

| UNHCR Evaluation Management Response | | | |
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| Evaluation title: | UNHCR Country Strategy Evaluation- Ecuador 2019-2022 | | |
| UNHCR evaluation reference: | EvO/2023/07 | | |
| Entity that commissioned the evaluation: | Evaluation Office | | |
| Due date of Management Response: | 23/10/2023 | | |
| Coordinator of Management Response: | Magda Medina | | |
| Management Response approved by (senior manager in commissioning office): | Name: Jose Samaniego Federico Agusti | Job title: Regional Director Representative | Country/Office: Americas Bureau Ecuador |
| Date: | 23/10/2023 | | |

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| General comments on the evaluation: | <p>First, the UNHCR operation in Ecuador would like to thank the Evaluation unit for the support in carrying out this exercise. The operation would like to highlight that the evaluation covered the period from 2019 to mid 2022 which was a very challenging period due to the COVID pandemic and a significant increase of the Venezuelan influx. This situation required an intensive adjustment on how the operation could continue responding. In addition, the political, security and economic situation during these years rapidly deteriorated and is still having an impact in the lives of persons UNHCR serves and host community. Due to the security situation, the operation has seen an increase in internal displacement as well as an important increase of nationals departing the country, frequently undertaking dangerous journeys.</p> <p>The evaluation helped the operation to better analyse the vision and strategy; however, further adaptations and more prioritizations need to be made in view of the current financial situation where UNHCR ´s global funding is not in its best shape and important budget reductions had trickle down to the Ecuador operation for 2024. Given the funds available for 2024, the operation is drastically reducing its direct implementation, funding for partners support to the government, and more importantly reducing services to the population. In the prioritization and realignment process, UNHCR Ecuador is reducing the number of staff along with a revision of its structure in the country (stepping back in the decentralization process started few years back),</p> |
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| | which has entailed the closure of offices (e.g Ambato) or the reorganization of UNHCR presence (eg. SO Ibarra). |
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| RECOMMENDATION 1: | Strategic level: Strengthen the regional analysis of human mobility dynamics and the international protection needs resulting from changing mixed movements, to motivate more comprehensive governmental and multi-agency (and multi-country) responses based on evidence and adapted to the evolution of movements. |
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| Management response: | X Agree Partially agree <input type="checkbox"/> Disagree |
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| Reasons (if partially agree or disagree): | |
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| Unit or function responsible: | Management, interagency and IM |
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| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
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| | | | | | Status | Comments |
| 2 | Contribute to regional analysis of human mobility dynamics through interagency processes | Interagency Coordination focal persons both at national and field level, R4V Sector Leads (UN and civil society partners). Also, relevant units and FOs of UNHCR operation in the country | Generate regular and timely quality analysis on needs, overall trends, context changes, and population movements, to feed regional processes and documents, such as the Regional Refugees and Migrants Needs Analysis, Regional Population Movements Report, Regional Refugee and Migrants Response Plan, among others. | 31.12.2023 and beyond | Ongoing | The operation mainly through its protection and IM units and field offices produces protection monitoring reports. The Ecuador R4V Platform regularly produces data and analysis (Joint Needs Assessments, Rapid Interagency Assessments, Situational reports, etc.) to feed regional discussions and processes. |
| 2 | Continue strengthening the interagency Border Monitoring and Population Profiling System and | Interagency Coordination focal persons both at national and | Work closely with partners in border areas, through the local-level interagency coordination groups, to collect and analyze information on population flows through the interagency Boarder | 31.12.2023 and beyond | Ongoing | The roll-out of interagency Border Monitoring and Population Profiling System started late |

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| | <p>generating relevant analysis with the data collected.</p> <p>In view of the changing operational context, the operation regularly engages into context analysis for its planning as well in producing monitoring and protection reports</p> | <p>field level (border areas), partners</p> | <p>Monitoring and Population Profiling System, regularly generating and sharing data, including bilaterally with Peru and Colombia, that contribute to regional analysis.</p> <p>Develop and disseminate annual Boarder Monitoring and Population Profiling System analysis reports.</p> | | <p>2020 and has been strengthened over the past years, with over 10 partners participating, and 3 annual reports published and disseminated; monthly data analysis at the national level as well as bi-weekly data analysis through local-level reports in 3 border areas is being generated; regular bilateral discussions are organized with R4V coordination focal points in Peru and Colombia, to discuss sub-regional trends and dynamics are organized; the Ecuador R4V Platform hosted a regional workshop on population flows and has, in several occasions, shared its border monitoring methodology and findings at regional fora</p> |
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| RECOMMENDATION 2: | | Strategic level: Reflect changes to human mobility and the transformation of needs stemming from the Venezuelan outflux and national public policy into the work of the GTRM. This should grow from a logic of large-scale humanitarian response to one of building capacity to advocate with national institutions. | | | | |
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| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | | | | | |
| Unit or function responsible: | | Management and Interagency | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
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| 1 | Strengthen the institutional support component of the RMRP Ecuador Chapter for relevant sectors | Interagency Coordination Unit, R4V Sector Leads (UN and civil society partners) | In close collaboration with the Regional R4V Platform as well as Sector Leads and their partners in Ecuador, strengthen the institutional support component of the RMRP Ecuador Chapter by prioritizing activities related to support to national protection systems and public services, technical assistance, among others. | 31.12.2023 and beyond | Ongoing | Sectors such as Education and Health have focused, particularly in the past two years, mainly on providing support to strengthen the public education and health systems (funding sources such as Education Cannot Wait have been key in this regard). This is also the case for the Protection Sector, particularly in 2022 and 2023, through the support to different Government institutions for the regularization process. |

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| 2 | Strengthen the synergies between the RMRP Ecuador Chapter and the UNCT Cooperation Framework | Senior Management, Interagency Coordination Unit, Programme Unit, IM Unit, Protection Unit | Promote the effective mainstreaming of human mobility issues into the UN Common Country Analysis, Cooperation Framework as well as into overall development actors´ interventions, with a view to enhancing complementarity between the RMRP and these other instruments, fostering the humanitarian-development nexus and advancing the inclusion of refugees and migrants to leave no one behind. | 31.12.2023 and beyond | Ongoing | Through its active participation in the UNSDCF Results Groups, UNHCR has been working to adequately reflect human mobility issues into different UNCT processes (through mainstreaming, including specific human mobility issues, and disaggregating indicators to better monitor and report on how refugees and migrants are being included in the response under the UN Cooperation Framework). UNHCR is currently leading the UNSDCF group 1 which deals with Social Protection. |
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| RECOMMENDATION 3: | | Strategic level: Develop a strategic plan regarding the national asylum system (given the current favorable institutional context), creating a “roadmap” to achieve political and institutional consensus for managing international protection and to mitigate the effects of staff rotation and political cycles. | | | | |
| Management response: | | <input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | The recommendation is well received. We have a strategic plan and a work plan with the Directorate of International Protection of the Ministry of Foreign Affairs that we update together with the authorities every year. We will continue working and strengthening planning, articulation and cooperation with the national asylum system | | | | |

| Unit or function responsible: | | Management and Protection Unit | | | | |
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| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
| | | | | | Status | Comments |
| 1 | Strengthen the implementation of the QAI initiative and continue to develop comprehensive annual plans of action jointly with DPIN, with a view to continue strengthening the overall asylum environment. | UNHCR / DPIN | UNHCR and DPIN will continue to develop annual workplans to address the needs and opportunities to strengthen the asylum system and asylum capacity of national authorities. This modality of work started in 2021 and has been gradually strengthened and resulted in concrete actions that have contributed significantly to enhance the quality of RSD procedures and the streamlining of administrative procedures within DPIN, resulting in higher recognition rates and lower processing times. | Multiyear (Yearly review of achievements) | Ongoing | It is essential to maintain adequate funding and human resources capacity to implement the QAI. It is necessary to review the level and type of contract of the current QAI consultant to make a fixed position at the appropriate paygrade, corresponding to its responsibilities. |
| 2 | Strengthen registration capacity (including the review of online appointment assignment mechanism) and the reorganization and digitalization of the National Archive system in DPIN. | UNHCR / DPIN | Registration and archive are two areas where UNHCR needs to continue strengthening DPIN's capacity, in view of the excellent results of the implementation of proGres and the pilot digitalization project developed in 2022. These activities will further strengthen DPINs capacity to process and resolve cases more accurately and reduce processing times. | Yearly (registration support) End 2024 (Digitalization project) | Ongoing | Increase financial resources allocation needed. |
| 3 | Increase direct support to DPIN to develop and carry-out, in close coordination with the Protection Units and Field Offices, registration, eligibility and documentation missions to selected field locations (Brigadas). | UNHCR / DPIN | The asylum system is decentralized in Ecuador, however not all regions/locations in the country are properly covered by asylum offices/presence. Due to the nature of displaced people, geographical distribution is very important to continue supporting DPIN's capacity to reach out and provide services to | Yearly | Ongoing | Increased financial resources allocation needed. |

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| | | | <p>these persons in locations closer to their residence.</p> <p>These activities UNHCR continues to support have a very high impact in terms of protection responses and a very low budget requirement.</p> <p>The impact is evident in the areas of documentation and case processing, and as such we strongly understand it is a very positive practice that needs to continue and be reinforced.</p> | | | |
| 4 | Review the funding allocation to support staffing needs of DPIN to promote a more stable work environment and reduce the rotation of staff, due to low pay grades and lack of career development opportunities. | UNHCR | <p>One of the main factors to staff rotation in DPIN is that AWF contracted by UNHCR to support the asylum system is done at a very low paygrade.</p> <p>This generates a situation in which people who have been formed by DPIN and UNHCR opt for better work opportunities, frequently creating high rotation risks and causing the loss of capacity within the institution.</p> | Yearly | Proposal | Increased financial resources allocation needed. |
| 5 | Strengthen capacities and opportunities for "strategic litigation" through the Public Defender's Office, legal clinics (in coordination with Cantonal Councils) as an essential national mechanism with systemic impact on rights and international protection standards. | UNHCR / Public Defender's Office / Academia (legal clinics) / Partners (NRC) / Courts | <p>UNHCR has developed the capacities of an important number of partners and local actors to support the development of asylum-related protection standards.</p> <p>Engagement with courts is an integral part of this protection strategy and has provided very high-level results, including sentences by the Constitutional Court.</p> <p>UNHCR will need to continue advocating for and guiding these interventions in the coming years to continue developing high protection standards for all the persons we work with.</p> | Yearly | Ongoing | Increased financial resources allocation needed. |

| RECOMMENDATION 4: | | Operational level: Reinforce capacity and articulation of UNHCR’s teams and partners to provide comprehensive protection services that are consistent through all phases of assistance and in “safe spaces” (ex. shelters, reception centers). | | | | |
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| Management response: | | <input checked="" type="checkbox"/> Agree Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | | | | | |
| Unit or function responsible: | | Management, Protection Unit, Shelter Unit, Fields Offices | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
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| 1 | Strengthen the registration process managed directly by UNHCR to identify protection needs and solutions from the outset and articulate referrals between programs and partners (strengthening the approach, protection pathway and case management). | UNHCR / Operational Partners | Registration as an entry point for the identification of protection needs and vulnerabilities needs to be strengthened to more accurately identify protection and socioeconomic needs and opportunities for the persons we work with, and therefore provide the best early responses possible. | Yearly | Ongoing | Need to review and update related SOPs. Need to review/align UNHCR’s shelter protection response in coordination with field offices, and partners to main protection priorities identified in terms of NEPs. |
| 2 | Strengthen UNHCR’s and partners case-management capabilities. | UNHCR / Operational Partners | Update and reinforce procedures for case management by UNHCR and partners with a comprehensive approach that ensures adequate support from initial assistance to local integration processes. Conduct an analysis of the protection capacities of the different field offices as well as the emerging challenges arising from urban violence in particularly affected localities to adjust or reallocate specialized protection resources according to local needs. | Yearly | Ongoing | Increased resource allocation needed for specialized protection responses. |

| 3 | Strengthen UNHCR local capacities to enable the provision of timely, accurate and prioritized protection services. | UNHCR | Ensure that each UNHCR field office has the minimum protection human resources and expertise to deliver protection services | 31.12.2023 and beyond | Ongoing | |
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| 4 | Amplify the coverage of UNHCR territorially through alliances with local and grassroot organizations able to provide specialized services locally (for children, adolescents, women, people with disabilities, LGBTIQ+, etc) through a tailored implementation of the regional localization strategy | UNHCR / local Organizations, Refugee and Women led Organizations | UNHCR is globally committed to strengthening the role of RLOs and other OBC in line with the Principles of Partnership. This commitment is also reflected in the Global Compact on Refugees (GCR), embracing a “whole-of-society approach” and recognizing the role of civil society organizations. UNHCR Regional Bureau has therefore developed a regional localization strategy to provide a regional framework on how UNHCR should work with local organizations. UNHCR Ecuador has mapped relevant organizations (312) whom should be prioritized for the implementation of the national localization strategy, still on draft. | 31.12.2023 and beyond | Ongoing | A national map already exists and could be complemented in the near future. A national localization strategy is under draft and diversified sources and modalities of funding identified |
| RECOMMENDATION 5: | | Operational level: Update the protection strategy, programmes and security protocols in areas with growing criminal activity, based on new risks and threats. This should be done for communities as well as for UNHCR staff and partners. | | | | |
| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | | | | | |
| Unit or function responsible: | | Management, Protection Unit, Fields Offices | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
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| 1 | Organize exchange mechanisms or forums on methodology and work experiences in contexts of urban violence ("other situations of violence", creation of humanitarian spaces in the | UNHCR / Partners | So far bilateral exchanges have been organized on thematic issues with UNHCR Honduras and UNICEF Colombia for child recruitment; UNHCR Mexico for GBV in context of urban violence. The involvement of the Regional Bureau would be important to systematize the findings and good practices | 31.12.2023 and beyond | Ongoing | We need to identify the most appropriate modality of systematization of these exchanges, including with the |

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| | face of non-state armed actors and criminal gangs) with other UNHCR operations in the region and other humanitarian actors. | | that could be replicated in other operations. Additionally, academia and other specialized actors can complement the required information according to their specific expertise. | | | regional bureau support |
| 2 | Document, monitor and analyze the secondary population movements (between neighborhoods, between cities and fleeing the country) caused by the growing criminal violence in the cities with the highest rates. | UNHCR / Partners | While this information can be gathered through case management related information, a profiling of internal secondary movements can be useful to have consistent data about this (i.e. <i>caracterización del desplazamiento secundario interno por violencia en contexto de movilidad humana en Ecuador</i>). | 31.12.2023 and beyond | Ongoing | The political context should be accurately assessed and monitored to avoid affecting our relationship with national authorities considering the extremely delicate and volatile political context. |
| 3 | Consolidate a multifunction team approach to case-management between UNHCR and strategic partners to address the impact of violence in protection responses. | UNHCR / Partners | An extended MFT (Protection, CP, Programme, GBV, Livelihood, Shelter, CBI, PI) has been developed to address case management issues. This MFT is being adapted to assess the operational challenges brought by the deterioration of security, including case management. The MFT will remain active throughout the next few years. In addition, specific CwC materials are being developed to mitigate expectations by the population we work with/for. | 31.12.2023 and beyond | Ongoing | The MFT is already functioning with an extended case management role. We should probably formalize the MFT through written ToR approved and signed by the representative. |
| 4 | Based on security protocols, local analysis on impact of violence as well as contextual social dynamics, develop and design specific humanitarian access procedures to operationalize the “do no harm” principle and identify risk mitigation community activities to implement in the context of violence | | It is essential to maintain our capacity to bring protection and assistance to the communities hosting displaced people and enable them to access our services. People we work with/for being frequently hosted in communities affected by violence, it is crucial to safeguard the humanitarian space and to avoid other actors, including local authorities, deciding to leave the communities due to insecurity. Such objective would require strong humanitarian access procedures designed locally with the | 31.12.2023 and beyond | Ongoing | We had already introductory and preliminary work with the Guayaquil and Esmeraldas protection teams. However, a major bilateral collaboration with security colleagues is required, as well as specific resources to |

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| | | | expertise of protection and security colleagues and should be complemented by community outreach risk mitigation activities (related to sport, culture, social innovation, etc). | | | this end. Humanitarian Access Procedures are a toll reflecting a process |
| 5 | Operationalize the” do no harm” principle by making a comprehensive analysis of the multiannual RBM. | | Reflect outputs that are not suitable for specific territories based on new risks and threats, adapt and make specific changes on how the services are being delivered by UNHCR and implementing partners | Yearly | Ongoing | RBM was updated for 2024 regarding the new situation. |
| RECOMMENDATION 6: | | Operational level: Reinforce the link between CBI and risk and vulnerability determination, taking advantage of direct registration, as part of the protection needs analysis. | | | | |
| Management response: | | <input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | The recommendation is well received and in line with the work the operation has been doing in the last years. Since 2021, efforts have been put in strengthening the inclusion of cash assistance, mainly multipurpose cash assistance, within the protection response. In this regard, registration unit and CBI units have worked to develop and constantly update a targeting tool (scorecard) in line with the protection basic needs approach. In addition, since 2022 additional efforts have been made to ensure coherence not only in targeting but also in coherently including cash as part of the case management. Then, following also the recommendation made, it is important to maintain a strong engagement of protection unit in including cash as one of the modalities to respond to protection needs of the people UNHCR serve. As a matter of fact, the operation is experiencing a transition from an emergency approach to a more solutions-oriented approach, which require, for the implementation of cash assistance, a strong link not only in the first registration phase (critically relevant during an emergency for providing rapid large-scale response) but during the entire protection continuous response. The success of implementing cash in the operation (in its broader definition, from multipurpose cash assistance for basic needs to protection sectorial areas) will depend on the effort from CBI unit to provide technical solutions for the implementation and from Protection unit to effectively include cash as a protection response modality. | | | | |
| Unit or function responsible: | | Protection and CBI units. | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
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| 1 | Periodic review of the targeting tools based on the changing environment. | UNHCR | The main targeting tool is the scorecard for the provision of multipurpose cash assistance. This tool must be periodically reviewed and updated if needed considering the UNHCR priorities and changing context. | Regular activity | Ongoing | |
| 2 | Maintain the operative triangulation among registration, protection and CBI | UNHCR | In 2023, the 3 units narrowed the coordination to ensure a smooth protection response flow, from identification of SPNs to the response | 2023 | Ongoing | |

| | units, for monitoring the protection response to PwS. | | and different modalities, including cash. The objective is to strengthen this coordination and expand to the different prioritized profiles' response, such as child protection and GBV responses. | | | |
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| RECOMMENDATION 7: | | Operational level: Strengthen and expand alliances with organizations specialized in livelihoods to develop innovative models or interventions. | | | | |
| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | | | | | |
| Unit or function responsible: | | Livelihood Unit | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
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| 1 | Improve the articulate work between the Protection Unit and the Livelihoods Unit to boost the identification of protection needs and economic inclusion opportunities from the initial assistance. | UNHCR / Partners | Develop economic profiling in the registry in ProGres, update and reinforce procedures for a comprehensive approach in the case management, improve the targeting and referral processes and the registration of livelihoods assistance (not limited to cash-based interventions). | 31.12.2023 and beyond | Ongoing | Progress in not a tool for Economic profiling and is very limited, nonetheless specific and valuable data is possible to record. Registry SOPs already revised and ongoing ProGres training for the Livelihoods Team. |
| 2 | Expand the identification and strengthening of partnerships with specialized organizations, both at national and local level, that provides expertise and potential to enhance livelihoods services and programmes through market-driven approaches. | UNHCR | Consolidate the work with: <ul style="list-style-type: none"> • The private sector (“Empresas con Personas Refugiadas”, second edition of the Inclusion Seal of Recognition) • FSP to improve the access to financial inclusion services, • Specialized institutions to improve the connection between tertiary and vocational training and concrete market labour opportunities. | 31.12.2023 and beyond | Ongoing | It is essential to maintain adequate funding and human resources capacity. A baseline of the engagement of the private sector has already been produced. |

| | | | <ul style="list-style-type: none"> Reinforce the cooperation with local governments (municipality agencies for local economic development) | | | |
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| 3 | Reinforce the capacity of the livelihoods team, both in UNHCR and implementing partners. | UNHCR / Partners | Reinforce capacity to foresee changes in the economic context and the labor market, and capacity on market-based programming. Building capacity impacts directly on the implementation in the light of new risks and treats, but also promotes innovation in how we propose solutions (digital work, green Economies). | 31.12.2023 and beyond | Ongoing | Livelihoods community of practices ongoing. Training on Circular Economy was implemented with 52 people involved from UNCHR and partners. |
| 4 | Strengthen the metrics for monitoring and evaluation of livelihood and economic integration interventions. | UNHCR / Partners | Implement a tool for monitoring the impact of livelihoods programmes and interventions. | 31.12.2023 and beyond | Ongoing | Conversations with the Bureau have already been taken to implement the UNHCR Livelihoods Information System (LIS) in Ecuador. |
| RECOMMENDATION 8: | | Operational level: Review the spectrum of partnerships considering the added value of established agreements, in light of UNHCR's new multi-annual strategy and locally identified opportunities to collaborate. | | | | |
| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | | | | | |
| Unit or function responsible: | | Senior Management, Programme Unit, Field Offices and IPMC | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
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| 1 | Conformation of the Implementation Programme Management Committee (IPMC). | Senior Management, Programme Unit | Comply with current instructions on partnership management through the conformation of the IPMC, to ensure informed and transparent decision-making and on best-fit implementation modalities to recommend to the representative. | 12/31/2023 and beyond | On going | For 2024 the IPMC review the partners' performance and tried to reduce the number of partners, due to the budget constraints for next year implementation. Although it was not |

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| | | | | | | possible to reduce as many partners as possible, in 2024 the operation will plan for a respectful disengagement with some partners and analyzing other forms of project implementation. |
| 2 | Ongoing work of field offices with local partners to provide protection responses and solutions | Senior Management, Programme Unit, Field Offices | The field offices have an ongoing relationship with a wide variety of local stakeholders, which goes beyond the scope of the national office. This relationship sustains strategic alliances for the well-being of the people for whom we work, ranging from government organizations to grassroots organizations. | 12/31/2023 and beyond | On going | Relationships with local partners, remain strategic to provide comprehensive responses and therefore a priority has been given to maintaining these partnerships, not only by signing a PA, but also through other implementation mechanisms such as letters of understanding. |
| 3 | Localization strategy | Senior Management, Programme Unit, Protection Unit | The localization strategy focuses on a) Humanitarian access that allows effective protection by presence. b) Strengthening of the social and community fabric, based on enhancing participation. c) Mitigation and/or reduction of risks of violence, with emphasis on gender violence. Fulfillment of this strategy implies identifying and working together with grassroots organizations that provide direct responses. | 12/31/2023 and beyond | On going | The value of working with grassroots organizations is that they cover a wide variety of issues, ranging from cultural activities to sports to climate action. Knowledge and skills that the operation is recently generating. |
| RECOMMENDATION 9: | | Organizational level: Perform an external evaluation (with support from the Regional Bureau) of the operation's organigram, available profiles, workloads, levels of responsibility, etc, to determine needs and suitability of resources required to achieve the multi-annual strategy. | | | | |

| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
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| Reasons (if partially agree or disagree): | | | | | | |
| Unit or function responsible: | | | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
| | | | | | Status | Comments |
| 1 | Revision of staffing for 2024 considering the reduced resources. | UNHCR Ecuador / Bureau | The proposed organigram for 2024 was reviewed and approved by the Regional Bureau. | 30/09/2023 | completed | Overall, and taking into consideration trends and context, the operation is working towards a gradual and strategic restructuring (rightsizing) that will impact office presence and the organigram for 2024 and 2025. |
| 2 | Further revision of staffing structure focusing on south and north border for 2025. | UNHCR Ecuador / Bureau | | 30/09/2024 | Ongoing | For 2025, the operation plans to revise the structure focusing on south and north borders as well as international positions with SAL expiring on that year. This process is ongoing; however, the operation is taking a gradual approach and closely monitoring since it is imperative to take into consideration exceptional events that could trigger the need for additional resources required to respond such as |

| | | | | | | increase in influxes, internal displacement due to the deteriorating security situation and natural disasters that could require an important and robust response from UNHCR. |
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| RECOMMENDATION 10: | | Organizational level: Intensify efforts to diversify funding sources, prioritizing donors that seek to develop national capacity and public policy, and with sub-regional reach for cross-border interventions. | | | | |
| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | | | | | |
| Unit or function responsible: | | Senior Management, External Relation, Livelihood, Public Information Units | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
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| 1 | Identification of new funding source channels benefitting UNHCR Ecuador partnerships and potentially the funding level of the operation, | Senior Management, External Relation, Livelihood, Public Information Units | Engagement with new funding sources according to mapping results and operational priorities. Active engagement within UN Country Team to strategically advocate for UNHCR's funding priorities in a multiagency context. Train and encourage Ecuador staff active engagement with potential funding opportunity with the support of the External Relation Unit | 31.12.2023 and beyond | Ongoing | The establishment of the External Relations Unit mid-2022 has been key for following-up on recommendation #10 of the evaluation. In 2022, the operation identified important new funding sources, such as IRCC (Canada) and Primary Impact (PSP), and will continue prospecting other opportunities |
| 2 | Launching and promotion of Ecuador digital fundraising campaign | Senior Management, External | In cooperation with PI unit, support the development testing and revision of the webpage | 31.12.2023 and beyond | Ongoing | The digital page was established in 2022, and in 2023 and |

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| | | Relation, Public Information Units | Draft and validate specific products and content to upload in the donation webpage, including social media plan, email journey, seasonal campaigns | | | beyond the objective is to project it/give it more visibility. |
| 3 | Maintain donors informed and abreast of the protection context, the identified needs and UNHCR's operational response | External Relation, Public Information Units | Regularly publish and disseminate communication products displaying the country progresses in the protection and solution strategy. Plan and organize both internal and interagency spaces (missions, events, briefings) to improve donor knowledge on refugees and migrants' realities in Ecuador and how UNHCR and partners support them | 31.12.2023 and beyond | Ongoing | Strategic interactions with donors (through an interagency binational mission Peru/Ecu, various UNHCR donors field missions, internal and interagency high-level events, etc.) have been a priority and UNHCR Ecuador will continue doing so moving forward. |