

Ecuador

Executive summary

On 16 April 2016 a 7.8 magnitude earthquake struck the Pacific northwest area of Ecuador, its epicentre situated close to Muisne and Pedernales municipalities in the northern part of the country and 170 km northwest of the capital, Quito. The earthquake directly affected 720,000 people, of whom 350,000 were in need of urgent assistance. Immediate needs were safe water, sanitation and hygiene, emergency and temporary shelter, health, protection (including psychosocial support and child protection), food assistance and education. By early January 2017 some 5,544 people were still living in 24 official camps managed by the Government of Ecuador, nearly half of whom (2,846) were children and adolescents, and more than 4,030 people were living in 63 informal refugee shelters. In 2017 UNICEF Ecuador's emergency strategy shifted toward sector coordination and building local institutional capacity, and focused on developing resilient systems in all sectors to deliver long-term development results.

One major achievement was the positioning of UNICEF Ecuador as a major influencer for stopping sexual violence against children through the #AhoraQueLoVes#DiNoMás (Now that you see it, say No More!) campaign, which reached 15 million of Ecuador's total population of 17 million. Because of the campaign, media outlets began to regularly publish specific reports about sexual abuse in schools, which generated social conscience on a topic that previously was rarely mentioned. From 2016 to 2017 media coverage of sexual abuse in and outside of schools has almost quintupled, and the quality of coverage evolved from a sensationalist approach to a call for societal condemnation.

In 2017 UNICEF Ecuador furthered its strategic interaction with the Committee on the Rights of the Child. After submitting a comprehensive confidential report in 2016, UNICEF submitted answers to the list of issues prior to reporting, attended the pre-session in February and the main session in September, 2017. As a result, the Committee issued 40 recommendations addressing all topics raised by UNICEF Ecuador. The main recommendations tackled the loss of a special focus on children due to the intergenerational approach, the absence of a specialized protection system to respond to issues such as sexual abuse of children and the need to allocate a designated budget for, and gather disaggregated data on, children's issues.

To promote implementation and follow-up of the recommendations, UNICEF Ecuador organized a high-level advocacy mission for two expert members of the Committee in early December. The experts held exchanges with the vice-president of Ecuador, social sector ministers, the National Assembly, the Constitutional Court, the Supreme Court, the judiciary, civil society members, academics and a group of adolescents. The main results included clear commitment to establishing a high-level follow-up mechanism, ratify the third Optional Protocol of the Convention on the Rights of the Child and effectively incorporate the best interests of the child and specialization within the intergenerational approach promoted by the Government of Ecuador.

Humanitarian assistance

On 16 April 2016, a 7.8 magnitude earthquake struck Ecuador's Pacific northwest; its epicentre was near Muisne and Pedernales municipalities in the northern part of the country; 170 km northwest of the capital, Quito. The earthquake directly affected 720,000 people, of whom 350,000 needed urgent assistance. Immediate needs were safe water, sanitation and hygiene, emergency and temporary shelter, health, protection (including psychosocial support and child protection), food assistance and education. At the beginning of January 2017, 5,544 people were still living in 24 official camps managed by the Government of Ecuador (of which 2,846 are children and adolescents), and more than 4,030 people were living in 63 informal refugee shelters, according to the International Organization on Migration (IOM).

In 2017 UNICEF Ecuador's emergency strategy shifted toward building local institutional capacity and sector coordination. While in the WASH sector, provision of safe water and sanitation continued in official shelters and schools, UNICEF also conducted massive hygiene promotion campaigns, as well as solid waste disposal and vector-control activities, with special attention to schools. The distribution of essential educational materials continued in more than 152 schools, grade-levelling programmes continued throughout the year and training was conducted for local school teachers to assist them to implement the adapted emergency curriculum. Whereas in 2016 UNICEF focused on psycho-social assistance for children, their families and first-responders, in 2017 the Office prioritized supporting families with protective environments and strengthening institutional and community capacity on violence prevention and response. Overall, the response and recovery focused mainly on rural areas, which received less humanitarian assistance at the beginning of the emergency. Meanwhile, new transition strategies were also identified in each sector to support the phases of rehabilitation, reconstruction, resilience and disaster risk reduction.

UNICEF Ecuador focused on the development of resilient systems in all sectors to deliver long-term development results. In 2017 a priority was to build capacities at both the national and local levels to build resilience in the face of future shocks. UNICEF Ecuador also worked to ensure that all relevant policies, programmes and interventions contributed to increasing national capacity. Under the coordination of the humanitarian country team, UNICEF and national institutions played a leading role in the WASH and education clusters, and the child protection and gender-based violence sub-clusters (the latter in coordination with the United Nations Population Fund and UN Women).

Equity in practice

Like many other countries in the region, Ecuador shows significant levels of inequality. UNICEF Ecuador systematically works to provide technical assistance, information and evidence-based advocacy for improving the situation of the country's most vulnerable groups.

UNICEF continued to support educational inclusion actions undertaken by the Ministry of Education (MoE). The actions are oriented toward inclusion of the 240,000 children and adolescents excluded from education, levelling of the 400,000 children and adolescents lagging behind three or more school years; prevention of exclusion and territorial educational strategies aimed at inclusion; relevance of education; and better learning outcomes, specifically in Ecuador's northern border area and in indigenous territories in the highlands. The actions included tracking of excluded children and adolescents, development and implementation of levelling programmes, a flexible lower-secondary school modality and in-service teacher training.

UNICEF supported a study on the state of children of the Kayambi indigenous people and the development and implementation of children, family and community education in an intercultural bilingual context, in coordination with the Municipality of Cayambe and the Confederation of the Kayambi People, both to ensure the rights of children and adolescents in the territory and to generate lessons learned for all indigenous peoples of Ecuador. UNICEF Ecuador also supported the design and implementation of a study on the impact of the school fusion strategy in highland indigenous communities, to contribute to a review of educational inclusion and intercultural bilingual education policies. The 'agenda for highland indigenous children and adolescents', promoted by highland indigenous peoples' organizations to address inequalities in an integrated manner, was revived with UNICEF support.

Emerging areas of importance

Early childhood development (ECD). UNICEF initiated an analysis of the state of early child development (ECD) strategies and services in Ecuador, with a special focus on intercultural approaches, since this one of the bottlenecks to achieving better ECD results. Simultaneously, a macro-analysis of ECD policy and practice was conducted by UNICEF and the United Nations Educational, Cultural and Scientific Organization (UNESCO), and qualitative case studies in indigenous and Afro-Ecuadorian contexts were conducted by the Latin American Faculty of Social Sciences (FLACSO) and the Federation of Kayambi People. From these efforts two major strategies were developed: 1) increase the capacity of ECD educators for the 0 to 3 age group to manage intercultural approaches, and 2) modelling of Intercultural and bilingual approaches to support Infant, family and community education for the 0 to 5 age group and their families and communities in the Kayambi people's territory, which includes three municipalities.

The Ministry of Economic and Social Inclusion (MiES), in charge of ECD programmes for the 0 to 3 age group and their families, trained 6,127 ECD educators (reaching 199,016 home-visit programme beneficiaries and 91,498 ECD centre beneficiaries) in the a module on applying an intercultural approach to ECD, developed with UNICEF support. Developing the infant, family and community education model involved participatory research on indigenous knowledge and practices, organizing the knowledge and developing initial and in-service hands-on training in communities for ECD students of the Central University of Ecuador and practitioners in Kayambi Territory.

Additionally, material and activities based on indigenous knowledge for the 1 to 3 age group were developed and applied at 15 ECD centres. The process culminated with an agreement between the MiES, MoE, municipality of Cayambe, municipal office for protection of rights and the Federation of Kayambi People to accelerate and scale up the implementation of infant, family and community education model in Kayambi People's territory, specifically in Cayambe Municipality.

Strategic Plan 2018-2021

UNICEF Ecuador is currently developing its new country programme document (CPD), which will be fully aligned with UNICEF's Strategic Plan 2018–2021. The Government of Ecuador recently presented its new national development plan, which is closely aligned with the Strategic Plan. The national development plan is comprised of three main areas: 1) rights for everyone across the life cycle; 2) economy serving society; and 3) more society, better State. Results areas 1 and 2 will be monitored within the first area; results areas 4 and 5 will be monitored within the plan's second area and results area 3 within area 3 of the national development plan.

Summary notes and acronyms

CIPSN - Intercultural health and nutrition centres
CONA - National Children's Code
COS - Health Code
CPMS - child protection minimum standards
DRR - disaster risk reduction
DTM - displacement tracking matrix
ECD - early childhood development
ENSAMyN – mother- and child-friendly establishments
ENSANUT - National health and nutrition survey
GAD - decentralized autonomous government
GBV – gender-based violence
GBViE – gender-based violence in emergencies
GoE - Government of Ecuador
GSSC - Global Shared Services Centre
HACT - harmonized approach to cash transfers
HCT - humanitarian country team
HR - human resources
IASC - Inter-agency standing committee
ICMBS - International Code of Marketing of Breastmilk Substitutes
ICT - information and communication technology
INEC - National Institute of Statistics and Census
IUNV - International United Nations volunteer
JPM - joint monitoring programme
LACRO - Latin America and Caribbean Regional Office
MiES - Ministry of Economic and Social Inclusion
MoE – Ministry of Education
MoH - Ministry of Public Health
NGO – non-governmental organization
NYHQ – New York Headquarters (UNICEF)
OIM - International Organization for Migration
OMT – operations management team
PAHO - Pan American Health Organization
PER - performance evaluation report
PIANE - Intersectoral plan for nutrition and feeding
PFP - private fundraising and partnerships
RET –Refugee Foundation
SENAGUA – National Secretariat for Water
SGBV – sexual and gender-based violence
SMT - security management team
SOP - standard operating procedures
TA - temporary appointment
UN - United Nations
UNAIDS - Joint United Nations Programme on HIV/AIDS
UNESCO - United Nations Educational, Scientific and Cultural Organization
UNICEF - United Nations Children's Fund
UNV - United Nations volunteer
WASH - water, sanitation and hygiene
WHO - World Health Organization

Capacity development

To strengthen the capacity of national and local governments, UNICEF Ecuador worked with the Ministry of Health (MoH) to undertake training related to care guidelines for mothers and children under five years of age, and guidelines and training for health workers in child-friendly health care services.

To improve the quality of education and universal access, in partnership with the MoE, UNICEF fostered a mentors and teachers classroom in-service training programme. Furthermore, it provided specific training on preventing sexual abuse in the education system and strengthened the development and implementation of a life skills programme.

In child protection, UNICEF promoted the training of 65 government officials, including 30 from the national attorney's office, in forensic interviewing of children. Some 175 officers from the Ministry of Justice specialized service were trained on child rights, human rights and gender approaches. At the local level, public officials and stakeholders were trained on the minimum standards for child protection in humanitarian action.

UNICEF Ecuador also contributed to strengthening civil society capacity. In alliance with local non-governmental organizations (NGOs), UNICEF supported applying the assistance model for female adolescent victims of human trafficking. In partnership with an NGO of sexual abuse survivors called 'Ecuador Says No More', UNICEF supported family support groups for mothers of sexually abused children, and in alliance with human rights lawyers, litigation in cases of sexual abuse of children.

30,000 beneficiaries were trained in disaster risk reduction (DRR) to build resilience in their communities. Training on the adapted minimum standards for WASH was provided in local communities affected by the earthquake, reinforcing local capacity for information management in emergencies.

UNICEF bolstered the capacity of the National Assembly to analyse and monitor investment in children and social investment in general.

Evidence generation, policy dialogue and advocacy

UNICEF Ecuador systematically uses evidence for policy dialogue and advocacy. For instance, at the beginning of the year a study on bullying (carried out jointly by the MoE, World Vision and UNICEF) was publicly released. The study raised awareness, concern and debate on violence and bullying among students. Also, in light of UNICEF Ecuador's priority on ending violence against children, the #End Violence campaign moved to a second stage, calling attention to sexual violence against children and adolescents, especially in schools. This captured the attention of the public and decision-makers, allowing UNICEF Ecuador to contribute to developing a comprehensive plan with the MoE and to support a special committee formed in the National Assembly to investigate a well-publicized case of child sexual abuse at a school in Quito.

The Government of Ecuador presented its 5th and 6th reports to the Committee on the Rights of the Child in September 2017. In December, UNICEF Ecuador invited two members of the Committee to visit Ecuador, with the aim of discussing the recommendations with authorities from the executive, legislative and judicial branches, as well as with civil society and academia. Meetings were held with the vice-president; ministries of education, justice and economic and social inclusion; Constitutional Court; attorney general's office; and National Assembly, as well

as with the media, academia and a group of children and adolescents from all over the country.

Following actions taken in the emergency response in the water, sanitation and hygiene (WASH) area, a data-gathering exercise was undertaken by UNICEF and MoE officials, to look at WASH conditions in over 200 schools in the country's coastal provinces, including those hit the hardest by the 2016 earthquake. Results were shared with MoE authorities.

Partnerships

In 2017 a partnership between UNICEF Ecuador, the World Bank and the National Institute of Statistics (INEC) permitted production and dissemination of accurate information on Ecuador's water quality. This is the second such initiative in the region.

A new partnership was also established in the last quarter of the year, involving World Vision, CARE and UNICEF, to elaborate an updated situation analysis on children and adolescents.

The first national baseline on bullying was also published in 2017, through an alliance between UNICEF and World Vision and the MoE. Based on this information a more systematic partnership with the MoE was developed with the aim of adopting a comprehensive violence prevention policy and improving care for child victims of violence at schools.

Under the #End Violence campaign, several partnerships were established to target sexual abuse, including with the justice system, key line ministries and civil society organizations that offer support groups and free litigation services for victims and their families.

UNICEF continued to support a network of civil society organizations and services to promote and advocate for the right to family and community life. It also continued support to the agenda for highland indigenous children and adolescents by renewing partnerships with the Confederation of Kichwa Peoples and Kayambi People.

UNICEF renewed its alliance with its long-standing private sector partner, Diners Club of Ecuador, which generally aims to promote access to quality education countrywide.

External communication and public advocacy

UNICEF Ecuador reached 15 million people through the #AhoraQueLoVes #DiNoMás campaign. The campaign became a trending topic on social media on various occasions and accumulated free press coverage calculated to value US\$5 million. UNICEF Ecuador advocated for children's rights during presidential elections, aiming at including children in the development plans of all political parties, and also continued its high-level advocacy strategy to strengthen the specialized protection system for children.

Because of the campaign, media outlets began to regularly publish specific reports about sexual abuse. From 2016 to 2017 media coverage of sexual abuse against children has almost quintupled, and the quality of news has changed, from a sensationalist approach to a call for societal condemnation. The campaign's highlight was an animated video (Superheroes) seen 18 million times. The MoE embraced the material and shared it within the whole public education system, reaching 4.5 million students.

The campaign has made victims' voices heard through an alliance with the Ecuadorian NGO Ecuador Says No More, and brought together about 20 celebrities and opinion leaders, working jointly with national authorities. The Ministries of Education and Justice and the Attorney

General's office joined the campaign to spread the messages.

UNICEF had the support of Ecuavisa, a major media outlet with strong credibility, to promote an agenda for children within the framework of presidential elections.

The visit to Ecuador by members of the Committee of the Rights of Children was welcomed by the highest authorities, and became viral on social networks and generated high media attention.

South-South cooperation and triangular cooperation

UNICEF Ecuador promoted South-South cooperation with Colombia, within the framework of the Human Security Trust Fund programme in the northern border and peace agreement signed with Colombia's FARC rebels. The initiative supported Ministries of Education in Ecuador and Colombia to share experience and develop a joint action plan for educational inclusion and peace education of children on the move. UNESCO also participated in the process.

The action plan was formally shared with Ecuador's Ministry of Foreign Affairs and Colombia's Ministry of Education. Dialogue was initiated regarding the inclusion of financing for peace education in the binational development plan for border municipalities. The Apostolic Vicariate of Esmeraldas (Catholic Church) also initiated, with support from UNICEF Ecuador, binational encounters in the border area to address the situation of children, specifically violence and right to education.

In addition, the new MoE strategy draws lessons learned from the experiences of levelling students lagging behind, and in-service training for teachers in Peru, through technical assistance provided by UNICEF Ecuador and its partner NGO (Development and Self-Management) and the MoE of Peru. Finally, UNICEF Ecuador connected the MoE of Ecuador with experienced researchers at the University of Andes in Bogota to develop its drug and micro-trafficking prevention strategy for schools.

Identification and promotion of innovation

Implementation of the United Nations Secretary General's #EndViolence campaign brought widespread attention to the issue of sexual violence against children, especially in schools. This enabled relevant actors to start to better link their services to improving how cases of sexual violence against children are managed, reported and referred.

In the framework of the emergency response to the 2016 earthquake that had hit the coast of Ecuador, WASH was identified as a priority for the provinces affected. To bring attention to WASH, particularly in schools, a data-gathering exercise using Kobocollect (a special software) was carried out in 237 schools in 38 municipalities in five provinces on Ecuador's coast. The exercise was carried out jointly by UNICEF Ecuador and MoE officials. The results were shared with top MoE authorities.

Support to integration and cross-sectoral linkages

The campaign #AhoraQueLoVes#DiNoMas provided the opportunity for UNICEF Ecuador to integrate communications, programming and advocacy focused on sexual violence against children. As described in several sections of this report, the campaign's impact focused the attention of the Ecuadorian Government – including the Ministry of Education, Ministry of Justice, Attorney General's office and National Assembly – leading to a review policies and strategies and the initiation of deliberations on the need to reconsider the inter-generational

approach promoted by the previous government, and explore the specifics and special characteristics of child protection systems.

Service delivery

During 2017 UNICEF Ecuador provided approximately 2,400 hygiene kits, 131 ECD kits, and consumable and educational material for more than 3,000 children. Community-based child protection services were established and psychosocial support was provided through 22 child-friendly spaces that benefitted affected children in open-air and remote areas. In addition, 26 community water committees were established to ensure water service in rural communities. UNICEF planned activities and interventions to complement the Government response and contribute to its success. This included awareness-raising campaigns about hygiene, disaster risk reduction and related topics in 130 schools with training and edu-communication materials.

Strengthening government capacity to improve equitable and higher quality service delivery became an important part of UNICEF Ecuador's work after the 2016 earthquake. Over the course of 2017, UNICEF further refined its proposed model of 'results-at-scale' in Ecuador, supporting: the initial pilot of a development model contextualized to Ecuador; monitoring progress and documenting evidence of the model's effectiveness in advancing child rights; and finally, supporting Government partners to implement the scale-up of models demonstrating equity and high quality standards. Technical assistance and tailored training for national and local capacity building for service delivery were central to UNICEF's approach.

The approach will be tested in 2018 in UNICEF's work on community centres for children and adolescents, currently being negotiated with the Ministry of Housing and Urban Development. UNICEF's goal will be to show that these centres, planned for establishment in urban and peri-urban zones, can provide valuable community-based child protection and child development services.

Human rights-based approach to cooperation

In 2017 UNICEF Ecuador furthered its strategic interaction with the Committee on the Rights of the Child. After submitting a comprehensive confidential report in 2016, UNICEF Ecuador submitted answers to the list of issues prior to reporting, attended the pre-session in February 2017 and the session in September of the same year. As a result, the Committee issued 40 recommendations on all topics raised by UNICEF. The main recommendations focused on the loss of special attention to children as a result of the intergenerational approach, the absence of a specialized child protection system to respond, inter alia, to sexual abuse of children and the need to allocate a specific budget for, and gather disaggregated data on, children issues.

To promote implementation and follow-up, UNICEF Ecuador organized a high-level advocacy mission consisting of two expert members of the Committee on the Rights of the Child in early December. The experts held interactive and enriching exchanges with the vice-president of Ecuador; social sector ministers; the National Assembly, Constitutional Court, Supreme Court and the judiciary; civil society members; academics and a group of adolescents. The main results were a clear commitment to establish a high-level follow-up mechanism, ratify the third Optional Protocol and effectively incorporate the best interest of the child and child-specific approach within the intergenerational approach.

Overall, the results show that strategic, timely and close engagement with the Committee is an effective advocacy tool for UNICEF to call authorities' attention to key concerns and promote interagency coordination for children's rights.

Finally, UNICEF management decided to include a human rights-based approach section in its strategic notes for the upcoming country programme document (CPD), which will highlight rights being addressed by the Office, rights-holders in the field, duty-bearers, the Convention on the Rights of the Child and Committee on the Rights of the Child standards and legal, institutional, capacity and behaviour breaches.

Gender equality

In 2017 UNICEF Ecuador prioritized the strengthening of institutional and community capacity to prevent and respond to gender-based violence (GBV) – specifically sexual gender-based violence (SGBV) –and obtained substantive results. UNICEF advocacy and technical assistance led to the incorporation of a child focus into the emergency response on violence against children and women, as well as strengthening the response by the national public prosecutor’s office, judiciary, MoE and Ministry of Justice to sexual gender-based violence. UNICEF strengthened government capacity to respond to such violence along the country’s northern border, and generated community-based protection mechanisms guaranteeing access to justice and psychosocial support services for child and adolescent survivors of sexual gender-based violence, while developing governance models and good practices.

The earthquake response and current situation along the border with Colombia opened a window of opportunity to respond to children’s protection needs; in particular, to prevent and mitigate risks and respond to sexual gender-based violence in earthquake-affected areas. Starting in January 2017, UNICEF led a coordination platform that grouped child protection and gender-based violence key actors (UN system, Government and civil society). An action plan was jointly designed and implemented, including information management, capacity building and advocacy.

Considering the prevalence of gender-based violence against children and lack of specialized services in the most vulnerable regions, UNICEF called for a joint mission involving UNICEF NYHQ, UNICEF LACRO and the UNICEF Colombia. Together, these actors sought to increase capacities and synergies among key child protection actors regarding the integration of the prevention and response to gender-based violence in plans, strategies and programmes. The joint mission worked to adapt and facilitate a two-day training on inter-agency standing committee (IASC) guidelines for integrating gender-based violence interventions into the humanitarian actions of key child protection actors Quito. The mission also worked on a rapid assessment of the situation of such violence in earthquake-affected areas and the northern border with Colombia. Joint mission members worked together to translate and adapt the rapid assessment global tools of the gender-based violence in emergencies resource pack, including general guidance around ensuring consent, confidentiality and options for focus groups discussions. In June 2017, UNICEF LACRO’s gender advisor supported the application of rapid assessment tools in earthquake-affected areas and the northern border with Colombia.

Environmental sustainability

Between 1998 and 2014 UNICEF Ecuador supported the design and implementation of intercultural bilingual education, with the objective of guaranteeing to indigenous children, adolescents and their collective rights to education in their mother tongue and within the framework of diverse worldviews and culture-specific contexts. The Kayambi indigenous people have, with the support of UNICEF, developed a conceptual and operational framework for implementing early childhood and education programmes in their territory, in cooperation with and with support from the municipality of Cayambe, the Confederation of the Kayambi People,

the Central University of Ecuador's ECD department, and in coordination with line ministries. The framework is based on the grounding elements of the Kayambi worldview on preservation and cohabiting with nature and all natural elements for sustainable development and safeguarding the rights of nature. The framework is also the basis for the agenda of indigenous children and adolescents. Implementation of the framework has benefited so far 17,000 children in 160 communities, and it is being proposed as a model approach to indigenous children's rights in the Ecuadorian highlands.

Effective leadership

The country management team (CMT) continuously monitored outstanding direct cash transfers (DCTS) during its meetings. The team decided to strengthen HACT-related processes to follow up on assurance activities, assigning the operations officer more responsibilities and involvement.

The country management team approved an annual management plan (AMP) with a revised table of authorities that improved segregation of duties. Senior staff members participated in a collective determination of the most important risks to the programme.

The country management team reviewed travel procedures to improve efficiency and in consideration of staff welfare. It approved flexibility in the application of the principle of least cost and direct route when this benefits staff welfare and is in the interest of the organization, or when paying additional per diem outweighs savings on travel fares.

Regarding audits, UNICEF Ecuador implemented tri-partite meetings to review audit recommendations and findings. Partners are required to present a response plan, including a timetable.

The CMT approved an emergency supply strategy defining a minimum level of prepositioned stock for emergency response. The financial costs of maintaining such stock is under discussion with the UNICEF Regional Office.

Due to the fall in oil prices on international markets, economists are signalling the possibility of a financial and economic crisis in 2018. This may have direct impact in UNICEF programming due to the potential impact on children and their families. Economic recession could impact negatively on fiscal policy, affecting both the new government's abilities due to limited fiscal space and poverty figures.

Because programme demands exceed UNICEF Ecuador's human and funding capacity, consultant contracts are commonly used to fulfil such demands. This suggests the need to propose changes in the programme structure for the new programme cycle beginning in 2019.

Financial resources management

During 2017, contributions and the office budget were managed through the use of both InSight and SAP reports (mainly the financial view and funds utilization analysis cube) and constantly monitored by the country management team and the corresponding budget owners. These tools have allowed analysis of implementation and establishment of deadlines for cleaning red flags, which are followed-up monthly by the team. By year-end, the Office had a 100 per cent implementation rate for its support budget, and there were no outstanding DCTS over nine months.

UNICEF worked closely with the Global Shared Services Centre (GSSC) in Budapest, for processing and management of financial transactions. During 2017, approximately 1,400 requirements were sent to GSSC. All transactions were managed as per established financial rules and following standard operating procedures. The Office assured 100 per cent of payroll operations and timely payment to all its partners and suppliers, according to established procedures. Also, the Office makes full use of technologies and has adequate segregation of duties, facilitating financial development.

Monthly bank reconciliations were submitted and completed on time, with no major issues, following organizational procedures and schedules established by the GSSC. UNICEF Ecuador maintains five bank accounts, four for receiving donations and one for disbursement. Bank balances were appropriately managed each month, and met the 25 per cent/50 per cent bank balance/expenditure benchmark ratio. Cash accounts were opened for UNICEF offices in Pedernales, Esmeraldas and Lago Agrio. These accounts and those of the main office were managed in accordance with financial rules and procedures, and properly liquidated and posted at closure.

Fundraising and donor relations

UNICEF Ecuador continued in 2017 to attempt to obtain unrestricted and predictable funds from the private sector to complement internal and public funding, achieving positive results in the mobilization of resources, despite internal and external factors that have had a negative repercussion on the country's economic growth and households. Funding from individual donors continues to gather strength; corporate donations were mainly directed to support the recruitment of individual donors through private companies (corporate pathways to pledge).

In this sense, local initiatives for resource mobilization had a positive result through the development of individual donors, using digital, telemarketing and face-to-face strategies. Because of the activities carried out in 2017, the number of individual donors increased by between 2016 (54,554) and 2017 (61,317) with a total collected amount of US\$5.6 million in 2017.

Additionally, through the corporate sector it was possible to generate an income in 2017 of US\$0.23 million. In total, private fundraising totalled US\$5.83 million, with growth of about 15 per cent compared to 2016, when funding increases were due to the emergency caused by the earthquake.

Regarding donor relations, all reports were submitted on time.

Evaluation and research

The evaluation of ECD services provided by the MiES was uploaded to the GYROS system. This evaluation was commissioned in the framework of support to the national planning and development secretariat and its evaluation plan.

One of the evaluation recommendations, regarding the need for culturally pertinent services for indigenous children, is being implemented through a partnership between MiES and FLACSO (one of the most prestigious graduate schools in Ecuador). This joint initiative will provide Ecuador with an intercultural ECD service model.

Efficiency gains and cost savings

Until October 2017 UNICEF continued under the modality of UN House for common premises/ common services, as per the memorandum of understanding put in place in 2000. It continued to accrue substantial savings for service contracts provided to the UN agencies; an average savings of at least 10 per cent compared to local market prices. Services rendered to UNICEF through the common services modality include security and cleaning services, value-added tax reimbursement recovery and telecommunication services, like satellite telephony. For decisions related to contract renewals, the operations management team makes decisions virtually, providing team members with sufficient time for deliberation and decision-making. However, a decision made by the United Nations Country Team required all agencies to evacuate the common premises by 31 October 2017, due to serious structural weaknesses in the building. As of December 2017, UNICEF relocated to new offices. During 2018 the impact of this move will be felt.

Supply Management

The supply component at UNICEF Ecuador supported the MoH with the delivery of 6 million sachets of micronutrients worth US\$132,980, with an air freight cost of US\$87,439.

For health and nutrition, in collaboration with the MoH UNICEF supported the design and printing of the “step by step” flip chart and methodological guidelines, costing US\$73,290.

To implement the supply and logistics strategy for emergency response, the Office purchased 48,000 water purification tablets to comply with contingency stock needs.

A construction contract was raised for the new office premises, with a budget of US\$256,981. The Country Office did not carry out construction projects in 2017.

Finally, UNICEF Ecuador has supplies at its warehouse worth US\$250,000 for contingency stock (prefab warehouse, tarpaulins, blankets, water tanks and other items).

Table 1)

PO Item Value in US\$			
	PROG	ADMIN	Grand Total
Supply	185,430	25,602	211,033
Service		1,755,532	1,755,532
Grand Total	185,430	1,781,134	1,966,564

Security for staff and premises

UNICEF Ecuador shared UN House common premises until October 22, 2017. Because of the April 2016 earthquake and other events with an epicentre close to Quito, senior management

team, support from the operations management team (OMT) worked on alternatives for strengthening the building, which were not viable from an engineering, normative or financial point of view. In view of this, UNICEF, acting as Resident Coordinator and the OMT coordinator led the process of swiftly and carefully identifying new premises for the UN Common House, due to serious concerns for staff security. Staff could no longer continue to work in a building that did not comply with UN lifesaving criteria. The first criteria defined as a condition to be met by the possible new premises were safety and security; later eligible properties were subject to financial evaluations.

UNICEF managed to identify new premises in a building that was structurally evaluated and certified as complying with lifesaving criteria. The new current rental and recurring services costs are similar to those in the prior building, but with improved facilities.

Human resources

Human resources (HR) functions were performed jointly by the operations officer and HR assistant and the multi-country support facility's HR specialist and HR assistant. By early 2017, the office had 36 staff members, 12 volunteers and 16 consultants or individual contractors. Most contracts for staff in the Emergency Unit ended by the second semester of 2017, thus by year's-end the structure was 29 staff, 8 volunteers and 18 consultants. The gender balance for staff members is 68 per cent female and 32 per cent male.

Planning and performance conversations took place on a regular basis. With the change of Representative, performance conversations were held with all supervisees by both Representatives. Performance reports were also completed for temporary personnel and UN volunteers. During 2017, the office addressed a specific performance issue in conjunction with the UNICEF NYHQ case management team.

During a mission by a human resources specialist from UNICEF LACRO, the results of the global staff survey were analysed by all teams, and working groups were defined to carry out plans for each low pillar: work/life balance and office efficiency, career development, standards of conduct and teambuilding.

All recruitment processes were accomplished through the talent management system and aligned with new staff selection policy. For HR partnering, the main activities were focused on staffing needs to support the transition from emergency to regular programme, including recruitment sourcing options and type of assessments for ongoing selection processes. Support to separated staff members regarding pension funds and medical insurance policy was also addressed.

Human resources and the local staff association worked jointly on a communications and logistics plan for the change in office premises change and the transition to working in open spaces.

Effective use of information and communication technology

During the last week of January 2017 UNICEF Ecuador became a 'Light' office, using a cloud-based solution. The advantages are that all resources are available easily with only Internet. Work can be performed from anywhere. No local costly ICT support (no servers on site) is required. All complex systems are hosted and supported remotely. The cost of existing ICT support was reduced since only basic support is needed. For the move to new premises the 'light' structure proved to be simpler and less costly. Starting in 2018 UNICEF Ecuador will be

able to have financial resources dedicated to ICT projects to improve programme and operations efficiency due to the reduced cost of ICT onsite support

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 to provide strategic support for Ecuador's commitment to reduce maternal and child mortality and malnutrition, focusing on early childhood and adolescence through advocacy, capacity building and specialized technical assistance, both nationally and locally.

At the national level, technical assistance was provided to the National Assembly on proposed reforms to the Organic Code of Health (COS) to include legislation based on healthy nutrition policies such as nutritional labelling, which is already implemented in Ecuador (an important milestone in the country), but is currently implemented through a ministerial agreement, and thus not part of the legal framework. To prevent overweight and obesity in children and adolescents, another potential area of technical assistance could be discussions on control and marketing of advertising sugary drinks and taxation of such beverages.

UNICEF is also advocating for the inclusion of the International Code of Marketing of Breastmilk Substitutes (ICMBS) in Ecuador's Organic Code of Health (COS). With PAHO, UNICEF Ecuador promoted monitoring of the ICMBS, and found several breaches. This information was disseminated through events and technical documents to ensure widespread knowledge of the results. Strengthening surveillance and control measures was proposed.

UNICEF continues to support the prevention of maternal and neonatal mortality through regulation of child- and mother-friendly centres (ESANyM), with the main objective of decreasing maternal and infant mortality through good practices during pregnancy, childbirth and the postpartum and lactation stages. Regulation will be implemented at the national level and will be mandatory for both public and private healthcare centres that deliver babies.

With the change of government, the strategy for 'accelerated decline in malnutrition' led by the ministry coordinating social development was transformed and reorganized as an intersectoral nutrition and feeding plan for Ecuador (PIANE), currently led by the MoH. UNICEF and PAHO supported these steps through evidence-based advocacy, expert technical advice and evidence of best practices in other countries of the region.

In coordination with PAHO, UNICEF participated in the development of indicators for municipalities that are 'guardians of child nutrition', led by the MoH. The strategy aims to encourage certification as healthy municipalities (autonomous governments-GADS), to fulfil responsibilities related to the social determinants of health that directly influence all forms of malnutrition. GADS must meet the requirements of 14 indicators to be recognized as guardians of nutrition; about 60 have signed letters of intent to develop a workplan to achieve these goals.

To support the generation of evidence, the national government, through INEC, noted the need for a new nutrition survey. UNICEF Ecuador provided technical assistance in this area, and INEC is planning a specific survey on health and nutrition in 2018, based on the experience gained during the 2012 national survey on health and nutrition.

At the sub-national level, although the United Nations' Joint Programme of Food and Nutritional Security ended in April 2017, UNICEF continued to work in the Imbabura Province, to strengthen intersectoral and inter-institutional coordination, stressing simultaneous and convergent activities to address key nutritional problems and their social determinants.

To achieve this goal, intersectoral health and nutrition discussion spaces were implemented in prioritized parishes (villages) and, with UNICEF support, two intercultural health and nutrition centres (CIPSN) were established, resulting in several actors working together to combat malnutrition in a common physical space.

CIPSN are operational in Angochagua and Imantag parishes, both located in Imbabura Province in central Ecuador. They aim to promote and strengthen community and parental responsibilities in the care and upbringing of children from conception to early childhood, through community meetings at the centres. The greatest achievement in 2017 was capacity building for technical field teams from the ministries of health, economic and social inclusion, and agriculture, as well as NGO technicians and technical staff from parish governments. Likewise, CIPSN have strengthened the relationship between social practitioners, communities and families.

In relation to disaster risk reduction, UNICEF Ecuador provided technical assistance to various state agencies to develop a contingency plan for disasters, especially floods, earthquakes and volcanic eruptions, which are recurring emergencies in the country. The plans include a special focus on addressing nutrition issues in emergency-prone areas.

Regarding the Zika strategy, although PAHO withdrew its emergency alert, UNICEF continued to apply its strategy on Zika virus prevention and control, particularly focused on children and pregnant women through actions directed at families and the community. This strategy included: an educational programme for vector control in schools, home visits including delivery of Zika-prevention kits for pregnant women and neighbouring families. The strategy was documented and, in partnership with CARE, specific actions continue to be implemented in priority territories.

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 supported the MoH for its discussions with members of the National Assembly to discuss reforms of the COS, through the preparation of materials and talking points for hearings on nutrition policies and the ICMBBS as an integral part of proposed reform of the COS. UNICEF Ecuador also provided technical assistance to the MoH for developing and implementing the strategy for accelerated reduction of malnutrition and preparing the PIANE.

In alliance with PAHO, UNICEF supported two high-level workshops for MoH staff and other state actors involved in the strategy. Both meetings included the participation of high-level international experts who shared successful experiences and results, helping national

participants to define priority actions based on scientific evidence and reaffirming a commitment to work on social determinants in the areas most affected by chronic malnutrition.

The MoH requested technical assistance for geographical zones (planning geographical areas) 1, 3 and 4. Three technical nutritionists, with expertise in local health management, were hired with funds provided by UNICEF to work in these areas, monitoring the implementation of ready-to-use therapeutic foods for diagnosis and treatment of acute malnutrition and supporting implementation of the chronic malnutrition strategy.

At the request of the MoH, UNICEF supported the donation of 9 million sachets of powdered micronutrients, to avoid shortages due to a supplier default.

The Office participated in three research studies that include analyses of malnutrition in early childhood in different communities (Imbabura, Kayambi Pueblo and Morona Santiago) in collaboration with PAHO. The resulting Information was helpful for analysing critical elements of the strategy for reducing chronic malnutrition.

As a tool to support health professionals in counselling practices, UNICEF worked with the MoH developed a flip-chart entitled 'From pregnancy to five years of age: safe maternity and early childhood', as a basic tool for counselling services in public primary healthcare centres. This educational/communications tool was designed to produce changes in knowledge, attitudes and practices on health and nutrition among mothers, fathers, health professionals, professionals in the child development field and the general population.

UNICEF supported the development of the new management standard for the use of powdered micronutrients, through a quick reference guide for the use of micronutrients that is now in use by the MoH.

In communities, UNICEF worked to implement intersectoral spaces in Angochagua, La Esperanza and Imantag parishes, whose members met regularly to address major health and nutrition problems afflicting their communities.

In priority parishes of Imbabura province, UNICEF supported physical spaces used for raising awareness and improving capacities of families and communities to adopt healthy habits and practices from conception, incorporating approaches to multiculturalism and gender.

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

As part of the priority actions to prevent maternal and neonatal mortality, UNICEF supported the implementation of regulations for ESAMyN consisting of four components: antenatal care, integrated delivery practices, maternal and neonatal detection and treatment of pregnancy complications and promotion of breastfeeding. To this end, UNICEF provided technical assistance for content development for training on the regulations for health professionals and mothers who use the services. In addition, hiring experts enhanced acceptance of the regulations.

UNICEF Ecuador supported several workshops to strengthen capacities for certifying mother- and child-friendly healthcare facilities. The workshops stressed the importance of compliance

and self-assessment, external evaluation and certification processes as a strategy to ensure quality care and prevent maternal and neonatal mortality at health services. Significantly, the strategy focused on providing culturally relevant medical attention and included prevention of vertical transmission of HIV. Thus the strategy covered comprehensively all aspects of strengthened services for the prevention of maternal and neonatal mortality.

A priority goal for the MoH is the eradication of vertical transmission of HIV, and it is implementing a strategy that includes an awareness-raising campaign at all levels, with technical support from UNICEF for a mass media campaign. In addition, UNICEF joined efforts with UNAIDS in 2017, developing a proposal for a joint programme to prevent, diagnose and treat HIV, in which UNICEF Ecuador leads on prevention of vertical transmission, and expects to carry out specific activities in Esmeraldas Province in 2018 and 2019.

UNICEF Ecuador also supported the MoH to update its immunization plan to improve coverage, as part of the prevention strategy for the first 1,000 days of a child's life.

In Imbabura Province the strategy of distributing the 'full childhood kit' was implemented in three prioritized towns as part of a local health strategy that promotes children's timely access to health services during their first seven days of life, to reduce neonatal mortality. To achieve this goal, UNICEF trained healthcare professionals at 30 primary healthcare facilities in the towns of Pimampiro, Cotacachi and Ibarra to achieve the initial management model proposed. About 3,000 pregnant women will benefit with this pilot project. To measure the impact of the strategy, during 2018 an impact assessment of the pilot project will be conducted among beneficiaries.

OUTPUT 3 Emergency WASH response, earthquake April 16th, 2016

Analytical statement of progress

As an immediate response to the 2016 earthquake, focused on shelters in urban and peri-urban areas, UNICEF and WASH partners identified the need to cover important gaps in humanitarian assistance in schools. Field assessments indicated that 32 percent of schools had no water system and 25 percent lacked functional sanitation facilities. Therefore, UNICEF intervened in water and sanitation systems and hygiene promotion in 130 schools in rural areas in Esmeraldas and Manabí, the most-affected provinces.

The WASH strategy was implemented in rural areas where the needs of the affected population remained uncovered and humanitarian assistance had not yet arrived. The main purpose of these interventions was to reduce the existing gap in access to water and sanitation and services between urban and rural areas. Likewise, UNICEF's contribution focused on increasing the sustainability of these interventions by promoting community empowerment and encouraging their active participation in planning and construction.

Community water committees were established in 21 rural areas to ensure the provision of safe water provision. While UNICEF's intervention focused on the early stages of the process of forming committees, close coordination with the National Secretariat for Water (SENAGUA) led to legal registry of 17 committees that can ensure safe water and maintenance of water and sanitation systems in these communities.

Although UNICEF's WASH strategy in 2017 shifted towards activities focused primarily on sustainability and resilience through capacity building, the aftershock in Atacames (Esmeraldas Province) that took place on December 19th, 2016, required UNICEF to continue its emergency

response activities (water provision, sanitation and hygiene promotion in official shelters) until March 2017, reaching 55,673 WASH beneficiaries in Esmeraldas and Manabí provinces. Of the total number of WASH beneficiaries, 32,104 people (12,200 children and adolescents) benefitted from hygiene promotion activities; 46,858 people (18,000 children and adolescents) benefitted from water system interventions; and 26,334 people (more than 20,000 children and adolescents) benefitted from sanitation interventions. Altogether, 89 per cent of the total number of beneficiaries were reached by all three interventions.

UNICEF also continued its work on capacity building and resilience, a key emergency preparedness activity. Regular meetings were held with SENAGUA to strengthen capacities on coordination and information management within the institution. Likewise, trainings on WASH emergency response were conducted with 75 members of 15 water committees.

The intervention highlighted existing needs in the WASH sector, especially for rural schools. As a result, UNICEF conducted a survey of WASH conditions in 237 schools in coastal provinces, where previous studies had indicated a greater need. The survey results served as an important tool for UNICEF's advocacy with decision makers.

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

UNICEF developed a policy paper on ECD and education in 2017 for advocacy and communication purposes, in anticipation of changes and opportunities following the presidential election. The paper was shared with key actors, including the National Secretariat for Development and Planning and the National Assembly. The final version of the National Development Plan 2017-2021 included an analysis and established a goal for increased coverage of ECD services, universalization of higher secondary education and a special chapter with goals and indicators for intercultural bilingual education, aimed at fulfilling the constitutional rights of 14 different indigenous nationalities in Ecuador. All recommendations made in the policy paper were developed jointly by UNICEF and other actors.

While ECD policy was under review by the Government, UNICEF Ecuador initiated an analysis and dialogue around advocacy for a more comprehensive ECD policy and programmes. Efforts to increase efficiency, relevance and the equity approach among public sector ECD services continued and UNICEF developed a set of tools for ECD educators on inter-culturality, to overcome barriers to the promotion of positive and adequate childrearing practices, one of the bottlenecks in reduction of malnutrition identified by UNICEF and a demand by indigenous peoples. A proposal for overall "inter-culturalization" of ECD home visits and community services was finalized and is ready for operationalization in diverse rural contexts. By the end of 2017, some 6,127 public sector ECD educators and professionals, who reached more than 310,000 children aged 0 to 3 years and their families and communities, had enrolled in the intercultural training programme.

UNICEF Ecuador conducted education sector analysis to develop strategic notes for advocacy and planning purposes. As a result of dialogue with the MoE and other key partners, a territorial strategy for educational inclusion was drafted; the first phase was developed and implementation was initiated. The strategy aims at combining the fundamental components of

rights-based approach to education management to increase inclusion in and quality of education, especially in rural areas among children from 3 to 17 years of age.

The component of the strategy with the strongest results was in-service classroom training focused on mother tongue, which by end-2017 had reached more than 25,000 children in the early grades of basic education. The training model, developed and implemented with support from UNICEF, aimed to increase inclusion through improved learning outcomes and enhanced student well-being. A plan was developed and agreement reached to scale up implementation of the model in 2018 to reach 247,000 children– including in post-emergency municipalities and those located along the northern border province of Esmeraldas – and gradually universalize the model to overcome low learning indicators, especially for language and mathematics.

UNICEF led and supported government efforts to prevent violence, specifically bullying and sexual abuse, in schools by providing technical assistance for the development and implementation of a countrywide response to these problems. Mass communication campaigns, materials and direct implementation of peace education in particularly violent contexts were specific strategies implemented in conjunction with the public sector and civil society.

The peace education methodology supported by UNICEF was consolidated and integrated into MoE's official methodologies and materials. The operational strategy includes in-service teacher training through UNICEF's trained district student counsellors using the curriculum developed by UNICEF with its civil society partner and MoE. The aim of the programme is to implement concrete actions in schools to increase inclusion, diversity, peace culture, prevent violence, adolescent pregnancy and to promote gender equality.

The launch of the first national study on peer-to-peer bullying in schools generated wide public debate and a commitment by the MoE to strengthen its strategy for preventing school violence. The hundreds of sexual abuse cases in schools made public in 2017 triggered a massive response to the communication campaign launched by UNICEF. The campaign, plus the dissemination of UNICEF material on preventing sexual violence and care for victims of child sexual abuse reached approximately 2.25 million students, according to the MoE.

The issues revealed as a result of UNICEF's advocacy and communications efforts led the MoE to agree to integrate life skills education in the national education system. As a result, life skills' programming was initiated; 4.5 million students were reached in 2017 and the intent is to gradually reach all students in the education system.

A study on water and sanitation problems in schools was conducted and advocacy was initiated related to this area of the learning environment. The results clearly indicate the need for sustained hygiene promotion activities at schools. The methodology developed for this study will be useful for further studies in the country and region.

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

Analytical statement of progress

UNICEF Ecuador supported efforts to increase the relevance and alternatives for early childhood services in indigenous and rural communities through the generation of evidence of positive and negative practices through: evaluations, case studies and academic research, with the aim of modifying services in accordance with the evidence.

Studies on intercultural and bilingual approaches for early childhood services were finalized in 2017, and a proposal to incorporate intercultural approach into the services was developed. The proposal aims to improve results in the areas of health, child protection and learning for the 310,000 children aged 0 to 3 years who were benefitting from public ECD services in 2017, and to reach all children and families, if the number of beneficiaries increases as projected by the Government.

The development of a community-based ECD model continued, and the basis for integration of indigenous knowledge and cultural perspectives was finalized. As a first concrete step toward implementation, culturally pertinent ECD materials were developed in rural and indigenous Kayambi territory to guarantee culturally and linguistically pertinent ECD. The model used to produce these materials is relevant for all of Ecuador's diverse contexts and elsewhere in the region, especially indigenous areas. Altogether 160 Kayambi communities participated in the process of developing and implementing the ECD model known as 'Infant, Family and Community Education'.

To increase inclusion in early childhood education, the strategy involved tracking children from 3 to 5 years of age who are entitled to early education. Tracking permitted the identification of communities in need of the services or alternatives, such as home visiting programmes or community-based education. This analysis is on-going. First, a diagnosis of the situation of ECD programmes was conducted in Putumayo, along the northern border, and the first training of ECD educators of Putumayo was conducted. These actions form part of the ECD and early education programme development in highly dispersed, rural, hard-to-reach and indigenous communities.

Ecuador has changed its ECD policy, which is now under the National Secretariat for Social Inclusion programme 'Plan for Life.' Monitoring of the situation, ECD programme analysis and subsequent advocacy efforts to ensure comprehensive ECD programming were conducted, and dialogue with the new national authority (Ecuador's first lady) initiated. The final version of the 2017–2021 national development plan includes a goal for expanding ECD service coverage.

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 objective of the inclusion strategy was to guarantee education to 250,000 children aged from 5 to 17 years who are currently excluded from education as well as 370,000 children whose education is lagging behind. A situation analysis resulted in the development of a territorial strategy for inclusion and quality of education, which was drafted jointly with the MoE. The strategy focuses on: 1) developing a territorial education management model aimed at inclusion and improved quality of education, 2) ensuring the existence and management of the various flexible education modalities in each selected territory for all age groups, 3) in-service hands-on training in language for basic education teachers and 4) development of a state-run monitoring and evaluation framework for all components of the strategy. The territories selected for the first implementation phase include highly dispersed and hard-to-reach areas with significant indigenous populations along the northern border, in the Amazon and highlands – and northern border areas affected by violence and organized crime.

As a result of student counsellor coordinator training in 2016, supported by UNICEF Ecuador, in 2017 there were 13,000 teachers trained in the human rights-based approach and cross-cutting themes.

The MoE endorsed the peace education methodology developed by the Nation of Peace (Nación de Paz)-Apostolic Vicariate of Esmeraldas, with technical and financial assistance from UNICEF Ecuador. Direct implementation of peace education continued in northern border areas, benefitting 4,000 students in 54 rural schools. Teacher training and peace education materials were provided for these schools. Special monitoring on the right to education continued in northern border areas, and advocacy for increased and better services resulted in student counsellors, more flexible education services, replacement of teachers and transport in border areas of Sucumbíos Province.

Development and implementation of the agenda for indigenous children and adolescents included inter-cultural bilingual education, with a strong agroecology and nature component. Some 17,000 children in the Kayambi indigenous territory benefitted from these educational activities. A participatory case study on the effects of school fusion in 16 different indigenous peoples' communities in the highlands was designed and implemented. The objective of the study was to contribute to the review of educational inclusion and quality policies and strategies in relation to the rights of the indigenous children and adolescents.

As part of its emergency response to the 16 April earthquake UNICEF intervened in water and sanitation systems and hygiene promotion at 130 schools in rural areas in both Esmeraldas and Manabí, and conducted a study on the WASH situation in 237 schools in coastal areas of Ecuador.

OUTPUT 3 Emergency response: education area, earthquake April 16th 2016

Analytical statement of progress

UNICEF coordinated the education cluster and provided all stakeholders with support for education-in-emergency activities until the group ended its emergency response activities in May 2017, one year after the earthquake.

However, three activities continued in affected areas after the earthquake, through agreement with the MoE:

1. The distribution of essential educational material continued in more than 152 rural schools, reaching 4,500 students.
2. Several trainings were held to support teachers in rural schools to teach the adapted emergency curriculum and use life skills materials for children and adolescents. In total, 60 rural schools (approximately 40 percent multi-grade), 256 teachers and 9,250 students benefitted from this action.
3. In this regard, grade-levelling programmes continued throughout the year for children and adolescents between 8 and 14 years of age, with a few exceptions for 15 and 16 year-olds. Some 2,253 students in vulnerable situations from grades 1 to 7 in 96 classrooms benefitted from this programme. Developing permanent flexible education modalities for this age group is under consideration by the MoE.

Additionally, UNICEF, in agreement and cooperation with the MoE, developed and implemented a DRR programme for the education sector in affected areas, focused on three main subjects:

1. Developing emergency preparedness and response capacity through risk management and emergency plans
2. Distribution of supplies, such as signage, fire extinguishers and sirens, and training in the use of these supplies
3. Awareness-raising activities and strengthening of DRR culture through several trainings and the use of games such as 'Riskland', a board game designed to strengthen awareness and DRR capacity. Thirty-two schools, 250 teachers and 22,118 students were part of this initiative.

At the national level, an ongoing agreement with the MoE aims to restructure the DRR public policy that was previously approved in 2012 for the education sector, with a special focus on strengthening preparedness and response capacities within the national education system to increase its efficiency in case of a major emergency. Additionally, UNICEF Ecuador provided support to UNICEF LACRO for the education-in-emergency training carried out in Quito, in which public workers from the MoE were present.

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

In the framework of the new national development plan, UNICEF Ecuador, in close coordination with UNICEF LACRO, provided a concept note on social investment, in light of the economic difficulties Ecuador faces.

UNICEF, along with UNDP and UNWomen, continued its support to the National Assembly to better analyse and monitor the national budget for 2017 and 2018 and the resources devoted to children and adolescents.

The Office is currently in the process of recruiting a new social inclusion officer given the promotion of the last officer to the Belize Country Office.

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

Given the experience acquired on cash transfers in emergency contexts during the 2016 earthquake, UNICEF joined with the WFP and UNHCR to support MiES participation in the 28–29 September 2017 meeting on 'Social protection in contexts of fragility and forced displacement' in Brussels.

Other achievements include:

- Documents on multidimensional child poverty were produced for investment in health, education and social protection, providing inputs for decision-makers on the cost of key social services until 2030 (simulations) and contributed to improving national systems on social knowledge and statistics.

- FLACSO developed a study to identify the beneficiaries of social investment, including policy recommendations, which was presented and discussed in workshops with active participation by Government and civil society experts in Quito, Guayaquil and Cuenca (including the UNICEF Representative and director of FLACSO).
- A policy paper on investing in children was developed and shared with high-level decision-makers of the new Government on an information system for national cash transfer programmes (e.g., for people with a disability and the elderly). The system was automated and officially launched on 22 May; furthermore, the project was institutionalized within the MiES, including through a MiES decision to hire four of the 10 consultants hired by UNICEF, ensuring the sustainability of this information system.
- The study on social protection and children was published.
- Workplan with Ecuvarunari (Kichwa People's Confederation): successful re-negotiation of the 2017 workplan reinvigorated the partnership between Ecuvarunari and UNICEF, including deepened involvement by provincial indigenous peoples' organizations and programme facilitators, exchange of experiences on the children's agenda with Kayambi People, and hiring of new programme coordinator, administrative/finance officer and key involvement by Ecuvarunari's vice-president in oversight of the administration-finance workplan.
- Kayambi peoples' workplan: The first survey specifically on indigenous children's rights was developed and launched, with participation by local authorities (including the mayor of Cayambe) and the UNICEF's Representative, a group of indigenous adolescent 'rights promoters' was established and empowered.

OUTCOME 4 Emergency response to earthquake April 16th 2016

Analytical statement of progress

UNICEF Ecuador worked with several governmental partners to strengthen capacity on preventing and responding to violence against children, such as: building with the MoE a national prevention strategy; improving access to justice and avoiding re-victimization through establishing a national protocol for hearing reports by sexually abused children within the justice system (forensic interview protocol); elaborating a model for case management and attention to violence with special protection services, managed by the Ministry of Justice; and training specialized police to respond to cases of violence.

With civil society UNICEF established a cooperation agreement to consolidate the methodology of a support group for dealing with child victims and families of sexually abused children to serve as a model for public policy. UNICEF also established a network of NGOs litigating on sexual abuse to offer free legal services and advice to families and victims.

Advocacy work was vital for achieving normative progress towards harmonization with the Convention on the Rights of the Child, mainly focusing on rebuilding a specialized child protection system and ensuring that proposed normative reforms to the National Children's Code (CONA) do not represent regression on child rights. Following the state report review and dialogue with the Committee on the Rights of the Child, UNICEF invited three members of the Committee to participate in a high-level advocacy visit to Ecuador, in order to raise awareness on their concluding observations regarding implementation and commit key decision makers to implement recommendations through the creation of a monitoring system.

Sub-national work continued to focus on strengthening violence prevention and response along Ecuador's northern border, particularly targeting children on the move. In Esmeralda Province, on the north coast, the Catholic University and its project department served as implementing partner for carrying on the work of strengthening local protection systems in three municipalities. In Sucumbíos UNICEF worked through a cooperation agreement with a local organization working on sexual violence to train specialized professionals and community groups to respond to cases. This work included convening and linking child protection actors and building their capacity to meet the needs of child victims of gender-based violence and case management. Evidence was generated at the local level to support a national advocacy strategy, particularly in relation to institutional gaps in the protection system for responding to child sexual abuse.

Within this strategy, adolescent participation groups were supported and accompanied by implementing partners on the northern border to address violence issues affecting their lives through life-skills-building methodologies. The overall goal of this work is to constitute an adolescent network on the northern border to promote participation and advocacy opportunities for adolescents to publicly address their concerns about the fulfilment of rights by children on the move between Colombia and Ecuador.

At the national level UNICEF supported a national meeting of HIV-positive youth to set up their action plan for 2017. During the visit of Committee on the Rights of the Child members to disseminate and advocate for the implementation of its concluding observations to the Ecuadorian State, a specific meeting with adolescent representatives from different groups and provinces was organized to review priority recommendations related to adolescents, and define a strategy to widely disseminate this information to adolescents countrywide and engage them in advocating for its implementation.

Coordination and capacity building were the main strategic interventions for protection during the transition from emergency response to reconstruction. Gender-based violence subsector groups at the national and local levels were successfully closed, after sharing results and lessons learned. At the local level they transitioned into permanent child protection coordination networks. Institutional arrangements and training were key to consolidating knowledge about and priority on child protection-in-emergencies within Government coordination structures. Minimal standards guidelines were contextualized to the national context and results and methodologies used in the emergency response to protect children from violence were documented and shared with key actors.

Community-based mechanisms were implemented to protect children from violence in 20 emergency-affected communities. In the context of the new urban complex built by the Government to relocate families affected by the earthquake, a more structured community-based intervention (community protection centres) is being developed with partners, to be implemented during the reconstruction phase.

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

Adolescent participation groups were supported and accompanied by implementing partners on the northern border to address violence issues affecting their lives through life-skills-building

methodologies. The overall goal of this work is to constitute an adolescent network on the northern border to promote participation and advocacy opportunities for adolescents to publicly address their concerns about the fulfilment of rights by children on the move between Colombia and Ecuador.

In Sucumbíos Province on the northern border Youth Corporation for Life and Freedom (CROPECO) is a local implementing partner which organized an adolescent group and developed a life skills programme to train 20 youth community leaders to work on violence prevention. The aim is to encourage greater representation and substantive participation by a group of adolescents directly involved in advocacy work. By the end of January 2018, a systematization of this life skills curriculum will be elaborated as a manual/guide to be used by future groups to be created by those trained in the first round.

To complement this work, in December the Refugee Foundation trained the same group on youth-led digital mapping as a tool that youth community leaders could use to mobilize other adolescents to participate and become engaged in their communities. Digital mapping activities focus on identifying social and environmental risks affecting their communities, to identify possible solutions and present an agenda for local decision-makers. The objective of the programme is to strengthen adolescent participation in public policy decisions that can enhance the realization of their right to protection. By January 2018 the minimum standards on consulting with children will be agreed upon, to ensure safe and meaningful participation by adolescents in these processes.

In Esmeraldas Province, in the municipality of Sao Lorenzo, four groups of adolescents from border towns and high-risk communities were formed under a methodology developed by the Catholic University (local implementing partner), to establish the foundation for a northern border youth network. One hundred adolescents from Palma Real, Ancon de Sardinias and San Lorenzo improved their knowledge on violence prevention through a methodology of popular education with a gender focus, as a participatory and transformative process through which adolescents build their knowledge and develop skills and techniques useful to their lives.

Building on this work, the Refugee Foundation will strengthen the network to consolidate an advocacy agenda for promoting the rights of children on the move in the border area, through development of the youth network of San Lorenzo.

At the national level, UNICEF Ecuador supported a national meeting of HIV-positive youth, to define their action plan for 2017. During the visit of members of the Committee on the Rights of the Child, to disseminate and advocate for the implementation of its concluding observations to the Ecuadorian State, a meeting with adolescent representatives from different groups and provinces was organized to review priority recommendations related to adolescence and define a strategy for widespread dissemination of this information to adolescents countrywide and engage them in advocating for its implementation.

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 and response strategies were implemented with several actors as part of the EndViolence campaign, focusing on sexual abuse. With the MoE, UNICEF contributed to a national plan to prevent violence in schools, including a review of routes and protocols, and content targeting students and counselling departments.

With the justice system, UNICEF established a process for building a forensic protocol to collect and validate protected testimony from sexually abused children, to reduce levels of impunity and avoid re-victimization; With the Ministry of Justice, 175 professionals of the special protection services unit received training on violence prevention, care and case management; with the specialized police, 630 professionals who directly respond to cases of violence against children, were trained. With the MiES, UNICEF trained prevention professionals on sexual abuse and started discussions on elaborating a family support policy to prevent institutionalization of children.

UNICEF and the MoH developed a strategy to improve health professionals' practices regarding detection and notification of sexual abuse. UNICEF also established cooperation agreements With civil society groups to consolidate a support methodology for victims and families of sexually abused children, and set up a network of NGOs litigating on sexual abuse to offer free legal services and advice to families and victims.

Advocacy work in the area of harmonizing national laws with the Convention on the Rights of the Child focused on the need for a specialized child protection system and reforms proposed to CONA. A plan of action was elaborated with the Parliamentary Group for Children's Rights to build a priority agenda for reviewing normative proposals concerning children rights (e.g., child protection system, corporal punishment, child adoption).

UNICEF advocated with the planning secretariat to prioritize child protection within the new national development plan. Following the State report review and dialogue, UNICEF invited two members of the Committee on the Rights of the Child to Ecuador to engage in high-level advocacy to raise awareness about their concluding observations, to commit decision-makers to implement recommendations through the creation of a monitoring system. This visit also included meetings with civil society, opinion makers and influential media figures.

Sub-national work focused on strengthening violence prevention and response in the northern border area, targeting children on the move. In Esmeraldas Province, the work consisted of strengthening the local protection system in the municipalities of Esmeraldas, San Lorenzo and Muisne. This work included convening and linking various actors to improve their capacity for addressing violence against children, including case management. Evidence was generated to support advocacy efforts related to institutional gaps within the protection system for responding to sexual abuse. In Sucumbíos Province, working with the province's Women's Federation, the work also focused on sexual violence and involved training professionals and community groups to respond to cases and produce evidence in cases of child sexual abuse.

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

Analytical statement of progress

In 2017 UNICEF Ecuador continued to coordinate the national and local child protection sub-clusters. At the national level, the child protection sub-cluster and the gender-based violence

sub-cluster agreed to work together to ensure efficient coordination between key stakeholders from government and civil society to ensure a better response to child protection needs.

Coordination platforms in the municipality of Pedernales in Esmeraldas Province, and in Quito at the national level, were active until September 2017, when the emergency phase ended. Results and lessons learned from subsectors were documented and shared with key actors. At the sub-national level the platform became a permanent coordination network group: the Muisne and Pedernales Protection Network.

Psychosocial support activities continued in affected areas, providing support to 8,216 children, and 991 adolescents who joined adolescent clubs and other activities designed for their age group. Children, adolescents and their families were offered access to recreational, arts and sports activities to promote psychosocial wellbeing and prevent violence. Throughout the entire emergency response UNICEF, through its implementing partners, provided psychosocial support to 26,764 children and adolescents.

To build resilience during the emergency, efforts focused on strengthening local child protection systems by providing technical assistance and creating alliances and networks, both through existing community-based child protection mechanisms, and the formal child protection system. At the community level, 23 child protection committees were established and, three child protection working groups, comprised of different institutions working on child protection matters, were established at the municipal level.

Capacity building was been a key strategy during the transition from emergency response to reconstruction. Six trainings were conducted on child protection minimum standards, reaching 142 public workers; four trainings on Inter-Agency Standing Committee (IASC) guidelines on mental health and psychosocial support reached 115 public workers; and one training on IASC guidelines on gender-based violence reached 25 people from key government institutions, NGOs and United Nations agencies.

UNICEF is engaged in ongoing work with the National Secretariat of Risk Management on contextualizing child protection minimum standards (CPMS) and developing standard operating procedures for psychosocial support in emergencies. UNICEF played a key role in the coordination of both initiatives, bringing together key stakeholders and national authorities responsible for protecting the rights of people affected by disasters.

Official shelters closed in May 2017, and most of the affected population was relocated to new settlements, bringing together people from different communities. During these months, more than 400 families received psychosocial support related to relocation. At end-2017, UNICEF was working on the development of community children and adolescent centres at relocation sites, with the aim of strengthening resilience and promoting the rights of children and adolescents as a more structured intervention in the urban complexes built for relocated families.

OUTCOME 5 Cross Sectoral

Analytical Statement of Progress

During 2017, the third year of the current cooperation programme, special emphasis was given to the transition between emergency response and regular programming. This process set the

stage for sustained efforts in for shifting from emergency to recovery stages in earthquake-affected areas. Lessons learnt during the earthquake in terms of WASH, which was only adopted as part of the emergency response, and the decision to hire high-level consultant support for the Office will permit follow-up activities in 2018 and provide key elements for the adoption of a relevant strategy in the new CPD for the period 2019–2023.

In the scope of the crosscutting support to programmes, the supply function was strengthened and placed under the supervision of the operations manager, to better align UNICEF Ecuador with practices elsewhere in the region.

Given the finalization of emergency coordinator's contract, the education-in-emergencies officer oversaw emergency response coordination and played a key role in the transition from emergency to development programming. UNICEF Ecuador will have this support until February 2018, to ensure that emergency programmes are incorporated into regular programming. Regarding monitoring and evaluation, during 2017, UNICEF submitted the final report of the evaluation of the early childhood services provided by the Government of Ecuador. In addition, a situation analysis was begun, and is expected to be finalized and made public during the first quarter of 2018. Other evidence-generation activities were undertaken in the area of violence (specifically bullying), WASH in schools and water quality, among other areas.

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

Some of the achievements regarding monitoring of the rights of the children and adolescents include:

- The baseline report on school violence and bullying, a joint effort between the MoE, World Vision and UNICEF, was released in 2017. This document provides, with an innovative approach, statistical information on bullying with data disaggregation that includes age group, sex, private or public schools, etc. The document is available at: [https://www.unicef.org/ecuador/acoso_escolar_final_baja\(1\).pdf](https://www.unicef.org/ecuador/acoso_escolar_final_baja(1).pdf)
- Following the joint initiative between UNICEF, the World Bank, INEC and the JMP to measure water quality in a household survey that began in 2016, the results were released in May 2017. <http://www.ecuadorencifras.gob.ec/ecuador-pionero-en-medicion-de-ods-de-agua-saneamiento-e-higiene/>
- UNICEF and INEC developed a document on WASH, with a special emphasis on children and adolescents, and is expected to be released in early 2018. UNICEF Ecuador will support INEC to produce a documentation of the experience of including a WASH component (including the E.coli test) as part of a national household survey. This will be part of what INEC will share with other countries in the region who form part of children and adolescents working group of the Statistical Conference of the Americas.
- To provide useful information for WASH advocacy and the CPD 2019–2023, a data-gathering exercise using Kobocollect was carried out at 237 schools in 38 municipalities in five provinces on the coast of Ecuador (including those hit hardest by the 2016 earthquake). This activity was undertaken jointly by UNICEF Ecuador personnel and MoE officers; final results were shared with the MoE.
- In the area of evidence-generation with a sound equity approach, UNICEF Ecuador supported the Municipality of Cayambe to carry out a survey on the indigenous Kayambi

population. The report on survey results was being prepared by UNICEF and its partners in late 2017, and should be released in 2018.

- As part of the CPD preparation process a situation analysis was begun, in partnership with Plan International, World Vision, CARE and OSE.
- A survey on children and adolescents is being planned for a new settlement where over 1,000 families that lost their homes have been relocated. UNICEF Ecuador is planning an innovative strategy through a community centre for children and adolescents in this new settlement. The survey will help document this initiative and turn it into a model for national application, through the national housing policy.

The final report on the evaluation of ECD services provided by the national government was uploaded in the GYROS system. UNICEF guidelines and common understanding of evaluations of national programmes require strengthening, since at present guidelines are oriented toward interventions in which UNICEF has complete control of the project and the evaluation.

OUTPUT 2 Cross Sectoral Support

Analytical statement of progress

The country office has effective and efficient support from the pool of programme assistants. Other specific support provided in response to the emergency were also facilitated through this output.

OUTPUT 3 Emergency Coordination and Support

Analytical statement of progress

UNICEF's humanitarian strategy throughout the year continued with the provision of life-saving and recovery services for children and adolescents, achieved through sectoral responses from child protection, education and WASH. Additionally, UNICEF continued to lead the WASH and education clusters and the child protection sub-cluster. However, as the emergency context evolved, part of the responsibilities of these work groups were gradually transferred to the corresponding key line ministries. The education cluster and the child protection sub-cluster carried out lessons learned exercises that are available on request. Likewise, the emergency coordination cluster led the emergency response documentation exercise within UNICEF, which included several lessons learned that will be integrated into ongoing and future humanitarian programming.

These sectoral responses were supported by various DRR and community engagement strategies:

- Development of an internal emergency and response plan for the country's main threats and three specific contingency plans, for: earthquakes, volcanic eruptions and floods
- Internal UNICEF training on risk-informed programming, preparedness and a lessons learned session involving around 30 staff.
- Technical support for SENPLADES for the evaluation exercise on risk management and emergency preparedness.
- DRR community-centred activities in 18 communities and 14 schools in Muisne, Jama and Pedernales municipalities, benefiting 7,681 people (3,548 children and adolescents);

- Digital mapping activities with 80 adolescents in Muisne to identify risks in their communities.

Thus UNICEF and its partners succeeded in giving young people a chance to become active members of their communities by encouraging their participation in risk management processes. Strengthening work on disaster risk reduction represents part of a wider organizational effort to enhance the effectiveness of the country programme process and a continued commitment to excellence in humanitarian action. By integrating UNICEF HQ's 'Guidance on Risk-Informed Programming' UNICEF Ecuador is applying a risk-informed lens to programming in the coming country programme document and will continue to promote inter-agency implementation of resilience building actions.

The areas affected by the emergency are now considered a priority for development of the new country programme document. As a result, UNICEF's presence in Esmeraldas and Pedernales will continue functioning, with the aim of guaranteeing a satisfactory transition from emergency to development programming.

In close coordination with the public institutions involved and as part of the transition process, UNICEF Ecuador is working on the design and implementation of a community centre for children and adolescents in Ciudad Jardín, one of the relocation sites for families affected by the earthquake in Pedernales. This pilot initiative aims to strengthen resilience capacities for the protection and promotion of the rights of children and adolescents using an intersectoral approach. This is being coordinated with the vice-presidency, the Ministry of Housing and Urban Development and other public institutions, to ensure that the model can be scaled up.

OUTCOME 6 Private Sector Fundraising

Analytical statement of progress

UNICEF Ecuador shared UN House and some common services, which represented some savings. No security incidents occurred in 2017.

OUTPUT 1 Premises and Security

Analytical statement of progress

As per a decision by the United Nations Country Team, which UNICEF was at the time serving as Resident Coordinator, as well as coordinating the OMT, new premises were required to eliminate the risk to staff of working in a building that did not comply with UN lifesaving criteria. UNICEF identified new premises at a building that was structurally evaluated and certified as being in compliance with United Nations criteria. The cost of the new rental and recurring services are similar to those for the prior building, with improved facilities. Until then, the office had been part of a UN Common House and administration of premises, providing services based on a memorandum of understanding with other UN agencies in Ecuador and common long-term agreement contracts.

OUTPUT 2 Non-staff costs

Analytical statement of progress

UNICEF Ecuador continued in 2017 to attempt to obtain unrestricted and predictable funds from the private sector to complement internal and public funding, achieving positive results in the mobilization of resources, despite internal and external factors that have had a negative repercussion on the country's economic growth and household income. Funding from individual donors continues to gather strength; corporate donations were mainly directed to support the recruitment of individual donors through private companies (corporate pathways to pledge).

In 2017 the Office continued to carry out efforts to obtain unrestricted and predictable funding from the private sector and other sectors, achieving positive results in the mobilization of resources, despite internal and external factors that have had negative repercussions for Ecuador's economic growth and for individual households. The channel of individual donors continues to gather strength and the corporate channel mainly was directed to support the recruitment of individual donors through private companies (corporate pathways to pledge).

In this sense, local initiatives for resource mobilization had a positive result in the development of individual donors using digital, telemarketing and face to face strategies. Because of the activities carried out in 2017 the number of individual donors increased between 2016 (54,554) and 2017 (59,100) with a total collected amount of US\$5.6 million in 2017.

Additionally, through the corporate sector, it was possible to generate an income in 2017 of US\$0.24 million. In total, the private fundraising effort reached US\$5.76 million, with a growth equivalent to 13.6 per cent with respect to resources raised in 2016 – when increased funding was due to the earthquake emergency. Regarding donor relations, all reports were submitted on time.

OUTCOME 7 PCR Support

Analytical statement of progress

In 2017 with clear leadership through its Resident Coordination role during the first quarter of the year, and as coordinator of the operations management team through the whole year, UNICEF contributed to the identification of new premises and successfully vacated the previous premises. These tasks were completed within tight schedules.

The Office applied for and received approval for additional financial resources for the move to new premises, having demonstrated sound cost analysis, and consideration of security and staff well-being.

UNICEF Ecuador's proposed operations structure was approved by the Executive Board. The new structure strengthens human resources and financial functions. Recruitment processes are in place, new staff will be onboard in the first quarter of 2018.

The Office adopted a 'Light' structure/cloud-based approach for ICT that will allow staff greater possibilities to work remotely and to access shared information. The office is now less dependent on costly local hardware infrastructure. ICT services were outsourced for client support, allowing future cost savings. During 2018 the resources from this savings will be invested in ICT projects for improved efficiency and support to programmes.

OUTPUT 1 Governance and Systems

Analytical statement of progress

The governance bodies established to operate in the office through the AMP functioned based on requests and as per the terms of reference for each. Complex and high-value PFP contracts were analysed by the contracts review committee, with input from UNICEF LACRO management. The 2017 AMP established the following priorities:

- Focus on child priorities and concrete results for children in Ecuador's new national development plan and upstream engagement related to the child agenda at both country office and field level
- Harmonized transition from the emergency programme to the regular programme accomplished.
- 2019–2023 CPD process initiated
- 100 per cent implementation of assurance activities (HACT). Resource mobilization strategy (private and public sectors) including social awareness to support the programme and advocacy objectives approved and implemented
- Work climate indicators with low scores in 2016; AMP reached 75 per cent of its objectives
- 75 per cent of annual management activities in the AMP achieved
- 100 per cent of office committees are fully functional.

OUTPUT 2 Financial Resources and Stewardship

Analytical statement of progress

At the end of 2017 the office had no outstanding DCTs over nine months.

Risk analysis was incorporated in the decision related to advances to implementing partners, leading to implementation of mitigation strategies for current agreements.

Monthly bank reconciliations were completed on time, in accordance with the dates set by DFAM/Accounts section, and in the last quarter by the GSSC. Bank reconciliations are usually completed by 15th of the following month.

- 100 per cent of partners receiving more than USD\$ 100,000 were micro-evaluated
- 0 per cent outstanding DCTs for over nine months
- 100 per cent of bank reconciliations completed on time.

OUTPUT 3 Human capacity

Analytical statement of progress

Regarding performance management, by early December Ecuador achieved 90 per cent completion of year end appraisals. Additionally, all temporary appointments supporting the emergency unit, UNVs and others who came to support the emergency response completed the offline version.

At the beginning of 2017 the Office had a structure of 60 persons (staff and non-staff) with different types of contracts. During 2017 the emergency structure transitioned to regular programming, and several temporary appointments were closed along with UN volunteers, and 90 per cent of SSA contracts for the emergency were also closed. At the end of the year UNICEF Ecuador had a total of 44 staff, UNVs and consultants in Quito Esmeraldas and Pedernales. Gender balance for staff is 67 per cent female and 33 per cent male (staff: fixed term and temporary appointments).

100 per cent of the training plan is committed and will be utilized for all-staff training in occupational safety. BMA funds were utilized mainly for training activities (including a stretch assignment, as receiving office) for HR and managerial staff and safety evaluations for new premises

Nineteen recruitments process took place in 2017 through TMS, including one batch recruitment for four positions (Drivers GS2) and the use of a talent pool candidate for a GS5 position in PFP. These 19 recruitments were for staff and non-staff contracts. Additionally, seven consultancies were recruited from outside the system. All UNVs recruitments and extensions (12 positions) were done directly through the UNV programme in Ecuador.

OUTCOME 8 Development Effectiveness

Analytical Statement of Progress

Under this outcome, not originally planned for this cooperation programme, communications, programme coordination and programme planning and monitoring are grouped.

OUTPUT 1 Programme Coordination

Analytical statement of progress

During 2017 special emphasis was given to incorporation of strategies related to the emergency response in regular programmes. A strategy involving centres for children and adolescents was developed for implementation in Ciudad Jardín (a new settlement that will host over 1,000 people affected by the 2016 earthquake). The strategy was under reviewed by Ecuador's vice-president in late 2017.

Due to medical leave of the Deputy Representative, the programme coordination role was fulfilled by the monitoring and evaluation officer, and later by the temporary Deputy Representative under a stretch assignment.

Towards the end of 2017, UNICEF began the process of developing its new country programme.

OUTPUT 2 Children and adolescent's rights, particularly of those in the most vulnerable situation, are in the political, social and media agenda during the cooperation programmeme

Analytical statement of progress

Throughout 2017, UNICEF reached over 15 million people in a country populated by 17 million. This reach was possible mainly as a result of UNICEF's stance on sexual abuse against children, through the #NowThatYouSeelt #SayNoMore campaign, and its subsequent rise on

the public policy agenda. The Office also received greater attention by promoting an agenda for children within the framework of the country's presidential elections and because of the visit by the members of the Committee on the Rights of the Child.

The Office achieved media coverage equivalent to around US\$5 million in 2017, due to free news coverage by Ecuadorian media outlets. The number of followers on Facebook and Twitter also increased. Social media engagement and media outlet's vastly increased coverage were made possible because of strategic alliances, relevant content and the participation of opinion leaders.

In this regard, the impact on the media and social networks of the #NowThatYouSeeIt #SayNoMore campaign must be highlighted. On the day it was launched, the campaign became a trend on Twitter and it was again a trending topic in October, with the launch of an animated video ('Superheroes') containing messages of preventing sexual abuse of children. The video went viral on social media and other media outlets; an estimated 18 million views were registered. The MoE embraced the material and spread it throughout the public education system, reaching 4.5 million students.

Immediately after the campaign was launched media outlets began to publish news and report on sexual abuse, which has raised social conscience and awareness on this issue, which was barely spoken of before the campaign. For instance, in October 2016 media coverage on the campaign generated free publicity estimated to value US\$220,000 while in October 2017 it was valued at almost US\$1 million -- meaning that coverage had quintupled.

Eighteen celebrities and opinion leaders have joined the campaign, giving UNICEF Ecuador greater reach to work along with national authorities. The Ministries of Education and Justice, and the General Attorney have joined forces to spread the message, show statistics and improve the institutional response to sexual abuse cases.

Moreover, the impact on media, within the framework of elections, was important. UNICEF had the support of Ecuavisa, one of the main media outlets of the country, with whom a special programme was worked into the 'Politically Correct' news show to position an agenda for children in the new government programme. The programme had an audience of 1,260,000 people, including decision makers and other key players.

The visit of members of the Committee on the Rights of the Child also generated media attention, contributing to free press coverage during the year, and to positioning the Committee's main recommendations to Ecuador – especially on preventing violence against children and ensuring a specialized protection system for them.

OUTPUT 3 Programme Planning and Monitoring: UNICEF staff and partners are provided guidance, tools and resources to effectively plan and monitor programmes.

Analytical statement of progress

UNICEF CO has been implementing HACT according to procedure. A total amount of US\$28,300 was spent on: one micro assessment, 10 spot-checks and five audits. Forty-three programme visits were carried out by programme officers to comply 100 per cent with this assurance activity.

A notable initiative in 2017 was long-term agreements put in place with three different audit firms for a two-year period (Tao Advisors, Atig Auditores and Willi Bamberger & Asociados). This was undertaken because local suppliers provide more value for money than global suppliers.

On April, a mission from UNICEF LACRO by the regional HACT focal point took place to train UNICEF Ecuador staff and implementing partners on HACT procedures.

A total of 56 people have completed the HACT e-learning course and 74 have completed the FACE e-learning course including UNICEF staff, implementing partners and staff from the audit firms.

Document centre

Evaluation and research

Title	Sequence Number	Type of Report
Una mirada en profundidad al acoso escolar en el Ecuador. Violencia entre pares en el sistema educativo	2017/006	Research
Evaluación sumativa de los servicios de desarrollo infantil de los Centros Infantiles del Buen Vivir (CIBV) y Creciendo con Nuestros Hijos (CNH)	2017/001	Evaluation

Other publications

Title
UNICEF EN ACCIÓN 12 - 2017
UNICEF EN ACCIÓN 08 - 2017
UNICEF EN ACCIÓN 04 - 2017
UNICEF EN ACCIÓN 01 - 2017
Pacita's treasure (guideline for peace education)
From pregnancy to 5 years of age: safe maternity and early childhood

Lessons learned

Document Type/Category	Title
Innovation	Campaign against sexual abuse #AhoraQueLoVes #DiNoMás (#NowThatYouSeelt #SayNoMore)
Lesson Learned	Emergency Coordination

Programmeme documents

Document Type	Title	Name
CPAP	CPAP	CPAP Ecuador 2015-2018 firmado.pdf