

## Joint Programme Document

### A. COVER PAGE

- 1. Fund Name:** Joint SDG Fund
- 2. MPTFO Project Reference Number**
- 3. Joint programme title:** Expanding the social protection system for young men and women in the informal economy
- 4. Short title:** Social protection for youth in the informal economy
- 5. Country and region:** Ecuador - Latin American and the Caribbean
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**9. Short description:**

The project is intended to incorporate the youth population (aged 18 - 29), in conditions of economic informality, into the social protection system and enable their access to decent work. It is estimated that the target group reaches 1.4 million people. The project has been designed to achieve short and mid-term impacts. In the mid-term (early 2022), it is expected to have, at least 70% of the youth population in four territories (Quito, Guayaquil, Loja and Machala) who can improve their access to formal labour and financial inclusion, out of which at least 50% will be women. Similarly, and considering that almost 7 out of 10 youngsters are not protected by the social protection system, it is expected that, at least 40% of youth population may access to the contributive social protection system. Special emphasis is required on young mothers and fathers who face vulnerable conditions. The LNOB approach has been used to select the target group.

To do this, innovative policy instruments and models will be designed to incorporate youth, in the selected territories, in contribution-based social security, while progressively promoting formalization (capacities, abilities and inclusive financial resources); and, eliminating barriers to access formal work, by providing adequate childcare services and access rights regarding parental leaves.

**10. Keywords:**

- Informal economy
- Decent work
- Contributory social protection
- Transition mechanisms for youth

**11. Budget overview**

<b>Joint SDG Fund contribution</b>	<b>USD 1,997,630.72</b>
Co-funding 1 ( <i>ILO</i> )	USD 350,000.00
Co-funding 2 ( <i>UN Women</i> )	USD 319,999.64
Co-funding 3 ( <i>UNDP</i> )	USD 75,432.80
<b>TOTAL</b>	<b>USD 2,743,063.16</b>

**12. Timeframe:**

<b>Start date</b>	<b>End date</b>	<b>Duration</b> (in months)
<u>6<sup>th</sup> January 2020</u>	<u>5<sup>th</sup> September 2021</u>	<u>20 months</u>

**13. Gender Marker:** 2.7 (see annex)

Total scoring 2.7

**14. Target groups**

<b>List of marginalized and vulnerable groups</b>	<b>Direct influence</b>	<b>Indirect influence</b>
Women	X	
Children		X
Youth	X	
Indigenous peoples		X
Migrants		X
Persons of African Descent (when understood as separate from minorities)		X

## 15. Human Rights Mechanisms related to the Joint Programme

**UPR 2017:** Expand social security coverage and ensure equal access for ethnic minorities (China);

**CRC 2017:** Hold targeted consultations with families, children, children’s rights organizations and civil society organizations on the issue of child poverty, with a view to strengthening the strategies and measures for fulfilling children’s rights in poverty reduction strategies (para. 36c);

**ICCPR 2016:** increase efforts to eliminate gender stereotypes regarding the role and responsibilities of men and women in the family and in society (par. 8);

### **CEDAW 2015:**

- In consultation with the private sector, adopt a national action plan to increase the coverage of social security schemes for women working in the informal sector (para. 31.b);
- Distinguish in its policies and programmes between general social and economic policies that benefit women and temporary special measures under Article 4.1 of the Convention that are necessary to accelerate the achievement of substantive equality of women and men (para. 17.b);

**ESCR Committee 2012:** develop a plan for guaranteeing universal social security coverage and establishing specific mechanisms for assisting indigenous and Afro women. (para. 20)

## 16. PUNO and Partners:

### 16.1 PUNO

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The three agencies involved have a shared background of lessons learned on these issues, summarized in the document “Women at the Center of Sustainable Development: social protection and gender equality. An experience from Latin America and the Caribbean”. Furthermore, all these agencies have operating capacity and are currently assisting the Ecuadorian Social Security Institute (IESS).

### 16.2 Partners

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## SIGNATURE PAGE

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## B. STRATEGIC FRAMEWORK

### 1. Call for Concept Notes: 1/2019

### 2. Relevant Joint SDG Fund Outcomes

- Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale
- Outcome 2: Additional financing leveraged to accelerate SDG achievement

### 3. Overview of the Joint Programme Results

The joint programme, intends as midterm result, that youth population, in conditions of economic informality, is incorporated into the social protection system (contributory and noncontributory) promoting decent labour conditions.

#### 3.1 Outcomes

##### Outcome 1:

Strengthened national institutional capacity and sustainability of the social protection system to serve young population (aged 18-29 years) working in the informal economy.

##### Outcome 2:

Men and women working in the informal economy in the cities of Quito, Guayaquil, Loja and Machala, have access to services and training for transitioning to formality, decent working conditions and contributory social protection schemes.

#### 3.2 Outputs

- 1.1. Design and validate an innovative scheme to incorporate the target group into the contribution-based social security system.
- 1.2. Design the social protection model's financial sustainability strategy
- 2.1. Design strategies to accelerate the target group's transition to decent working conditions, including vocational/technical training
- 2.2. Design and validate a locally-based care service model for young mothers and fathers in the informal economy

### 4. SDG Targets directly addressed by the Joint Programme

#### 4.1 List of SDG targets

- **SDG target 1.2:** Reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions;
- **SDG target 1.3:** Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable

- **SDG target 2.2:** End all forms of malnutrition, including the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons
- **SDG target 3.8:** Achieve universal health coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.
- **SDG target 4.2:** Ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
- **SDG target 4.4:** Increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- **SDG target 5.4:** Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and the promotion of shared responsibility within the household and the family as nationally appropriate,
- **SDG target 5.a:** Undertake reforms to give women equal rights to economic resources as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
- **SDG target 8.3:** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- **SDG target 8.5:** Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- **SDG target 8.b:** Develop and operationalize a global strategy for youth employment and implement the ILO Global Jobs Pact
- **SDG target 10.4:** Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

#### 4.2 Expected SDG impact

The catalytic potential of the intervention is based on the direct link among informality, lack of social protection, and poverty. Focusing in young population and improving youth workplace opportunities and conditions, will contribute to reducing inequalities through improving employment conditions, income, protection and access to services. The intervention aims to improve training and inclusion mechanisms to support the transition to decent job conditions through the access to relevant skills including technical, vocational skills (SDG target 4.4) and financial inclusion (SDG target 5.1 and 8.3). The program will provide youth, with more capabilities, more opportunities and self-esteem (SDG target 8.b). Additionally, the intervention will allow to reduce levels of multidimensional poverty since youth normally generates positive externalities among their families (SDG target 1.2). The implementation of a nationally appropriate social protection systems (SDG target 1.3) focused on young population but scalable, means direct returns into the economic growth, and promotes the achievement of decent employment (SDG target 8.5,8b) and foster universal health coverage, including financial risk protection and access to quality essential health-care services (SDG target 3.8). Similarly, the provision of care services to young fathers and mothers will ensure higher impact in the reduction of malnutrition, including stunting in children under 5 years of age (SDG target 2.2), increase access to quality early childhood development and care (SDG target 4.2), and recognize and value unpaid care and promoting shared responsibility within the household and the family (SDG target 5.4); and promote greater equality (SDG target 10.4).



The proposal considers that improving opportunities and conditions in the workplace for youth will accelerate SDG attainment. Drivers for this acceleration are: adequate provisions by the contribution-based systems, care services and capacity-building to formalize youth, including financial resources and national technical and vocational training. The project will incorporate a cross-cutting approach of innovation through UNDP's laboratory to accelerate the SDGs, which will mentor the design and application of policy instruments and cutting-edge technological information-generation tools.

## 5. Relevant objectives from the national SDG framework

- To guarantee an improved quality of life with equal opportunities for all (Objective 1 from National Development Plan 2017-2021 – *Toda una Vida*)
- To protect the most vulnerable population by implementing social protection floors to provide greater coverage for beneficiaries. The additional resources, obtained by optimizing fuel subsidies, are to be allocated to programmes assisting the low-income population, in order to reduce the poverty gap. (Prosperity Plan 2018-2021)

## 6. Brief overview of the Theory of Change of the Joint programme

### 6.1 Summary:

Young people (aged 18-29) face structural barriers to access the labour market, decent working conditions and social protection services. The problem is deeper among women. This group has no choice but to search for informal activities to fulfil their livelihood needs. This situation implies, in most cases: a lack or limited access to contributory social protection coverage, poor or risky working conditions and low access to social protection and inclusion services. State policy solutions and programmes are not integral neither adequate for this segment of the population. Some of the challenges that youth encounters include: lack of specialized social protection services, including adapted contributory social protection schemes; lack of adequate and accessible daily care and childhood development services for parents with children under 5 years; and, lack of specialized and vocational training to access the formal labour market or mechanisms for economic inclusion.

Furthermore, young people working in the informal economy not only have access to unsafe workplaces and unhealthy working conditions, they often present low levels of **skills and productivity, and** poor access to information, markets, **finance, training** and technology. The lack of vocational and technical training prevents young people from finding better jobs or start their own businesses in the formal economy. Their technical and soft capacities do not meet the formal labour market needs, thus, the informal economy becomes their best alternative due to low education, skills, technology and capital requirements. Hence, providing or enhancing vocational and technical training for young people, would drive the transition from informality to formality.

The project's rationale is to facilitate the transition and access to decent working conditions and social protection services for youth, mainly women. For that purpose, a comprehensive and integrated approach will be implemented through four pathways and expected results. **First**, a suitable social protection scheme for youth in the informal economy will be designed collaboratively, implemented and tested. The **second pathway** will take into consideration youth perspectives and sustainability considerations including fiscal sustainability. Awareness raising strategies on the importance of long-term social protection will also be put in place. The **third pathway** will focus on strategies to accelerate the transition of youth to decent

labour conditions. The overarching view of this component includes vocational and technical training, inclusive financing mechanisms as well as human rights awareness activities. The **fourth pathway** endeavors to socially and economically include young mothers and fathers in equal conditions, by designing and adapting daily care service for working youth in the cities of Quito, Guayaquil, Machala and Loja.

The model will be developed and implemented jointly with governmental institutions, the private sector and the community and it is expected to be replicated and scaled up to other population groups, at local and national level. In order to achieve a long-term impact, IESS, MIES and the Ministry of Labour must sustain a strong institutional commitment, promote normative changes and allocate the necessary funding. Similarly, the private sector must maintain its engagement and play an active role in the implementation of the programme; and finally, young persons and their organizations, need to be empowered and aware of their rights. Coordination mechanisms together with the design of policy instruments will aim to implement integrated actions at the national level and within the selected territories. The purpose of the institutional arrangements and project governance is to build a common strategy among contributory and non-contributory sectors within the country.

#### 6.2 List of main ToC assumptions to be monitored:

- The political conditions that began these reforms will hold over time;
- Youth will improve their perception and trust in the social security system;
- Labour market conditions will not change significantly.
- There is a sustained commitment from local governments, chambers, trade unions, training centers, academia and women and youth organizations.

### **7. Trans-boundary and/or regional issues**

N/A

## C. JOINT PROGRAMME DESCRIPTION

### 1. Baseline and Situation Analysis

#### 1.1 Problem statement

The National Social Inclusion and Equality System in Ecuador has the responsibility to ensure social protection to its population. It comprises contributory and non-contributory schemes. The **contributory** scheme consists of three social insurance programmes that cover formal workers. It is mandatory for this group and includes saving mechanisms (World Bank, 2019). It functions under the Ecuadorian Social Security Institute (IESS). The **non-contributory** scheme comprises conditional and unconditional cash transfers and social services, provided by the Ministry of Economic and Social Inclusion (MIES).

The Ecuadorian social protection system (contributory and non-contributory) reflects the country's economic structure, where informal activities, underemployment and low productivity are part of the conditions for the people accessing the labour market. According to the Ecuadorian statistics office -INEC-, based on the National Employment and Unemployment Survey (ENEMDU), in 2018 only 30.6% of workers (formal and informal) had access to the contributory social protection scheme.

Important differences arise between formality and informality. 62.3% of persons with a formal employment access to contributory social security while only 4.9% of people in underemployment, including informal activities, have coverage (2018)<sup>1</sup>. Access to the contributory scheme is 4.5 points higher for male between 2007 and 2014<sup>2</sup> than women (ILO, 2016). According to the latest Economic Census, the smallest self-employed and informal economic units are owned by women, having the highest rates of instability and lowest survival probability. Under these circumstances, young people face daunting labour market conditions. About 20% of youth in developing countries are neither at school, nor receiving training or working (Ahn, and others, 2019). In Ecuador, 13.9% of youth is unemployed, particularly in urban areas (8 points above the national level 5.6, June 2019). Therefore, **7 out of every 10 young people (aged 18-29) are working informally**. This likelihood increases by 20 points in the female population. Informality reduces young men's employment opportunities by 6 hours a week and represents 20% less income; for young women, it represents 12 hours and 35% less income.

Access to the contribution-based social security system constitutes a challenge for youth population. In the country, only 32.2% of total young workers (formal and informal) are covered by the contributory social security system: 7 out of 10 young persons are not included in the social protection system. Important differences can be found within the youth population; while 58.6% of young formal workers are covered by the contribution-based social security system, only 2.8% of informal young workers are protected.

Adolescents (aged 10-18) and youth (aged 18-29) also encounter other type of challenges. Ecuador has one of the highest teen pregnancy rates, along with Venezuela and Bolivia,

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<sup>1</sup> Approximately 1.4 million people (aged 18-29) work in conditions of economic informality, which limits their access to an adequate living standard

<sup>2</sup> 14,2 for male and 9,7 for female

mainly associated with poverty and uneducated women. Being a member of a poor household (first quintile), increases 3 or 4 times the likelihood of early pregnancy among adolescents in Latin America. The same applies to uneducated teenage women (primary school), where the probability increases 4 times (OPS/UNFPA/UNICEF, 2018).

The Ecuadorian Government has undertaken a social protection agenda (*Plan Toda una Vida*) which prioritizes life-long non-contributory social protection services. It includes: early childhood (*Misión Ternura*); youth (*Impulso Joven*); elderly (*Pensión para Adultos Mayores en Extrema Pobreza - Mis mejores años*). The Plan also includes social protection programmes (*Menos pobreza más desarrollo*); housing solutions (*Casa para Todos*); programmes for persons with disabilities (*Las Manueles and Las Joaquinas*); and, a gender equality programme (*Plan Mujer*).

The missions target poor and extremely poor households by providing social protection and economic inclusion services. MIES provides: Child Development Services (CDI's) for children from 0 to 3 years old, including day care and child development, education for parents and caregivers of children from 0 to 3 years of age (Growing with our children) on nutrition, nourishment and recreation.

Statistics show that 15% of young men and 22% of young women have children under 5 years of age, which increases the chances of being employed informally by 10% due to the lack of adequate care services. 80% of mothers who take maternity leaves or limit their economic activity due to maternity, take more than 3 years to fully recover their previous income generating activity (INEC, 2018).

There is also insufficient access to information on social protection and economic inclusion mechanisms, as well as limited capacities and skills to search for opportunities in the labour market, pushing young people into informal economy.

The problem is aggravated in urban areas, where migration throughout the country increases pressure on young people, due to inadequate integration efforts.

According to the Displacement Tracking Matrix of the WB (DTM), 61.9% of surveyed Venezuelans are young (18-30 age group) and of those travelling with family, 32.8%, have a member with specific needs: pregnant women, lactating infants, children under 5. Most of this population is either self-employed or operates in the informal sector (75.8%). There is evidence that Venezuelan migration in Ecuador has led to an increase in the informality rate<sup>3</sup> (World Bank, 2019), affecting the average employment quality in the country.

These new and preexisting conditions decrease the possibilities for the youth to engage in decent jobs, and to achieve SDG targets 1.3, 4.4, 5.4, 5.a, 8.5, 8.b and 10.4. To sum up, relegation to the informal economy and the shortage of decent jobs and social protection for young men and women is the main problem to address. These people are invisible to social protection policy although they are even more exposed to greater risks.

Policy makers and other partners are expected to identify, test and implement innovative solutions and strategies, designed to efficiently address youth unemployment and informality, by providing better transition mechanisms (learning, training opportunities and information),

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<sup>3</sup> Mainly in territories with high concentration of Venezuelan citizens. The report used three categories. Effects were found in territories, with a density of more than 5 percent. in territories with high concentration of Venezuelan citizens

a suitable social protection mechanism (contributory and non-contributory) and financial services.

Consequently, the expected change and SDG accelerator is that young men and women, in the informal economy can access better employment opportunities and decent living conditions through their inclusion in the contribution-based social protection system, while promoting gender equality.

## 1.2 Target groups

The principle of “leaving no one behind” (LNOB) calls for social protection systems -age and gender sensitive- with focus on supporting transition from the informal on to the formal economy. The objective is to offer decent work opportunities and social protection for young individuals between 18 and 29 years of age in Ecuador. This portion of the population accounts for almost 20% of the total population.

Among all poor population, youth represents up the 19%. Employment is a key factor when it comes to upward social mobility. In Ecuador 41% of youth workers find themselves in the informal economy. That means that they are working in businesses or activities that are not regulated and therefore they are vulnerable and at risk of not fulfilling their rights. It is also important to highlight that 4 out of 5 young individuals are not contributing to the social security system. For those working in formal activities, only 58% have coverage from contributory social protection scheme. There is a 4-percentage point difference if compared to the national level, where 62,3% of the population with a formal job, has access to social security. Whereas young people working in informal activities and contributing to social security account only for 2,8%. This is particularly concerning because it implies that this population will not be able to access health services, loans and, will face risky retirements in the future.

The project promotes the incorporation of youth workers (aged 18-29 years), to a social protection floor, through sustainable access to the social protection system; the promotion of proper training (capacities, training including vocational training, abilities and inclusive financial resources); and, the elimination of barriers to access formal work, by providing adequate child care services.

In this context, the project is designed to be implemented in four territories where the rate of contribution to social security, the employment conditions and level of governance are different. On one hand, big cities with strong local governments and dynamic economies where selected. These cities are the biggest in the country: Guayaquil and Quito. They are deemed as the most important cities in Ecuador, both from economic and political perspectives. The levels of youth poverty (average of 8%) are below the national rate (19%), informality among youth reaches 35% in Guayaquil and 21% in Quito, while the non-contribution to social security rates are higher (74%). On the other hand, the cities of Loja and Machala are ruled by slightly weaker local governments. In Loja the number of young people is lower than in the other cities, 15%, informality is higher (45%) and it is here where the largest proportion of youth not contributing to social security is, 81% among the localities selected. Furthermore, this city is receiving migrants. This is a factor to consider in the project given the current phenomenon Ecuador is experiencing. Finally, Machala which is also a hosting location for migrants, has a relatively small local government, and high rate of non-contribution, however its informality and poverty rates are like Quito, 23% and 7%, respectively. These factors are interesting to note because they can provide insights on the networks, the ecosystem and resources that young people can resort to in a small city with a small economy and government.

Youth population rates					
City	Population	Employment	Poverty	Informality	non-contribution
<b>Machala</b>	0,20	0,57	0,07	0,23	0,78
<b>Guayaquil</b>	0,19	0,59	0,08	0,35	0,74
<b>Quito</b>	0,19	0,49	0,08	0,21	0,73
<b>Loja*</b>	0,15	0,63	0,21	0,45	0,81
<b>National</b>	0,18	0,58	0,19	0,41	0,81

\* There is no data available for the city of Loja. The data used in this chart corresponds to the province.

Source: Employment and Unemployment Survey, 2018

Youth population in economic informality is left behind in their access to social protection. As a result, around 1,1 million young men and women working in formal/informal activities, do not have access to social security.

The gap is deeper regarding social protection services. Even though, child protection services, prioritizes the attention to poor households, there is only an estimated 47% coverage for this target group. Within the youth, the current coverage of child care services for young families who have unstable incomes is only 15%. The lack of access to child care services reduces working hours and forces them to take part-time jobs.

Priority will be given to 1.1 million young male and female workers, in economic informality, that have neither access to the contribution-based social security system nor to the non-contribution protection schemes. From this group, special emphasis is required, on young fathers and young mothers, facing double vulnerability conditions. Policy solutions are expected to benefit the whole target group, however, the models will be tested and validated within a reduced universe in the four selected territories in the cities of: Quito, Guayaquil, Machala and Loja.

The programme intends to “close the gaps”, by designing and testing innovative models and responses, focus on youth men and women excluded from the contributory and non-contributory social protection system. Institutional strengthening is one of the expected results, to promote a new public policy to foster youth in the transition to decent working conditions.

### **Gender mainstreaming**

The project has been designed with the participation of women’s organizations and advocates. Ministries working for women and specific social areas in other public institutions participated in the diagnosis to target population and consultations. Diagnosis, baseline and evaluation of the project will be gender sensitive by considering differential situations of women and men, specific needs due to gender gaps and biases, and structural barriers for accessing services. Diagnosis and information gathering will consider equal participation of women and men as information providers and qualified informers. The project will also encourage contributions and participation of women and men in parity and equality of opportunities, considering possible gender- based restrictions such as the need of child care, schedules and security issues regarding exposure to risks and violence.

The project also includes activities and recommendations targeted to women as well as activities for closing gender gaps. This project will be backed by the accelerator lab Ecuador



which will include gender participation parity, criteria, proposals and leadership to approach different needs and contributions for prototyping and modelling the solutions. Training activities and contents will also be carefully designed in order to include women's rights and interests, inclusive and non-violent respectful language and contents, and the promotion of equality of participation of women in traditionally masculine-related economic activities. One of the results expected from this project is the proposal of a care system. This system will be designed to recognize unpaid care and domestic work within youth and to contribute to alleviate women's burden and reduce the tension between employment and family responsibilities.

Activities directed to closing gender gaps account for 32% of the project budget. Activities directed specifically to women account for 12% of the project budget.

### **1.3 SDG targets**

The social protection proposal will contribute to reducing inequalities through improving employment conditions, income, protection and access to services. Thus, the intervention will allow to reduce levels of multi-dimensional poverty (SDG target 1.2), implement nationally appropriate social protection systems (SDG target 1.3), reduce malnutrition, including stunting in children under 5 years of age (SDG target 2.2), increase access to quality early childhood development and care (SDG target 4.2), recognize and value unpaid care and promoting shared responsibility within the household and the family (SDG target 5.4), increase decent employment (SDG target 8.5), promote greater equality (SDG target 10.4) and foster universal health coverage, including financial risk protection and access to quality essential health-care services (SDG target 3.8). The programme will reinforce youth relevant skills including technical and vocational skills, facilitating their access to decent job conditions (SDG target 4.4), and financial inclusion (SDG target 5.a and 8.3).

The achievement of expected goals in contributory and non-contributory access to social protection for youth are interlinked. The programme's success relies on an integrated implementation of contributory and non-contributory mechanisms, supporting young women and men, in their access to decent work conditions.

The National Statistical Office (INEC) has implemented a Statistical Development Plan to identify, articulate and manage the statistical information on SDG compliance. Indicators are calculated using official national surveys. SDG targets information will prioritize information provided by INEC. However, in some cases, information has been prepared by UN agencies using National Surveys of administrative data. Detailed information with the SDG baseline, can be found in Annex 9.

### **1.4 Stakeholder mapping**

The RCO strategically engages relevant stakeholders and promotes joint planning, programmatic coherence and quality monitoring and alignment with SDGs, the principle of leaving no one behind and the gender-approach. Externally, the RCO undertakes high-level political dialogues to ensure the necessary commitment and visibility of the proposal and its results.

The IESS and MIES, with the Vice-Presidency endorsement, are the leading national partners due to their legal mandate for social protection policies. Policies and models design, and testing will be jointly developed.

Ministry of Labour is key for articulating the programme intervention by designing strategies for the transition of youth population from informality to decent working conditions, while understanding the labour capacities of young men and women. The Ministry of Labour will provide information on the target group as well as experience in labour certification programmes. As a part of the implementation, the Ecuadorian Secretary in charge of the quality control for labour certification programmes (SETEC), will participate as an advisor. SECAP will be also an important actor, as the public provider of professional and vocational training.

Considering the selected territories, strong local government participation and commitment is required. Consultations with Quito, Guayaquil, Machala and Loja municipalities have been carried out. The programme will be aligned with economic inclusion local strategies providing new approaches to ensure youth access to local services.

Workers, women and youth organizations will provide first-hand information on their conditions and needs and participate in the development of tailor-made solutions. These organizations include labour unions and young entrepreneurs' networks and associations. Academia and NGO's are expected to advise and provide information and data, regarding to the target group.

Public financial institutions, namely Banecuador and Pacific Bank, will support the programme and public institutions, facilitating access to financial products for youth. These products and services will be complemented with private IFI's services, mainly working with social economy organizations.

ILO leads the programme and oversees: i) adequate implementation of the scheme to include the target group into the contributory social-security system; ii) formalization and financing strategies for the social protection model; iii) financing, actuarial and fiscal capacity analysis.

UN Women will be responsible for the following initiatives: i) care system component and its linkage with the MIES social inclusion policy, promoting the participation of women in the design of social security models that pay due attention to their specific needs and barriers; ii) jointly with ILO and MIES, UN Women will carry out the prototype for financial inclusion models targeting young women receiving the *Bono de Desarrollo Humano* -BDH- (Ecuadorian cash transfer); iii) engage the private sector to promote parental leave; iv) ex-ante evaluations of the proposed programme on macrosocial variables and gender gaps and sustainability analyses of fiscal capacity and financing mechanisms, to complement the actuarial models made by ILO; v) monitor compliance with the gender marker.

UNDP brings its experience and tools on social protection and its Innovation Laboratory for SDG Acceleration. The latter are designed to explore new and innovative mechanisms in order to: i) host design and implementation of proposed public policy instruments, strengthen data generation mechanisms, exploring non-traditional sources of information; ii) launch an innovation challenge with the support of the Alliance for Entrepreneurship and Innovation; iii) promote South-South cooperation to accelerate formalization of young workers; and, iv) support development of a sustainable financing model.

The three implementing agencies have jointly drafted the proposal and strategically engaged the relevant partners in the country, namely IESS, MIES, the Vice-President's Cabinet, Ministry of Labour, the Chamber of Industry, World Bank, Alliance for Innovation and the UNCT Social Protection Advisory Group.

## 2. Programme Strategy



## **2.1. Overall strategy**

### **SDGs progress**

The proposed outcomes are key-multidimensional and comprehensive policy interventions to make a difference in the target group's livelihoods and trigger further benefits for them. Outcomes target structural causes behind the lack of social protection: weak skills and knowledge required by the job market, limited access to information related to social protection mechanisms, limited access to child-care services, and lack of access to inclusive financing. This group will be better equipped to access decent work and increased productivity. They will be able to contribute to tailored social security schemes, which will help to reduce inequality and gender disparity gaps. Women will have equal access to social protection and will hence be better protected against gender-based violence and discrimination. Improving access to the contributory social protection scheme (including pensions), also provides a long-term strategy reducing personal and social risks.

Quick transitions and progress in SDG compliance, rely on an integrated strategy with local counterparts

### **What is different:**

The proposal will be implemented in the framework of severe economic restrictions, an IMF-agreement and a national dialogue on social security. To better perform the programme, some key elements should be highlighted:

1. Strong focus on supporting the transition from the informal to the formal economy;
2. Outcomes that bring together contributive and non-contributive schemes, currently operating through separate streams;
3. Interventions tailored to this group: making social protection systems age- and gender-sensitive/responsive;
4. Interventions and alternatives will be strictly evaluated to ensure fiscal sustainability.
5. Strong focus on community and local organizations participation,
6. Strong emphasis in communication and access to information for young people.
7. Social innovation labs to test out-of-the-box policy solutions;
8. Financial sustainability strategy.

### **Catalytic and multiplier effect on SDG and leveraging financing:**

The catalytic potential of the intervention is based on the direct link among informality, lack of social protection, and poverty. By including this population in the social-protection foundation (1.3) their income and standard of living will be improved. This entails reducing poverty (1.2), end malnutrition (2.2), provide access to early-childhood care (4.2), value unpaid care and share responsibility within the family (5.4), create decent-employment (8.5), promote equality (10.4) and provide universal-health coverage (3.8). Social protection floors provide an analytical and political framework to foster the programme.

The intervention aims to improve training and inclusion mechanisms, to support the transition to decent job conditions through access to relevant skills including technical and vocational skills (SDG target 4.4) and financial inclusion (SDG target 5.1 and 8.3). The programme will provide youth, with more capabilities, more opportunities and self-esteem and therefore, better access to decent job conditions (SDG target 8.b). Leverage of additional financing has been secured: related initiatives will be included in the UNSDCF JWPs and will also be articulated with an ongoing World-bank programme. IESS will also allocate resources and

promote interaction with financial institutions. One of the outcomes also aims at developing a financial sustainability strategy that will promote increasing fiscal resources and exploring innovative sources to sustain the model. Ministry of Finances will part of the consultations related to the model sustainability in the contributory scheme.

### **Alternative and approaches/prototypes:**

The common alternative approach to social protection is to intervene at a macro-level in the contributive and non-contributive sectors. In contrast, this proposal puts forward strategies that integrate both sectors to tackle structural barriers excluding this group from social protection. Outcomes will be prototyped and tested through UNDP social innovation labs, in prioritized territories, to design suitable services. Should this prototype work for them, the process could be replicated to meet the needs of other groups in the informal economy.

UNDP social innovation lab will act as a “think tank” for the project, contributing with regional best practices and innovative solutions for the development of policies, models and mechanisms.

### **Consultations with government and other partners:**

The proposal was discussed with IESS and MIES and Ministry of Labour. To confirm relevance and complementarity, the following actors were consulted: Vice-Presidency, Municipalities (Quito, Guayaquil, Machala, Loja), Young Entrepreneurs Association, Young Entrepreneurs Network, Chamber of Industry, Social Economy Chamber (Pichincha), Banecuator, Banco del Pacífico, WB, Alliance for Innovation and Social Protection Group, SECAP, SETEC, Academia (FLACSO, Simón Bolívar University, Technical and Private Loja University), National Network of Social Finances, Populorum Progresum Ecuadorian Fund, (eight UN agencies).

The programme is also consistent with World Bank programme that supports the strategy to reinforce Ecuadorian social protection systems. The World Bank Loan intends to strengthen the social safety net by improving the equity, integration and sustainability of selected social safety programmes. Equity means a focus on improving coverage of the extreme poor by strengthening the Social Registry<sup>4</sup>. Inclusion means linking cash benefits with social services for extreme poor households in a coordinated manner. And Sustainability would be achieved through successful exit strategies of beneficiaries from the safety net programmes.

The proposal was validated through bilateral meetings and a joint workshop between UN agencies and government institutions. The latter took place during the preparation of the final project document. The discussion included an exhaustive revision of the results matrix considering the expected activities and responsibilities definition. Formal commentaries from the authorities, were received and included as part of the project document.

### **How this JP builds on what has been done before:**

UN Agencies work with IESS under a joint UN-MoU: UNDP, institutional strengthening; UN WOMEN, gender equality; UNODC, transparency; PAHO, health-care model; and, ILO: social dialogue, institutional governance and financial management. WB: non-contributory system.

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<sup>4</sup> Social Registry is the Ecuadorian mechanism to identify poor and extreme poor households. It uses a Proxy Means Test methodology once a survey was applied to the household.

## 2.2 Theory of Change

The problem: 7 out of every 10 young people are working informally. Being female increases this likelihood by 20 points. Being in the informal economy reduces young men's job opportunities by about 6 hours a week and by 20% less income; for young women, 12 hours and 35% less income. This makes it difficult for youth to get decent jobs, and to achieve SDG targets 1.3, 4.4, 5.4, 5.a, 8.3, 8.5, 8.b and 10.4. So, relegation to the informal economy and the shortage of decent jobs for young men and women is the main problem to be addressed.

The expected change and SDG accelerator are for young women and men in the informal economy to access better work opportunities and conditions through inclusion in contribution-based social security, under conditions of gender equality.

Key interventions regarding acceleration drivers will be: 1) design a scheme to incorporate them into contribution-based social security; 2) design a sustainable financing strategy for the social protection model, through actuarial models and analysis of fiscal capacity; 3) design strategies to accelerate the target group's transition to decent working conditions, including vocational / technical training and; 4). Design a locally-based community care service model suited for young mothers and fathers informally employed.

Such interventions would tackle structural gaps such as child care expected from women, work-family balance culture, outdated skills and knowledge in an increasingly changing labour market and unequal opportunities between men and women. Interventions not addressing these issues comprehensively will fail to achieve the multiplier effects intended by this proposal.

The project will also address the weak coordination between institutions related to social protection and economic inclusion at the national and local level and the insufficient articulation between government and private sector, at the national and local level, to support programmes to facilitate job seeking and job allocation for youth.

The expected change and SDG accelerator are for young women and men in the informal economy to improve their work opportunities and conditions through inclusion in contribution-based social security, under conditions of gender equality.

The models will be jointly designed and implemented with government institutions, the private sector and the community. For the long-term impact generation, it is expected that IESS, MIES and Ministry of Labour take ownership of the models and strategies and establish strong long-term institutional commitment and funding to replicate them. Similarly, it is expected that the private sector keeps its interest and commitment; and civil society, particularly working young persons, become empowered and aware of their rights.

The implementation of the social protection floor approach and the definition of a comprehensive and integrated public policy under the SDG goals, is expected to create a sustainable ground to achieve impact results in the mid and long term, after the programme closure. It is expected to facilitate the implementation of a sustainable contributory social

protection system, to create capacities and functioning's for youth in informality, to enhance rights fulfillment regarding labour conditions and parental leaves, and to put in place an accessible locally-based care system for youth. Considering the Ecuadorian context, budget for-results-and-outcomes methodology will be considered from the beginning.

#### Basic Assumptions:

1. The political conditions that began these reforms will hold over time;
2. Youth will improve their perception and trust in the social security system;
3. Labour market conditions will not change significantly.
4. There is a sustained commitment from local governments, chambers, trade unions, training centers, academia and women and youth organizations.

#### Risks:

1. Young people's lack of any culture of preparing for the future;
2. Economic dynamics shrink the labour market.

Validation. The theory of change has been designed and validated by the Government (IESS, MIES and Ministry of Labour) and by members of the private sector and working women's organizations. To implement the theory of change iteratively and adaptively, each UN agency has been assigned responsibility for each of the Programme's expected results. Teams have been formed with IESS for participatory, effective programme implementation. Political commitment and high-level agreements have been considered.

### 2.3 Expected results and impact

The Programme proposes to incorporate youth population, under conditions of economic informality, into the social protection system and enable them to access decent working conditions. Special emphasis will be given to young mothers and fathers working in informality.

The social protection proposal will contribute to reducing inequalities through improving employment conditions, income, protection and access to services. Thus, the intervention will allow to reduce levels of multi-dimensional poverty (SDG target 1.2), implement nationally appropriate social protection systems (SDG target 1.3), reduce malnutrition, including stunting in children under 5 years of age (SDG target 2.2), increase access to quality early childhood development and care (SDG target 4.2), recognize and value unpaid care and promoting shared responsibility within the household and the family (SDG target 5.4), increase decent employment (SDG target 8.5), promote greater equality (SDG target 10.4) and foster universal health coverage, including financial risk protection and access to quality essential health-care services (SDG target 3.8). The programme will reinforce youth relevant skills including technical and vocational skills, facilitating their access to decent job conditions (SDG target 4.4), and financial inclusion (SDG target 5.a and 8.3).

**Two main outcomes** are expected from the programme implementation. The first outcome is a strengthened national institutional capacity and sustainability of the social protection system to serve young population (aged 18-29) working in the informal economy. The second outcome is that, men and women working in the informal economy in the cities of Quito, Guayaquil, Loja and Machala, have access to services and training for transitioning to formality, decent working conditions and contributory social protection schemes.

To do this, **four results** are expected and “**quick wins**” for each one. These activities and its results have been discussed and agreed with government counterparts.

**1. Design and validate an innovative scheme to incorporate the target group into the contribution-base social security system.**

1.1. Technical assistance to identify social protection gaps among youth working in informal economic activities.

1.2. Technical assistance to develop and implement a national register, designed with Ecuadorian and regional innovative ecosystem inputs, for persons working in informal activities. Database will be integrated to IT existing systems

1.3. Technical assistance to design and validate a contributory scheme for target group.

1.4. Technical assistance to review the legal framework related to the contributory scheme and propose changes.

1.5. Technical assistance to design new edgy sensitization mechanisms within IESS targeted on young people.

1.6. Technical assistance to design and develop financial inclusion mechanisms for youth, based on existing services (public and private) and on inputs from south-south cooperation.

**2. Design the social protection model’s financial sustainability strategy**

2.1. Technical assistance to analyze and propose a financial sustainability strategy for the contributory scheme.

2.2. Technical assistance and south-south cooperation to evaluate the financial sustainability for the designed social protection mechanisms within the social protection floors.

**3. Design strategies to accelerate the target group’s transition to decent working conditions, including vocational / technical training**

3.1. Technical assistance to design incentives and awareness-raising mechanisms to accomplish the right to social protection.

3.2. Technical assistance to design and implement an innovative certified technical and vocational training programmes to foster youth in their transition into the labour market.

3.3. Technical assistance to support IESS in implementing social security compliance controls within organizations and firms

3.4. Technical assistance to improve compliance of paternity and maternity leaves with firms and workers.

**4. Design and validate a locally-based care service model for young mothers and fathers in the informal economy.**

- 4.1. Develop a study of the daily care services demand and available supply within the territory
- 4.2. Implement participatory consultations with young men and women, public and private institutions, to develop the proposal of locally based care systems
- 4.3. Implement and evaluate a prototype of locally based care system in selected territories (including handbooks and manuals), focused on vulnerable young fathers and mother's attention.
- 4.4. Training workshops on the application of the model designed in the selected territories.
- 4.5. Develop instruments and inputs for model implementation at a local level and scaling up at national level
- 4.6. Technical assistance to systematize best practices and lessons learned for potential future replication

After the joint programme is completed (2y), a comprehensive and integrated public policy to foster youth in the transition to formal labour market and decent working, should be in place. Institutions at national and local level, are expected to be empowered and facilitating financial resources as part of a long-term financial strategy. Young women and young men in selected territories, should improve their access to social protection mechanisms (contributory and noncontributory), to decent working conditions and financial markets. A change in perceptions regarding contributory social protection schemes within youth, is an indirect effect.

Emphasis is given to women's inclusion to decent working conditions and formal labour activities. An empowerment in fatherhood within target group in selected territories, can be expected. The project will sensitize technical counterparts, firms, chambers, organizations and local level institutions in the differences and gaps between men and women. Data and information will be gathered and prepared in systematic reports as part of the process.

There are **three risk and bottlenecks** identified during the preparation of the programme. In the **first place**, young people have little culture of providing for the future, so social security is not a priority. To mitigate this problem, sensitization campaigns for young people will be developed and implemented regarding the benefits of social security and the importance of being covered by the system. **In second place**, the country's context of economic austerity, as well as labour deregulation measures ("flexibilization"), might influence the labour market's performance and change current legal systems for affiliation and contribution social security, affecting its sustainability. To face this problem, the programme will implement actuarial studies and fiscal sustainability analysis for the selected alternatives. **In the third place**, Venezuela's economic crisis has pushed to an increase in the informality rate affecting labour market conditions. In this case, a host communities' approach will be used in Quito, Guayaquil and Machala, where migrant population is looking to stay within the country. In Loja, as a border city, an adapted approach to migrant and local conditions will be used.

## 2.4 Financing

The programme's total implementation cost is USD 2,743,063.16: 73%: USD 1,997,630.72 requested to the Fund and the remaining 27% to be covered by participating agencies, USD 745,432.44. These resources will be spent on:

- i) assessments based on national dialogue (ABND) to enable participatory preparation of a scheme for incorporation into contribution-based social security;
- ii) designing and piloting the financial inclusion model for the target population;
- iii) designing formalization strategies with a gender approach, including sensitization campaigns, capacity-building, training and vocational training, evaluating application of parental leave, and improving workplace inspection;
- iv) designing locally-based care models adapted to informal-employment needs, including participatory construction of demand, management model, and suppliers' network with public – private partnerships, and costing;
- v) designing and costing the proposed social protection model including the methodological design for ex ante impact evaluations, inter-agency analysis and evaluations using the tools comprising the Inter-Agency Social Protection Assessments (CODI, among others), analysis of fiscal capacity and actuarial analysis of the model's sustainability;
- vi) testing the proposed strategies in SDG acceleration laboratories and launching innovation challenges for innovative creation of a national roster of beneficiaries; and;
- vii) training on actuarial analyses and South-South experience exchanges about accelerating the transition toward formality for youth with informal employment in the formal sector.

The costs versus expected benefits have been compared to justify the programme's cost-efficiency. If the planned results are achieved, approximately 1.4 million youth will be in better conditions to get a decent job, having invested about USD 1.95 per beneficiary; so, the Programme's scope and results justify its funding.

47% of the total counterpart (USD 745,432.44) will be contributed by ILO (USD 350,000), 43% by UN Women (USD 319,999.64), and 10% by UNDP (USD 75,432.80). IESS has guaranteed the allocation of resources and promotion interaction with financial institutions once the programme has started its implementation. In addition, leverage additional financing has been secured; related initiatives will be included in the UNSDCF-JWPs and will also be articulated with ongoing World-bank programme on social protection (noncontributory scheme).

Long term financial sustainability of the joint programme will be achieved in two ways. First, one of the outcomes of the proposal refers to strengthen the institutional capacity and sustainability of the social protection system to assist youth working in informal activities. Second, one of the outputs of the programme refers to the design the social protection model's financial sustainability strategy. This strategy means that every model will be previously tested and validated with the national implementing partners to guarantee the sustainability of the scheme. Norms, protocols and instruments will also be put in place.



The project focus in closing gender/age gaps and promoting equal opportunities of young men and women to social protection floors. The project includes gender sensitive outputs, a specific output considering care systems, financial inclusion and activities towards closing gender gaps in fulfilling access to social security benefits. Specifically, 32% of the Budget is dedicated to closing gender gap activities, and 12% of the budget is dedicated to the inclusion of women as direct beneficiaries of the project.

## **2.5 Partnerships and stakeholder engagement**

The government will lead the implementation through its public institutions in charge of social protection policies. Three of them will have an active and leadership role in the implementation of the programme.

The Ecuadorian Social Security Institute (IESS) is the institution that governs the social security system based on contributions and has legal powers and competence to expand the coverage of the system to the informal economy. For this reason, the IESS will lead the implementation of the programme within those components that refer to the social protection contributory system. In order to ensure the correct implementation of the programme, the IESS has already informed the names of the focal points and the people who will oversee the implementation. In addition, IESS has secured the allocation of resources once the programme begins its implementation.

The Ministry of Economic and Social Inclusion (MIES) is the institution governing the non-contribution-based Social Security system and child development policy, including care services. MIES also has all necessary powers and competency to implement the proposal and has already informed about its focal point who will be responsible for implementing the programme.

The third public institution is the Ministry of Labour, who will take a very important and active role in the design of strategies to accelerate the target group's transition to decent working conditions. To better support the transition strategy, Ecuadorian Service of Professional Training (SECAP), as the public sector provider of professional and vocational training and SETEC, will be included in the design and implementation at national and local level

In addition, a coordination mechanism will be established with the Statistics and Census Institute and the Ecuadorian Internal Revenue Service in order to guarantee the correct access and provision of information.

PUNO's unique contribution lies in the experience and multidimensional approach that can bring together in order to face the main gaps of youth in economic informality. ILO, who will lead the programme, is nowadays technical assisting IESS to strengthen its social security system. ILO has experience in developing national social protection strategies: national societal dialogue using Assessment-Based National Dialogue (ABND), evaluation and analysis of social protection systems using Inter-Agency Social Protection Assessments (ISPAs), sustainable funding sources, actuarial evaluations, extending social protection coverage to the informal economy and creating a culture of social protection. UN Women will bring to the



table all its experience and knowledge in generating public family responsibility policies and standards, for male and female workers, and promoting the right to care as part of the social protection foundation. UNDP will facilitate the innovations tools where the programme will be tested. UNDP also has experience assessing and analyzing social protection systems, including an environmental perspective; multidimensional poverty; time use; national rosters of users and beneficiaries; and financial inclusion programmes.

The three agencies involved have a shared background of lessons learned on these issues, summarized in the document “Women at the Center of Sustainable Development: social protection and gender equality. An experience from Latin America and the Caribbean”. Further, all these agencies have operating capacity and are currently assisting IESS.

The target group will have an active role in the implementation of the programme. Youth organizations as well as women organizations will be consulted at every stage of the programme. These organizations include labour unions and youth entrepreneurs’ networks and associations. Academia and NGOs are engaged to advise every stage and to provide information and data, regarding to the target group.

Public financial institutions including BanEcuador and Pacific Bank, will participate in the programme, coordinating and facilitating access to financial products for youth. These products and services will be complemented with private IFI’s services, mainly working with social economy organizations. Coordination with social economic financing networks and organizations, will be part of the process.

The design of the strategies and methodologies will be participatory and tested. Local governments in selected territories play a key role under its competences. Alignment with their actions and programmes, will be part of the strategies. The Gender Equality Council, and the Technical Secretariat for Youth, will also participate as strategic partners. WB will be another strategic partner with all the technical assistance being developed for the non-contributory-based social security system.

### **3. Programme implementation**

#### **3.1 Governance and implementation arrangements**

The programme aims to cope with structural problems regarding labour market, inclusion and transition mechanisms to formal work for youth. In this context, challenges have been identified for the contributory and non-contributory schemes, including institutional coordination and integrated agendas among the stakeholders. Considering the disconnection between the systems providing social protection services in Ecuador, an innovative and multisectoral strategy is necessary.

To facilitate the process, high political level agreements have been reached as part of the preparation stage. RCO has encouraged dialogue between Government authorities including Vice President Office, IESS, MIES and Ministry of Labour. The Vice-presidency plays a key role since currently it is in charge (with the National Planning Secretary) of the implementation of the 2030 Agenda and monitoring, among others, the Social Sectoral Councils Agenda entailing the social protection public policies as well.

On the one hand, in the contributory protection system IESS is actively involved, at the operational level, in designing, implementing and testing an innovative contributory social protection scheme for youth working in informal activities. As the institution governing the contribution-based social security system, has legal powers and competency to expand the system's coverage to informal economy by testing and implementing innovative models. Furthermore, ILO will bring its experience in developing national social protection strategies; evaluation and analysis of social protection systems, actuarial evaluations, extending social protection coverage to the informal economy and creating a culture of social protection.

On the other hand, in the non-contributory system, MIES has under its responsibilities the definition of public policies regarding daily care services and childhood development; and other social protection mechanisms, including cash transfers and economic inclusion services for population in vulnerability. The MIES' coordination role is framed in supporting and facilitating the design and implementation of prototypes in selected territories, and to evaluate the sustainability and efficiency of a daily care service for young working mothers and fathers. In this regard, UN Woman, with its experience, will provide knowledge and technical assistance to promote, under the umbrella of social protection foundation (social protection floors), public family responsibility policies for vulnerable young workers through the recognition of care and domestic work, parental leaves entitlement of both father and mother, and the shared responsibility of child care between families, the state, and society.

The Ministry of Labour will be actively involved in all the elements of the project concerning labour rights, employability and training. For this project, labour policy is a cross-cutting area, in that sense, the participation of this Ministry will provide the ground to put in place and reinforce the transition of young workers to formal activities; to encourage, supervise and require compliance with the law particularly regarding social security contribution, legal working hours, fair salaries, parental leaves and any other norm or instrument that contribute for young working mothers and fathers to achieve decent work.

Due to the nature and complexity of the intended actions, the economic and employment perspectives, innovative approaches and solutions need posed. UNDP brings to the table its vast experience and tools on social protection and its Innovation Laboratory for SDG Acceleration. The latter is intended to explore new and innovative mechanisms considering country's conditions and youth perspectives.

When it comes to the fieldwork, local participation will be ensured. Consultations and participation processes with young men and women working in informal conditions, including fathers and mothers, will be carried out as part of the design innovative process. RCO in coordination with the involved agencies (ILO, UN Women and UNDP) will promote formal dialogues with private sector and if possible, establish public-private partnerships to jointly test and implement proposed models. These dialogues and active local participation will disclose territory conditions and target group characteristics. In that sense, workers, women and youth organizations will provide first-hand information on their conditions and needs, as well as other actors such as chamber or firms will contribute to develop tailor-made solutions providing their standpoints. Therefore, models will be designed, tested and evaluated with local counterparts.

Given this interconnected multi-sectoral scenario, it is required well-defined coordination and implementation mechanisms. In order to manage and implement the project, the following structure has been established:

Steering Committee: Vice presidency or delegate, UN Resident Coordinator, President of the IESS Board of Directors or delegate, Minister of the MIES or delegate, Minister of Labour or delegate, and heads of implementing agencies (ILO, UNDP and UN Women).

In charge of providing strategic direction to the programme implementation and to ensure that the programme remains coherent, relevant and contributes to national priorities and to SDGs selected goals and targets. Also mandated to oversight the programme fully integrates a HRBA, gender and LNOB principles.

Technical Committee: Programme officers of implementing UN agencies, delegates of IESS, MIES, Ministry of Labour, national development planning entity and National Statistics Institute.

In charge of managing the adequate programme implementation and providing substantive direction. Mandated to ensure the project complies with the expected results and budget execution. Also mandated to ensure innovative solutions, participation of target groups and inter-agency coordination.

Advisory Committee: Selected individuals, at national and community level, who will bring unique and diverse knowledge and background to complement those of the technical committee, in order to guide more effectively the programme implementation. Target groups to be part of the committee include: trade unions, employers, youth and women organizations and local representatives. Furthermore, other actors from the government and the private sector as well as other agencies will be consulted: local governments, SECAP, SETEC, Ministry of Foreign Affairs, Gender Equality Council, Internal Revenue Service and Technical Secretariat for Youth; Chambers of Production, the World Bank, Alliance for Innovation and Development, youth entrepreneurs networks and association, social economy financial organizations, NGO'S and academia, among others.

A coordination team will be hired, to support the implementation process including the preparation of monitoring and evaluation reports. The team will complement and coordinate activities with the technical counterparts.

Programme is complementary to other initiatives, including Social Safety Net Loan from World Bank which aims to improve the equity, integration and sustainability of selected social assistance programmes from MIES.

### **3.2 Monitoring, reporting, and evaluation**

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme<sup>5</sup>; and

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<sup>5</sup> This will be the basis for release of funding for the second year of implementation.

- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. Joint programme will allocate resources for monitoring and evaluation in the budget.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

The joint programme will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of PUNOs.

### **3.3 Accountability, financial management, and public disclosure**

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organization (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Funding by the Joint SDG Fund will be provided on an annual basis, upon successful performance of the joint programme.

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

### **3.4 Legal context**

United Nations Sustainable Development Cooperation Framework 2019-2022 signed by the Government of Ecuador on June 2018. Includes the signatures of the three implementing agencies.

Agency name: UNDP

Agreement title: Agreement between the government of Ecuador and the United Nations Development Programme

Agreement date: January 19th, 2005

The Government and the United Nation Development Programme (hereafter referred to as UNDP) entered into a basis agreement that will govern the UNDP assistance to the country (the Basic Agreement Model of Assistance or SBAA), signed by both parties on 19th January 2005. According to paragraph 2 of article I of SBAA, the UNDP assistance shall be provided and received in accordance with the relevant and applicable resolutions and decisions of the competent organs of UNDP and is subject to UNDP having the necessary available funds. In

its decision 2005/1 of 28th February 2005, the UNDP Executive Board approved the new Financial Regulations and Rules as well as new definitions of "execution" and "implementation" that allow UNDP to fully implement the new common country programming procedures resulting from the UNDG simplification and harmonization initiative.

With the United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN), the Basic Assistance Model Agreement (SBAA) agreed between the Government and UNDP on 19th January 2005, mutatis mutandis applies to UN Women, their assets, funds, assets and officials in the Republic of Ecuador.

### **Agreements with Governmental entities:**

SNU and the Ecuadorian Social Security Institute:  
Framework Agreement on Inter-institutional Cooperation between the Ecuadorian Social Security Institute (IESS) and the United Nations System in Ecuador (*Convenio Marco de Cooperación Interinstitucional entre el Instituto Ecuatoriano de Seguridad Social y el Sistema de Naciones Unidas en el Ecuador*)  
09/01/2019 - 09/01/2021

SNU and the National Assembly  
Memorandum of understanding between the National Assembly and the United Nations System in Ecuador (*Memorando de entendimiento entre la Asamblea Nacional y el Sistema de Naciones Unidas en el Ecuador*)  
05/07/2019 - 05/07/2021

SNU and Ombudsman's Office  
Inter-institutional Cooperation Agreement (*Convenio de Cooperación Interinstitucional*)  
28/05/2015 -28/05/2020

ILO and The Ecuadorian Social Security Institute (IESS)  
Social Security Technical Assistance Programme - Inter Institutional Cooperation Agreement  
2018 - 2021

UNDP and Ministry of Labour  
Initiation Plan for the Design and Implementation of a Gender Equality Seal in Ecuador  
2018 - 2019

UN Women and Ministry of Labour  
Memorandum of understanding between the United Nations Entity for Gender Equality and the empowerment of women and the Ministry of Labour in Ecuador  
2019-2021

## D. ANNEXES

### Annex 1. List of related initiatives

Name of initiative/ project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
Social Security Technical Assistance Program	Strengthen social dialogue among its actors, institutional governance and human resources capabilities, as well as implement strategies to improve the main processes of the social security system and strengthen the financial management of the IESS	Program exclusively related to strengthen the social security system.  Politics to increase the social security coverage for independent workers. Technical assistance during the process of the social dialogue aiming to achieve an overall agreement about social security	ILO	IESS	USD 2.3 Million Funding source: IESS	Pablo Casali <a href="mailto:casali@ilo.org">casali@ilo.org</a>
Promotion of labour market inclusion for Venezuelan migrants and refugees, in South America and the Caribbean, through decent work and inclusive economic growth	Migrant workers count with employment inclusive policies and micro and small enterprises that are part of a value chain.  Public employment services are reinforced and more efficient in the regions with high presence of migrants Workers' organizations and employers' organizations, incorporate labor migration and socio-economic integration topics into their work agendas to strengthen	Transition from the informal to the formal labor market.	ILO	Ministry of Labor (indirect beneficiary)	USD 1 million (Ecuador and Perú); USD 394.710 only Ecuador, source: ILO (core funding)	María Isabel Sánchez <a href="mailto:sanchezm@ilo.org">sanchezm@ilo.org</a>



	public policies for migrants and refugees.					
Gender integration in the Labor Code for Ecuador	Gender sensitive labor code and connected documents are discussed in the National Assembly	Sections related to Social security	UN Women	National Assembly Ministry of Labor	USD 15.000 Core resources	Alison Vásquez Alison.vasquez@unwomen.org
Gender mainstreaming in social security systems	Diagnosis and proposal for gender mainstreaming in social security Evaluation of social security regimes for paid homeworkers Evaluation of social security for unpaid homeworkers	Policy recommendations for IESS on social security	Un Women	IESS	USD 300.000 IESS Core resources	Alison Vásquez Alison.vasquez@unwomen.org
Promotion of gender equality in labor policy	Policy instruments for social security rights enforcement with emphasis in labor inspections, parental leaves, violence and harassment and employability  Capabilities of the ministry of labor regarding gender sensitive internal management, human resources and inspection systems have increased	Social security rights enforcement, recognition of the unpaid care and domestic work and gender equality	UN Women	Ministry of Labor	USD 50.000 Core Resources	Alison Vásquez Alison.vasquez@unwomen.org
Social and economic inclusion for women in the transborder zone Ecuador-Colombia	Young women in the transborder zone increase their possibilities for access to social protection and livelihoods	Social protection mechanisms and tools for inclusion of young women in vulnerable conditions	UN Women	MIES UNHCR UNICEF	USD 200.000 Peace Building Fund	Alison Vásquez Alison.vasquez@unwomen.org



Implementation of equal pay tool for determination of gender pay gaps	Equal pay tool is validated and included in national policy tools for monitoring labor rights  WEP companies apply the tool and develop measures for reducing gender pay gaps	Sensitization of private sector in gender mainstreaming, labor and human rights management, and fulfillment of women's rights	UN Women	Ministry of Labor Council for Gender Equality	50.000 USD Core resources	Alison Vásconez  Alison.vasconez@unwomen.org
Ecuadorian women's labor agenda towards SDGs and Beijing+25	Locally based participatory proposals for gender equality and women's labor rights to accomplish SDG agenda and Beijing platform commitments	Consultations and proposals of women, particularly regarding informality and social security	UN Women	National Council for Gender Equality	40.000 USD Core Resources National council for Gender Equality	Alison Vásconez  Alison.vasconez@unwomen.org
Social safety net program	Strengthen the social safety net by improving the equity, integration and sustainability of selected social safety programs. Equity means a focus on improving coverage of the extreme poor by strengthening the Social Registry <sup>6</sup> . Inclusion means linking cash benefits with social services for extreme poor households in a coordinated manner. And Sustainability would be achieved through successful exit strategies of beneficiaries from the safety net programs	Noncontributory social protection mechanisms including childcare and childhood development programs	WB	MIES	USD 350 millions	Nelson Gutierrez Ngutierrez1@worldbak.org
Credit for youth (Impulso Joven)	Access to credit (up to USD 59.100) for young people (18-29) to finance economic activities	Financial inclusion for youth	Banecudor	None	N/A	

<sup>6</sup> Social Registry is the Ecuadorian mechanism to identify poor and extreme poor households. It uses a Proxy Means Test methodology once a survey was applied to the household.

Young employment	Promote youth population employment, through government economic incentives to the private sector in order to reduce youth unemployment  Enhance young skills and knowledge through technical training.	Strategies to accelerate young population's transition to decent working conditions	Ministry of Labour	None	N/A	Jessahe Navarrete <a href="mailto:carla_navarrete@trabajo.gov.ec">carla_navarrete@trabajo.gov.ec</a>
Training municipal programme	Promotes professionalization and technification abilities. Expands opportunities for access to training and job skills development. Guides young entrepreneurs.	Training for young people	ConQuito	Nono	N/A	Javier Albuja jalbuja@conquito.org.ec

## Annex 2. Overall Results Framework

### 2.1. Targets for Joint SDG Fund Results Framework

**Joint SDG Fund Outcome 1:** Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale

Indicators	Targets	
	2020	2021
1.1: integrated multi-sectoral policies have accelerated SDG progress in terms of scope <sup>7</sup>	0	1
1.2: integrated multi-sectoral policies have accelerated SDG progress in terms of scale <sup>8</sup>	0	0

**Joint SDG Fund Outcome 2:** Additional financing leveraged to accelerate SDG achievement

Indicators	Targets	
	2020	2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope <sup>9</sup> (disaggregated by source)	0	0
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale <sup>10</sup> (disaggregated by source)	0	0

**Joint SDG Fund Output 3:** Integrated policy solutions for accelerating SDG progress implemented

Indicators	Targets
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<sup>7</sup>Scope=substantive expansion: additional thematic areas/components added, or mechanisms/systems replicated.

<sup>8</sup>Scale=geographical expansion: local solutions adopted at the regional and national level or a national solution adopted in one or more countries.

<sup>9</sup>Additional resources mobilized for other / additional sector/s

<sup>10</sup>Additional resources mobilized for the same multi-sectoral solution.

	2020	2021
3.1: # of innovative solutions that were tested <sup>11</sup> (disaggregated by % successful- unsuccessful)	0	3
3.2: # of integrated policy solutions that have been implemented with the national partners in lead	0	3
3.3: # and share of countries where national capacities to implement integrated, cross- sectoral SDG accelerators has been strengthened	0	0

**Joint SDG Fund Output 4:** Integrated financing strategies for accelerating SDG progress implemented

Indicators	Targets	
	2020	2021
4.1: # of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	0	1
4.2: # of integrated financing strategies that have been implemented with partners in lead <sup>12</sup>	0	1
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	0	1

**Joint SDG Fund Operational Performance Indicators**

- Level of coherence of UN in implementing programme country<sup>13</sup>
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QCPR) and the principle of "Leaving No One Behind"
- Joint programme featured gender results at the outcome level
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

<sup>11</sup>Each Joint programme in the Implementation phase will test at least 2 approaches.

<sup>12</sup> This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

<sup>13</sup> Annual survey will provide qualitative information towards this indicator.

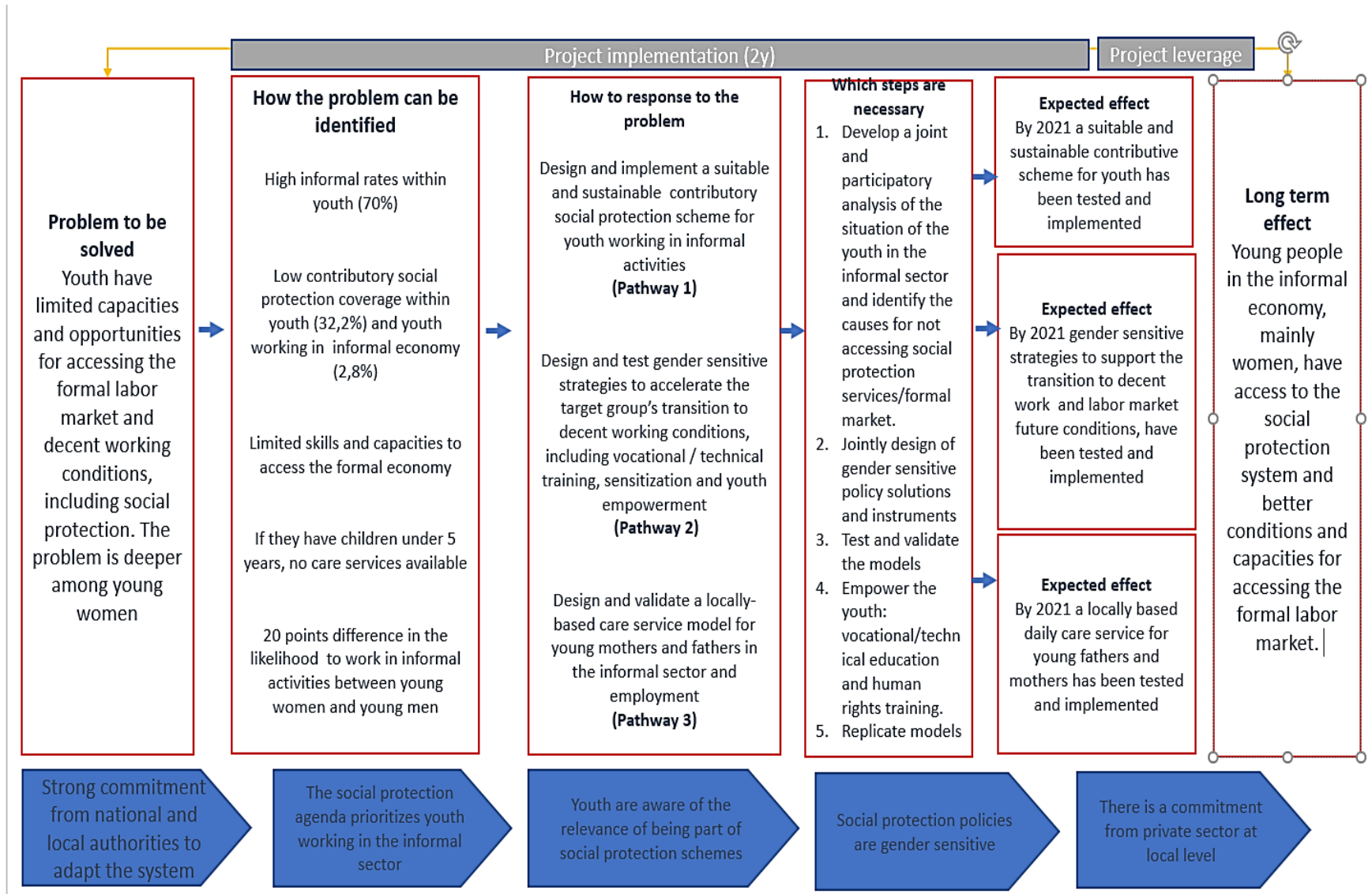
## 2.2. Joint programme Results framework

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
By 2021, Ecuador has put in place norms and integral and innovative policy solutions and instruments for decent work generation, sustainable livelihoods, and economic inclusion of young population, with equal opportunities for women and men	There are not comprehensive policies addressed to the youth, to foster decent working conditions and social protection		A comprehensive gender - sensitive social protection policy for informal young workers	Documents, reports, methodologies, protocols, guidelines, handbooks	IESS MIES Ministry of Labour
<p>Percentage of youth population in selected territories who can improve their access to formal labour and financial inclusion (at least half are women)</p> <p>Percentage of youth population with access to the contributive social protection system</p> <p>Percentage of youth in selected territories, have access to vocational/ technical training.</p> <p>Percentage of the young population accessing vocational and technical training are women.</p> <p>Percentage of young women are technically trained in traditionally masculine-related activities.</p> <p>Youth in selected territories, have increased access to daily care services.</p> <p>Young male fathers' dependent workers in selected territories increase their effective access to parental license</p>	Base line will be prepared in selected territories, in the beginning of the implementation		<p>70%</p> <p>40%</p> <p>65%</p> <p>45%</p> <p>30%</p> <p>At least 10 percentage points.</p> <p>At least 15 points.</p> <p>At least 9 points</p>	Baseline and Final line information Program reports	IESS MIES Ministry of Labour

Percentual points increase in youth participation in formal labor market.					
Design and validate an innovative scheme to incorporate the target group into the contribution-based social security system.					
By 2020 social protection gender/age gaps have been identified and different costing scenarios have been evaluated.	There is not a gender/age gap study within the country	Study has been conducted		Program reports	IESS
By 2021 a contributory scheme design has been developed, validated and implemented within IESS.	There is not an adapted contributory scheme.		Scheme has been implemented and validated	Program reports Guidelines, handbooks protocols	IESS
By 2020 a financial inclusion strategy will be strengthened and validated and put in place directed to informal sector workers, with focus on small scale economic units and social programs beneficiaries	4 participatory workshops to identify needs and ideate solutions held, 1 per locality	Inclusion strategy has been implemented and validated			
Design the social protection model's financial sustainability strategy					
By 2021, a financial sustainability model for contributory and non - contributory social protection mechanisms have been identified, discussed and validated.	There is not a sustainability model for the contributory scheme.		Model has been identified and discussed	Program reports	IESS
By 2021 a fiscal sustainability report, regarding social protection for youth, has been conducted and validated.	There is not a sustainability report regarding social protection	1 fiscal sustainability strategy developed	Fiscal report has been conducted	Program reports	IESS
Design strategies to accelerate the target group's transition to decent working conditions, including vocational / technical training					
By 2021, new gender sensitive strategies and models to support and accelerate the transition to decent work for youth, considering future labor market conditions, have been designed and tested in a pilot.	There are not gender sensitive strategies and models to support transition to decent work for youth.		Models have been designed and tested	Program reports Guidelines, handbooks protocols	Ministry of Labour
Gender/age sensitive sensitization program validated and in place for encouraging young workers to access to labor rights,			Sensitization program validated and in place	Program reports Guidelines, handbooks protocols	Ministry of Labour

particularly social security and protection.					
Design and validate a locally-based care service model for young mothers and fathers in the informal economy.					
By 2021, an innovative model based in local-supplier networking (public-private partnerships and community initiatives) to provide daily care for young fathers and mothers, has been developed, validated and tested (pilot) in selected territories.	1 Participatory study of care service gaps elaborated 4 daily care model proposals elaborated via consultations (participatory workshops) with the local actors, 1 per locality	1 Locally - based daily care model implemented and tested	1 proposal of a national care policy, presented and discussed with national relevant actors (MIES, National Council of Gender Equality, Ministry of Labor and IESS) 1 proposal of a national care law discussed and validated	Program reports Guidelines, handbooks protocols	MIES

### Annex 3. Theory of Change graphic



## Annex 4. Gender marker matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrate gender analysis	3	Context analysis, baseline, diagnosis and motivation of the problem includes sex disaggregated data and focus on differentiated needs by young men and women. The analysis highlights specific barriers that stress gender differences in the inclusion of women into social protection systems and rights in the country. Target groups and LNOB analysis focus on gender equality and youth inclusion.	Section 1: Baseline and situation analysis. Goals of the project
1.2	Gender Equality mainstreamed in proposed outputs	3	The project focus is in closing gender/age gaps and promoting equal opportunities of young men and women to social protection floors. The project includes gender sensitive outputs, a specific output considering care systems, financial inclusion and activities towards closing gender gaps in fulfilling access to social security benefits.	Logical Framework Work plan Budget
1.3	Programme output indicators measure changes on gender equality	2	The project includes closing gender gaps and gender equality indicators in 2 out of 4 outputs.	Logical Framework
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	3	The program design included consultation with public institutions whose main target population are women in poverty (Ministry of Social Inclusion) and corresponding areas that promote gender equality within Ministries (Direction for Vulnerable Groups of the Ministry of Labor), and the National Council for Gender Equality will (Ecuadorian women's machinery) for the design of the activities and guaranteeing of reinforcement when the project is in place. The project aims at the inclusion of gender equality in contributive social security schemes, fulfillment of women's labor rights and promoting gender equality in public policy and services, particularly training, certification and care systems.	Commitment Letters Registry of participation to workshops
2.2	PUNO collaborate and engages with women's/gender equality CSOs	3	The program design included consultation with women's organizations, including those promoting gender equality and participation of women in development projects, as well as women's rights advocates. Due to the locally and community-based nature of the project, one of the main counterparts will be young women's organizations, particularly workers and advocates; the project will also promote associativity and organization of young workers, enhancing parity in participation of women and men.	Project Document Report of consultations (UN Women)
3.1	Program proposes a gender-responsive budget	2	32% of the Budget is dedicated to closing gender gap activities 12% of the budget is dedicated to the inclusion of women as direct beneficiaries of the project.	Activities and budget
<b>Total scoring</b>		<b>2.7</b>		



## Annex 5. Communication plan

### **Communications Plan**

#### **1) Overall narrative of the joint program**

7 out of every 10 young men and women in Ecuador are working informally. The informal economy reduces young people's possibilities to exercise their right to an adequate standard of living. Moreover, this situation negatively impacts the country's production potential and fiscal income, leads young people to mistrust economic systems and erodes social cohesion.

As a response to these concerns and under the principle of the 2030 Agenda 'Leaving no one behind', the United Nations joint program (ILO, UNW and UNDP) 'Expanding the social protection system to young men and women in the informal economy' works to incorporate young people under conditions of economic informality (especially women) into the social protection system and enable them to access decent working conditions.

This project will promote the formalization of this young population working activities (capacities, abilities and inclusive financial resources), the elimination of barriers for accessing a formal work, childcare services and access to rights for parental responsibilities.

The Institute of Social Security (IESS) and the Ministry of Economic and Social Inclusion (MIES) will lead implementation and they will coordinate with the Ministry of Labor, the Statistics and Census Institute, the Gender Equality Council, the Ecuadorian Internal Revenue Service and the Technical Secretariat for Youth.

The intervention will allow to reduce levels of multi-dimensional poverty, implement nationally appropriate social protection systems, end malnutrition, including stunting and wasting in children under 5 years of age, increase access to quality early childhood development and care, recognize and value unpaid care and promote shared responsibility within the household and the family, increase decent employment, promote greater equality, and foster universal health coverage, including financial risk protection and access to quality essential health-care services.

#### Pitch of the Program

Young people are key champions of the transformations Ecuador needs in order to achieve sustainable development and become a prosperous, safe and inclusive country.

As such, they all have the right to access decent jobs and be protected by the social security system. This Program seeks to fulfill these legitimate demands addressing labor and social barriers and strengthening the capacities of this group.

By recognizing and formalizing their work activities, we will encourage their self-esteem, improve their skills, and give an opportunity to their projects and dreams to become real and improve the well-being of their communities.

## 2) Strategic approach to key audiences

The Communications Plan has a human rights, gender and intercultural approach. Together with the Ecuadorian Government, UN agencies, funds and programs communication channels will disseminate key messages periodically to reinforce the lines and objectives of the program.

To effectively communicate with targeted audiences, the plan categorizes stakeholders into three groups.

Primary audience, main target: young people (18-29 years old).

This group will require the greatest effort and dedication, having a special emphasis on educational communication to train them about rights, get a decent job and access institutional mechanisms for formalization in the National Security System.

An information campaign that will be led by celebrities (TV, Sports, Music, etc.) at national and local level will disseminate the incentives of the program and raise awareness to change the perception of young people about social security. This campaign will be complemented by cultural festivals, workshops and exhibitions.

Interpersonal communication (public hearings, street theatre, public contests, etc.), printed and traditional media (posters, TV, community radio, etc.) and multimedia (Microsite, social media Instagram, WhatsApp, etc.) will also be used.

Contents, messages and materials will have to be adapted to this group's socio-economic, cultural and generation contexts.

On the other hand, proposed actions will be coordinated with the binational Ecuador-Colombia Peace Building Program to prevent violence and recruitment of youth, which calls for actions to empower, protect and economically include the zone's youth population.

Secondary level: implementers, allies and influencers.

Advocacy activities will be carried out to achieve the involvement and commitment of different political, economic and social actors:

- Parents/families: given their influence on young people's lives and careers, some communication actions will be implemented for parents and legal tutors.
- Government (at national and local levels): the social communication departments of IESS and MIES, leading institutions of the Program, will be involved in the implementation of this plan. Other relevant state institutions at national and local level will be requested to disseminate the campaign and information for young people. The Program will produce communication materials about workplace inspections.
- Public workers: with an educational communication approach, public workers will be trained to access young people regarding the benefits of the program.
- Development partners (international cooperation agencies, donors, embassies, etc.) and organizations promoting decent work for youth: they will be informed about the program's progress and will be invited to support raising awareness about the vulnerable working conditions of young people.

- Private sector: this public is essential to increase the chances of employability of young people. Specific brochures will be produced for this audience to inform about workplace inspections but also the opportunities and advantages of including young talent. Workshops and one to one meeting will be organized to get their involvement and engagement in the program. Likewise, they could be part of a recognition/seal for their inclusive policies for young people, especially female-householder's families.
- Academia: the program will promote conferences in universities and research institutes to foster interest in the topic, raise public awareness and generate inputs for public policy.
- Media: through a free-press strategy, the program will promote the generation of news, reports and Op-Eds, among others, regarding young people's employment.

Tertiary audience: civil society

Civil society will be informed about the challenges of young people to get a decent job and the necessary mechanisms to offer more opportunities. This public will be reached through an information campaign on social networks such as Facebook, Twitter and Instagram, and through conventional media.

### **3) Objectives of the strategic communication plan**

In line with the overall SDG communication plan of the UNCT and the national government communications strategy, the proposed objectives of this plan are:

**General objective:** Improve the perception and promote a positive attitude of young people in the informal working sector of Ecuador regarding the benefits of social security and the importance of being covered by the system.

**Specific objectives:**

Inform and train about human rights, functioning of social security, youth problems related with employment

Position the Joint Program in the country, and build and strengthen partnerships to achieve a greater impact

Influence on decision makers, stakeholders and relevant audiences to support and implement actions that contribute to the Joint Programme

To measure the progress and the effectiveness of the Communications Plan and its objectives, the Program will be looking at the following key performance indicators:

1. Potential reach. Sum of viewership for publications and websites in which the coverage is featured.
2. Share of voice. Percentage of coverage for the Programme, messages or high-profile spokesperson and analyze the corresponding media coverage.
3. Social media engagement. Number of followers, shares and comments the campaign receives.
4. Sentiment. Tone of the articles mentioning the Program and topics related.

5. Media outreach. The number of press releases and pitches the Program is sending out and how they are performing, and measure of the progress in building relationships with journalists.
6. Quality of coverage. The placement of the Program mention (headline, body) and its prominence in the article’s content.
7. Geographical presence. Volume of coverage based on location.
8. Number of participants. How many people are taking part or participating in events, workshops, conferences and partnerships.
9. Earned traffic. The number of visitors driven to the microsite website.
10. Crisis communications. If trouble hits, how quickly the Program team gets things back to normal.

To standardize communications guidelines and provide an organizational structure for operating in times of crisis, the Program will propose a Protocol based on the document ‘Communicating together in times of crisis: Standard Operating Procedures for the UN system’.

**4) Main activities**

The communication activities will be approved and supervised by the national leader institutions and by the UN agencies, funds and programs which take part in the Joint Program.

The implementation of this Plan will oversee a core communications group lead by designed communications specialists from the UN agencies involved and the national counterparts (IESS and MIES). An external and specialized communication agency will be hired to develop a communications strategy and deliver products according to the instructions and the monitoring of the previously mentioned core communications group.

Every six months, the coordination team of the Program will receive a report of the accomplished activities.

As it is required, the Plan will respect the Joint SDG Fund brand guidelines and donor visibility requirements.

Target Audience	Communication Activities, Tools & channels	Timing/ Milestones	Expected Result / Indicator of Achievement	Resource Requirements	Responsible CO Unit/Persons
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<p>Young people (18-29 years old)</p>	<p>Microsite (connected to IESS Website)</p> <p>Instagram official account</p> <p>WhatsApp (as a direct communications channel)</p> <p>Social Media Campaign with national influencers</p> <p>Participatory video</p> <p>5 digital stories</p> <p>Creation of collective murals</p> <p>Sports/Cultural Festival</p> <p>Brochure</p> <p>Workshops on Soft Skills and self-esteem (and Human Rights and Decent Work)</p>	<p>Year 1</p> <p>Month 9: community-based system to establish local demand of child care services</p> <p>- Key focus groups of target population will change their perception.</p> <p>Month 11: - The target population will have greater, better knowledge and capacities to maximize their working conditions.</p> <p>Month 12: - Scheme to incorporate target group to contributory social security based on the Unified Registry of beneficiaries</p>	<p>participants</p> <p>#communications products</p> <p>Social Media and Microsite Metrics</p> <p>Survey</p>	<p>25,000</p>	<p>Communications Officers</p> <p>IESS and MIESS Communications Coordinators</p>
<p>Parents/families</p>	<p>Social Media Campaign with national influencers (Facebook, twitter, Instagram)</p> <p>Public hearings and brochure distribution in popular fairs</p> <p>Sports/cultural festival</p>	<p>Every month</p>	<p>participants</p> <p>#communications products</p> <p>Social Media and Microsite Metrics</p> <p>Survey</p>	<p>5,000</p>	<p>Communications Officers</p> <p>IESS and MIESS Communications Coordinators</p>

<p>Government (at national and local levels)</p>	<p>Microsite (connected to IESS Website)</p> <p>Press releases</p> <p>Fact Sheets, reports, a brochure and another advocacy material on Youth Working conditions</p> <p>National Presentation Event</p>	<p>Year 1</p> <p>Month 6:</p> <ul style="list-style-type: none"> <li>- Design an innovative, affordable technological system for a national roster of workers in the informal sector.</li> </ul> <p>Year 2</p> <ul style="list-style-type: none"> <li>- Design of the mechanisms for scaling up and adjusting to the national child care model</li> <li>- Actuarial studies and analysis of the fiscal space ready for discussion with relevant actors. Such discussions will build on the UNCT solid working relations with the Ministry of Economy, production chambers and local governments, and the support of UNDP acceleration labs.</li> </ul>	<p>participants</p> <p>#communications products</p> <p>Social Media and Microsite Metrics</p> <p>Survey</p>	<p>10,000</p>	<p>Communications Officers</p> <p>IESS and MIESS Communications Coordinators</p>
<p>Public workers</p>	<p>Workshops</p>	<p>Every month</p>	<p>participants</p> <p>#communications products</p> <p>Social Media and Microsite Metrics</p> <p>Survey</p>	<p>3,000</p>	<p>Communications Officers</p> <p>IESS and MIESS Communications Coordinators</p>

<p>Development Partners (International cooperation agencies, donors, embassies, etc.) and organizations promoting decent work for youth</p>	<p>Press releases National event Brochure Microsite (connected to IESS Website) Reports</p>	<p>Year 1 Month 6: - Design an innovative, affordable technological system for a national roster of workers in the informal sector.</p>	<p>participants #communications products Social Media and Microsite Metrics Survey</p>	<p>2,000</p>	<p>Communications Officers IESS and MIESS Communications Coordinators</p>
<p>Private sector</p>	<p>National Campaign/Seal or recognition One to one approach Brochure Microsite (connected to IESS Website)</p>	<p>months after the launch and every month</p>	<p># Allies # of participants #communications products Social Media and Microsite Metrics Survey</p>	<p>2,000</p>	<p>Communications Officers IESS and MIESS Communications Coordinators</p>
<p>Academia</p>	<p>National conferences</p>	<p>1 per year</p>	<p>#Participants</p>	<p>2,000</p>	<p>Communications Officers IESS and MIESS Communications Coordinators</p>
<p>Media</p>	<p>Op-eds Articles Press releases Training for journalists</p>	<p>Every month</p>	<p>Media coverage Press clippings</p>	<p>1,000</p>	<p>Communications Officers IESS and MIESS Communications Coordinators</p>



Civil Society	Sports/cultural festival Microsite  Social Media Campaign with national influencers (Facebook, twitter, Instagram)	Every month	participants  #communications products  Social Media and Microsite Metrics  Survey	20,000	Communications Officers  IESS and MIESS Communications Coordinators
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## Annex 6. Learning and Sharing Plan

### 1) Strategic approach to learning and sharing

As part of the process, an evaluation and systematization of the implemented models, will be taken in place. Systematizing an experience can be understood as a method aimed to improve practice based on a critical reflection and interpretation of lessons learned from the realization of a certain activity. Under this perspective, systematizing the experience, will provide to the project and the stakeholders, with a valuable instrument to create structured knowledge. From this starting point, the next elements can be expected: identification of required adaptations to scale up the models; identification of best practices during the implementation process; identification of critical elements and risks related to the implementation process; Facilitate transfer of models, experiences, lessons learned to different contexts, to those where the experience originated

### 1) Strategic approach to learning and sharing

Generating evidence and implementing innovative responses, including tested and validated models, facilitates the construction of a body of knowledge, that can support the public policy consolidation, not only during the project, but in the mid and long term. Information generated during the program will be discussed and validated with the institutional counterpart, to create awareness and sensitize policy makers, making emphasis in the problems that are being solved, and how the selected alternatives work in its solution. Reports will be prepared by the coordination team in regular basis, and discussion workshops and meetings will take place to validate and revise the information. Reports, workshops and discussions will encourage the use of the generated information, in the decision-making process.

On the other hand, the systematization will put over the table, learned lessons and best practices to scale up and enhance, the model (and its instruments) application. Systematization document will be discussed and validated with national and local counterparts, and it will take into consideration, their perceptions and experiences related to the models and its sustainability. National and local workshops will be taken in place to discuss, as a case, the model implementation. Adaptation and implementation manuals will be developed as part of the consolidation of the public policy. These will include training manuals (based on the adjusted model and the systematization process)

2) Objectives/ 3) activities of learning and sharing

<b>Objectives</b>	<b>Activities</b>	<b>Methods</b>	<b>Focal point</b>	<b>Milestones</b>
Sensitize and prepare, policy makers and technicians, in the use of accurate information for the monitoring and decision-making process	Preparation of reports with structured data and information	Reports	Coordination team	Regular base reports
	Discussion and validation workshops (national level)	Workshops	Coordination team	workshop
	Discussion and validation workshops (national level)	Workshops	Coordination team	workshop
Provide adjusted information and knowledge for the model implementation and scalability	Systematization process and document	Gathering of information	Coordination team	
	Discussion and validation workshops (national level)	Workshops	Coordination team	workshop
	Discussion and validation workshops (national level)	Workshops	Coordination team	workshop
	Design of a training kit for technicians and authorities at national and local level	Document and instruments	Coordination team	workshop
	Training workshops	Workshops	Coordination team	workshop

## Annex 7. Budget and Work Plan

### 7.1 Budget per UNSDG categories

UNDG BUDGET CATEGORIES	ILO		UNWOMEN		UNDP		PUNO 4		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	246.076	350.000	132.522	320.000	125.000	75.433	0		503.597	
2. Supplies, Commodities, Materials	43.055		15.000		1.000		0		59.055	
3. Equipment, Vehicles, and Furniture (including Depreciation)	2.500		40.000		4.000		0		46.500	
4. Contractual services	140.158		156.500		50.000		0		346.658	
5.Travel	86.545		30.000		10.000		0		126.545	
6. Transfers and Grants to Counterparts	432.466		152.700		15.000		0		600.166	
7. General Operating and other Direct Costs	64.851		52.672		66.900		0		184.423	
<b>Total Direct Costs</b>	<b>1.015.651</b>				<b>579.394</b>				<b>271.900</b>	
8. Indirect Support Costs (Max. 7%)	71.096		40.558		19.033		-		130.686	
<b>TOTAL Costs</b>	<b>1.086.746</b>	<b>350.000</b>	<b>619.951</b>	<b>320.000</b>	<b>290.933</b>	<b>75.433</b>	<b>-</b>		<b>1.997.630,72</b>	<b>745.432</b>
<b>1st year</b>	<b>746.598</b>	207.491	<b>352.764</b>	160.000	<b>152.967</b>	47.146			<b>1.252.328</b>	414.636
<b>2nd year</b>	<b>340.149</b>	142.509	<b>267.187</b>	160.000	<b>137.967</b>	28.287			<b>745.302</b>	330.796

The programme's total implementation cost is USD 2,743,063.16; 73% requested to the SDG Fund (USD 1,997,630.72) and the remaining 27% will be covered by participating UN agencies (USD 745,432.44).

The resources will be spent on implementation of assessments based on national dialogue (ABND) to enable participatory preparation of a scheme for incorporation into contribution-based social security; designing and validating a national register for persons working in informal activities, where an integration of the existing database system within the implementing partners will be achieved; designing and piloting the financial inclusion model for the target population; designing formalization strategies with a gender approach, including sensitization campaigns, capacity-building, evaluating application of parental leave, and improving workplace inspection; designing locally-based care models adapted to informal-employment needs, including participatory construction of demand, management model, and suppliers' network with public – private partnerships, and costing; designing and costing the proposed social protection model including the methodological design for ex ante impact evaluations, interagency analysis and evaluations using the tools comprising the Inter-Agency Social Protection Assessments (CODI, among others), analysis of fiscal capacity and actuarial analysis of the model's sustainability; vi) testing the proposed strategies in SDG acceleration laboratories and launching innovation challenges for innovative creation of the national register of beneficiaries previously mentioned; training on actuarial analyses and South-South experience exchanges about accelerating the transition toward formality for youth with informal employment in the formal sector; designing

an innovative system to monitor and report the results of the joint program with a strategic communications; and carrying out an independent evaluation of the program at the end of the implementing period.

PUNO counterparts will strengthen all the components and ensure the achievement of the outcomes and outputs of the joint program. The total PUNO counterparts have been calculated considering agencies' institutional capacities and the related initiatives that are being carried out with the same national implementing partners involved in the proposal.

## 7.2 Budget per SDG targets

SDG TARGETS		%	USD
1	1.2 Reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.	8%	227.264
2	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.	14%	371.923
3	2.2 End all forms of malnutrition, including the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons.	1%	25.285
4	3.8 Achieve universal health coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.	5%	124.591
5	4.2 Ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.	5%	135.796
6	4.4 Increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	8%	221.827
7	5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and the promotion of shared responsibility within the household and the family as nationally appropriate.	17%	456.753
8	5.A Undertake reforms to give women equal rights to economic resources as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.	8%	210.123
9	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.	6%	151.258
10	8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	11%	289.191
11	8.B Develop and operationalize a global strategy for youth employment and implement the ILO Global Jobs Pact.	10%	283.778
12	10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	9%	245.273
<b>TOTAL</b>		<b>100%</b>	<b>2.743.063,16</b>

The budget per SDG target's table has been developed considering all the activities planned in the program. Therefore, the budget calculated by activities has been allocated to each of

the SDG targets based on the objectives and results pursued by these activities and articulating with the goals of each SDG target.

Target 1.3, 3.8 and 10.4 of the SDGs, are positively affected by one of the outputs of the program that seeks to design and validate an innovative scheme to incorporate the target group into the contribution-based social security system.

On the other hand, all activities aiming at design and validate a locally-based care service model for young mothers and fathers in the informal sector and employment, positively impacts the achievement of goals 2.2, 4.2, 5.4 and 5.A.

In the same sense, activities aiming to design strategies to accelerate the target group's transition to decent working conditions, including vocational and technical training, helps to achieve goals 4.4, 8.3, 8.5 and 8.B.

All activities proposed in the program, aims to reduce the levels of multi-dimensional poverty, accelerating the consecution of target 1.2.

### **7.3 Work plan**

The Work Plan includes all the activities planned for the correct achievement of the outputs and outcomes proposed by the program. The implementation period is 20 months. All the activities will be completed during the mentioned period.

The budget by output considers the joint work of the implementing agencies, where in response to the integrality of the proposal, the three agencies participate with different degrees of responsibility in achieving the different outputs.

In order to describe the type of costs related to each output, the program considers three types of cross-cutting costs. The first one is hiring experts who will technically assist the design of the main activities of the program, the second one is holding workshops with involving partners to ensure the validation process of all outputs designed within the program, and the last one refers to the communication material such as information campaigns, cultural festivals, exhibitions, and printed media.

Aside from the three cross-cutting costs, output 1 will consider socialization workshops with all involving partners, and technical events regarding other countries experiences including youth population into the social protection system. Output 2 will consider training workshops about actuarial and financial social protection models. Output 3 will include events and social awareness workshops. Finally, output 4 will include carrying out consultation workshops as well as hiring experts for the creation of handbooks and manuals.

The Work Plan identifies two important activities separately for the correct execution of the program. On the one hand, the design of an innovative monitoring system that allows to report the progress of the program in a frequently and efficiently manner. The monitoring strategy includes the design and implementation of an impact evaluation that will help to

identify the real impact of the program on the target group. This evaluation includes gathering information for a baseline, as well as for the end of the intervention.

The proposed program is accompanied by a transversal communication strategy that will highlight the main milestones of the program, as well as to make it visible with direct beneficiaries, national implementing partners, government and civil society.

Both, monitoring and communication activities, have been assigned a specific amount of the total budget requested to the SDG Fund; representing a 5.01% of the total.

On the other hand, activities planned for an independent and mandatory evaluation of the program have also been assigned specific budget. The joint program planned to implement a final evaluation which could identify the real results of the proposed in an objectively way. This activity represents a 2.01% of the total requested budget to the SDG Fund.



Outcome 1			Strengthened institutional capacity and sustainability of the social protection system to assist youth working in informal activities																		
Output	Annual target/s		List of activities	Time frame						PLANNED BUDGET				PUNO /s involved	Implementing partner/s involved						
	2020	2021		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)			Total Cost (USD)					
Design and validate an innovative scheme to incorporate the target group into the contribution-based social security system.	By 2020, a study to identify social protection gender/age gaps among youth working in informal economic activities has been conducted.  By 2020 social protection gender/age gaps have been identified and different costing scenarios have been evaluated.  By 2020 a financial inclusion strategy will be strengthened and validated and put in place directed to informal sector workers, with focus on small scale economic units and social programs beneficiaries	By 2021 a contributory scheme design has been developed, validated and implemented within IESS	Technical assistance to identify social protection gaps among youth working in informal economic activities.	x										Validation and implementation of an innovative scheme to incorporate young population into the social protection system	728.345	235.768	964.113	ILO UN Women UNDP	IESS MIES Ecuadorian Innovation and Entrepreneurship Alliance		
			Technical assistance to develop and implement a vanguard national register, designed with ecuatorian and regional innovative ecosystem inputs, for persons working in informal activities. Data base will be integrated to IT existing systems	x	x																
			Technical assistance to design and validate a contributory scheme for target group	x	x																
			Technical assistance to identify legal framework changes to implement the contributory scheme			x															
			Technical assistance to design new edgy sensibilization mechanisms within IESS targeted on young people.			x	x	x													
			Technical assistance to design and develop financial inclusion mechanisms for youth, based on existing services (public and private) and on inputs from south-south cooperation.			x	x														
Design the social protection model's financial sustainability strategy		By 2021, a financial sustainability model for contributory and non-contributory social protection mechanisms has been identified, discussed and validated.	Technical assistance to analyze and propose a financial sustainability strategy for the contributory scheme.					x	x					Development and implementation of the financial strategy that guarantees the sustainability of the proposed social protection model.	351.051	129.867	480.918	ILO UN Women UNDP	IESS MIES		
			Technical assistance and south south cooperation to evaluate the financial sustainability for the designed social protection mechanisms within the social protection floors					x	x	x											
Outcome 2			Men and women working in informal activities, have access to services, knowledge and capabilities to foster their transition to formality, decent working conditions and contributory social protection schemes.																		
Output	Annual target/s		List of activities	Time frame						PLANNED BUDGET				PUNO /s involved	Implementing partner/s involved						
	2020	2021		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)			Total Cost (USD)					
Design strategies to accelerate the target group's transition to decent working conditions, including vocational / technical training	By the end of 2020, new gender sensitive strategies and models to support and accelerate the transition to decent work for youth, considering future labor market conditions, have been designed and tested in a pilot.		Technical assistance to design incentives and sensibilization mechanisms to accomplish the right to social protection.		x									Technical assistance to encourage and accelerate the transition of the young population to decent working conditions	278.164	64.198	342.362	ILO UN Women UNDP	IESS Ministry of Labor Chamber of Industry		
			Technical assistance to design and implement an innovative certified technical and vocational training programs to foster youth in their		x	x															
			Technical assistance to support IESS in implementing social security compliance controls within organizations and firms			x	x														
			Technical assistance to improve compliance of paternity and maternity leaves with firms and workers.			x	x														
Design and validate a locally-based care service model for young mothers and fathers in the informal sector and employment.	By 2021, an innovative model based in local-supplier networking (public-private partnerships and community initiatives) to provide daily care for young fathers and mothers, has been developed, validated and tested (pilot) in selected territories.		Technical assistance to carry out a study of the daily care services demand and available supply within the territory		x									Validation and implementation of a locally-based care service model	499.913	250.770	750.683	ILO UN Women UNDP	MIES Ministry of Labor Chamber of Industry		
			Carry out participatory consultations with young men and women, public and private institutions, to develop proposal of locally based care systems			x															
			Implement and evaluate a prototype of locally based care system in selected territories (including handbooks and manuals), focused on vulnerable young fathers and mothers				x	x													
			Carry out training workshops on the application of the model designed in the selected territories. Additionally, training workshops are held in the central offices of the involved						x												
			Develop instruments and inputs for model implementation at a local level and scaling up at national level							x											
			Technical assistance to systematize best practices and lessons learned for potential future replication								x	x									
Joint programme management			List of activities	Time frame						PLANNED BUDGET				PUNO /s involved	Implementing partner/s involved						
		Q 1		Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)								
Design a system to monitor and report results of the joint programme with a communication strategy		By 2021 an innovative monitoring system and communication strategy have been implemented	Technical assistance for the design of a monitoring system (including design for an impact evaluation)	x	x	x	x	x	x	x				Development and implementation of a monitoring system and a cross cutting communication strategy	100.000	33.329	133.329	ILO UN Women UNDP	IESS MIES Ministry of Labor Chamber of Industry		
			Technical assistance for the design and implementation of the communication strategy	x	x	x	x	x	x	x											
Design and implement an evaluation strategy		By 2021 an independent evaluation of the Joint Programme has been conducted and socialized	Independent JP evaluation							x	x			Implementation of an independent evaluation	40.158	31.500	71.658	ILO UN Women UNDP	-		

## **Annex 8. Risk Management Plan**

The proposal has identified three main risks. First, young people have little culture of providing for the future, so social security is not a priority risk mitigation strategy for them, and which affects the target population's interest in joining the system, regardless of the type of scheme created. The inter-generational phenomenon of short-sightedness means the public at large and young people, do not emphasize coverage for medium- and long-term social risks, such as old age.

The second risk is the country's context of economic austerity, as well as labor deregulation measures ("flexibilization"), which might influence the labor market's performance and change current legal systems for affiliation and contribution social security, affecting its sustainability. This context of economic austerity could set the system's main beneficiaries (people currently affiliated and retired) against new affiliation modes that could potentially undermine the system's sustainability; which might restrict young people's access to social security.

Employers might be unwilling to contribute to family responsibilities and access to care services, and employees might be afraid to request parental leave because they might be replaced. Fiscal austerity may also affect the possibility of upscaling and increasing investment in care services, or diversifying their availability to meet demands for diverse, flexible working arrangements.

The third risk is the rise of informality rates in the labor market due to massive influx of Venezuelan citizens in Ecuador. More than four million Venezuelans have fled their country amid an economic and humanitarian crisis<sup>14</sup>. Ecuador has hosted around 263.000<sup>15</sup> Venezuelans, who represent 1,5 percent of the population. Most of this population is either self-employed or operates in the informal sector (75.8 percent). There is evidence, that Venezuelan migration in Ecuador has caused higher rates of informality<sup>16</sup> (World Bank, 2019). This had an effect in the average employment quality within the country.

As strategies to mitigate the above risks, the project will emphasize mechanisms of participation, communication, sensitization, education and information dissemination, as well as building alliances with the private sector and other community stakeholders, taking advantage of commitments to the 2030 Agenda and the potential of acceleration laboratories. It is crucial to discuss the proposed Programme's economic and social benefits versus current costs, plus a medium-term resource-mobilization and sustainability strategy, including local governments, development cooperation and the private sector.

Sensitization campaigns for young people will be developed and implemented regarding the benefits of social security and the importance of being covered by the system. Likewise, to cope with the context of economic austerity, the project will make actuarial models, to make sure the new affiliation schemes make a positive contribution to the system's sustainability. Additionally, now that IESS has requested ILO to assist in the Government's social dialogue aiming to achieve an overall agreement about social security, this type of proposals can be proposed to potentially reach a fiscal and social agreement on this matter.

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<sup>14</sup> UN Human Rights report on Venezuela, July 2019.

<sup>15</sup> Using data country's data depending on the source, there are differences on the number of Venezuelan citizens living within the country. There is not an updated register for people from Venezuela currently living in the country.

<sup>16</sup> Mainly in territories with high concentration of Venezuelan citizens. The report used three categories. Effects were found in territories, with a density of more than 5 percent. in territories with high concentration of Venezuelan citizens

Risks	Risk Level:	Likelihood:	Impact:	Mitigating measures	Responsible Org/Person
Contextual risks					
Young people have little culture of providing for the future, so social security is not a priority risk mitigation strategy for them	4		5	Mechanisms of participation, communication, sensitization, education and information dissemination. Sensitization campaigns for young people will be developed and implemented regarding the benefits of social security and the importance of being covered by the system.	UN IESS
The country's context of economic austerity, as well as labor deregulation measures ("flexibilization"), which might influence the labor market's performance and change current legal systems for affiliation and contribution social security, affecting its sustainability.	4		4	The project will make actuarial models, to make sure the new affiliation schemes make a positive contribution to the system's sustainability. Additionally, ILO will assist in the Government's social dialogue aiming to achieve an overall agreement about social security.	UN IESS
Venezuela's migration crisis causes higher rates of informality in Ecuador affecting the labor market conditions.	3		3	Selected territories have an important number of Venezuelan migrants. In Quito, Guayaquil and Machala, migrants are looking to stay in the country. A host community approach will be used (UNHCR, UNDP, IOM). In Loja, a border city, migrants are in transit. A different approach will be used.	
Programmatic risks					
Institutional risks					

Strong institutional commitment and active involvement from the joint partners is required to fully design and implement the strategies, models and activities during the program. IESS, MIES, Ministry of Labour, local governments and private organizations are willing to cooperate in the co-creation, implementation and scaling up of the proposed models	3	4		Advocacy and sensitization strategies with authorities at national and local level. These activities will be locally adapted and will include specific actions with private sector organizations and chambers. Efficient coordination and monitoring mechanisms including reports regarding the complying of the program will be taken in place	UN agencies
The absence of joint implementation mechanisms among contributory and noncontributory social protection programs, could lead to tensions at national and local level.	3	3		Definition of formal coordination and decision-making rules will be agreed as part of the program implementation.  Vice-president office will assist and support the implementation process.	UN agencies
Fiduciary risks					
After the contributory scheme is designed and tested, including an actuarial study, it is not sustainable in the time.	3	3		Actuarial models and analysis will be conducted, formerly to the testing of the contributory scheme.	UN agencies

## Annex 9. SDG indicators

List of targets

- SDG target 1.2: reduce levels of multi-dimensional poverty,

<b>Goal 1</b>	<b>End poverty in all its forms everywhere</b>	
<b>SDG target</b>	1.2. Reduce levels of multi-dimensional poverty	
<b>Goal SDG target</b>	By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	
<b>Indicators</b>	1.2.1. Proportion of the population living below the national poverty line	
	1.2.2 Proportion of men, women and children of all ages living in poverty in all its dimensions, according to national definitions	
<b>Baseline</b>	1.2.1. Proportion of the population living below the national poverty line	
	dec-18	23,2%

	<p>1.2.2. Proportion of men, women and children of all ages living in poverty in all its dimensions, according to national definitions</p> <table border="1"> <tr> <td>2017</td> <td>34,6%</td> </tr> </table>	2017	34,6%																																				
2017	34,6%																																						
<b>Historical</b>	<p>1.2.1. Proportion of the population living below the national poverty line</p> <table border="1"> <caption>Data for 1.2.1: Proportion of the population living below the national poverty line</caption> <thead> <tr> <th>Year</th> <th>Proportion (%)</th> </tr> </thead> <tbody> <tr><td>dic-07</td><td>36,7%</td></tr> <tr><td>dic-08</td><td>35,1%</td></tr> <tr><td>dic-09</td><td>36,0%</td></tr> <tr><td>dic-10</td><td>32,8%</td></tr> <tr><td>dic-11</td><td>28,6%</td></tr> <tr><td>dic-12</td><td>27,3%</td></tr> <tr><td>dic-13</td><td>25,6%</td></tr> <tr><td>dic-14</td><td>22,5%</td></tr> <tr><td>dic-15</td><td>23,3%</td></tr> <tr><td>dic-16</td><td>22,9%</td></tr> <tr><td>dic-17</td><td>21,5%</td></tr> <tr><td>dic-18</td><td>23,2%</td></tr> </tbody> </table> <p>1.2.2. Proportion of the population living below the national poverty line</p> <table border="1"> <caption>Data for 1.2.2: Proportion of the population living below the national poverty line</caption> <thead> <tr> <th>Year</th> <th>Proportion (%)</th> </tr> </thead> <tbody> <tr><td>2013</td><td>38,7%</td></tr> <tr><td>2014</td><td>37,5%</td></tr> <tr><td>2015</td><td>35,0%</td></tr> <tr><td>2016</td><td>35,2%</td></tr> <tr><td>2017</td><td>34,6%</td></tr> </tbody> </table>	Year	Proportion (%)	dic-07	36,7%	dic-08	35,1%	dic-09	36,0%	dic-10	32,8%	dic-11	28,6%	dic-12	27,3%	dic-13	25,6%	dic-14	22,5%	dic-15	23,3%	dic-16	22,9%	dic-17	21,5%	dic-18	23,2%	Year	Proportion (%)	2013	38,7%	2014	37,5%	2015	35,0%	2016	35,2%	2017	34,6%
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<b>Data sources</b>	National Employment, Unemployment and Underemployment Survey (ENEMDU) - December																																						
<b>Interaction others SDG target</b>	Goal 5, Goal 8, Goal 10.																																						

- SDG target 1.3: Implement nationally appropriate social protection systems,

<b>Goal 1</b>	<b>End poverty in all its forms everywhere</b>
<b>SDG target</b>	1.3. Implement nationally appropriate social protection systems

<b>Goal SDG target</b>	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.				
<b>Indicators</b>	1.3.1. Contributory social protection coverage among youth 1.3.2. Contributory social protection coverage among youth working in informal activities.				
<b>Baseline</b>	1.3.1. Contributory social protection coverage among youth <table border="1" data-bbox="402 571 727 640"> <tr> <td>2018</td> <td>32,2%</td> </tr> </table> 1.3.2. Contributory social protection coverage among youth working in informal activities. <table border="1" data-bbox="402 751 727 821"> <tr> <td>2018</td> <td>2.8%</td> </tr> </table>	2018	32,2%	2018	2.8%
2018	32,2%				
2018	2.8%				
<b>Data sources</b>	National Employment, Unemployment and Underemployment Survey (ENEMDU) - December				
<b>Interaction others SDG target</b>	Goal 5, Goal 8, Goal 10.				

- SDG target 2.2: end malnutrition, including stunting and wasting in children under 5 years of age,

<b>Goal 2</b>	<b>Zero Hunger</b>
<b>SDG target</b>	2.2: End malnutrition, including stunting and wasting in children under 5 years of age
<b>Goal SDG target</b>	By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.
<b>Indicators</b>	2.2.1 Prevalence of stunted growth (height for age, standard deviation <-2 of the median of the World Health Organization (WHO) child growth patterns) among children under 5 years of age  2.2.2 Prevalence of malnutrition (height weight, standard deviation > +2 or <-2 of the median of the WHO child growth patterns) among children under 5 years, broken down by type (wasting and weight excessive)

<b>Baseline</b>	2.2.1. Prevalence of stunted growth among children under 5					
	<table border="1"> <tr> <td>2014</td> <td>23,9%</td> </tr> </table>	2014	23,9%			
2014	23,9%					
<b>Historical</b>	2.2.1. Prevalence of stunted growth among children under 5					
	<table border="1"> <caption>Prevalence of stunted growth among children under 5 (National)</caption> <thead> <tr> <th>Year</th> <th>Prevalence</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>25,3%</td> </tr> <tr> <td>2014</td> <td>23,9%</td> </tr> </tbody> </table>	Year	Prevalence	2012	25,3%	2014
Year	Prevalence					
2012	25,3%					
2014	23,9%					
<b>Historical</b>	2.2.2. Prevalence of malnutrition among children under 5					
	<table border="1"> <caption>Prevalence of malnutrition among children under 5 (National)</caption> <thead> <tr> <th>Year</th> <th>Prevalence</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>2,4%</td> </tr> <tr> <td>2014</td> <td>1,6%</td> </tr> </tbody> </table>	Year	Prevalence	2012	2,4%	2014
Year	Prevalence					
2012	2,4%					
2014	1,6%					
<b>Data sources</b>	Health and Nutrition Conditions National Survey (ENSANUT-2012), (ECV-2014)					
<b>Interaction others SDG target</b>	Goal 1, Goal 3, Goal 4, Goal 5, Goal 6, Goal 8, Goal 10.					

- SDG target 3.8: foster universal health coverage, including financial risk protection and access to quality essential health-care services

<b>Goal 3</b>	<b>Ensure healthy lives and promote well-being for all at all ages</b>
<b>SDG target</b>	3.8. foster universal health coverage, including financial risk protection and access to quality essential health-care services
<b>Goal SDG target</b>	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.



<b>Indicators</b>	NA
<b>Baseline</b>	NA
<b>Interaction others SDG target</b>	Goal 1, Goal 5, Goal 8, Goal 10, Goal 16.

- SDG target 4.2: increase access to quality early childhood development and care,

<b>Goal 4</b>	<b>Quality education</b>
<b>SDG target</b>	4.2: increase access to quality early childhood development and care
<b>Goal SDG target</b>	By 2030, ensure that all girls and boys have access to quality early childhood development, care and preprimary education so that they are ready for primary education.
<b>Indicators</b>	Coverage of daily care and childhood development services for poor households
<b>Baseline</b>	47%
<b>Data sources</b>	National Census and MIES administrative information.
<b>Interaction others SDG target</b>	Goal 1, Goal 5, Goal 8, Goal 10.

- SDG target 5.4: recognize and value unpaid care and promoting shared responsibility within the household and the family,

<b>Goal 5</b>	<b>Quality education</b>
<b>SDG target</b>	5.4: recognize and value unpaid care and promoting shared responsibility within the household and the family
<b>Goal SDG target</b>	5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
<b>Indicators</b>	5.4.1. Percentage of time that people 12 years of age and older devote to domestic work and unpaid care

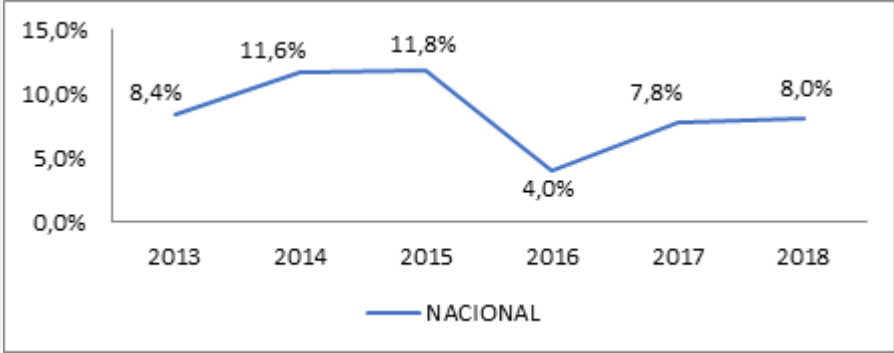
<b>Baseline</b>	5.4.1.	
	2012	14,39%
<b>Historical</b>	NA	
<b>Data sources</b>	Use of Time National Survey	
<b>Interaction others SDG target</b>	Goal 1, Goal 2, Goal 3, Goal 4, Goal 5, Goal 8, Goal 10, Goal 16.	

- SDG target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

<b>Goal 8</b>	<b>Promote inclusive and sustainable economic growth, employment and decent work for all</b>
<b>SDG target</b>	8.5: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
<b>Goal SDG target</b>	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
<b>Indicators</b>	8.5.1. Proportion of informal employment in non-agriculture employment, by sex
<b>Baseline</b>	N/A
<b>Data sources</b>	National Employment, Unemployment and Underemployment Survey (ENEMDU) - December
<b>Interaction others SDG target</b>	Goal 1, Goal 2, Goal 3, Goal 4, Goal 5, Goal 10, Goal 16.

- SDG target 8.5: increase decent employment,

<b>Goal 8</b>	<b>Promote inclusive and sustainable economic growth, employment and decent work for all</b>
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<b>SDG target</b>	8.5: increase decent employment																
<b>Goal SDG target</b>	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value																
<b>Indicators</b>	<p>8.5.1. Average hourly income of women and men employed, broken down by occupation, age and persons with disabilities.</p> <p>8.5.2 Unemployment rate, broken down by sex, age</p>																
<b>Baseline</b>	<p>8.5.1. Average hourly income of women and men employed, broken down by occupation, age and persons with disabilities.</p> <table border="1" data-bbox="402 680 992 882"> <tr> <td rowspan="3">2018</td> <td>Men</td> <td>2,95</td> </tr> <tr> <td>Women</td> <td>2,71</td> </tr> <tr> <td><b>GAP</b></td> <td><b>8,0%</b></td> </tr> </table> <p>8.5.2. Unemployment rate, broken down by sex, age</p> <table border="1" data-bbox="402 982 992 1184"> <tr> <td>2019</td> <td>Unemployment</td> <td>4,4%</td> </tr> <tr> <td>2019</td> <td>Men</td> <td>3.7%</td> </tr> <tr> <td>2019</td> <td>Women</td> <td>5.5%</td> </tr> </table>	2018	Men	2,95	Women	2,71	<b>GAP</b>	<b>8,0%</b>	2019	Unemployment	4,4%	2019	Men	3.7%	2019	Women	5.5%
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2019	Women	5.5%															
<b>Historical</b>	<p>8.5.1.</p>  <table border="1" data-bbox="412 1247 1300 1598"> <thead> <tr> <th>Year</th> <th>NACIONAL (%)</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>8,4%</td> </tr> <tr> <td>2014</td> <td>11,6%</td> </tr> <tr> <td>2015</td> <td>11,8%</td> </tr> <tr> <td>2016</td> <td>4,0%</td> </tr> <tr> <td>2017</td> <td>7,8%</td> </tr> <tr> <td>2018</td> <td>8,0%</td> </tr> </tbody> </table>	Year	NACIONAL (%)	2013	8,4%	2014	11,6%	2015	11,8%	2016	4,0%	2017	7,8%	2018	8,0%		
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	<p>8.5.2.</p> <table border="1"> <caption>NACIONAL Unemployment Rate (2013-2018)</caption> <thead> <tr> <th>Year</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>4,2%</td> </tr> <tr> <td>2014</td> <td>3,8%</td> </tr> <tr> <td>2015</td> <td>4,8%</td> </tr> <tr> <td>2016</td> <td>5,2%</td> </tr> <tr> <td>2017</td> <td>4,6%</td> </tr> <tr> <td>2018</td> <td>3,7%</td> </tr> </tbody> </table>	Year	Rate (%)	2013	4,2%	2014	3,8%	2015	4,8%	2016	5,2%	2017	4,6%	2018	3,7%
Year	Rate (%)														
2013	4,2%														
2014	3,8%														
2015	4,8%														
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2018	3,7%														
<b>Data sources</b>	National Employment, Unemployment and Underemployment Survey (ENEMDU) - December														
<b>Interaction others SDG target</b>	Goal 1, Goal 2, Goal 3, Goal 4, Goal 5, Goal 10, Goal 16.														

- SDG target 10.4: promote greater equality,

<b>Goal 10</b>	<b>Reduce inequality within and among countries</b>																				
<b>SDG target</b>	10.4: promote greater equality																				
<b>Goal SDG target</b>	10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality																				
<b>Indicators</b>	10.4.1 Labor participation of the Gross Domestic Product (GDP), which includes salaries and social contributions from employers.																				
<b>Baseline</b>	<p>10.4.1.</p> <table border="1"> <tr> <td>2013</td> <td>36,02%</td> </tr> </table>	2013	36,02%																		
2013	36,02%																				
<b>Historical</b>	<p>10.4.1.</p> <table border="1"> <caption>RE/PIB Labor Participation (2007-2015)</caption> <thead> <tr> <th>Year</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>31,58%</td> </tr> <tr> <td>2008</td> <td>30,96%</td> </tr> <tr> <td>2009</td> <td>34,97%</td> </tr> <tr> <td>2010</td> <td>33,41%</td> </tr> <tr> <td>2011</td> <td>33,93%</td> </tr> <tr> <td>2012</td> <td>35,12%</td> </tr> <tr> <td>2013</td> <td>36,02%</td> </tr> <tr> <td>2014</td> <td>36,13%</td> </tr> <tr> <td>2015</td> <td>37,40%</td> </tr> </tbody> </table>	Year	Rate (%)	2007	31,58%	2008	30,96%	2009	34,97%	2010	33,41%	2011	33,93%	2012	35,12%	2013	36,02%	2014	36,13%	2015	37,40%
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<b>Data sources</b>	National Accounts, Economic Integrated Table (CEI)
<b>Interaction others SDG target</b>	Goal 1, Goal 2, Goal 3, Goal 4, Goal 5, Goal 6, Goal 7, Goal 8, Goal 11, Goal 16.

## **Annex 10. Evaluation Annex**

### **Guiding Principles for Joint Evaluations of Joint Programmes**

Joint programmes are best served by joint evaluations in which each agency agrees on their respective roles, accountability and learning needs. The parties in this programme recognize that their organizational evaluation policies, timelines and procedures are congruous enough to allow for a joint work plan and joint templates for evaluation outputs. A set of guiding principles will inform the process, including agreement on the composition of the evaluation team; a common TOR whenever possible; and the necessity for one final independent evaluation report.

#### **Joint Evaluation Management Team**

- The parties will each appoint an evaluation manager, with those managers constituting the joint evaluation management team.
- Evaluation personnel within the respective agencies will help coordinate and provide support and oversight to the joint evaluation management team and will ensure the correct and consistent application and interpretation of UNEG Norms and Standards as needed.

#### **Joint Terms of Reference**

The joint evaluation management team will prepare or oversee the preparation of the draft TOR based on consultations with the evaluators, project staff and other concerned stakeholders. One member of the joint evaluation management team will take the lead in developing and finalizing the TOR and serving as the contact point for the joint evaluation, while concurrently copying the other team member of the joint evaluation management team.

For each specific evaluation, the joint evaluation management team members will collaborate closely with one another to allow for key project-specific issues and institutional learning priorities to be assessed.

The joint evaluation management team will seek input to the TOR from the project stakeholders on the evaluation purpose, key questions, methodology, and other components, and then will develop a first draft of the TOR two months prior to carrying out the evaluation. This first draft will include a list of the stakeholders who were consulted.

The joint evaluation management team will circulate the first draft of the TOR to the project’s principal parties, other relevant project staff and identified stakeholders, who will then provide feedback on the first draft TOR directly to the evaluation managers. The joint

evaluation management team will incorporate all feedback, or explain why particular feedback was not incorporated, and then finalize the TOR.

### **Joint Evaluation Team**

The joint evaluation team will consist at minimum of one qualified independent evaluator identified through a transparent process. Neither of the evaluators should have prior involvement with the project to be evaluated nor should they be directly employed by (or recently employed by) participating agencies.

The joint evaluation management team will come to an agreement on the general qualifications of project evaluators and, if necessary, further qualifications specific to a particular project evaluation. All qualifications for a particular evaluation must be determined prior to the start of the evaluation and preferably in advance of each organization's procurement action.

### **Joint Planning, Tool & Methodology Development**

The evaluation team will work together on the various deliverable requirements including: a deliverable timeline, a review of project documents, a description of project background, refining of evaluation methods, development of evaluation tools, and development of the field itinerary (including a preliminary list of key informants, focus group discussions, site visit observations, and plans for the stakeholder conference).

### **Joint Evaluation Fieldwork**

The evaluation team will work according to the agreed deliverable timeline and operate as a team during fieldwork, as per specific responsibilities. This includes any stakeholder evaluation workshop, in-country briefing and/or other events.

Project staff will provide logistical support for the evaluation fieldwork, including, but not limited to, making introductions to stakeholders, transportation, interpretation, the organization of a stakeholder meeting and/or dealing with other evaluation logistics.

### **Drafting the Joint Evaluation Report**

The evaluation team is responsible for preparing the evaluation report and for the contents, conclusions and recommendations made in it. The report must be drafted in accordance with the TOR and the inception report as appropriate, including with respect to the content, format, and schedule for review and submission

### **Review of Draft Joint Evaluation Report**

The evaluation team will send all drafts of the evaluation report to the members of the joint evaluation management team.

Relevant staff including project staff, will provide comments and questions on draft reports to the joint evaluation team through the evaluation management team. The joint evaluation management team will consolidate comments. All parties will be given an opportunity to review and comment on the revised draft before finalization, in accordance with the established work plan. The joint evaluation team will consider all feedback and provide an explanation in cases where feedback is not incorporated.