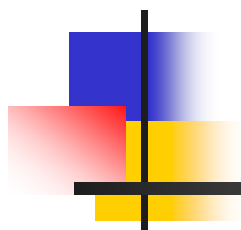


PARTICIPATIVE MANAGEMENT IN LOCAL GOVERNMENTS OF ECUADOR AND AGENDA 21: **SCENARIOS, TRENDS, ACHIEVEMENTS & LIMITATIONS**



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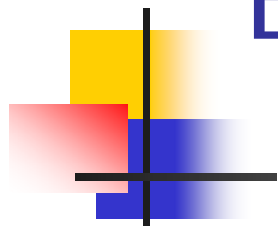
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² The views expressed in this document do not necessarily reflect the views of the European Commission and the Swiss Agency for Development and Cooperation.

ECUADOR





1. BRIEF REVIEW OF ECUADOR

- **Surface Area:** 255.970 Km²
- **Population:** 12.646.668 inhabitants
- **Male:** 6.350.427
- **Female:** 6.295.668
- **Indigenous population:** 22%
- **Population of African descent :** 6%
- **Less than 14 years old:** 4.277.883



1. BRIEF REVIEW OF ECUADOR

- **GNP:** 30.000 million dollars
- **Main Sources of Income:** Crude oil, bananas, remittance by emigrants, cacao, shrimps, flowers, coffee.
- **National Currency:** US Dollar
- **State Budget 2006:** 7.900 million US dollars
- **Infant mortality rate:** 19 x 1000 born alive
- **Illiteracy rate:** 15,5 %



2. THE SCENARIO

- Hegemony of the neo-liberalism
- Commercial openings
- Special redefinitions
- State reforms:
 - Privatization
 - Decentralization
 - Civil society involvement



3. NEW VISIONS ABOUT DEVELOPMENT AND AGENDA 21

In contrast to neo-liberalism, several “alternative” visions for development have arisen during the last decades, including:

- Development at a human scale
- Sustainable development
- Agenda 21
- Local development



4.TRENDS IN LOCAL DEVELOPMENT

- a) Stems from neo-liberal discourse
- b) Linked to the neo-contractual discourse
- c) Local development as a social change

Agenda 21 is recognized with reference both to trend **b** and to trend **c**.



5. DIMENSIONS OF LOCAL DEVELOPMENT

5. 1. DEVELOPMENT OF THE LOCAL ECONOMY

- Local areas, despite having levels of national and global ascendancy, also have their own methods of socio-economic development and accumulation
- It is possible, therefore, to activate relatively endogenous processes of local economic development



5. DIMENSIONS OF LOCAL DEVELOPMENT

5. 1. LOCAL ECONOMIC DEVELOPMENT

- Local economic development policy should favour the strengthening of local markets, short chains; and, above all, cause wealth redistribution and the reactivation of grass roots productivity.
- The local governments can promote small scale economies and the SME (Small and Medium size Enterprises) through the provision of consultancies, technical support and providing information.



5. DIMENSIONS OF LOCAL DEVELOPMENT

5.2. LOCAL DEVELOPMENT AND SOCIAL POLICIES

Together with other public and private institutions it is possible to initiate processes of agreement on the definition of social programs such as health, education, and rights of children, youths, adults and the elderly; policies of equality between the different genders and cultures.

- An important aspect in this field concerns the possibility of promoting processes of decentralization in areas such as health and education



5. DIMENSIONS OF LOCAL DEVELOPMENT

5.3. LOCAL DEVELOPMENT AND THE ENVIRONMENT

- At a local level, policies tending to the protection of the natural resources can be established through by-laws, or by the creation of local environmental management networks which can contribute to the sustainable management of the more sensitive resources (water, forests, biodiversity); as well as the control of solid wastes, and the control of air and water pollution, which, among others, particularly affect the cities.



5. DIMENSIONS OF LOCAL DEVELOPMENT

5.4. LOCAL DEVELOPMENT AND INSTITUTIONAL REFORM

- Institutional reforms involve the redefinition of the relationships between the State and the civil society; a different public understanding in the sense of stronger involvement of citizens. In the case of local governments, this also implies taking on other responsibilities towards the configuration of true governments and not simply the administration of some basic services.



6. LOCAL DEVELOPMENT AND SOCIAL PARTICIPATION

- Social and citizens' participation is one of the principal tools in democratic public management. To achieve this participation, it is necessary to strengthen the social stakeholders in a way which increases the capacity for proposal, management and control.



6. LOCAL DEVELOPMENT AND SOCIAL PARTICIPATION

6.1. PARTICIPATIVE MECHANISMS OF LOCAL MANAGEMENT

- Participative planning and budgeting are the principal means of citizens' participation.
- To give impetus to civil participation it is necessary to confer with permitted institutional spaces in order that this is supported, and not merely circumstantial.



7. LOCAL DEVELOPMENT IN ECUADOR: LESSONS LEARNT (1996 -2006)

7.1. ABOUT DEMOCRATISATION AND DEMOCRACY

- The aspect most often tackled in many of the experiences of “alternative” local development, has been the promotion of social participation
- Not only have steps been implemented in this matter in relatively small cantons (less than 50.000 inhabitants), but also in two of the most populated cities of the country (including the capital of the country, 2 million inhabitants).



7. LOCAL DEVELOPMENT IN ECUADOR: LESSONS LEARNT (1996 -2006)

- Up to what point, through participative planning and proposals, or through assemblies and sessions, has participation of citizens in the decision-making process been achieved?
- Drawing on various different experiences it can be said that, in many cases, participative planning did not have a significant level of achievement. They are at best general orientations which can not be compared with indicators to measure their success.



7. LOCAL DEVELOPMENT IN ECUADOR: LESSONS LEARNT (1996 -2006)

- In the majority of cases, participative planning includes small percentages (not more than 30%).
- The mechanisms of accounts' statements and social control are generally incipient.
- The levels of participation are more sustainable and relevant in small cantons (Cotacachi, Nabón, Coca).
- In the case of Quito there is a decree concerning a participative management model (2001), but its application is poor. In any case, the actual administration works with zone based councils of citizens' participation.



7. LOCAL DEVELOPMENT IN ECUADOR: LESSONS LEARNT (1996 -2006)

- The difficulty of supporting the social participative areas in political, juridical, and technical terms is highlighted
- With varying outcomes, the last decade has seen various local governments of the country move towards increased participation of the population in public administration. This testifies in favour of the Agenda 21 recommendations, in the shift towards a more participative democracy with more co-responsibility of the citizens – something that has not remotely been achieved by public management by the National State.



7. LOCAL DEVELOPMENT IN ECUADOR: LESSONS LEARNT (1996 -2006)

- The advancements in promoting wealth re-distribution, improving infrastructures and services for small scale productive activities are few.
- In cities like Quito and Guayaquil (the biggest in the country) the processes of wealth concentration have increased. The “mega-projects” (such as airports, and other relevant infrastructures) have generally been made under the pressure of the local economic elites.



7. LOCAL DEVELOPMENT IN ECUADOR: LESSONS LEARNT (1996 -2006)

- With regards to environmental management, interesting advances have been made in small cantons, in the control of extractive, polluting activities (such as mines, for example) or in projects of reforestation and wastewater management. In other cases ecological regulations have been produced, guiding towards more responsible management of the natural resources of the territory.



7. LOCAL DEVELOPMENT IN ECUADOR: LESSONS LEARNT (1996 -2006)

- At the level of social policies, excepting some timely initiatives concerning childhood (protection councils), or of improvement of healthcare policies and management (decentralisation), through the establishment of institutional synergies, there is little that has been put forward. Obviously, in the face of a devastating reduction of the State action, it is difficult to ask more of local governments.



7. LOCAL DEVELOPMENT IN ECUADOR: LESSONS LEARNT (1996 -2006)

- Although results may be limited, the efforts made by many local governments to achieve a more sustainable development are significant and surely better than the ones made by successive national governments.
- An important indicator in this sense is that citizens, in the last decade, participated in the overthrowing of three national governments, and re-elected the mayors of different localities.



8. CONCLUSIONS AND CHALLENGES

- The possibilities of local development are linked to national and global conditions.
- These relationships of scale can be understood through logics of global accumulation or strengthening of local capacities and resources, towards a human and sustainable development.



8. CONCLUSIONS AND CHALLENGES

- The recommendations of Agenda 21, and other plans for alternative development towards social change, are under discussion by various local governments rather than by successive national governments which played in favour of the neo-liberalism in force.



8. CONCLUSIONS AND CHALLENGES

- It is necessary to promote a serious and participative process of evaluation of the current experiences, and to exchange experiences at a national and international level.
- The recommendations of Agenda 21 can be useful as a reference for the efforts of exchange, learning, and redefinition of the policies of local governments. For this reason we applaud the initiative of this workshop.