

ART ECUADOR PROGRAMME

GENERAL INFORMATION

The main objective of the ART Ecuador Programme is to offer, to the country and the different cooperation actors, a policy and management framework capable of strengthening the articulation and coordination between the different levels determining the development processes: local, national and international. The Programme is framed within the objectives of the National Development Plan (PND) and its national reference institutions are the Planning and Development National Secretariat (SENPLADES) and the Ecuadorian Agency for International Cooperation (AGECI).

The Programme is viewed as a working tool with the autonomous decentralised governments, with a capacity development approach emphasising the creation and strengthening of the national-territorial articulation and the agreement mechanisms between actors in the same territory. It also fosters common instruments for the effective and complementary management of the international cooperation.

The national government began implementing the 2009-2013 National Plan for Good Living (NPGL), a rights centred document that includes a territorial national planning strategy. It also mentions the implementation of territorial strategic projects and the articulation strengthening between national and territorial planning, all the while respecting each region's particularities and diversity in the formulation of public policies.

ART Ecuador is conceived within the objectives of the NPGL and represents an added value to the implementation of the Paris Declaration recommendations, as it facilitates donor alignment with national and local priorities. Within the new legal framework, the territorial governments are responsible for the management of the international cooperation, and the ART Ecuador Programme supports them in fulfilling their new mandate.

The Programme began operating in 2007 in the Provinces of Azuay, Bolívar, Carchi and Los Ríos. In 2009, and at the request of the national government, the Programme was extended to the Provinces of El Oro and Loja. The Programme's National Coordinating Committee also approved its extension to Esmeraldas.

RESOURCE MOBILISATION AND EXECUTION

INSTITUTION	AMOUNT IN USD
a. Regional and Local Counterparts	
Provincial governments, municipalities, parish committees	Total: 1,732,436.94
b. Bilateral Cooperation	
Spanish International Development Cooperation Agency (AECID); Canada's Global Peace and Security Fund (GPSF)	Total: 1,258,755.49
c. Decentralised Cooperation Partners	
Government of Valencia; Basque Country; Andalusia Municipalities Fund for the International Solidarity (FAMSI); Municipality of Lasarte	Total: 908,083.24
d. United Nations Agencies	
UNDP Ecuador	Total: 25,000.00
e. Private sectors, NGOs, Universities of the Country	Total: 78,000.00
Total Mobilised	Total 4,002,275.67
Total Executed	Total 1,582,478.73

PROGRAMME AT A GLANCE

Duration	Preparatory Assistance Phase: May-December 2007. Starting date: January 2008–December 2012
Operational Plan	January–December 2009
Projects	During 2009, 34 projects were implemented in the following strategic areas: Governance and Institutional Building; Local Economic Development; Environmental Management; Improving the Coverage and Quality of Basic Services. In Azuay, nine projects were implemented: six under local economic development, one under environmental management and two under governance and institutional building. In Carchi a total of 10 projects were implemented : two under local economic development, one under environmental management, five under governance and institutional building, and two under improving the coverage

	and quality of basic services.
Donors and partners	<p>Bilateral Cooperation: Spanish International Development Cooperation Agency (AECID), Canada's Global Peace and Security Fund (GPSF).</p> <p>Decentralised Cooperation: Government of Valencia; Government of the Basque Country; Municipality of Lasarte-Oria; Andalusia Municipalities Fund for International Solidarity (FAMSI); Norwegian Refugee Council (CNR); Friuli-Venezia-Giulia Region; International Centre for Rural and Agricultural Studies (CERAI); Tuscany Region; Government of the Balearic Islands; Deputation of Cadiz; Technological Centre Labein-Tecnalia (CTLT); NGO Progetto Sviluppo Liguria; Liguria Region; Municipality of Genoa; Andalusia Foundation Training and Employment Fund (FAFFE); Catalan Agency for Development Cooperation (ACCD); Latin American Organisation of Intermediate Governments (OLAGI); Pan American Health Organisation.</p> <p>UNS Agencies: UNHCR; UNIFEM; UNV; FAO; UNICEF; UNDP; MDGs Fund-Spain.</p>
Budget	<p>Total mobilised: USD 4,002,275.67 Total executed: USD 1,582,478.73</p>
National Management	<p>The Programme's national counterparts are the Planning and Development National Secretariat (SENPLADES) and the Ecuadorian Agency for International Cooperation (AGECI).</p> <p>The National Coordination Committee (NCC) is integrated by: the Planning and Development National Secretariat (SENPLADES), the Ecuadorian Agency for International Cooperation (AGECI), the Ecuadorian Consortium of Provincial Governments (CONCOPE), the Association of Ecuadorian Municipalities (AME), the Ecuadorian Consortium of Parish Committees (CONAJUPARE), AECID, UNDP, and UNHCR. Its functions are to approve the annual operational plans, identify new areas of Programme implementation, ensure inter-institutional coordination among different levels of government and policy articulation. Although the NCC has decision-making power, daily and strategic decisions are determined and consulted with SENPLADES. The National Coordinator of the Programme is the Technical Secretary of the NCC.</p> <p>National and Territorial Counterparts: SENPLADES; AGECI; Secretary of Science and Technology (SENACYT); Ministry of Public Health (MSP); High Studies National Institute (IAEN); National Secretariat of the Migrant (SENAMI); Ministry of Social Inclusion and Economy (MIES); Ecuadorian Municipalities Association (AME); Ecuadorian Consortium of Parish Committees (CONAJUPARE); Azuay Provincial Government; Bolívar Provincial Government; Carchi Provincial Government; El Oro Provincial Government; Los Ríos Provincial Government; Municipalities of: Cuenca, San Fernando, Santa Isabel, Nabón, Girón, Oña, Pucará, Camilo Ponce Enríquez, Tulcán, Mira, Montúfar, Palenque, Baba, Babahoyo; Parish Committee San Luis de Pambil; Seguro Social Campesino –Bolívar; Parish Committee San Pedro de Piartal; Ecuadorian Economic and Territorial Development Committee (CEDET); University of Cuenca; ACUDIR; Bolívar Alliances Programme; Assembly of the Cantonal Unit of Montúfar; Terranueva; Juventud, Coraje y Cambio Association – Mira Youth Network; La Esperanza Commune; Altrópico Foundation; Palenque Pueblo Solidario Association.</p>
Territorial management	<p>The Provincial Working Groups (PWG) or the Dialogue Groups (PDG) are led by the Provincial Governments and integrated by:</p> <p>Azuay: SENPLADES; SENAMI; AME; Azuay Provincial Government (APG); Municipalities of: Cuenca, San Fernando, Santa Isabel, Girón, Nabón, Oña, Pucará, Camilo Ponce Enríquez; Azuay Parish Committee's Association (AJUPA); Popular Economy Institute (IEP) of MIES; University of Cuenca; Cuenca's Agency of Regional Development and Integration (ACUDIR); Decentralisation and Local Development Project (PDDL/Intercooperación) of the Swiss Cooperation for Development (COSUDE).</p> <p>Bolívar: SENPLADES; Bolívar Provincial Government (BPG); Municipalities of: Guaranda and Echeandía; Bolívar Parish Committee's Association (AJPB); Governorate of Bolívar; Provincial Directorate of: Education Health, Agriculture, Aquiculture and Fisheries (PROFORESTAL); IEPS of MIES; Bolívar State University; Alliance for Development Bolívar Programme (PAB); Social Group Fondo Populorum Progreso (FEPP); Ali Causai Foundation; Peace and Development NGO.</p> <p>Carchi: SENPLADES; Technical Secretariat of Plan Ecuador; AME, Carchi Provincial Government (CPG); Municipalities of: Tulcán, Montúfar and Mira; Carchi Rural Parish Committee's Association (AJUPRUC); Governorate of Carchi; Provincial Directorate of: Education, Health, Culture; Decentralized Management of Natural Resources Support Programme (PRODERENA); IEPS of the MIES; Pontifical Catholic University of Ecuador (PUCE); American Technological University (UNITA); National Institute for Agricultural Research (Montúfar); Carchi Chamber of Commerce; NGO Atrópico; Montúfar Conatonal Unity Assembly; UNHCR; Norwegian Refugee Council (CHR).</p> <p>El Oro: SENPLADES; Ecuador-Peru Binational Plan; AME; Oro Provincial Government (OPG); Municipalities of: Chilla, Machala, Huaquillas, Marcabellí, Pasaje, Santa Rosa, Zaruma, Balsas; Oro Parish Committee's Association (AJPO); Governorate of Oro; Provincial Directorate for Agriculture, Aquiculture and Fisheries; IEPS of the MIES; Technical University of Machala; Chamber of Commerce; Machala Dioceses; PRODE Foundation; El Oro Women Movement (MMO); Colibrí Movement –Oro Youth; Save the Children Foundation.</p> <p>Loja: SENPLADES; Ecuador-Peru Binational Plan; SENAMI; AME; Loja Provincial Government (LPG); Provincial Consortium of Municipalities; Municipalities of: Saraguro, Loja, Catamayo, Gonzanamá, Macará; Loja Parish Committee's Association; Governorate of Loja; Secretariat of Pueblos; Provincial Directorate for Agriculture, Aquiculture and Fisheries; IEPS of the MIES; National university of Loja; Technical Particular University of Loja; Loja Business Development Agency; Cámara Association; Red Cross; Veedurías Ciudadanas; Catamayo Chira AECID Project; FEPP.</p> <p>Los Ríos: SENPLADES; AME; Los Ríos Provincial Government (RPG); Municipalities of: Babahoyo, Baba, Palenque; Los Ríos Parish Committee's Association; Governorate of Los Ríos; IEPS of the MIES; Provincial Directorate for Health; University of Quevedo; Technical University of Babahoyo.</p>

RESULTS AND ACTIVITIES AT THE LOCAL LEVEL

During 2009, almost 7% of the resources were used at the territorial level, 34 projects were implemented, of which 13 were completed in 2009 and 21 continue their execution in 2010. Their implementation represented a process of capacity building and ownership by national and local actors, which have been entrusted with carrying them out whilst aligning them with the national system and procedures for the implementation of international cooperation resources. This with the effect of reducing transactions costs, simplifying procedures and policies and promoting harmonisation within the UN System.

Azuay Province

The ART Programme is active in 8 of its 15 cantons: Cuenca, San Fernando, Santa Isabel, Girón, Nabón, Oña, Pucará and Camilo Ponce Enríquez. The mobilised budget totalled 1,393,441USD, of which 52% corresponds to international cooperation resources and 48% to the contribution of other national and local partners. 84.53% of the mobilised funds were implemented.

Local planning and institutional strengthening: ► Development of the local programming cycle and identification of the Province's development priorities. ► Drafting of the document Priority Lines for the Integral Development of the Province. ► Presentation of the Priority Lines to the network of decentralised cooperation in Valencia. ► Development of the local programming cycles (LPC) in the cantons of Ona, Cuenca, Nabón, Girón, San Fernando, Santa Isabel and Camilo Ponce Enríquez; identification of development priorities in each canton. ► Aligning territorial development priorities with the priority lines of the Participatory Development Plan of Azuay. ► Management and planning strengthening in Azuay (SENPLADES, APG; University of Cuenca). ► Capacity building on migration management in the Cantons of Jubones River Basin and Cuenca (Centre for Latin American Social and Political Studies; SENAMI). ► Joint definition of possible actions between the Valencian Fund and territorial actors.

Local economic development: ► Support for the Urban Agriculture Programme of the Municipality of Cuenca (Municipality; Association of Producers of the Canton of Cuenca). ► Development of a project for the development of new products, the promotion, the signalling and training related to tourism in the Cantons of Jubones River Basin (APG; Ministry of Tourism; participating municipalities). ► Identification and formulation of a LED draft in Santa Isabel along cooperation partners from the Liguria Region, the NGO Progetto Sviluppo Liguria and the Municipality of Genoa. ► Strengthening of the Austro Entrepreneurship Network (ACUDIR; Business Incubator; University of Cuenca). ► Reinforcement of the production and marketing network of the guinea pig, the dairy products economic corridor and network and the production and marketing networks of clean products in the Cantons of Jubones River Basin (Municipality of Girón; Municipalities in the Jubones basin; AJUPA; Region 6AME; Azuay Provincial Government; National Secretariat of the Migrant Regional Austro; SENPLADES Region 6; PDDL-Intercooperation; ACUDIR). ► Recruitment of two UNVs, expert in agribusiness, for strengthening local capacities.

Environmental management: ► Implementation of the Environmental and Natural Resources Management System of the Azuay Province, SIGARA. (Participating municipalities; PDDL- Intercooperation; German Social-Technical Development Service – DED; APG; SENPLADES).

Ownership: Azuay has extensive experience in actor participation, planning and coordination so the Programme has promoted and strengthened the existing dynamics and structures (such as the Cantonal Management Committees) and facilitated coordination spaces at the provincial level. In this sense, ownership of the proposed mechanisms by the territorial institutions has been natural. Finally, there is a sustained engagement and a high representation of the territorial actors in the Working Group.

Bolívar Province

The 2009 budget for the Province was 270,636.20USD, 79% of which corresponded to international cooperation resources and 21% to the contribution of territorial partners. An implementation of 12% was achieved due to the PWG's decision of postponing for 2010 the implementation of the impact project in the Canton of Echeandía and the local programming cycle.

Local planning and institutional strengthening: ► Update of the Provincial Development Plan (BPG; Undersecretary of SENPLADES zone 5). ► Participation in various exchange workshops with development institutions such as the Alliances for the Development of Bolivar Programme (PAB), in order to identify synergies and complementarities. ► In

partnership with UNV, support to the Provincial Government of Bolívar in areas of sustainable tourism and literacy. ► Coordination of actions with the FAO's Food Security and Nutrition Project (PROSAN), integration of FAO representatives to the PWG.

Local economic development: Strengthening of 4 production projects in the Canton of Echeandía (Municipality of Echeandía ;Provincial Government of Bolívar; Community Development Foundation; New Horizons Agricultural Producers Association; Maquita Cusunchic Foundation; Alliances Programme; Organic Production, Processing and Marketing Association; Peasant and Indigenous Organisations; Ayuda en Acción NGO).

Basic services: ► Improvement in the quality and coverage of the Medical Clinic of Rural Social Security services in San Luis de Pambil Parish, Canton of Guaranda (Municipality of Guaranda; Ecuadorian Social Security Institute; San Luis Parish Committee and Management Committee; Global Routes NGO; United for a Better Living Association of the Canton of Las Naves; Tabanal New Ecuador Association; Social Security Peasant Committee).

Ownership: The ownership process should be strengthened during 2010, in relation to the PWG and the updating of the provincial planning and programming cycle.

Carchi Province

In this province, the Programme works as ART/PDP, as a result of the alliance with PDP-FN thus incorporating into its methodology the conflict prevention approach. The Programme serves as a mechanism for the creation of areas of dialogue along the border and for strengthening institutionalism and capacities. In 2009, Carchi had a budget of 591,674 USD, 57% of which corresponded to international cooperation resources and 43% to territorial and national partners. 72% of the ART total resources were implemented.

Local planning and institutional strengthening: ► Drafting of the Province's Priority Lines for Integral Development. ► Organisation by the Provincial Dialogue Group (PDG) of discussion and formulation meetings, for example with the UNDP's Small Grants Programme and the European Commission. ► Establishment and strengthening of participatory and local articulation structures, for instance: in the Montúfar Canton, strengthening of the Cantonal Unity Assembly and in the Mira Canton, creation of the Cantonal Dialogue Group. ► Systematisation of the Participatory Process in the Canton of Montúfar (Terranueva Foundation; Municipality; Assembly of Cantonal Unity -AUCM). ► Strengthening inter-cantonal public management of the Community of Municipalities (Mancomunidad) of the Mira River Basin (Municipalities of Mira, Espejo, Bolívar, Pimampiro and Urcuquí; IEPS; FAMSI; Deputation of Cadiz). ► Reinforcement of the institutional capacities of the Decentralised Autonomous Governments (Carchi Provincial Government; Municipalities of Túlcan Montúfar and Mira). ► Strengthening of local capacities to improve the quality of life in the historic cities of Ecuador (Municipality; National Institute of Cultural Heritage-INPC; Technological Institute Labein Tecnalia). ► Strengthening of the youth organisation and participation in the Province of Carchi in order to identify and incorporate the priorities of young people into the local planning process (Youth Association Courage and Change; AUCM; Ecuadorian Red Cross; Youth House of Carchi, CNR; Plan Ecuador and MIES).

Local economic development: ► Improvement of irrigation systems in the communities of Palo Blanco and El Empedradillo in the Canton of Mira (Municipality of Mira; communities Palo Blanco and Empedradillo). ► Development of the municipal credit fund to support micro-enterprises in the Municipality of Tulcán (Municipality; Association of street vendors). ► Recruitment of a UNV with expertise in microcredit and territorial economic development.

Environmental management: ► Development of the wilderness protection model of the Commune of La Esperanza through the compensation for environmental services (GPC; Commune of La Esperanza; Altrópico Foundation).

Basic services: ► Rehabilitation of the water system of the community of San Pedro de Piartal (Municipality of Montúfar; Parish Association and Water Board of San Pedro). ► Improvement to the quality of life and health of the elderly in the Municipality of Mira (Municipality; Municipality of Tavernes de la Valdigna; Valencian Fund; Municipality of Lasarte-Oria).

Ownership: There is a high degree of ownership of the proposed mechanisms by the institutions and authorities. The consolidation, ownership and stability of the participation together with the operational capabilities shown by the consultation and territorial articulation mechanisms lead to the conclusion that the Carchi Programme has entered a new phase. This new stage is based on the decision of the GDP of incorporating the remaining cantons of Huaca, Espejo and Bolívar and of institutionalising the working methodology to ensure its sustainability.

El Oro Province

Work in this province began in 2009 with the establishment of the Provincial Working Group (PWG) which was characterised by high participation and representation rates by territorial actors. It then followed that the cantons of Machala, Chilla, Balsas, Marcabeli, Santa Rosa, Huaquillas, Passage and Zaruma were identified as priority areas. For 2009, 162,870 USD were programmed, of which 22% were executed, since most projects are to be implemented in 2010. In this province, the Programme is a favourable space for disseminating the different proposals as well as for the actions undertaken by the Joint Programme Youth, Employment and Migration.

Impact projects to be implemented in 2010: ► Strengthening, participation and articulation for the integrated development of adolescents and young people (Participating municipalities; Save the Children; International Movement Colibrí; Technical University of Machala). ► Generation of alternative economic strategies in the middle and lower sub-basin of the Casacay River (OPG and Municipality of Chilla). ► Implementation of value-added microenterprises for artisanal fishing (OPG). ► Strengthening of employment and entrepreneurial training targeting priority groups (women) in the Machala Canton. ► Creation of the first comprehensive rehabilitation centre for disabled children and adolescents (CRINNAE) (OPG; National Disability Council; Municipality of Santa Rosa; Ecuador-Peru Bi-national Plan; Emergency Social Investment Fund).

Ownership: Since the Programme is in its initial phase, the PWG is undertaking its first actions and holding its initial meetings, moreover the operational mechanisms are being established under the leadership of the Provincial Government.

Loja Province

The Programme began its activities in the Province in mid-2009 with a budget of 162,870 USD, of which 5% were implemented given that most projects and activities are scheduled for implementation in 2010.

Programme implementation: ► Start-up of the Programme in late August 2009, after the new local authorities took office. ► Identification by the Loja Provincial Government (LPG) and SENPLADES of the actors who were to integrate the Provincial Working Group (PWG). ► Constitution of the PWG in late October. ► Definition of the criteria for identifying pilot cantons for Programme implementation: Loja, Saraguro Gonzanamá, Catamayo and Macará. ► Definition, in December 2009, of the selection criteria for quick impact projects to be implemented in 2010; ongoing identification of projects by the PWG. ► Start-up of the discussions for the definition of the collaboration with the Joint Programme Youth, Employment and Migration of the Spanish MDGs Fund.

Ownership: The Programme is in its initial phase for which the PWG is undertaking its first actions and meetings. Also, the operational mechanisms are being established under the leadership of the Provincial Government.

Los Ríos Province

After the new authorities took office, the implementation of the Programme was invigorated, the PWG recovered and consolidated its role as a mechanism and space for territorial articulation, the local programming cycle (LPC) was launched and project implementation was strengthened. Los Ríos had a budget of 471,687.78 USD of which 45% comes from international cooperation resources and 55% from contributions made by territorial and national partners. Of the total ART/UNDP funds, 27% were implemented.

Project design and implementation: ► Drafting of an inter-provincial proposal for the conservation and reforestation of the Cristal River basin together with the Bolívar Province (Provincial Governments of Los Ríos and Bolívar; Technical University of Babahoyo; Bolívar State University; Ministry of Environment; PROFORESTAL; National Institute of Meteorology and Hydrology). ► Recruitment of two UN Volunteers in the areas of planning, and agriculture and social economic development. ► In cooperation with the Friuli-Venezia-Giulia Region and the Centre for Rural Studies and International Agriculture (CERAI), identification of a local economic development project and another in improving coverage and quality of services for children with disabilities.

Ownership. The current scenario is favourable for the consolidation of the PWG and for the identification of the territory's priorities and strategic lines given that the current Provincial Government has assumed the leadership of the PWG after a period of political instability.

RESULTS AND ACTIVITIES AT THE NATIONAL LEVEL

During 2009 the resources allocated to national priorities were oriented towards priorities such as territorial planning, decentralised management of the international cooperation, strengthening local and national government officials capacities. These also covered specific issues related to innovation and development, particularly in health, and to the exchange of experiences and knowledge.

BEST PRACTICES AND LESSONS LEARNED

- ▶ As part of the local programming cycles of Azuay and Carchi, the WG created methodologies for the articulation of plans, an aspect of much importance for the country and SENPLADES.
- ▶ The Diploma in Territorial Economic Development facilitated the analysis of territorial dynamics and provided with knowledge, attitudes and skills to the conceptual framework and methodologies.
- ▶ As a result of the work in the northern border, there are useful insights and contributions to Programmes that work in areas of conflict and violence.
- ▶ The presence of CONAJUPARE, AME and CONCOPE in the CCN and across the three levels of territorial organisation has enabled that, at the national level, the different intervention levels are taken into account.
- ▶ The SIGARA developed in Azuay is a novel coordination and decentralised management practice for territorial environmental management.
- ▶ In relation to the ART methodology, its implementation pace in the territories and the implementation of the sequence of stages vary according to the territory's culture, both social and institutional-organisational. During this period it was observed how the different levels of organisation of the territorial actors influence the success of the Programme. Therefore, it is very important that those actors with less planning experience can visualise the opportunities offered by the programme at the international level to avoid the risk of being perceived as a "window programme."
- ▶ The implementation of the transversal lines of action (rights, multiculturalism, and gender) requires an implementation strategy: conceptual definition, training of officers in the territory, organisation of the action plans by levels, etc.
- ▶ Being a complex programme, several actors and partners have a partial vision and knowledge of it. This suggests the need of having a good communication system as a strategic component.
- ▶ The territory officer has a core role and is one of the key dimensions for the good start and continuing of the process. Thus their induction, ongoing training and opportunity to participate in the spaces open to debate are important elements.

Local economic development (LED): ▶ Design of the International Diploma in Territorial Economic Development (ACUDIR; University of Cuenca; the Coordinating Ministry of Production-MCP; National Council for the Reactivation of Production and Competitiveness). ▶ Strengthening of the network of Territorial Economic Development Agencies (CEDET; USAID; Ministry of Industry and Productivity; MCP; Andean Promotion Corporation).

Governance and institutional strengthening: ▶ Development of the project "Regional Planning and Territorial Planning": technical support to SENPLADES; training of seven regional technical teams (Flemish Association for Development Cooperation and Technical Assistance-VVOB), drafting of zone planning and coordination agendas. ▶ Training and coaching of Civil Servants (IAEN). ▶ Implementation of the technological platform Region 5 (SENACYT). ▶ Strengthening of the Rural Consortium of Parish Committees (CONAJUPARE). ▶ Formulation of the academic model and the curriculum of the Latin American School for Public Management for Intermediate Governments (Latin American Organisation of Intermediate Governments – OLAGI; APG; Pichincha's Provincial Government; OPG; CONCOPE; University of Cuenca). ▶ Implementation of a de-concentration pilot project to promote decentralised management of non-reimbursable international cooperation (AGECI;

SENPLADES). ▶ Support for Ecuador's National System of Cultural Heritage (MCPNC; Historic Cities Network in Ecuador.) ▶ Technical support for the formulation of the National Territorial Strategy (NTS), later incorporated in the 2009-2011 NPGL, and the process of dissemination and discussion in the regions (UNIFEM; ACCD; GTZ and DED).

Basic services. ▶ Support for the Ecuadorian National Transplant System (Tuscany Region; Ministry of Public Health; Pan American Health Organisation).

Systematisation and evaluation. ▶ Systematisation of the results of the Programme, drafting of an institutional memory as a tool for reflection, learning, identification of methodologies, tools, best practices and lessons learned. ▶ Ongoing development of the Programme's interim evaluation (to be completed in the first quarter of 2010) as a pilot experience for the harmonisation of evaluation methodologies and tools.

Interagency coordination: ▶ UNIFEM: continuing the process begun in 2008 of gender mainstreaming at the local and national level. ▶ UNHCR: coordination of activities in the Northern border, UNHCR's involvement as a member of Carchi's PWG; identification of an impact project in a canton with a high presence of Colombian refugees; UNHCR support to the local programming cycle, since refugees and immigration are territorial priority areas. ▶ UNV: volunteers' support to the different territories. ▶ FAO: Implementation of a Food Safety Programme in the Bolívar Province through the PWG. ▶ UNICEF: Building of a community educational centre in Carchi through the PWG. ▶ ART Ecuador-PDP-FN collaboration: programmatic and operational collaboration, implementation of joint activities in the Province of Carchi, active participation in Ecuador's Northern Border Interagency Thematic Group of the UNS. ▶ Identification of the Programme as an articulation framework and implementation instrument of the Interagency Youth, Employment and Migration (JEM) Programme endorsed by the UNDP-Spain MDGs Fund, a joint effort of national institutions, agencies of the United Nations and the territories.

Ownership. The ART Programme is framed within the United Nations Development Assistance Framework (UNDAF), and UNDP's Country Programme Action Plan (CPAP) and Country Programme Document (CPD). Its actions are aligned

with national priorities and national planning process. Expanding the Programme to two new provinces in response to the request of national authorities and extension approval to the Province of Esmeraldas as well as the institutionalisation of the Programme's methodology and operational structures clearly reflect a high level of ownership.

RESULTS AND ACTIVITIES AT THE INTERNATIONAL LEVEL

In 2009, 5% of the resources were allocated to this level of action and new cooperation partners were added: the Region of Tuscany, the Government of the Balearic Islands, the Friuli-Venezia-Giulia Region, the Municipality of Lasarte-Oria, the Deputation of Cadiz, FAMSI, CTLT, CERAI, the Progetto Sviluppo Liguria NGO, the Region of Liguria and the Municipality of Genoa.

Decentralised cooperation mobilisation actions: ► Undertaking of a mission of the NGO Documenta for the drafting of a project proposal on LED with CEDET. ► FAFFE technical mission for the implementation of training proposals, its recommendations will serve to activate the training component of the joint JEM project. ► Establishment of agreements with CERAI for strengthening the capacities of farmers' organisations, the development of productive experiences and the recovery of local seeds for food and medicinal use in Los Ríos. ► Technical mission of the Friuli-Venezia-Giulia Region to Los Ríos and Bolívar to identify cooperation modalities on maternal and child health and disability. ► Development of missions by Labein-Tecnalia (Basque Country): to Azuay, identification of possible areas for joint action; and Carchi, formulation of a joint project with the INPC and the Municipality of Montúfar. ► Organisation of a mission of the Directorate of Cooperation of the Government of the Balearic Islands for the definition of its cooperation strategy. ► Development of a mission of the ART International coordination in order to share the Programme's progress and prospects, and analyse the mobilisation of partner networks. ► Organisation of a mission of ART Ecuador and the APG to Spain to establish links with decentralised cooperation actors: Murcia, Valencia and Vizcaya. ► Participation of national authorities and of the Province of Azuay in the *Presentation Event of the Development Priorities of the Province of Azuay*, in Valencia (Spain) which included the presence of multiple actors of the decentralised cooperation.

Identification and exchange of innovations and knowledge: ► CTLT mission to Azuay to identify possible areas for joint action around a technological centre. ► Participation of a SENACYT representative to the Second International Seminar "*Leadership of Ideas*." ► Support for the participation of an Ecuadorian delegation at the "*I Assembly of the Forum of Local Authorities of the Amazon, VIII Assembly of the Forum of Local Authorities and the World Social Forum, Belem do Para, Brazil*." ► Participation of Ecuador to the International Forum "*ART: 4 years, 10 results*" in Seville, Spain. ► Under the project "*Support for the Training of the Ecuadorian National Transplant System*", organisation of a mission of specialists from the Tuscany Region for the identification of technical assistance and training needs of the Transplants System; undertaking of the "*International Workshop of Exchange of Experiences in the Field of Organ Transplantation*"(PAHO- WHO and Eurosocial Network).

Capacity development: ► Organisation of a mission by the HEGOA Institute (Basque Country) for the identification of technical support possibilities for the training of public officials and the drafting of a working plan for capacity building. ► Support for the participation of two AGE CIA and SENPLADES officials in the online University Specialist in Local Development and Multilateral Cooperation course offered by the University San Pablo de Olavide in Seville.

South-South cooperation: ► Participation of AGE CI and UNDP representatives in the event on Territorialisation of the MDGs and South-South Cooperation, organised by the ART Uruguay Programme. ► Organisation of technical visits by ART Uruguay for data exchanges and the identification of South-South cooperation lines (AGE CI).

PROGRAMME CHALLENGES FOR 2010

In 2010 the Programme faces the challenge of transferring to national and local actors the work to be carried out in two provinces as part of the ownership process. At the same time, activities will be extended to a new territory, the Province of Esmeraldas, which implies that the Programme will be working simultaneously in 7 provinces. The national authorities have expressed interest in consolidating activities in one region of the country, which would involve working under a regional planning perspective as an innovative experience, and in expanding the Programme to another province.

On the other hand, the new Constitution promotes the creation of mixed participatory entities, comprising elected officials, representatives of the dependent regime and the territory's society. These bodies will then be in charge of drafting local,

national and sectorial participatory plans and policies. Within this framework, the challenge is to observe how the PWG will articulate with these spaces or will actually become these spaces.