



FUNDACIÓN YANAPUMA'S

ORGANISATIONAL STRUCTURE

AND WORKING METHODOLOGY

("Structure Package")

Fundación Yanapuma's organisational structure and working methodology

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THE PURPOSE OF THIS PACKAGE

For those who represent Yanapuma, i.e. employees, interns and volunteers, it is important to understand the structure of the foundation and its norms and principles regarding community development work. This document provides an explanation of Yanapuma Foundation's organisational structure and working methodology in terms of its community development work.

This document is intended as a brief explanation of Yanapuma's overall structure and concepts. More specific and detailed documents, such as the foundation's methodology manual for development work, are available and referred to in this package with an abstract and explanation of what they contain.

1 WORKING WITH YANAPUMA

In any organisation, it is important to know what is expected of you. This chapter provides information regarding Yanapuma's expectations for its employees, interns and volunteers in general and in relation to working in one of the foundation's communities.

1.1 Yanapuma's general expectations of an employee, intern and volunteer

Below are Yanapuma's general guidelines of what is expected of an employee. Although interns and volunteers are unpaid, it is nonetheless important for them to treat their work like a regular job. Therefore, the below points are as well guidelines of what is expected of the Yanapuma interns and volunteers. In general, Yanapuma's expectations of employees, interns and volunteers are all about being responsible as a member of a team:

- Maintain a regular daily schedule from 9 a.m. to 5 p.m.
- Plan well in advance for when you will be away (travelling or days off), and make sure to coordinate with the other Yanapuma representatives, i.e. employees, interns and volunteers as well as put the dates of your absence in the Google calendar.
- Achieve deadlines and report promptly on work completed.
- Request help when confused or uncertain.
- Communicate openly with Yanapuma staff about problems.
- When working in the office in Quito, be considerate of your co-workers by following the rules in the big office concerning phone calls, use of Skype etc. (these rules are to be found on posters in the office).
- When working in a community, you represent Yanapuma and its reputation, and the foundation's standing in the community is dependent upon your good conduct, appropriate behaviour and effectiveness in carrying out your work.

Interns and volunteers are expected to demonstrate a high level of maturity, independence and self-organisation. Yanapuma staff will provide the necessary support to interns and volunteers in their work, such as supervisor meetings and workshops related to community development. However, it is essential that interns and volunteers seek appropriate help and advice if they feel unsure of what they are doing. Yanapuma is committed to maintain open lines of communication at all levels, and believes that it is better to deal with a problem while it is small rather than waiting until it becomes a major issue, either on a personal or institutional level.

Employees, interns and volunteers are also encouraged to view working with Yanapuma as a good opportunity for professional development, a space in which they can practice those skills that will develop a successful career in the future. Too many organisations function poorly because of indirect communication at all levels, lack of commitment, rumour and gossip, unclear goals, etc. To this end, all Yanapuma representatives are encouraged to:

- Learn to give and take feedback, both positive and negative.
- Learn to use your own and others' mistakes as opportunities for learning without being critical and negative.
- Learn how to work as part of a team to solve problems.
- Learn how to define your own goals clearly within the framework of the organisation and ensure that these are achievable.
- Learn to be a model for the changes you wish to make.

See *Appendix 1: Agreements* for internship and volunteer agreements.

1.2 Yanapuma's expectations for those working in a community

Interns, volunteers and employees working in a community must be informed about Yanapuma's mission and working definitions to ensure that the tasks carried out in the community are within Yanapuma's framework of community development. Please see Chapter 2 for a more detailed description of the foundation's mission and working definitions.

Development work requires an awareness of certain factors that might seem small and unimportant, but are very important to understand. Following are some important things to keep in mind whether you work with Yanapuma as an employee, intern or volunteer:

1) Even though you might only be working with Yanapuma as an intern or volunteer for a few months, you can still make a significant contribution to a development project as long as you *think and plan in a realistic way*. You should make sure that you *define your own goals clearly within Yanapuma's framework* and ensure that these are achievable. For example, it is better if you *focus on one single phase of a project at a time* (see the section *Methodology manual* in Chapter 2) rather than trying to do it all. Thus, you can focus on a few important tasks and execute them well, enabling others to easily continue from where you left off. Remember that *carrying out development work and working in a community in a sustainable way takes time...lots of time*. You have to *be patient* with the community members, as some of them might not understand exactly why you are there, and others might not have time to talk to you because of their daily activities. In addition, community members often change plans if something more important comes up. Finally, Yanapuma representatives who come from outside Ecuador come from more goal-oriented and driven cultures. It can be frustrating to work in a community with a very different cultural perspective. *We need to be aware of our own values and motives in comparison with those of our hosts* when carrying out work or research, and learn to be patient and wait for suitable opportunities to proceed.

2) We recommend *staying in the community for as long a period of time as you can*. Generally, a lot of time is taken simply communicating with community members,

gaining their trust, and developing an understanding of the way they think and live. With a longer stay in the community, your work will mean more to the community and most likely will integrate better with the actual needs of the community. Most interns and volunteers want to go sightseeing in Ecuador, but *working in a community in a sustainable manner requires a long-term presence*. Thus, it is preferable to plan your travels either before or after your stay in a community. Moreover, *your presence in a community is in itself an event* that may overshadow, at least initially, any information gathering or work that you want to do. It takes time for your “novelty” to wear off and for people to get used to you. See *Appendix 2: Your position in a community as a foreigner* for a more detailed explanation of what it means to be a foreigner in a community.

3) Finally, you should be aware that what you learn when studying development might be fine theory, but that putting this into practice is nearly always much more complicated than you may think. So please, *take time to understand all that is going on in any community or project before feeling competent to judge the situation*. For example, it can be *very difficult to gauge reactions to the work or suggestions we make*, as the cultures of Ecuador are often less demonstrative and direct in their style of communication. So, it is important not to feel demoralised when you do not receive the reaction that you expect. Another example is that *there may be distrust of foundations and external organisations* among members of the community due to past negative experiences. The foundation and its representatives need to work hard to gain and keep the trust of the community.

Yanapuma is committed to supporting the work of its interns and volunteers, and will provide guidance on how to carry out their work while also helping them work within Yanapuma’s overall strategy.

2 YANAPUMA’S MISSION AND WORKING DEFINITIONS

This chapter describes Yanapuma’s mission and methodology framework in relation to working with development projects in communities. The purpose of making these things clear to the reader is to make sure that anybody working with Yanapuma understands the foundation’s strategy and uses the same methodology when doing research and/or working in the communities.

2.1 Who is Yanapuma?

History and projects

Yanapuma was founded in September 2006. Below, Andy Kirby, the president of Yanapuma Foundation, describes why and how the organisation was initiated:

“On the first of September 2006 we moved into our new offices in Quito. With a few thousand dollars for furniture and the first month's rent the eight of us who make up Yanapuma Foundation and Spanish School began the task of constructing both organizations from the ground up. Why??? Because there is so much to do here in

Ecuador to protect the environment, promote social, environmental and economic sustainability, before the priceless treasure that Ecuador contains in terms of cultural and biological diversity is destroyed by a globalizing economy that converts everything to a simple cash value for quick extraction. At least that is my point of view. And it is shared by the other Ecuadorian members of Yanapuma, who besides being talented teachers of Spanish, are also aware of the social and environmental costs of the kind of development that is taking place.

So our plan was to develop a top notch Spanish school that also gives students insight and experience of the social and environmental reality of Ecuador and the chance to volunteer and help us make a difference. The Spanish school is a means of supporting the projects that we are developing in rural and urban indigenous communities, as 100% of the profits stay in the foundation. Then, with a sound financial base, we intend to begin looking for funding for specific projects.

As my brief biography on the staff page indicates, I came to Ecuador as a tourist originally, on a two month jaunt that was to take me to Peru and Bolivia, too. But I still haven't made it there, and ended up working as director of projects for another foundation. A year and a half of that gave me enough insight into the problems, pitfalls, and potential solutions, and the confidence to set up a new foundation from scratch. David (the other non-Ecuadorian member of our foundation) and I wandered around for a few days looking for empty offices before stumbling across our current stunning accommodation, in a historic building in the main tourist area of Quito. And from there everything began to fall nicely into place."

Yanapuma now works with communities throughout Ecuador, in the sierra, the rainforest, and at the coast. While some communities receive mostly long-term volunteers or cultural exchange visitors, depending on their particular stage of development, others form part of a regional development strategy by Yanapuma in coordination with one or more communities in a particular area. The foundation's work with these communities is a response to a complex web of problems that are affecting indigenous and mestizo communities of Ecuador as the country develops. These problems include:

- A lack of quality education for indigenous children.
- Depreciation of indigenous culture in the face of uncontrolled economic development.
- Problems of waste management and lack of recycling options.
- Destruction of the environment for quick economic gain.
- Exhaustion of water supplies through deforestation and destructive agricultural practices.
- Impoverishment of diet due to increasing reliance on imported processed foods and poverty.
- Health problems due to environmental pollution and poor practices.
- Breakdown of family ties due to migration resulting from the desire to earn more money.

All of the communities that Yanapuma works with have requested the foundation's help and are eager to receive volunteers and visitors, and appreciate the input that

these volunteers and visitors make to the life of the community. This contribution to sustainable community development is much appreciated by each community and by Yanapuma.

More detailed information about the communities and the development projects are to be found in Yanapuma's library (printed version) as well as on the Yanapuma server (electronic version)¹.

Mission and working definitions

Yanapuma's mission is as follows:

Yanapuma Foundation is a cooperatively run NGO whose aims are to facilitate sustainable development in disadvantaged urban and rural communities throughout Ecuador.

In order to carry out our mission we will use the following methods:

- Develop our own "Yanapuma Integrated System of Sustainable Development" to guide our work with each community.
- Work collaboratively with all communities.
- Investigate community needs across 7 principal axes (health, sanitation, education, cultural protection, environmental protection, agriculture, income generation).
- Create a master plan with each community across all 7 axes.
- Maintain transparency in all dealings with each community, and encourage transparency within communities.
- Maintain continuity of projects through constant involvement of the community and Yanapuma staff, interns and volunteers.
- Empower community members to take the lead in the development process.
- Provide technical and logistical support to projects.
- Seek appropriate funding and outside resources to carry out projects desired by the community.
- Carry out monitoring and evaluation.
- Promote ownership of projects by community by involving community members in the planning and execution of all projects.
- Provide appropriate training to community members.
- Send volunteers, individually and in groups, to assist the community in carrying out projects.
- Send students to carry out research on behalf of the community.
- Send employees and interns to plan, facilitate, and manage projects.
- Encourage intercultural exchange by sending cultural exchange visitors and tourists as appropriate.

¹ Chapter 3 of this package contains a detailed description of Yanapuma's information strategy among others covering the library and the server.

- Provide ideas and new concepts to community members for discussion and consideration.
- Provide oversight on behalf of the community to ensure efficiency, effectiveness and transparency in the development of all projects.
- Coordinate with local, provincial and national authorities, and local and international NGOs to deliver needed services to communities.

Yanapuma has developed a structure for connecting 3 important elements in relation to the foundation’s community development work (see figure 1 below):

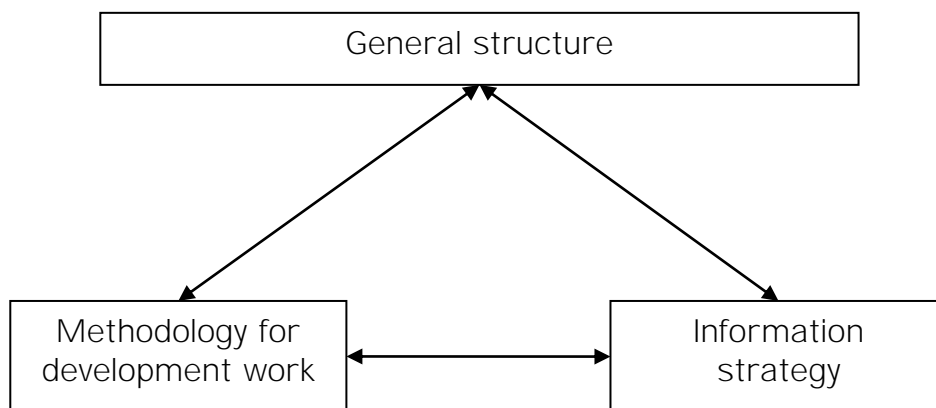


Figure 1: Yanapuma’s structure in relation to community development.

The *General structure* refers to Yanapuma’s general expectations of an employee, intern or volunteer as well as the foundation’s expectations of a person working in a community (as mentioned in Chapter 1 of this package). It also refers to the *Structure Package* (the present document) that provides an overview of Yanapuma Foundation’s overall structure and working definitions.

Beneath the “umbrella” of Yanapuma’s general structure are 2 important elements in relation to the foundation’s development work. First, the *Methodology for development work* includes the *Methodology manual* (see the following section for details on this manual), which explains the 5 phases of Yanapuma’s community development work. The theory from this manual must always be put into practice when carrying out community development work. Second, the *Information strategy* contains various models for communicating the results obtained from work performed in accordance with the *Methodology manual* to assure that the results are written in a uniform way (see Chapter 3 of this package).

The *General structure*, the *Methodology for development work* and the *Information strategy* are all interlinked, and one cannot exist without the other. If work is carried out using the *Methodology for development work* but without using the models in the *Information strategy*, the results of this work will not be written with a uniform structure, making it unnecessarily difficult to communicate the work to the rest of the foundation and for another person to perform follow-up work. In addition, the

models of the *Information strategy* cannot be followed without understanding the *Methodology manual* as the methods and the information models are closely related. Finally, it is important to understand the foundation's *General structure* in order to understand the relationship between the *Methodology for development work* and the *Information strategy*.

2.2 Yanapuma's methodology for development work

Yanapuma has developed a *Methodology manual* in order to obtain greater uniformity in the development work conducted by different individuals in the foundation and to ensure that all projects follow Yanapuma's development strategy. This manual provides interns and volunteers with some guidelines for doing research and/or working in the communities.

Another purpose of the *Methodology manual* is to ensure continuity in Yanapuma's development work and that Yanapuma's collaboration with the communities is effective. The cycle of a project is frequently very long, and it is seldom possible for one person to finish all phases of a project, particularly for an intern or a volunteer staying in Ecuador for only a few months. However, if everyone uses the same working structure, it becomes easier for a new Yanapuma representative to follow up on a project that has been initiated by another person instead of having to start from scratch.

The manual is divided into 5 chapters, reflecting the 5 phases of Yanapuma's community work. Phases 1 and 2 concern general investigations of the situation in a community; phases 3, 4 and 5 concern specific projects in the community:

Phase 1 (chapter 1): Initial contact and investigation

- What you need to know before going to a community
- How to conduct the general research in a community
- How to obtain general information about Yanapuma's 7 axes

Phase 2 (chapter 2): Draft project

- How to adapt to the community's level of organisation
- How to identify necessities and formulate projects (information on fieldwork methods)

Phase 3 (chapter 3): Project planning

- Yanapuma's role and how to design a project
- The steps of planning

Phase 4 (chapter 4): Project execution and follow-up

- Coordination and management
- Reports
- Follow-up on financing
- Follow-up on the execution of the project plan
- Informing and communicating with the involved parties

Phase 5 (chapter 5): Evaluation

- Importance of evaluation
- Evaluation steps
- Evaluation models

This manual enables a new intern, volunteer or employee who wants to begin work in a community project to know which phase the project is in, and what the next steps are and how they should be carried out. In this way, persons that only work with the foundation for a short time will be able to work efficiently.

The *Methodology manual* can be found in Yanapuma's library (printed version) as well as on the Yanapuma server (electronic version)². For interns and volunteers, their utilisation of the manual will naturally be combined with supervisor meetings with the Yanapuma staff members.

In order to ensure continuity of Yanapuma's project work, the results of each individual's investigations and development work in the communities, i.e. the results of applying the *Methodology manual* in practice, must be effectively communicated to others in the foundation. To this end, Yanapuma has developed an information strategy, which should be used by those working in a community (see Chapter 3 of this package).

3 YANAPUMA'S INFORMATION STRATEGY

This chapter provides an overview of the structure of Yanapuma's information sources. All who work with the foundation should be familiar with this structure, as all results from Yanapuma's community development work should be documented according to the structure and communicated to the relevant people within Yanapuma. Everyone's use of the same information structure ensures continuity in the development projects and in the foundation in general.

3.1 Forms for communicating results from work in communities

To ensure that the results from applying the *Methodology manual* in practice are recorded in a uniform manner, 3 forms exist: A *Community form*, a *Project form*, and a *Worksheet*. All forms are to be found in *Appendix 3: Forms for communicating results from community work*. Once the forms are completed with all the relevant results, they should be put in Yanapuma's library folders as well as on the Yanapuma server (see the following sections of this chapter).

² Chapter 3 of this package contains a detailed description of Yanapuma's information strategy including the library and the server.

Community form and project form

When completed, the *Community form* and the *Project form* provide important background information on a community and document plans for each of the projects in the community. The completed forms also provide relevant information for interns and volunteers who plan to work in a community and need information on the community and its ongoing projects. Finally, the content of the 2 forms can be used when applying for funds for a specific community or a specific community project. These 2 forms should be completed by Yanapuma's coordinator, project director or other employee familiar with Yanapuma's processes and methods.

The *Community form* provides a clear idea of Yanapuma's mission in a community and presents the foundation's data on the community originating from the general investigations made there. This form contains a general section followed by a 'Fase 1' and 'Fase 2' (Phase 1 and Phase 2) section containing results and outcomes from application of the methods from chapter 1 and 2 of the *Methodology manual*. As mentioned, these first 2 chapters of the manual concern general investigations of a community and hence, a completed *Community form* will provide important background information on the community.

The purpose of the *Project form* is to gather information on a specific community project. This form contains a general section followed by 'Fase 3', 'Fase 4' and 'Fase 5' (Phase 3, 4 and 5), sections containing results and outcomes from application of the methods from chapter 3, 4 and 5 of the *Methodology manual*. These last 3 chapters of the manual concern the planning, execution and evaluation of each specific project in a community and thus, a completed *Project form* will provide important information and eventually the plan for a specific project in a community.

Worksheet

To simplify the process of completing the *Community form* and the *Project form*, each intern and volunteer should fill out a *Worksheet* on the work they carry out in a community or in a specific project. The worksheet should be completed after the intern or volunteer ends his/her stay in the community; however, parts of this form can be filled out during the stay in the community.

The *Worksheet* is also important for any follow-up or future work in a community or in a specific project once the intern or volunteer has left. Additionally, the *Worksheet* may be used as a resource for work in other communities. Therefore, the *Worksheet* should be completed as completely and clearly as possible in accordance with the *Methodology manual*.

3.2 Library

At the Yanapuma office in Quito, there is a big meeting room which also functions as a library. Here, you can find several binders containing information regarding Yanapuma, the communities the foundation works with, and techniques and working

methods (the content of the library binders can also be found on the Yanapuma server, see *Appendix 5: The structure and use of the server*). Currently, the binders are organised into one general binder and a binder for each of the communities that Yanapuma works with. Besides providing Yanapuma representatives with relevant information concerning Yanapuma's development work, the content of the library binders will also be used for writing future donor applications.

The general binder contains general information on Yanapuma (i.e. this *Structure Package*), the *Methodology manual*, the *Community form*, the *Project form*, and the *Worksheet*. The community binders each have two sections:

- General information on the community and the 7 categories Yanapuma focuses on (Yanapuma's 7 axes), i.e. culture, education, health, sanitation, agriculture, sources of income, and environment.
- Information regarding Yanapuma's work in the community, with general background and a timeline of Yanapuma's work, followed by a section on each project completed or in progress in the community.

Additionally, each binder contains an annotated table of contents, outlining each document in the binder. The bold bullet points in the table of contents provide the reader with reasons to read the document beyond the topic of the document, e.g. a document regarding health in the community Búa may also continue useful advice for conducting surveys in Búa generally. This library is important in helping interns, volunteers and employees learn about the communities where Yanapuma works, as well as to understand what work has been done and what work still needs to be done. It also helps Yanapuma to prepare information for potential interns, volunteers and employees as well as potential donors. Furthermore, interns, volunteers and employees may find the general method and information documents in the general binder useful in conducting their work with Yanapuma. For the detailed model for the library binders, see *Appendix 4: Model for library*.

Once you have completed a document related to community or project work, it is important that you add this document to the appropriate binder. In order to do this, you need to print out a copy of your document and add it to the appropriate section of the appropriate binder. Then, add a brief summary of your document to the table of contents and replace (recycle!) the old table of contents with your updated version. If there are techniques or information in your document that might be of general use (comments on conducting a survey, background information on the community, etc.), make sure to add that to your summary in bold.

Each community binder also contains a general timeline of work conducted in the community. When you finish working in a community, add your work to the timeline, print out a new copy (please use both sides of the paper) and discard the out-dated timeline.

3.3 Server

On the Yanapuma server, you can find all the electronic documents produced by the foundation's employees, interns and volunteers. Some examples of the kind of information that can be found in the server folders follow:

- Communities: General and specific information about the different development projects in Yanapuma's communities.
- Monthly news: Information of the monthly progress in the community projects and in Yanapuma in general.
- Goals, definitions and methods: Yanapuma's history, mission and working definitions.
- Library: Among others you can read about Yanapuma's working tools for working with development projects, both developed by Yanapuma employees as well as by outside organisations and researchers.

Please see *Appendix 5: The structure and use of the server* for more specific information about the content of the server folders as well as how to add information to the server.

3.4 Monthly reports

Within Yanapuma, 2 types of reports are written each month in order to update the staff on the progress in Yanapuma: A monthly report of the foundation written by the project staff, and a monthly report of the Spanish school written by the Spanish school coordinator and the teachers. Both reports are put on the Yanapuma server (see *Appendix 5: The structure and use of the server*). For detailed models of the monthly reports, see *Appendix 6: Models for monthly reports*.

The *Foundation report* contains updated information on progress with community projects and other activities, including a general evaluation of progress and a listing of future goals and necessities (long-term and short-term) for projects and other development work. Relevant updates of progress in the communities must be included in the *Community form* and the *Project form*.

The *Spanish School report* contains updates on the experiences (classes, teacher, administration, etc.) of students learning Spanish in the communities and Quito, possible problems to be solved, and progress in developing didactic materials and academic structure. The report concludes with a general evaluation of the progress in the Spanish school and a listing of future goals and necessities (long-term and short-term).

3.5 Newsletter

Once every other month, Yanapuma publishes a newsletter. The purpose of this newsletter is to update interested individuals on Yanapuma's activities and to keep

individuals connected to the foundation's work, the communities Yanapuma works in, and Ecuador in general. This newsletter is important for reaching out to Yanapuma's "extended community".

Each newsletter should contain a section updating constituents on the activities in each community. These updates should include the following information: progress of ongoing projects, new projects, important/interesting meetings, and special events or celebrations. In addition, each newsletter should have one or two more detailed articles discussing a specific project and/or with an interview of an employee, intern or volunteer. Other possible articles could include: highlights on cultural events, interviews with community members, cultural information from Ecuador in general, recipes, activities (things that individuals can do from their home countries with friends-family-organisations), and music/art/film reviews. Finally, each newsletter should contain fundraising activities and options. This could take the form of fundraiser potentials for individuals to organise with their groups in their home countries (universities, churches, etc.) as well as asking for monetary and material donations for specific projects and needs.

Past newsletters are posted on Yanapuma's website, and original electronic copies are available on the server.

3.6 Informing the community

Naturally, the community as well should be informed about the general investigations and the plans for each of the projects in the community. As far as possible, the community should always be involved in the development process; yet, the community members are likely to show a greater interest and participation in the development work if they are informed frequently by the Yanapuma representatives. However, before presenting or discussing a topic with the community members, one should always ask the Yanapuma staff for advice and comments on the specific topic.

Using figure 1 as a base, figure 2 shows all parts of Yanapuma's structure in relation to community development as mentioned in the previous chapters:

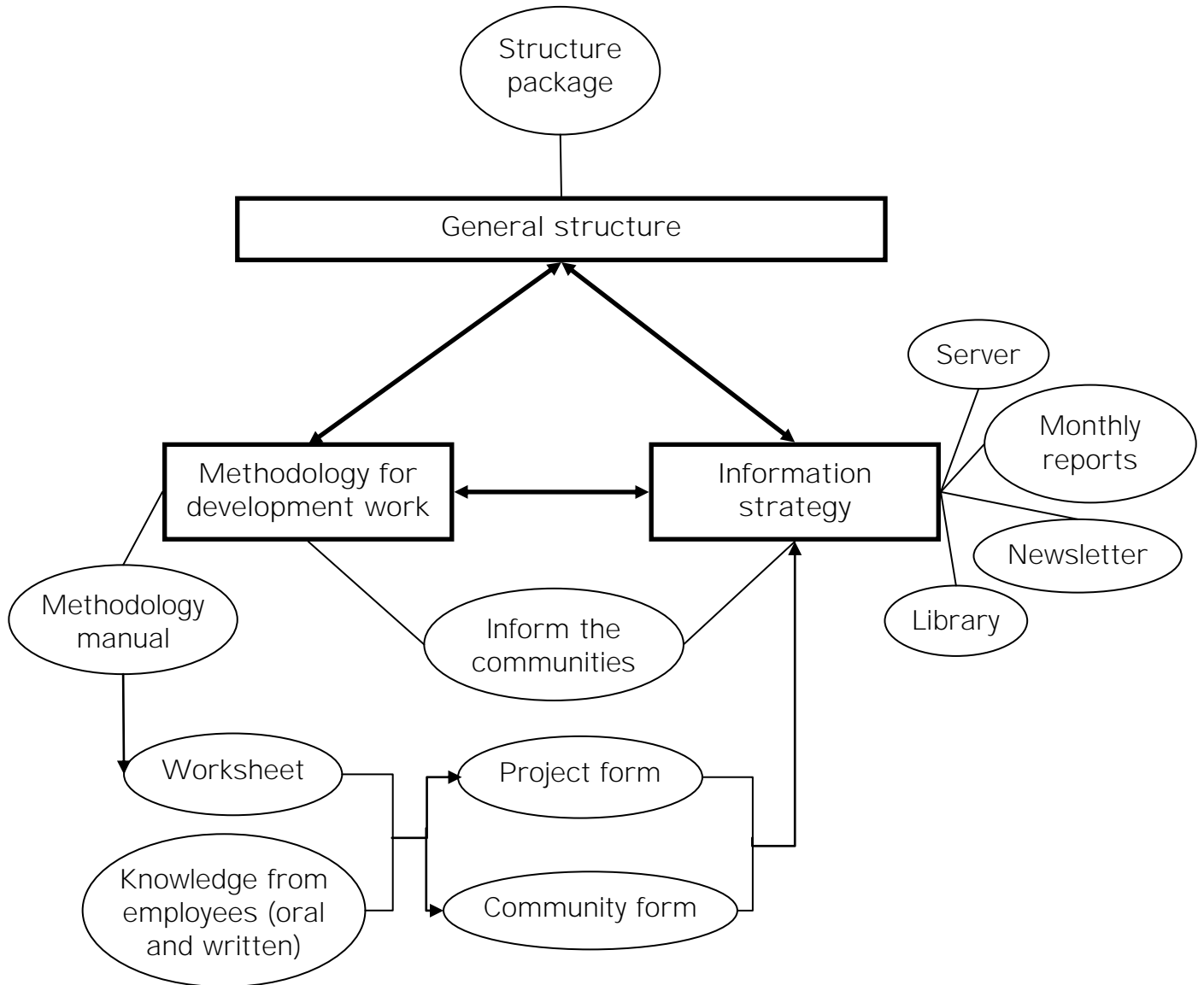


Figure 2: Elaborated diagram of Yanapuma's structure in relation to community development.

APPENDICES

Appendix 1: Agreements

Internship agreement

NB! This is a sample. The actual agreement will be signed in Quito.

Between Yanapuma Foundation and

Start Date:

End Date:

Specific Duties and responsibilities of Internship:

Location of Internship:

Terms of Internship:

Thank you for signing up for an internship with Yanapuma. The purpose of this agreement is **to clarify your responsibilities to Yanapuma, and Yanapuma's responsibilities in supporting you in your internship.** We ask that you carefully read the information below before signing:

Level of Spanish

Interns working in communities are expected to have an intermediate to advanced level of Spanish to be able to communicate well with community members. This level should be achieved either by taking classes prior to arriving in Ecuador and/or by taking classes here with Yanapuma. **If Yanapuma staff believes that an intern's level of Spanish is not sufficient, we may redefine the intern's responsibilities to take this into account.**

Preparation by Yanapuma

Yanapuma will do all we can to prepare interns well for their work, including clearly formulating the internship plan, providing a package of information for new interns to orient them to the philosophy and practice of the Foundation and preparing them to work in a culturally sensitive manner.

Preparation by Intern

Interns are expected to prepare themselves before the start of their internships by reading all relevant materials presented to them and thoroughly acquainting themselves with the principles and prior work of the Foundation. Interns are expected to ask relevant questions to clarify tasks to ensure that they are sufficiently informed about their work, their responsibilities and what is expected during the internship period.

Changes to Internship

Interns may request to change their duties and tasks in discussion with Yanapuma staff. If you feel that you are unable to continue with a particular project or research, please talk with the relevant staff member to discuss your problems and/or to arrange a new project.

(Internship agreement, continued)

Yanapuma may also change the intern's tasks and duties in response to various factors including the intern's preferences, perceived shortcomings of the intern, events in a community or project, specific needs that arise, or a change in the policy of the Foundation. This will of course be discussed with the intern, and alternative tasks and duties will be arranged.

Supervision

Yanapuma will offer regular supervision for each intern on a personal basis. Interns will also work as part of a team and have regular reporting duties that will form the basis for ongoing review of their work. Interns should request additional supervision if they feel it is necessary.

Reporting

The reporting format for each intern will be specific, appropriate to the nature of their work, and according to a schedule and format arranged in collaboration with Yanapuma staff.

Working Hours and Absences

Normal working hours in Quito are from 9:00 AM to 5:00 PM. In communities, working hours must be flexible and may include evening or weekend work. Yanapuma understands that interns and students will want to take advantage of being in Ecuador to travel and explore the country, and is willing to permit sufficient time off to allow this. However, this time off must be planned and communicated to Yanapuma staff in a timely fashion in order **to allow for planning around the intern's absence**. All interns should be aware that it is necessary to stay for a long period of time in a community to successfully carry out most development studies or projects (usually a minimum of 3 months).

Costs

Interns are charged a one-time registration fee of \$75, which goes towards administration costs associated with their internship. Yanapuma also asks interns to contribute to general office expenses when working in the office at the rate of \$15 per month. This is to help cover internet access, printing costs, office supplies, tea and coffee, water, etc.

Complaints

Yanapuma staff is committed to maintaining open lines of communication between all employees and interns and to developing effective and clear communication strategies. If you feel that there is something that you need to change, please speak to Yanapuma staff or bring up the matter in a relevant staff meeting.

Computer/Laptop use

Interns are strongly advised to bring their own laptops to use for their work and internet access, as Yanapuma does not have sufficient machines to offer to all its students. So far, our office has been safe, and laptops can be left in locked desks if you would like. Be aware that there is always a risk of theft or damage; we recommend international insurance against these risks while you are here. Yanapuma assumes no responsibility for any personal items in our offices.

(Internship agreement, continued)

Office

Please be considerate of others when working in the Yanapuma office. We have produced and posted a set of office rules designed to ensure that all staff can get on with their work without undue distraction. Please be sure that you are informed about these norms and put them into practice to ensure a good working environment.

Legal

All volunteers and interns are expected to be working for the exclusive benefit of local communities and the Foundation. Thus, any research performed or information obtained by an intern during his/her work with Yanapuma may not be used for any commercial purposes without the express written permission of Yanapuma and the related community.

We are always excited and eager to work with interns, who represent the Foundation in the communities where we work and offer their time and energy in the development of the Foundation and local communities. We aspire to be an effective force in aiding in the development of small communities, which means maintaining an efficient and well organized staff in our offices and working on different projects in a coordinated manner. Interns are encouraged to always act in ways that promote our aims and help in the process of developing an effective organization with concrete results.

With my signature below, I agree that I have read, understood and agreed to the above. Further, I certify that I have received and understood the Yanapuma Internship Preparation Package and the Yanapuma Structure Package.

Date:

Name of Intern:

Signed:

On behalf of Yanapuma:

Signed:

Volunteer agreement

NB! This is a sample. The actual agreement will be signed in Quito.

Between Yanapuma Foundation and	
Start Date:	End Date:
Specific Duties and responsibilities of Volunteering:	
Location of Volunteering:	
Terms of Volunteering:	
Thank you for signing up for volunteering with Yanapuma. The purpose of this agreement is to clarify your responsibilities to Yanapuma, and Yanapuma's responsibilities in supporting you in your volunteering. We ask that you carefully read the information below before signing:	
<i>Level of Spanish</i>	
Volunteers working in communities are expected to have an appropriate level of Spanish to be able to communicate with community members. This level should be achieved either by taking classes prior to arriving in Ecuador and/or by taking classes here with Yanapuma. If Yanapuma staff believes that a volunteer's level of Spanish is not sufficient, we may redefine the volunteer's responsibilities to take this into account.	
<i>Preparation by Yanapuma</i>	
Yanapuma will do all we can to prepare volunteers well for their work, including clearly formulating the volunteer plan, providing a package of information for new volunteers to orient them to the philosophy and practice of the Foundation and preparing them to work in a culturally sensitive manner.	
<i>Preparation by Volunteer</i>	
Volunteers are expected to prepare themselves before the start of their volunteering by reading all relevant materials presented to them and thoroughly acquainting themselves with the principles and prior work of the Foundation. Volunteers are expected to ask relevant questions to clarify tasks to ensure that they are sufficiently informed about their work, their responsibilities and what is expected during the volunteering period.	

(Volunteer agreement, continued)

Changes to Volunteering

Volunteers may request to change their duties and tasks in discussion with Yanapuma staff. If you feel that you are unable to continue with a particular project, please talk with the relevant staff member to discuss your problems and/or to arrange a new project.

Yanapuma may also change the volunteer's tasks and duties in response to various factors including the volunteer's preferences, perceived shortcomings of the volunteer, events in a community or project, specific needs that arise, or a change in the policy of the Foundation. This will of course be discussed with the volunteer, and alternative tasks and duties will be arranged.

Guidance

Yanapuma will offer suitable guidance for each volunteer in order to arrange their volunteer project. Volunteers may work as part of a team and have regular reporting duties that will form the basis for ongoing review of their work. Volunteers should request additional guidance if they feel it is necessary.

Reporting

Yanapuma requests that each volunteer writes a brief summary of their general experience in a community or project as a guide to future volunteers. To provide information and to aid in future project planning, we may also ask the volunteer to report on specific aspects of their work according to a schedule and format arranged in collaboration with Yanapuma staff. This may also include a worksheet detailing the work they have done.

Working Hours and Absences

In communities, working hours must be flexible and may include evening or weekend work. Yanapuma understands that volunteers and students will want to take advantage of being in Ecuador to travel and explore the country. However, this time off must be planned and communicated to Yanapuma staff in a timely fashion in order to allow for planning around **the volunteer's absence**. All volunteers should be aware that it is necessary to stay for a long period of time in a community to successfully carry out most development work.

Costs

Volunteers are charged a one-time registration fee of \$175 (volunteers in Quito pay only \$75), which goes towards administration costs associated with their volunteering and **ensuring that a viable project or task is ready for volunteer's arrival. If a volunteer is working** in the office in Quito, Yanapuma also asks them to contribute to general office expenses at the rate of \$15 per month. This is to help cover internet access, printing costs, office supplies, tea and coffee, water, etc.

(Volunteer agreement, continued)

Complaints

Yanapuma staff is committed to maintaining open lines of communication between all employees and volunteers and to developing effective and clear communication strategies. If you feel that there is something that you need to change, please speak to Yanapuma staff.

Computer/Laptop use

If working in the office in Quito, volunteers are strongly advised to bring their own laptops to use for their work and internet access, as Yanapuma does not have sufficient machines to offer to all its students. So far, our office has been safe, and laptops can be left in locked desks if you would like. Be aware that there is always a risk of theft or damage; we recommend international insurance against these risks while you are here. Yanapuma assumes no responsibility for any personal items in our offices.

Office

If working at the Yanapuma office, please be considerate of others when working. We have produced and posted a set of office rules designed to ensure that all staff can get on with their work without undue distraction. Please be sure that you are informed about these norms and put them into practice to ensure a good working environment.

Legal

All interns and volunteers are expected to be working for the exclusive benefit of local communities and the Foundation. Thus, any research performed or information obtained by an intern or volunteer during his/her work with Yanapuma may not be used for any commercial purposes without the express written permission of Yanapuma and the related community.

We are always excited and eager to work with volunteers, who represent the Foundation in the communities where we work and offer their time and energy in the development of the Foundation and local communities. We aspire to be an effective force in aiding in the development of small communities, which means maintaining an efficient and well organized staff in our offices and working on different projects in a coordinated manner. Volunteers are encouraged to always act in ways that promote our aims and help in the process of developing an effective organization with concrete results.

With my signature below, I agree that I have read, understood and agreed to the above. Further, I certify that I have received and understood the Yanapuma Volunteer Preparation Package and the Yanapuma Structure Package.

Date:

Name of Volunteer:

Signed:

On behalf of Yanapuma:

Signed:

Appendix 2: Your position in a community as a foreigner

When working in a community as a foreigner, it is important to be aware of your position in relation to the community members. Integrating yourself into the community is a good and important thing, but you should never forget the factors that make you different and how those affect your relationships and work.

Race and nationality

The first thing a community member may notice about you is your race. Many judgments are immediately made based on the colour of your skin: you come from a developed country, you have a certain level of expertise and education, and you are wealthy. Some of these things may not be true in your own country, or may not even be true in Ecuador, but most often they are still assumptions that will be made.

These assumptions affect how your work is perceived in a community, particularly the assumption of expertise. Be aware of what you say or propose and be sure that you have the appropriate background knowledge on the subject. As it is often assumed you have advanced knowledge in what you are doing, your suggestions may not be met with the same scepticism or critical attitude as in previous work you have done. In this situation, it is helpful to gain an understanding of how community members view race. For example, do they place a higher status on whiteness or do they fear it? How do racial dynamics affect their lives in their own community, region or country? How are they affected by other forms of prejudice, classism, regionalism, etc.?

Furthermore, as an outsider from a different country, culture becomes a sensitive issue. Interns and volunteers should consider the following questions, among others: When does development work help to improve quality of life and when can it be damaging to a community's culture? How do you perceive the community members' lifestyle and in what ways do you judge it? How do you affect change as a cultural outsider?

Finally, you are an agent of globalisation. One line of thinking regarding development work is that globalisation is inevitable, so at least sustainable development allows individuals to have control of the process in their own communities. With this in mind, you should be aware of exactly how you are offering better control over globalisation and in what ways you are simply facilitating globalisation, i.e. introducing new products.

Being a development worker

Your role as a development worker also affects your position in the community. Traditionally, development workers have gone into communities to "fix problems" and thus, community members often believe that development workers are coming to "save the community". However, you should see yourself not as an agent of change, but as a facilitator. The most important thing you can do is to share the information

you have and allow community members to make decisions and create change. However, in sharing information, it is important to be careful in the manner in which you present it. First, you should try to avoid biases. In this sense, you should also be aware of how you do your work, being careful not to make promises you cannot fulfil. Even just introducing a topic or asking questions might give the impression that you plan to solve a problem, so make sure you are completely honest regarding your intentions and the possibilities of the future. Furthermore, be honest with yourself in this process. Be realistic regarding what you and the foundation can do so as not to raise expectations, even if at the time you believed your statements were true.

Advice

So how do you overcome these problems? There are several things you can do to avoid the above mentioned situations. The most important thing is awareness. When living and working in a community, you should constantly be aware of the impact of all of your actions and words. Even in casual conversations, you should think about what you are saying, why you are saying it, and what the potential impact of your words could be. Additionally, you should be aware of your own goals and intentions with your work. Ask yourself why you are there, what you are hoping to gain from the experience, and what you are trying to accomplish. Finally, you should be aware of the power dynamics at play, between you and the community, between the community members themselves and between the community members and other individuals as well as how these dynamics affect the work you are trying to do.

Another way of overcoming some of the above listed issues is by relating to community members on an individual basis. Do not allow yourself to represent your whole country, region or culture and do not ask the community members to represent theirs. When asked questions about how things are done or what people think in your country, respond by saying what *you* do or think but explain at the same time that others might disagree. In the same way, you should ask the community members questions about what *they* believe, and not what their people or culture believes.

Finally, do not go into the community solely wanting to teach and help them. Allow the community members to teach and help you, too. Learn how they use certain plants, how they make clothes, and learn about others of their skills you may not have. Make it a mutual relationship and just try to get to know the community members, become a person rather than just a representation of race, nationality and/or development work. All these things will allow you to have a better experience and will allow your work to have a more positive and sustainable impact on the community.

Appendix 3: Forms for communicating results from community work

Community form

Este documento debería ser llenado por el coordinador de Yanapuma o por otro empleado que tiene una buena idea general de que tratan los proyectos de Yanapuma en las comunidades.

La sección 'Fase 1' se relaciona con capítulo 1 del *Manual de metodología*, y la sección 'Fase 2' se relaciona con capítulo 2 del manual. Los dos capítulos del manual tratan de investigaciones generales en una comunidad, y por lo tanto las secciones de este documento son relacionados con los resultados de estas investigaciones generales.

MISIÓN DEL TRABAJO¹

DATOS, PRIORIDADES Y PROYECTOS POTENCIALES²

Fase 1: Primero contacto e investigaciones

¿Qué son los resultados de las primeras investigaciones en la comunidad?

- Por favor, anota (usando los paneles del *Manual de métodos*) los resultados de las investigaciones de los datos generales (sección II de capítulo 1 en el manual)
- Por favor, anota los resultados de las investigaciones por eje (sección III de capítulo 1 en el manual)

¿Qué datos importantes se puede comunicar acerca de la comunidad (personas claves, geografía, composición, nivel de organización de la comunidad)?

¿Ya se ha notado algunos problemas particulares en la comunidad?

¿Ya está la fundación pensando en un cualquier proyecto?

¿Cuál sería el paso siguiente que realizar para llevar adelante el trabajo con esta comunidad?

¹ ¿Cuál es la meta de Yanapuma al trabajar con esta comunidad?

² Resultados de las dos primeras fases del trabajo con la comunidad.

(Community form, continued)

Fase 2: Boceto de proyectos

¿Cuál es el nivel de organización en la comunidad? (sección I de capítulo 2 en el manual)

¿Qué métodos fueron aplicados? (sección II de capítulo 2 en el manual)

¿Cuáles son las necesidades y prioridades que revele el análisis de los resultados de los métodos?³ (sección II de capítulo 2 en el manual)

¿Ya está pensando en un(os) proyecto(s) particular(es)? ¿Para solucionar cual(es) problema(s)?

¿Qué se necesita para desarrollar este proyecto/estos proyectos, es que decir recursos económicos, humanos, competencias específicas, etc.? (sección II de capítulo 2 en el manual)

¿Cuál sería el paso siguiente que realizar para llevar adelante el trabajo/proyecto?

INFORMACIONES RELEVANTES⁴

³ Por favor, junte a este formulario los resultados y su análisis.

⁴ Resultados de las dos primeras fases del trabajo con la comunidad.

Project form

Este documento debería ser llenado por el coordinador de Yanapuma o por otro empleado que tiene una buena idea general de que tratan los proyectos de Yanapuma en las comunidades.

La sección 'Fase 3' se relaciona con capítulo 3 del Manual de metodología, la sección 'Fase 4' se relaciona con capítulo 4 del manual, y la sección 'Fase 5' se relaciona con capítulo 5 del manual. Los tres capítulos del manual tratan del trabajo específico del proyecto específico en la comunidad, y por lo tanto las secciones de este documento son relacionados a los resultados del trabajo del proyecto específico.

Introducción

Misión del proyecto

¿Cómo fue decidido por Yanapuma de empezar con este proyecto?

¿El proyecto necesita/ó fondos? Si la respuesta es positiva: ¿De donde vinieron o donde podemos buscar los fondos?

¿Cómo fue implementado el proyecto? (Enumere paso por paso las actividades, incluso las reuniones, conversaciones, etc., de manera sintética. Los documentos producidos entraran en las siguientes secciones de este documento)

Fase 3: Planificación del proyecto

¿Qué pasos de la planificación fueron cumplidos?¹ (sección II de capítulo 3 en el manual)

¿Han encontrado unos obstáculos en la realización de esta fase? Y si la respuesta es positiva, ¿Tiene unas ideas para superarlos? (sección II de capítulo 3 en el manual)

¿Cuál sería el paso siguiente que realizar para llevar adelante el proyecto? (sección II de capítulo 3 en el manual)

¿Hay unos datos suplementarios acerca de la comunidad (problemas, necesidades)?

¹ Por favor, junto a este formulario los documentos que traducen el resultado del trabajo de planificación con la comunidad.

(Project form, continued)

Fase 4: Ejecución y seguimiento

¿Cómo esta ejecutándose el proyecto? (sección I de capítulo 4 en el manual)

- *¿Produce el proyecto los efectos esperados? ¿Se encuentran unas dificultades en la ejecución?*

¿Quiénes son los comunitarios encargados de la ejecución del proyecto?

¿Fueron producidos informes?² (sección II de capítulo 4 en el manual)

- *¿Financiero? (sección III de capítulo 4 en el manual)*
- *¿Cuantitativo? (sección IV de capítulo 4 en el manual)*

¿Los encargados del seguimiento han comunicado los datos a los demás? (sección V de capítulo 4 en el manual)

¿Cuál sería el paso siguiente que realizar para llevar el proyecto adelante?

¿Hay unos datos suplementarios acerca de la comunidad (problemas, necesidades)?

Fase 5: Evaluación

¿Qué tipo de evaluación esta prevista/ fue realizada?³ (sección II de capítulo 5 en el manual)

¿Quiénes son los comunitarios/miembros de Yanapuma encargados de la evaluación del proyecto?

¿De que fase de evaluación se trata (previa, continua, final)? (sección II de capítulo 5 en el manual)

² Si la respuesta es positiva, junte por favor los informes a este formulario.

³ Por favor, si existen formularios de evaluación, júntelos a este documento.

(Project form, continued)

¿Cuáles son los resultados de la evaluación? ¿Hay que mejorar el proyecto con respecto a los resultados de la evaluación? ¿Cómo? (sección III de capítulo 5 en el manual)

*¿Cuál sería el paso siguiente que realizar para llevar el proyecto adelante?
¿Cuál sería la manera mejora para que los comunitarios puedan seguir con el proyecto ellos mismos en el futuro sin el apoyo de Yanapuma? (sección III de capítulo 5 en el manual)*

¿Hay unos datos suplementarios acerca de la comunidad (problemas, necesidades)? ¿Está pensando en un proyecto nuevo?

Worksheet

Please fill out this form at the end of your work in a community. However, it might be easier to answer these questions or at least keep them in mind while you are completing your work. Please fill out a different form for each type of work you do. This form is a general form for work conducted in all of the 5 phases presented in the *Methodology manual (Manual de metodología)*, so please adapt your answers to the specific phase. This worksheet will contribute to filling in the *Project form* and the *Community form*, so it is better if you can read those documents (to be found in the annexes of the *Structure package*) before going to the community in order to assist you in your answers.

Finally, please fill out this form in Spanish if you can.

Por favor, llene este formulario al final de su trabajo en una comunidad. Posiblemente sería más fácil contestar o por lo menos tener presentes en su mente las preguntas cuando esta realizando su trabajo en la comunidad. Por favor, llena un formulario diferente para cada tipo de trabajo que esta realizando.

Este formulario es un modelo general para restituir los resultados de las 5 fases de trabajo presentadas en el Manual de metodología, entonces tiene que adaptar sus repuestas según la fase. Esta ficha de trabajo será una base para llenar el Formulario de proyecto y el Formulario de comunidad, entonces sería bien si lea esos documentos (se puede encontrarles en los anexos del Paquete de estructura) antes de ir a la comunidad para contestar de manera pertinente.

Por fin, por favor llene esta ficha en español si puede.

What were the goals of the work you completed in the community?

¿Cuáles eran los objetivos de su trabajo en la comunidad?

How did you/Yanapuma establish these goals? (the process to decide the goals of your work)

¿Cómo estableció usted/Yanapuma estos objetivos? (el proceso hasta decidir de trabajar en este sentido)

In what phase was the work with the community before you began?

¿En qué fase se encontraba el trabajo con la comunidad antes que empezara?

How long did you spend conducting your work in the community? Please note how much time was spent in the community and how much time was spent working in Quito or another location.

¿Por cuánto tiempo trabajó en la comunidad? Por favor, anota cuanto tiempo pasó en la comunidad y cuanto tiempo pasó trabajando en Quito u otros lugares.

How did you conduct your work?

¿Cómo realizó su trabajo?

- Who did you work with? (other interns, Yanapuma employees, volunteers, community members, community organisations, etc.)

¿Con quién trabajó? (otros pasantes, empleados de Yanapuma, voluntarios, personas de la comunidad, organizaciones comunitarias, etc.)

(Worksheet, continued)

- Please describe any meetings, conversation, etc. related to your work.
Por favor, describa cualquier reunión, conversación, etc. relacionada con su trabajo.
- What methods did you use to conduct your work?
¿Cuáles métodos usó para realizar su trabajo?
- What materials were required?
¿Cuáles materiales se necesitó?
- Please describe any other information regarding your work that does not fit into the above categories.
Por favor, anota cualquier otra información relacionada con su trabajo y que no entra en las categorías arriba.

What is being done to maintain the work you completed in the community?

¿Qué está realizándose para mantener el trabajo que usted realizó en la comunidad?

- What is the community responsible for in the maintenance of the work? (Who in the community holds these responsibilities? Is there a system of ensuring that these responsibilities are fulfilled?)
¿De qué es responsable la comunidad con respecto al mantenimiento del trabajo? (¿Quién en la comunidad se encarga de estas responsabilidades? ¿Hay algún sistema para asegurar que se cumplan estas responsabilidades?)
- What is Yanapuma doing to maintain the work? Who in Yanapuma holds these responsibilities?
¿Qué está haciendo Yanapuma para mantener el trabajo? ¿Quién de Yanapuma se encarga de estas responsabilidades?
- Are there any other stakeholders involved in the maintenance of the work? What needs to be done to ensure that they fulfill their responsibilities?
¿Hay otros actores involucrados en el mantenimiento de este trabajo? ¿Qué se debe hacer para asegurar que van a cumplir sus responsabilidades?

What still needs to be done?

¿Qué se queda para hacer?

- What follow-up needs to be done beyond the maintenance of the work?
¿Qué son las necesidades siguientes para llevar adelante el trabajo?
- What future projects are necessary or recommended?
¿Qué proyectos futuros parecen necesarios o recomendables?

Please attach all background information and supporting documents related to your work.

Por favor, adjunte toda la información y los documentos relacionados con su trabajo.

Appendix 4: Model for library

GENERAL INFORMATION & RESEARCH

Results from the *Community form*

History/ Political Structures

Culture: Religion, Customs, Social Values, etc

Health & Sanitation

Education

Environment & Agriculture

Sources of Income

YANAPUMA'S PROJECT WORK IN THE COMMUNITY

Projects (results from the *Project form*, *Worksheet* and other relevant information)

Project 1

Project 2

Appendix 5: The structure and use of the server

Where to find information

Yanapuma

In general, when a person starts working with a foundation, everything is new and unknown, and it is difficult to understand the goals, the structure and the way the foundation works. In this situation, 2 folders on the server are useful (Spanish names are mentioned in the brackets as the server folders have been given Spanish names):

Goals, definitions and methods (Metas, definiciones y métodos): This folder contains information on Yanapuma's history, working definitions, and working methods. That is, you can find information on Yanapuma's goals, how the foundation initiated, and how it has evolved since then. Furthermore, the folders contain information on Yanapuma's working definitions and working methods in relation to its development work in the communities.

Monthly news (Noticias mensuales): This folder is divided into the 2 subfolders 'Monthly reports' (Reportes mensuales) and 'Newsletters' (Boletines de noticias). Thus, this folder contains current information on Yanapuma's work in the communities, the foundation's representatives (employees, interns and volunteers) and their respective activities.

Communities

For each of the communities that Yanapuma works with, a community folder exists (to be found under 'Comunidades y proyectos' / 'Comunidades'). Each community folder contains 3 subfolders:

General information (Información general): This subfolder contains information about the political situation concerning the community, the community members' livelihood, the municipality etc.

Information by axis (Información por eje): This subfolder includes more specific and detailed data on Yanapuma's 7 axes for community development (for more details on the axes, see the section on the foundation's mission and working definitions, Chapter 2).

Projects (Proyectos): This subfolder provides information on the work carried out in the different community projects.

Working tools

All of the working tools used by Yanapuma can be found in the folder 'Library' (Biblioteca). This folder is divided further into 2 subfolders:

External information and working tools (Información y herramientas exteriores): In this subfolder you can find a lot of documents of relevance to Yanapuma's development work. These documents have all been developed by outside organisations, researchers, etc. and provide information on legalisation, government programmes, United Nations, manuals for project development, etc.

Internal working tools (Herramientas internas): Since Yanapuma initiated its work with communities, the foundation's representatives have developed several working tools for carrying out development work which are to be found in this subfolder. These documents have either been developed from the representatives' experience with community development or by using the theory from exterior documents.

Adding documents to the server folders

In order to facilitate the search for information, it is necessary to have a fixed method for adding the documents concerning Yanapuma's work. First, it is essential to know how to name a document and second, it is important to have a determined structure for adding new documents to the server folder:

How to name the documents

The method for naming a document is as follows: yymmdd_title. By putting the year, month and date first, it becomes easy to see what documents are the newest, and by writing a clear title for the document anyone can see what the contents of the document are. An example:

071018_Opening of the ecological toilets in Bua

Employees

In order to keep the structure of the server folders and in order to facilitate the communication and search for information, all Yanapuma employees should know the server structure and use the specific folders as intended (according to the explanation above and figure 3). Furthermore, all employees must follow the above mentioned method for naming a document.

Interns and volunteers

All interns and volunteers will be given a personal subfolder in the folder 'Interns and volunteers' (Pasantes y voluntarios) to store the documents they write during their stay with Yanapuma. Those of the documents that are of relevance to the community development, specific community projects or Yanapuma in general should be put in the subfolder 'Drop box'. A Yanapuma employee with a good overview of the server structure will then look through the documents in this subfolder in order to decide where they should be put on the server. This method is to assure that the structure of the server folders is kept.

Figure 3 provides a visual overview of the part of the Yanapuma server related to the work of the foundation.

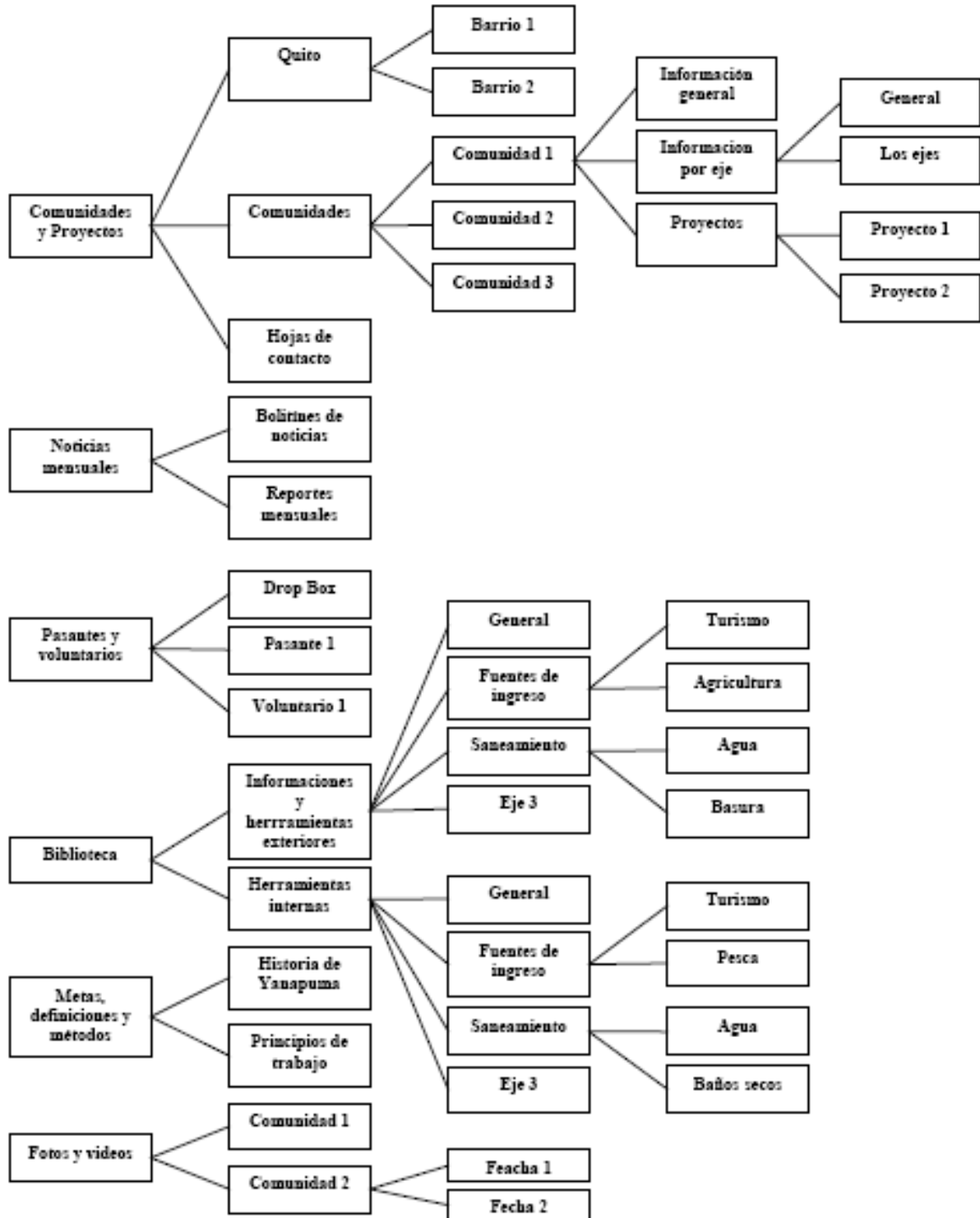


Figure 3: The structure of the server folders.

Appendix 6: Models for monthly reports

Foundation

COMUNIDAD: NOMBRE DE LA COMUNIDAD

Progreso en la comunidad

Información sobre los proyectos

Proyecto #1: Nombre del proyecto (por ejemplo Baños secos)

Trabajo de voluntarios

Colaboración de la comunidad

Reuniones

Colaboración con otras organizaciones

Evaluación: Obstáculos y soluciones posibles

Evaluación: Proyectos cumplidos

Proyecto #2: Nombre del proyecto (por ejemplo Basura)

Trabajo de voluntarios

Colaboración de la comunidad

Reuniones

Colaboración con otras organizaciones

Evaluación: Obstáculos y soluciones posibles

Evaluación: Proyectos cumplidos

Evaluación general del progreso en la comunidad

Metas y necesidades generales para el futuro

Eventos especiales, celebraciones, acontecimientos

Nombre del evento, celebración, acontecimiento

COMUNIDAD: NOMBRE DE LA COMUNIDAD

Etc.

Spanish school

RESULTADOS DE LAS ENCUESTAS

General (mensual y trimestral)

Resultados de las encuestas mensuales

Tabla con resumen de los resultados

Estudiantes insatisfechos

Resultados de las encuestas trimestrales

Comentarios específicos de clases en Quito (mensual)

Comentarios específicos de clases en comunidades (mensual)

Comentarios específicos del programa de inmersión (mensual)

Problemas a solucionar y cambios necesarios (mensual y trimestral)

PROGRESO Y CAMBIOS EN MATERIALES DIDÁCTICOS Y ESTRUCTURA ACADÉMICA

Libro

Reuniones

Actividades

METAS ALCANZADAS

METAS Y NECESIDADES GENERALES PARA EL FUTURO

Corto plazo

Largo plazo

EVALUACIÓN GENERAL DEL PROGRESO EN LA ESCUELA ESPAÑOL