



Secretaría Técnica de
Cooperación Internacional



*Al servicio
de las personas
y las naciones*



Measuring the effectiveness of development cooperation at the local level – ECUADOR



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Measuring the effectiveness of development cooperation at the local level

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ART

Articulación de Redes Territoriales

This publication is the result of the work of the Technical Secretariat for International Cooperation (SETECI, its Spanish acronym), the Consortium of Provincial Autonomous Governments of Ecuador (CONGOPE), the Association of Ecuadorian Municipalities (AME) and the National Council of Rural Parish Governments of Ecuador (CONAGOPARE), within the framework of the Programme Articulating Territorial Networks (ART) of the United Nations Development Programme (UNDP) with support from the Spanish Agency for International Development Cooperation (AECID).

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1. Introduction

1.1. Local-national-international articulation and the complementarity of stakeholders as a significant contribution to the effectiveness of cooperation

The principles of **development cooperation effectiveness** as defined in the Paris Declaration, to which Ecuador is a signatory party, and further elaborated in the Accra Agenda for Action, acknowledge the following key factors for managing development: the involvement of different stakeholders, central and local governments, social organizations, the private sector, among others - and the articulation of national and local policies and plans.¹

Building on these guidelines, the United Nations Development Programme (UNDP), through the International Initiative for the Articulation of Territorial Networks (ART), and in collaboration with several international networks of decentralized partners, carried out a consultation process in 2010 and 2011 on aid effectiveness at the local level. This consultation originated from the acknowledgement of “the importance of the active role of local and regional governments and social and economic partners in order to deepen and democratize the agenda for aid effectiveness”.² The reflections stemming from this consultation identified local experiences for the “articulation of local processes with national policies and strategies”³ as an appropriate mechanism for achieving a “comprehensive development impact”.

¹ OCDE (2008).
Accra Agenda for Action, para. 13.

² PNUD et al. (2011).
Proceso consultivo sobre la Eficacia de la Ayuda a Nivel local, p. 2.

³ *Ibid.*

In Ecuador, international cooperation offers an important contribution to the country's policies with regard to the role of local governments⁴ in the management of international cooperation, development planning and stakeholder participation. The Constitution of the Republic of Ecuador grants sub-national governments the authority “To manage international cooperation in order to comply with its competences.”⁵ This stipulation has also been taken up into a specific law.⁶ The explicit recognition of this competence grants all sub-national governments “access to international cooperation resources, enabling a fair and equitable distribution throughout the country”.⁷

The competence of managing international cooperation has been transferred to the sub-national level in 2011 through Resolution No. 0009 of the National Council of Competences, which resolved to: “transfer and implement the competence of managing international cooperation for obtaining grants and technical assistance in order for Decentralized Autonomous Governments to comply with their competences”.⁸

1.2. A tool for measuring the effectiveness of cooperation at the local level

The current context in Ecuador is very favorable for designing a tool to measure the effectiveness of cooperation at the local level, for the following reasons:

- The country has signed the Paris Declaration in October 2009.
- Sub-national governments have already had experience working with international cooperation agencies, through which contributions have been made to local development processes.
- The Constitution of the Republic of Ecuador and the corresponding legal framework states that the management of international cooperation is a competence of sub-national governments.
- Ecuador's New Policy on International Cooperation, defined by the Technical Secretariat for International Cooperation (SETECI), seeks to “improve coordination between the different levels of government and donors, as well as to ensure that the programs financed by Official Development Assistance resources are in line with the country's development

⁴ The Constitution of the Republic of Ecuador defines local governments as “Decentralized Autonomous Governments” and recognizes four levels of government: regional, provincial, municipal and rural parochial.

⁵ *Constitution of the Republic of Ecuador*, art. 262, 263, 264 and 265.

⁶ *Código Orgánico de Organización Territorial, Autonomía y Descentralización* [Organic Code for Regional, Autonomous and Decentralized Organization] - COOTAD.

⁷ Rosero, G. (2011). “Hacia una gestión soberana de la cooperación internacional”, in: *Cooperamos* (2).

⁸ *Resolution No. 0009-CNC-2011*.

objectives”.⁹ This policy includes the management of information on international cooperation not only at national level but also at the local level, information which is available through various tools that collate data on projects, spending amounts, cooperation institutions and sectors.

- The national government and the sub-national governments have implemented the instrument to measure the added value of the UNDP ART Ecuador Programme with regard to the complementarity of stakeholders on the ground and its coherence with national development strategies.¹⁰ The participation of various stakeholders at national and local level has enriched this exercise.

Based on these conditions and following the interest of SETECI, of sub-national governments and of their national-level associations - the Consortium of Autonomous Provincial Governments of Ecuador (CONGOPE), the Association of Ecuadorian Municipalities (AME) and the National Council of Rural Parish Governments of Ecuador (CONAGOPARE) -, the UNDP ART Ecuador Programme took up supporting the design and implementation of the tool for measuring the effectiveness of development cooperation at the local level.

To create the tool to measure cooperation effectiveness, the following points have been taken into account:

- Interpreting and adapting the principles of the Paris Declaration from the national to the local scale.
- Regional approach: the measurement is carried out within a defined territory (region, province, canton).
- The instrument must be simple and clear, in order to facilitate understanding and auto-implementation.
- Usefulness for strengthening the capacities of sub-national governments, and the decision-making apparatus of the Ecuadorian International Cooperation System (SECI).

As a result of the effort to bring the principles of the Paris Declaration down to the local level, the following matrix was prepared, relating the 5 principles to 11 sub-indices and 15 indicators.

⁹ Srouji, S. (2011). “Complementariedad y Cooperación Sur-Sur. La nueva doctrina de cooperación internacional de Ecuador”, in: COIBA. *Claves para el Desarrollo* (08).

¹⁰ PNUD Ecuador and SETECI (2010). *Eficacia de la cooperación internacional a nivel local. El valor añadido del Programa Marco ART/PNUD Ecuador (2008-2010)*.

Table 1. Paris Declaration at the local level: principles, sub-indices and indicators

PRINCIPLE / SUB INDEX	INDICATOR
A. Ownership	
A.1. Local government leadership in planning.	1. The sub-national government has its own development strategy linked to and elaborated together with other levels of government.
A.2. Local government leadership in management.	2. The sub-national government leads the management, involving local stakeholders in its efforts.
B. Alignment	
B.1. International cooperation is aligned with local government strategies.	3. International cooperation aligns the flow of aid with the sub-national governments' planning and budget.
B.2. International cooperation uses the country's existing systems.	4. Programs and projects are implemented following the sub-national governments' structure and systems.
B.3. Local governments strengthen their development capacity with support from international cooperation.	5. International cooperation supports the capacity-building of sub-national governments with programs that are coordinated and coherent with the development strategies.
B.4. Building public finance management capacity.	6. International cooperation uses the sub-national governments' systems for public finance management.
B.5. Untied aid.	7. The procurement of goods and services is undertaken by sub-national governments, and is based on the best quality at the lowest price.
C. Harmonization	
C.1. International cooperation organizations implement common arrangements and simplify procedures.	8. Cooperation agencies engage in joint planning / programming in defined spaces within sub-national governments.
	9. Cooperation agencies operating in the same sector / region undertake joint or delegated evaluations.
C.2. Complementarity: a more efficient division of labor.	10. Cooperation agencies present within the same region jointly manage / delegate the implementation of programs and projects.
	11. Cooperation agencies present within the same region coordinate among themselves to conduct and use common assessments / guidelines.
D. Managing for results	
D.1. Management and implementation are based on outcomes defined in local planning.	12. The sub-national government has a system to evaluate compliance with the Local Development Plan and the contribution of international cooperation to this plan.

PRINCIPLE / SUB INDEX	INDICATOR
E. Mutual accountability	
E.1. Mutual accountability and transparency.	13. Sub-national governments have and implement opportunities for stakeholder participation in the management of development.
	14. Sub-national governments receive timely information on the contributions made by international cooperation, which is included in the management report.
	15. Sub-national governments work with international cooperation to evaluate the fulfilment of commitments.

In addition to the above matrix, it was deemed necessary to ask an additional set of questions related to the institutional capacities of sub-national governments to carry out the competence of managing international cooperation.

Therefore, in order to measure the effectiveness of development cooperation at the local level, a tool has been created consisting of two scorecards:

1. Institutional capacities scorecard (scorecard 1), consisting of 10 questions that provide insight into the capacities of sub-national governments for the decentralized management of international cooperation (Appendix No. 1). The answers are rated using a score from 0 to 4.
2. Scorecard for measuring the effectiveness of development cooperation at the local level (scorecard 2), consisting of 5 indices which relate to the 5 principles in the Paris Declaration, 11 sub-indices and 15 indicators, based on 35 questions (Appendix No. 2). A range from 0 to 4 is used to rate these questions.¹¹

The tool is intended to measure the effectiveness of cooperation at the local level, taking the province as the territorial unit of analysis. In order to perform a local measurement, the following stakeholders are taken into account: provincial, municipal and parish governments, international cooperation and civil society, all of whom participate in and contribute to development from different perspectives and in different ways.

¹¹ The answers are rated from 0 to 4:
 0=no/0%;
 1=low/25%;
 2=average/50%;
 3=high/75%;
 4=yes/100%.

The institutional capacities scorecard (scorecard 1) applies to all sub-national governments present in a given province: the provincial government, the municipal governments and the provincial association of parish governments. The scorecard to measure the effectiveness of cooperation (scorecard 2) is administered within each province to:

1. Sub-national governments that have experience with international cooperation, given that the tool has been designed to measure the relationship between the stakeholders actually involved in managing development cooperation. For this measurement the relevant period was considered to be 2011-2012; that is, scorecard 2 was only applied to sub-national governments who declared that they had had some interaction, in whatever form, with international cooperation during the past two years.
2. 2 representatives from international cooperation and 2 from civil society, identified using the following criteria: firstly, that they have been directly involved in a local management process led by a sub-national government (provincial, municipal, parish), and secondly, that they have had a regional presence, considering that this would allow them to better understand the local processes.

With technical support from UN Women, a gender focus was incorporated into the tool. 9 specific questions have been incorporated into scorecard 2, with a dual purpose:

1. To qualify the measurement of the five principles through the inclusion of the gender perspective; that is to say, the answers are given a different weight depending on whether or not the actions referred to in the question have included this focus. Therefore, these results already include this valuation.
2. To provide information on the compliance with the gender equity approach in the local management of development cooperation. Specific results are presented to this effect.

As an added value, the implementation of the tool encourages self-evaluation on the institutional situation of each sub-national government interviewed with regard to its capacities to manage international cooperation, which helps identifying the areas that need improving.

The tool has been designed and fine-tuned between October and December 2011, by means of a pilot implementation in the provinces of Carchi, Imbabura, Esmeraldas, Sucumbios and Orellana. SETECI and UNDP have presented the initial report at the Fourth High Level Forum on Aid Effectiveness in Busan, Korea (November 29 - December 1, 2011).

SETECI, the national-level associations that represent sub-national governments (CONGOPE, AME and CONAGOPARE), and UN Women have actively participated in the design phase, with the facilitation and technical support of the UNDP ART Ecuador Programme.

Based on the positive results of the pilot experience, the institutions involved decided to implement the tool on a national level, during the months of October 2012 and February 2013. For this implementation, the UNDP ART Ecuador Programme has coordinated a team of facilitators who visited the different stakeholders in their region. The results of this national implementation are presented below.

2. Implementation of the tool

The measurement of development cooperation effectiveness at the local level was carried out between October 2012 and February 2013, with the assistance of a team of facilitators who, after undergoing a training, prepared a schedule of visits and later visited each of the intended participants in their province: the provincial government, the municipal governments, the provincial association of parish governments, representatives of international cooperation representatives and civil society.

With the sub-national governments, the instrument was administered to the people delegated by the authorities, whose responsibilities included managing international cooperation. These were generally officials from international cooperation or planning departments, or those involved in specific projects.

In order to identify the representatives of international cooperation and civil society, the above-mentioned criteria have been taken into account: engagement in local

processes and regional presence. In addition, the selection process for these representatives took into consideration whether or not their participation has been recognized by the local or provincial governments. Once identified, the instrument was administered to the representatives of each of these institutions.

The planning of the instrument's implementation considered all 24 provinces in the country and a total of 365 stakeholders: 23 provincial governments, 221 municipal governments, 24 provincial associations of rural parish governments, 1 government council (the Galapagos Islands), 48 representatives of international cooperation and 48 civil society representatives. In the 24 provinces, the tool was actually applied to a total of 335 stakeholders; or, a response rate of 91.8%, as the following table illustrates:

Table 2. Implementation of the effectiveness measurement by province

AREA	Participants interviewed			Application of scorecard 1			Application of scorecard 2		
	PLANNED	ACTUAL	%	PLANNED	ACTUAL	%	PLANNED	ACTUAL	%
ZONE 1	51	45	88,2%	35	32	91,4%	51	42	82,4%
Carchi	12	11	91,7%	8	8	100,0%	12	11	91,7%
Esmeraldas	14	12	85,7%	10	9	90,0%	14	11	78,6%
Imbabura	12	11	91,7%	8	8	100,0%	12	10	83,3%
Sucumbíos	13	11	84,6%	9	7	77,8%	13	10	76,9%
ZONE 2	35	33	94,3%	23	23	100,0%	35	22	62,9%
Napo	11	10	90,9%	7	7	100,0%	11	8	72,7%
Pichincha	14	14	100,0%	10	10	100,0%	14	9	64,3%
Orellana	10	9	90,0%	6	6	100,0%	10	5	50,0%
ZONE 3	54	51	94,4%	38	37	97,4%	54	31	57,4%
Cotopaxi	13	13	100,0%	9	9	100,0%	13	6	46,2%
Chimborazo	16	16	100,0%	12	11	91,7%	16	11	68,8%
Pastaza	10	7	70,0%	6	6	100,0%	10	5	50,0%
Tungurahua	15	15	100,0%	11	11	100,0%	15	9	60,0%

AREA	Participants interviewed			Application of scorecard 1			Application of scorecard 2		
	PLANNED	ACTUAL	%	PLANNED	ACTUAL	%	PLANNED	ACTUAL	%
ZONE 4	35	32	91,4%	27	27	100,0%	35	16	45,7%
Manabí	28	27	96,4%	24	24	100,0%	28	12	42,9%
Santo Domingo	7	5	71,4%	3	3	100,0%	7	4	57,1%
ZONE 5	81	72	88,9%	61	60	98,4%	81	39	48,1%
Guayas	31	29	93,5%	27	27	100,0%	31	11	35,5%
Santa Elena	9	7	77,8%	5	5	100,0%	9	4	44,4%
Los Ríos	19	16	84,2%	15	14	93,3%	19	9	47,4%
Bolívar	13	11	84,6%	9	9	100,0%	13	8	61,5%
Galápagos	9	9	100,0%	5	5	100,0%	9	7	77,8%
ZONE 6	52	50	96,2%	40	40	100,0%	52	28	53,8%
Azuay	21	21	100,0%	17	17	100,0%	21	13	61,9%
Cañar	13	13	100,0%	9	9	100,0%	13	8	61,5%
Morona Santiago	18	16	88,9%	14	14	100,0%	18	7	38,9%
ZONE 7	57	52	91,2%	45	45	100,0%	57	37	64,9%
El Oro	20	18	90,0%	16	16	100,0%	20	11	55,0%
Loja	22	21	95,5%	18	18	100,0%	22	17	77,3%
Zamora Chinchipe	15	13	86,7%	11	11	100,0%	15	9	60,0%
TOTAL:	365	335	91,8%	269	264	98,1%	365	215	58,9%

100% of the provincial governments have been interviewed. 216 (98%) municipal governments have participated in the exercise; one did not respond and it was not possible to interview four of them. In the case of the provincial associations of parish governments, as the institutions representing this level of government, 100% of these have been surveyed. In the Special Regime of the Galapagos Islands, the government council has been interviewed.

In the case of the representatives of international cooperation and civil society, the survey has been administered to 73% of the respective institutions.

The plan was to administer the scorecard to identify institutional capacities for the management of international cooperation to 269 of the stakeholders (provincial and municipal governments and provincial associations of rural parish governments). 264 of these have participated, that is, 98% of the intended participants.

The scorecard for measuring cooperation effectiveness (scorecard 2) was aimed at 365 participants, 215 of which have been interviewed; that is, a response rate of 59%. This percentage is due to the use of the criterion: "Have you received support from international cooperation in the period 2011-2012?" As a result of their responses to this question, only 54% of the municipal governments, 83% of the provincial governments and 21% of the provincial associations of rural parish governments participated in the application of scorecard 2, as the table below shows:

Table 3. Application of the scorecards for measuring the effectiveness of cooperation at the local level

PARTICIPANTS	PARTICIPANTS			SCORECARD 1			SCORECARD 2 (With IC experience)		
	Planned	Actual		Planned	Actual		Planned	Actual	
Municipal government	221	217	98%	221	216	98%	221	120	54%
Provincial government	23	23	100%	23	23	100%	23	19	83%
Provincial association of parish governments	24	24	100%	24	24	100%	24	5	21%
Government council	1	1	100%	1	1	100%	1	1	100%
International cooperation	48	35	73%	N/A	N/A	N/A	48	35	73%
Civil society	48	35	73%	N/A	N/A	N/A	48	35	73%
Total	365	335	92%	269	264	98%	365	215	59%

Due to the absence of local offices or a lack of involvement with local processes, it was not always easy to identify representatives of international cooperation or civil society organizations. Therefore, the instrument could only be administered to 73% of international cooperation and civil society representatives.

It is important to note that the results of the effectiveness measurement correspond to the percentage of participants who have interacted with international cooperation within the previous two years (in the case of the sub-national governments); and who have been engaged in local processes (in the case of international cooperation and civil society). This means that the *percentage of representativeness* might be different. For example, in Carchi this percentage was 91%, in Tungurahua 60% and in Morona Santiago 38.9% (see results in Table 2).

Taking into account that the tool's objective is to measure the effectiveness of cooperation *within a region*, and that the results obtained correspond to a percentage of the stakeholders involved, it was necessary to incorporate a weighting factor to correct the results. For this purpose a representativeness percentage was used – the % of participants to whom scorecard 2 has been applied (see Appendices 4 and 5) – as the following examples illustrate:

PROVINCE	Ownership	Alignment	Harmonization	Managing for results	Mutual accountability	Cooperation effectiveness	Representativeness percentage
Carchi	87,50	60,00	75,00	43,75	75,00	68,25	91,7%
Tungurahua	87,50	70,00	75,00	62,50	62,50	71,50	60,0%
Morona Santiago	75,00	50,00	50,00	50,00	62,50	60,00	38,9%

After applying this representativeness percentage, a new result is obtained that reveals the regional reality based on management capacity and the articulation of stakeholders (see Appendix 6).

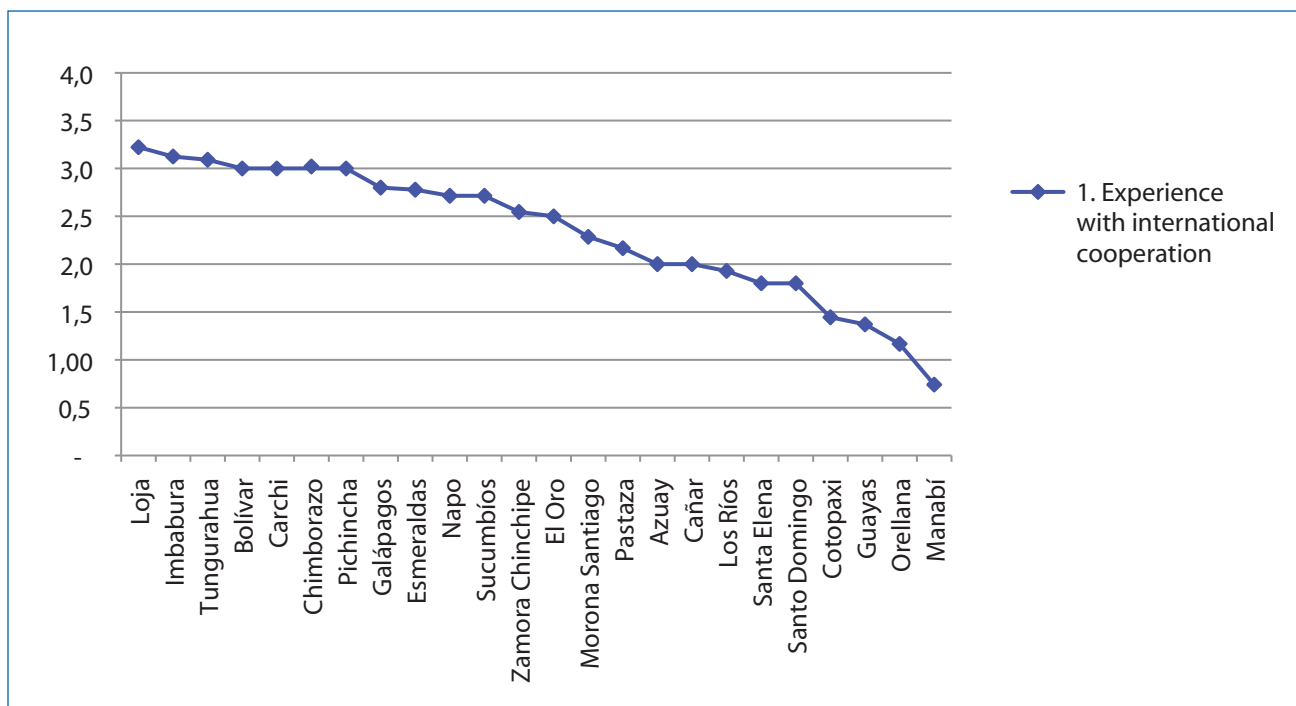
PROVINCE	Ownership	Alignment	Harmonization	Managing for results	Mutual accountability	Cooperation effectiveness
Carchi	80,21	55,00	68,75	40,10	68,75	62,56
Tungurahua	52,50	42,00	45,00	37,50	37,50	42,90
Morona Santiago	29,17	19,44	19,44	19,44	24,31	23,33

3. Institutional capacities to manage cooperation

The results regarding the institutional capacities to manage cooperation correspond to scorecard 1, which has been administered to 100% of the provincial and municipal governments and the provincial associations of rural parish governments. Appendix 4 reflects the results of each question by province, whereas the main results are discussed below.

When sub-national governments were asked if they had experience in managing cooperation, the majority of them responded positively. This can be seen in the results, whose average score is 2.3 out of 4, with a range of 0.7 (minimum) to 3.2 (maximum).

Graph 1. Sub-national governments' experience with international cooperation



In analyzing the institutional capacities of provincial and local governments to manage international cooperation, 6 criteria were taken into account:

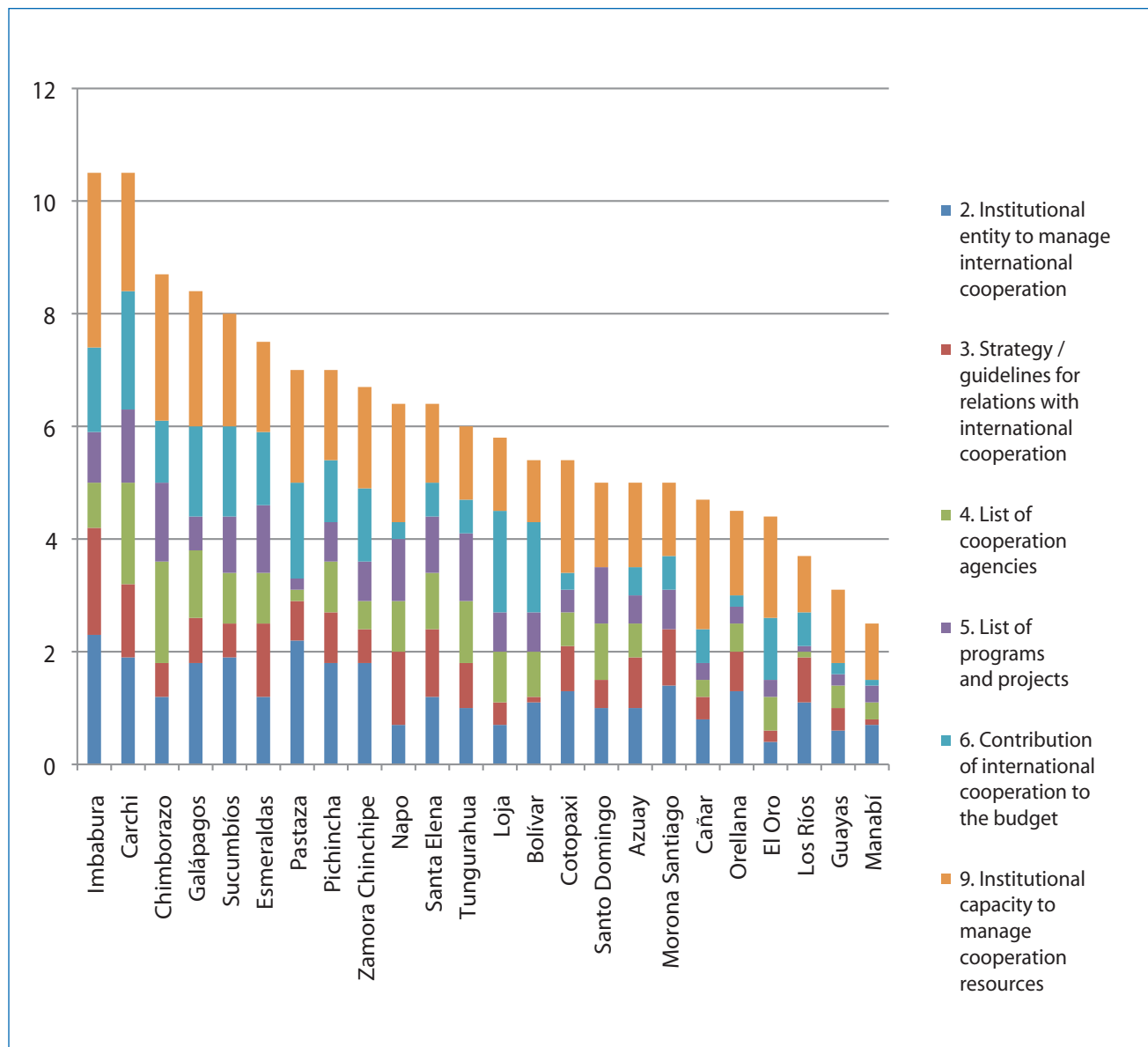
1. The institutional entity responsible for managing international cooperation.
2. Existence of a strategy or guidelines for managing international cooperation.
3. Institutional capacity to manage resources.
4. Information on cooperation agencies present in the region.
5. Information on programs and projects implemented within the territorial jurisdiction.
6. Information on international cooperation contributions to the sub-national government's budget.

The analysis of the first three criteria leads to the conclusion that the institutional capacity to manage cooperation resources is the highest of these three criteria, given that the sub-national governments have officials who in practice have managed financial and technical resources through specific projects. The weighting of the responses to this question ranged between 1.00 (minimum) and 3.1 (maximum), with an average of 1.7 out of 4.

The definition of an institutional entity (department, unit, technician) responsible for the management of cooperation scored average. It should be noted that almost all sub-national governments have officials who have been designated as responsible for managing international cooperation, who in some cases are also responsible for other activities; limited time and resources for fulfilling this duty was a common theme. There are few sub-national governments that have a specific department, with officials and resources, allocated for the purpose of managing international cooperation; these cases show a significant weighting. The responses to this question ranged between 0.4 to 2.3, with an average of 1.3 out of 4.

With regards to the definition of strategies to manage international cooperation, in some cases the sub-national governments have designed guidelines or they follow instructions of the authorities; but in general, they have no document setting out the policies and guidelines for working with international cooperation. Hence, the values are lower (0.1 minimum - 1.9 maximum), with an average of 0.8 out of 4.

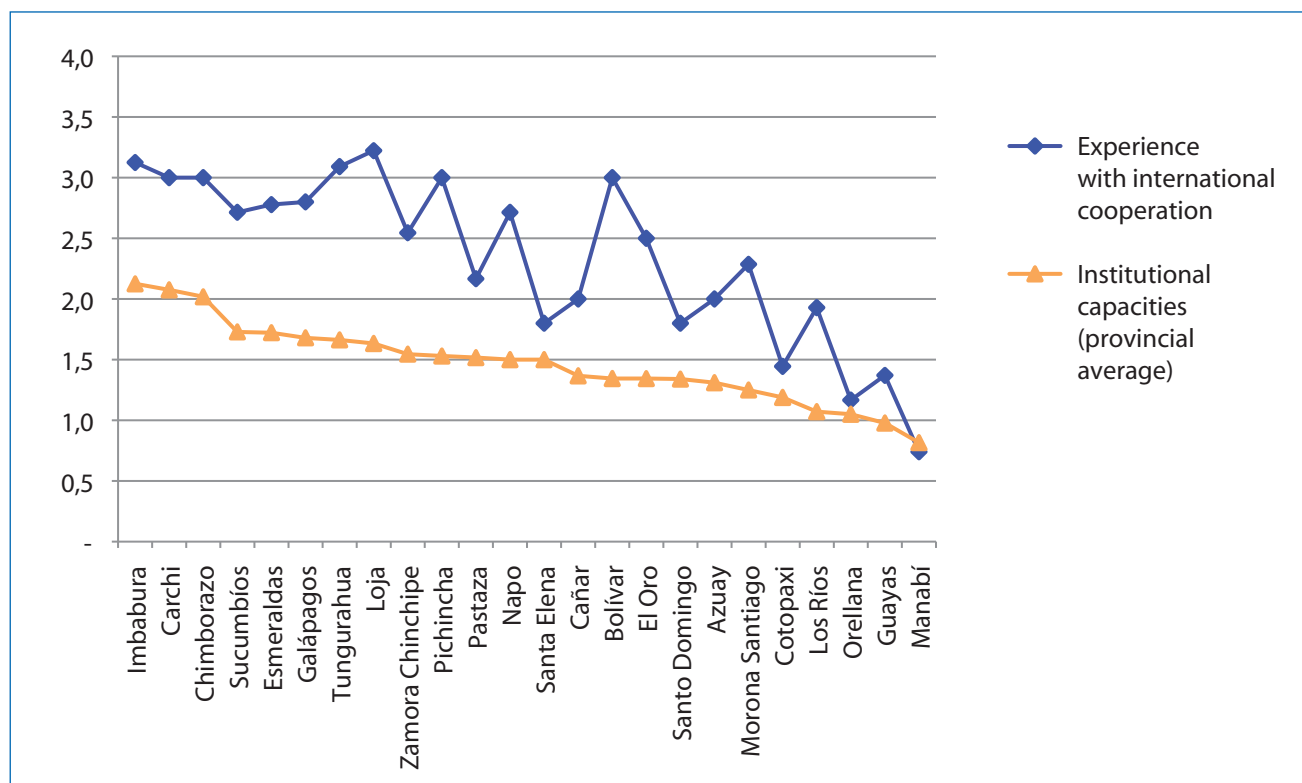
Graph 2. Sub-national governments' institutional capacities to manage cooperation



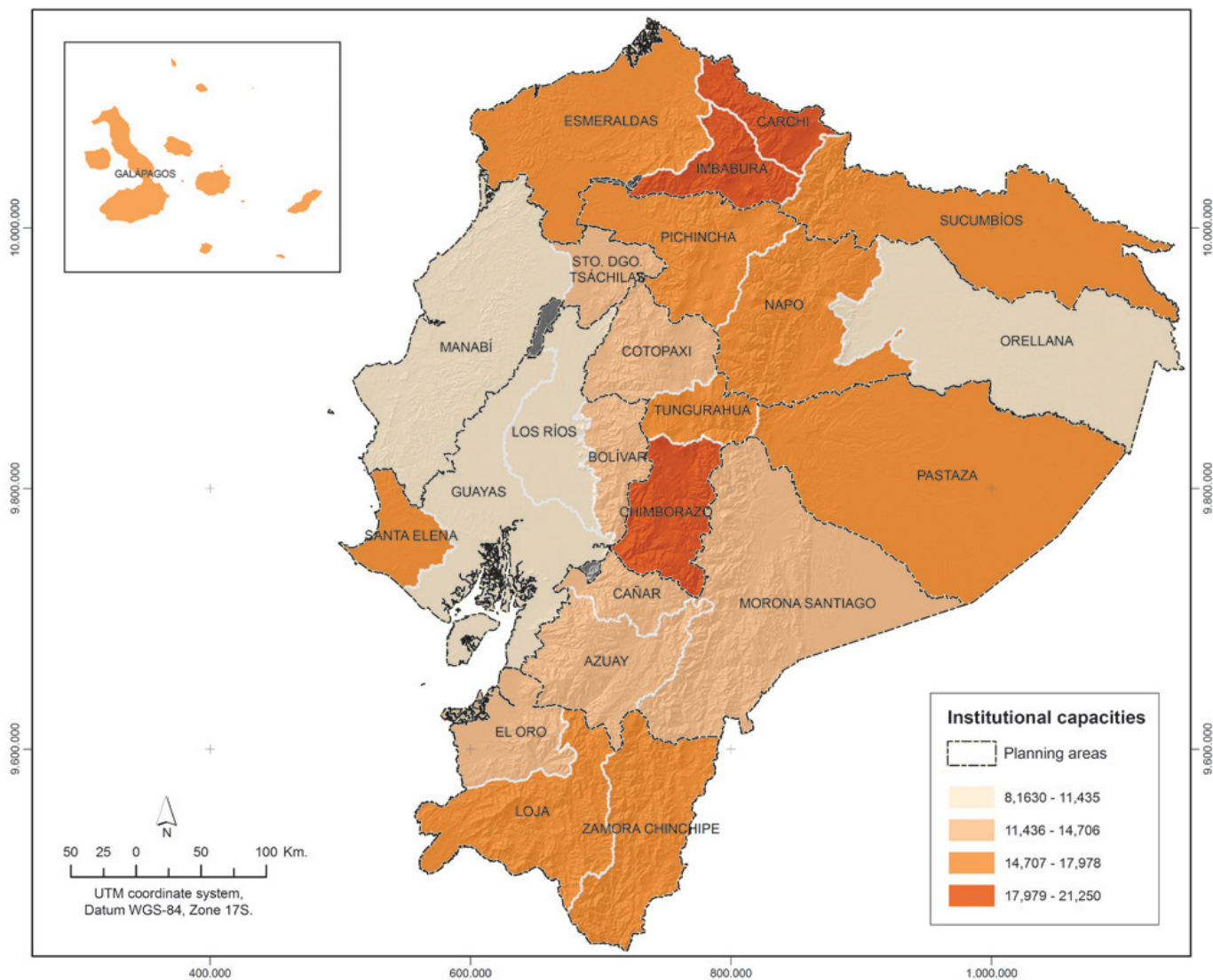
For criteria 4 to 6 (related to managing information), the results were low; this reflects the fact that information management is not usually a priority. The deficit in this area is evident, with scores ranging from 0 as a minimum to a maximum of no more than 2.

There is a significant difference between a result that could be considered medium in terms of the experience that sub-national governments have in managing international cooperation, and the medium to low result in terms of institutional capacities to carry out this competence, as Graph 3 shows.

Graph 3. Average institutional capacities to manage cooperation at the provincial level in comparison to experience with cooperation



Map 1. Institutional capacities to manage international cooperation



Source: Cartografía INEC, 2010; UNDP ART Ecuador Programme, 2013.
 Elaborated by: Paola Maldonado Tobar and Jaime Robles, 2013.

4. Measuring the effectiveness of cooperation at the local level

The results according to the indicators and principles are shown below. Appendix 4 presents the total results for each of the provinces.

4.1. Ownership

The principle of ownership takes two indicators into account:

1. The sub-national government has its own development strategy linked to and elaborated together with other levels of government.
2. The sub-national government leads the management, involving local stakeholders in its efforts.

Ecuadorian legislation on local management by sub-national governments significantly promotes compliance with the principle of ownership, given that the local authority – the Decentralized Autonomous Government – has the power to invoke the right to lead the planning in collaboration with other levels of government and with the participation of the different stakeholders present in the territory.

For this reason, the score obtained for indicator 1 (The sub-national government has its own development strategy linked to and elaborated together with other levels of government) is high, ranging between 37.50 and 50 out of 50. This means that the sub-national governments elaborate their planning in an articulated and participatory manner with the other levels of government, according to the *General guidelines for decentralized territorial planning*,¹² and this also serves as a guide for the preparation of their annual investment plan.

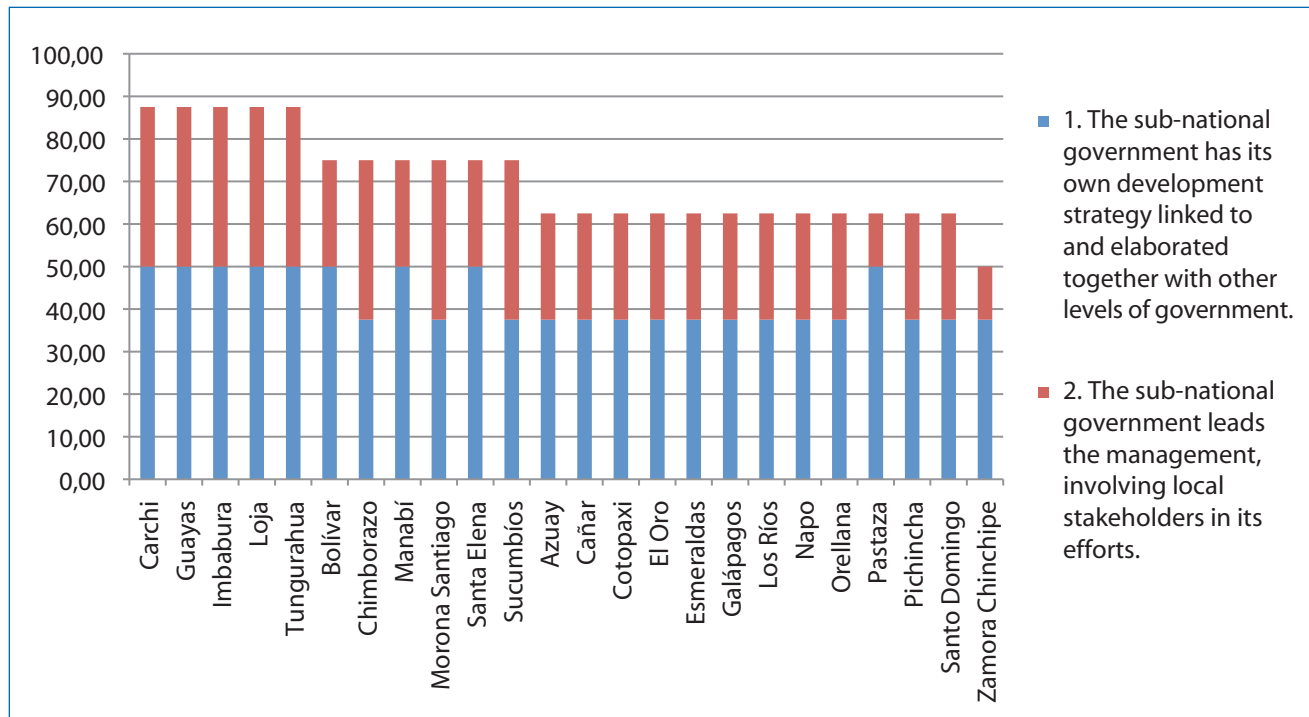
In some cases, and to a lesser extent, the plans are under review or awaiting approval (as of December 2012), or the annual plan partially incorporates the guidelines of the Plan. In the provinces with a high score, contributions from associations of local governments, and in some cases, international cooperation, have been acknowledged.

¹² Official Register No. 184. August 30, 2011.

With regards to indicator 2 (The sub-national government leads the management, involving local stakeholders in its efforts), the score is lower, ranging between 12.50 and 37.50 out of 50. While the law and guidelines on planning decree that implementation processes should be participatory, the sub-national governments comply with this standard to a lesser extent and in some cases, international cooperation is not involved.

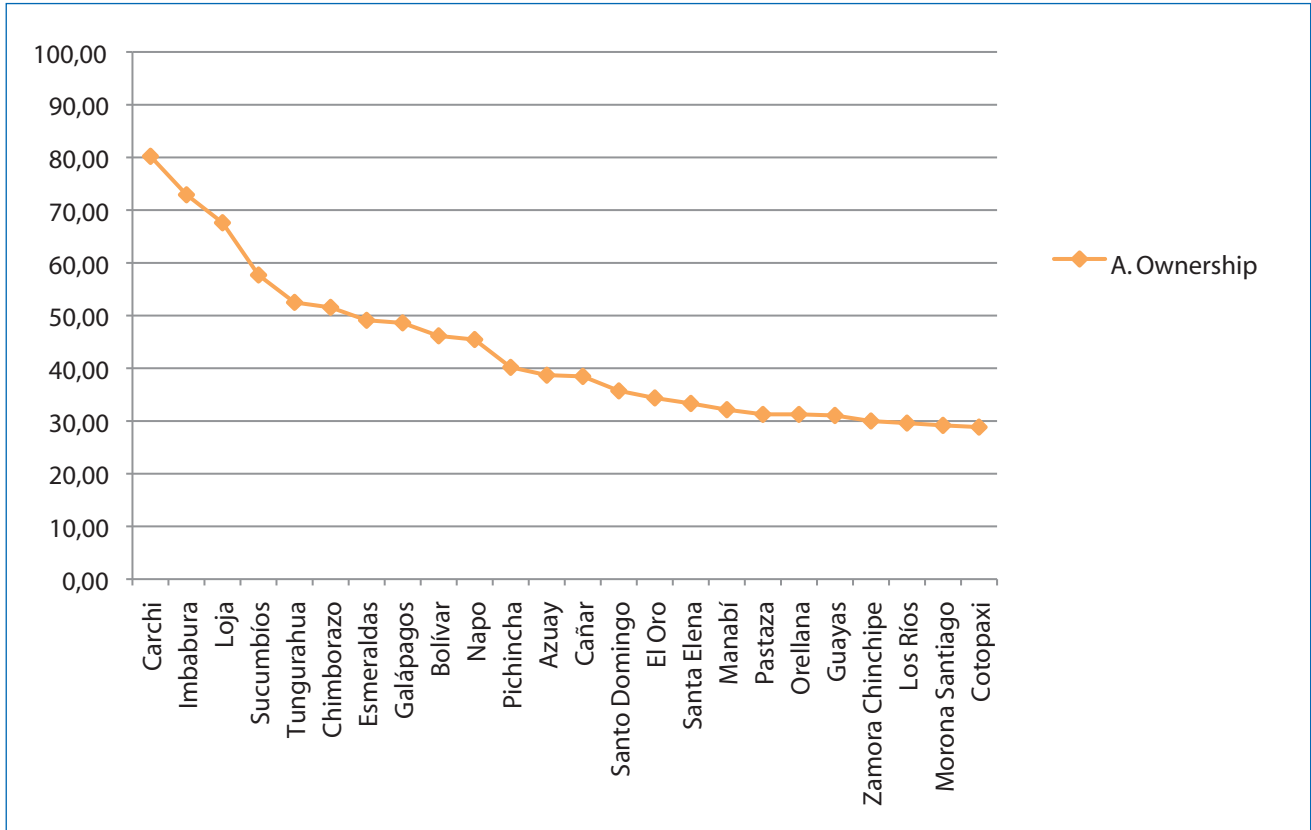
Looking at both indicators, we can see that compliance with the principle of ownership is high, with a range between 50 and 87.50 out of 100, as Graph 4 illustrates. This high score, as has already been explained, is the result of the planning dynamics put in place by the sub-national governments as part of the national policy led by the National Secretariat of Planning and Development (SENPLADES).

Graph 4. Measurement of the principle of ownership (without adjustment for representativeness)



Graph 5 shows the final results, after applying the representativeness percentage.

Graph 5. Measurement of the principle of ownership

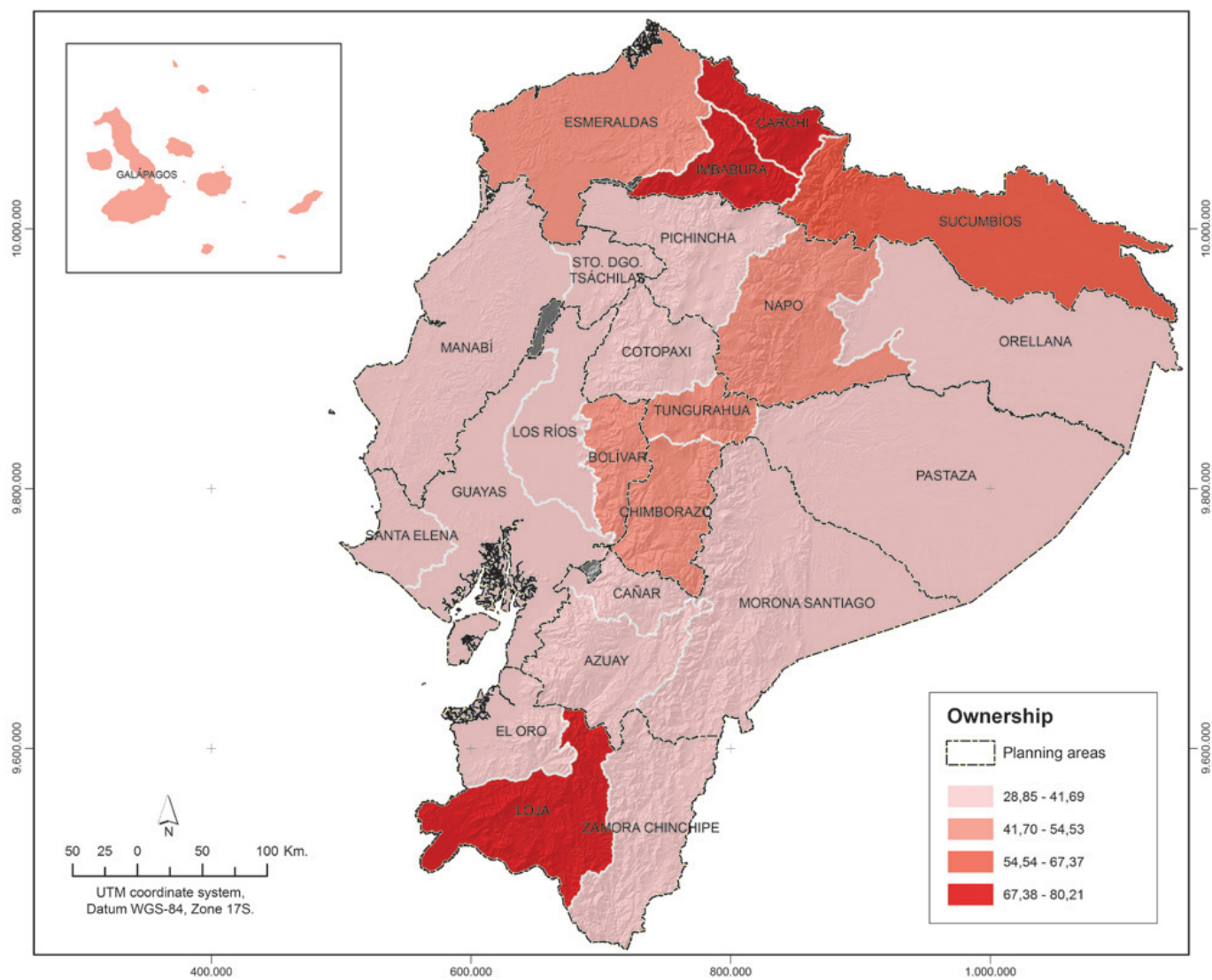


The table below shows the regional dimension in the application of the principle of ownership.

Table 4. Principle of ownership by range for each province

Range	28,85-41,69	41,70-54,53	54,54-67,37	67,38-80,21
Province	Pichincha Azuay Cañar Santo Domingo El Oro Santa Elena Manabí Pastaza Orellana Guayas Zamora Chinchipe Los Ríos Morona Santiago Cotopaxi	Tungurahua Chimborazo Esmeraldas Galápagos Bolívar Napo	Sucumbíos	Carchi Imbabura Loja

Map 2. Compliance with the principles of the Paris Declaration: Ownership



Source: Cartografía INEC, 2010; UNDP ART Ecuador Programme, 2013.
 Elaborated by: Paola Maldonado Tobar and Jaime Robles, 2013.

4.2. Alignment

The principle of alignment takes five indicators into account:

3. International cooperation aligns the flow of aid with the sub-national governments' planning and budget.
4. Programs and projects are implemented following the sub-national governments' structure and systems.
5. International cooperation supports the capacity-building of sub-national governments with programs that are coordinated and coherent with the development strategies.
6. International cooperation uses the sub-national governments' systems for public finance management.
7. The procurement of goods and services is undertaken by sub-national governments, and is based on the best quality at the lowest price.

The country's legal framework and the policies defined for public administration and the management of international cooperation guide and facilitate compliance with the principle of alignment; such as the Organic Code for Public Planning and Finances and Resolution No. 0009 of the National Council of Competences.

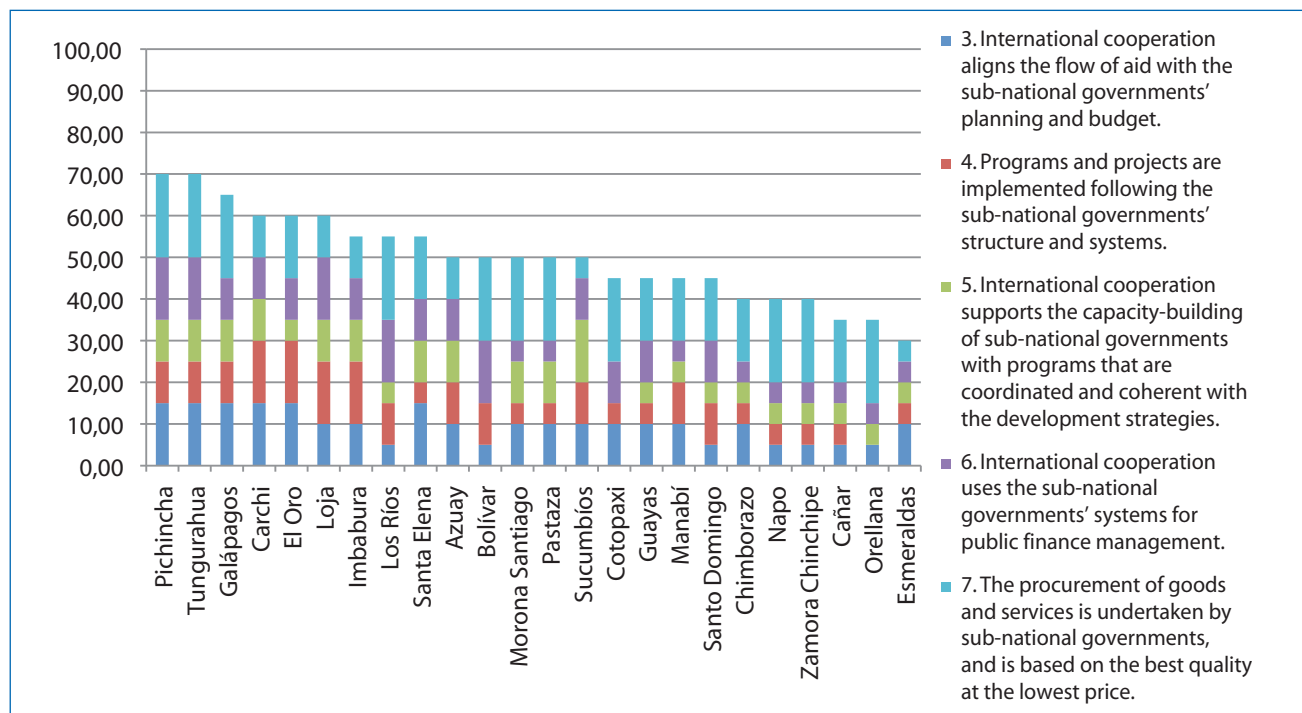
Compliance with the indicators that comprise the principle of alignment is varied, corresponding to the different modalities of international cooperation management used in the country.

One modality contemplates that international cooperation delegates the responsibility for the technical and financial management of projects to the sub-national governments, which are then responsible for the implementation of the activities, the administration of resources and the results. A second modality puts the international cooperation agency in charge of managing the projects and allots it the responsibility for the activities, the administration of resources and the results; in these cases there are agreements with the sub-national governments, which are involved depending on the dynamics of each project. A third modality makes both the sub-national government and international cooperation share the responsibility for the management and the outcome.

In some cases, the three management modalities co-exist within the same region. There are even cases where within the same sub-national government, projects are being managed under different modalities.

Graph 6 reflects the outcome for each indicator for the principle of alignment.

Graph 6. Measurement of the principle of alignment (without adjustment for representativeness)



With regard to indicator 3 (International cooperation aligns the flow of aid with the sub-national governments' planning and budget), the scoring is average, with a range between 5 and 15 out of 20. This range includes cases where the funds have been allocated according to plans and priorities defined by the local government, to cases in which international cooperation has managed the resources on the basis of their own plans and priorities.

In relation to indicator 4 (Programs and projects are implemented following the sub-national governments' structure and systems), the score is average to low, ranging between 0 and 15 out of 20. This range covers cases where the international cooperation agency has assumed complete responsibility for the whole management process, to those cases where resources have been delegated so that they may be implemented following the established methods by the sub-national governments.

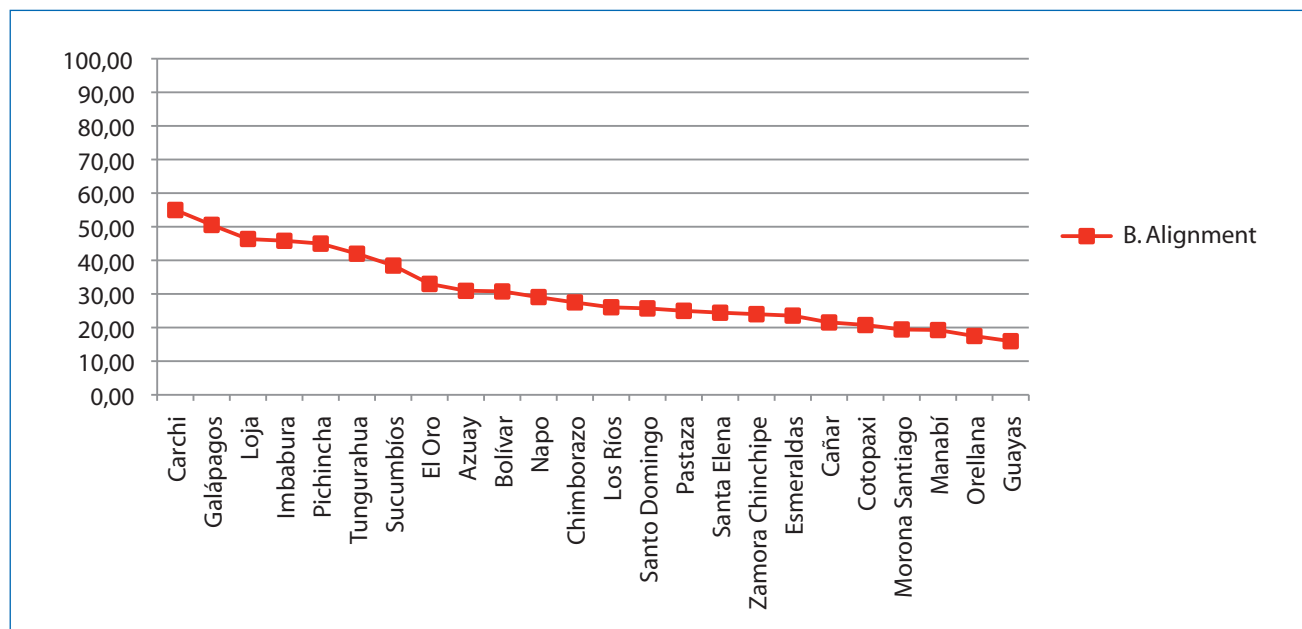
With regard to indicator 5 (International cooperation supports the capacity-building of sub-national governments with programs that are coordinated and coherent with the development strategies), the scores are low overall, with a range between 0 and 15 out of 20. One of the main reasons for this result is that there are few sub-national governments that have a plan to strengthen their institutional capacities, and when such a plan does exist, international cooperation has generally not used that plan. There are few cases recorded in which cooperation supports capacity-building, and this is usually when these areas have been included in the activities of their projects.

As far as indicator 6 is concerned (International cooperation uses the sub-national governments' systems for public finance management), the ratings are average, ranging between 5 and 15 out of 20. This range applies to cases where the sub-national governments have directly administered the funds.

Indicator 7 (The procurement of goods and services is undertaken by sub-national governments, and is based on the best quality at the lowest price) has the highest scores out of all five indicators of the principle of alignment, with an average of 15.6, and scores between 5 and 20 out of 20. This rating is high due to the fact that international cooperation agencies have normally provided contributions without attaching any conditions to the acquisition of goods and services.

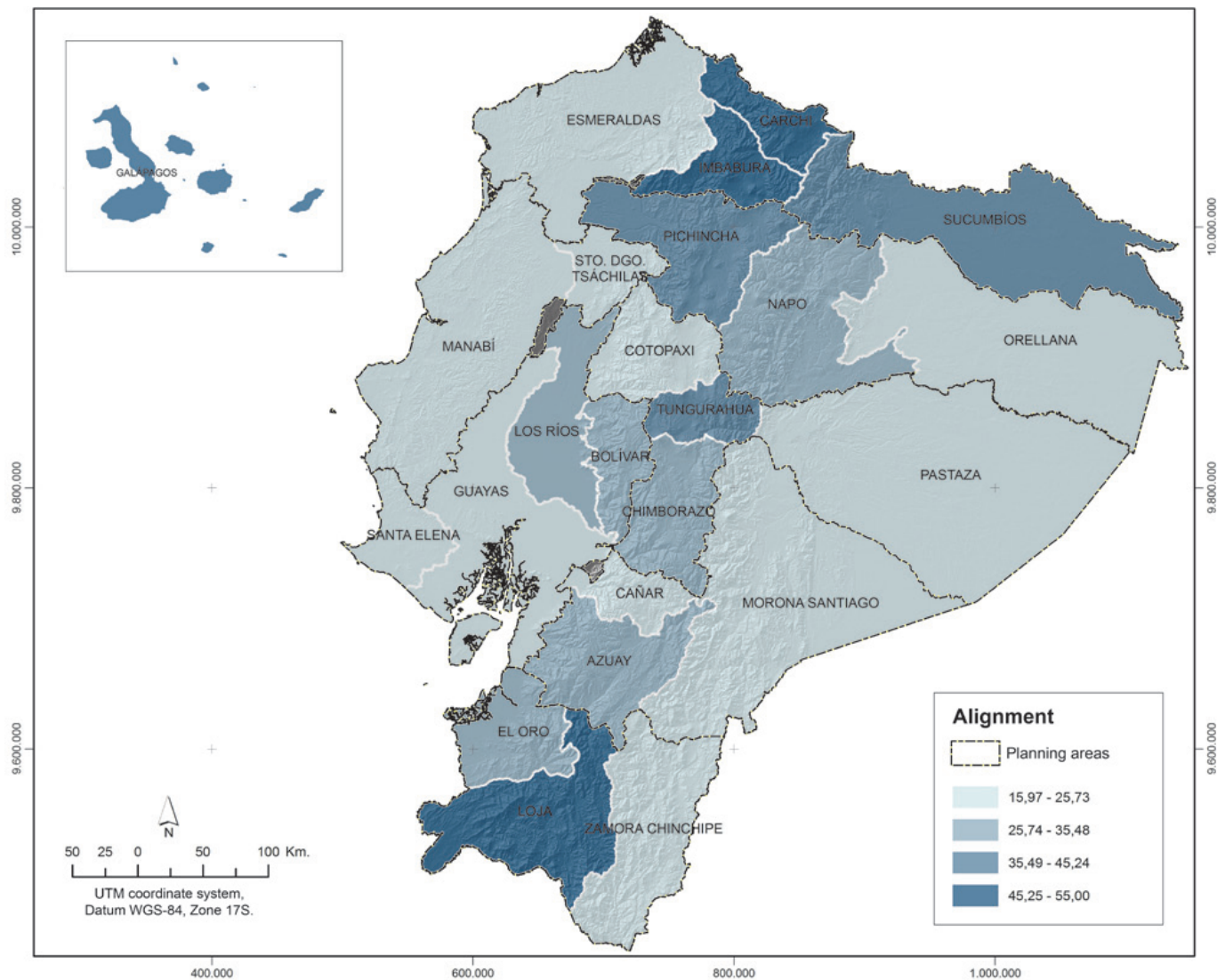
To summarize, it can be said that the principle of alignment has an average rating, with scores varying between 30 and 70 out of 100, which represent a variety of scenarios, as Graph 6 shows.

The final outcome, after applying the representativeness percentage, is shown on the next page (Graph 7).

Graph 7. Measurement of the principle of alignment**Table 5. Principle of alignment by range for each province**

Range	15,97-25,73	25,74-35,48	35,49-45,24	45,25-55,00
Province	Santo Domingo Pastaza Santa Elena Zamora Chinchipe Esmeraldas Cañar Cotopaxi Morona Santiago Manabí Orellana Guayas	El Oro Azuay Bolívar Napo Chimborazo Los Ríos	Pichincha Tungurahua Sucumbíos	Carchi Galápagos Loja Imbabura

Map 3. Compliance with the principles of the Paris Declaration: Alignment



Source: Cartografía INEC, 2010; UNDP ART Ecuador Programme, 2013.
 Elaborated by: Paola Maldonado Tobar and Jaime Robles, 2013.

4.3. Harmonization

The principle of harmonization takes four indicators into account:

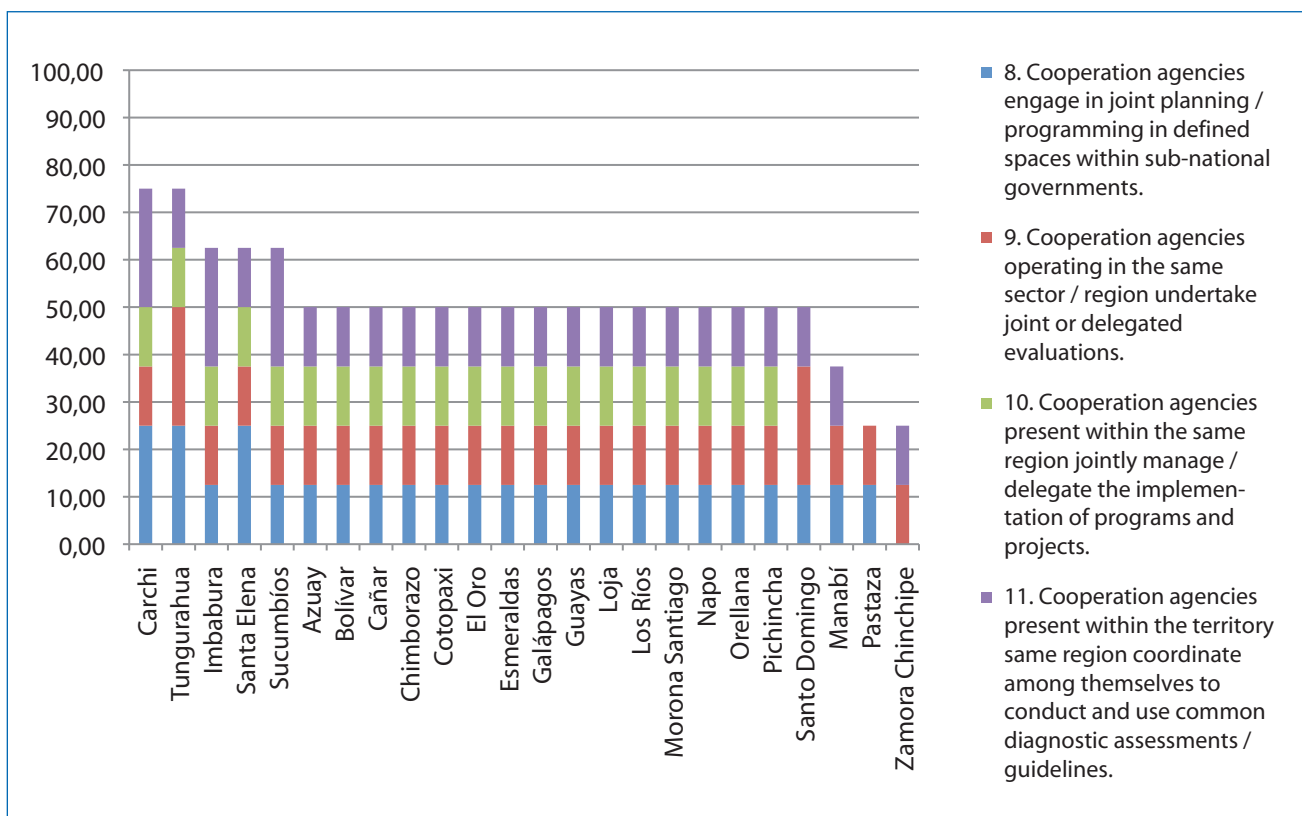
8. Cooperation agencies engage in joint planning / programming in defined spaces within sub-national governments.
9. Cooperation agencies operating in the same sector / region undertake joint or delegated evaluations.
10. Cooperation agencies present within the same region jointly manage / delegate the implementation of programs and projects.
11. Cooperation agencies present within the same region coordinate among themselves to conduct and use common assessments / guidelines.

The principle of harmonization should reflect a dynamic in which sub-national governments take action within their territory to promote, implement and lead spaces of articulation with and among international cooperation agencies, in order to plan joint efforts, agree on activities and share responsibilities.

The scores for the four indicators that comprise this principle are average. In general, it can be said that the efforts for coordination among cooperation agencies are directed toward reaching agreements with regard to issues, guidelines or shared approaches, and in some cases toward taking advantage of the specialization or added value offered by each cooperation agency.

The range of the four indicators is very similar, varying between 0 and 25 out of 25. As Graph 8 shows, the situation in the majority of the provinces is average, only a few cases are at the extremes. The provinces with the highest scores have processes in place to coordinate and articulate with international cooperation, led by the provincial governments.

Graph 8. Measurement of the principle of harmonization (without adjustment for representativeness)



The final results, after applying the representativeness percentage, are shown below (Graph 9).

Graph 9. Measurement of the principle of harmonization

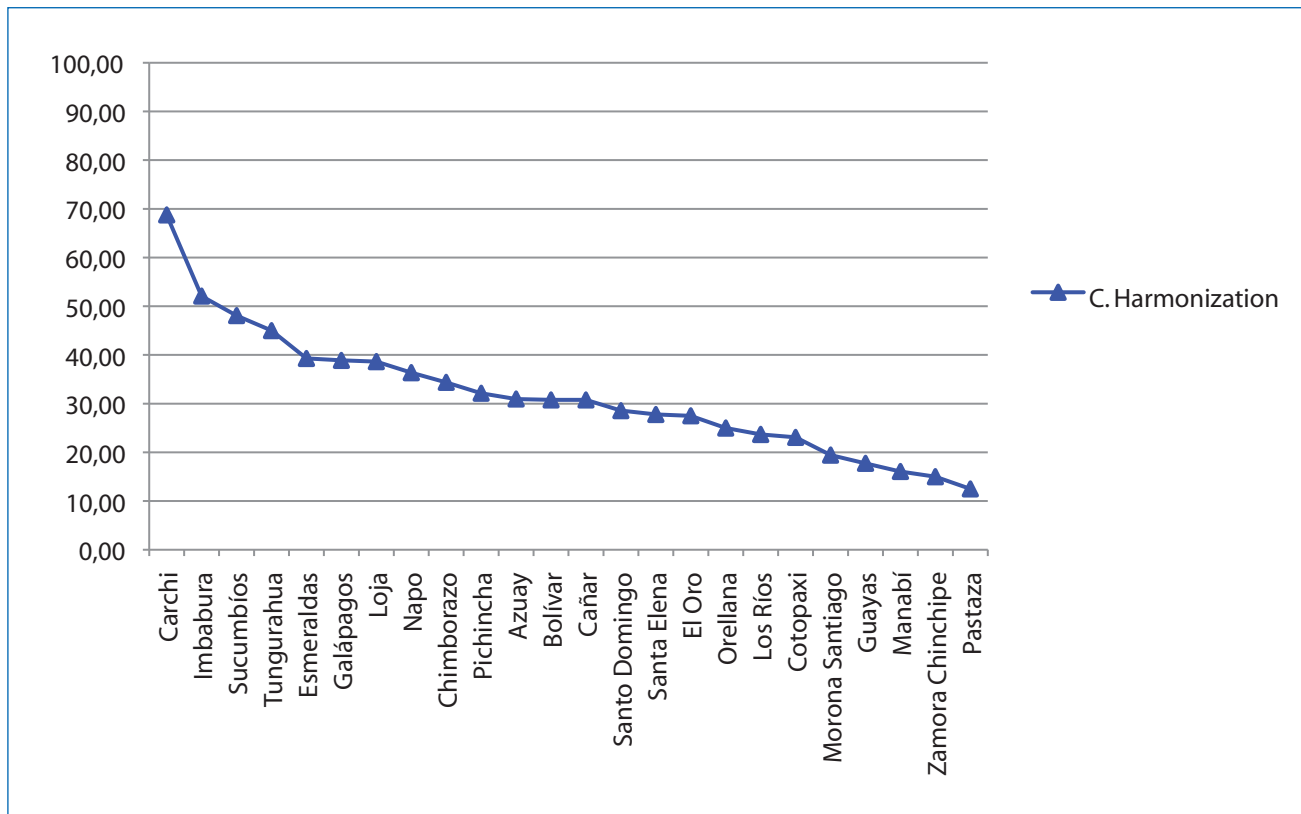
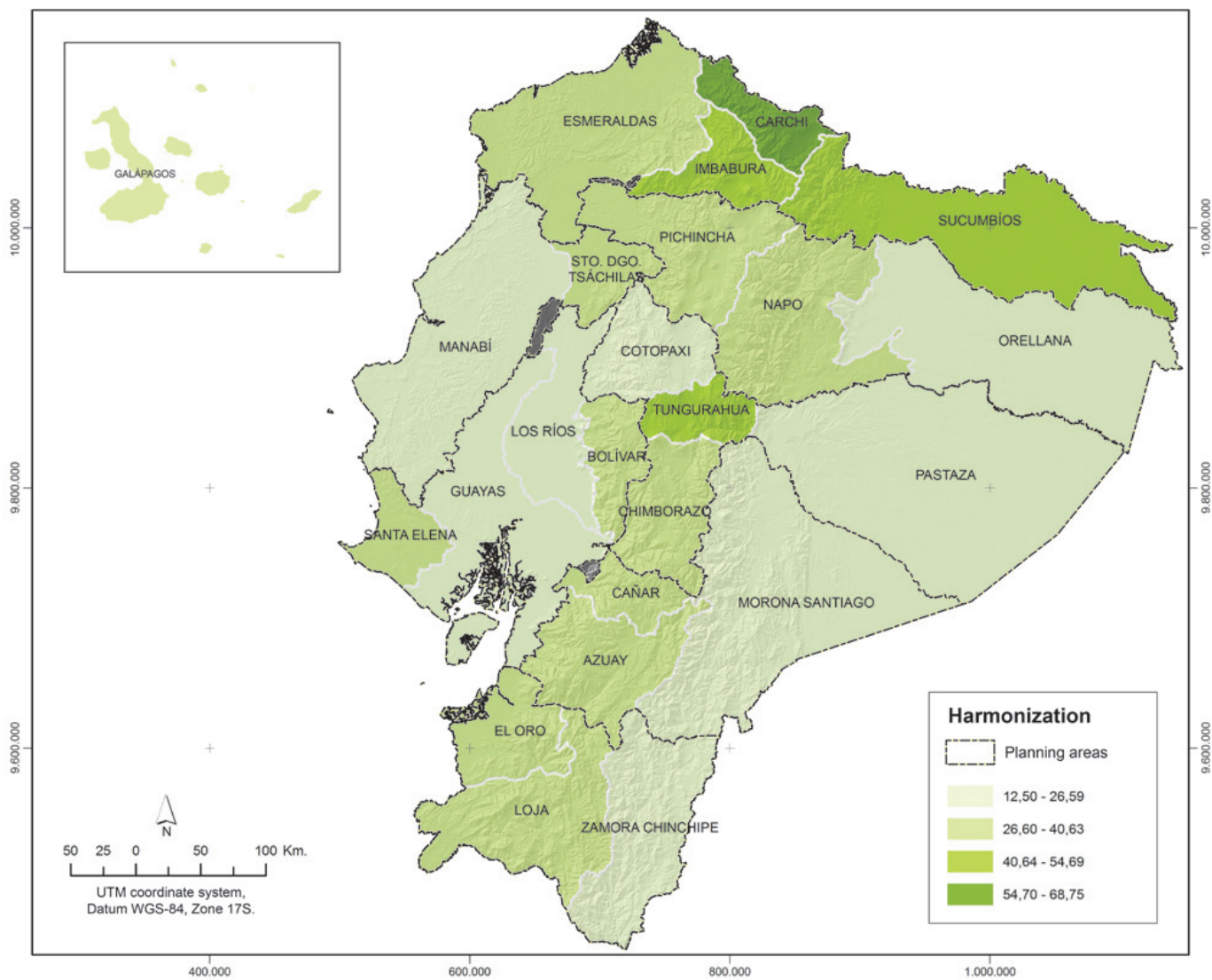


Table 6, below, displays the outcome for the principle of harmonization by range, after having applied the representativeness percentage.

Table 6. Principle of harmonization by range for each province

Range	12,50-26,56	26,57-40,63	40,64-54,69	54,70-68,75
Province	Orellana Los Ríos Cotopaxi Morona Santiago Guayas Manabí Zamora Chinchipe Pastaza	Esmeraldas Galápagos Loja Napó Chimborazo Pichincha Azuay Bolívar Cañar Santo Domingo Santa Elena El Oro	Imbabura Sucumbíos Tungurahua	Carchi

Map 4. Compliance with the principles of the Paris Declaration: Harmonization



Source: Cartografía INEC, 2010; UNDP ART Ecuador Programme, 2013.
Elaborated by: Paola Maldonado Tobar and Jaime Robles, 2013.

4.4. Managing for results

The principle of managing for results takes one indicator into account:

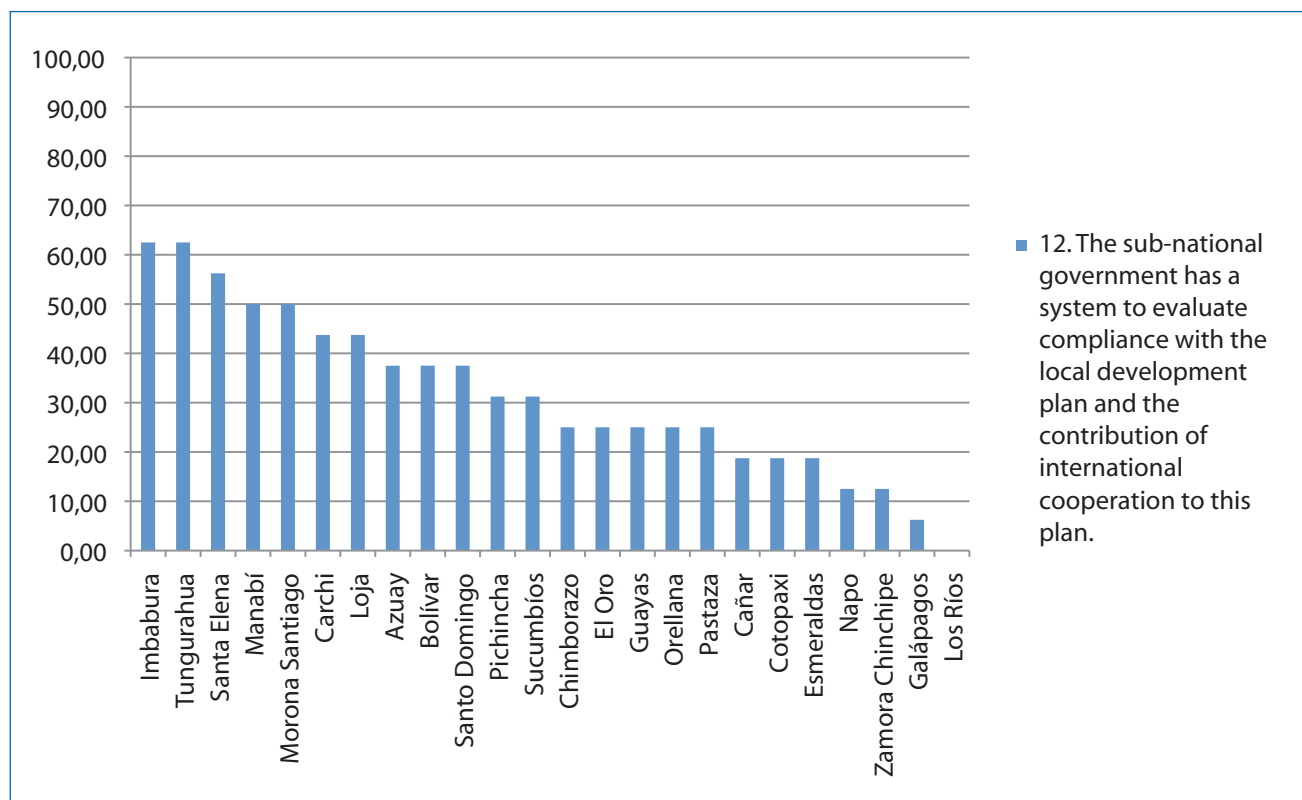
12. The sub-national government has a system to evaluate compliance with the local development plan and the contribution of international cooperation to this plan.

The principle of managing for results is based on identifying changes that have been achieved in a region as a product of the collaborative effort among the stakeholders involved. While this is the objective of any intervention, the result of the measurement of this principle is low, ranging between 0 and 62.5 out of 100. As can be seen in Graph 10, situations vary depending on the province.

On the one hand, specific cases should be acknowledged in which significant steps have been taken to evaluate the results of joint efforts with regard to local development; on the other hand, one can note some reasons as to why the scores for this principle are low:

- a) There is a tendency to evaluate the results of specific ongoing projects without analyzing the contribution to local objectives;
- b) Institutional efforts are concentrated on the planning of local development, rather than on monitoring and assessing the results obtained as a result of joint efforts;
- c) In some cases the evaluation is related to the analysis of financial expenditures, therefore, it is limited to ensuring that the annual budget is being implemented; and
- d) No monitoring and evaluation guidelines or methods have been designed.

**Graph 10. Measurement of the principle of managing for results
(without adjustment for representativeness)**



After applying the representativeness percentage, the results provide a better visualization of the reality in each province (see Graph 11).

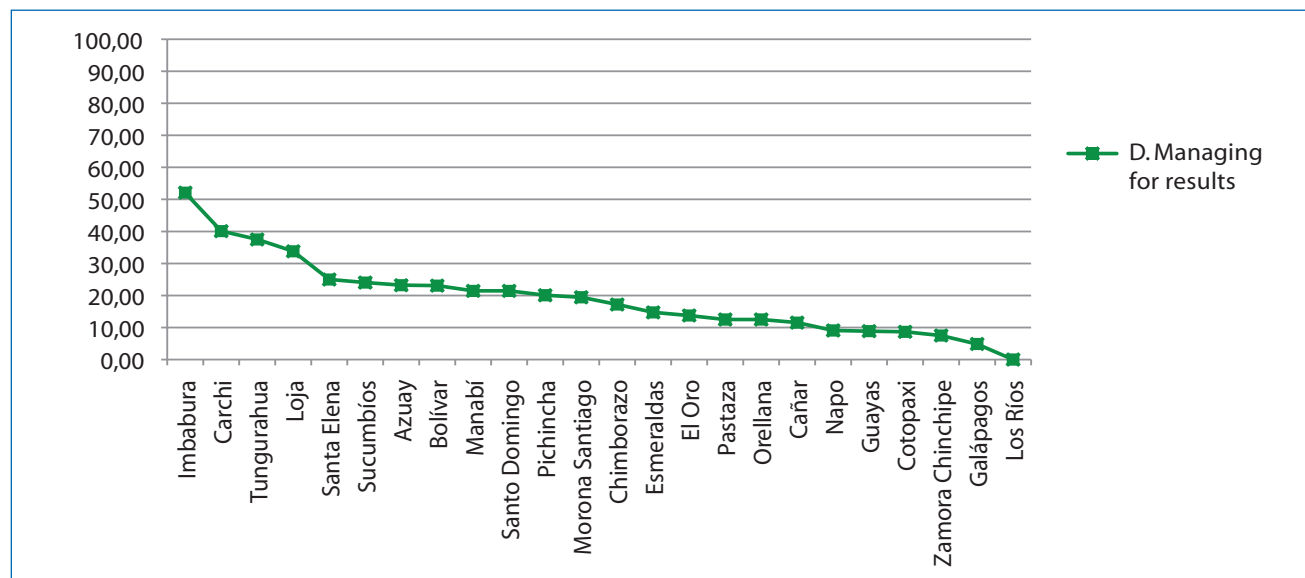
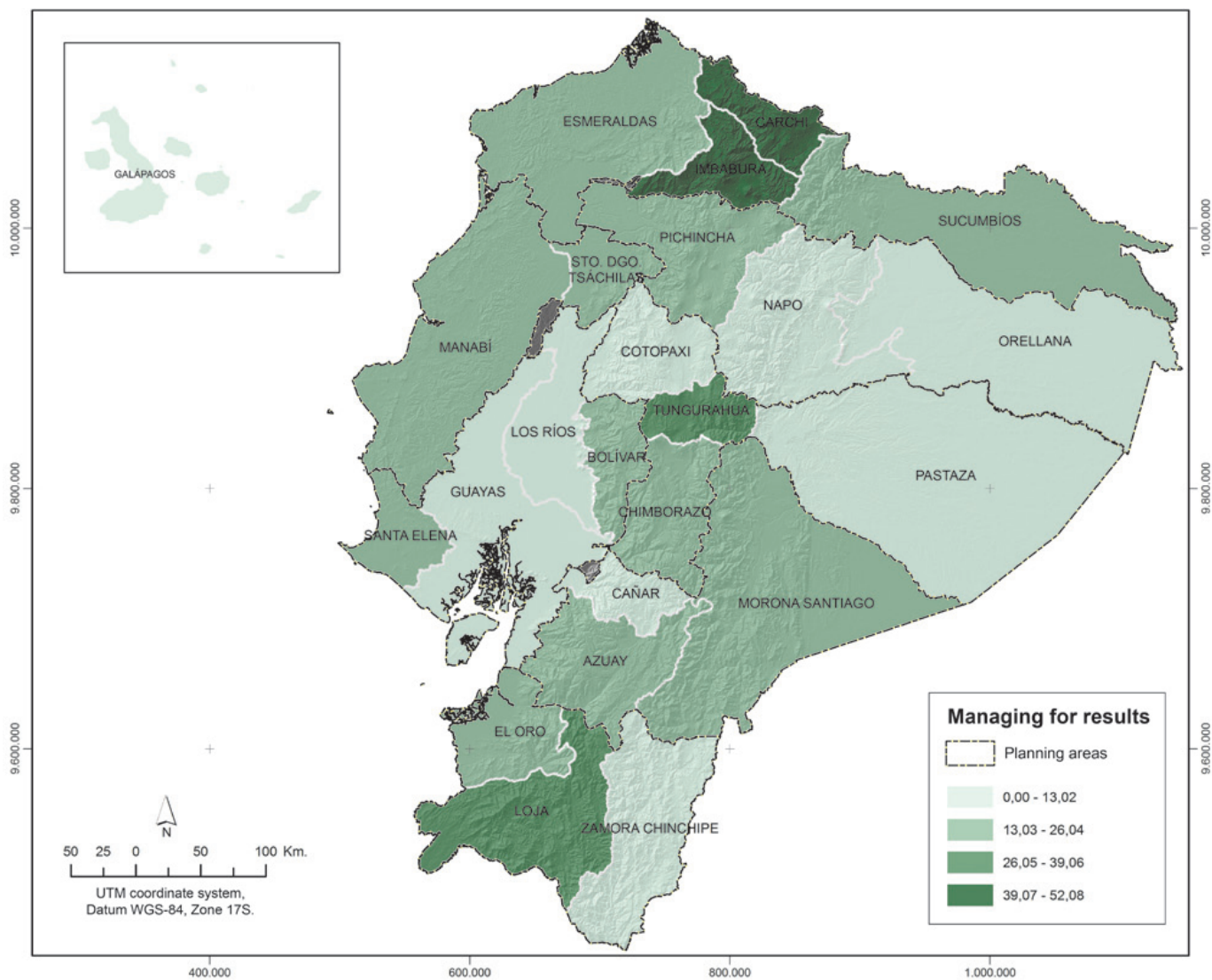
Graph 11. Measurement of the principle of managing for results

Table 7 depicts compliance with the principle of managing for results, by range and for each province.

Table 7. Principle of managing for results by range for each province

Range	0-13,02	13,03-26,04	26,05-39,06	39,07-52,08
Province	Pastaza Orellana Cañar Napo Guayas Cotopaxi Zamora Chinchipe Galápagos Los Ríos	Santa Elena Sucumbíos Azuay Bolívar Manabí Santo Domingo Pichincha Morona Santiago Chimborazo Esmeraldas El Oro	Tungurahua Loja	Imbabura Carchi

Map 5. Compliance with the principles of the Paris Declaration: Managing for results



Source: Cartografía INEC, 2010; UNDP ART Ecuador Programme, 2013.
 Elaborated by: Paola Maldonado Tobar and Jaime Robles, 2013.

4.5. Mutual accountability

The principle of mutual accountability takes three indicators into account:

13. Sub-national governments have and implement opportunities for stakeholder participation in the management of development.
14. Sub-national governments receive timely information on the contributions made by international cooperation, which is included in the management report.
15. Sub-national governments work with international cooperation to evaluate the fulfilment of commitments.

Ecuadorian legislation defines the mechanisms that contribute to compliance with the principle of mutual accountability for the management of local development and its results. For this purpose, a law has been enacted that guarantees the participation of stakeholders at different moments (Citizen Participation Act).

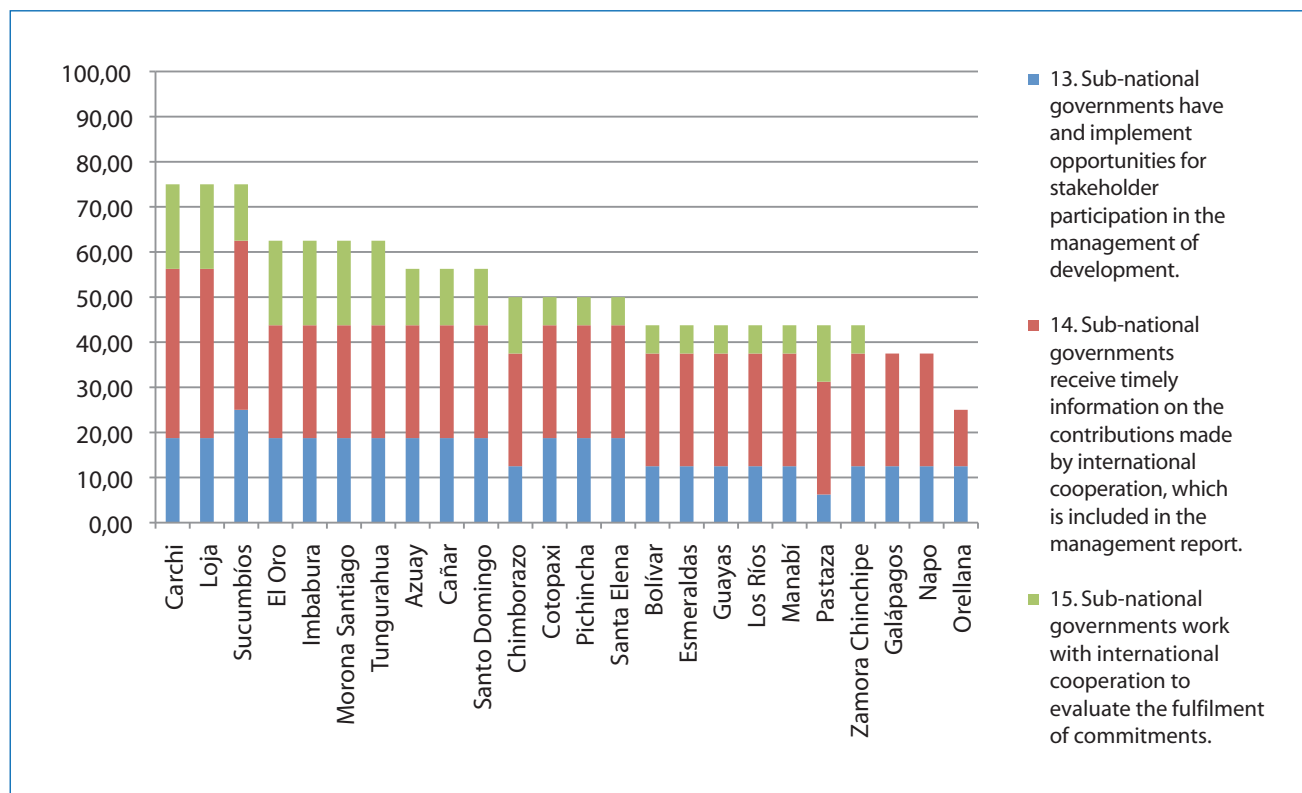
In relation to compliance with indicator 13 (Sub-national governments have and implement opportunities for stakeholder participation in the management of development), low to average marks were given, ranging between 6.25 and 25 out of 33. In order to comply with the aforementioned Act, sub-national governments have created opportunities for citizen participation that have allowed for the participation of stakeholders, but this has been limited to certain occasions and issues, yet not in relation to the overall territorial management.

With regard to compliance with indicator 14 (Sub-national governments receive timely information on the contributions made by international cooperation, which is included in the management report), the overall score is average (ranging between 12.50 and 33 out of 33), as cooperation agencies have sometimes provided information specifically related to the contributions made through their own projects. Sub-national governments and their authorities have used this information in different ways. In some cases, as part of their annual accountability process, information has been shared on the financial contributions of international cooperation, but in other cases it has not.

With regard to compliance with indicator 15 (Sub-national governments work with international cooperation to evaluate the fulfilment of commitments), the scores are

low, with a range between 0 and 18.75 out of 33. As the analysis of the principle of managing for results has shown, at the local level there is no tendency to assess results in the face of local development. In general, an evaluation of results is carried out for each project, rather than for cooperation agreements between parties, for the achievements that have been obtained as a result of the partnership and for their impact on local development. The results are depicted in Graph 12.

Graph 12. Measurement of the principle of mutual accountability (without adjustment for representativeness)



After applying the representativeness percentage to the results, the following values were obtained for the principle of mutual accountability (see Graph 13).

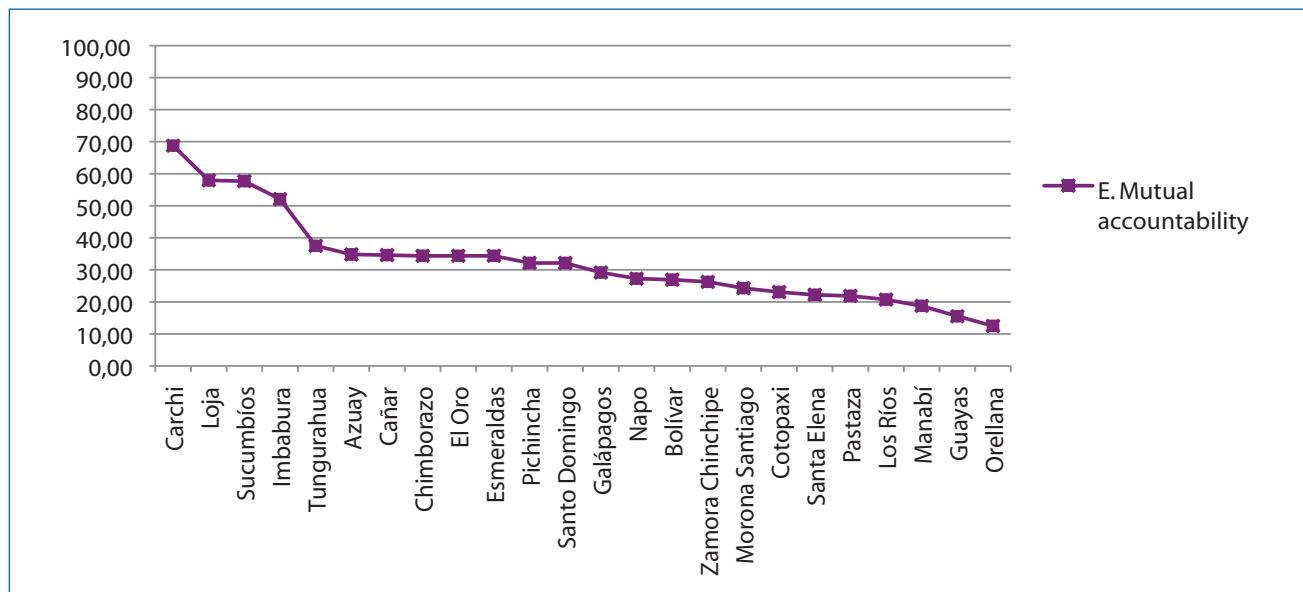
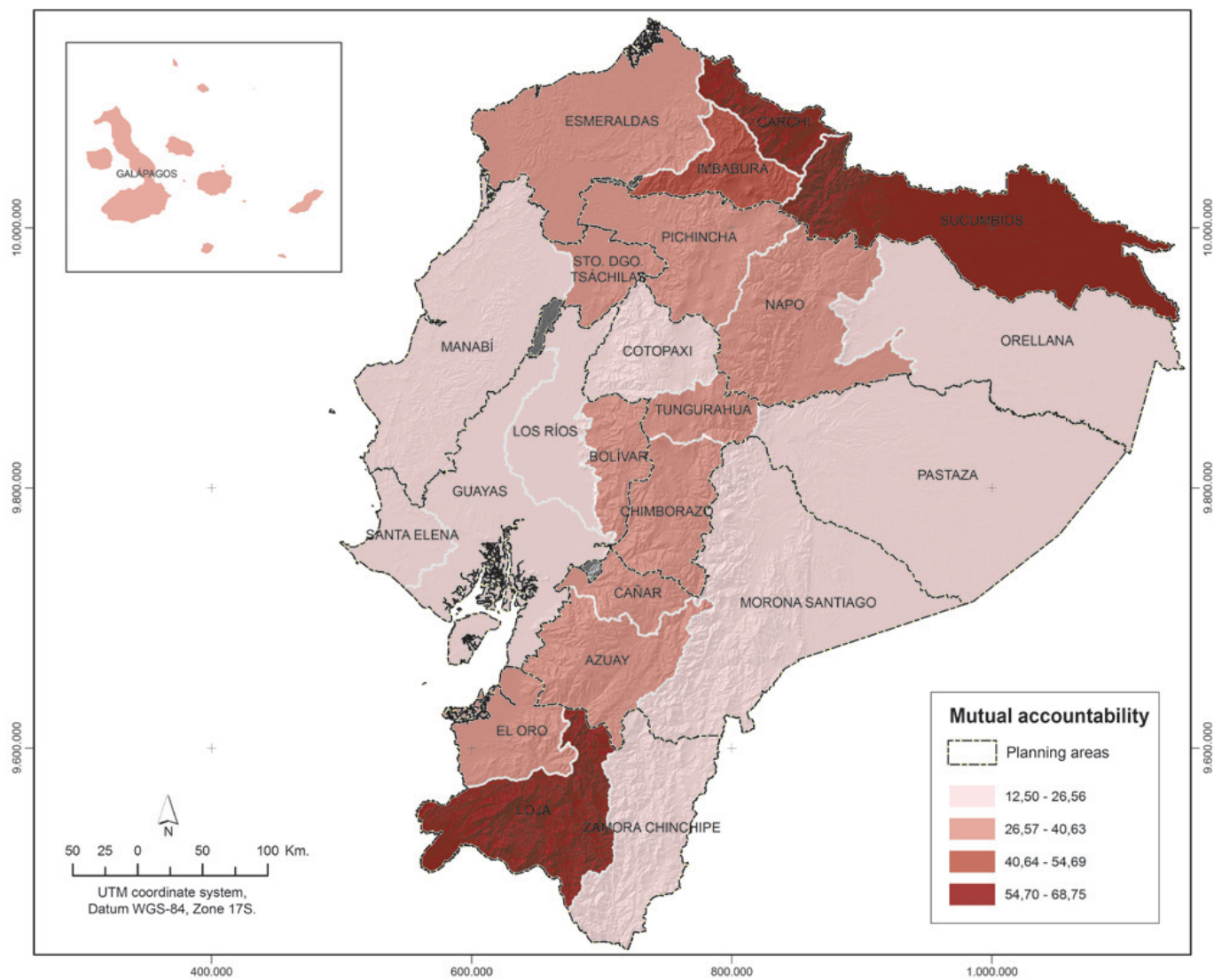
Graph 13. Measurement of the principle of mutual accountability

Table 8 depicts compliance with the principle of mutual accountability by range for each province.

Table 8. Principle of mutual accountability by range for each province

Range	12,50-25,56	26,57-40,63	40,64-54,69	54,70-68,75
Province	Morona Santiago Cotopaxi Santa Elena Pastaza Los Ríos Manabí Guayas Orellana	Tungurahua Azuay Cañar Chimborazo El Oro Esmeraldas Pichincha Santo Domingo Galápagos Napo Bolívar Zamora Chinchipe	Imbabura	Carchi Loja Sucumbíos

Map 6. Compliance with the principles of the Paris Declaration: Mutual accountability

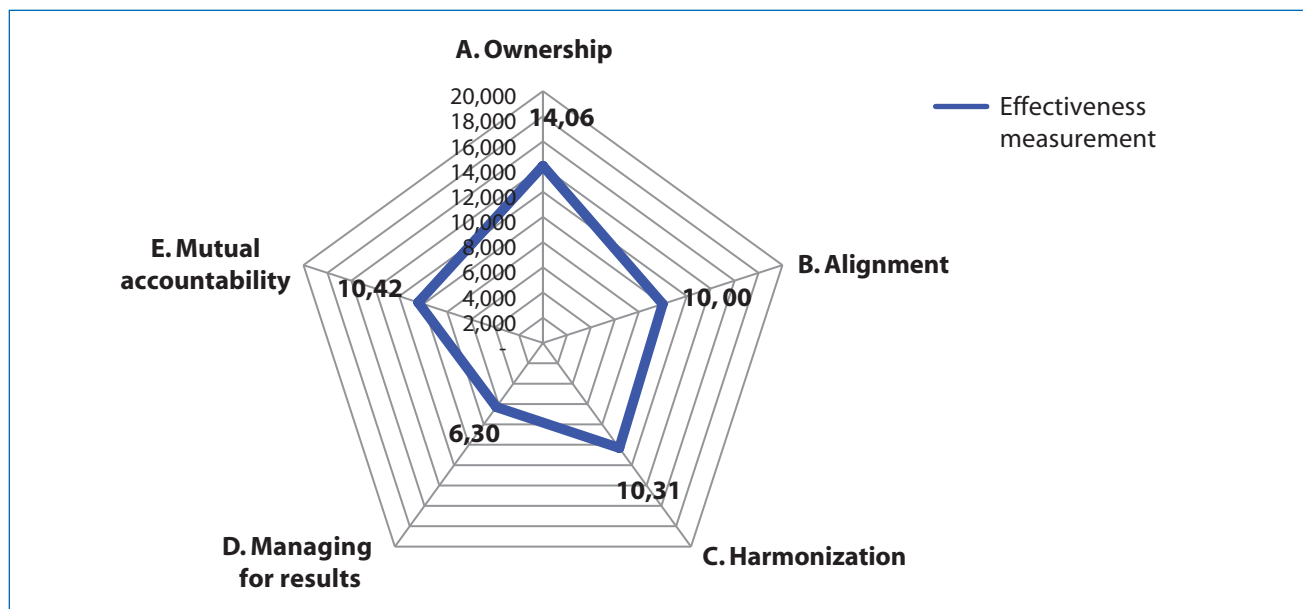


Source: Cartografía INEC, 2010; UNDP ART Ecuador Programme, 2013.
Elaborated by: Paola Maldonado Tobar and Jaime Robles, 2013.

4.6. Effectiveness of development cooperation at the local level

The measurement of the principles of cooperation effectiveness at the local level has provided varying results for each principle (see Graph 14).

Graph 14. Measurement of cooperation effectiveness at the local level



The principle of ownership has a higher rating than the other principles (14.06 out of 20), to the extent that the sub-national governments have assumed the leadership for local development by having a plan in place to guide their efforts. In these processes, there are significant efforts to involve different stakeholders and to articulate with other levels of government. It is important to note that the legislation and policies defined by the national government have significantly contributed to complying with this principle; in addition there is the role of SENPLADES in defining policies and instruments that contribute to this dynamic. Also, in some cases, support from

the cooperation agencies should be recognized. However, there is still a clear need to improve and strengthen the leadership of sub-national governments in local planning and management in certain regions.

The principle of alignment has an average rating (10 out of 20), which represents the fact that the international cooperation partners have used part of the planning, prioritization and guidelines defined by the sub-national governments. As far as the management of financial resources is concerned, there have been different approaches, with sub-national governments assuming all management responsibility, to cases where the resources are completely managed by international cooperation; and as has been mentioned above, within the same region, sub-national governments may apply different management styles.

In this sense, there is a clear need to promote actions so that sub-national governments, in compliance with their competences, define policies and mechanisms to carry out articulated and coordinated work with international cooperation agencies present in the region. Also, there is a need for cooperation agencies to recognize and make better use of the capacity, mechanisms and management tools of sub-national governments.

The principle of harmonization also has an average score (10.31 out of 20), which reflects different efforts and realities:

- The articulation of cooperation takes place in function of the dynamics created by the sub-national government itself.
- The efforts of some international cooperation agencies to coordinate among themselves when they are working on similar issues or with similar approaches.
- There are cases of international cooperation agencies working alone, following their own objectives and planning.
- The principle of harmonization should consider the involvement of the different national institutions with regional presence that directly implement activities.

It is important to point out that harmonization of cooperation occurs to the extent that the sub-national governments assume leadership, define and demand

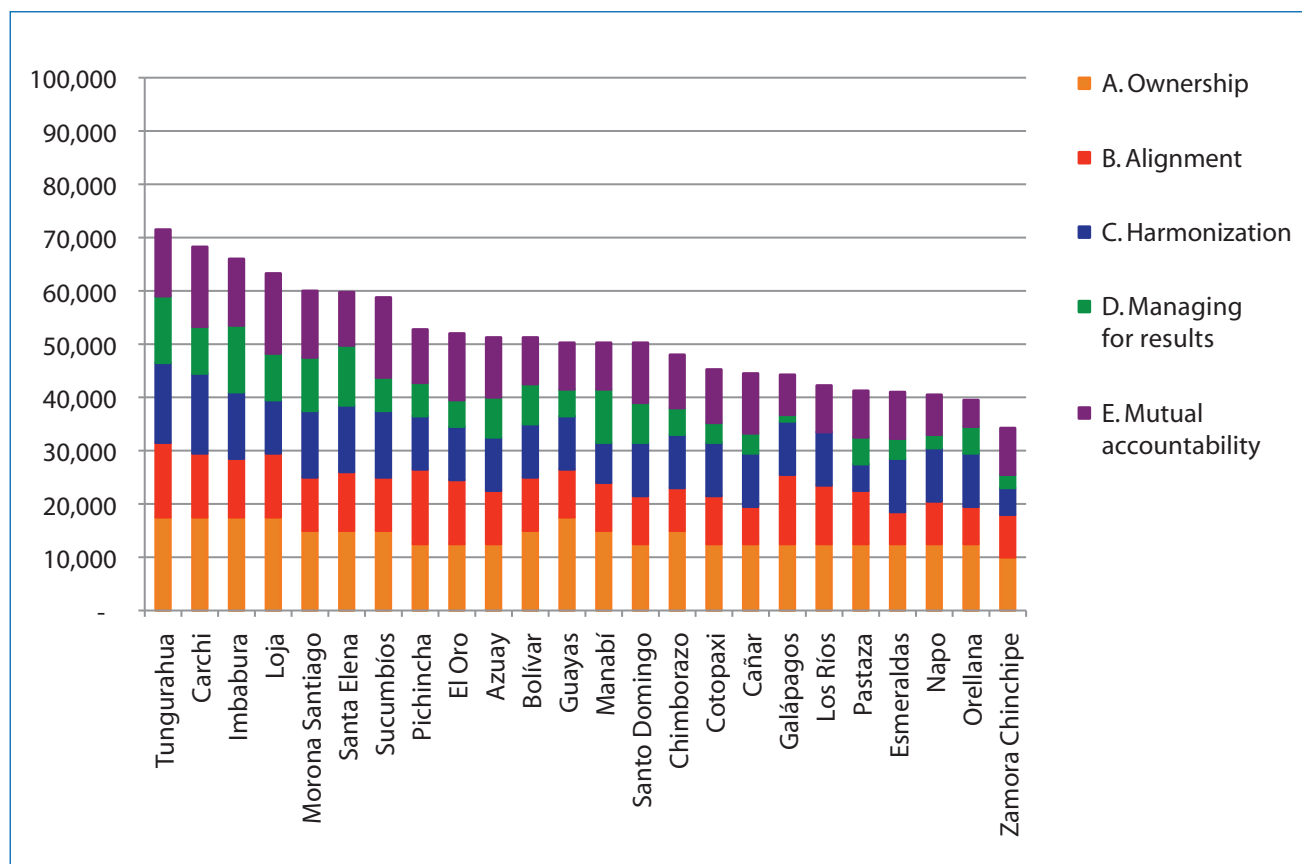
collaborative efforts of international cooperation, in order to unify efforts and simplify the work for everyone concerned. This is one of the tasks to carry out at the local level.

The principle of managing for results has a low rating (6.30 out of 20) and represents the lowest value of the five principles measured. This reflects the limited practice of participatory monitoring and evaluating of planning and development results. In general the projects implemented by international cooperation are evaluated, with the results being used internally. In addition, policies, guidelines and tools are needed to promote a systematic and periodic measurement and dissemination of development results.

The principle of mutual accountability has an average score (10.42 out of 20). Ecuadorian legislation facilitates compliance with this principle, by defining different mechanisms to enable easier stakeholder participation in governance mechanisms (public sector, universities, private sector, among others). However, this is limited to certain events such as accountability processes, when authorities account for the works completed and the budget spent. Sometimes authorities do not acknowledge the contribution from development cooperation in their reports. It should also be noted that the sub-national governments receive information solely relating to the projects they implement under their own responsibility; on other projects no information is provided by cooperation agencies. Finally, the practice of evaluation is limited; while projects are evaluated, agreements between parties and the outcomes of joint efforts are not.

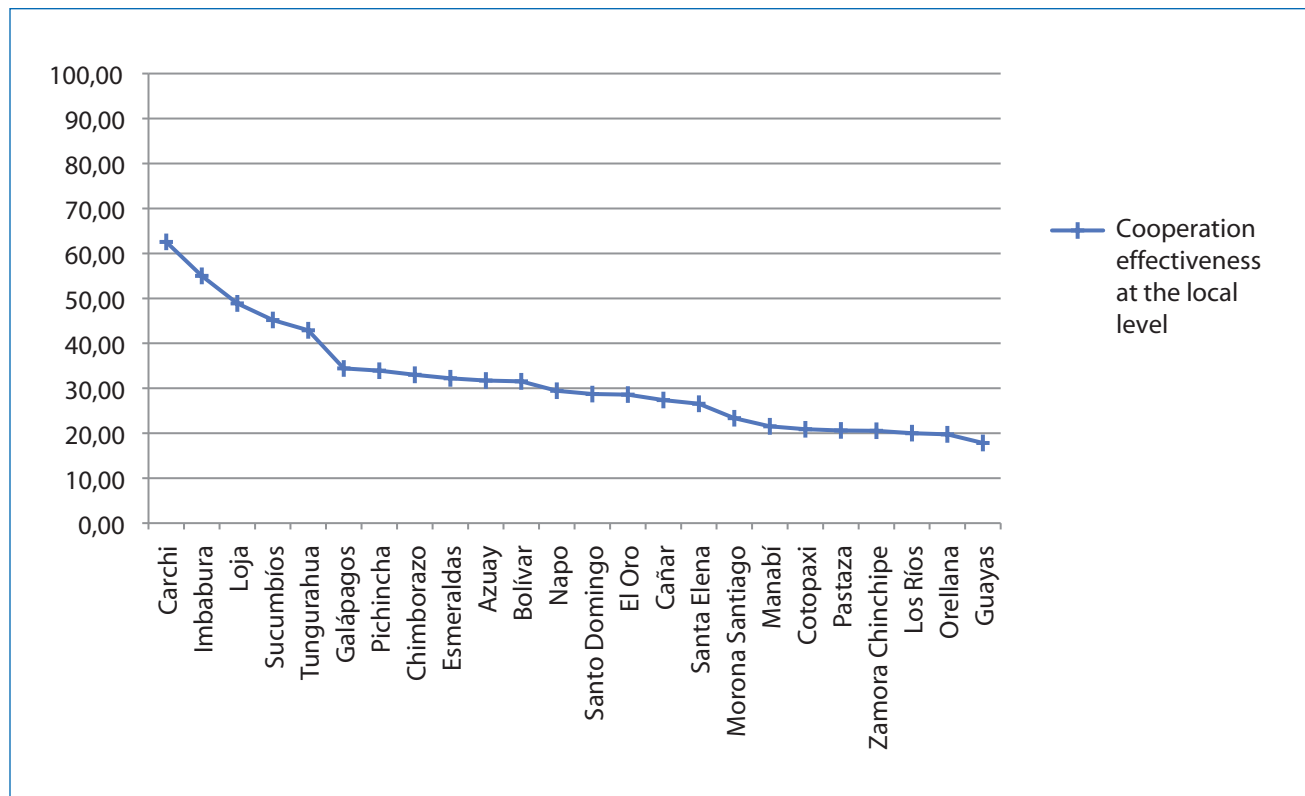
The results from measuring the principles of the effectiveness of development cooperation by province are presented on the next page (Graph 15). It should be highlighted that in some of the provinces, the collaborative efforts of local authorities and cooperation agencies over several years has allowed for important results in changing the relationship between sub-national governments and international cooperation.

Graph 15. Measurement of the effectiveness of cooperation at the local level by province (without adjustment for representation)



The combined measurement of the 5 principles results into an **index of cooperation effectiveness**. The final results of the measurements of cooperation effectiveness by province, after applying the representativeness percentage, are shown on the next page (Graph 16).

Graph 16. Measurement of cooperation effectiveness at the local level by province



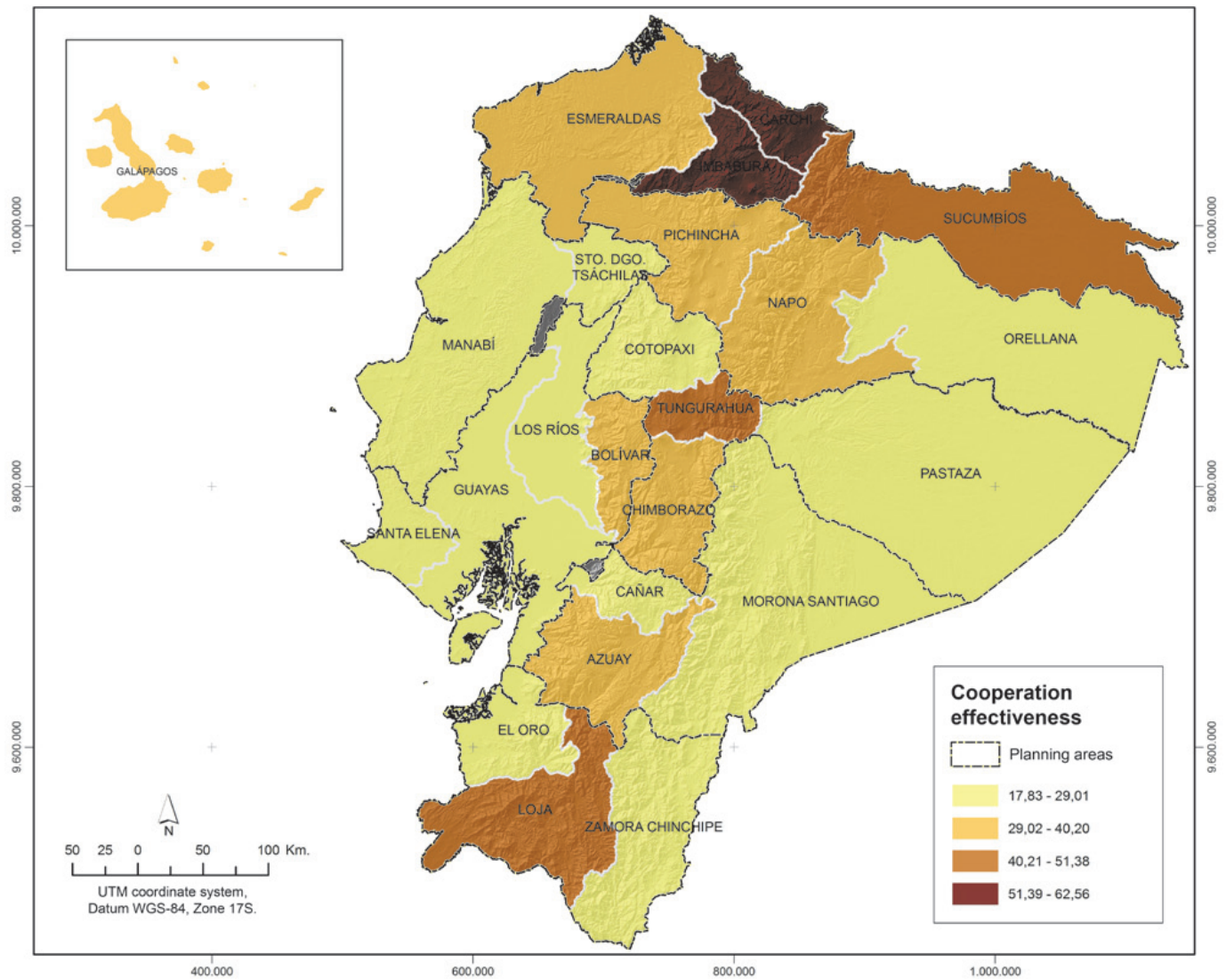
Certain provinces have important experiences in managing international cooperation with positive results, and it is necessary to share these experiences with other sub-national governments. These experiences show that the articulation and complementarity of stakeholders have contributed to cooperation effectiveness at the local level.

Table 9, on the next page, depicts the ranges for the effectiveness of development cooperation by province.

Table 9. Effectiveness of development cooperation by range for each province

Range	17,83-29,01	29,02-40,20	40,21-51,38	51,39-62,56
Province	Santo Domingo El Oro Cañar Santa Elena Morona Santiago Manabí Cotopaxi Pastaza Zamora Chinchipe Los Ríos Orellana Guayas	Galápagos Pichincha Chimborazo Esmeraldas Azuay Bolívar Napo	Loja Sucumbíos Tungurahua	Carchi Imbabura

Map 7. Compliance with the principles of the Paris Declaration: Cooperation effectiveness



Source: Cartografía INEC, 2010; UNDP ART Ecuador Programme, 2013.
 Elaborated by: Paola Maldonado Tobar and Jaime Robles, 2013.

4.7. Gender equity

As mentioned above, the measurement of cooperation effectiveness included nine questions relating to gender equity. These questions have been included in each of the principles so that not only the results presented above for each of the 5 principles, but also those for cooperation effectiveness at the local level, already reflect this aspect. In addition, the particular results for these questions are presented in order to provide an overview of gender equity as part of the management of international cooperation at the local level (Appendix 7).

The 9 questions related to gender equity are:¹³

- 1.3. Does the local development plan incorporate specific policies in order to promote gender equality?
- 2.2. Have specific opportunities been defined for the participation of women organizations and / or groups and are they taken up?
- 3.2. Does development cooperation allocate resources for the implementation of programs and projects related to gender equity?
- 5.1. Does the sub-national government have a capacity-building plan for institutional management with a focus on gender?
- 8.4. Are there agreements and joint actions of international cooperation to promote the focus of gender equity?
- 12.3. Is there monitoring and evaluation of compliance with the policies related to gender equity, with the participation of women organizations and / or groups?
- 13.3. Have women organizations and groups received support from international cooperation for the development of opportunities and capacities for the enforceability of the commitments made by governments on gender equity?
- 14.1. Is information systematized and updated regarding the contributions of cooperation in the region, disaggregated by gender?
- 14.4. Do management reports give a breakdown of compliance with policies and actions related to gender equity?

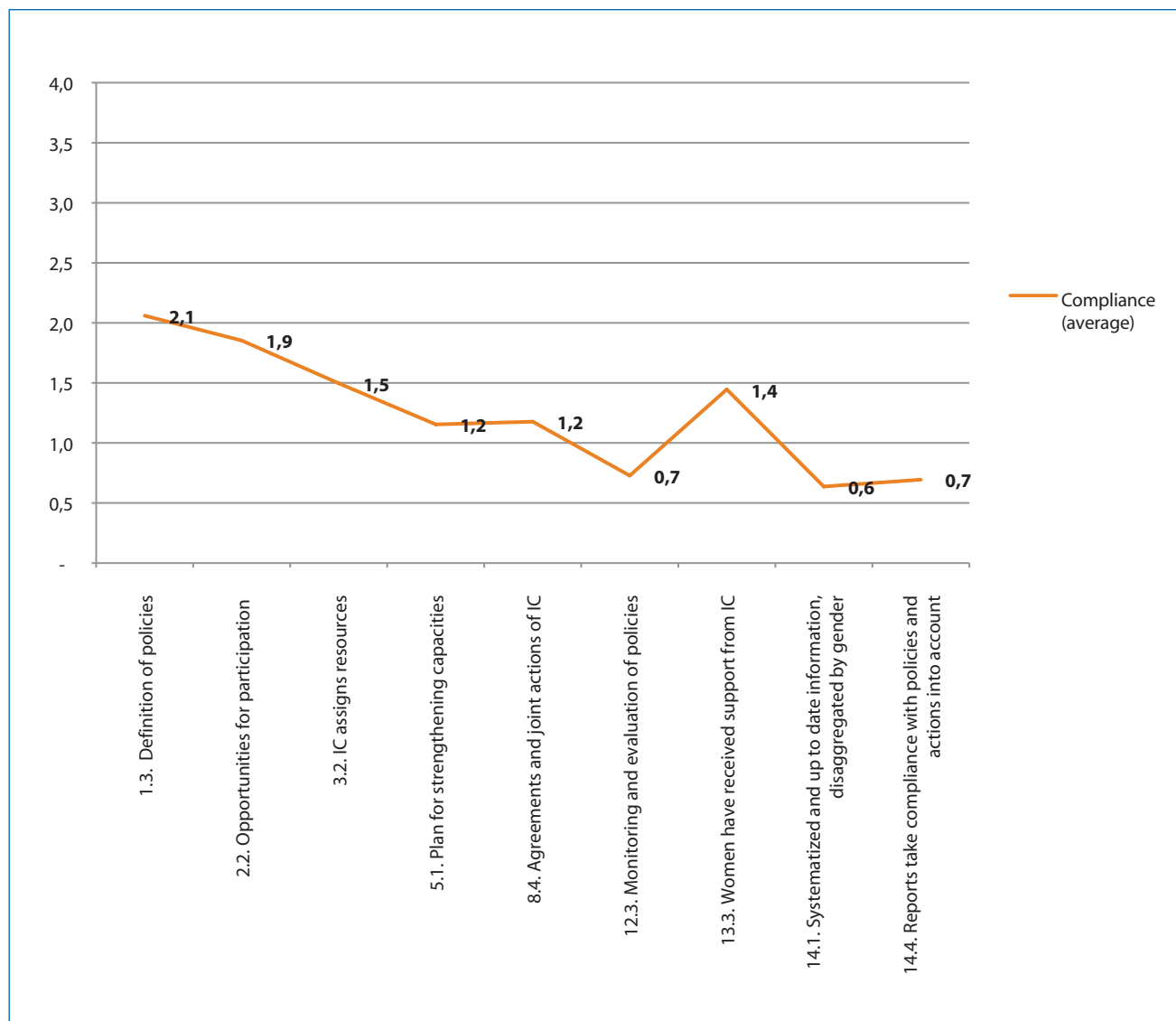
There is average compliance with the actions that contribute to gender equity. One of the main reasons for this result is the fact that the country has defined policies that

¹³ The numbers corresponding to the 9 questions related to gender equity are determined by their order on the scorecard for measuring the effectiveness of development cooperation at the local level (scorecard 2).

guarantee that sub-national governments take certain aspects into consideration in their planning and management, such as: age, ethnicity/culture, vulnerable groups and gender. Provinces with higher results for “gender equity” are marked by the presence of specific projects in this area, with the support international cooperation.

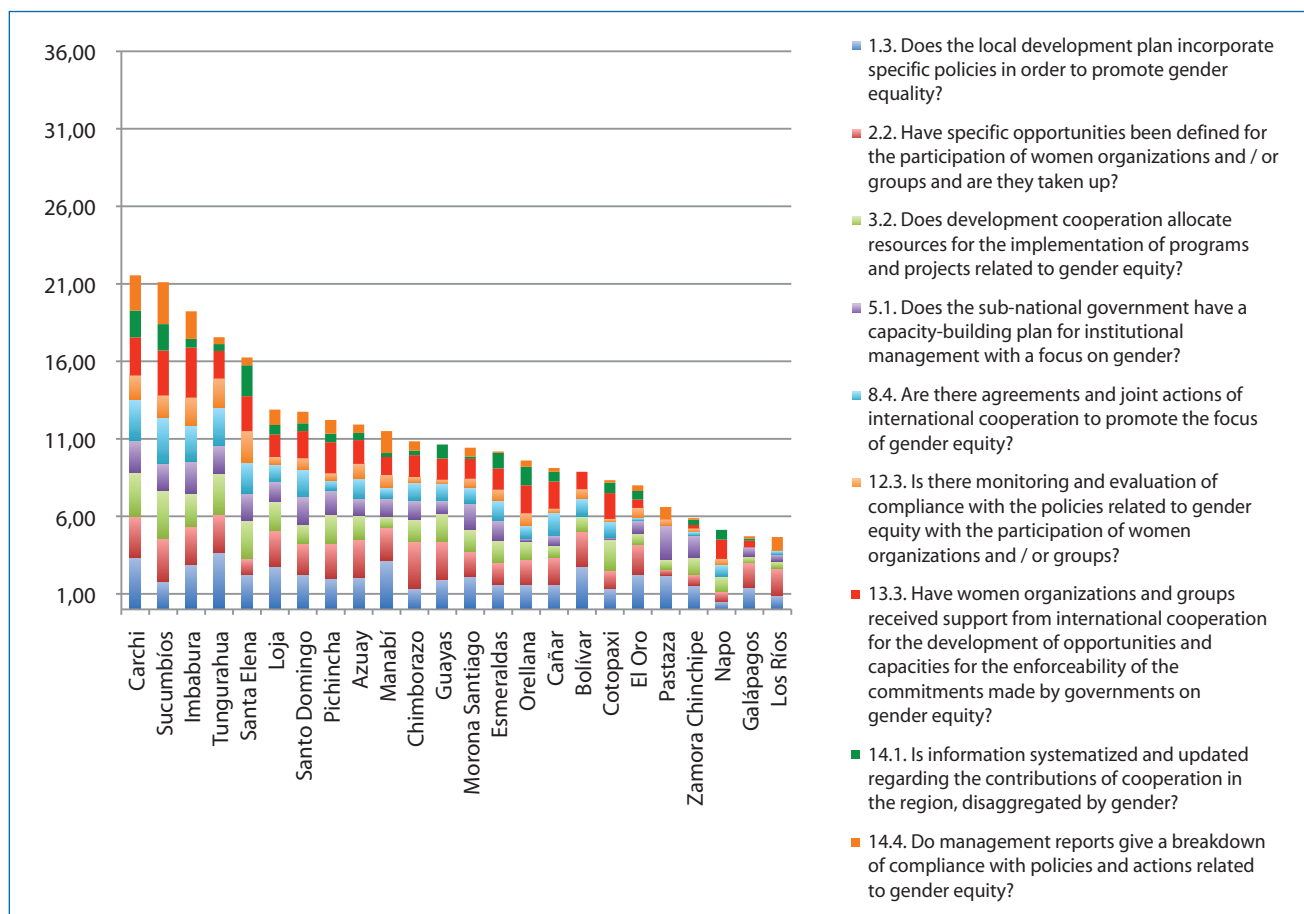
Sub-national governments consider the definition of some policies in their development plans (2.1 out of 4) and define opportunities for women and their organizations to participate in the actions of these institutions (1.9 out 4). However, the scores are lower in relation to plans for strengthening capacities with a focus on gender equity and agreements / joint efforts among international cooperation (1.2 out of 4). Finally, there is minimal monitoring / evaluation, information management and accountability regarding compliance with gender-related policies (0.7 out of 4), as Graph 17 shows.

Graph 17. Average score obtained at provincial level



With regard to the results by province, three ranges can be identified. The first one, with the highest scores (ranging between 17.34 and 21.55), includes Carchi, Sucumbíos, Imbabura, Tungurahua. In the middle group (ranging between 13.12 and 17.33), there are the provinces of Santa Elena, Loja, Santo Domingo, Pichincha, Azuay, Manabí, Chimborazo, Guayas, Morona Santiago, Esmeraldas, Orellana, Cañar, Bolívar. The provinces with the lowest scores are Cotopaxi, El Oro, Pastaza, Zamora Chinchipe, Napo, Galápagos and Los Ríos (ranging between 13.12 and 17.33), as Graph 18 illustrates.

Graph 18. Answers related to gender equity by province



5. Conclusions

The implementation of the tool to measure the effectiveness of development cooperation at the local level in all the provinces of Ecuador has provided information and lessons learned on the complex and diverse reality of managing international cooperation at the local level and its connection with development processes.

An analysis of this information leads to the following conclusions:

Regarding the tool to measure the effectiveness of development cooperation at the local level:

- Whereas the tool has been implemented with the technical support of facilitators during this initial experience, it is possible – given the simplicity of the two scorecards that make up the measurement tool – for sub-national governments to implement it by themselves, thereby establishing a systematic process to monitor their capacities to manage cooperation and the effectiveness of development cooperation in their own territory. To this effect, a process could be organized to transfer knowledge from SETECI, the national-level associations of sub-national governments and the UNDP ART Ecuador Programme to sub-national governments.
- The process of implementing the tool has offered an opportunity to contribute to the strengthening of institutional capacities for the management of international cooperation, for it stimulates reflection on the implications of the decentralized management of international cooperation, as well as on the possibilities that the application of the effectiveness principles offers to strengthen sub-national governments' leadership. This reflection could become a permanent exercise, driven by the national-level associations, SENPLADES and SETECI.
- In this first pilot, the tool has only been applied to those sub-national governments that have had some experience in managing cooperation and to representatives from civil society and international cooperation directly linked to local processes. For future applications, one could consider a methodological approach that integrates those stakeholders to whom it was not possible to

apply the two scorecards on this occasion, thereby achieving a higher representativeness percentage with regard to scorecard 2.

- In future applications, implementation of the tool could be further enriched by submitting evidence that backs up the responses to the two scorecards.

Regarding the contribution of this measurement to the decentralization process of cooperation management:

- From the results obtained from the implementation of this tool and by integrating the content and approaches of Ecuadorian legislation and the international agreements on cooperation effectiveness, the tool could be considered as the basis to create national standards to implement the competence of decentralized management of international cooperation, and of indicators for this decentralization process.
- The tool's implementation has demonstrated that in many cases the responsibility of managing cooperation is in hands of technical staff who are trained in other subject areas, with little experience in cooperation and not full-time dedicated to these duties. It also became apparent that the implementation of this competence was considered (in many cases) to be the sole responsibility of the corresponding unit or department, without involving the rest of the sub-national government apparatus and the local authority. In response to these challenges related to the institutional capacity to manage this competence, a number of institutional strengthening efforts could be considered: developing management capacity, mechanisms and models, a flexible structure that is adaptable to different local realities, and a specific budget in the Annual Operating Plan. The recent approval of the Plan for Institutional Strengthening by the National Council of Competences can contribute in this respect.
- The information obtained through this exercise could contribute to a baseline on decentralized management of international cooperation. The results, not only nationally, but also provincially, could provide opportunities for reflection and analysis in each province with all the stakeholders involved, thereby improving the management of cooperation and capacity-building efforts.
- The exercise of measuring cooperation effectiveness evidenced that a vision of international cooperation purely as a source of financial resources still prevails

in many regions. It is necessary to raise awareness and promote information and reflection in order to build a more comprehensive vision of cooperation as a partner in local development, where technical exchange and capacity-building play a pivotal role, with the possibility to include the regions' potentialities in the context of South-South Cooperation.

- In most regions, the sub-national governments limit the scope of their management of international cooperation to the specific projects that they are implementing, without considering the rest of the cooperation community present in its political-administrative jurisdiction. In order to truly lead local management, sub-national governments should establish mechanisms that allow them to stay abreast of and articulate international cooperation initiatives with local development priorities, regardless of whether or not they implement that cooperation.
- There is still limited evidence of the existence of policies and guidelines for the management of international cooperation at the local level, which would allow the cooperation partners to act based on local demand and not on their portfolio of programs. This is one of the fundamental tasks that local governments should take on.
- For the implementation of the competence of managing international cooperation, information management is key. However, this is one of the areas that requires more attention from sub-national governments, given that most of them have no information on cooperation agencies present in their territories, on their actions and on the results of their interventions. In some cases, they even lack access to the information generated and made available by SETECI or the associations of sub-national governments. One recommendation would be to encourage specific actions to access and use the information available at the national level, and then, to generate and administer specific cooperation-related information within the region.
- Taking into account the complementary nature of cooperation resources and the current reduction of those resources, there is a need to incorporate mechanisms to manage cooperation as a part of a more comprehensive framework of local management. One could also consider integrating the “traditional” management of international cooperation with a broader vision of “internationalization” and promotion of the region.

- The study has revealed the need for mechanisms within the same region (for example, a province) that articulate the different levels of government with civil society and international cooperation. These mechanisms could contribute to cooperation management methods that would be more efficient and consensual, and that would prioritize a territorial focus that goes beyond the specific demands of institutions competing against each other.

Regarding the contribution of this measurement of the effectiveness of development cooperation at the local level:

- During the measurement process it became evident that Ecuador has policies and a legal framework that favor the management of sub-national governments and the implementation of principles of development cooperation effectiveness at the local level. Monitoring and strengthening the implementation of this framework and policies will result in higher scores in terms of compliance with the principles.
- The implementation of the National Decentralized Participatory Planning System at all levels is one of the aspects that has contributed in a direct manner to cooperation effectiveness, and it has a positive impact on the outcomes of the measurements of various principles. When national and local plans become the guiding roadmaps for all development efforts, higher results are achieved in the principle of ownership.
- The implementation process of the tool has evidenced that local stakeholders were not always familiar with the principles of cooperation effectiveness, but once they were, they became very interested and recognized their potential for positioning sub-national governments both with cooperation as well as in their leadership role with regard to local administration.
- While some progress is evident with regards to compliance with the principle of alignment, it is imperative to reinforce the capacity of sub-national governments and to avoid the creation of parallel and temporary management structures by international cooperation, which would have no long-term impacts on local development.
- In the cases where harmonization and complementarity among cooperation agencies have been achieved, one common element that emerged was the

leadership role taken up by sub-national governments, who have facilitated and created the conditions for a permanent space for consensus-building with and among cooperation agencies. National institutions present in the territory should be included in these harmonization efforts.

- Out of all the measurement principles the lowest scores were obtained for managing for results. This situation is caused by a limited practice of monitoring and evaluating the specific results of cooperation projects linked to the development objectives that appear in the Planning System. It is recommendable to define and implement instruments that help to link the monitoring and evaluation of cooperation efforts with local development plans.
- Specific experiences have been identified that, through the articulation and complementarity of stakeholders and the different levels of government, contribute to the effectiveness of development cooperation at the local level. In the same vein, one should mention the development and use of instruments for identifying and managing territorial priorities, which link existing planning to the management of international cooperation.

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7. Appendices

7.1. Appendix 1. Scorecard of institutional capacities (scorecard 1)

Questions	Answers		Comments
1. Does the sub-national government have management experience with international cooperation?	0	No.	
	1	Sometimes.	
	2	Previously, but not now.	
	3	In recent years, although not permanent.	
	4	Yes, in recent years in a permanent manner.	
2. Does the sub-national government have an institutional entity to manage international cooperation (financial, technical)?	0	No.	
	1	Liaison personnel.	
	2	Counterpart personnel.	
	3	Personnel with direct responsibility for implementing cooperation.	
	4	Yes, a structure and personnel.	
3. Does your institution have a strategy / guidelines for an appropriate relationship with international cooperation?	0	No.	
	1	Verbal guidelines.	
	2	A preliminary document.	
	3	An approved document.	
	4	An approved document that is being implemented.	
4. Do you have a list of cooperation partners in your region?	0	No.	
	1	An incomplete list.	
	2	A list only known to one person.	
	3	An organized list.	
	4	An organized, updated and formalized list.	
5. Do you have a list of programs and projects supported by cooperation agencies active in your jurisdiction?	0	No.	
	1	Some programs and projects.	
	2	A list only known to one person.	
	3	A systematized list.	
	4	A systematized, updated and formalized list.	

Questions	Answers		Comments
6. Do you know how large the contribution is of international cooperation to the sub-national government's budget?	0	No.	
	1	Partly, with regard to one project.	
	2	Partly, with regard to some projects.	
	3	Yes, the full amount being implemented.	
	4	Yes, the percentage in relation to the su-national government's total budget.	
7. Are institutions of international cooperation involved in the sub-national government's management cycle: planning, implementation, evaluation, accountability?	0	No.	
	1	N/A	
	2	In part of the management cycle.	
	3	N/A	
	4	Yes, in all of the management cycle.	
8. Is your institution interested in attracting funds from international cooperation in larger quantities and of better quality?	0	No.	
	1	N/A	
	2	Partly.	
	3	N/A	
	4	Yes.	
9. Has your institution developed sufficient capacity to manage resources from international cooperation?	0	No.	
	1	N/A	
	2	There are some people trained in the field.	
	3	N/A	
	4	Yes, there are trained personnel responsible for managing cooperation.	
10. Do you know the principles of aid effectiveness? (Paris Declaration)	0	No.	
	1	Very little.	
	2	A bit.	
	3	Quite a lot.	
	4	Yes, completely.	

7.2. Appendix 2. Scorecard for measuring the effectiveness of development cooperation at the local level (scorecard 2)

Indicator	Questions	Rating	Comments	Ponderation
A. Ownership				20%
A.1. Leadership in planning				50%
1. The sub-national government has its own development strategy, linked to other levels of government, developed together with other stakeholders. The development strategy is reflected in its annual budget.	1.1. Does the sub-national government have a development and territorial management plan?			25%
	1.2. Do the objectives of the development and territorial management plan maintain concordant relations and correspondence with the local development plan of other levels of government and the National Development Plan? <i>Please provide details of the mechanisms for articulation.</i>			25%
	1.3. Does the local development plan incorporate specific policies in order to promote gender equality?			
	1.4. Have the mechanisms defined for citizen participation in planning / prioritization been implemented?			25%
	1.5. Does the Annual Operating Plan include programs and projects from the local development plan? <i>Please provide details of the mechanisms that have been applied.</i>			25%
A.2. Leadership in management				50%
2. The sub-national government leads the management involving stakeholders (civil society, public sector, private sector, cooperative).	2.1. Does the sub-national government have and has it applied mechanisms for the participation of civil society, public sector (other levels of government), private sector, universities, in its territorial management?			33%
	2.2. Have specific opportunities been defined for the participation of women organizations and / or groups and are they taken up?			
	2.3. Does international cooperation (financial and technical) participate in the mechanisms for territorial management? <i>Please explain how it participates.</i>			33%
	2.4. What information does the sub-national government have on programs and projects implemented by other partners: NGO, bilateral, multilateral?			34%

Indicator	Questions	Rating	Comments	Ponderation
B. Alignment				20%
B.1. International cooperation aligns itself with the strategies of sub-national governments				20%
3. International cooperation aligns the flow of aid with the sub-national government's planning and budget.	3.1. Do cooperation agencies in the region focus their programs and projects on the local development plan of the sub-national government? <i>Please indicate the mechanisms used to do so.</i>			50%
	3.2. Does development cooperation allocate resources for the implementation of programs and projects related to gender equity?			
	3.3. Do international cooperation agencies in the region incorporate their financial resources into the local government budget? <i>Please: (1) Indicate the mechanisms. (2) If possible indicate the % of cooperation in relation to the total budget.</i>			50%
B.2. International cooperation uses the country's existing systems: finances, accounting, auditing, public procurement				20%
4. Programs and projects are implemented following the sub-national government's structure and systems.	4.1. Are there any projects and / or programs funded by international cooperation which are implemented under the responsibility of the sub-national government? <i>Please could you indicate: a) What percentage of projects with respect to total number of projects of the sub-national government receive contributions from international cooperation? b) Under what form?</i>			50%
	4.2. Do the reports on programs and projects funded by international cooperation use the sub-national government's internal format?			25%
	4.3. Are the sub-national government's own financial and administrative systems used for management?			25%
B.3. Local governments strengthen their development capacity with support from international cooperation: the capacity to plan, administrate, implement and report results				20%
5. International cooperation supports the capacity-building of sub-national governments with programs that are coordinated and coherent with the development strategies.	5.1. Does the sub-national government have a capacity-building plan for institutional management with a focus on gender?			50%
	5.2. Is international cooperation supporting capacity-building and is it aligned to the plan for capacity-building for the sub-national government's institutional management? <i>Please state, if known, the percentage of financial support in this area in relation to the total contribution.</i>			50%

Indicator	Questions	Rating	Comments	Ponderation
B.4. Strengthening public finance management capacity				20%
6. International cooperation uses the sub-national government's public finance management systems.	6.1. Do cooperation agreements have a breakdown of disbursements of cooperation, and how are these met?			25%
	6.2. Does international cooperation use the sub-national government's systems for finance and procurement? <i>Please state the percentage of the cooperation budget that uses the sub-national government's systems with regard to all cooperation funds.</i>			50%
	6.3. Has international cooperation required an audit system that is different to the one established in the national standard (Comptroller)?			25%
B.5. Untied aid				20%
7. Cooperation provides untied assistance.	7.1. International cooperation has not requested from the sub-national government: a) purchase of products, b) labor recruitment, c) payment of technicians from the donor country? <i>Please indicate the percentage based on the total value of the cooperation.</i>			100%
C. Harmonization				20%
C.1. International cooperation stakeholders implement common arrangements and simplify procedures				50%
8. Cooperation agencies engage in joint planning / programming in defined spaces of sub-national governments.	8.1. Is there an opportunity developed and institutionalized by the sub-national government that facilitates joint participation for international cooperation with regard to planning and programming?			25%
	8.2. Does international cooperation participate in opportunities defined by the sub-national government for planning and programming of regional management? <i>Please explain: a) How does international cooperation participate? b) What % of cooperation agencies participate in relation to the total?</i>			50%
	8.3. Where there is a framework of local priorities linked to local planning, does international cooperation use it?			25%
	8.4. Are there agreements and joint actions of international cooperation to promote the focus of gender equity?			

Indicator	Questions	Rating	Comments	Ponderation
9. Cooperation agencies operating in the same sector / region undertake joint or delegated evaluations.	9.1. Does international cooperation use common tools for the monitoring and evaluation of its programs and projects?			50%
	9.2. Has international cooperation produced any joint publication of the outcomes of its support and / or the lessons learned with the sub-national government?			50%
C.2. Complementarity: a more efficient division of labor				50%
10. Cooperation agencies present within the same region jointly manage / delegate the implementation of programs and projects.	10.1. If more than one cooperation agency is working in the region and on similar issues, is there coordination between them for implementation or co-implementation based on their expertise? <i>Please explain the mechanisms.</i>			100%
11. Cooperation agencies present within the territory coordinate among themselves to conduct and use common assessments / guidelines.	11.1. Do cooperation agencies coordinate to use existing studies / diagnostics and / or do they prepare them together?			50%
	11.2. Has international cooperation defined and applied common instruments and / or criteria with a focus on environmental sustainability, rights?			50%
D. Managing for results				20%
D.1. Management and implementation are oriented towards desired results and use information to improve decision-making				100%
12. The sub-national government has a system to evaluate compliance with the local development plan and the contribution of international cooperation to this plan.	12.1. Does the sub-national government apply a monitoring and evaluation system for compliance with the local development plan? <i>Please give a brief explanation of the system.</i>			25%
	12.2. Does monitoring and evaluation of international cooperation programs and projects take place in the framework of the evaluation of the local development plan? <i>Please explain how international cooperation participates in the process.</i>			50%
	12.3. Is there monitoring and evaluation of compliance with the policies related to gender equity with the participation of women organizations and / or groups?			
	12.4. Have stakeholders been involved in the evaluation of compliance with the development plan and the dissemination of results?			25%

Indicator	Questions	Rating	Comments	Ponderation
E. Mutual accountability				20%
E.1. Mutual accountability and transparency in the use of development resources				100%
13. Sub-national governments have and implement mechanisms for stakeholder participation in the management of development.	13.1. Are stakeholders involved in the implementation of programs and projects supported by international cooperation? <i>Please explain the mechanisms of participation.</i>			50%
	13.2. Do stakeholders have information on the management results with the support of international cooperation? <i>Please explain the mechanisms.</i>			50%
	13.3. Have women organizations and groups received support from international cooperation for the development of opportunities and capacities for the enforceability of the commitments made by governments on gender equity?			
14. Sub-national governments receive timely information on the contributions made by international cooperation, which is included in the management report.	14.1. Is information systematized and updated regarding the contributions of cooperation in the region, disaggregated by gender?			25%
	14.2. Did international cooperation deliver information on cooperation contributions to the sub-national government in a timely fashion? <i>Please indicate what percentage of international cooperation submits information.</i>			50%
	14.3. Does the authority in its management report to the public provide details of the contributions of the cooperation it receives?			25%
	14.4. Do management reports give a breakdown of compliance with policies and actions related to gender equity?			
15. Sub-national governments work with international cooperation to evaluate compliance with commitments.	15.1. Does the local government have and apply a mechanism together with international cooperation to assess a) the implementation of cooperation agreements, and b) the results of the contributions made?			100%

7.3. Appendix 3. Institutional capacities for cooperation management per province

PROVINCE	1. Experience in international cooperation	2. Institutional entity for the management of cooperation	3. Strategies / guidelines for international cooperation relations	4. List of cooperation agencies	5. List of programs and projects	6. International cooperation contribution to the budget	7. Participation of international cooperation in the management cycle	8. Interest in attracting cooperation funds	9. Institutional capacity to manage cooperation resources	10. Knowledge of principles of cooperation effectiveness	TOTAL
Azuay	2,0	1,0	0,9	0,6	0,5	0,5	1,3	3,8	1,5	1,0	13,1
Bolívar	3,0	1,1	0,1	0,8	0,7	1,6	0,7	4,0	1,1	0,4	13,4
Cañar	2,0	0,8	0,4	0,3	0,3	0,6	1,4	4,0	2,3	1,4	13,7
Carchi	3,0	1,9	1,3	1,8	1,3	2,1	2,0	4,0	2,1	1,4	20,8
Chimborazo	3,0	1,2	0,6	1,8	1,4	1,1	1,6	4,0	2,6	2,8	20,2
Cotopaxi	1,4	1,3	0,8	0,6	0,4	0,3	0,2	4,0	2,0	0,8	11,9
El Oro	2,5	0,4	0,2	0,6	0,3	1,1	1,7	4,0	1,8	0,8	13,4
Esmeraldas	2,8	1,2	1,3	0,9	1,2	1,3	1,7	4,0	1,6	1,2	17,2
Galápagos	2,8	1,8	0,8	1,2	0,6	1,6	0,8	4,0	2,4	0,8	16,8
Guayas	1,4	0,6	0,4	0,4	0,2	0,2	0,4	3,9	1,3	0,9	9,8
Imbabura	3,1	2,3	1,9	0,8	0,9	1,5	2,6	4,0	3,1	1,1	21,3
Loja	3,2	0,7	0,4	0,9	0,7	1,8	2,1	3,9	1,3	1,3	16,3
Los Ríos	1,9	1,1	0,8	0,1	0,1	0,6	0,4	4,0	1,0	0,6	10,7
Manabí	0,7	0,7	0,1	0,3	0,3	0,1	0,3	3,9	1,0	0,8	8,2
Morona Santiago	2,3	1,4	1,0	-	0,7	0,6	0,7	4,0	1,3	0,6	12,5
Napo	2,7	0,7	1,3	0,9	1,1	0,3	1,0	4,0	2,1	0,9	15,0
Orellana	1,2	1,3	0,7	0,5	0,3	0,2	-	4,0	1,5	0,8	10,5
Pastaza	2,2	2,2	0,7	0,2	0,2	1,7	0,7	4,0	2,0	1,5	15,2
Pichincha	3,0	1,8	0,9	0,9	0,7	1,1	0,5	4,0	1,6	0,8	15,3
Santa Elena	1,8	1,2	1,2	1,0	1,0	0,6	1,4	4,0	1,4	1,4	15,0
Santo Domingo	1,8	1,0	0,5	1,0	1,0	-	-	4,0	1,5	2,6	13,4
Sucumbíos	2,7	1,9	0,6	0,9	1,0	1,6	1,7	4,0	2,0	1,0	17,3
Tungurahua	3,1	1,0	0,8	1,1	1,2	0,6	1,6	4,0	1,3	1,9	16,6
Zamora Chinchipe	2,5	1,8	0,6	0,5	0,7	1,3	0,2	4,0	1,8	1,9	15,5
AVERAGE	2,3	1,3	0,8	0,7	0,7	0,9	1,0	4,0	1,7	1,2	14,7
MINIMUM	0,7	0,4	0,1	-	0,1	-	-	3,8	1,0	0,4	8,2
MAXIMUM	3,2	2,3	1,9	1,8	1,4	2,1	2,6	4,0	3,1	2,8	21,3

7.4. Appendix 4. Measurement of the effectiveness of cooperation per province (without adjustment for representation)

PROVINCE	A. Ownership			B. Alignment							C. Harmonization					D. Managing for results		E. Mutual accountability			
	1. The sub-national government has its own development strategy linked to and elaborated together with other levels of Government.	2. The sub-national government leads the management, involving local stakeholders in its efforts.	3. International cooperation aligns the flow of aid with the sub-national governments' planning and budget.	4. Programs and projects are implemented following the sub-national governments' structure and systems.	5. I International cooperation supports the capacity-building of sub-national governments with programs that are coordinated and coherent with the development strategies.	6. I International cooperation uses the sub-national governments' systems for public finance management.	7. The procurement of goods and services is undertaken by sub-national governments, and is based on the best quality at the lowest price.	8. Cooperation agencies engage in joint planning / programming in defined spaces within sub-national governments.	9. Cooperation agencies operating in the same sector / region undertake joint or delegated evaluations.	10. Cooperation agencies present within the same region jointly manage / delegate the implementation of programs and projects.	11. I Cooperation agencies present within the same region coordinate among themselves to conduct and use common assessments / guidelines.	12. The sub-national government has a system to evaluate compliance with the local development plan and the contribution of international cooperation to this plan.	13. Sub-national governments have and implement opportunities for stakeholder participation in the management of development.	14. T Sub-national governments receive timely information on the contributions made by international cooperation, which is included in the management report.	15. T Sub-national governments work with international cooperation to evaluate the fulfilment of commitments.						
Azuay	62,50	37,50	25,00	50,00	10,00	10,00	10,00	10,00	10,00	10,00	50,00	12,50	12,50	12,50	12,50	37,50	37,50	56,25	18,75	25,00	12,50
Bolívar	75,00	50,00	25,00	50,00	5,00	10,00	0,00	15,00	20,00	20,00	50,00	12,50	12,50	12,50	12,50	37,50	37,50	43,75	12,50	25,00	6,25
Cañar	62,50	37,50	25,00	35,00	5,00	5,00	5,00	5,00	15,00	15,00	50,00	12,50	12,50	12,50	12,50	18,75	18,75	56,25	18,75	25,00	12,50
Carchi	87,50	50,00	37,50	60,00	15,00	15,00	10,00	10,00	10,00	10,00	75,00	25,00	12,50	12,50	25,00	43,75	43,75	75,00	18,75	37,50	18,75
Chimborazo	75,00	37,50	37,50	40,00	10,00	5,00	5,00	5,00	15,00	15,00	50,00	12,50	12,50	12,50	12,50	25,00	25,00	50,00	12,50	25,00	12,50
Cotopaxi	62,50	37,50	25,00	45,00	10,00	5,00	0,00	10,00	20,00	20,00	50,00	12,50	12,50	12,50	12,50	18,75	18,75	50,00	18,75	25,00	6,25
El Oro	62,50	37,50	25,00	60,00	15,00	15,00	5,00	10,00	15,00	15,00	50,00	12,50	12,50	12,50	12,50	25,00	25,00	62,50	18,75	25,00	18,75
Esmeraldas	62,50	37,50	25,00	30,00	10,00	5,00	5,00	5,00	5,00	5,00	50,00	12,50	12,50	12,50	12,50	18,75	18,75	43,75	12,50	25,00	6,25
Galápagos	62,50	37,50	25,00	65,00	15,00	10,00	10,00	10,00	20,00	20,00	50,00	12,50	12,50	12,50	12,50	6,25	6,25	37,50	12,50	25,00	0,00
Guayas	87,50	50,00	37,50	45,00	10,00	5,00	5,00	10,00	15,00	15,00	50,00	12,50	12,50	12,50	12,50	25,00	25,00	43,75	12,50	25,00	6,25
Imbabura	87,50	50,00	37,50	55,00	10,00	15,00	10,00	10,00	10,00	10,00	62,50	12,50	12,50	12,50	25,00	62,50	62,50	62,50	18,75	25,00	18,75
Loja	87,50	50,00	37,50	60,00	10,00	15,00	10,00	15,00	10,00	10,00	50,00	12,50	12,50	12,50	12,50	43,75	43,75	75,00	18,75	37,50	18,75
Los Ríos	62,50	37,50	25,00	55,00	5,00	10,00	5,00	15,00	20,00	20,00	50,00	12,50	12,50	12,50	12,50	0,00	0,00	43,75	12,50	25,00	6,25
Manabí	75,00	50,00	25,00	45,00	10,00	10,00	5,00	5,00	15,00	15,00	37,50	12,50	12,50	0,00	12,50	50,00	50,00	43,75	12,50	25,00	6,25
Morona Santiago	75,00	37,50	37,50	50,00	10,00	5,00	10,00	5,00	20,00	20,00	50,00	12,50	12,50	12,50	12,50	50,00	50,00	62,50	18,75	25,00	18,75

PROVINCE	A. Ownership		B. Alignment		C. Harmonization		D. Managing for results		E. Mutual accountability											
	1. The sub-national government has its own development strategy linked to and elaborated together with other levels of Government.	2. The sub-national government leads the management, involving local stakeholders in its efforts.	3. International cooperation aligns the flow of aid with the sub-national governments' planning and budget.	4. Programs and projects are implemented following the sub-national governments' structure and systems.	5. International cooperation supports the capacity- building of sub-national governments with programs that are coordinated and coherent with the development strategies.	6. International cooperation uses the sub-national governments' systems for public finance management.	7. The procurement of goods and services is undertaken by sub-national governments, and is based on the best quality at the lowest price.	8. Cooperation agencies engage in joint planning / programming in defined spaces within sub-national governments.	9. Cooperation agencies operating in the same sector / region undertake joint or delegated evaluations.	10. Cooperation agencies present within the same region jointly manage / delegate the implementation of programs and projects.	11. Cooperation agencies present within the same region coordinate among themselves to conduct and use common assessments / guidelines.	12. The sub-national government has a system to evaluate compliance with the local development plan and the contribution of international cooperation to this plan.	13. Sub-national governments have and implement opportunities for stakeholder participation in the management of development.	14. T Sub-national governments receive timely information on the contributions made by international cooperation, which is included in the management report.	15. T Sub-national governments work with international cooperation to evaluate the fulfilment of commitments.					
Napo	62,50	37,50	25,00	40,00	5,00	5,00	5,00	5,00	20,00	50,00	12,50	12,50	12,50	12,50	12,50	37,50	12,50	25,00	0,00	
Orellana	62,50	37,50	25,00	35,00	5,00	0,00	5,00	5,00	20,00	50,00	12,50	12,50	12,50	12,50	25,00	25,00	25,00	12,50	12,50	0,00
Pastaza	62,50	50,00	12,50	50,00	10,00	5,00	10,00	5,00	20,00	25,00	12,50	12,50	0,00	0,00	25,00	25,00	43,75	6,25	25,00	12,50
Pichincha	62,50	37,50	25,00	70,00	15,00	10,00	10,00	15,00	20,00	50,00	12,50	12,50	12,50	12,50	31,25	31,25	50,00	18,75	25,00	6,25
Santa Elena	75,00	50,00	25,00	55,00	15,00	5,00	10,00	10,00	15,00	62,50	25,00	12,50	12,50	12,50	56,25	56,25	50,00	18,75	25,00	6,25
Santo Domingo	62,50	37,50	25,00	45,00	5,00	10,00	5,00	10,00	15,00	50,00	12,50	25,00	0,00	12,50	37,50	37,50	56,25	18,75	25,00	12,50
Sucumbíos	75,00	37,50	37,50	50,00	10,00	10,00	15,00	10,00	5,00	62,50	12,50	12,50	12,50	25,00	31,25	31,25	75,00	25,00	37,50	12,50
Tungurahua	87,50	50,00	37,50	70,00	15,00	10,00	10,00	15,00	20,00	75,00	25,00	25,00	12,50	12,50	62,50	62,50	62,50	18,75	25,00	18,75
Zamora Chinchipe	50,00	37,50	12,50	40,00	5,00	5,00	5,00	5,00	20,00	25,00	0,00	12,50	0,00	12,50	12,50	12,50	43,75	12,50	25,00	6,25
	70,3	42,2	28,1	50,0	9,8	8,3	7,1	9,2	15,6	51,0	13,5	13,5	10,4	13,5	31,5	31,5	52,1	15,9	26,0	10,2

7.5. Appendix 5. Effectiveness of cooperation and representativeness percentage

PROVINCE	A. Ownership	B. Alignment	C. Harmonization	D. Managing for results	E. Mutual accountability	EFFECTIVENESS OF COOPERATION	REPRESENTATIVENESS PERCENTAGE
Azuay	62,50	50,00	50,00	37,50	56,25	51,25	61,9%
Bolívar	75,00	50,00	50,00	37,50	43,75	51,25	61,5%
Cañar	62,50	35,00	50,00	18,75	56,25	44,50	61,5%
Carchi	87,50	60,00	75,00	43,75	75,00	68,25	91,7%
Cotopaxi	62,50	45,00	50,00	18,75	50,00	45,25	46,2%
Chimborazo	75,00	40,00	50,00	25,00	50,00	48,00	68,8%
El Oro	62,50	60,00	50,00	25,00	62,50	52,00	55,0%
Esmeraldas	62,50	30,00	50,00	18,75	43,75	41,00	78,6%
Guayas	87,50	45,00	50,00	25,00	43,75	50,25	35,5%
Imbabura	87,50	55,00	62,50	62,50	62,50	66,00	83,3%
Loja	87,50	60,00	50,00	43,75	75,00	63,25	77,3%
Los Ríos	62,50	55,00	50,00	0,00	43,75	42,25	47,4%
Manabí	75,00	45,00	37,50	50,00	43,75	50,25	42,9%
Morona Santiago	75,00	50,00	50,00	50,00	62,50	60,00	38,9%
Napo	62,50	40,00	50,00	12,50	37,50	40,50	72,7%
Pastaza	62,50	50,00	25,00	25,00	43,75	41,25	50,0%
Pichincha	62,50	70,00	50,00	31,25	50,00	52,75	64,3%
Tungurahua	87,50	70,00	75,00	62,50	62,50	71,50	60,0%
Zamora Chinchipe	50,00	40,00	25,00	12,50	43,75	34,25	60,0%
Galápagos	62,50	65,00	50,00	6,25	37,50	44,25	77,8%
sucumbíos	75,00	50,00	62,50	31,25	75,00	58,75	76,9%
Orellana	62,50	35,00	50,00	25,00	25,00	39,50	50,0%
Santo Domingo	62,50	45,00	50,00	37,50	56,25	50,25	57,1%
Santa Elena	75,00	55,00	62,50	56,25	50,00	59,75	44,4%
	70,31	50,00	51,04	31,51	52,08	51,09	58,9%

7.6. Appendix 6. Final results of measuring effectiveness of cooperation at the local level

PROVINCE	A. Ownership	B. Alignment	C. Harmonization	D. Managing for results	E. Mutual accountability	EFFECTIVENESS OF COOPERATION
Azuay	38,69	30,95	30,95	23,21	34,82	31,73
Bolívar	46,15	30,77	30,77	23,08	26,92	31,54
Cañar	38,46	21,54	30,77	11,54	34,62	27,38
Carchi	80,21	55,00	68,75	40,10	68,75	62,56
Cotopaxi	28,85	20,77	23,08	8,65	23,08	20,88
Chimborazo	51,56	27,50	34,38	17,19	34,38	33,00
El Oro	34,38	33,00	27,50	13,75	34,38	28,60
Esmeraldas	49,11	23,57	39,29	14,73	34,38	32,21
Guayas	31,05	15,97	17,74	8,87	15,52	17,83
Imbabura	72,92	45,83	52,08	52,08	52,08	55,00
Loja	67,61	46,36	38,64	33,81	57,95	48,88
Los Ríos	29,61	26,05	23,68	0,00	20,72	20,01
Manabí	32,14	19,29	16,07	21,43	18,75	21,54
Morona Santiago	29,17	19,44	19,44	19,44	24,31	23,33
Napo	45,45	29,09	36,36	9,09	27,27	29,45
Pastaza	31,25	25,00	12,50	12,50	21,88	20,63
Pichincha	40,18	45,00	32,14	20,09	32,14	33,91
Tungurahua	52,50	42,00	45,00	37,50	37,50	42,90
Zamora Chinchipe	30,00	24,00	15,00	7,50	26,25	20,55

PROVINCE	A. Ownership	B. Alignment	C. Harmonization	D. Managing for results	E. Mutual accountability	EFFECTIVENESS OF COOPERATION
Galápagos	48,61	50,56	38,89	4,86	29,17	34,42
Sucumbíos	57,69	38,46	48,08	24,04	57,69	45,19
Orellana	31,25	17,50	25,00	12,50	12,50	19,75
Santo Domingo	35,71	25,71	28,57	21,43	32,14	28,71
Santa Elena	33,33	24,44	27,78	25,00	22,22	26,56
AVERAGE	43,16	30,74	31,77	19,27	32,48	31,52
MINIMUM	28,85	15,97	12,50	0,00	12,50	17,83
MAXIMUM	80,21	55,00	68,75	52,08	68,75	62,56

7.7. Appendix 7. Results on gender equity

PROVINCE	1.3. The local development plan has incorporated policies to promote gender equity	2.2. Mechanisms have been defined and are being implemented for the participation of women organizations and / or groups.	3.2. International cooperation allocates resources for the implementation of programs and projects related to gender equity.	5.1. The sub-national government has a capacity-building plan with a focus on gender.	8.4. There are agreements and joint actions in international cooperation to promote gender equity.	12.3. Monitoring and evaluation of compliance with policies on gender equity with the participation of women organizations and / or groups.	13.3. Women organizations and groups have received support from international cooperation for the development of opportunities and capacities.	14.1. There is systematized and up to date information on the contributions from international cooperation, disaggregated by gender.	14.4. The management reports disaggregate the compliance with policies and actions related to gender equity.	TOTAL
Azuay	2,1	2,5	1,5	1,1	1,3	0,9	1,5	0,5	0,5	11,9
Bolívar	2,8	2,3	1,0	-	1,1	0,6	1,1	-	-	8,9
Cañar	1,6	1,8	0,8	0,6	1,5	0,3	1,8	0,6	0,3	9,1
Carchi	3,4	2,6	2,8	2,1	2,6	1,5	2,5	1,7	2,3	21,5
Chimborazo	1,4	3,0	1,5	1,2	1,2	0,4	1,4	0,3	0,6	10,8
Cotopaxi	1,3	1,2	2,0	0,2	1,0	0,2	1,7	0,7	0,2	8,3
El Oro	2,3	1,9	0,7	0,8	0,2	0,6	0,5	0,5	0,4	8,0
Esmeraldas	1,6	1,4	1,5	1,3	1,3	0,7	1,4	1,0	0,1	10,2
Galápagos	1,4	1,6	0,4	0,6	-	-	0,4	0,1	0,1	4,7
Guayas	1,9	2,5	1,8	0,8	1,1	0,3	1,4	0,9	-	10,6
Imbabura	2,9	2,4	2,1	2,1	2,3	1,8	3,2	0,6	1,8	19,2
Loja	2,8	2,3	1,9	1,3	1,1	0,5	1,4	0,6	1,0	12,9
Los Ríos	0,9	1,8	0,4	0,4	0,2	-	-	-	0,9	4,7
Manabí	3,2	2,1	0,8	1,2	0,7	0,8	1,2	0,3	1,4	11,5

PROVINCE	1.3. The local development plan has incorporated policies to promote gender equity	2.2. Mechanisms have been defined and are being implemented for the participation of women organizations and / or groups.	3.2. International cooperation allocates resources for the implementation of programs and projects related to gender equity.	5.1. The sub-national government has a capacity-building plan with a focus on gender.	8.4. There are agreements and joint actions in international cooperation to promote gender equity.	12.3. Monitoring and evaluation of compliance with policies on gender equity with the participation of women organizations and / or groups.	13.3. Women organizations and groups have received support from international cooperation for the development of opportunities and capacities.	14.1. There is systematized and up to date information on the contributions from international cooperation, disaggregated by gender.	14.4. The management reports disaggregate the compliance with policies and actions related to gender equity.	TOTAL
Morona Santiago	2,1	1,6	1,4	1,7	1,0	0,6	1,3	0,1	0,6	10,4
Napo	0,5	0,6	1,0	-	0,8	0,4	1,3	0,6	-	5,1
Orellana	1,6	1,6	1,2	0,2	0,8	0,8	1,8	1,2	0,4	9,6
Pastaza	2,2	0,4	0,6	2,2	-	0,4	-	-	0,8	6,6
Pichincha	2,0	2,2	1,9	1,6	0,7	0,4	2,0	0,6	0,9	12,2
Santa Elena	2,3	1,0	2,5	1,8	2,0	2,0	2,3	2,0	0,5	16,3
Santo Domingo	2,3	2,0	1,3	1,8	1,8	0,8	1,8	0,5	0,8	12,8
Sucumbíos	1,8	2,8	3,1	1,7	3,0	1,4	2,9	1,7	2,7	21,1
Tungurahua	3,7	2,4	2,7	1,8	2,4	1,9	1,8	0,4	0,4	17,6
Zamora Chinchipe	1,6	0,7	1,1	1,4	0,2	0,2	0,2	0,3	0,1	5,9
AVERAGE	2,1	1,9	1,5	1,2	1,2	0,7	1,4	0,6	0,7	11,2
MINIMUM	0,5	0,4	0,4	-	-	-	-	-	-	4,7
MAXIMUM	3,7	3,0	3,1	2,2	3,0	2,0	3,2	2,0	2,7	21,5



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