INDEPENDENT COUNTRY PROGRAMME EVALUATION
ECUADOR
ANNEXES
Contents

ANNEX 1. TERMS OF REFERENCE ........................................................................ 1

ANNEX 2. EVALUATION FRAMEWORK ................................................................. 16

ANNEX 3. PEOPLE CONSULTED ........................................................................ 22

ANNEX 4. DOCUMENTS CONSULTED ................................................................. 26

ANNEX 5. PROJECT LIST .................................................................................... 30

ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX ......................... 33

ANNEX 7. DIAGRAM OF THE RECONSTRUCTED THEORY OF CHANGE ................................................................. 39
ANNEX 1. TERMS OF REFERENCE

INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs) to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document.
- Strengthen accountability of UNDP to national stakeholders.
- Strengthen accountability of UNDP to the Executive Board.

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. IEO’s responsibility is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making, and improvement; and (ii) enhance the independence, credibility, and utility of the evaluation function and its coherence, harmonization, and alignment in support of United Nations reform and national ownership.

This is the second country-level evaluation conducted by IEO in Ecuador. The ICPE Ecuador will focus on UNDP’s work during its current programme cycle, 2019-2022, with a view to contributing to UNDP’s preparation of the next country programme starting from 2023. The IEO will conduct the evaluation in close collaboration with the Government of the Republic of Ecuador, the UNDP country office in Ecuador, and the UNDP Regional Bureau for Latin America and the Caribbean (RBLAC).

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and Country’s need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. Thus, this ICPE will also consider the degree to which UNDP has been able to adapt to the crisis and support the country’s preparedness, response to the pandemic and its ability to recovery meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

COUNTRY CONTEXT

The Republic of Ecuador is an upper-middle-income economy with an estimated population in 2020 of 17.6 million, 64 percent of which reside in urban areas. With an HDI of 0.759, lower than the Latin American average, it belongs to the category of high human development countries, ranking 86 out of the 189 countries and territories in 2019. Historically, Ecuador has experienced economic volatility, social inequality, and structural unemployment.

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1 http://web.undp.org/evaluation/policy.shtml
After Ecuador’s deep economic crisis in 1999, the country had a period of economic stability, along with its dollarization, resulting in real GDP annual growth rate averaged 4.5 percent from 2001 to 2014, while real GDP per capita increased by 43 percent\(^7\). It resulted in a significant improvement in terms of reduction of poverty and inequality; the multidimensional poverty headcount ratio dropped from 46 percent in 2010 to 34.6 percent in 2017, and the Gini index positively decreased from 0.54 in 2004 to 0.45 in 2018\(^8\). But Ecuador’s economy has been highly dependent on oil exports. Between mid-2014 and early 2016, global oil prices considerably decreased, falling 70 percent\(^9\) and severely impacting Ecuador. Revenues plunged, and public spending and investment declined. The devastating 2016 earthquake\(^10\) deepened the country’s economic recession. Since then, the economic recovery has been weak and multidimensional poverty has increased. In 2020 Ecuador’s economy was negatively impacted by the COVID-19 pandemic, the oil price fell, and the quarterly GDP dropped to similar levels as in the year 2000.\(^11\)

Inequality and gaps between the rural and urban areas and among the indigenous, afro-descendant, mestizo, and white population persist. The incidence of income poverty in 2019 was higher in rural areas (41.8 percent) where Ecuadorian indigenous populations (58.1 percent) and ethnic minorities mainly work, e.g., Afro-Ecuadorians (34.5 percent), than in urban areas (17.2 percent)\(^12\). The employment market has deteriorated in the last three years, informal employment has reached 48.6 percent of the population and the country’s unemployment rate has reached an estimated 6.6 percent in 2020. Youth and those aged between 25 and 34 have been most affected by the current economic crisis, representing together 61.8 percent of the unemployed population\(^13\).

Recent efforts to reform the State and its administration, such as the constitutional reform of 2018, entailed the renewal of governance institutions: judicial, electoral, defense of human rights, constitutional control, supervisory and control agencies, and mechanisms to appoint officials and combat corruption\(^14\). In 2019, Ecuador received its best score since its inclusion in the Transparency International Corruption Perceptions Index, 38 out of 100 points, and ranked 93 out of 198 countries\(^15\). Ecuador’s geographical location poses a challenge in its northern border in terms of fighting against drug trafficking due to its socio-economic indicators and limited institutional presence of authorities\(^16\). Also, Ecuador faces a refugee crisis. Since 2016, 2.2 million Venezuelans have entered Ecuador, of whom almost 400,000 have stayed in the country\(^17\).

\(7\) The World Bank, Ecuador, Systematic Country Diagnostic, June 2018.
\(8\) The World Bank Data. https://datos.bancomundial.org/indicator/SI.POV.GINI?locations=EC&view=chart
\(10\) In April 2016, an earthquake with a magnitude of 7.8 Mw, hit the country. It generated an estimated loss of 22,000 jobs and the estimated fiscal cost of the reconstruction in the affected areas was approximately US$2.250 billion.
\(13\) INEC, Boletín Técnico N. 02-2020-ENEMDU, Encuesta Nacional de Empleo, Desempleo y Subempleo, Setiembre 2020
\(16\) https://www.unodc.org/brussels/ecuador.html
From a gender perspective, the female population\textsuperscript{18} faces various challenges in the context of economic and social inequality, including poverty, unemployment, and violence. Ecuador’s gender inequality index (GII) was 0.384 in 2019\textsuperscript{19} and the Global Gender Gap Report positioned Ecuador as the 13 out of 25 countries in the Latin America and the Caribbean region in 2020\textsuperscript{20}. Ecuadorian women have limited work opportunities and face higher unemployment (8.0 percent in 2020) than men (5.7 percent)\textsuperscript{21}. They also perform most of the households’ unpaid domestic and care work\textsuperscript{22}. Gender-based violence is a critical issue. Femicides increased from 59 in 2018 to 67 in 2019\textsuperscript{23}. Up to 32 percent of women experienced some act of violence in 2019, while 12 percent of women were the victims of sexual violence, with the Afro-descendant women as the group affected the most (40.8 percent)\textsuperscript{24}. Regarding political empowerment, Ecuador ranks 48th out of 153 countries, with almost 40 percent of seats in the National Assembly held by women in 2020\textsuperscript{25}, above the average of 33 percent of women in parliaments in Latin America and the Caribbean region\textsuperscript{26}.

In terms of environment and natural resources, Ecuador is among the 17 most biodiverse countries in the world due to its geographical location and variety of climates, and the diversity of its natural species\textsuperscript{27}. The country’s species of animals and plants represent 6.1 percent of all species worldwide\textsuperscript{28}. Oil exploration, logging, and road building have negatively impacted Ecuador’s rainforests, which currently covers only 2 percent of the Amazon Basin. The total forest is approximately 11.6 million ha, of which 11.5 million ha constitute natural forest and 78,000 ha plantations\textsuperscript{29}. Currently, the country ranks 56th out of 180 and 7th in the Latin American and Caribbean region in the Environmental Performance Index\textsuperscript{30}. Ecuador is a signatory to the United Nations Framework Convention on Climate Change (UNFCCC); however, it has not yet submitted its commitment to greenhouse gas reductions.

The country is highly vulnerable to natural disasters, climate change, and the overexploitation of natural resources. The fact that 96 percent of the urban population lives in the coastal and mountainous regions\textsuperscript{31} increased the risk from ocean-warming phenomena such as El Niño and related disasters, including floods and landslides. In 2015-2016, El Niño resulted in 1,196 adverse events, negatively affecting approximately 27,000 people\textsuperscript{32}. The 2016 earthquake caused approximately 675 deaths, 80,000 displaced people, and

\textsuperscript{22} INEC. https://www.ecuadorencifras.gob.ec/ias-mujeres-sostienen-el-trabajo-domestico-y-de-cuidado-en-los-hogares-ecuatorianos/
\textsuperscript{23} The UN ECLAC. Ecuador – Country Profile. https://oig.cepal.org/en/countries/12/profile
\textsuperscript{24} INEC, Encuesta nacional sobre relaciones familiares y violencia de genero contra las mujeres, boletin, Noviembre 2019. https://www.ecuadorencifras.gob.ec/documentos/web-inec/Estadisticas_Sociales/Violencia_de_genero_2019/Boletin_Tecnico_ENVIGMU.pdf
\textsuperscript{25} The UN ECLAC Ecuador, Gender Equality Observatory for Latin America and the Caribbean, 2020. https://oig.cepal.org/en/countries/ecuador
\textsuperscript{26} The WB. Proportion of seats held by women in national parliaments. https://data.worldbank.org/indicator/SG.GEN.PARL.ZS?locations=ZJ-EC
\textsuperscript{27} Convention of Biological Diversity. https://www.cbd.int/countries/profile/?country=ec
\textsuperscript{28} UNDP, The Biodiversity Finance Initiative. https://www.biodiversityfinance.net/ecuador
\textsuperscript{29} Convention of Biological Diversity. https://www.cbd.int/countries/profile/?country=ec
\textsuperscript{30} Environmental Performance Index. https://epi.yale.edu/epi-results/2020/country/ecu
\textsuperscript{32} The World Bank, Ecuador. Systematic Country Diagnostic, June 2018
around 350,000 individuals in need of humanitarian assistance\textsuperscript{33}.

COVID-19 context: Ecuador was one of the first countries in Latin America to face the coronavirus pandemic and was described in April 2020 as an epicenter of the pandemic in Latin America. With a context of high-income inequality and rising poverty, Ecuador is suffering an unprecedented crisis due to COVID-19. In 2020 there have been 209,355 confirmed cases of COVID-19 with 13,992 deaths\textsuperscript{34}. The country has faced a different nationwide state of emergency declarations, curfews, and other restrictions all over the year. Only between March and May 2020, the total losses were US$ 6.4 billion, of which 82.4 percent correspond to the private sector and 17.6 percent to the public sector. The productive sector registered 63.8 percent of the losses, which is more than three times the health sector losses\textsuperscript{35}.

**UNDP PROGRAMME IN ECUADOR**

The Basic Cooperation Agreement signed between the Ecuadorian State and the United Nations Development Programme on 19 January 2005 constitutes the legal basis for the programme documents and technical cooperation projects supported by UNDP in various areas of development. The UNDP country programme document (CPD) for Ecuador for the period 2019-2022 responds to the priorities agreed in the United Nations Sustainable Development Cooperation Framework (UNSDCF) for the same period of 2019-2022. These priorities are aligned with the National Development Plan\textsuperscript{36} for 2017-2021 and the 2030 Agenda for Sustainable Development.

UNDP’s country programme is expected to contribute to four outcomes in the UNSDCF, structured around the following themes:

- a) Promoting rights through access to services and social protection (regarding ‘people’). The programme will develop mechanisms to improve social policymaking and implement the 2030 Agenda, particularly to eradicate poverty and reduce inequalities.
- b) Protecting the environment and encouraging a sustainable development model (regarding ‘planet’). UNDP will promote the sustainable use of natural resources in a way that maintains and enhances the resilience of ecosystems and the services they provide, moving towards a more sustainable economy.
- c) Socio-economic inclusion and pursuit of sustainable livelihoods (regarding ‘prosperity’). The programme will develop policies and tools for economic inclusion of vulnerable groups, particularly women and youth, and increasing disaster resilience and empowering communities.
- d) Improving public action and participation, with an approach of rights, democracy, and peace (regarding ‘peace’). UNDP will assist national and local institutions in building institutional capacities that incorporate the sustainable development goals through planning and budgeting exercises, foster dialogue and conflict prevention, and help strengthen civil society organizations.

The country programme is also expected to contribute to several cross-cutting themes throughout the


\textsuperscript{34} World Health Organization data as of 28 December, 2020. https://covid19.who.int/region/amro/country/ec

\textsuperscript{35} Socioeconomic assessment, COVID-19 PDNA Ecuador, March-May 2020

\textsuperscript{36} The National Development Plan for 2017-2021 “Toda una Vida” is articulated around three thematic areas (Rights for all, lifelong, Economics at the service of society, and More society, better state) and nine development goals. Link: https://www.planificacion.gob.ec/plan-nacional-de-desarrollo-2017-2021-toda-una-vida/
programme period, namely: building institutional capacities; promoting South-South and triangular cooperation; developing human talent; and promoting public-private partnerships, gender equality, human rights, and work with local governments. The promotion of ‘alliances’ and joint initiatives is re-emphasized by the new strategic orientation of the United Nations system in Ecuador. The main implementation modality of the programme is national, implying that national partners will be the principal parties responsible for programme results, with UNDP support. In terms of the SDGs, the country programme 2019-2022 is expected to contribute to most\textsuperscript{37} of the Goals. The overall budget of the four-year programme is estimated as US$ 113.4 million in the CPD, with 84 percent of the total programme budget allocated to a single outcome area, addressing environment, sustainable management of natural resources, and climate change.

\textsuperscript{37} All but SDGs 3 (health) and 4 (education).
Table 1: UNSDCF/CPD outcomes to which UNDP is expected to contribute for period 2019-2022

<table>
<thead>
<tr>
<th>UNSDCF outcome</th>
<th>UNDP Country Programme outputs</th>
<th>Indicative CPD resources ($)</th>
<th>Expenditure (as of January 4th, 2021) 38</th>
</tr>
</thead>
<tbody>
<tr>
<td>National priority: National Development Plan, area 1: Rights for All, Lifelong (Goal 1) SDGs: 1, 5, 10, and 17</td>
<td>Output 1.1. Mechanisms designed or implemented at the local and national level for social policy improvement to achieve the SDGs.</td>
<td>$ 391,000</td>
<td>$ 5,245,000</td>
</tr>
<tr>
<td>UNDAF Outcome 1: By 2022, people, especially priority groups that have historically been excluded, can exercise their rights to increase their access to high-quality social services and protection and improve their capacity for resilience, promoting gender equality and reducing violence.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National priority: National Development Plan, area 1: Rights for All, Lifelong (goal 3) and area 2: Economics at the Service of Society (goal 6) SDGs: 5, 6, 7, 12, 13, 14 and 15</td>
<td>Output 2.1. Instruments and/or mechanisms generated or implemented nationally or locally to sustainably manage natural resources, environmental pollution, mainstream climate-change adaptation and mitigation, and transition to more sustainable productive systems.</td>
<td>$ 390,000</td>
<td>$ 94,303,000</td>
</tr>
<tr>
<td>UNDAF Outcome 2: By 2022, Ecuador has strengthened its normative, political and institutional frameworks to improve sustainable, participatory and gender-focused natural resource management, promoting more responsible production and consumption patterns, in a context of climate change.</td>
<td>Output 2.2. Actions of sustainable forest conservation and management implemented and good practices in sustainable supply chains.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

38 Expenditure data extracted by IEO from Atlas/PowerBI on January 4th, 2021.
40 Source: UNDP CPD for Ecuador (2019-2022)
<table>
<thead>
<tr>
<th>UNSDCF outcome</th>
<th>UNDP Country Programme outputs</th>
<th>Indicative CPD resources ($)</th>
<th>Expenditure (as of January 4th, 2021)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National priority: National Development Plan, area 2: Economics at the Service of Society (goals 5 and 6)</strong> SDGs: 1, 5, 8, 9, 10 and 12</td>
<td><strong>UNDAF Outcome 3:</strong> By 2022, Ecuador has policies and norms favouring diversification of the productive structure, generation of decent work and sustainable livelihoods, and economic inclusion of persons, with equal opportunities for women and men. Output 3.1. Public-policy instruments and/or mechanisms designed or implemented to promote equitable economic inclusion and improve people’s livelihoods.</td>
<td>$391,000</td>
<td>$7,545,000</td>
</tr>
<tr>
<td><strong>National priority: National Development Plan, Area 3: More Society, Better State (Goals 7, 8 and 9)</strong> SDGs: 5, 11 and 16</td>
<td><strong>UNDAF Outcome 4:</strong> By 2022, Ecuador has strengthened, coordinated institutions favouring public governance and citizen participation in protection for rights, consolidating democratic society, peace and equality. Output 4.1. Institutions strengthened for efficient, transparent, participatory governance of public policies in line with the SDGs. Output 4.2. Local governments strengthened to exercise their competencies participatorily and contribute to achieving (localizing) the SDGs in the local territory.</td>
<td>$390,000</td>
<td>$4,772,000</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td>$1,562,000</td>
<td>$111,865,000</td>
</tr>
<tr>
<td><strong>Country Programme Total</strong></td>
<td></td>
<td>$113,427,000</td>
<td>$46,853,947</td>
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</table>
GOAL AND SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to inform the development of the CPD for the next programme cycle. They are conceived as both accountability and learning tools, in that they aim to provide an account of results achieved and examine factors – both positive and negative - that have driven performance.

The ICPE Ecuador will focus on the formal UNDP country programme approved by the Executive Board for the period 2019-2022. The ICPE will take into account interventions that may have started in the previous programme cycle but continued in the current one, as well as any changes made to the CPD due to various reasons. The ICPE will pay close attention to UNDP’s response to the COVID19 pandemic in the country to assess both its contribution and how the pandemic may have affected its planned programme implementation.

The ICPE will cover UNDP’s development programme in its entirety, regardless of its funding sources, e.g. UNDP’s regular resources, donors, or the government. The support provided by RBLAC and Headquarters will be considered. Also included are any activities UNDP country office have engaged that are considered crucial for the political and social agenda of a country, although they may not necessarily be done as part of a specific project.

METHODOLOGICAL APPROACH AND EVALUATION QUESTIONS

IEO will conduct the evaluation in compliance with United Nations Evaluation Group norms and standards\(^{41}\) and ethical guidance\(^{42}\). The ICPE will address the following four main evaluation questions:

I. What did the UNDP country programme intend to achieve during the period under review?
II. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
III. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country’s preparedness, response and recovery process?
IV. What factors contributed to or hindered UNDP’s performance and eventually, to the sustainability of results?

To address question 1, a Theory of Change (ToC) approach will be used to better understand how, and under what conditions, UNDP’s interventions are expected to lead to an inclusive society in which people can enjoy their rights and have access to high-quality services, within a sustainable environment where they can achieve socio-economic progress and pursue their livelihoods with backing from efficient institutions under conditions of peace\(^{43}\). Discussions of the ToC will focus on mapping the assumptions behind the programme’s desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. To the extent possible, the ICPE will seek to use available indicators to measure or assess progress towards the outcomes. In assessing the CPD’s progress, UNDP’s capacity to adapt to the changing context and respond to national or sub-regional development needs and priorities will also be looked at. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

\(^{41}\) http://www.uneval.org/document/detail/1914
\(^{42}\) http://www.uneval.org/document/detail/2866
\(^{43}\) Acknowledged in the CPD as the UNSDCF 2019-2022 vision.
The effectiveness of UNDP’s country programme will be analysed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified.

To capture UNDP’s performance in light of the COVID-19 pandemic at the country level, evaluation question 3 will be addressed through several subquestions:

- To what degree has UNDP’s COVID-19 support been relevant to the needs of Ecuador? (Relevance)
- How well has UNDP support and response aligned with national government plans as well as support from other UN Agencies, Donors and NGOs/ CSOs? (Coherence)
- How well has UNDP supported Ecuador to develop responses that reduced loss of life and protected longer-term social and economic development? (Effectiveness)
- To what extent were UNDP’s funding decisions informed by evidence, needs analysis, risk analysis and dialogue with partners and did this support efficient use of resources? (Efficiency)
- Has support contributed to the development of social, economic and health systems in Ecuador that are equitable, resilient and sustainable? (Sustainability)

To better understand UNDP’s performance, specific factors that influenced its performance - positively or negatively - and, eventually, the sustainability of results in the country will be examined in response to evaluation question 4. In addition to regional and country-specific factors that may explain UNDP’s performance, the utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south cooperation), and the integration of gender equality and women’s empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

The IEO will engage with multiple stakeholders at all stages of the evaluation process. During the initial phase, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will help identify key informants for interviews during the data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP’s contribution to the country.

**DATA COLLECTION AND ANALYSIS**

The ICPE will include an initial assessment of existing data and potential data collection constraints and opportunities. In terms of availability of decentralized evaluations, the Evaluation Resource Center (ERC)\(^{44}\) information indicates that twelve evaluations were planned as part of the current programme cycle, and at the time of this TOR preparation, six project evaluations had been completed. The remaining six, including three outcome evaluations, are planned before the end of 2021. One project evaluation has been cancelled.

The ICPE will examine a variety of data sources and indicators linked to the country programme. The CPD

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outcomes and outputs, the UNDP Results-Oriented Annual Reports (ROAR) and the corresponding information in the corporate planning system (CPS) provide indicators, baselines and their status of progress. The ICPE will rely on those indicators and data but will also consider other indicators that may have been used by CO in reality, if different, to assess the UNDP programme goals and to measure or assess progress toward the intended results.

The ICPE will triangulate data collected through primary and secondary sources, including:

a) Desk review of programmatic and project-level documentation, including background context documents; strategies and theories of change developed by UNDP country office; Results Oriented Annual Reports; UNDP’s COVID-19 Mini-ROAR, project documents and progress reports; and decentralized evaluations. The IEO and the country office will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint folder.

b) Interviews and focus group discussions with key informants via telephone/zoom, including UNDP staff at Headquarters, regional, and country level; members of the United Nations Country Team, government representatives and members of sub-regional and regional organizations, donors, civil society organizations, and beneficiaries of project interventions. Efforts will be made to collect views from a diverse range of stakeholders on UNDP’s performance.

c) An advance questionnaire will be administered to the country office as an additional self-reporting input to the evaluation prior to the virtual data collection consultation phase.

IEO will employ a rating system for all ICPEs starting in 2021. The rating system was first piloted in 2020 and is currently being refined. Details will be provided in due course prior to the implementation of the ICPE.

In line with UNDP’s gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. The evaluation will analyse the extent to which UNDP’s support was designed to, and in fact did contribute to gender equality through an analysis of gender marker-related data and the gender results effectiveness scale (GRES). The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.
Figure 1: IEO’s Gender Results Effectiveness Scale

MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The ICPE will be conducted under the overall guidance of the UNDP IEO’s Director and the Chief of Section, Country Programme Evaluation. IEO will meet all costs directly related to the conduct of the ICPE. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team, which will be composed by:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility of managing the ICPE, including preparation of evaluation design, selection of the evaluation team members, and methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports, and organizing the final stakeholder debrief with the country office, RBLAC and national stakeholders.

- **Associate Lead Evaluator (ALE):** IEO staff member who supports the LE, particularly during data collection and analysis, management of consultants and the preparation of the final report. Together with the LE, the ALE will backstop the work of other team members.

- **Research Associate (RA):** The RA will provide background research, including portfolio and financial analyses, support the preparation of the final report, and support other aspects of the ICPE process as may be required.

- **Consultants:** IEO will explore partnering with a nationally- or regionally-based think tank, research institution, or academia to strengthen its data collection and analysis capacity amid operational challenges in the pandemic. One consultant will be recruited to cover the environment, natural resources management and climate change adaptation portfolio. Under the guidance of LE, the consultants will develop a data collection plan, conduct preliminary research, conduct data collection activities, prepare outcome analysis papers, and contribute to the final ICPE report.
Table 2: Data collection tentative responsibility by outcome area

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Data collection and report</th>
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</thead>
<tbody>
<tr>
<td><strong>Outcome 1</strong> – By 2022, people, especially priority groups that have historically been excluded, can exercise their rights to increase their access to high-quality social services and protection and improve their capacity for resilience, promoting gender equality and reducing violence.</td>
<td>LE + ALE</td>
</tr>
<tr>
<td><strong>Outcome 2</strong> – By 2022, Ecuador has strengthened its normative, political and institutional frameworks to improve sustainable, participatory and gender-focused natural resource management, promoting more responsible production and consumption patterns, in a context of climate change.</td>
<td>LE + Consultant</td>
</tr>
<tr>
<td><strong>Outcome 3</strong> – By 2022, Ecuador has policies and norms favouring diversification of the productive structure, generation of decent work and sustainable livelihoods, and economic inclusion of persons, with equal opportunities for women and men.</td>
<td>LE + RA</td>
</tr>
<tr>
<td><strong>Outcome 4</strong> – By 2022, Ecuador has strengthened, coordinated institutions favouring public governance and citizen participation in protection for rights, consolidating democratic society, peace and equality.</td>
<td>LE + ALE</td>
</tr>
<tr>
<td>Gender equality</td>
<td>All</td>
</tr>
<tr>
<td>Strategic positioning issues</td>
<td>LE + ALE</td>
</tr>
<tr>
<td>Operations and management issues</td>
<td>LE + ALE</td>
</tr>
</tbody>
</table>

**UNDP Country Office in Ecuador:** The country office will support the evaluation team through liaising with key national partners and stakeholders; ensure that all necessary information regarding UNDP’s programmes, projects and activities is available to the team; and provide factual verification of the draft report in a timely manner. The country office will provide the evaluation team with in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries). To ensure the confidentiality of the views expressed, country office staff will not participate in interviews and meetings with stakeholders. The country office will jointly organize via video-conference the final stakeholder debriefing with the IEO, where findings and results of the evaluation will be presented, ensuring participation of key government and other national counterparts. Additionally, the country office will prepare a management response to ICPE’s recommendations and will support the dissemination and use of the final output of the ICPE process.

**UNDP Regional Bureau for Latin America and the Caribbean:** RBLAC will support the evaluation through information sharing, facilitation of communication between the IEO and the country office, and participation in the final stakeholder debriefing. The Bureau will support and oversee the preparation of a management response by the country office and its implementation of relevant actions.

**EVALUATION PROCESS**

The evaluation will be conducted in five key phases.

- **Phase 1: Preparatory work.** The IEO prepares the evaluation terms of reference (ToR), defining the evaluation questions, and develops an overall evaluation matrix. The IEO starts collecting reference material with support of the country office. The evaluation team is established by recruiting any external consultants required for portfolio analysis.

- **Phase 2: Desk analysis.** Evaluation team members conduct desk reviews of reference material.
An advance questionnaire may be administered, as well as meetings held with country office staff, to fill data gaps and seek clarification in data and information. A set of specific interview questions will be developed at this time for use in data collection, based on a stakeholder and preliminary portfolio analysis.

- **Phase 3: Data collection.** It is expected that data collection be conducted remotely. The evaluation team engages in data collection activities virtually, taking advantage of various software solutions and tools (e.g. Zoom/ Skype) available to conduct interviews and consultations. The estimated duration of the phase is 3 weeks. Data are collected according to the approach outlined in Sections 5 and 6 with team responsibilities outlined in Section 7. At the end of the data collection phase, the evaluation team may hold a preliminary presentation on emerging findings to the country office, identifying areas requiring further analysis and any information and evidence gaps that may exist.

- **Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE undertakes a synthesis process to prepare the ICPE report. The initial draft is subject to an internal IEO peer review as well as external reviews. Once the draft is quality cleared, the first official draft is shared with the country office and the UNDP RBLAC for comments and factual corrections. The second draft, which takes into account feedback, is then be shared with national stakeholders for further comments. The UNDP country office prepares a management response to the ICPE, under the overall oversight of the regional bureau. The report is then be presented at a final debriefing where evaluation results are presented to key national stakeholders and UNDP’s ways forward are discussed. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized, edited and published.

- **Phase 5: Publication and dissemination.** The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board in time for its approval of a new CPD. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The country office will ensure the dissemination of the report to all relevant stakeholders in the country. The report and the management response will be published on the UNDP website as well as in the Evaluation Resource Centre (ERC). RBLAC will be responsible for monitoring and oversight of the implementation of follow-up actions in the ERC.

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45 web.undp.org/evaluation/
46 erc.undp.org
TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively\(^\text{47}\) as follows:

<table>
<thead>
<tr>
<th>Table 3: Tentative timeframe for the ICPE process(^\text{48})</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity</strong></td>
<td><strong>Responsible party</strong></td>
</tr>
<tr>
<td><strong>Phase 1: Preparatory work</strong></td>
<td></td>
</tr>
<tr>
<td>TOR completed and approved by IEO Deputy Director</td>
<td>LE</td>
</tr>
<tr>
<td>Selection of consultant</td>
<td>LE/RA</td>
</tr>
<tr>
<td><strong>Phase 2: Desk analysis</strong></td>
<td></td>
</tr>
<tr>
<td>Preliminary desk review of reference material</td>
<td>Evaluation team</td>
</tr>
<tr>
<td>Advance questionnaires to the CO</td>
<td>Evaluation team and country office</td>
</tr>
<tr>
<td><strong>Phase 3: Data collection</strong></td>
<td></td>
</tr>
<tr>
<td>Data collection phase</td>
<td>Evaluation team</td>
</tr>
<tr>
<td><strong>Phase 4: Analysis, report writing, quality review and debrief</strong></td>
<td></td>
</tr>
<tr>
<td>Analysis of data and submission of outcome papers</td>
<td>Evaluation Team</td>
</tr>
<tr>
<td>Zero draft for internal IEO clearance / External Reviews</td>
<td>LE</td>
</tr>
<tr>
<td>First draft to CO/RBLAC for comments</td>
<td>LE/CO/RBLAC</td>
</tr>
<tr>
<td>Second draft shared with the government and national stakeholders</td>
<td>LE/CO/Government</td>
</tr>
<tr>
<td>Draft management response</td>
<td>CO/RBLAC</td>
</tr>
<tr>
<td>Stakeholder debrief via video-conference</td>
<td>IEO/CO/RBLAC</td>
</tr>
<tr>
<td><strong>Phase 5: Publication and dissemination</strong></td>
<td></td>
</tr>
<tr>
<td>Editing and formatting</td>
<td>IEO</td>
</tr>
<tr>
<td>Final report and evaluation brief</td>
<td>IEO</td>
</tr>
<tr>
<td>Dissemination of the final report</td>
<td>IEO</td>
</tr>
</tbody>
</table>

\(^{47}\) The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

\(^{48}\) The timeframe takes into consideration that the new CPD should be approved by the Executive Board in 2022.
## Annex 2. Evaluation Framework

<table>
<thead>
<tr>
<th>Evaluation Questions</th>
<th>Sub-questions</th>
<th>Evaluative criteria or indicators</th>
<th>Data to be collected</th>
<th>Data collection methods and tools*</th>
<th>Desk Review Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q.1. What did the UNDP country programme intend to achieve during the period under review?</td>
<td>1.1 What are the key development questions, challenges and trends that characterize the period under evaluation? Which are the national strategies and policies that exist, and which are the main actors operating in the country? (since the end of the last CPD and as of today)</td>
<td>Degree of programme alignment to national development challenges and priorities</td>
<td>Description of the UNDP programme, including specific areas of work and approaches for contribution to the framework of the CPD/UNDAF outcomes</td>
<td>X</td>
<td>Assessment of the CPD and the UNSDCF National Development Plans National Statistics ROAR UNDP Ecuador</td>
</tr>
<tr>
<td></td>
<td>1.2 What did the UNDP CO intend to achieve during the current Country Programme cycle? How has the CPD been changed in response to emerging priorities and changes in the operating environment?</td>
<td>Degree of flexibility and capacity of the programme to respond to the changing priorities, demands, and institutional changes of UNDP Punctuality of the response Relevance of changes of the programme during its implementation Level of coherence of the Theory of Change (clarity of vision and direction of the interventions in its short, medium, and long term)</td>
<td>Evidence of new themes, interventions to respond to emerging needs (programme evolution) Interested parties’ perception of UNDP’s response capacity</td>
<td>X X X X X</td>
<td>PMQ ROAR Theory of Change (or reconstructed TOC)</td>
</tr>
<tr>
<td>Evaluation Questions</td>
<td>Sub-questions</td>
<td>Evaluative criteria or indicators</td>
<td>Data to be collected</td>
<td>Data collection methods and tools*</td>
<td>Desk Review Sources</td>
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<tr>
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</tr>
</tbody>
</table>
| Q.2. To what extent has the programme achieved (or is likely to achieve) its intended objectives? | 2.1 What progress has been made in achieving the "results" foreseen in the CPD? To what extent have they contributed (or it is likely to contribute) the "effects" of the UNSDCF? | Analysis of the results achieved in each CPD outcome<br>Degree of contribution or link between the achieved results, the results, and the foreseen objectives (UNSDCF effects)<br>Adaptation of institutional strengthening or support for capacity development | Links among specific UNDP interventions and changes in the level of effects defined by the UNSDCF<br>Evidence of results/changes achieved because of the contribution of the programme<br>Evidence of contribution to gender equality and women’s empowerment | X X | DR TOC PMQ I DO EJ | ROAR PMQ
<p>| | 2.2 What unforeseen/planned results (positive or negative) will the programme produce? | Analysis of unplanned results under each CPD outcome.&lt;br&gt;Type of exchange / effects on beneficiaries | Unforeseen results in CPD, both positive and negative | X X X | ROAR PMQ |
| Q.3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response, and recovery process? | 3.1 - To what extent has the support of UNDP been relevant to the needs of Ecuador? | Criteria of Relevance of the interventions aimed to address COVID-19 | Evidence of policy alignment and needs of national authorities | X X X X | ROAR Mini-ROAR PMQ |
| | 3.2 How have the support and response of UNDP aligned with the national government plans, as well as with the support of other agencies of the United Nations, donors and NGO/CSO? | Coherence criteria of interventions to address COVID-19 | Evidence of alignment and coordination with other actors involved in the response to COVID-19 | X X X X | ROAR Mini-ROAR CPM |</p>
<table>
<thead>
<tr>
<th>Evaluation Questions</th>
<th>Sub-questions</th>
<th>Evaluative criteria or indicators</th>
<th>Data to be collected</th>
<th>Data collection methods and tools*</th>
<th>Desk Review Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Criteria for the Effectiveness of Interventions to address COVID-19</td>
<td>Results achieved in response to the needs identified in terms of health and socioeconomic response.</td>
<td>X</td>
<td>ROAR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Efficiency Criteria of Interventions to address COVID-19</td>
<td>Operative data and execution reports.</td>
<td>X</td>
<td>ROAR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Criteria of Sustainability of Interventions to address COVID-19</td>
<td>Evidence of contributions with a long-term perspective.</td>
<td>X</td>
<td>ROAR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inclusiveness of design and implementation process: Extent to which partners and beneficiaries were consulted and involved during programme design and implementation</td>
<td>Key factors that affect the results.</td>
<td>X</td>
<td>ROAR</td>
</tr>
</tbody>
</table>

**Q.4. What factors contributed to or hindered UNDP’s performance and eventually, to the sustainability of results?**

<table>
<thead>
<tr>
<th>Sub-questions</th>
<th>Evaluative criteria or indicators</th>
<th>Data to be collected</th>
<th>Data collection methods and tools*</th>
<th>Desk Review Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 What factors have contributed or hindered the achievement of results (both positively and negatively)?</td>
<td>Inclusiveness of design and implementation process: Extent to which partners and beneficiaries were consulted and involved during programme design and implementation</td>
<td>Key factors that affect the results.</td>
<td>X</td>
<td>ROAR</td>
</tr>
<tr>
<td></td>
<td>Degree of awareness by national actors &amp; partners of UNDP’s CPD areas of work</td>
<td>Program design (including alignment with national priorities, type of interventions, TOC/work plans).</td>
<td>M&amp;E documents</td>
<td>Management Consulting Team (MCT) reports</td>
</tr>
<tr>
<td></td>
<td>Level of programme focus and type of interventions</td>
<td>Programme design (including alignment with national priorities, type of</td>
<td>PMQ</td>
<td>M&amp;E documents</td>
</tr>
<tr>
<td></td>
<td></td>
<td>interventions)</td>
<td></td>
<td>PMQ</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exit strategies</td>
<td>Resource Mobilization Strategies</td>
<td></td>
</tr>
<tr>
<td>Evaluation Questions</td>
<td>Sub-questions</td>
<td>Evaluative criteria or indicators</td>
<td>Data to be collected</td>
<td>Data collection methods and tools*</td>
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<tr>
<td></td>
<td></td>
<td>Challenges faced during implementation</td>
<td>interventions, TOC/work plans)</td>
<td>DR, TOC, PMQ, I, DO, EJ</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quality of programme design and monitoring activities (TOC and clear strategy, workplans, indicators, M&amp;E plans)</td>
<td>Matrix of resources of the Country Office</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Resources: results of the resource mobilization strategy, efficiency ratio</td>
<td>Implementation and oversight (including NIM/DIM, portfolio management, risk management, flexibility, mergers, and acquisitions)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>CO capacities: Evidence of training plans, technical shortcomings, guidance / support provided by RB and HQ.</td>
<td>Country context</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Key factors affecting results.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 To what extent has UNDP adequately used associations and knowledge management to successfully achieve the expected results?</td>
<td>Level, type, and quality of commitment to the government, United Nations agencies; IFIs; CSOs; donors; private sector; think tanks</td>
<td>List of partners and satisfaction with the partnership</td>
<td>X</td>
<td>PMQ 3, 6, 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interested parties' perception of UNDP defense and power of influence</td>
<td>Evidence of the systematization and use of lessons and other practices, including South South and Triangular Cooperation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Degree in which UNDP promoted synergies and minimized duplicity among members and national counterparts (convening power, coordination)</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Degree in which the CO promoted and used South South</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation Questions</td>
<td>Sub-questions</td>
<td>Evaluative criteria or indicators</td>
<td>Data to be collected</td>
<td>Data collection methods and tools*</td>
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<tr>
<td></td>
<td></td>
<td>and Triangular cooperation <em>(knowledge brokerage)</em></td>
<td>Results and classification related to gender based on the GRES scale</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Examples of innovative projects and solutions</td>
<td>Number of results and expenditures of the projects based on the gender marker and the gender work plan</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Type of initiatives and results achieved in promoting equal rights and access to basic services for different target groups</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>4.3 To what extent has the programme contributed to gender equality, women’s empowerment and social equity?</td>
<td>Gender: Type and relevance of gender results</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Institutional environment for the incorporation of the gender perspective:</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Level of attention and resources allocated (human and financial) for gender integration and women’s empowerment</td>
<td></td>
<td>X</td>
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<tr>
<td></td>
<td></td>
<td>- Level of integration of the gender dimension in the design and implementation of projects</td>
<td></td>
<td>X</td>
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<tr>
<td></td>
<td></td>
<td>- Trend in the use of gender markers</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human rights/equity: Degree of integration of a human rights approach within the programme</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(attention to marginalized or more vulnerable groups – young, old – and promotion of social inclusion)</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Evaluation Questions</td>
<td>Sub-questions</td>
<td>Evaluative criteria or indicators</td>
<td>Data to be collected</td>
<td>Data collection methods and tools*</td>
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<tr>
<td></td>
<td>4.4 What mechanisms were established to ensure the sustainability of results, given the identifiable risks?</td>
<td>Number of interventions that had sustainability or exit strategies/ plans: i) at the design and ii) during implementation</td>
<td>Output strategies for projects and the programme (in project documents and reports)</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Evidence on the use of exit strategies / up-scaling of pilot projects</td>
<td>Initiatives that were extended or have the potential for extension</td>
<td>X</td>
</tr>
<tr>
<td></td>
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<td>Degree of:</td>
<td></td>
<td>X</td>
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<tr>
<td></td>
<td></td>
<td>- National commitment and ownership</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Capacities to sustain results</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Resources availability (budget allocation)</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Enabling environment (institutional and policy framework)</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

ANNEX 3. PEOPLE CONSULTED

Government of Ecuador

ARCE, Sofía, Directora de Relaciones Internacionales, Municipio de Cuenca
ARMÍJOS, Freddy, Alcalde, Gobierno Autónomo Descentralizado (GAD) Nangaritza
BARRERA, Karina, Subsecretaria de Cambio Climático, Ministerio del Ambiente y Agua del Ecuador
BUCHELI, Jaime, Gerente, Empresa Eléctrica Quito
CELIS, Kimberly, Especialista Sector Externo, Ministerio de Finanzas (MEF)
CRESPO Enrique, Coordinador de Ciencia, Tecnología e Innovación, ConQuito
FIALLO, Ximena, Directora Prevención, Sistema Nacional y Monitoreo, Secretaria de Derechos Humanos
FLORES, Elizabeth, Directora de Sustancias Químicas, Residuos y Desecho Peligrosos y no Peligrosos, Ministerio del Ambiente (MAE)
GANZHI, Oswaldo, Especialista Técnico, Subsecretaría de Cambio Climático, Ministerio del Ambiente
GARCÉS, Patricio, Director Cooperación Internacional Bi-Multilateral y Sur-Sur, Cancillería de la República
GONZÁLEZ, Luís, Presidente Gobierno Autónomo Descentralizado (GAD), Parroquial Zurmi
HERRÁNDEZ, Cecibel, Directora de Fomento, Gobierno Autónomo Descentralizado (GAD) Esmeraldas
HERRERA, Edwin, Jefe Planificación, Gobierno Autónomo Descentralizado (GAD) Sucumbíos
IBÁÑEZ, Karolina, Analista, Dirección Cooperación Internacional, Ministerio del Ambiente y Agua Ecuador
JIMÉNEZ Paúl, Director Ejecutivo, Instituto Metropolitano de Planificación Urbana
JIMÉNEZ, Cléver, Prefecto, Gobierno Autónomo Descentralizado (GAD) Provincial Zamora Chinchipe
MALDONADO, Ana Isabel, Especialista Técnico, Municipio de Cuenca.
MÁRQUEZ, Shareem, Ex Experta de atención a grupos prioritarios, Ministerio de Trabajo (Asistente Senior de Proyecto, Alto Comisionado de las Naciones Unidas para los Refugiados)
MENA, Cecilia, Asesora, Secretaría de Derechos Humanos
NARANJO, María Antonieta, Directora Ejecutiva Unidad del Registro Social
NIACHIMBA, Doralisa, Directora de Desarrollo de la Investigación, Secretaría de Educación Superior, Ciencia, Tecnología e Innovación (SENESCYT)
ORTEGA, Glenda, Subsecretaria de Patrimonio Natural, Ministerio del Ambiente (MAE)
ORTÍZ, Gabriela, Directora de Relaciones Internacionales, Consejo Nacional Electoral (CNE)
PAREDES, Milton, Director de Investigación, Tribunal Contencioso Electoral (TCE)
PERDOMO, José Ricardo, Subsecretario de Recursos Pesqueros, Ministerio de Producción, Comercio Exterior, Inversiones y Pesca
PESÁNTEZ, Eddie, Viceministro de Agricultura, Ministerio de Agricultura y Ganadería (MAG)
RODRÍGUEZ, Byron, Técnico de Ordenamiento Territorial, Gobierno Autónomo Descentralizado (GAD) Municipal de Paquisha
RUMBEA, Marí Fernanda, Gerente de Asesoría Jurídica de EPICO
SALTOS, Daniela, Subdirectora General, Dirección de Cooperación Internacional, Ministerio del Ambiente y Agua del Ecuador (MAAE)
VALLE, Carla, Técnica Planificación y Relaciones Internacionales, Secretaría Técnica Planifica Ecuador
Civil Society and Non-Profit Organizations

QUINTUÑA, Santiago, Coordinador Proyecto Turismo Comunitario Caguanapamba, Consejo de Gobierno de la Comunidad Caguanapamba
VARGAS, Marlon, Presidente, Confederación De Nacionalidades Indígenas Ecuador (COFENAIE)

Private Sector

NARANJO, Fernando, Especialista de Energía Renovable, Empresa Eléctrica Provincial Galápagos S.A.
QUINDI, Israel, Director de Impulso a la Economía Solidaria, Jardín Azuayo
ZURITA, Andrés, Director Ejecutivo, Alianza para Emprendimiento e Innovación del Ecuador (AEI)

Academia

PAZMIÑO, Eddie, Profesor titular Proyecto Químicos, Escuela Politécnica Nacional (EPN)
RIVERA, José Luis, Profesor titular Proyecto Químicos, Escuela Politécnica Nacional (EPN)

Beneficiaries

CHUP, Galup, Responsable, Relaciones internacionales del Consejo de Gobierno del Pueblo Shuar Arutam
CHURUCHUMBI, Guillermo, Alcalde, Gobierno Autónomo Descentralizado (GAD) Municipal de Cayambe
COLOMA, Carlos, Técnico del Gobierno Autónomo Descentralizado de Chillanes
INLAGO, Myriam, Administradora, Asociación Regional de Soberanía Alimentaria del Territorio Kayambi Aso Resak
MACÍAS, Cirilo, Presidente del Pueblo Manta
ORTEGA, Saúl, Gobierno Autónomo Descentralizado (GAD) Municipal de Cayambe
PINCAY, Javier, Alcalde, Gobierno Autónomo Descentralizado (GAD) Municipal de Puerto López
RAMÓN, Nora, Gerente, Asociación Pequeños Productores del Sur de la Amazonía Ecuatoriana (APEOSAE)
TUNKI, Josefina, Presidenta, Pueblo Shuar Arutam (PSHA)

Donors and Bilateral Partners

ÁLVAREZ, Juan Carlos, Representante, Banco Mundial
FERRARI-BRAVO, Andrea, Jefe de Cooperación, Unión Europea
GALO, Nina, Oficial, Cooperación Comisión Europea
GEURTS, Charles-Michel, Ambassador EU Delegation to Ecuador
GRAZIANNI, Pietro, Codirector, Fondo Ítalo Ecuatoriano para el Desarrollo Sostenible (FIEDS)
GUTIERRÉZ, Nelson, Gerente de Proyecto, Banco Mundial
PONCE, Pedro, Especialista Medio Ambiente, Unión Europea
STADLER, Michael, Coordinador de cooperación internacional, Embajada de Suiza

UNDP
ADAMES, Fernando, Representante Residente Adjunto, Coordinador de Proyecto, PNUD Ecuador
ANDRADE, Mónica, Coordinadora Área de Ambiente y Energía, Coordinadora de Proyecto, PNUD Ecuador
ARIA, Daniela, Coordinadora de Proyecto, PNUD Ecuador
AYALA, María Gabriela, Jefe de Experimentación, Laboratorios de Aceleración, PNUD Ecuador
BAQUERO, Enriqueta, Gerente de Operaciones, Coordinadora de Proyecto, PNUD Ecuador
BASTIDAS, Cristina, Asociada de Recursos Humanos, PNUD Ecuador
BASTIDAS, Efraín, Coordinador de Proyecto, PNUD Ecuador
BELTRÁN, Karla, Coordinadora de Proyecto, PNUD Ecuador
BERMÚDEZ, Nury, Oficial de Gestión de Riesgos, Coordinadora de Proyecto, PNUD Ecuador
BURGOS, Cristina, Oficial Desarrollo Económico Inclusivo, PNUD Ecuador
CHACÓN, Carla, Asociada de Programa de Medio Ambiente y Energía, PNUD Ecuador
ENDARA, Sandra, Asociada de Programa, Gobernabilidad Democrática y Desarrollo Social, PNUD Ecuador
ESTRELLA, Verónica, Coordinadora de Proyecto, PNUD Ecuador
GARZÓN, Isabel, Coordinadora de Proyecto, PNUD Ecuador
GÓMEZ, Carla, Ex Técnica Innovación y Desarrollo Económico, PNUD Ecuador (Experta Micro, Pequeñas y Medianas Empresas, PNUD Barbados y el Caribe Oriental)
GONZÁLEZ, Fernanda, Experta Técnica en Proyectos Ambiente y Energía, PNUD Ecuador
GRIJALVA, Ana, Analista de Exploración, Laboratorios de Aceleración, PNUD Ecuador
GRIJALVA, Margarita, Coordinadora Inter agencial, PNUD Ecuador
GUAMBO, Verónica, Coordinadora Local, PNUD Ecuador
JIMÉNEZ, María Paulina, Analista de Mapeo de Soluciones, Laboratorios de Aceleración, PNUD Ecuador
LAGUNAS DEL AMO, Raquel, Directora Equipo de Género, PNUD
LOOR, Diana, Coordinadora de Proyecto, PNUD
LÓPEZ, Christian, Coordinador de Proyecto, PNUD Ecuador
LUACES, Sara, Ex Técnica en Medios de Vida y Negocios, PNUD Ecuador (Especialista Desarrollo Pequeñas y Medianas Empresas, Programa de Voluntarios de las Naciones Unidas, PNUD Dirección Regional para América Latina y el Caribe)
LUCIO PAREDES, Adriana, Técnica Especialista, Gobernabilidad y Desarrollo Inclusivo, PNUD Ecuador
MALDONADO, Miguel, Coordinador de Proyecto, PNUD Ecuador
MARTIN, Guillermina, Especialista en Políticas de Género, PNUD Dirección Regional para América Latina y el Caribe (DRALC)
MARTINO, José, Oficial de Comunicación, PNUD Ecuador
MAYANQUER, Carlos, Asociado de Finanzas, PNUD Ecuador
MEILÁN, Xabier, Gerente de Asesoría Jurídica, Coordinador Nacional Proyecto Apoyo Consejo Nacional Electoral, PNUD Ecuador
MERINO, Juan, Coordinador Financiamiento y REDD+ de PROAmazonía, PNUD Ecuador
MORA, Arturo, Coordinador de Proyecto, PNUD Ecuador
MORDT, Matilde, Representante Residente del PNUD en el Ecuador, PNUD Ecuador
NAVIA, Tito, Coordinador de Proyecto, PNUD Ecuador
NÚÑEZ, Jorge, Coordinador de Proyecto, PNUD Ecuador
ORELLANA, Diego, Coordinador de Proyecto, PNUD Ecuador
PACHANO, Fernando, Responsable Área de Gobernabilidad y Desarrollo Inclusivo, Coordinador de Proyecto, PNUD Ecuador
PAREDES, Magaly, Coordinadora Interagencial, PNUD Ecuador
PEÑA, Alejandra, Gerente de Proyecto, PNUD Ecuador
PINTO, Cristina, Coordinadora de Proyecto, PNUD Ecuador
RÍOS, Verónica, Coordinadora de Proyecto, PNUD Ecuador
RODAS, Mario, Oficial de Programa Area de Ambiente y Energía, PNUD Ecuador
SANTANA, Óscar, Experto internacional, Proyecto Petroecuador, PNUD Ecuador
SERRANO ROCA, Patricia, Gerente de Proyecto PROAmazonía, PNUD Ecuador
TREJO, Nathalie, Especialista en género, PNUD Ecuador
VAREA, Ana María, Coordinadora de Proyecto, PNUD Ecuador

Other UN Agencies
BASSU, Giovanni, Representante, Alto Comisionado de las Naciones Unidas para los Refugiados (ACNUR)
BEHREND, Markus, Representante, Fondo de Población de las Naciones Unida (UNFPA)
DÁVALOS, José Iván, Representante, Organización Internacional para las Migraciones (OIM)
FILALI-MEKNASSI, Youssef, Representante, Organización de las Naciones Unidas para la Educación, la Ciencia y la Cultura (UNESCO)
GONZÁLEZ-ALEMÁN, Joaquín, Representante, Fondo de las Naciones Unidas para la Infancia (UNICEF)
SAVELLI, Lena, Coordinadora Residente, Naciones Unidas
TOUCHETTE, Mario, Representante, Programa Mundial de Alimentos (PMA)
VERGARA, Rocío, Coordinadora, Programa de Voluntarios de las Naciones Unidas (UNV)
ANNEX 4. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, Peru governmental departments, project management offices and others.

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Barrera Mencha, Marinelli Nicoletta, Fundación ALDEA, Compilación de Notas Territorios de Vida (TICCAS), 2020

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Flores, Karim, Estrategia de Género, Proyecto Global Environmental Facility (GEF), Iniciativa de Pesquerías costeras para América Latina productos 3 y 4, Setiembre 2017

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Grupo Banco Mundial y State and Peacebuilding Fund, Retos y oportunidades de la migración venezolana en Ecuador, Resumen Ejecutivo, Junio 2020

Instituto Nacional de Estadística y Censo (INEC), Encuesta Nacional de Empleo, Desempleo y Subempleo (ENEMDU), Diciembre 2020

Instituto Nacional de Estadística y Censo (INEC), Encuesta Nacional de Empleo, Desempleo, y Subempleo (ENEMDU), Indicadores de Pobreza y Desigualdad, Junio 2021

Instituto Nacional de Estadística y Censo (INEC), Boletín Técnico N. 02-2021, Encuesta Nacional de Empleo, Desempleo y Subempleo (ENEMDU), Pobreza y Desigualdad, Marzo 2021

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Ministerio del Ambiente (MAE), Estrategia Nacional para la Biodiversidad 2015-2030 y su Plan de Acción 2015-2021

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Organización Internacional del Trabajo, COVID-19 Respuesta, Nota informativa, El Sistema de salud Ecuatoriano y la COVID-10, OIT Países Andinos, Ecuador


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### OUTCOME 1: By 2022, people, especially priority groups that have historically been excluded, can exercise their rights to increase their access to high-quality social services and protection and improve their capacity for resilience, promoting gender equality and reducing violence.

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<th>Output Title</th>
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**Sub Total Outcome 1**

| Sub Total Outcome 1 | $7,142,387 | $3,958,122 |

### OUTCOME 2: By 2022, Ecuador has strengthened its normative, political and institutional frameworks to improve sustainable, participatory and gender-focused natural resource management, promoting more responsible production and consumption patterns, in a context of climate change.

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Sub Total Outcome 2: $75,854,639 $47,607,516

OUTCOME 3: By 2022, Ecuador has policies and norms favoring diversification of the productive structure, generation of decent work and sustainable livelihoods, and economic inclusion of persons, with equal opportunities for women and men.

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<th>Project Title</th>
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<th>Start Year</th>
<th>End Year</th>
<th>Total Budget</th>
<th>Total Expenditure</th>
<th>Implementation Mode</th>
<th>Gender Marker</th>
</tr>
</thead>
<tbody>
<tr>
<td>00096096</td>
<td>FUERZA ECUADOR</td>
<td>00100098</td>
<td>FUERZA ECUADOR</td>
<td>2016</td>
<td>2019</td>
<td>$24,107</td>
<td>$15,933</td>
<td>DIM</td>
<td>GEN1</td>
</tr>
</tbody>
</table>

31
<table>
<thead>
<tr>
<th>Project ID</th>
<th>Project Title</th>
<th>Output ID</th>
<th>Output Title</th>
<th>Start Year</th>
<th>End Year</th>
<th>Total Budget</th>
<th>Total Expenditure</th>
<th>Implementation Modality</th>
<th>Gender Marker</th>
</tr>
</thead>
<tbody>
<tr>
<td>00104569</td>
<td>Desarrollo Económico Inclusivo</td>
<td>00106067</td>
<td>Desarrollo Económico Inclusivo</td>
<td>2018</td>
<td>2021</td>
<td>$1,382,660</td>
<td>$1,038,227</td>
<td>DIM</td>
<td>GEN2</td>
</tr>
<tr>
<td>001110105</td>
<td>09ENGAGEMENT FACILITY 2018</td>
<td>00110181</td>
<td>DESARROLLO ECONOM. &amp; G. RIESGO</td>
<td>2018</td>
<td>2023</td>
<td>$338,773</td>
<td>$125,395</td>
<td>DIM</td>
<td>GEN1</td>
</tr>
<tr>
<td>00111829</td>
<td>Sello de género</td>
<td>00110637</td>
<td>Sello de género</td>
<td>2018</td>
<td>2019</td>
<td>$32,800</td>
<td>$32,800</td>
<td>DIM</td>
<td>GEN3</td>
</tr>
<tr>
<td>00112209</td>
<td>Ruta Qapaq Ñan Proyecto II</td>
<td>00110832</td>
<td>Ruta Qhapaq Ñan Proyecto II</td>
<td>2018</td>
<td>2021</td>
<td>$481,270</td>
<td>$452,735</td>
<td>DIM</td>
<td>GEN2</td>
</tr>
<tr>
<td>00126803</td>
<td>Respuesta ante la emergencia por COVID-19 en Ecuador</td>
<td>00120750</td>
<td>COVID-19 Kits Alimenticios</td>
<td>2020</td>
<td>2020</td>
<td>$16,137,261</td>
<td>$10,446,327</td>
<td>DIM</td>
<td>GEN2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>00120817</td>
<td>COVID-19 Respuesta emergencia</td>
<td>2020</td>
<td>2020</td>
<td>$532,636</td>
<td>$241,581</td>
<td>DIM</td>
<td>GEN2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>00120818</td>
<td>Programa de formación en línea</td>
<td>2020</td>
<td>2020</td>
<td>$58,532</td>
<td>$11,133</td>
<td>DIM</td>
<td>GEN2</td>
</tr>
</tbody>
</table>

Sub Total Outcome 3: $18,988,038 $12,364,130

OUTCOME 4: By 2022, Ecuador has strengthened, coordinated institutions favouring public governance and citizen participation in protection for rights, consolidating democratic society, peace and equality.

Sub Total Outcome 4: $4,725,339 $2,851,499

Grand Total: $106,710,403 $66,781,268

Source: Data from Power BI as of 21 July 2021
**ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX**

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Outcome Baseline</th>
<th>Outcome Target: 2022</th>
<th>Outcome Indicator Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2020</td>
</tr>
<tr>
<td><strong>Outcome 1:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OC1 i1.12</strong></td>
<td>Baseline: 0.39% of all people covered by social programmes and services are in situations of human mobility</td>
<td>Target: 5%</td>
<td>El gobierno nacional y gobiernos locales cuentan con instrumentos para mejorar la gestión de la política social: Yes</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>Yes</td>
<td>El gobierno nacional y gobiernos locales cuentan con instrumentos para mejorar la gestión de la política social: Yes</td>
</tr>
<tr>
<td>Proportion of the population covered by systems or minimal levels of social protection, disaggregated by sex, socially and territorially.</td>
<td>Baseline: 45.6% of elderly adult women without access to social security, receiving non-contribution pensions.</td>
<td>Target: 65%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td><strong>OC1 i15</strong></td>
<td>Baseline: 1,768 per 100,000 inhabitants</td>
<td>Target: 1,500 per 100,000 inhabitants</td>
<td>Personas de comunidades rurales están mejor preparados para hacer frente eventos adversos: 818</td>
</tr>
<tr>
<td>Number of people affected by adverse events of natural or man-made origin.</td>
<td>Baseline: 768</td>
<td>Target: 935</td>
<td>Personas de comunidades rurales están mejor preparados para hacer frente eventos adversos: 868</td>
</tr>
</tbody>
</table>

Outcome 1: By 2022, people, especially priority groups that have historically been excluded, can exercise their rights to increase their access to high-quality social services and protection and improve their capacity for resilience, promoting gender equality and reducing violence.
### Output 1.1. Mechanisms designed or implemented at the local and national level for social policy improvement to achieve the SDGs.

<table>
<thead>
<tr>
<th>Output Indicator</th>
<th>Output Baseline</th>
<th>Output Target: 2022</th>
<th>Output Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OP1.1 - i1</strong></td>
<td>Baseline: 5</td>
<td>Target: 8</td>
<td>8</td>
</tr>
<tr>
<td>Number of instruments developed at the national or local level to improve social policy management and attainment of the SDGs. (Internal Results and Resources Framework – IRRF 2.1.2.1)</td>
<td></td>
<td></td>
<td>5</td>
</tr>
<tr>
<td><strong>OP1.1 - i1.2</strong></td>
<td>Baseline: 2</td>
<td>Target: 3</td>
<td>3</td>
</tr>
<tr>
<td>Level of data availability (disaggregated by sex, age, ethnic group, human mobility, disability and geographical location) to orient social policy and attainment of the SDGs (scale of 1-4). (IRRF 1.1.1.3)</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td><strong>OP1.1 - i3</strong></td>
<td>Baseline: 6</td>
<td>Target: 10</td>
<td>7</td>
</tr>
<tr>
<td>Number of public-policy instruments developed and/or implemented at national or local level to align the national framework to existing international commitments to institution-building for disaster risk management and productive resilience. (IRRF 1.3.1.2)</td>
<td></td>
<td></td>
<td>8</td>
</tr>
</tbody>
</table>

### Outcome Indicator

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Outcome Baseline</th>
<th>Outcome Target: 2022</th>
<th>Outcome Indicator Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OC2 i2.1</strong></td>
<td>Baseline: 16%</td>
<td>Target: 17%</td>
<td>16.08%</td>
</tr>
<tr>
<td>Proportion of the national territory (mainland, island and marine) under conservation or environmental management.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**OUTCOME 2:** By 2022, Ecuador has strengthened its normative, political and institutional frameworks to improve sustainable, participatory and gender-focused natural resource management, promoting more responsible production and consumption patterns, in a context of climate change.
<table>
<thead>
<tr>
<th>Output Indicator</th>
<th>Output Baseline</th>
<th>Output Target: 2022</th>
<th>Output Indicator Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OC2 i2.8</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of public-policy instruments designed and/or implemented nationally or locally to promote the environmental sustainability of Ecuador regarding sustainable use of natural resources and conservation of biodiversity, climate change, management of chemicals and hazardous waste, international waters, and promoting renewable energies, including through public policies to mainstream education for sustainable development</td>
<td>Baseline: 11</td>
<td>Target: 38</td>
<td>39</td>
</tr>
<tr>
<td><strong>Output Indicator</strong></td>
<td><strong>Output Baseline</strong></td>
<td><strong>Output Target: 2022</strong></td>
<td><strong>Output Indicator Status/Progress</strong></td>
</tr>
<tr>
<td><strong>OP2.1 - i2.1.1</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of public-policy instruments (tools, methodologies, norms, platforms, etc.) generated nationally or locally, using participatory methods to contribute to sustainable natural resources management, including biodiversity conservation, integrated management of international watersheds and waters, environmental quality, and promotion of renewable energies, mainstreaming the gender approach (IRRF 2.4.1.1)</td>
<td>Baseline: 5</td>
<td>Target: 20</td>
<td>39</td>
</tr>
<tr>
<td><strong>OP2.1 - i2.1.2</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of local and sectoral development plans and strategies that mainstream comprehensive climate change adaptation and mitigation (IRRF 2.1.1.1)</td>
<td>Baseline: 5</td>
<td>Target: 40</td>
<td>10</td>
</tr>
<tr>
<td><strong>OP2.1 - i2.1.3</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of institutions and persons with capacities strengthened to participate in designing and implementing actions on climate change, sustainable natural resource use and biodiversity conservation, international waters, managing chemicals and waste, and renewable energy</td>
<td>Baseline: 2 institutions</td>
<td>Target: 15 institutions, 300,000 people</td>
<td>54 institutions</td>
</tr>
</tbody>
</table>

**Output 2.1.** Instruments and/or mechanisms generated or implemented nationally or locally to sustainably manage natural resources, environmental pollution, mainstream climate-change adaptation and mitigation, and transition to more sustainable productive systems.
### OP2.1 - i2.1.4
Number of families who have implemented more sustainable productive systems as alternative livelihoods to conserve natural resources (IRRF 1.4.1.2)

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Outcome Baseline</th>
<th>Outcome Target: 2022</th>
<th>Outcome Indicator Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>9,686 families</td>
<td>18,521 families</td>
</tr>
</tbody>
</table>

**Baseline:** 2,000 families  
**Target:** 15,000 families

### OP2.2 - i2.2.1
Number of hectares under forest conservation and/or sustainable forest management (IRRF 1.4.1.2)

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Outcome Baseline</th>
<th>Outcome Target: 2022</th>
<th>Outcome Indicator Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>6,023,423</td>
<td>6,349,397</td>
</tr>
</tbody>
</table>

**Baseline:** 5.6 million  
**Target:** 7.7 million

### OP2.2 - i2.2.2
Number of hectares applying sustainable land-use practices. (IRRF 1.4.1.2)

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Outcome Baseline</th>
<th>Outcome Target: 2022</th>
<th>Outcome Indicator Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>33,503</td>
<td>59,746</td>
<td></td>
</tr>
</tbody>
</table>

**Baseline:** 7,260  
**Target:** 224,260

### OC3 i3.6
Percentage of participation by Economic Solidary Grassroots organizations in the total amount of public contracts.

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Outcome Baseline</th>
<th>Outcome Target: 2022</th>
<th>Outcome Indicator Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>43%</td>
<td>50%</td>
<td>43%</td>
</tr>
</tbody>
</table>

**Baseline:** 43%  
**Target:** 50%

**Outcome 3:** By 2022, Ecuador has policies and norms favoring diversification of the productive structure, generation of decent work and sustainable livelihoods, and economic inclusion of persons, with equal opportunities for women and men.
### Output 3.1. Public-policy instruments and/or mechanisms designed or implemented to promote equitable economic inclusion and improve people’s livelihoods.

<table>
<thead>
<tr>
<th>Output Indicator</th>
<th>Output Baseline</th>
<th>Output Target: 2022</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>OP3.1 - i3.1.1</td>
<td>Baseline: 5</td>
<td>Target: 10</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td><strong>Number of mechanisms designed and/or implemented nationally or locally to promote economic empowerment (IRRF 1.2.1.2)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OP3.1 - i3.1.2</td>
<td>Baseline: 0</td>
<td>Target: 300</td>
<td>2,744</td>
<td>277</td>
</tr>
<tr>
<td><strong>Number of women participating in implementing economic inclusion initiatives (IRRF 1.2.1.2)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OP3.1 - i3.1.3</td>
<td>Baseline: 0</td>
<td>Target: 100</td>
<td>1,641</td>
<td>522</td>
</tr>
<tr>
<td><strong>Number of participating families who have increased their income (IRRF 1.2.1.2)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OP3.1 - i3.1.4</td>
<td>Baseline: 0</td>
<td>Target: 100</td>
<td>0</td>
<td>522</td>
</tr>
<tr>
<td><strong>Number of families benefiting from economic recovery actions in disaster contexts. (IRRF 1.3.1.2)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Outcome Indicator

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Outcome Baseline</th>
<th>Outcome Target: 2022</th>
<th>Outcome Indicator Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>OC4 i4.1</td>
<td>Baseline: 6.6</td>
<td>Target: 8</td>
<td>Índice de percepción de la calidad de los servicios públicos: 6.6</td>
</tr>
</tbody>
</table>

**Outcome 4.** By 2022, Ecuador has strengthened, coordinated institutions favouring public governance and citizen participation in protection for rights, consolidating democratic society, peace and equality.
### OC4 i4.4
Proportion of female legislators in (a) the national parliament and (b) local governments

**Baseline:**
- National: 38%
- Local:
  - 7% of all municipalities
  - 9% of prefectures
  - 34% in urban city councils
  - 25% in rural councils
  - 25% on parish boards

**Target:**
- Municipalities and prefectures, 15%
- Urban city councils, 40%
- Rural councils, 30%
- Parish boards, 40%

**Baseline and Target, in bold light blue are data adapted from IRRF Website (different from the one in the original CPD)**

<table>
<thead>
<tr>
<th>Output Indicator</th>
<th>Output Baseline</th>
<th>Output Target: 2022</th>
<th>Output Indicator Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>OP4.1 - i4.1.1</td>
<td>Baseline: 2</td>
<td>Target: 10</td>
<td>3</td>
</tr>
<tr>
<td>Number of national public institutions (ministries and others) aligning their planning and budget with the SDGs. (IRRF 2.2.2.3)</td>
<td></td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>

**Output 4.1. Institutions strengthened for efficient, transparent, participatory governance of public policies in line with the SDGs.**

| OP4.2 - i4.2.1   | Baseline: 4     | Target: 10          | 6                               |
| Number of local public institutions aligning their actions with the SDGs. | | | 5 |

| OP4.2 - i4.2.2.  | Baseline: 2     | Target: 3           | 3                               |
| Level of participation by civil society organizations in local actions to achieve the SDGs (scale of 1-4). (IRRF 2.2.2.5) | | | 2 |

**Data Source:**
**IRRF_CPD_SP_Indicators**
[https://app.powerbi.com/groups/me/reports/f9a30509-da37-4cc1-b971-8f17c0c5ba30/ReportSectionf6e575c0ac9200015472?filter=OperatingUnits%2Frollup_ou%20eq%20%27ECU%27](https://app.powerbi.com/groups/me/reports/f9a30509-da37-4cc1-b971-8f17c0c5ba30/ReportSectionf6e575c0ac9200015472?filter=OperatingUnits%2Frollup_ou%20eq%20%27ECU%27)

**Date:** June 30th, 2021

Baseline and Target, in bold light blue are data adapted from IRRF Website (different from the one in the original CPD)
### ANNEX 7. DIAGRAM OF THE RECONSTRUCTED THEORY OF CHANGE

| Timeframe: | 2015-2022 |
| Budget: | US$ 106.7 Mill, including government financing; bilateral/multilateral funds; UNDP regular resources. |
| Human resources: | UNDP personnel. |
| Technical resources: | Knowhow and best practices; south-south and triangular cooperation; development services; policy dialogue; advocacy. |

#### Inputs

A) Promoting Rights and Resilience:
- Develop mechanisms to improve and integrate social policy making
- Development of norms to support redistributive measures
- Generation of data and research for social development
- Strengthening national and local capacities in risk and emergency management
- Advocacy and capacity building to promote gender equality and prevent VAWG

B) Conservation and sustainable management:
- Mechanisms for sustainable management of natural resources
- Sustainable forest conservation
- Mainstream Climate Change mitigation and adaptation
- Management of environmental pollution
- Transition to sustainable production systems

C) Socio-economic inclusion:
- Stimulate sustainable value chains
- Integrating women’s economic empowerment and gender equality (GEWE)
- Humanitarian response to COVID-19

D) Improve public action and participation:
- Efficient, transparent, participatory governance of policies in line with SDGs
- Strengthen local governance

#### Outputs

- Policies and mechanisms on social protection developed (i.e., social registry database, contribution-based scheme to incorporate youth, financial inclusion strategy)
- Innovation solutions (i.e., behavioral experiments, innovation challenges)
- Institutional frameworks (i.e., PDNA)
- Management support services (i.e., INEDITA)
- Local tools to respond to disasters (i.e., Chillanes, Sangay)
- Evidence-based programmes and quality data on VAWG

#### Assumptions / Risks

<table>
<thead>
<tr>
<th>Assumptions</th>
<th>Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

#### Outcomes

- More traditionally excluded people gain access to social services and protection
- Institutions strengthened for design and implementation of social protection policies
- Socio-economic recovery after COVID-19
- Improved resilience and reduction of vulnerabilities at national and local level
- Improved attention and protection to gender violence victims

#### UNDAF Goals

- People: Access to high-quality social services
- People: Improved capacity for resilience, gender equality and reduced violence
- Planet: Sustainable, participatory and gender-focused natural resource management in a context of Climate Change
- Prosperity: Diversified productive structure, decent work and sustainable livelihoods
- Peace: Consolidated democratic society, peace and equality

#### Assumptions:

1) Constructive partnerships with and between levels of government; 2) Political will for implementation of public policies; 3) Upscaling done by the government; 4) Capacities exist in the public administration and support implementation; 5) Enough social capital at the community level.

#### Risk:

a) High turnover at ministerial level; b) Fiscal restrictions; c) Lack of participation

#### Materialized Influence at outcome level:

<table>
<thead>
<tr>
<th>Clear</th>
<th>Mixed</th>
<th>None/Limited</th>
</tr>
</thead>
</table>