Executive Summary

During 2016, a 7.8 magnitude earthquake struck coastal areas in northwest Ecuador causing widespread damage, in the worst natural disaster the country faced in several decades and the worst in the region since the 2010 earthquake in Haiti. It caused 663 fatalities, damaged over 28,000 houses, more than 560 schools and 51 health facilities, at an estimated cost of some US$3.34 billion, and affected over 380,000 people according to the national emergency register.

As reported in the 2015 annual report, the country is facing adverse economic times, with the Ecuador Central Bank forecasting a GDP decrease of 1.7 per cent for 2016. Ecuador was very active in multilateral international development in 2016, hosting the United Nations Conference on Housing and Urban Development (Habitat III) in Quito in October and being elected pro-tempore president of the G77 + China group, effective January 2017.

Achievements in 2016
UNICEF Ecuador provided multi-sector support to the post-earthquake response, including the provision of micronutrients and vitamin A for 250,000 children and 26,800 pregnant women, 30,000 doses of zinc supplementation, safe drinking water for 64,000 people, sanitation infrastructure for 32,000 people and hygiene kits for 30,000 beneficiaries. UNICEF also provided psychosocial support to 22,000 children, created temporary educational spaces for over 13,000 children, distributed educational materials to 34,000 children and introduced educational materials on Zika prevention in the school curriculum in earthquake-affected areas.

UNICEF Ecuador, UNICEF’s Latin America and Caribbean Regional Office (LACRO) and UNICEF Headquarters (HQ) contributed to the inclusion of 10 specific mentions on child rights and needs in Ecuador’s ‘New Urban Agenda’ (Quito Declaration on Sustainable Cities and Human Settlements for All, adopted during the UN Conference on Housing and Sustainable Urban Development, Habitat III). The opinions of 35,000 children on their cities were collected through a global consultation, and were shared at Habitat III and disseminated to about 3.5 million people through media/social networks.

In the education sector, the Ministry of Education enhanced student wellbeing and protection by reaching 1.2 million students through 2,900 student counsellors trained by UNICEF in cross-cutting themes, including: inclusion and diversity, prevention of violence and establishing a peace culture, gender, sexuality and prevention of teenage pregnancy. These themes were approached from a human rights perspective and within the operative framework for student counselling departments. This training model is being scaled-up through 169 student counsellor coordinators, who now function as teacher trainers and, as of end-2016, had trained 12,000 teachers who work with 480,000 children and adolescents.

Shortfalls in 2016
Surveys confirm that violence against children (VAC) persists at home, in schools and in public spaces across Ecuador. The recent change to a life cycle-based protection system no longer ensures specialization and specificity for children, nor does it establish child protection as an absolute priority, which is cause for concern.
There are early signs that the economic crisis could put at risk some of the advances made for children and adolescents over the last decade. For instance, in June 2015 extreme income poverty had reached 14.9 per cent, while for the same month in 2016 it was 18.6 per cent for the rural area; while child labour (5-14 years of age) increased by 1.38 percent in the same period, from 4.05 per cent to 5.43 per cent. It is important to mention that this indicator was 1.32 per cent in June 2014.

Chronic malnutrition among children under five remains at one of the higher levels in the region, and thus continues to be a key social priority of the Government, with overweight and obesity as a rapidly growing problem.

The earthquake revealed important gaps in some sectors in relation to national emergency preparedness and response capacity, providing opportunities to improve disaster risk-reduction programmes. The Government is conducting an exercise in lessons learned to inform adjustments to their disaster management model, for which UNICEF is providing inputs in conjunction with the UN’s humanitarian country team.

**Partnerships in 2016**
UNICEF Ecuador worked to reinforce protection networks in the northern border zone, in partnership with the UN High Commission on Refugees (UNHCR) and the Red Cross, both in Ecuador (in the provinces of Esmeraldas and Sucumbios) and in conjunction with UNICEF Colombia, in Nariño and Putumayo. Individual donors continue to be a major source of support for UNICEF programmes in Ecuador and, along with the corporate sector, increased their contribution in response to the earthquake.

In 2017 UNICEF Ecuador expects to reactivate all regular programmes, focusing in particular on: increased support to authorities and communities at the northern border, anticipating potential spill-over impact from the peace process in Colombia; ongoing recovery and reconstruction efforts in earthquake-affected zones; and supporting the new Government to review and revise the national development plan in line with the Sustainable Development Goals (SDGs).

**Humanitarian Assistance**

On April 16 2016 an earthquake of 7.8 degrees in the Richter scale affected the northern coast of Ecuador, followed by strong aftershocks (approximately 2,600 by year-end), of which nine exceeded 6.0 in magnitude).

More than 560 schools were affected, as well as 13,962 houses and public buildings in urban centres and 15,710 in rural areas. By the end of 2106, some 5,953 persons (including 2,841 children and adolescents) were still living in the 23 official shelters provided by the Government; more than 4,620 continue to live in informal and spontaneous shelters.

At the onset of the emergency, UNICEF established two temporary field offices, strengthening its presence and assistance in the two most affected provinces, Manabí and Esmeraldas. It also proceeded to reorganize its structure, strengthening its technical emergency response capacity.

Under the coordination of the humanitarian country team, UNICEF Ecuador and the corresponding Government institutions led the clusters of WASH, education, nutrition and the sub-cluster for child protection.

UNICEF Ecuador activated ‘Level 2’ fast-track procedures for the emergency response to
the earthquake. UNICEF’s regular programme was temporarily affected, when the emergency took priority during the most acute phase, and some programme activities relocated to the affected zone to reinforce the response and recovery effort.

UNICEF focused its immediate response on the most pressing needs of the population, principally in urban settlements. Within this framework, there was rapid deployment of activities for the provision of safe drinking water (64,000 beneficiaries) and sanitation infrastructure (32,000 beneficiaries), promotion of hygiene (64,000 beneficiaries) and distribution of hygiene kits (30,000 beneficiaries), as well as support and strengthening of health and nutrition services through the distribution of medical supplies (250,000 children under five years of age and 26,800 pregnant and breastfeeding women with access to micronutrients and dosages of vitamin A), early identification of children at risk of malnutrition and distribution of micronutrients.

UNICEF Ecuador also supported the Ministry of Education (MINEDUC) in the safe return to school activities through the establishment of temporary spaces for education and protection (with a capacity for 13,290 children) and providing inputs and materials (more than 34,000 children received educational/recreational materials). Also, psychosocial support activities were quickly deployed for affected children (approximately 20,000 beneficiaries) and their families by providing safe spaces for children, as well as family follow-up activities, family regrouping and individual care for children without a family. Support was also provided to authorities for the prevention of VAC, particularly in emergency shelters.

In the emerging post-earthquake scenario, UNICEF redefined its initial strategy, continuing with a multi-sectoral response to the emergency, but redirecting it toward a second phase of recovery, rehabilitation, building resilience, reduction of risks and disasters and leveraging of capacities – especially linking communities in rural areas that had not received as much assistance as those in urban centres. UNICEF relied on strong coordination among its sectors to attain comprehensive and multi-sectoral results in intervention zones. Another important consideration was to ensure the continuity of direct implementation activities, to guarantee a rapid and efficient response, as well as reinforcing interventions already under way and complementing the response of the few implementing partners present in Ecuador that have experience in humanitarian aid.

Proceeding in accordance with the humanitarian response to the earthquake and in line with the regional initiative for emergency Zika response, activities implemented included: educational information regarding vector control, hygiene, and promotion of regular washing of water storage tanks and their covers, as well as the use of individual protection measures, such as mosquito nets and repellent. Emergency Zika activities were included in the humanitarian response to the earthquake, with the purpose of increasing awareness in communities affected by the earthquake about these issues. In July UNICEF contributed to the launch of a national Zika prevention campaign in Guayaquil, in collaboration with the Ministry of Health (MoH), Pan-American Health Organization (PAHO) and World Health Organization (WHO). Likewise, and due to the increasingly marked characteristics of medium- to long-term interventions, the Zika emergency brought is acquiring a connotation that places it rather as an answer to a regular programme changing its purely emergency focus.

**Emerging Areas of Importance**

**Accelerated integrated early childhood development (ECD).** UNICEF Ecuador supported two major national efforts: development of the “Early Childhood Strategy” and “National Inter-sectoral Strategy for accelerating the reduction of undernutrition.”
Monitoring of children from three to five years of age excluded from education was implemented by MINEDUC with UNICEF support; as a result the ministry developed a new, home-based modality for piloting in rural areas. Advocacy to prevent the institutionalization of children under three was conducted with decision-makers.

Two new strategies were developed for strengthening intercultural and rights-based approaches and programmatic adaptations for early childhood development and education services to indigenous and rural communities. Additionally, ECD material was distributed in the zone affected by the earthquake, and service providers were trained in their use during emergencies.

**Greater focus on the second decade of life.** UNICEF concluded an advocacy booklet on ‘Adolescents’ Sexual and Reproductive Rights’, focusing on adolescent pregnancy, which will be published and distributed. The idea is to use this material to engage youth networks in advocacy strategies, including advocating for sex education in schools under a human rights approach, since preventing adolescent pregnancy is a key priority of the CP. Out-of-school adolescents is also a key issue addressed by both the protection and education programmes, since the main causes for abandonment and delays are closely related to child labour, violence, discrimination and adolescent pregnancy. The comprehensive model for ensuring flexible education models for over-age adolescents includes a specific approach for addressing protection issues.

In relation to adolescent participation, UNICEF Ecuador continued to support the national council of inter-generational equity to strengthen the role and functioning of the newly elected children and adolescents’ consultative councils, as well as supporting autonomous adolescent networks. There is a need to monitor such participation spaces to ensure an autonomous agenda and contribute to decision making. Adolescent participation was also a central strategy of the child protection emergency response, and is essential to continue engaging adolescents on resilience-building through innovative methodologies.

**Refugees and migrant children.** In coordination with both UNHCR and IOM, UNICEF supported the strengthening of community-based protection mechanisms and advocated for refugee and migrant child protection with local authorities in the prioritised northern border areas (Colombia-Ecuador). UNICEF Ecuador also worked with UNICEF Colombia to establish a cross-border binational programme proposal focusing on key protection concerns: trafficking in children, refugee and unaccompanied children, prevention of all forms of violence and (sexual) exploitation and drug abuse, among others. Planning workshops were held in Esmeraldas-Ecuador and Mocoa-Colombia; activities are expected to start in 2017).

**Urbanization and children.** UNICEF Ecuador, UNICEF LACRO and UNICEF HQ, contributed to the inclusion in the New Urban Agenda of 10 specific mentions of child rights and needs. The opinions of 35,000 children about their cities, collected through a global consultation, were shared at Habitat III and disseminated to about 3.5 million people through media/social networks. Insecurity, discrimination and lack of participation in cities were the key concerns of children.

Through four UNICEF-organized side events, best practices on tackling children’s key needs in cities, developed by several municipalities, were shared with 1,300 participants.

UNICEF Ecuador and UNICEF LACRO launched the study on “Infancy and housing inequality in eight countries of Latin America” during the Habitat conference. Several experts shared key findings on children’s inequalities in cities, and proposed public policies for
reducing malnutrition in the region.

UNICEF supported the National Urban Forum, producing and disseminating a video showing adolescent’s (including indigenous adolescents) concerns and proposals for their cities, and organized an Urban Breakfast, which presented public policy options for safe/healthy journey to school and recreational opportunities for children.

**Support for movements to accelerate results for children.** Within the framework of reporting on implementation of the Convention on the Rights of the Child (CRC), UNICEF Ecuador supported a network of civil society organizations and the National Movement of Children and Adolescents for Children’s Rights to present their alternative reports. As a result, both civil society organizations and a child-led movements presented had their voices heard, and are advancing a common policy advocacy agenda for children rights.

**Climate change.** Negotiations were revived with MINEDUC on in-service teacher training in the Amazon region and rural communities on bilingual intercultural education, with special emphasis on hard-to-reach indigenous communities. The intercultural bilingual education model includes important elements of climate change, environmental sustainability and environmental knowledge that are key to the sustainable management of natural resources. The design of a new kind of teacher training programme including these aspects was initiated.

**Summary Notes and Acronyms**

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<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>C4D</td>
<td>Communication for development</td>
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<tr>
<td>CAI</td>
<td>Centre for Adolescents in Conflict with the Law</td>
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<td>CMT</td>
<td>Country management team</td>
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<td>CNII</td>
<td>National Inter-generational Equality Council</td>
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<td>CP</td>
<td>Country programme</td>
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<td>CPD</td>
<td>Rights Protection Centre</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<td>CRS</td>
<td>Catholic Relief Services</td>
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<td>DCT</td>
<td>Direct cash transfer</td>
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<td>DRR</td>
<td>Disaster risk reduction</td>
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<td>DyA</td>
<td>Development and Self-Management (NGO)</td>
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<td>ENSANUT</td>
<td>National Health and Nutrition Survey</td>
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<td>FUNDIC</td>
<td>Foundation for the Child and Community</td>
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<td>GSSC</td>
<td>Global Shared Services Centre</td>
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<td>(S)GBV</td>
<td>(Sexual) gender-based violence</td>
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<td>HACT</td>
<td>Harmonized approach to cash transfers</td>
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<td>HQ</td>
<td>Headquarters</td>
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<td>HR</td>
<td>Human resources</td>
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<td>INEC</td>
<td>National Institute of Statistics and Census</td>
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<td>JCC</td>
<td>Joint consultative committee</td>
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Capacity Development

UNICEF strengthened capacities of the National Assembly to analyse and monitor social investment and investment in children, including key recommendations on national budget elaboration, implementation and monitoring.

To strengthen capacities among social sector officers, including community health workers, UNICEF, in partnership with the MoH, Ministry of Economic and Social Inclusion (MIES) and Ministry of Social Development Coordination (MCDS) harmonized training relative to
counselling on nutrition and health care, especially for early childhood, and updated the integrated management of childhood illness (IMCI). This included simple and effective measures to prevent and manage the leading causes of serious illness and mortality in children. UNICEF also developed and published a guideline on managing acute malnutrition, along with training for its use. In addition, it provided treatment (ready to use therapeutic food, Plumpy-nut) to the MoH.

With the purpose of developing the capacities of the National Institute of Statistics and Census (INEC) in its household surveys, UNICEF and the World Bank provided support for measuring water quality by means of a test to determine the presence of E.coli. The sample from the 2016 survey included over 4,000 homes. It is expected that the results of the survey, carried out in December, will be available during the first quarter of 2017.

Training of public schools’ student counsellors in cross-cutting approaches concluded with 2,600 professionals trained. Training of trainers was also conducted. In total 6,600 teachers of 264,000 students were trained. For the emergency response, UNICEF provided essential educational material and rapid training on its use. UNICEF also contributed to the adaptation of the curricula to emergency situations.

UNICEF also strengthened capacities at MIES to digitalize Ecuador´s social protection information systems for cash transfer programmes. This effort contributed to MIES’ capacity to provide cash transfers to more than 100,000 people affected by the earthquake and for child protection and psychosocial support in emergency settlements.

**Evidence Generation, Policy Dialogue and Advocacy**

During 2016 evidence was generated in the area of development, as well as in the context of the emergency response.

In the first area, a report on the survey on children and adolescents in the inter-generational scope there presented publicly, in conjunction with the National Council for Inter-generational Equality (CNII), World Vision, Plan International and CARE, among other institutions. This document offers a view of the advances and challenges that remain pending in the exercise of several of the rights of children and adolescents. In particular, in view of the priority that UNICEF Ecuador has placed on the problem of violence, with the availability of the updating of the indicators of violence in homes. The publication of this document attracted public attention regarding the issue of violence. Unfortunately, shortly after the launching of this report the earthquake affected the Ecuadorian coast, a matter that demanded a redirecting of the efforts by UNICEF Ecuador and its partners.

Within the scope of the emergency response, in an inter-sectoral exercise the UNICEF Ecuador team, information was gathered regarding 89 rural communities in the cantons affected by the earthquake and where UNICEF carries out its actions, in the areas of education, protection, health and social inclusion. This exercise was undertaken using the Kobo information management system. The results served as an instrument for dialogue with MINEDUC and MIES, among other entities. In addition, following the inter-agency network for education in emergencies framework, information on the 26 provisional schools was gathered and presented to MINEDUC, to demonstrate some of the challenges faced by these schools.

**Partnerships**

UNICEF Ecuador supported a network of civil society organizations and the National Movement of Children and Adolescents for Children’s rights, to present their alternative reports on the CRC implementation. As a result, both civil society organizations and a child-
led movement presented their alternative reports. UNICEF also supported in 2016 the effective establishment of a civil society network in support of the right to family and community life, aiming to exert influence on the national policy framework on alternative care to adopt UN guidelines for the de-institutionalization of children.

UNICEF strengthened its partnership with parliamentary groups on children and adolescent’s rights, women, poverty and inequality. As a result, several important advocacy initiatives were developed in close coordination with these parliamentary groups. UNICEF made a key contribution to the withdrawal of a proposal fora law of the life cycle, which was considered by several Government and civil society partners to be contrary to major CRC principles (including the best interests of the child). UNICEF supported the elaboration of a draft law prohibiting corporal punishment in all settings and contexts. UNICEF Ecuador also made key recommendations for investing in children, which were included in the Assembly’s report on national budget implementation for 2015.

UNICEF continued its support to the agenda of indigenous children’s rights by renewing partnerships with the confederation of the Kichwa and Kayambi peoples.

**External Communication and Public Advocacy**

The Office highlighted the needs of children and mobilized citizens, celebrities and authorities to take actions for children. More than 7 million people were reached through mass communication with news about Zika virus prevention, the situation of children affected by the earthquake, and with key messages about violence prevention and healthy habits, among others. This was possible, thanks to:

- A survey about children’s lives, which revealed that the main challenge facing children in the country is violence.

- After the earthquake UNICEF Ecuador produced human interest stories to illustrate the situation of children and disseminated messages related to disease prevention, breastfeeding etc.

- ECO organized the 240K, a race for hope, mobilized famous athletes, celebrities, journalists and football clubs to put children first on the emergency agenda.

- The MoH, PAHO/WHO and UNICEF launched a Zika virus prevention campaign.

- The national TV station, Sesame Workshop and UNICEF launched the TV series “Listos a Jugar” (Ready to Play) to promote healthy nutritional habits in children under five.

- UNICEF Ecuador participated in the Habitat III Conference, where the opinions of children, based on the results of an online survey conducted by the Office, were presented to 35,000 children in 65 countries.

- The Office advocated for internationally harmonized legislation in favour of children. In the National Assembly, UNICEF expressed publicly its concerns about the “Life Cycle Draft Law”, which contained several measures contrary to CRC principles, resulting in the shelving of this proposal. UNICEF also provided technical support in the formulation of the draft law to prohibit corporal punishment in all settings, which is now under review by the Parliament.

- UNICEF’s 70th anniversary was celebrated through social media, national media, and a concert with the national singer Israel Brito and children with disabilities.
South-South Cooperation and Triangular Cooperation

UNICEF supported participation by MINEDUC in two key events and generated a sharing of lessons learned. At a regional meeting of the ministries of education in Costa Rica, Ecuador shared its innovative strategy on educational inclusion. At a regional meeting on education for adolescents, held in Brazil, Ecuador shared its process for developing and implementing educational programmes for vulnerable adolescents, with a specific focus on teenage pregnancy and motherhood. As a result, the Government of Mexico has sought, through UNICEF Ecuador, support for developing their educational inclusion strategy. UNICEF Ecuador also supported South-South learning between Peru and Ecuador on flexible education programmes for children between eight and 14 years of age.

In support of UNICEF Honduras, UNICEF Ecuador contributed to the exchange of experiences between the Honduran and Ecuadorian institutes of statistics related to generating information on child labour. During this exchange, the national survey on child labour and the joint investigation between UNICEF Ecuador and INEC on child labour were presented. Additionally, a technical exchange was facilitated with one of the authors of the previously mentioned documents, with a team from Honduras’ Institute of Statistics.

Identification Promotion of Innovation

With the objective of generating information for decision-making and making visible the damages of the earthquake that affected the Ecuadorian coast in April, UNICEF Ecuador staff, using the Kobo information management system, made operative a quick evaluation of the 89 rural communities affected by the earthquake and examined their situation in the areas of health, education, protection and social inclusion. The learning obtained in the use of this tool permitted its use in other areas in which UNICEF Ecuador has been working; for example, educational inclusion.

With support from UNICEF HQ, digital risk mapping was carried out with adolescent participation in the earthquake-affected zone to identify hazards, with digital photos and GIS referencing.

Support to Integration and Cross-Sectoral Linkages

In 2016 UNICEF Ecuador, together with its partners, Fundación para la Infancia (FUNDIC, Children’s Foundation), the Apostolic Vicariate of Esmeraldas and MINEDUC implemented strategies for student well-being and teacher training to address inclusion and diversity, violence prevention and promotion of a culture of peace, gender and inter-generational relations, sexuality and prevention of teenage pregnancy. All-together 3,000 adolescents benefitted directly and 1,170,000 students indirectly, through the 2,600 student counsellors that serve this population.

UNICEF Ecuador initiated a new review process of the agenda of indigenous children and adolescents. The agenda embraces their rights in a comprehensive manner, including rights to education, health, protection, cultural identity and territory. A total of 1,100 children and adolescents participated in the review process.

Emergency actions included implementation of education and protection for 13,290 children and adolescents; Zika prevention in schools, with participation by 7,500 students; and 13,290 students benefitted from safe water and sanitation facilities in schools.
Service Delivery

Service delivery is not part of UNICEF Ecuador’s regular programme.

Nevertheless, in view of the emergency in 2016, UNICEF Ecuador, in support of national efforts, delivered several inputs related to WASH (water purification tablets, bladders, among others), health and nutrition (micronutrients, Plumpy-nut, insecticide-treated bed nets, etc.), education (school-in-a-box kits, tents used as temporary school spaces, among others). This work sought to strengthen the response by Government counterparts and civil society organizations. This support acquired greater relevance in view of the fact that the provinces of Manabí and Esmeraldas, the two most affected by the earthquake of April, 2016, were already vulnerable territories.

The information gathered by UNICEF Ecuador in 89 rural communities (for greater details see the RAM on Output Monitoring and Evaluation) permitted a determination of which affected communities were not receiving emergency services and to advocate with national authorities to ensure children’s rights in those communities.

Human Rights-Based Approach to Cooperation

UNICEF prepared the confidential report with key information on CRC implementation (2011-2015), and on Optional Protocols I and II, ratified by Ecuador. It includes information gathered by UNICEF and other UN agencies. The evidence gathered highlights major advances, as well as ongoing challenges for ensuring the realization of the rights of all Ecuadorian boys, girls and adolescents. UNICEF also reported on Optional Protocols I and II in individual documents, as required by the guidelines. Ecuador has not yet ratified the third Optional Protocol to the Convention on the Rights of the Child, on a communications procedure.

UNICEF also submitted a stand-alone contribution to the UPR process as part of the UN Country Team report, and contributed to joint reports on torture and migrant workers in relation to issues concerning children and adolescents.

UNICEF continued supporting the agenda of indigenous peoples’ children’s rights, empowering 1,125 indigenous children on their rights.

In the framework of the international decade for people of African descent, UNICEF together with UN Women, contributed to the organization of a national congress of Afro-descendant women, including participation by Afro-descendant girls.

Gender Equality

The eradication of gender-based violence (GBV) and gender mainstreaming is one of the five main priorities of the UN Development Assistance Framework (UNDAF).

UNICEF designed and implemented a comprehensive inter-agency strategy to prevent, identify and respond to sexual and gender-based violence (SGBV), in collaboration with UNFPA, UNHCR and UNDP in Sucumbíos, on the border with Colombia. The strategy reinforced the joint work of the local commission specialized in SGBV, made up of protection and empowerment actors such as: MoH, MIES, Ombudsman's Office, public prosecutor’s office, judiciary, police and women’s organizations, among others. The strategy played an important role in local-level implementation. UNICEF’s work with the local commission focused on strengthening capacities to establishing high-priority actions and strategies, and overcome potential barriers and bottlenecks, to ensure that SGBV interventions have a child
rights and equity perspective.

As a part of UNDAF, UNICEF and sister agencies supported actions for implementation of the plan to eradicate violence (PNEV) and for the development of instruments and institutional tools to monitor and evaluate the plan. A set of actions oriented toward capacity development and knowledge generation were also supported. A third stream was the generation of institutional tools, which have to do with three fundamental areas: evaluation of public investment in rights, with emphasis on the most vulnerable population groups, including policies and plans such as the PNEV; developing tools for monitoring public policies, based on national equality agendas; and developing protocols for dealing with cases of violence and sexual harassment.

Finally, UNICEF supported UN Women’s assistance to Ecuador for the implementation of CEDAW recommendations, its dissemination and the creation of an institutional mechanism to follow up on these recommendations. This model has potential for replication for following up on recommendations by other international human rights commitments, particularly child rights bodies.

Environmental Sustainability

Between 2015 and 2016, UNICEF Ecuador, through its NGO partner FUNDIC, supported the participation of 33,206 adolescents in public and private school educational projects under the modality of student participation and citizen education. The effort involved 200 hours of coursework by upper-secondary school students, and included environmental education. The themes under student participation included: natural resources (forestation and reforestation, school and medicinal gardens), ecology and biosphere, air, soil, (research on contamination of rivers and soil) and environmental quality (research and projects related to waste management, classification and separation of waste), and ecotourism. According to the survey conducted by FUNDIC, 14 per cent (4,700) of the participants selected this theme.

In 2016 negotiations were revived with MINEDUC on in-service teacher training in the Amazon region and rural communities on bilingual intercultural education, with special emphasis on hard-to-reach indigenous communities. The intercultural bilingual education model includes important elements of environmental sustainability and environmental knowledge that are key to the sustainable management of natural resources. The design of a new kind of teacher training programme was initiated.

Effective Leadership

During 2016, the country management team (CMT) closely monitored the implementation of programme funds, DCT ageing and compliance with the harmonized approach to cash transfers (HACT). Monitoring reports were improved and dashboard follow-up was a standing item on the CMT agenda. As a result, timely corrective actions were taken on indicators that needed improvement.

UNICEF response to the emergency produced by the earthquake was swift and effective. This was possible due to leadership and staff commitment to embrace an increased workload. Senior management, through consultations and analysis of the first three months of the response, determined the need for increased capacity and designed an organizational structure to allow for a continued and efficient response to the emergency, while at the same time continuing to implement the regular programme. This structure will address risks identified in staff surveys, related to unequal workload distribution and implementation delays for expiring grants. Challenges remain, particularly in having office technical alignment and teamwork within the emergency and regular programme teams, which is being addressed through regular management meetings to identify and address issues,
communication protocols, directives and periodic meetings.

At the onset of the emergency, UNICEF received significant financial and human resource support from the UNICEF Regional Office and HQ. The operations section was reinforced to support the combined regular programme and emergency programme, including the appointment of an Operations Manager.

### Financial Resources Management

In terms of financial transactions the Ecuador office worked closely with the Global Shared Services Centre (GSSC) in 2016. The operations team attended webinars and trainings to respond to procedural changes. Travel, petty cash and approval and verification of direct cash transfers (DCTs) were managed by UNICEF Ecuador, in coordination with GSSC. All financial transactions were carried out in accordance with established rules and standard operating procedures. Also, the Office is in full use of online technologies and has an adequate segregation of duties, facilitating financial development. By year-end, the Office had a 100 per cent implementation rate for its support budget.

UNICEF Ecuador processed an increased number of transactions, maintaining the same level of response as before the April emergency, with the same number of staff. In 2015, a total of 2,080 payments were processed; as of November 2016, the number of payments had increased to 2,953, representing a 30 per cent increase, which was expected to reach 40 per cent increase by the end of the year. As of November, no DCTs were outstanding for more than nine months.

To follow up on donations and their implementation, the CMT uses InSight reports, mainly the manager’s dashboard and funds utilization analysis cube. With those two tools, operations and programme areas can establish timely deadlines for addressing red flags, which are followed-up monthly by the CMT.

Five bank accounts were opened, three for the receipt of donations and one for both receipt of donations and disbursements. These accounts are reconciled monthly, in line with organizational procedures. The Office had no cash flow issues in 2016.

### Fundraising and Donor Relations

Stable financing for the country programme is key to ensuring its adequate implementation and delivering results. This year the Office continued efforts to obtain unrestricted and predictable resources from the private sector to complement internal and public funding, achieving positive results in the mobilization of resources in spite of internal and external factors that have had a negative repercussion on the national economy.

Emergency response became the primary focus of resource mobilization efforts, in order to capitalize on solidarity for victims of the earthquake.

International public and private funds were mobilized to enable the scaling-up of Office capacity to support the Government’s emergency response.

Local resource mobilization was also scaled up, through the recruitment of individual donors using digital, telemarketing and face-to-face strategies. Because of these activities carried out in 2016, the number of individual donors increased by 28.9 per cent between 2015 (42,337) and 2016 (54,554) with a total collected of US$4.39 million in 2016.

Additionally, and despite the situation faced by several entrepreneurial sectors of the country, through the corporate sector it was possible to generate an income in 2016 of
US$ 0.70 million, representing 232 per cent over the originally estimated fundraising budget through this channel. In total, the private fundraising effort reached US$5.08 million, with a growth equivalent to a 64.7 per cent when compared to resources raised in 2015.

All donor reports were submitted on time.

**Evaluation and Research**

UNICEF Ecuador has supported the Secretaría Nacional de Planificación y Desarrollo (SENPLADES) in an evaluation of national ECD programmes. This evaluation started at the end of 2015 and concluded in 2016. The results were made public by authorities of the MIES (the entity in charge of providing the services that were evaluated), the MCSD and SENPLADES. It is expected that this document will serve as a useful input for the next national development plan, to be prepared by the new Government in 2017.

The evaluation and its executive summary are in the process of final editing. Once these documents are finalized, they will be incorporated into the database of UNICEF evaluations, together with the respective management response. It is important to note that the evaluation undertaken refers to national ECD programmes, where services are provided by the state.

In view of the emergency that was faced by UNICEF Ecuador because of the earthquake, the implementation of research and evaluation activities initially planned for PRIME was not completed. Nevertheless, it is important to note that other evaluation and research activities were performed in the scope of the emergency.

**Efficiency Gains and Cost Savings**

UNICEF Ecuador continues to be located at UN House, sharing common premises and services, as per the 2000 memorandum of understanding. It still provides the office with substantial savings for contracts in services provided to UN agencies; on average, savings of about 20 per cent over local market prices.

**Supply Management**

Due to the emergency earthquake response, UNICEF Ecuador had to develop a supply strategy to cover the need arising from this humanitarian context. Within the total budget for 2016, the percentage of the supply and commodities component was about 15 per cent in mid-November. Offshore procurement reached US$807,287 (57 per cent) and local procurement was $620,783 (43 per cent). Shipping costs totalled US$523,488, for air shipments of 115.46 kilos and sea shipments of 11,729 kilos.

As in-county logistics infrastructure, the Office was supported by three warehouses, two located in Quito and one at Wick hall, in Pedernales. The total value dispatched from Quito was US$473,321 (60 per cent) and from Pedernales US$358,212 (43 per cent). Government consignees received supplies worth US$327,023, between the MoH (68 per cent), MinEDUC (11 per cent), National Water Department (1 per cent), MIES (7.8 per cent) and INEC (12 per cent).

Total services procured by UNICEF Ecuador were US$2,673,279, which included: corporate local contracts, 67 per cent; consultancies, 21 per cent; individual contractors 9 per cent; and assets 3 per cent.
### Security for Staff and Premises

After the April 16 earthquake occurred, the Country Office deployed staff and personnel to provide an effective response to the emergency. Security issues were addressed by having joint missions with UNDSS to assess security of premises, guarantee effective communications and train new personnel on security procedures.

All UNDSS recommendations were complied with and all staff deployed to the field completed security courses and were briefed by UNDSS on security conditions. Personnel security was prioritized and closely followed by senior management. The team was in a location that offered the most possible safety in relation to the risks for earthquake, tsunami and common crime. The location was equipped with internet access, satellite and VHF communications and landlines. Despite occasional staff security incidents, UNICEF’s field presence in the affected areas was not disrupted.

Studies were undertaken by the security management team (SMT) to assess the safety of the UN House in Quito, because of the seismic activity. UNICEF stated during security management team meetings that staff security should be the top criteria and that cost analysis should be undertaken only for security-compliant locations. UNICEF HQ and UNICEF LACRO were informed of the situation and presented with initial resource requirements in the event of having to move to new premises. The building owner’s proposal to reinforce the existing UN House proved to be unfeasible, and the UN Country Team has begun to reinitiate the search for a new location.

The need to reinforce monitoring and analysis of the situation near the northern border area was agreed with UNDSS and senior management; regular briefings are held with UNICEF staff who work in these areas to agree specific security measures for field missions.

### Human Resources

In 2016, the human resources function was focused on the emergency response and building the new structure that aimed to deliver an adequate response for affected children. Prior to the emergency, the Office had 22 staff members, which reached a maximum of 70 and declined slightly to 65 at year-end. Gender balance is 61 per cent female and 39 per cent male.

The Office coped with this challenge by receiving a mission by an HR specialist from HQ with vast experience in emergencies and an HR officer who fully supported the HR function. The Office also faced the HR transition to Global Shared Services Centre (GSSC) during the first semester and the “go live” in August of 2016. The operations officer joined the team in late July 2016.

### TOTAL VALUE OF DISPATCHED SUPPLIES BY SECTOR

<table>
<thead>
<tr>
<th>Sector</th>
<th>Total Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maternal-infant health and nutrition (including WASH)</td>
<td>$498,148.00</td>
</tr>
<tr>
<td>Protection from violence &amp; adolescents</td>
<td>$137,540.00</td>
</tr>
<tr>
<td>Inclusive education and equity</td>
<td>$7,099.00</td>
</tr>
<tr>
<td>Cross-sectoral support</td>
<td>$2,216.00</td>
</tr>
</tbody>
</table>

14
UNICEF identified the need for improving the capacity of the HR assistant and transferring operational tasks to the operations officer and assistant. Attendance at the ‘One HR’ meeting and a mission of the multi-country support facility HR specialist identified areas for improvement regarding processes, monitoring and work practices.

Regarding the new performance management tool, ACHIEVE, all eligible staff members completed the on-line performance planning phase, including emergency and regular programme deliverables.

The Representative, management team, local staff association and HR team sought to improve the work climate, in response to the findings of the global staff survey and two national staff surveys, establishing a diverse working group to take actions on the issues identified, which included: work-life balance, personal empowerment and inclusive workplace.

The Office held two staff retreats. In March the focus was on programme planning priorities, field activities and results for children in Ecuador. In late September a retreat focused on teamwork and staff wellbeing, given the tripling of the workforce.

**Effective Use of Information and Communication Technology**

During 2016, the Office decided to implement the ICT Light structure. In the first quarter, equipment standards were put in place by replacing computers for the current staff at the time. Additionally, a VHF radio was assigned to every staff member for emergency communications.

ICT Light implementation was postponed after the earthquake in mid-April. The number of personnel called on to respond to this emergency almost tripled, thus new equipment resources and installation were required. UN volunteers, staff on short-term assignment and contractors were provided with resources enabling them to respond to the emergency. ICT light implementation will take place in early 2017.

VHF communication enhancements (radio bases, portable radios and vehicle radios), wireless printers and WiFi connections were provided to the teams in the offices established for the emergency response in Pedernales and Esmeraldas. Satellite phones were provided for both offices. All these actions were taken with the objective of ensuring effective communications and tools for security in the field.

**Programme Components from RAM**

**ANALYSIS BY OUTCOME AND OUTPUT RESULTS**

**OUTCOME 1** By end-2018, children, adolescents and mothers, especially in the territories in situations of greatest vulnerability, enjoy greater opportunities and equality in the use of high-impact maternal and child health interventions and use of nutritional support and improved nutrition and care practices for children and adolescents.

**Analytical Statement of Progress:**
UNICEF continued providing strategic support to help Ecuador meet its commitment to reduce maternal and child mortality and malnutrition in children (with focus on stunting, acute malnutrition and overweight and obesity). The Office adopted a national and sub-national strengthening strategy with a lifecycle-based approach, recognizing the importance of early childhood and adolescence. At the national level UNICEF, in collaboration with PAHO,
supported an integrated approach of strategies through the key social ministries (MoH, MCDS and MIES), through evidence-based advocacy to attract attention and commitment to address the main priorities of children, adolescents and pregnant women. For instance, by supporting national efforts to reduce maternal and infant mortality through an improved and equitable use of high-impact maternal, new-born and child health interventions, employing strategies such as: “Ecuador without maternal mortality”, “Early Childhood Strategy” and the “national inter-sectorial strategy to accelerate the reduction of malnutrition”.

At the sub-national level, UNICEF Ecuador continued to participate in the joint programme on food and nutritional security (PC-SAN Imbabura) implemented in Imbabura Province in association with PAHO, WFP and FAO. Through this programme, it was possible to continue strengthening inter-sectoral and inter-institutional coordination, stressing the simultaneous nature and convergence of their actions with the objective of efficiently approaching the principal nutritional problems and their social determinants. Additionally, it has been possible to involve several important actors in the fight against malnutrition, such as local governments, community and ethnic representatives, NGOs and academia, among others.

These local initiatives contributed to generating evidence to influence national policies. In 2016 UNICEF Ecuador responded to two emergencies: the earthquake emergency, which began on April 16th, 2016, affecting mainly the Pacific coast region, and the Zika virus emergency. Prior to the earthquake, Ecuador already reported a rising trend in Zika cases, which steadily increased, especially among pregnant women. Following the earthquake, the majority of UNICEF Ecuador’s efforts focused on reducing morbidity and mortality among the most affected population (especially children under five, pregnant and lactating women) by re-establishing access to essential health care – including emergency medical service, maternal and child care – and nutrition services, as well as implementing prevention and promotion strategies, particularly among vulnerable groups: children under-five years, pregnant and lactating women and women of reproductive age.

**OUTPUT 1** By 2018, the institutions have more evidence for reduction of maternal and child mortality, with rights and gender approaches.

**Analytical Statement of Progress:**
UNICEF Ecuador has placed special emphasis on advocacy and technical support for building and strengthening capacities to improve skills and knowledge and develop an integrated package for community health workers, specifically on cost-effective practices during infants’ first 1,000 days of the life. With the objective of strengthening knowledge relative to healthy practices in nutrition and reaching the population with key and uniform messages from all actors in the social sector, representatives of local health committees and local government experts, UNICEF promoted inter-sectoral harmonized groups in priority districts to address counselling, based on the above-mentioned tool and with participation by all the professionals that perform house-to-house visits among the most vulnerable households.

Additionally, the local-level strategy of PC-SAN Imbabura is ongoing. UNICEF continues to support individual and community capacity by means of empowering and engaging with local communities. Local planning on a geographic basis was promoted, to identify actions that permit the generation of answers to the problems identified in reducing malnutrition by addressing determining factors and the relevant responsibilities at three levels of local government (parish, canton and province) and those of public institutions.

It has been possible to implement inter-sectorial round tables legally constituted with resolutions, operating regulations and joint planning instruments that have resources provided by the local governments, and monthly planning and monitoring activities are
carried out as well strengthening referral mechanisms and linkages between different levels of facility-based care, and between health facilities and the community. From the PC-SAN Imbabura work has been made to engage people for social and behaviour change with the communities through communication for development by promoting healthy and cost-effective practices leading to the reduction and prevention of malnutrition at an early stage, exclusive maternal breastfeeding, adequate complementary and timely provision of food, washing hands, control of the growth of the healthy child and of the pregnant woman, among others, through the implementation of “Intercultural Centres for the Promotion of Health and Nutrition “that have been created thanks to local empowerment. Additionally, the educational programme for children of 3 to 6 years has continued to be maintained that is based on the evidence to promote the awareness of the body, physical activity, healthy food, personal care, oral health and self-regulation among children and families in Latin America, by means of the cooperation UNICEF, Sesame Street and Ecuador TV (public TV station).

OUTPUT 2 By 2018, the institutions have more evidence for reduction of maternal and child mortality, with rights and gender approaches.

Analytical Statement of Progress:
UNICEF, in alliance with WHO/PAHO, supported national efforts to reduce maternal and child mortality and malnutrition in children, with a special focus on the first 1,000 days between a woman's pregnancy and her child's second birthday. Support was provided to the country to strengthen strategies related to the reduction of maternal and neo-natal mortality, with emphasis on the initiative “Ecuador free of Maternal Deaths” and “First Infancy”, of the MSP. Through this work it was possible to update the approach to integrated management of childhood illness (IMCI). This update offered simple and effective methods to prevent and manage the leading causes of serious illness and mortality in young children, and included training of sanitation professionals.

Additionally, in partnership with MPS, management of the protocol for severe acute malnutrition was elaborated and published. Along with the protocol, UNICEF provided treatment (ready to use therapeutic food – Plumpy Nut) in provinces affected by the earthquake. In coordination with MPS, norms were established for the certification of mother- and child-friendly establishments. This initiative followed the 'steps for successful breastfeeding', ensuring adherence to the International Code of Marketing of Breast-milk Substitutes – as well as optimum childbirth practices. In partnership with MPS, child and mother health cards, for and integrated health approach during pregnancy and the first years of life, were developed. With this innovative tool for pregnant women and children under-five years of age, it has been possible to incorporate and integrate pre-existing elements that had not been contemplated up to this moment, such as the evaluation by life-cycle of early childhood development. This health card has become a tool for the registry of sanitary health interventions at the national level.

The management model and acquisition of the early childhood kit was undertaken as a part of a sanitation strategy that promotes timely access by boys and girls to the first health check, during their first seven days of life, to decrease neonatal mortality. Monitoring of the International Code of Marketing of Breast-milk Substitutes was undertaken in partnership with the MSP and PAHO. This evaluation provided updates on current activities to strengthen implementation and monitoring of the Code, to protect and promote breastfeeding, through the provision of adequate information on appropriate infant feeding and regulation of the marketing of breastmilk substitutes, bottles and teats. UNICEF Ecuador generated scientific evidence, within the framework of the SAN-Imbabura programme, on the health situation of children under five years of age and their mothers, focused on undernutrition. Accompanying this process, a study was prepared on knowledge, attitudes and social and cultural child-rearing practices, which has allowed the identification of
practices in this region and among indigenous communities of the Highlands (Sierra) that need to be reinforced and/or evaluated.

OUTPUT 3 Emergency response: Health and nutrition area

Analytical Statement of Progress:
In 2016 UNICEF Ecuador responded to two emergencies: the earthquake emergency that began on April 16th, 2016, mainly affecting the Pacific coast region and the Zika virus emergency. The disruption of health services due to the earthquake, combined with increased food insecurity, threatened to worsen already high malnutrition rates among the most vulnerable populations in affected areas, with a serious impact on the nutritional status of children under five years and pregnant and lactating women. Additionally, a maximum health alert was in place due to concerns about health and water, hygiene and sanitation in the affected areas, which were already considered hotspots for the spread of Zika, dengue and chikungunya.

In line with the core commitments for children in humanitarian action, UNICEF Ecuador provided support for 250,000 children under five years of age and approximately 26,000 pregnant and lactating women. The following initiatives were supported:

- Restore and provide support to local health facilities for management of an increased number of cases of acute malnutrition, and ensure adequate protection, promotion and support of appropriate infant and young child feeding in emergencies (IYCF) through the dissemination of information, counselling of mothers, provision of safe IYCF locations and promotion of life-saving practices (e.g., breastfeeding, health-seeking behaviour, safe motherhood, handwashing, hygiene and sanitation). In addition, monitoring of unsolicited donations was needed.

- Provision of life-saving supplies (such as high-dose vitamin A supplements, micronutrients, ready-to-use therapeutic foods, oral rehydration salts in combination with Zinc, to diminish the severity and shorten the duration of diarrhoeal episodes for all children aged six to 59 months, in collaboration with health sector workers, as well as provisional temporary health and nutrition facilities (tents).

- Provide to the most vulnerable affected population (especially pregnant women) key supplies and information for the prevention of epidemics, such as water-borne diseases.

Regarding the Zika emergency, an integrated project was implemented for the prevention and control of the Zika virus, focusing on sectors or groups of greater vulnerability, such as children and pregnant women, with actions directed to families and communities. The strategy included implementation of an education programme for vector control in schools, home visits that included delivery of Zika prevention kits for pregnant women and neighbouring families and the strengthening of alliances with other institutions and community and grassroots organizations to promote community-based vector control and personal care and vector control by pregnant women. This strategy was launched with a communication campaign “So that your baby can be born healthy, avoid getting bitten by the mosquito”, that reached more than 1 million persons through television, public radio and social networks.

OUTPUT 4 Emergency response in the WASH area. Earthquake April 16th, 2016

Analytical Statement of Progress:
UNICEF began its WASH activities in response to the emergency caused by the April 16 earthquake. UNICEF provided support to the Government in its immediate response, and
facilitated access to WASH services to affected people in Government-supported shelters, providing facilities for water, sanitation and hygiene that meet global minimum standards for emergencies. UNICEF established a close collaboration with the National Water Department (SENAGUA), offering support and technical assistance, especially in the supply of safe water and sanitation solutions. Likewise, at the local level, support was given to strengthen the capacity of the response by municipal water companies and Water Boards in rural areas. UNICEF’s response was adapted to the need for WASH in a dynamic context.

At present, the WASH strategy has integrated new activities to cover the needs of areas where assistance has been limited, such as in spontaneous shelters, rural zones and institutions, principally schools. Likewise, UNICEF supports SENAGUA in its effort to provide specific assistance in shelters. UNICEF provided assistance for 64,000 persons to access drinking water, including the donation of inputs and rehabilitation of hydraulic infrastructure in communities and educational centres. More than 32,000 persons received assistance with access to sanitation by means of the installation, construction and rehabilitation of latrines. Some 64,000 persons received assistance with hygiene items and activities for the promotion of correct hygiene practices. UNICEF worked with WASH partners, as well as through direct implementation, to provide assistance to 14,000 persons for water and 5,000 with for sanitation. At the epidemiologic level, there has been no official report of the appearance of water-borne diseases or to the lack of hygiene, a matter which is an important indicator that the WASH response was correct and successful.

UNICEF’s WASH team established close collaboration with other sectors, such as:

**Education:** Collaboration with MINEDUC to identify 142 schools affected by the earthquake. By year-end, the WASH infrastructure had been rehabilitated in 113 of the schools. Likewise, activities to promote hygiene and vector control were carried out.

**Health:** Cooperation focused on establishing and monitoring of the water chlorination system, which was integrated with the activities of the campaign against Zika, for promoting hygiene/control of vectors in communities.

**Housing:** 500 sanitary units were built to assure access to sanitation services in temporary housing areas. Likewise, support was provided to reconstruction efforts, so that the new homes are supplied with WASH facilities. UNICEF led the WASH Cluster, maintaining the structure for WASH coordination at the national and local levels in affected zones.

**OUTCOME 2** By end-2018, children and adolescents - with special emphasis on those in the most vulnerable zones - enjoy greater opportunities for the exercise of their rights to education with quality, relevance and good treatment of students.

**Analytical Statement of Progress:**
In 2016 MINEDUC began national implementation of the inclusion strategy (developed in earlier years with the assistance of UNICEF) through a revision and establishment of new tasks and responsibilities for 140 district teams on educational inclusion. The responsibilities are two-fold: 1) ensure inclusion of currently excluded children, adolescents and youth between three and 19 years of age, using existing inclusion routes, and 2) provide support to the students with special needs and curriculum adaptations through work with teachers and other education staff.

Digital registries were enhanced and new information management agreements reached for intra-ministerial information flow, which had been identified as the key bottleneck for an efficient response to exclusion. The flexible lower-secondary school education supported by UNICEF reached 50,000 adolescents and youths, with major financial input from MINEDUC.
The joint UNICEF-MINEDUC aim is to institutionalize the strategy at the national level by 2018. Agreements were also reached on the need to broaden flexible modalities to different age groups and groups with special needs, to ensure inclusion of the 210,000 children and adolescents, between five and 17 years of age still excluded from education.

In September 2015, the training of public schools’ student counsellors in cross-cutting themes started, continuing throughout 2016. The subject matters are: inclusion and diversity, peace education, prevention of early pregnancy and student counselling functions. It concluded with 2,600 student counsellors graduating from the course, responsible for enhancing the wellbeing of 1,170,000 students. To increase the impact and use of these trainings, MINEDUC sought the assistance of UNICEF and its partners to implement student counsellor coordinators and trainers courses. The coordinators were trained and currently act as in-house trainers for the teachers; 6,600 teachers of 264,000 students were trained.

The major sustainability challenge was overcome by establishing permanent student counsellor posts as public servants within MINEDUC, with a competitive salary and permanent post for student counselling coordinator and student counsellor. The challenge for student counsellors and their impact is the large number of students they cater to. Simultaneous with the training process, and to maximize the impact of student counselling, their duties were reviewed and now include an ever-increasing focus on prevention and collective action in favour of student wellbeing. Future efforts at the district level will focus on improving planning capacity, information management and management of the diversified education options, and the interaction between the different areas. There is a need to broaden the educational inclusion strategy from the inclusion and student wellbeing departments to planning, school administration and professional development. The new 2016 curricula for the ten-year basic education and upper-secondary school education are more flexible, and strive for greater autonomy for schools to implement the curriculum according to the local context and needs than was the case in the past. Despite these developments, the situation of intercultural bilingual education and Afro-ethno-education is weak in terms of participation, scope and as a result the permeability of the education system.

In 2016, UNICEF Ecuador initiated negotiations with MINEDUC to revive in-service teacher training and hands-on training for rural and indigenous teachers of the Amazon area, but the earthquake shifted priorities and the process was postponed. Construction of a national response to educational inclusion took place despite the economic crisis and earthquake, which affected almost 400,000 students registered in the 14 affected municipalities. However, Government policy on restructuring of the national network of educational installations implies a decrease of schools from 19,023 to 5,189; the impact has not yet been evaluated. The current number of schools in the country is approximately 12,200. The restructuring raised increasing concerns regarding the ability of the school network (including transport) to ensure fulfilment of the right to education of all children and adolescents, especially rural and indigenous minorities, which is a major concern for all UNICEF’s programming with MINEDUC. A step forward was the request by the MINEDUC for UNICEF’s support in monitoring the impact of the possible negative effects of both the implemented and planned restructuring in the area affected by the earthquake.

**OUTPUT 1** By end-2018, public institutions provides improved services related to comprehensive child development based on innovative management methodologies.

**Analytical Statement of Progress:**
UNICEF Ecuador results for ECD focused on its five strategic, integrated lines of action:
1. Support to increased relevance and alternatives for ECD services in indigenous and rural communities through the generation of evidence of positive and negative practices:
evaluations, case studies and academic research, and modification of services according to the evidence. An agreement was reached with MIES for the development of studies to research childrearing practices, together with the Latin American Faculty of Social Studies and its laboratory for intercultural studies, with the objective of contributing to preparation of a revised model of early childhood home visiting and community-based education. The methodology was designed and locations identified. A pilot participatory action-research was developed with the Chachi and Eperara indigenous communities, in conjunction with the Catholic University of Esmeraldas, on child-rearing practices and education.

2. Development and implementation of an efficient local-level management model for reducing undernutrition and malnutrition, including C4D activities in the northern highlands

3. Increased inclusion in early education (under the educational inclusion strategy). The strategy includes the tracking of children from three to five years of age who are entitled to an early education. The tracking permitted identification of communities in need of the service or of alternatives, such as home visiting programmes or community-based education. The analysis of the situation is ongoing, as the results and cross-checking of the data on exclusion and MINECUC’s digital registry only began in October 2016.

4. Advocacy for the prevention and deinstitutionalization of children under three. In cooperation with MIES, UNICEF developed a set of indicators as a baseline to diagnose and monitor the situation of children living in institutions, aiming to reduce and progressively eradicate the institutionalization of children aged zero to three. UNICEF also supported and promoted the creation of a civil society network for the right to family and community life called Red Convivencia (Coexistence Network), which advocates and works for the reintegration of institutionalized young children with their families, or into foster care. UNICEF prepared three models to guide practices and policy in this regard: a family support model, residential care model, and a model to prevent neglect and abandonment of young children.

5. Advocacy and strategic support for ECD and sustained national efforts. In coordination with the MPS, to up-date the chart of procedures for comprehensive attention to diseases prevalent in infancy (AIEPI). The strategy permits that through the consultation on morbidity activities for promotion is carried out, also included were psychomotor development and activities for stimulation by life cycle. Additionally, the ‘full infancy kit’ was implemented in priority communities. At the national level, the strategy uses the book “Step by Step for a Full Infancy”, which contains general information for caregivers. UNICEF prepared other, complementary, technical tools for sanitation professionals when addressing ECD.

OUTPUT 2 By end-2018, the institutions, families and other actors have capacities, evidence and exchange of experiences for inclusion, retention, quality, gender sensitivity and good treatment in education.

Analytical Statement of Progress: The lines of action are: educational inclusion, student well-being, teacher training and action research on education in indigenous communities. Notable achievements in 2016 included:

1. Application of the toolkit for educational inclusion and updating of guidelines and definitions of relevant concepts of educational inclusion, building competencies of the major duty bearers, tools for the identification of out-of-school children, adolescents and youth, data management tools, communication instructions and guidelines for inter-institutional coordination to guarantee the right to education. In 2016, the toolkit was adopted and
implemented by MINEDUC, as a national level programme. The new toolkit was published and is part of MINEDUC’s resources for its staff.

2. Construction of indicators and digital registry for information on out-of-school children, adolescents and youth. The first cross-checking of data with the national enrolment registry and the tracking registry was conducted and found more than 4,000 cases of exclusion, thus serving as an example of how the registry will work within the digital registry being developed. As a result, it could be determined that currently some 700 of the 4,000 are included.

3. Implementation of flexible education modalities for 50,000 adolescents and youth were included in flexible lower-secondary-school education. The modality developed by the NGO Development and Self-Management (DyA), supported by UNICEF, led to the development of other flexible modalities, such as flexible upper-secondary school and levelling for children and adolescents between eight and 14 years of age, affected by the earthquake.

4. Development of a national educational inclusion investment project. The first outline of the scheme was developed jointly with the MINEDUC and submitted for review. An intra-ministerial working group was formed to resolve educational inclusion challenges in the earthquake area, but was broadened to solve other bottlenecks identified.

In 2016 UNICEF Ecuador, together with its partners FUNDIC, the Apostolic Vicariate of Esmeraldas and MINEDUC implemented strategies for student well-being and teacher training, to address: inclusion and diversity, preventing violence and promoting a culture of peace, gender and inter-generational relations, sexuality and prevention of teenage pregnancy through: four strategies:

- National student participation programme focused on citizen education, with 24,000 adolescents.
- National student counsellor training for 2,600 student counsellors responsible for the wellbeing of 1,170,000 students.
- Training of teachers from 16 universities and 167 student counsellor coordinators who support and train other student counsellors, teachers and MINEDUC staff. A total of 6,600 teachers have been trained as a result.
- 3,000 children and adolescents benefited from peace education along Ecuador’s northern border. Methodological peace education teaching materials for schools and teacher training are major achievements of this programme.

In addition, action-research on everyday life of rural indigenous children from three to 12 years of age was finalized by PUCESE, the Catholic University in the country. The objective was to strengthen the interaction between academics and indigenous communities to find solutions to violations of children’s rights and foster centres of excellence for indigenous child rights.

**OUTPUT 3 Emergency Response: Education**

**Analytical Statement of Progress:**
UNICEF coordinated the education cluster and provided to all stakeholders with support for education in emergency. The cluster designed a five-point action plan that was formalized with the Ministry of Foreign Affairs and MINEDUC. Despite the US$6 million request in the Flash Appeal, only US$50,000 was received from public sources. The rest of UNICEF’s funding for education in emergency was obtained through private resource mobilization and reallocation of existing resources.
It is important to note that when the earthquake occurred on April 16th, the students from the coastal area affected were on vacation; classes were scheduled to resume on 2 May. The first action was the establishment of temporary education and protection sites/spaces for 16,000 child and adolescent students. With the funding available, UNICEF Ecuador reached 13,290 students, starting from the third week of the emergency. The second action was provision of essential educational material and rapid training in its use. In total, 34,000 children and adolescents benefited from either school-in-a-box material, early childhood material or recreation and educational material or from all these inputs. The third step involved adapting the curricula to an emergency, and training and accompanying of teachers in its implementation. During the first three months of the emergency, UNICEF Ecuador reached and accompanied 762 teachers in the most affected municipalities: Jama, Pedernales and Muisne. The fourth step was strategic support for educational inclusion and monitoring the right to education in an emergency. The toolbox for educational inclusion was adapted to emergency situations, and the Kobo digital information system for humanitarian response was used for tracking out-of-school children in the affected area. Some 1,700 children and adolescents were identified and inclusion processes initiated.

A levelling programme was initiated with the 2,400 most vulnerable children and adolescents between eight and 14 years (also including a few adolescents up to 16 years of age) for grades 1-7. UNICEF Ecuador conducted a monitoring of education in emergency in rural areas and as a result, MINEDUC requested UNICEF’s support in monitoring implementation of the Government response to education in emergency; that is, establishment of 26 large provisional schools to cater to 56,000 students. The exercise was designed and implemented in October; the results were presented in early December. The fifth action was educational communication to promote educational inclusion in emergencies, hygiene and wellbeing of students, teachers and other education sector workers in the affected area. This activity started in November. In addition to these actions, UNICEF participated actively in the post-disaster needs assessment and advocated for and supported MINEDUC in the incorporation of areas beyond reconstruction and repairs of infrastructure, as well as use of local earthquake-resistant materials for reconstruction. As a result, flexible education modalities were included in the Ministry’s actions and plan.

OUTCOME 3 By end-2018, boys and girls and adolescents, especially those in situations of the greatest vulnerability, enjoy greater opportunities, social inclusion and quality in the exercise of their rights without gender discrimination through an improved policy environment and systems, guided by improved knowledge and data.

Analytical Statement of Progress:
UNICEF Ecuador, in close coordination with UNICEF LACRO and UNICEF HQ and following a long process of advocacy and dissemination of key messages on children and adolescents, contributed to the inclusion of 10 specific mentions on children's rights and needs –as well as 13 mentions of girls and 13 mentions of age – in the “New Urban Agenda” adopted at the Habitat III conference. Among the main child rights and needs topics included were: 1) capacity development, empowerment and participation; 2) safe environment, violence and discrimination; 3) responsiveness of services to rights and needs; 3) child mortality, 4) mobility, transport, and safe & healthy journey to school.

More broadly, the Agenda also calls for age-responsive policies on planning and investment, governance, housing policies, land and property rights, disaster risk reduction and climate change planning, data, budgeting and ICT policies.

Following Ecuador’s earthquake a new social protection intervention modality was adopted: UNICEF and WFP chose to support a Government-led emergency social protection
programme and specific cash transfers, instead of developing alternative modalities. Of the various cash transfers (rent, host, food, reconstruction), WFP provided US$100 a month per affected registered family for three months for the food transfer, implemented by the MIES. In coordination with the MIES, and complementary to WFP’s effort, UNICEF supported the automation of all national cash transfer programmes (emergency and regular), including the major “human development bonus”.

By deepening its partnerships with several parliamentary groups, UNICEF has continued its support to the National Assembly to strengthen members’ capacities in terms of analysis and follow-up of social investment and investment in children. As a result, key recommendations of the CRC Committee were included in National Assembly reports on implementation of the national budget for 2015, following technical assistance and advocacy promoted by UNICEF.

With Government partners and UNDP, UNICEF supported the adoption of the country's multidimensional poverty index (MPI), officially launched by the President in February 2016. The MPI includes indicators on several dimensions of child rights. UNICEF also continued its support capacity strengthening among indigenous peoples and people of African descent to develop action plans and establish monitoring mechanisms on children's rights, included in the framework of the international decade for people of African descent.

UNICEF Ecuador actively participated in UNICEF’s global urban-climate consultation held in Mumbai in October, aiming at shaping the UNICEF global urban strategic framework and agreeing on an implementation plan for the executive directive on climate and environment. The Office also shared the main takeaways on children from the Habitat III conference, held in Quito. Following the global consultation, UNICEF Ecuador is now better equipped to develop its own strategies on both climate and child-sensitive programming in urban areas. Among the knowledge management initiatives, UNICEF also shared Ecuador's experience in social protection response to the earthquake during a regional workshop on the links between social protection policies and disaster risk management and climate change adaptation strategies.

**OUTPUT 1** By end-2018, Ecuador has improved information, technical exchanges and evidence related to social protection and the reduction of poverty, especially multidimensional child poverty, with a gender perspective.

**Analytical Statement of Progress:**
Opinions of 35,000 children about their cities, collected through a global consultation, were shared at Habitat III. Insecurity, discrimination and lack of participation in cities are the key concerns of children. The results of the consultation were disseminated to about 3,500,000 people through media/social networks.

Through four UNICEF-organized side events (including with the special representative of the Secretary General on violence against children, and the Government of Ecuador), best practices on tackling children's key needs in cities, developed by municipalities (Surabaya, Lagos, Medellin, La Paz, Lima and Quito), were shared with 1,300 participants. Together with LACRO, the study “Infancy and housing inequality in eight countries of Latin America” was launched during the Habitat gathering. Several experts shared key findings on inequalities affecting children in cities, and public policies with recommendations for reducing malnutrition in the region, with side-event participants, including three ministers.

UNICEF Ecuador supported the National Urban Forum, producing and disseminating a video showing adolescent’s—including indigenous—concerns and proposals for their cities, and organized an urban breakfast, which presented public policy options for safe/healthy journey to school and recreational opportunities for children.
In coordination with the MIES, and complementary to WFP financing of “cash transfers for food” for people affected by the earthquake, UNICEF supported the management of automation for all national cash transfer programmes (emergency and regular). Through this support, UNICEF contributed to the MIES-WFP provision of cash transfers to 100,000 people affected by the earthquake, focusing on families with children and pregnant women.

Together with the Economic Commission for Latin America and the Caribbean, UNICEF LACRO is developing a study on social protection and children in Ecuador, with policy recommendations to strengthen a comprehensive approach and improved preparation and response to disasters and the impact of climate change. The President of Ecuador officially launched the country’s multidimensional poverty index (MPI), which includes indicators on several dimensions of child rights (education, child labour and WASH). UNICEF and UNDP supported the exchange of related MPI experiences from Colombia and Mexico.

In partnership with parliamentary groups on poverty and inequality and on child rights, UNICEF Ecuador developed a methodology for measuring the social and fiscal consequences of legislative proposals, with a focus on reducing child poverty. UNICEF developed several instruments to support the National Assembly's functions of national budget review and implementation control, focusing on investment in children. As a result, key recommendations on investing in children were included in the Assembly's report on national budget implementation for 2015, and a proposal for the sustainability of social investment monitoring was presented to the Assembly's President.

UNICEF and UN sister agencies support for the International Decade for People of African Descent, including holding the national congress of Afro-descendant women, received a boost through a presidential executive decree establishing achievement of the Decades’ goals as a national public policy. UNICEF continued its support to the agenda of indigenous children's rights by renewing partnerships with the Confederation of Kichwas peoples and Kayambi people, and empowering 1,125 indigenous children on their rights.

OUTCOME 4 Emergency response to earthquake April 16th 2016

Analytical Statement of Progress:
In early 2016 UNICEF lobbied to shelve or significantly amend the draft law known as the Life Cycle bill, which contained measures contrary to CRC principles and threatened to substitute existing norms (Children's Rights Code/2003). UNICEF Ecuador also contributed to advancing the preparation of an alternative normative proposal to establish a new national rights protection system, since the specialized child protection system was altered and has been in transition since 2014. The official position continues to be a major concern since it does not assure special focus on children under the new rights protection system, but rather promotes a generic life cycle approach that does not ensure the protection of children as an absolute priority. Close monitoring of this key legislative proposal will be required during the next few months. Finally, UNICEF prepared, jointly with the Parliamentary Group on Children's Rights, a draft law to explicitly prohibit corporal punishment in all settings. Since the Parliament commission responsible for analysis of this project has suggested leaving it in abeyance, UNICEF recently defended the project with the Parliamentary group at a general voting session, with positive voting results against shelving the bill. Next steps include an expert debate with parliamentarians on this issue, to prepare the commission to recommend approval of this norm.

Taking advantage of the participation of the UN Special Representative on Violence against Children during Habitat III, UNICEF Ecuador launched a series of advocacy efforts at high-level meetings with national authorities, including the president of the National Parliament, to
highlight the importance of assuring harmonization of national norms with the CRC. UNICEF prepared a confidential report with relevant information on CRC implementation between 2011 and 2015, and on the two additional protocols. It includes information gathered by UNICEF programmatic areas and by other agencies of the UN country team. The evidence gathered, highlights major advances and outstanding challenges for ensuring the achievement of all rights of Ecuadorian boys, girls and adolescents. UNICEF also reported on Protocols I and II in individual documents, as provided by the guidelines. Ecuador has not yet ratified the Third Optional Protocol to the CRC (on a communications procedure). UNICEF also submitted a stand-alone contribution to the Universal Periodic Review process as a contribution to the UN country team report, and contributed to the joint reports on torture and migrant workers in relation to children and adolescents.

UNICEF also supported a network of civil society organizations and the national movement of children and adolescents for children's rights to present their alternative reports on CRC implementation. UNICEF focused on both financial and technical assistance to the process of national dialogues that entailed 13 interviews with key actors and 42 workshops in 10 cities in Ecuador. As a result, both civil society organizations and a child-led movement presented their alternative reports. UNICEF also supported the establishment of a civil society network for the right to family and community life, aiming to influence the national policy framework on alternative care to adopt the UN guidelines for de-institutionalizing children living in institutional care. UNICEF also began in 2016 to work with the MIES on a review of its special protection policy framework on residential care and special protection services, including the information management system, aiming to adopt a policy framework coherent with UN guidelines for alternative care.

At the national level, violence prevention activities focused on the attempt to resume the end violence campaign and implement its second phase, corporal punishment. Materials were produced to engage and train families on positive discipline (parenting guide). The Office took part in the global expert meeting on violence in early childhood in Cuba, and has since been trying to integrate this issue throughout the protection, education and health programmes. The general strategy to combat violence and adolescent pregnancy was temporarily affected by the focus on humanitarian response. Before the earthquake, in cooperation with the MIES, UNICEF had been developing, in partnership with RET, a national protocol to protect children in emergencies and adapting the “return to happiness” methodology as a psychosocial support tool to be applied in preparation for the eruption of the Cotopaxi Volcano. For the earthquake, UNICEF adapted the national protocol to protect children in emergencies, using elements and lessons from the current emergency, which is still in the validation process by the responsible Government agency, and was adopted as a protection cluster tool. Violence and adolescent pregnancy will be fundamental issues to be addressed in the upcoming work with presidential candidates for the 2017 elections, and in efforts to influence the next national development plan with the future government.

**OUTPUT 1** By end 2018, Ecuador has strengthened channels and spaces for adolescent participation and has improved adolescent development policies, including friendly services with specific focus on violence prevention.

**Analytical Statement of Progress:**

Jointly with UNFPA, UNICEF finalized an advocacy booklet on adolescents’ sexual and reproductive rights, focusing on adolescent pregnancy, which will be published and distributed. The idea is to use this material to engage youth networks in advocacy strategies, including advocating for sex education in schools using a human rights approach. On adolescent participation, UNICEF continues to support the National Council of Inter-generational Equity to strengthen the role and functioning of the newly elected child and adolescent consultative councils.
There is a need to monitor these participation spaces to ensure an autonomous agenda and contribute to decision-making. UNICEF supported the national movement of children and adolescents for children’s rights to present their alternative reports on the CRC implementation, and jointly organized with them a public audience on violence in schools, to launch the report/study presented by the UN special representative on violence against children.

UNICEF Ecuador also supported the second phase of the consolidation of an Afro-descendant adolescent girl’s network. In the context of the cooperation agreement with indigenous movements, UNICEF included reactivation of the ‘indigenous children’s agenda’, which is guided by indigenous children and youth. The Office also worked with the Ministry of Justice on guidelines for following up on adolescents in conflict with the law, after they have accomplished their custodial measures (the law calls for two years of follow-up, but the country did not have structured guidelines to carry on this work).

With the National Ombudsman’s Office, under the international mechanism for the prevention of torture, UNICEF concluded an assessment, report and guidelines to prevent torture against adolescents within the centres for adolescents in conflict with the law. The Office also supported four workshops for adolescents living in institutional care, using the child-friendly version of UN guidelines for children living in alternative care, to promote their participation in advocacy for implementation of the guidelines. Out-of-school adolescents continues to be a joint strategy addressed by both UNICEF’s protection and education programmes, since the main causes for school abandonment and delays are closely related to child labour, violence, discrimination and adolescent pregnancy. The comprehensive model for ensuring flexible education to over-age adolescents includes a specific approach for addressing protection issues. This model was also implemented at centres for adolescents in conflict with the law by the ministries of Education and Justice. UNICEF is supporting implementation and systematization of the model. It is important that the Office take advantage of the fact that adolescent participation was a central strategy of the child protection emergency response, to continue engaging adolescents on resilience-building through innovative methodologies, such as the youth-led digital mapping of social and environmental risks, and by strengthening adolescent youth networks volunteers in the “return to happiness” psychosocial support strategy, in order to engage them in promoting other issues in their communities, such as violence prevention and disaster risk mitigation.

**OUTPUT 2** By 2018, policymakers, justice actors, social organizations, communities and families are equipped with knowledge, capacities, systems and mechanisms to provide protective environments for children and adolescents, with a gender perspective.

**Analytical Statement of Progress:**

**Violence prevention:** A tool kit and methodology on violence prevention was finalized, focused on building protective environments for children. An international seminar on violence prevention in border contexts was held in Esmeraldas, with 300 participants from different provinces and countries. Specific methodologies for violence prevention in border contexts were presented and systematized. UNICEF has developed a joint proposal with UNICEF Colombia to work on three main strategies to address common issues on both sides of the border. UNICEF Ecuador also carried out a comprehensive border-monitoring visit with UNHCR, to plan joint interventions on violence prevention. This work was affected by the earthquake response. In Sucumbios, work with the GBV group will continue to elaborate a “non-re-victimization” protocol for attention to sexual abuse cases and victims.

**Access to justice:** UNICEF jointly with Tierra de Hombres, worked with the National Justice Council and its mediation centre on a capacity-building programme for mediators from justice units country-wide to apply special mediation techniques to address cases involving...
adolescents in conflict with the law (a group of 30 mediators was trained and they are able to train others in their respective provinces).

**Children living in alternative care:** UNICEF supported the MIES to define a set of indicators to monitor and build a baseline of the situation of children living in institutional care, with technical support from the Latin American Network for Family Care. Three preventive models were constructed under this partnership: a family support model; a model for family care as an alternative to institutionalization (building on existing foster care pilot models and its lessons learned).

**On-line protection and missing children:** As a result of work supported in 2015 on an inter-institutional national working group on on-line protection, a national protocol to establish the hotline was finalized. Governmental institutions are currently in charge of implementing the hotline. UNICEF is also supporting the Government to establish and early alert system (AMBER alert) for cases of missing children.

**Child labour:** UNICEF delivered to the MIES an inter-institutional protocol for child labour intervention at the national and subnational levels, as part of its exit strategy on this issue, and is systematizing the work on child labour in streets. In the emergency areas, diagnosis and an awareness-raising methodology was developed to prevent child labour in garbage dumps and landfills.

**Birth registration:** In 2016 UNICEF’s work on birth registration was limited to the emergency area, through a partnership with the National Registry Office, to conduct documentation efforts in the affected provinces, which are, coincidently, the provinces with the second and third highest number of unregistered children aged zero to five.

**OUTPUT 3 Emergency response in the protection area. Earthquake April 16th, 2016**

**Analytical Statement of Progress:**
In the framework of the protection cluster, UNICEF prepared funding appeals and drafted response strategies. In addition to leading the child protection coordination group, UNICEF’s child protection work was also key in clusters such as shelter – particularly for setting child protection standards in shelters and accompanying relocation processes immediately after the earthquake and aftershocks. On psychosocial support, UNICEF i) implemented the “return to happiness” methodology from day one of the earthquake, offering psychosocial support to children and their families, reaching approximately 20,000 children, within the first six months; ii) supported partners to establish about 42 child-friendly spaces in emergency-affected zones within and outside official shelters iii) carried out several recreational mobile brigades (e.g., Sports and Arts Caravan), which benefited around 4,000 children in Esmeraldas; iv) cooperated with a partner (HIAS) to offer psychosocial support to emergency first-responders throughout the emergency response; v) trained adolescent volunteers in use of the return to happiness methodology and digital youth mappers to identify social and environmental risks in affected communities through a digital mapping methodology. All psychosocial methodologies were transferred to the Government and partners. The overall psychosocial intervention was thoroughly analysed and systematized.

In relation to family support, UNICEF prepared, with the Government, guidelines and procedures for family reunification, and identified, with the Red Cross, the number of children separated from their families through a matching system/tool. After a few days it became clear that family separation was not an urgent problem, since a majority of children separated due to the earthquake were quickly reunited with their families, and orphans were mostly placed with extended families. There were very few isolated cases of children being placed in institutional care. In addition, UNICEF developed with its partners a family
accompaniment model, both in and outside of official shelters, to prevent negligence, exploitation and violence. The Office also developed, with the Government, a capacity-development curriculum for workers dedicated to accompanying host families and communities, including violence prevention issues and built a strategy, jointly with ACNUR and the Civil Registry Office to assure that affected families would have access to documents through mobile brigades, targeting children with no birth registration.

In relation to preventing violence, UNICEF: trained first responders, including armed forces, on violence prevention and protection issues in humanitarian situations, jointly with the protection cluster group on GBV; contributed to the preparation of protection protocols for GBV in emergency; trained psychologists through a methodology to detect and document sexual abuse cases in shelters; and worked with protection system actors to strengthen their role in attending to cases and victims of violence during the emergency.

OUTCOME 5 Cross-Sectoral

Analytical Statement of Progress:
During its second year, the CP yielded important results in terms of fund raising. The growing rhythm of local collection permitted systematic action on priority themes. Additionally, international resource mobilization facilitated an adequate response to the emergency, although there a remaining budget deficit of 38 per cent with respect to the needs planned for UNICEF’s response. Due to the response provided by UNICEF in Ecuador, support for cross-sectoral programming was strengthened. This permitted a response to the transactional increment due to the increase in implementation, thanks to the funds received for the response to the emergency.

With reference to monitoring and evaluation 2016 represented the culmination of important landmarks, such as the launch of the 2015 report on the survey of childhood and adolescence and conclusion of the baseline study on violence and school bullying. In relation to the emergency response, the main emphasis in cross-cutting activities was on generating information for programming. Related to HACT, the Office carried out important advances relative to assurance activities, even though the number of counterparts and amounts transferred increased substantially due to the emergency response.

OUTPUT 1 Public institutions, CSO and civil society in general, have tools that allow them to effectively monitor and evaluate the exercise of children and adolescent’s rights.

Analytical Statement of Progress: During the first quarter of 2016 several important landmarks were attained related to the monitoring of the rights of children and adolescents: i) Launching of the report of the 2015 survey on children and adolescents in the framework of the inter-generational nature. This was the result of an alliance with partners such as world Vision Mundial, Plan International, CARE, among others, and the CNII. This document presented the latest data on violence against children and adolescents both at homes and in schools, in addition to other issues such as discrimination, registry of children under five years

ii) Conclusion of the baseline document on violence and school bullying, begun in 2015, which for the first time provides national statistics on these topics. This document permits the establishment of clearer distinctions between violence and bullying. Unfortunately, no agreement was yet reached regarding publication of this investigation.

iii) Thanks to technical support and supplies from HQ, and jointly with the World Bank, it was possible to support INEC to incorporate a test to determine the presence of E.coli in its national surveys, as a component of water quality. The pilot test was carried out in the national survey of September, while the final one took place in December 2016. The last
survey reached more than 4,000 households; results are expected during the first quarter of 2017.

In view of the earthquake on the Ecuadorian coast, the plan of action for monitoring and evaluation was adapted to the needs of the emergency. In an operation fully carried out by UNICEF Ecuador personnel, information was gathered in 89 rural communities of the affected zone through the use of Kobo. The information gathered provided information on education, WASH, health and nutrition, protection and social inclusion needs. The results were shared with MINEDUC and MIES, in addition to several clusters formed for emergency response. With the goal of complying with a commitment made to MINEDUC to observe the state of provisional schools (prefabricated as part of the emergency response), UNICEF gathered information on 26 educational units, in collaboration with UNESCO, and the NGOs RET and DyA and presented the results to MINEDUC. In the area of evaluation, providing assistance to SENPLADES, an evaluation was undertaken on national child development programmes. The results were presented to the MIES, the service providers, and to the MCDS, among others.

OUTPUT 2 Effective and efficient local fundraising from the private sector provides quality funding for the cooperation programme.

Analytical Statement of Progress:
To obtain the resources needed to finance the CP agreed with the Government, and to assure its adequate implementation and the results expected, UNICEF Ecuador continued in 2016 to carry out efforts to obtain unrestricted predictable funding from the private sector and elsewhere, achieving positive results in spite of internal and external factors that have had a negative repercussion on Ecuador’s economic growth. Fundraising with individual donors continued to gather strength, and with corporate channel also showed an important increase, in particular relation to financing the response to the earthquake emergency. Under the strategy called ‘corporate pathways to pledge’ the private sector also supported the recruitment of individual donors, through private companies. In this sense, local initiatives for resource mobilization had a positive result, developing individual donors using digital, telemarketing and face-to-face strategies. As a result, in 2016 the number of individual donors increased by 28.9 per cent between 2015 (42,337) and 2016 (54,554), with a total collection of US$4.39 million in 2016. Additionally, and despite the situation faced by several entrepreneurial sectors of the country, through the corporate sector it was possible to generate an income in 2016 of US$0.70 million, 232 per cent more than originally estimated. In total, the private fundraising effort reached US$5.08 million, with growth equivalent to a 64.7 per cent compared to resources raised in 2015. Regarding donor relations, all reports were submitted on time.

OUTPUT 3 Cross-Sectoral Support

Analytical Statement of Progress:
The Ecuador CP has effective and efficient support from a pool of programme assistants. This support had to be considerably increased due to the emergency response, a matter that also increased the scope of work and amounts handled. Other specific support provided in response to the emergency was also channelled through this output.

OUTPUT 4 Emergency Coordination and Support

Analytical Statement of Progress:
At the onset of the emergency UNICEF established two temporary field offices, strengthening its presence and assistance in the two most affected provinces, Manabí and
Esmeraldas. It also proceeded to reorganize its structure, strengthening its technical response capacity in response to the emergency. In coordination with the UN humanitarian country team, UNICEF continued to lead, together with Government counterparts, the clusters for WASH, education, nutrition and the child protection sub-cluster. UNICEF activated “Level 2” fast-track procedures for the emergency response. The Office’s regular programme was temporarily affected, when the emergency was at its most acute phase; some programme activities were relocated to the affected zone to reinforce the response and recovery effort.

OUTCOME 6 Special Purpose

Analytical Statement of Progress:
UNICEF shared the premises at UN House and some common services, which represented some savings. Following the earthquake and other events with an epicentre close to Quito, UN security management and operational teams worked on alternatives for strengthening the building or moving to new premises. UNICEF’s main contribution was to insist that staff security and safety are the foremost criteria for analysis.

OUTPUT 1 Premises and Security

Analytical Statement of Progress:
This Output was added by DFAM to reflect funds for security management and premises security. While the Office is part of, and participates in, a UN Common House and administration of premises, the Ecuador office is provided with services based on a MoU with other UN agencies in Ecuador. Common premises security risks were identified, as the UN House Building is not seismic resistant beyond 6.5° Richter. Measures are to be taken within the first semester of 2017 to address and manage these concerns.

OUTCOME 7 PCR Support

Analytical Statement of Progress:
For 2017, the management defined strategic support objectives to ensure governance and systems that will support results and ensure improved stewardship of resources. The earthquake of April 16 produced an emergency that required adjustments to the initial planning. Work climate improvement was set as an objective in the annual management plan (AMP); a work climate team was formed with direct participation by the Representative.

To implement both an emergency programme and the regular programme, increased human capacity was required, along with determining the optimal organizational structure to obtain the best results within the timeframe demanded by an emergency. Challenges related to premises and security became evident with the earthquake. Two provisional offices were established in Pedernales (Manabi and Esmeraldas) to respond to programme implementation needs. The foremost concern in both locations was staff safety and security. At the Common UN House in Quito, important steps were taken to ensure the buildings’ safety in case of an earthquake. UNICEF’s participation in the security management team ensured that staff safety and security is placed as the most important issue.

OUTPUT 1 Governance and Systems

Analytical Statement of Progress:
The governance bodies established in the AMP functioned based on the requests and as per the terms of reference. A local contract review committee was established to respond to the need for faster contracting requirements during the emergency. Actions were taken to
strengthen this committee by appointing members with experience in the region. The AMP established the following priorities and took the following actions:

• **Work climate improvement** was monitored by two surveys in 2016. A retreat in September produced an action plan for further improvement.
• **HCCT implementation improvement**: a HACT assurance plan was established, with 70 per cent implementation as of November 28
• **PRIME implementation**: some of the proposed studies were not carried out.
• **Resource mobilization strategy**, with a target of US$4 million to be mobilized, this target was expected to be met by end-2016.
• **No DCTs outstanding more than nine months**
• **Identification and mitigation of risks**, with the objective of achieving programme results and good governance and protecting UNICEF’s reputation.

OUTPUT 2 Financial Resources and Stewardship

**Analytical Statement of Progress:**
Monitoring tools were improved through periodic follow-up at programme meetings, and CMT placed this objective at the top of the team's agenda. At the end of 2016 the Office had no outstanding DCT over nine months. Risk analysis was incorporated into decisions related to advances to implementing partners, leading to the implementation of mitigation strategies for open current agreements. Monthly bank reconciliations were completed on time, according to the dates set by HQ, and in the last quarter by the GSSC. Usually, bank reconciliations are completed by the 15th of the following month.

OUTPUT 3 Human capacity

**Analytical Statement of Progress:**
Regarding performance management, UNICEF Ecuador achieved by mid-November 90 per cent in the start of the year-end appraisal, using the new system ‘Achieve’. Additionally, all temporary appointments and workforce who came to support the emergency response were completed using the offline version. Due to the emergency, total personnel (staff and non-staff) increased from 22 to 65, with several colleagues coming on support mission from LACRO and HQ. The new structure will have, by the end of 2016, 31 staff positions (fixed term and temporary appointments) and 12 volunteers (national and international), in addition to 12 consultants and individual contractors in Quito, Esmeraldas and Pedernales.

The Office undertook two retreats (March and September) in which regional learning funds were allocated and funds from the Human Capacity budget were used, with the main focus on team-work and capacity building. Regarding the recruitment of new personnel for the regular programme, the Office recruited an operations officer and was engaged in selecting a national child protection officer. All recruitment related to the emergency were also led by the Office, using the new e Recruitment platform. The entire office was trained in the use of the new HR systems: Achieve and MyCase. After August 2016, all on-boarding, maintenance and off-boarding activities for staff members was completed, in close coordination with the GSSC. Gender balance for staff is 65 per cent female, 35 per cent male.

OUTCOME 8 Development Effectiveness

**Analytical Statement of Progress:**
Even though this Outcome was not originally planned for the Cooperation Programme 2015-2018, it was instrumental and very useful to supporting cross-sectoral activities, mainly: emergencies, communications, C4D and administrative programme support.
OUTPUT 1 Programme Coordination

Analytical Statement of Progress:
Programme coordination focused on: keeping the implementation of strategic priorities on track, team building and consolidation, programme management, technical support and planning as well as supporting the Office’s emergency response to the earthquake. Programme coordination was also instrumental in the transition to renewed strategic approaches and prioritization for the field (northern border), earthquake-affected areas and technical support to the new emergency field offices, as well as interactions with the GSSC, supply and procurement management and the reinforcement of an effective consolidation and integration of the programme team. Programme coordination efforts actively implied much closer coordination between the programme, communications, fundraising, monitoring and evaluation and operations areas. Also, initial expenditures for the earthquake emergency were charged against this output, as it was the only one including cross-sectoral emergency preparedness activities.

OUTPUT 2 Programme Planning and Monitoring: UNICEF staff and partners are provided guidance, tools and resources to effectively plan and monitor programmes.

Analytical Statement of Progress:
This output was instrumental to ensuring efficient planning and monitoring of UNICEF multisector and UN joint programmes, particularly in the two field offices on the northern border, through the technical support of two local focal points (a national consultant in Esmeraldas and an international UN volunteer in Sucumbios). Regarding HACT implementation, UNICEF Ecuador completed: 12 micro-assessments, 12 spot-checks and 35 programmatic visits. Three implementing partners were audited this year. Due to the emergency response, UNICEF had to increase the number of counterparts, therefore more partners needed to be assessed. The expenditure for 2016 was US$63,000.

Document Centre

Evaluation and research

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Lessons learned

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