

Annual Report 2016

Introduction by the Executive Director

In September of 2016 Fundación Yanapuma celebrated our 10th birthday. It was in September of 2006 that we first moved in to our offices in the Mariscal district of Quito in a historic building owned by the family of Ecuador's greatest artist Oswaldo Guayasamin.

It was not until January of 2007 that we actually received the papers from the Ministerio de Bienestar Social, legalizing Yanapuma as a non-profit NGO.



Staff in Quito celebrate the end of year holidays

Our growth over the ensuing years was fairly constant although the first two or three years were filled with a lot of hard work and very little financial reward. The founders of Yanapuma struggled on the princely sum of \$175 per month for the first two years, raising it to \$210 with trepidation, and then gradually raising it to a livable wage over the next few years.

The Spanish school grew from an average of around 5 students per week over the whole year in 2007 up to around 25 students per week on average in 2012, with a variation from about 10 in the low season up to 40 in the high season.

Since then we have seen a steady decline in student numbers each year as tourism and study patterns have shifted. All the schools that form part of the Ecuadorian Association of Spanish Language Centers (AEECE) report a similar story and some non-member schools have closed as a result.

However, in 2013 Yanapuma opened a new school in the city of Cuenca in the south of Ecuador. This has proved a popular location for students to learn Spanish, and has attracted a fairly large number of older students, both those who are retired residents of Cuenca and those coming for a few weeks to explore the possibilities of retiring there. Meanwhile, the school in Quito has shrunk considerably with an average throughout the year of only around 8 students in 2016.

A second challenge in 2016 came in the form of the fallout from the Brexit decision, with the pound sterling falling by around 20%. With some of our programs quoted in pounds,



these became completely un-profitable. Fortunately we were able to buy dollars ahead of time that were sufficient to last us until almost the end of the year before having to change any pounds to dollars, which mitigated the effect to some degree.

But we wait with apprehension to see what will happen in 2017 to the pound.

Part of our response has been to focus on the development our own travel agency – True Ecuador Travel – dedicated to developing programs of educational travel with universities, high schools, other organizations as well as individual clients. Thus the Spanish school becomes part of a wider set of activities for visitors, including volunteering, with



Staff in Cuenca celebrate the end of year holidays

programs of Study Abroad, Service Learning and Global Citizenship.

At the end of 2016 we are pleased to affirm that the travel agency is beginning to generate inquiries and activity that feeds into our “social enterprise” model, allowing us to continue to fund the sustainable development projects that we carry out.

However, it has to be mentioned that due to the above factors, 2016 was the first year that Yanapuma did not make an operating profit, aside from the first couple of years when we struggled to launch ourselves. We had developed a reserve to cover such an eventuality and were able to draw on it during the year. As the foundation, the Spanish schools and the travel agency function financially as independent entities, and our financial year ends on December 31, it will be a couple of months before we can precisely state the financial situation.

Another exciting development over 2016 has been to work towards launching programs in Peru which you can read more about later on.

In summary, we were happy to celebrate our tenth anniversary this past September, and recognize that the past ten years have been a huge learning experience for us. We began the foundation with little to no previous experience in this area, simultaneously developing a Spanish school, volunteering programs, and then a travel agency. We have survived and even have modestly prospered, being able to co-fund development projects which you can read about in the relevant chapter below.



We look forward to the challenges of 2017 and beyond with a confidence that comes from our ten years of experience and the learning that has taken place. Our network of connections both within Ecuador and internationally continues to grow, helping us to fulfill our mission of promoting sustainable development in indigenous and marginalized communities in Ecuador.

Finally, we are grateful to all those who have supported us over the past ten years and to one extent or another have joined us on this journey to where we are now.

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Andrew Kirby

Director Ejecutivo



Structure of the organization

During 2016 Fundación Yanapuma maintained the same structure and organization as in previous years. Fundación Yanapuma is a registered Ecuadorian non-profit NGO under the Ministerio de Inclusión Económico y Social. As such we are not permitted to generate our own sources of income as a non-profit. It was for that reason that we were obliged to separate the Spanish schools from the foundation and run them as a business which then pays the overheads for the foundation. This arrangement now includes True Ecuador Travel as well, as a limited company and travel agency registered with the Ministerio de Turismo.

Additionally, Yanapuma Foundation as a separate registered charity in Scotland has continued to provide funding and resources to Yanapuma in Ecuador, principally through receiving funds into its UK bank account from volunteer groups and donations to disperse to Ecuador for project work.

The two foundations are entirely separate, and Yanapuma Foundation of Scotland files its own documents and reports under the Office of the Scottish Charity Regulator for approval on an annual basis. Up-to-date information can be viewed online here: <http://www.oscr.org.uk/charities/search-scottish-charity-register/charity-details?number=SC040519#results>



Yanapuma Spanish School

The Spanish schools in Quito and Cuenca form a vital part of the organization, bringing students from many countries to Ecuador to study Spanish as well as get involved in the activities of the foundation as volunteers or interns. While in past years the Spanish schools have generated surplus income for the foundation's projects, 2016 has been the first year in which the Spanish schools have not made money. Student numbers have dropped considerably this year. We have reduced the number of teachers in Quito correspondingly, while in Cuenca we have managed to keep our teachers fairly busy, at times even having to send teachers from Quito to Cuenca to cover the number of students there.

In Quito we have not had a dedicated school administrator due to the low numbers of students, sharing the responsibilities instead between the staff. In Cuenca we

have had a half-time coordinator, Linda Santini from the US, while Carina Nicolalde, our administrator has taught half time, or more in peak periods.

Our student population has been increasingly mixed in 2016 with children as young as 4 years old taking classes and adults up into their 70's.



A good number of these have combined their regular study in Quito or Cuenca with one or more of our "Study and Travel" programs, traveling with a teacher around Ecuador and learning Spanish as they go. So although we have received fewer students, they have generally participated in more varied programs with us.

As we have branched out with the travel agency and developed more volunteer oriented programs the Spanish school has become a relatively minor contributor to the overall income of the organization. When we first started it



A small group class in Quito

represented 100% of our income, but in 2016 we estimate that it has been around 25%.

A positive factor during this past year has been an increase in the number of online classes that we give. Students take classes from all over the world. The principal countries and regions are North America, Northern Europe, and Korea, with one or two from Australia and other Asian countries. The number of classes is fairly steady over the course of the year only dipping slightly in the summer as students go on holiday or follow other summer activities.

In 2017 we will focus on promoting the Spanish school as part of a broader strategy that includes Study Abroad, Gap Year, Service Learning, volunteering and other study and travel programs.

As a first step in that direction we attended the NAFSA conference in April in Denver, USA as part of a delegation representing the AECEE – the association of Spanish

language schools that Yanapuma is part of. There we were able to present the many options that we offer for study abroad programs featuring Spanish classes, internships, and travel around Ecuador.



In April a visit to Peru to scout out communities and projects for volunteer groups also led to a partnership with a new Spanish school in Cusco. Of all the schools visited it was the only one that has developed the same methodology as we have, and we are excited to start promoting the same programs for students in Cusco, a charming and historic city in the Peruvian Andes.

Volunteer Department

Our volunteer department was relatively busy in 2016 with groups from the UK, US, and Canada, as well as individual volunteers and interns from all over the world. While we have seen fewer backpackers arriving in Ecuador and thus fewer Spanish students, the number of volunteers has remained quite steady.

In August Maria José Arellana took over the volunteer department. She had led a number of volunteer groups over the previous year, and on graduating from Universidad Central del Ecuador with a degree in anthropology she was ready to launch in to reorganizing and updating the volunteer department.



Among the volunteer groups that arrived in 2015 were the following:

The Leap - UK (4 groups)

Sotogrande International School - Spain (1 group)

Outlook Expeditions – UK (7 groups)

Vanderbilt University – US (1 group)

Colège Edouard Montpetit – Canada (1 group)

Pacific Discovery – New Zealand/US (2 groups)

Harvard Forum on International Development (1 group)

KulturLife – Germany (6 individual volunteers on the Weltwärts program)

Thinking Beyond Borders, who have sent us groups for the past 8 years, reorganized their round-the-world program this



Volunteers dress in local Otavaleño style while working in Agato community



Volunteering in Agato community

year, and unfortunately have not been able to continue their work with the Tsa'chila culture in reforestation. However, the Leap groups were mainly involved in planting out trees in the Tsa'chila communities as part of our "edible forest" program that you can read about under the foundation chapter below.

Another change was that we began to work with a new community in the Andes, close to Otavalo called Agato. Maria José has had extensive contact with this community as part of her studies and so it was an easy decision to begin sending groups there. As has happened to us in the past, the community of Chilcapamba reached a point of saturation where the groups became more important for the money that we paid for food and lodging rather than for the work that they could do for the community. Thus we decided it was time to move on.



The vegetable gardens at INEPE school

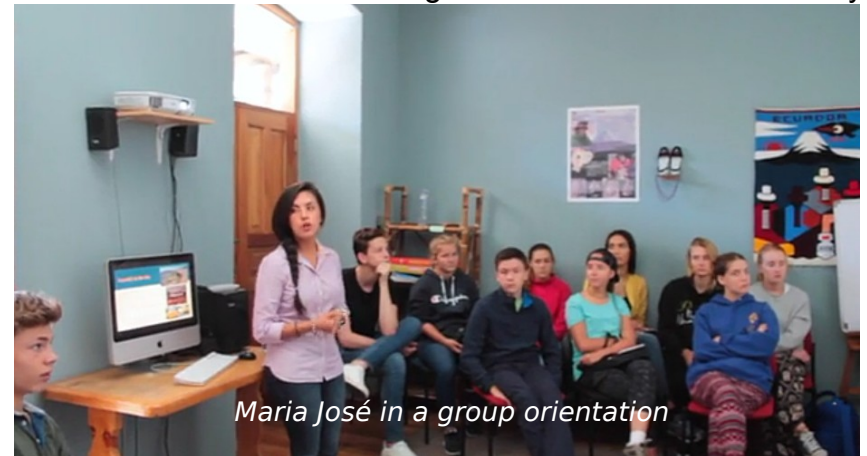
Groups also visited the Galapagos Islands to work on the Hacienda Tranquila project on the island of San Cristóbal. This is focused on conserving the delicate ecosystems of the island by removing invasive species which is a rather never-ending process. The local tortoises depend on the native plants for their sustenance and as these get displaced by the invading species their food source diminishes to the point where they cannot find enough to eat.

During the course of the year, under Maria Josés guidance we removed some of the projects that we have been collaborating with previously and added one or two new ones. Changes of personnel and other factors can radically change how a project or community responds to the presence of volunteers, and we need to maintain contact

with them to ensure that our volunteers will have the kind of experience that we offered to them.

We received a group from the Sotogrande International School in Spain during July. The group of 17 students along with 3 teachers spent 15 days at the cultural center in Bua where they constructed a new building as part of the new museum that they are creating there. They also did creative activities with the children in the Abraham Calazacon school which were much appreciated and produced great results. The group also visited Estero de Plátano where they met the scholarship recipients and spent a couple of days exploring this unique environment.

We are always pleased to receive a group from the Colège Edouard Montpetit from Quebec in Canada. This year was the 5th year that they have returned to work with the Tsa'chila cacao growers of Bua. Their presence has always acted as a spur to the cacaoteros, encouraging them to press forward with their project to improve the quality and yield of their cacao. In addition to working on some of the farms they



Maria José in a group orientation



group brings a donation of \$1000 for materials and supplies for their work.

Once again in January of 2016 we received a group from Harvard University – The Harvard Forum on International Development (HFID). The 6 volunteers from various disciplines spent two weeks in the Tsa'chila comuna of El Poste working with the cacaoteros, and contributed with a donation of \$200 for fertilizers and other materials.



Johnathan Martin

As in previous years we received two interns from Union College in New York (Zibusiso Dhlamini and Jonathan Martin) to spend 9 months in Estero de Plátano starting in

August. They work with the scholarship recipients to



Sotogrande volunteers constructing a cabaña with the Tsa'chila

encourage them in their studies and keep them on track as well as coordinating with other groups in the community to promote sustainable development. This is a huge challenge in Estero de Plátano as the culture is very laid-back, passive, and lacking in organizational skills which makes getting anything done very frustrating.

Later in the year we learned that this is the last year that Union College will be sending interns to Estero de Plátano.



The women of Estero de Plátano

It has been a struggle to maintain the funding for this program both for Union College and for Yanapuma who have contributed to the upkeep for the pair during their sojourn in Estero.



To replace them we have begun a process with the German organization KulturLife who send us volunteers for a whole year on the program funded by the German government called “Weltwärts.” The budget for these volunteers is very low, but their presence for a whole year will be an immense help to the community, the scholarship recipients and the local school.

The volunteer groups and individual volunteers who offer their time to volunteer with Yanapuma provide a vital contribution to the work of the foundation, as well as providing some income that allows us to continue our work. Having witnessed an increase in volunteer activity we decided that we should work towards increasing the linkage and collaboration between the volunteers and the work of the foundation and make the volunteers’ contributions as meaningful as possible in the context of the projects that we carry out.

Another exciting development for volunteers has been the designing of a program in Peru. The program will launch in 2017, and work with indigenous groups in various parts of Peru including Colca Canyon, Lake Titicaca and the Sacred Valley.

True Ecuador Travel

True Ecuador Travel was set up in 2015, but development really got under way in 2016, although not to the extent we would have liked due to a shortage of staff.

However, during the course of the year we constructed the website and uploaded lots of information, gathering details



from providers around the country of their offerings – hotels, lodges, adventure programs, et cetera.

Towards the end of 2016 we began to create our own Galapagos land-based programs. We have offered these for several years through an agency in the Galapagos, but finally realized that we could offer the same level of service with better prices by managing the entire process ourselves.





We created 8 programs, from 5 to 10 days in length that explore various facets of the Galapagos with whole-day and half-day excursions. These programs were ready to launch for 2017.

In addition, we began making plans for expanding our reach into the educational travel market via universities, alumni travel and other organizations, and will be attending the Forum on Education Abroad conference at the end of March 2017. We became FEA members at the end of 2016.

Through our extensive contacts with indigenous and marginalized communities as well as grass-roots organizations, we are well placed to be able to arrange all kinds of educational travel programs in Ecuador.

True Ecuador Travel fits very comfortably into the range of activities that we already carry out, with Spanish students and volunteers interested in further travel plans, and universities and international organizations seeking programs for their clients in Ecuador.

Yanapuma Foundation

During 2016, the work of the foundation was focused primarily on the 4th year of the project co-funded by the Inter American Foundation (IAF). The three axes of this project are to improve cacao production for farmers of the Tsa'chila culture, teach families how to grow vegetables to include in their diet, and offer nutritional education. Added to this focus are projects connected with developing micro-enterprises for the cultural centers and groups, reforestation both as



protection of the water courses and soils and the provision of sources of improved nutrition, and scholarships for youth to finish their high-school education.

In the second half of the year the project ran into financing difficulties as the IAF had not responded to our requests for an adjustment to the budget of the project due to the various changes that had taken place during the previous 3 years. Yanapuma continued to fund the project on our own up until the point that we could not put in any more funds at all.

At that point the field team reduced their activity to just two days a week, and that situation has persisted until the end of the year as we continue to wait for the IAF to process all the

paperwork and approve our budget readjustment in order to finish off the project.

As we had not spent all the funds before the official end of the project on 11 July 2016, the end date has now been extended to 11 July of 2017, although we doubt there will be sufficient funding to last that long. Once we receive the final disbursement from the IAF we will be able to plan the remainder of the program.

We were delighted to receive additional funding for the project with the Tsa'chila from the Alan and Nesta Ferguson Charitable Trust. They had awarded us a grant four years ago for working on vegetable gardens and nutrition



A vegetable garden for a Tsa'chila family

education with the Tsa'chila and it was this project that planted the seed for future development of the vegetable growing that we have done over the following years. With the new award of £10,000 we will be able to continue funding the program as the funding from the IAF begins to run out.



A Tsa'chila elder

Vegetable production and the “Edible Forest”

During 2016, as part of the IAF project, we continued with the theme of creating and teaching beneficiaries how to maintain vegetable gardens in the Tsa'chila comunas of Bua, El Poste, Peripa and Los Naranjos. The work was supervised by Janeth Llanos who has been working on the IAF project since the start and lives in Santo Domingo. She has considerable experience now working with the Tsa'chila and in her visits to each family accompanied by our Tsa'chila nutritionist Cristina Calazacón, she has gained acceptance for her dedication and ability to teach these valuable skills.

Up until the middle of the year we have 60 families participating, producing tomatoes, cucumbers, peppers, aubergines, spinach, lettuce, parsley, cilantro, cabbages

carrots and more. When the project funding ran out and Janeth and Cristina could only work two days per week, they focused on maintaining contact with the newest beneficiaries and those who tended to need most help.

An increasing number of the families are now independent and fully able to maintain their vegetable gardens, having mastered the ability to save their own seeds and produce compost from kitchen scraps and other organic material. We hope to have a significant number totally independent by the end of the project to create the critical mass for the vegetable gardens to become self-sustaining throughout these comunas.

In the humid tropical climate of Santo Domingo the plots have been plagued from the start though by pests, especially ants, which abound in the rainforest and are constantly cutting off the best and most tender leaves to take back to their colonies. However, Janeth has worked



with the most successful families to develop natural methods of keeping the pests under control and passing this knowledge on to the other families involved. Ants also made it impossible to produce compost using worms as these are a great delicacy for them. For that reason we switched to producing compost from vegetable scraps and other organic materials.

During the year we continued our reforestation efforts through our analog or “edible forest” program. The idea behind the edible forest is to reforest, largely with native species, but also with other introduced species that have particular use for human beings. Thus we can re-create some of the original forest of the region while ensuring that there will always be a supply of nutritious foods that is available year-round. In addition of course this will encourage greater biodiversity and the return of some of the species that have been pushed out of the region through increased agricultural land use.

During the year we asked the members of the nursery group at the Shinopi Bolón Cultural Center to produce 6000 saplings for us to plant out with the help of volunteers. As part of our help for the nursery we made them a loan to purchase an electric pump with which to water the plants more efficiently. They were spending a great deal of time hauling water in buckets from the river which was a lot of work in relation to the final income generated.

We were able to count on the additional help of Hallel Elnir, an intern from the Hebrew University of Jerusalem. He



spent 5 months living with the Tsa'chila and working to help them develop the nursery and learn the necessary skills to manage and administer such a mirco-enterprise.

During his time spent with the Tsa'chila he was able to learn with first hand experience about the challenges of promoting successful sustainable development. We are grateful for his contribution to our work.

Nutritional and diet education with the Tsa'chila



Our Tsa'chila nutritional expert, Cristina Calazacón, worked alongside Janeth Llanos during the year, helping the families with vegetable plots to learn how to

incorporate the vegetables into their daily diet. While this has been a struggle for a few families, the vast majority have reacted very positively, welcoming the additional foods into their daily diet. The traditional Tsa'chila fare has become very restricted flavor-wise and nutritionally over the past decades, with a focus on starch such as white rice, noodles, yucca and plantain, with little protein and almost no vegetables or flavoring. So new additions to their diet have generally been welcomed and some beneficiaries have even noted that their families seem more resistant and healthy.

One of the great advantages for Cristina is that she can teach them in their native language, Tsa'fiki. Although all of

those under 50 or 60 years old speak Spanish, the older persons still understand things better in their native language. Spanish words are introduced to fill in for words and concepts that do not exist in Tsa'fiki.

Up until the middle of the year Cristina was carrying out regular visits to Tsa'chila households to work on promoting sound nutrition and diet. For the second half of the year she was restricted to just visiting those newer beneficiaries and those viewed to be a little more hesitant or vulnerable to giving up.

Cacao production with the Tsa'chila

During 2016, cacao trees in many areas of Ecuador were badly affected by a fungus disease called "monilla." This causes the fruits to rot, rendering them unharvestable. Monilla is a regular part of the experience of cacao growers,





however this year its presence has been much stronger and quite devastating. As a result many of the Tsa'chila farmers have lost faith in cacao as a productive crop. Some have torn out their plants as they need to make payments for one reason or another and so were forced to sow a different and short-term crop such as maize or yucca to generate income.

One of the suspected reasons for the explosive spread of monilla is a change in the climate with 2016 being more humid and slightly cooler than normal at certain periods of the year when it is usually drier and warmer. The local ministry of agriculture is working to come up with a response, but so far there is no miracle remedy.

Thus we are prepared for a huge challenge in 2017 in the area of cacao.

We have suggested to Rafael and Wilson that they consider alternative strategies. Up until now we have focused on having them become experts in the production of high quality cacao, but perhaps they should branch out into other agricultural products as a means of creating a broader strategy for improving income through agriculture.

One additional activity for Wilson and Rafael has been to continue their high school studies at the weekend so they can finally graduate from high school. That is on top of the visits they have made to other cacao-growing associations to learn about their methods and procedures as part of their own professional development. This kind of networking is invaluable as they move towards creating the association and organizing the sale of Tsa'chila cacao.

The IAF Project Summary

At the close of 2016 we were finishing the 9th semester of the project co-funded with the Inter American Foundation. Up until July 2016, the end of the 8th semester, we produced the following table to show the relative investment in the project to date:

Contributor	Total Pledged	Spent So Far
Fundacion Inter Americana	\$211,350.00	\$162,235.00
Fundacion Yanapuma	\$101,400.00	\$105,359.00
	\$312,750.00	\$267,594.00

The table above shows the total investment made over four years of this four-year project with the percentages that the FIA and Yanapuma respectively have made.

Once the final funding for the project is approved and as the project moves into its final phase in 2017 we will continue to encourage the independence of our field staff so that they develop the necessary skills to be able to continue in the future without Yanapuma's support.

We will of course continue to support them over any transition period. At the start of 2017 we will begin to plan ahead and decide what our strategy will be as a foundation in the following years. We are grateful to the Inter American Foundation for the opportunity that we have had to develop a project over a 4-year timespan, and maintain our commitment to helping the Tsa'chila to adapt to a new set of circumstances as a culture.

Scholarships in Bua

In 2014 we began to offer two scholarships to youth to finish high school, an extension of the project we have been running in Estero de Plátano for several years. The funding was provided by the Colège Edouard Montpetit of Canada, who have been working with the cacao producers of Bua for the past 7 years. The school year in Santo Domingo runs from March to January. The two recipients of the scholarships will be graduating in February 2017. We are now looking at how we can help them to continue on to university in Santo Domingo to further improve the educational level of the Tsa'chila culture.

We were delighted to receive the news that we could add a third scholarship starting next academic year for a new student in Bua. This will be sponsored by the Spanish NGO Kindred Spirit. This is the non-profit arm of Sotogrande International School, an organization that Yanapuma has been involved with in previous years. One slight complication though is that the Ecuadorian government announced that they would be converting the school in Bua to one of its “escuelas del millenio,” a radical overhaul that will see it reconstructed and expanded to cater for all levels from first grade up until the end of high school. Although we do not know yet when the school will be opened, we have begun to focus more on seeing how we can help those who do graduate to attend university as the next step in their education.



Scholarships in Estero de Plátano

We were fortunate in 2016 to continue with the aid of two interns from Union College, New York, Gerardo Reyes and Lacey Reimer. Their stint in Estero de Plátano ended at the end of April, and they were replaced in late July by new interns from Union College, Zibusiso Dhlamani and Jonathan Martin.

We were able to sponsor 8 children over the course of the year due to the fact that the number of Spanish students paying the \$25 registration fee has declined considerably.



These scholarships are worth \$340 per academic year, and are funded by a combination of the \$25 registration fee and our annual Christmas fundraiser. Most of the funds go towards transport costs, getting them from the community to the towns where their colleges are situated.

One of our ongoing challenges in Estero de Plátano is to help the community to create sustainable sources of income



Volunteers working in Agato

for the graduates. As tourism is beginning to develop there this becomes a possibility. However, to date there are not any options, so graduates begin to look at moving away from their community in order to be able to earn some money. With the help of the Union College interns we have been seeking ways to develop initiatives and opportunities that will provide an income in Estero de Plátano itself. As Zi and Johnny have learned, it would be so easy for us to go in and create the businesses and make it work, but getting the residents of Estero de Plátano to that stage is a much harder task.

Agato community developments

Introduced to us by our volunteer coordinator Maria José Arellano, the community of Agato has proven to be an excellent location to send volunteer groups to contribute to the development of the community. It is a community that has maintained much of its traditional way of life, although the impetus for working with Yanapuma has been the realization that the traditions are beginning to fade and



Equine therapy on the Galapagos Islands

youth are turning away from their culture. The development of community tourism is a means of highlighting the importance of their traditional culture and maintaining it as a means of attracting tourists. Our groups got plenty of opportunity to learn about the culture and the community during their stay there.



Hacienda Tranquila – Conservation on the Galapagos

As in previous years we were happy to continue supporting the work of Hacienda Tranquila on the Galapagos Islands during 2016. We were able to send a number of volunteer groups and individuals to work on conservation projects and sustainable agriculture.

Principally the work involves uprooting and eradicating invasive species of plants that replace tradition food supplies for the endemic fauna such as the giant tortoises. It is an endless job and one we are happy to continue supporting in the future. In addition the volunteers get the chance to take part in horse therapy with children with learning difficulties from the local community. This makes a welcome break on some days from the back-breaking work of rooting out the invading plants.

Donations and project funding in 2016

Our annual Christmas fundraiser at the end of 2015 raised a total of \$4617.96 for our scholarship fund up to the time of completing this report. That sum includes \$215.00 donated by Yanapuma staff. One hundred percent of these small funds goes directly to the project cost.

Conclusion

This past year has been very challenging on a number of fronts throughout the whole organization. This is true of the foundation as well as we have struggled to maintain funding for the project with the Tsa'chila in view of the IAF's slow response to approving the final disbursement of funds for the project.

As a social enterprise those of us who direct the whole organization wear multiple hats and are always stretched, and we struggle to cover the range of responsibilities that we have. So often the foundation tends to be at the end of the queue for attention. If we had a full-time director of projects the situation would be different, but so far we have been unable to fund such a position, preferring instead to put the limited funds we do have directly into the project work that we do.

When the schools started to slow down a couple of years back we took the decision to reduce teaching staff accordingly rather than try to support extra staff without the income to justify them. In retrospect that has been the right decision, and we have noted that other schools in our association continued to pay teachers who were not fully occupied in the hope that things would soon turn up again.

Our prognostication is that the market will not return to where it was before. The backpacker boom is over and many youth, especially from Europe, head over to Asia now where more English is spoken in general and it is often cheaper than South America is now. In light of this we have worked to develop a new market, positioning ourselves to



reach retired and semi-retired students who want to explore South America, and families with young children, the parents wanting to expose their children to a different culture and learn Spanish. These type of students now compose a significant proportion of our students, perhaps as much as 50% at times.

A good proportion of these students also take part in our Study and Travel programs and other tourist activities such as visiting the Galapagos Islands or the Amazon rain forest. Thus our travel agency is gaining ground and developing a presence as an educational travel specialist.

The Galapagos land-based programs that we developed in the latter part of the year were launched in the new year and had already begun to sell at the end of 2016. These programs will make a considerable contribution to our financial health in the coming year.

An additional activity for the travel agency in 2017 is to reach out to universities and other organizations that are interested in study abroad and other academic and educational programs. This is an area we have been talking about developing for a year or two now, but we have been held back by lack of staff to have time to get it off the ground. We are determined that 2017 will be the year that it finally happens.

Notes

Readers wishing to learn more detail about the work of the foundation over the past year or years are advised to read our bi-monthly newsletters. These can be viewed or downloaded online here:

<http://www.yanapuma.org/en/news.php>

Please feel free to email us with any questions or comments. You can contact us at: volunteer@yanapuma.org