in the definition of institutional policies, strategic axes and decision making to strengthen the management of international cooperation.
- b) Accompany in the establishment of territorial priorities, which will be contemplated in the programs and projects defined in the Plan of Development and Territorial Ordinance or other sources, to be executed with resources of international cooperation.
- c) Search for offers and calls for international cooperation.
- d) Generate a direct approach with international cooperation agencies of various kinds (bilateral, multilateral, NGOs, decentralized, private).
- e) Support in the negotiation and formalization of international cooperation instruments.
- f) Establish agreements and agreements for technical assistance and training for the institutional strengthening of competition management.
- g) Coordinate the development of cooperation programs and projects.

h) Coordinate with the different dependencies of the Municipal Decentralized Autonomous Government to ensure compliance with international cooperation actions.

i) Preparation of strategic and operational planning for the management of international cooperation.

j) Carry out the monitoring and evaluation of international cooperation projects and programs within the framework of the conditions established between the GADM and the cooperating agency.

k) Register the practice of international cooperation developed in its canton and promote the systematization of good practices in this field.

Likewise, the Municipal Autonomous Decentralized Government will have the power to execute actions in coordination with the central government, in the case of receiving humanitarian and emergency aid.

CHAPTER III

FACULTIES; LOCAL RECTORS, PLANNING, REGULATION, CONTROL AND MANAGEMENT

Art. 7.- Powers.- Powers are powers established for the exercise of jurisdiction, which corresponds to the Municipal Decentralized Autonomous Government within its territorial circumscription.

The competition includes the powers of local stewardship, planning, regulation, control and management of international non-reimbursable cooperation and technical assistance.

Art. 8.- Local Rectories.- The Municipal Decentralized Autonomous Government shall promote the inclusion in the Territorial Development and Planning Plan of guidelines and local public policies for the management of non-reimbursable international cooperation and technical assistance aligned to all areas of the plan .

Art. 9.- Planning.- The planning process of international cooperation will be carried out on a diagnosis, which will identify needs, capacities and development opportunities in the canton.

The diagnosis includes the identification of actors, resources and programs or projects executed in the territory, as well as the existing international cooperation offer, which will be contemplated in the PD and OT.

In the framework of planning, the Municipal Autonomous Decentralized Government will promote:

- a) The elaboration of the territorial international cooperation demand plan, with the objective of organizing the management of the competition towards the fulfillment of the Plan of Development and Territorial Ordering.
- b) Positioning strategies at the national and international level in order to strengthen traditional and South-South cooperation relations; as well as promoting the role of the Municipal Autonomous Decentralized Government as a provider of cooperation.
- c) The identification and organization of the offer of international cooperation existing in the territory and at the national level.

Art. 10.- Regulation.- It corresponds to the Municipal Autonomous Decentralized Government within the scope of its competences and of its respective territorial circumscription; issue local regulations, and incorporate into the Territorial Development and Ordering Plan guidelines to regulate the management of non-reimbursable international cooperation and technical assistance, which implies that of international cooperation agencies, private entities and civil society in the territory. In order to ensure correspondence with the territorial demands defined and prioritized in their respective territorial development and planning plans, in compliance with national regulations and policy.

Art. 11.- Control.- The Municipal Decentralized Autonomous Government ..., will establish the following control mechanisms to ensure compliance with local and national regulations, as well as the adequate management of competition in the territory:

- a) Carry out the follow-up of the programs and projects executed with resources from the international non-reimbursable and technical cooperation until its closure and completion.
- b) Implement and maintain a record of the agreements, programs and projects executed with international non-reimbursable technical cooperation in the national information system, which allows the Municipal Decentralized Autonomous Government to have the supply and demand of international cooperation. Based on the registration of agreements, programs and projects, an annual international cooperation management report will be prepared.
- c) The management of international cooperation of the GADM and its results should be made available to the public through the different spaces and dissemination products developed by the Municipal Autonomous Decentralized Government, as well as in the annual accountability of accounts.
- d) Develop the respective control mechanisms in accordance with the regulatory instruments issued for the management of international cooperation.

Art. 12.- Management: - Within the framework of the management of international cooperation, the Municipal Autonomous Decentralized Government shall:

- a) Implement mechanisms of horizontal and vertical articulation for the construction of plans and programs in order to promote the alignment and complementarity of international cooperation in the territory.
- b) Negotiate and sign agreements and instruments with international cooperation agencies.
- c) Promote the insertion of the Municipal Decentralized Autonomous Government into networks of local governments, decentralized cooperation and issues of municipal interest.
- d) Execute internationalization strategies, in order to strengthen the position of the Municipal Autonomous Decentralized Government and the territory in local and international spaces, with the purpose of making visible the municipal management in front of the management of the competition and generate strategic alliances that affect the territorial development.
- e) Generate a decentralized cooperation offer to influence the international exchange of knowledge and promote cantonal development.
- f) To promote associativity as a management model through the creation of consortiums and associations, for the execution of programs and / or projects, in order to optimize resources.
- g) Promote inter-municipal cooperation as a mechanism for exchanging experiences to strengthen the exercise of international cooperation management competence.

CHAPTER IV

RESOURCES AND BUDGET

Art. 13.- Access to International Cooperation.- In accordance with Article 69 of the Organic Code of Planning and Public Finance "the programs and projects to be executed through international cooperation resources will be approved by the highest authority of the Autonomous Government Decentralized Municipal", in accordance with the Plan of Development and Territorial Ordering and the corresponding regulations.

Art. 14.- Administration of Economic Resources.- The Municipal Decentralized Autonomous Government through the Direction / Financial Department, will be responsible for the administration and management of the economic resources that correspond to the management of the competition.

Art. 15.- Sources of Income.- They are economic resources for the exercise of competition:

- a) Income derived from fees established by the municipal council through an ordinance for the services provided;
- b) The income that comes from the technical advisory services provided by the Municipal Autonomous Decentralized Government to other institutions.
- c) Budgetary allocations made by the Municipality or other public entities to support activities in the management of the competition;
- d) Donations and legacies made by public or private national and foreign institutions;
- e) Income derived from reimbursable or non-reimbursable credits;
- f) Those that by virtue of law or agreement are assigned; Y,
- g) The resources provided for in other laws and other sources of financing.

Art. 16.- Competing Assets.- Equipment, vehicles, movable and immovable property, among others, acquired through the management of the non-reimbursable international cooperation and technical assistance, as well as values, constitute assets of the competition. budget allocations, transfers and donations from public or private national and international agencies acquired under the exercise of this competence.

TITLE III Concepts

CHAPTER I

TYPES OF COOPERATION

Art. 17.- Types of Cooperation.- Within the framework of its powers, the Municipal Autonomous Decentralized Government may manage international



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financial cooperation non-reimbursable technical assistance in the following cooperation modalities:

Bilateral.- Through specific agreements that derive from agreements or agreements signed between States with Ecuador;

Multilateral.- With a multilateral cooperation agency, once it has signed an agreement or agreement with the Ecuadorian state, the programs or projects to be carried out with the Municipal Autonomous Decentralized Government will be implemented through specific agreements;

Non-Governmental Organization.- With NGOs legally established in Ecuador, which must have the basic operating agreement;

Private.- With private actors under the signing of an agreement with the Municipality.

Decentralized.- With a foreign subnational government through the signing of a specific agreement.

Art. 18. Agreements.- The Municipal Decentralized Autonomous Government may enter into international cooperation agreements.

CHAPTER II

Twinning

Art. 19.- Twinning.- The Municipal Autonomous Decentralized Government will promote the status of twinning with decentralized governments of other countries of the world in the framework of international cooperation, in order to promote programs and projects of cooperation and integration for integral development of the canton and the benefit of its inhabitants, so as to guarantee the full exercise of their rights.

Art. 20.- Twinning Agreement.- The Municipal Autonomous Decentralized Government will celebrate twinning agreements in order to make feasible planning and management processes, oriented to the promotion of integral, institutional, social, economic, cultural, touristic, patrimonial, environmental development, of security and other powers and functions of its territory.

The twinning will be carried out in accordance with its strategic vision, affinity with other territories, the need for integration and internationalization, respect for sovereignty and reciprocal benefit in the provision of public services.

FINAL PROVISIONS

First.- The present ordinance shall become effective as of its promulgation in the Official Gazette, web page, without prejudice to its publication in the Official Registry.



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Second.- Send a copy of this legal instrument to the National Assembly, in accordance with the Organic Code of Territorial Organization, Autonomy and Decentralization; and, to the Association of Ecuadorian Municipalities.

Third.- Through this Ordinance and its entry into force are automatically repealed other ordinances or existing normative acts for the exercise of the competence of International Cooperation.

Given in the session room of the Municipal Autonomous Decentralized Government of the canton _____ to the ____ days of the month of ____ of 2016.

MAYOR OF...

.....

SECRETARY OF THE MUNICIPAL GOVERNMENT OF...

CERTIFY: That the present Ordinance that regulates the Management of the competence of the International Nonreimbursable and Technical Cooperation, was discussed and approved by the Council of the Municipal Autonomous Decentralized Government of ..., in sessions ... of dates ... of ... of the year two one thousand sixteen, in first and second debate, respectively.

....., 2016

SECRETARY OF THE MUNICIPAL COUNCIL OF ...

In accordance with the provisions of articles 322 and 324 of the Organic Code of Territorial Organization, Autonomy and Decentralization, I PUNISH the present Ordinance that regulates the Management of the competence of the International Nonreimbursable and Technical Cooperation, and ordered its PROMULGATION through its publication in the Official Gazette, in the portal [www gob.ec](http://www.gob.ec); and, Official Registry.

....., 2016

MAYOR OF ...

It sanctioned and ordered the promulgation through its publication in the Official Gazette, in the portal [www gob.ec](http://www.gob.ec) and Official Registry of the present Ordinance that Regulates the Management of the Competence of the International Nonreimbursable and Technical Cooperation. The Lord ..., Mayor



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of ..., on ... days of the month of ... of the year two thousand and sixteen.- I
CERTIFY it.-..., 2016

SECRETARY OF THE MUNICIPAL COUNCIL OF ...

REASON.- I CERTIFY that the present ordinance was discussed and approved
by the Council, in two sessions, the days and of the month of
....., 2016.

SECRETARY

EXECUTE AND PROMOTE, of the month of, 2016.

ALCALDE

REASON.- I CERTIFY.- that the present ordinance was sanctioned by the Mayor
at days of the month of, 2016.

SECRETARY

Appendix G: List of active and registered NGOs in Ecuador

NGO	ACRONYMS	RUC	COUNTRY OF ORIGIN
ALDEAS INFANTILES SOS INTERNACIONAL	SOS	1790174417001	Austria
ASOCIACIÓN ALEMANA PARA EDUCACIÓN DE ADULTOS, ASOCIACIÓN REGISTRADA	DVV	1792475554001	Germany
ASOCIACION FRANCE-EQUATEUR			France
ASSOCIACIÓ CATALANA D'ENGINYERIA S ENSE FRONTERES	ISF-CAT	2290318303001	Spain
ASSOCIAZIONE ITALIANA SOCICOSTRUTT	IBO		Italy
ORI - IBO ITALIA			
AYUDA POPULAR NORUEGA	APN	1791704266001	Norway
BIRDLIFE INTERNATIONAL		1791299981001	United Kingdom
CATHOLIC RELIEF SERVICES - UNITED STATES CONFERENCE OF CATHOLIC BISH OPS	CRS	1790322629001	USA
CEFA ONLUS - ITALIA	CEFA	1792187257001	Italy
CEIBA FOUNDATION FOR TROPICAL CONSERVATION, INC	CEIBA	1791855043001	USA
CENTER FOR HUMAN SERVICES - CHS	CHS	1791805992001	USA
CENTRO AMERICANO PARA LA SOLIDARIDAD LABORAL INTERNACIONAL - ACILS	ACILS	1791786734001	USA
CENTRO ORIENTACIÓN EDUCATIVO - COE	COE	1890113601001	Italy
CHILDREN OF THE ANDES HUMANITARIAN	COTAH	1792208297001	USA
CONSEJO NORUEGO PARA REFUGIADOS -	NRC	1792245044001	Norway
COOPERATIVE FOR ASSISTANCE AND RELIEF EVERYWHERE, INC	CARE	1790176657001	USA
DGRV-DEUTSCHER GENOSSENSCHAFTS - UND RAIFFEISENVERBAND e.V. (ASOCIACIÓN ALEMANA DE COOPERATIVAS GREMIALES Y SOCIEDAD RAIFFEISEN)	DGRV	1791033973001	Germany

ECOLOGY PROJECT INTERNACIONAL	EPI	1792470633001	USA
E.N.G.I.M (ENTIDAD NACIONAL GIUSEP PINI DEL MURIALDO)	ENGIM	1792652324001	Italy
EXTREME RESPONSE INTERNATIONAL INC		1792118344001	USA
FAUNA Y FLORA INTERNATIONAL	FFI	1792105919001	Great Britain
FEDERACIÓN DE ORGANISMOS CRISTIANO S DE SERVICIO INTERNACIONAL VOLUNT ARIO-FOCSIV	FOCSIV	1792082943001	Italy
FEDERACIÓN IBEROAMERICANA DE ASOCIACIONES DE VÍCTIMAS CONTRA LA VIOL ENCIA VIAL	FICVI		Colombia
FONDAZIONE DON CARLO GNOCCHI - ONL US		0891755392001	Italy
FUNDACIÓN ALIANZA POR LOS DERECHOS , LA IGUALDAD Y LA SOLIDARIDAD INT ERNACIONAL	APS	1791819888001	Spain
FUNDACIÓN CAJAS DE AHORRO PARA LA COOPERACIÓN INTERNACIONAL	n/a	0190430138001	Germany
FUNDACIÓN CHARLES DARWIN PARA LAS ISLAS GALÁPAGOS	FCD	1790985105001	Belgium
FUNDACIÓN PARA EL DESARROLLO INTEG RAL DE LA MUJER, MUJER DE LUZ	ML	1792632447001	Chile
FUNDACIÓN ULLA BRITA PALM	FUBP	1792209234001	Sweden
GALAPAGOS CONSERVANCY, INC	N/A	1792590647001	USA
INTERNATIONAL PLANT NUTRITION INST ITUTE, Inc.	IPNI	1790996239001	USA
ISLAND CONSERVATION	IC	1792504198001	USA
JOHANNITER-UNFALL-HILFE e.V. (JUH)	JUH	1792222257001	Germany
KINDERNOTHILFE e.V.	KNH	0691711242001	Germany
MANNA PROJECT INTERNATIONAL	MPI	1792500699001	USA
MANOS UNIDAS-COMITÉ CATÓLICO DE LA CAMPAÑA CONTRA EL HAMBRE EN EL MU NDO		0691758117001	Spain
MISIÓN ALIANZA NORUEGA - MANE	MANE	0991351280001	Norway
PLAN INTERNACIONAL, INC	PLAN	0390018800001	USA

POR CRISTO INC		0991356320001	USA
Red Latinoamericana de Organizaciones No Gubernamentales de Personas con Discapacidad y sus Familias - RIADIS	RIADIS	1792707277001	Brazil
SAVE THE CHILDREN INTERNATIONAL	SCI	1792387272001	United Kingdom
SEA SHEPHERD CONSERVATION SOCIETY	SSCS	1792132673001	USA
SERVICIO DE LOS JESUITAS PARA LOS REFUGIADOS	SJR	1792092574001	Italy
SOCIEDAD DE AMIGOS DEL NIÑO ECUATORIANO - SANE	SANE		Japan
STICHTING DE WAAL FOUNDATION	FdW	1791423224001	Netherlands
STICHTING HIVOS (HUMANISTISCH INSTITUUT VOOR ONTWIKKELINGS SAMENWERKING)	HIVOS	1792246261001	Netherlands
SWISSAID, FUNDACIÓN SUIZA DE COOPERACIÓN AL DESARROLLO	SWISSAID	1791330870001	Switzerland
Terre des Hommes ? Ayuda a la infancia en el mundo - Fundación	TDH	1792285364001	Switzerland
TRIAS	TRIAS	0691709124001	Belgium
VREDESEILANDEN	VECO	0190149544001	Belgium
WILDAID, INC		1792235073001	USA
WORLD WILDLIFE FUND INC.	WWF	1791942744001	USA