



# FINAL EVALUATION

PROJECT: PROTECTION, WASH AND SHELTER SUPPORT FOR  
VULNERABLE VENEZUELAN REFUGEES IN ECUADOR, 2019



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## Executive Summary

The following evaluation corresponds to the 12-month implementation of the project ***Protection, WASH, and Shelter Support for Vulnerable Venezuelan Refugees in Ecuador***, which was funded by the Government of Canada (Global Affairs Canada) and that took place from April 2019 to March 2020. The goal of this process was to analyze the fulfillment of results and strategies used to respond to the urgent needs of the Venezuelan migrant population in the areas of shelter, protection and WASH. The objectives of the evaluation focused on a) determining the relevance, efficiency and effectiveness, as well as the sustainability of actions and results by component; b) identifying milestones and innovations, as well as the main challenges; and, c) identifying recommendations and opportunities for improvement for future interventions. To this end, primary and secondary information, both qualitative and quantitative was collected and analyzed, and was then structured according to the evaluation criteria and the project components. Among the main findings are:

The project was relevant in meeting the immediate needs of the Venezuelan population in the sectors of temporary shelter, protection and WASH. Participants and local partners refer a comprehensive and satisfactory attention. However, it is mentioned that, since the majority of the population seeks to permanently settle down, their needs have evolved and require complementary responses that promote socio-economic integration.

The project was implemented with efficiency and effectiveness, its results are positive and most of the objectives were exceeded with adequate quality standards. This became evident from the satisfaction surveys applied throughout the project. The indicators that were not reached, as well as the delays in the schedule, respond to external factors and to the dynamics of the migration crisis.

The project adequately met the criterion of sustainability, considering that this is a humanitarian assistance initiative that does not contemplate sustained processes of training or accompaniment. Nevertheless, the strategies to sensitize participants to promote the exercise of rights stand out. Also, the coordination and strengthening of the capacities of local partners and cooperation with local governments are emphasized. They acted as mechanisms to create better local conditions and resilience to respond to the human mobility needs of the population.

The project was gender sensitive, as it considered the specific needs of women, girls and the LGBTIQ+ population in the actions implemented.

The highlighted milestones of the project include the intervention model in different geographical areas; the comprehensive and complementary care recognized by partners and participants; the coordination with local partners; the new money transfer delivery mechanism through ATMs; the delivery of differentiated hygiene kits for men, women, and babies; the delivery of menstrual cups to migrant women; and the implementation of the participant registration platform.

Among the challenges identified in the project are the political and social instability, and the hostile context in which it took place. These required taking additional security measures into account. Additionally, challenges are found in having sufficient resources and staff to manage the registration platform and the strengthening of the feedback and accountability mechanisms.

Based on all these findings, several recommendations are made to the strategies implemented in each component to improve the relevance, effectiveness, efficiency, and sustainability for future projects.



## FINAL EVALUATION

### *Protection, WASH, and Shelter Support for Vulnerable Venezuelans Refugees in Ecuador*

#### Purpose and objectives of the evaluation

This final evaluation corresponds to the 12-month implementation of the project ***Protection, WASH and Shelter Support for Vulnerable Venezuelan Refugees in Ecuador***, which was funded by the Government of Canada (Global Affairs Canada) and that took place from April 2019 to March 2020. This process had the aim of analyzing the fulfillment of the objectives, results, and strategies used as a response to urgent needs. The project acknowledges the importance of protecting the life and dignity of the Venezuelan migrant population by having specific and careful interventions in the sectors of Shelter, Protection, and WASH.

The specific objectives of the evaluation are:

1. Determining the relevance, efficiency, and effectiveness of the project, as well as measuring the sustainability of actions and results by each component addressed on it.
2. Identifying milestones and possible innovations of the project that can be enhanced and replicated in other interventions with similar contexts. And identifying the main challenges experienced.
3. Identifying recommendations and opportunities for improvement for future humanitarian assistance interventions that can be followed by both CARE and other humanitarian assistance organizations.

#### Evaluation Questions:

- Was the project able to respond in a relevant and timely manner to the protection, WASH, and shelter needs of the population?
- Was the project implemented in an efficient and effective way?
- Are the project's scope and strategies sustainable over time?
- Can the project's actions be replicated?
- Did the project mainstream the gender focus throughout the intervention?
- What were the milestones and innovations as well as the challenges faced in the project?
- What recommendations would be useful for other humanitarian assistance proposals?

The criteria considered for the evaluation were:

- **Relevance:** the relevance of a project is given by its capacity to respond to the real needs of groups and individuals involved, considering the local environment and context. This capacity should consider the resources available to achieve what was planned. Furthermore, a project is deemed to be relevant when it turns out to be significant for the social actors involved.
- **Effectiveness and Efficiency:** are understood as the degree of fulfillment of the objectives and expected results through the actions and strategies defined during the formulation of the project, and the use of resources spent to achieve these goals. A project can be considered efficient when it makes optimal use of resources: having the lowest possible cost



and reaching the most significant benefit to its recipients. It can be regarded as effective when it has adequately fulfilled the objectives.

- **Sustainability:** is the project's ability to take actions that last over time, even after its completion. The objective of a sustainable project will not only guarantee the fulfillment of goals, but it should lay the foundations and local capacities that contribute to the ultimate purpose: satisfying the needs and transforming an aspect of reality. Sustainability typically characterizes development projects that contemplate sustained processes of strengthening and/or generating capacities with local actors. Nevertheless, sustainability can also distinguish humanitarian assistance projects that consider relations with partners and actors at the regional level and provide specialized attention and advice to a population.

### Evaluation Methodology:

In accordance with the objectives of the evaluation, the methodology implemented was based on gathering primary and secondary quantitative and qualitative data. This information was later analyzed according to the pre-established evaluation criteria.

### Secondary data

Throughout the project, secondary qualitative and quantitative data was gathered. The quantitative information was obtained from the database of the participant registration system and official data from both, international organizations and from the regional cluster of response to the Venezuelan crisis (R4V regional platform). The qualitative information was obtained from the results of two satisfaction<sup>1</sup> surveys carried out in the project (for people in shelters and for those who received money transfer and hygiene kits) and from the technical and economic reports delivered quarterly to the donor.

### Primary data

The gathering of primary information, especially of a qualitative nature, was conducted by semi-structured interviews and focus groups.<sup>2</sup> The data was useful to understand the experiences and perceptions of the key and main actors involved in the project, such as the participants, local partners, counterparts, and other strategic partners, as well as the technical, coordinating and administrative teams of CARE. For this matter, participatory methodologies were used with tools designed for each actor of the project, which facilitated reflection, communication, and the exchange of ideas. The diversity of actors contacted allowed the availability of inputs and feedback from different perspectives, which greatly enriched the analysis (See Annexes 1 and 2).

#### 9 Interviews to strategic partners (May 2020)

	Institution	Area	Name of contact	Position
1	UNHCR	Huaquillas	Laura Liliana Lozano	Associate field officer
2	Misión Scalabriniana	Ibarra	Cindy López	Shelter manager

<sup>1</sup> Throughout the project's implementation, 7,125 satisfaction surveys were conducted among people who participated in the various protection and WASH actions and 71 specific surveys were conducted among those who stayed in the shelters supported by the project, especially the *Albergue de la Mitad del Mundo* and the *Movimiento de Mujeres de El Oro*, in order to find out whether their urgent needs were met and their perception of the care or assistance provided.

<sup>2</sup> The gathering of data was possible due to the efforts of the programs and communications teams, as well as colleagues in field who directly contacted participants.



			Gabriela Rosero	Administrator of Imbabura
3	Casa de paso El Juncal	Valle del Chota - Ibarra	Carmela Carcelén	Responsible person of temporary residence
4	Albergue Mitad del Mundo	Quito	Isabel Rodriguez	Coordinator
5	CARE Canada	Canada	Dominique Cardinal	Humanitarian Programs Officer
6	Banco del Pichincha	Quito	María Belén Sánchez	Manager of MYPES
7	Fundación Quimera	Machala	Rosa Manzo	Representative
8	ADRA	Huaquillas	Cristopher Puruncajas	Field technician
9	Diálogo Diverso	Quito	Jorge Medranda	Coordinator “Mi casa fuera de casa”

#### Focal Group 1 – Participants of “Proyecto Huaquillas y Quito” (May 2020)

Age	Male	Female	Other	Total
18-30 yrs.	0	1	1	2
31-64 yrs.	2	5	0	7
Total	2	6	1	9

#### Focal Group 2 – Participants of “Proyecto Ibarra” (May 2020)

Age	Male	Female	Other	Total
18-30 yrs.	1	3	0	4
31-64 yrs.	3	1	0	4
Total	4	4	0	8

After Action Review Session (May 2020) – Technical, coordination and administrative teams of the project: the session and methodology were facilitated by Holly Radice, technical advisor for money transfers and markets, CARE USA.

Age	Male	Female	Other	Total
18-30 yrs.	6	1	0	7
31-64 yrs.	4	12	0	16
Total	10	13	0	23

### Data Analysis

The triangulation of qualitative and quantitative information allowed the team to analyze the criteria of relevance, efficiency, effectiveness, and sustainability. Furthermore, data analysis enabled to identify achievements and good practices, limitations, and critical points and recommendations for future interventions.

### Background and Description of the Project

CARE is an international non-profit organization that works globally to save lives, eradicate poverty, and achieve social justice, placing women and girls at the center of their actions and promoting equal



access to rights and opportunities. CARE assumes an organizational commitment to humanitarian and development work to achieve sustainable and lasting changes in population groups in situations of poverty and vulnerability.

CARE Ecuador has been present since 1963 and is part of the Latin American and Caribbean region. It works to help the most vulnerable communities and populations, ultimately, to eradicate poverty, discrimination, and violence, seeking equitable, inclusive and resilient societies. Currently, several of its initiatives focus on serving populations affected by disasters or humanitarian crises. For example, CARE has been assisting the Venezuelan community in Ecuador in the last years with an emphasis on girls, women and the LGBTIQ+ population.

### General information of the project

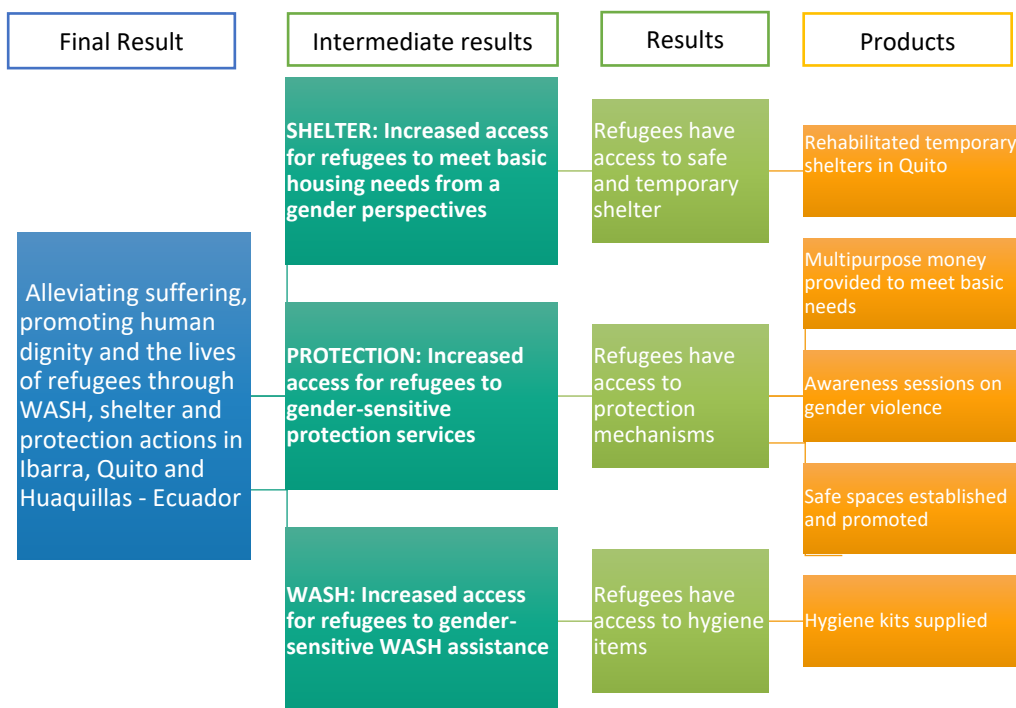
The project *Protection, WASH, and Shelter Support for Vulnerable Venezuelan Refugees in Ecuador* is part of the Regional Emergency Response Strategy for Venezuela of Care International and of the Refugee and Migrant Response Plan of the Regional Platform for Inter-Agency Coordination for Refugees and Migrants which is chaired by the UNHCR and IOM. CARE Ecuador is part of the Working Group on Refugees and Migrants (GTRM).

This project, executed by CARE from April 1, 2019 to March 31, 2020, counted with the counterpart and technical support from CARE Canada and was funded by the Government of Canada. The project was implemented in the cities of Tulcán, Ibarra, Quito, and Huaquillas in response to the migratory route of the Venezuelan population. They enter the country through the northern border (Tulcán), then continue to nearby cities such as Ibarra and Quito, and in great proportion reach the southern border (Huaquillas) where they continue to Peru.

For the formulation of the project, CARE worked with other NGOs in the preparation of a Multisectoral Needs Analysis (2018) of the Venezuelan population. The analysis showed that the main gaps were on access to safe temporary accommodation, on protection mechanisms including resources to cover people's immediate needs, and timely attention for cases of gender violence. It also unveiled gaps in access to WASH services, where access to personal hygiene products was identified as a primary need.

Considering this, the project was designed to provide a comprehensive response to the immediate needs of the Venezuelan population that was in transit, through the following expected results:





The main institutions and local partners with whom actions were articulated in each project location are listed below:

#	Institution	Area	#	Institution	Area
1	Albergue Mitad del Mundo	Quito	10	MIES Ibarra	Ibarra
2	Albergue San Juan de Dios	Quito	11	HIAS	Ibarra
3	Albergue La Gran Sabana	Quito	12	Casa de paso El Juncal	Imbabura
4	IOM (Grupo WAN)	Quito	13	UNHCR	Huaquillas
5	Collaborative Cash Delivery (CCD)	Quito	14	ADRA	Huaquillas
6	Banco del Pichincha	Quito	15	GAC Huaquillas	Huaquillas
7	Diálogo Diverso	Quito	16	Plaperts	Machala
8	CARE Canada	Canada	17	Fundación Quimera	Machala
9	Misión Scalabriniana	Ibarra	18	Movimiento de Mujeres del Oro	Machala

## Evaluation Results

From the primary and secondary, qualitative and quantitative information collected, the following reflections and results are presented. These were found by looking at specific analytical categories that allow us to evaluate the project's most essential elements: relevance, efficiency, effectiveness and sustainability.

### Relevance

As mentioned in this document, the relevance of a project is given by its ability to respond to the real needs of the projects' target group, considering their needs, local environment and context.



A two-level analysis was carried out to determine the relevance of the project. The first level regards the profile of the participants reached according to sex, gender, and age (SADD) and other relevant variables for the delivery of humanitarian assistance. The second level concentrates on the primary needs identified in the Venezuelan population.

### Participants profile based on sex and age (SADD)

According to the data provided by the Registration System, the project has served women, men, boys and girls equally, although women (32%) and boys (20%) have slightly higher percentages of care. The reason why women have a higher rate of attention is that CARE prioritizes the assistance to women who experience conditions of vulnerability such as being heads of household, having children, being pregnant, breastfeeding, or being survivors of GBV, etc. Meanwhile boys and girls receive equal aid within the scope of family care, where attention is provided based on the composition of families, and girls are not prioritized above boys. All kids are equally attended, considering that both are in situations of vulnerability and require immediate assistance as established by humanitarian standards, that prioritizes the best interests of the children. In addition, cases of unaccompanied minors have been dealt; most of them being male adolescents (64%).

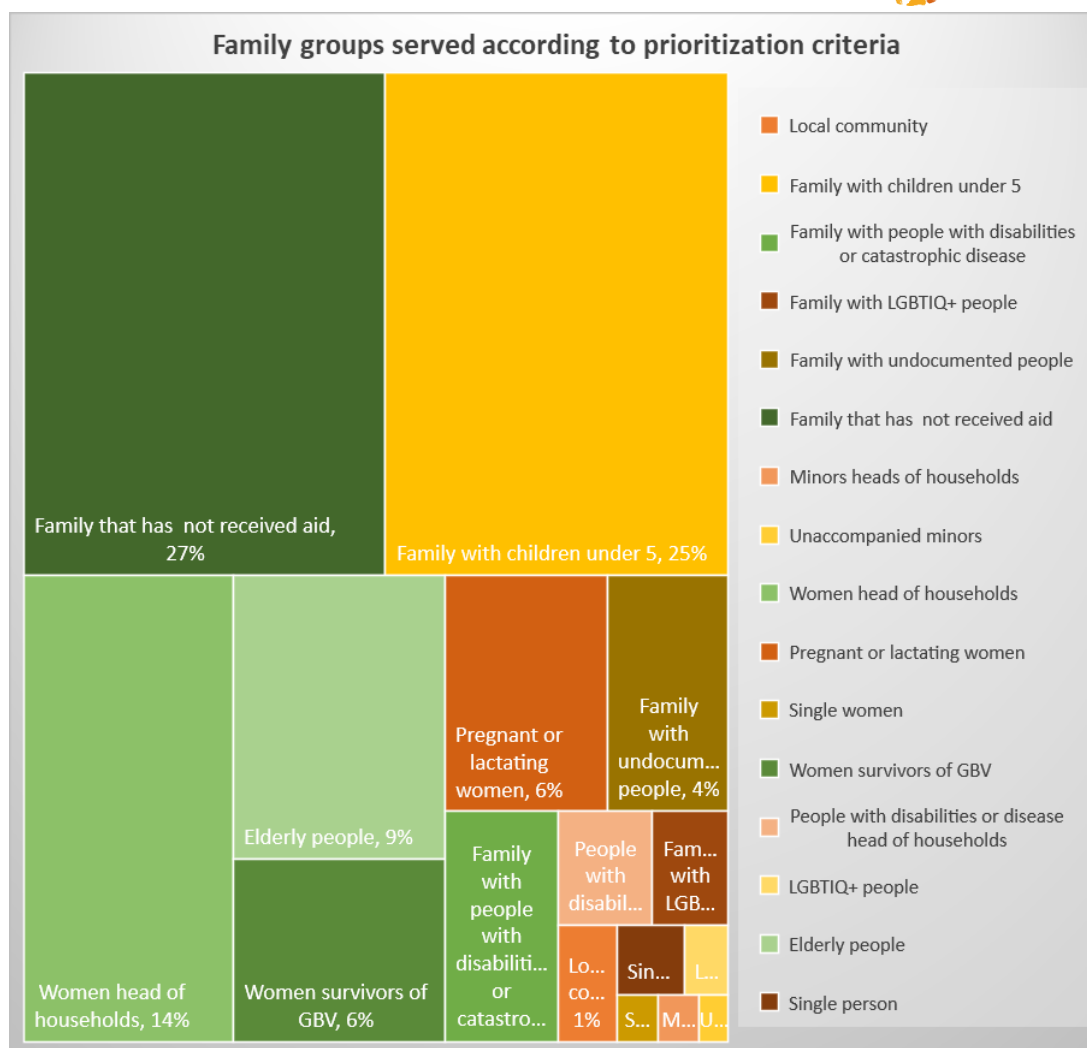
*For the following sections, the data sources include: the data collected by IOM regarding the situation of refugees and migrants in recent months, the CARE Participant Registration System, and interviews with local partners.*

On the other hand, the LGBTIQ+ population (1%) is the one that has received the least assistance. This may be related to the fact that the reports are made with the gender variable and not with the sexual orientation variable. Therefore, the data gathered is subject to making people of the LGBTIQ+ invisible to the report. People can self-identify in binary terms as male or female without being included in the third category "Other"; which is the one used in the evaluations to report the LGBTIQ+ population.

The age group that received the most assistance is 18 to 30 years old (37%), followed by children and adolescents (NNA) between 0 and 17 years old (34%). The data is consistent with the age ranges stated in the IOM Displacement Tracking Matrix (DTM) tool (2020) about the Venezuelan population in Ecuador. Although both age groups have received protection and WASH assistance, the awareness sessions on prevention of gender violence, on migration risks, and on hygiene practices have been mostly given to the adult population. However, given that younger boys and girls between 6 and 17 years old have also participated in these sessions, it would be necessary to ensure that proposals include specific methodologies, contents, and materials for reaching younger groups.

### Participants Profile

The participants reached by the project were sorted according to vulnerability criteria and other relevant variables in order to determine if CARE assisted the desired and prioritized groups based on the criteria and goals previously declared.



Source: CARE Registration System/ By: Belén Ayala / Data gathering: Diego Mora

As illustrated in the above graph, the majority of families that have been aided correspond to those that have not received help from other organizations (27%), families with children under five years of age (25 %), families with female heads of household (14%), families with elderly people (9%), families with female survivors of GBV (6%), and pregnant or lactating women (6%). These groups are prioritized for humanitarian assistance, as indicated in the prioritization criteria established in the Standard Operating Procedure for handling human mobility cases of CARE Ecuador (SOP).

Given the high proportion of families with children under five, and of pregnant and lactating women, it is necessary that the assistance and the delivery of goods processes as well as the physical space in which it takes place consider their needs. Likewise, the recurrence of the care for women survivors of GBV requires having timely and updated information on the existing internal and external supporting services so they can access the appropriate institutions for the protection and restitution of their rights if it is the case.

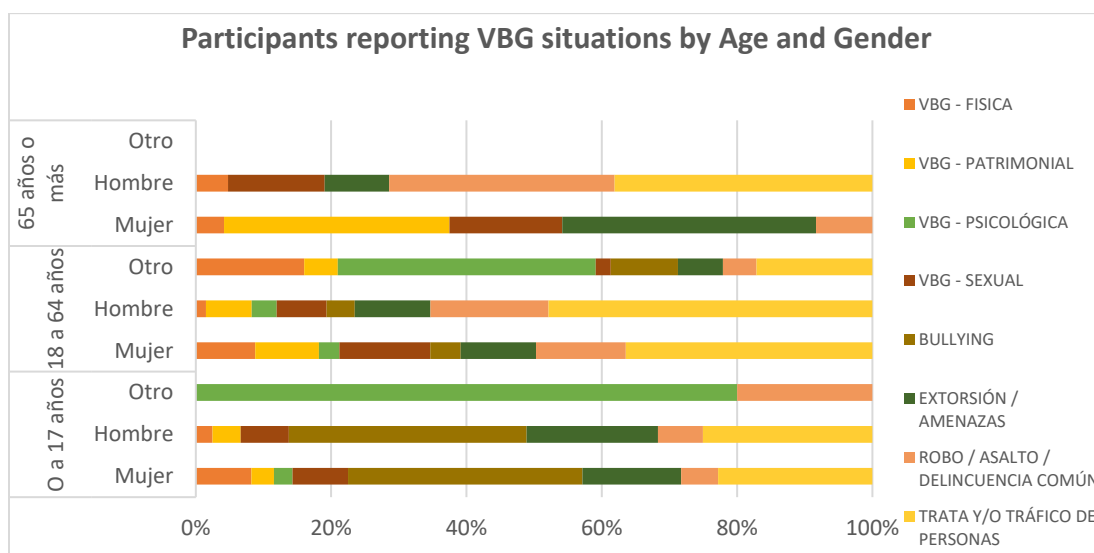
From the prioritization criteria used to support households, it was observed that 45% of family groups were composed by female heads of household, pregnant or lactating women, and with children under five. These facts indicate that several single women have greater responsibilities as head of



households, including the financial support of the family. Therefore, they have a higher status of vulnerability that requires concrete responses of assistance, protection, and economic development.

Regarding the nationality of the participants, 93% have Venezuelan nationality, corresponding to the interest group of the project, followed by 4% of people from Colombia and 3% from Ecuador. The percentage of the interviewed people residing in Ecuador or with the intention of doing so is 57%, while the population that claimed to be in transit in the country was 43%. These statistics imply a significant change in the dynamics of the crisis in which the project was initially formulated.<sup>3</sup>

In the analysis by gender, it is evident that a higher percentage of men (23%) are in transit compared to women (18%). Meanwhile, the proportion of women who seek to settle in Ecuador is higher (31%) compared to men (25%).



Source: CARE Registration System / By: Belén Ayala / Data collection: Diego Mora

Regarding violent situations (including the different types of GBV), children from 0 - 17 years old report that the most common form of violence is bullying, probably in educational settings. An alarming proportion of children reported having experienced situations related to human trafficking and smuggling. Likewise, LGBTIQ+ children mentioned to have suffered psychological violence that may be related to their gender identity or sexual orientation. Concerning the age group between 18 and 64 years, both men and women have faced situations related to trafficking and smuggling. In this age group, LGBTIQ+ individuals report to have suffered psychological violence.

Women over 65 years old report mainly to have faced patrimonial violence, which makes sense for the traditional gender roles that continue to be present even in the newer generations. This is even worse in older generations where men are conceived as providers and women are relegated to care tasks, which results in the economic dependence of women on their partners. This situation often becomes a form of control and a factor in perpetuating the cycle of violence against women.

<sup>3</sup> The project was initially designed to assist people in transit. However, the Venezuelan crisis has become an unprecedented phenomenon, and its nature is constantly changing. This new context forced decisions that adapt to the new residence status of the Venezuelan population.



Additionally, all age groups and genders report to have been victims of robberies, assaults, common crime, as well as sexual abuse with a major incidence on women of different ages.

The above factors emphasize the urgency of continuing and deepening the work to prevent all types of GBV. It is also essential to avoid the risks related to migration, which include human trafficking. We should also reinforce preventive strategies by working with new partners such as educational institutions, the community, public officials, and other local actors.

### Participants profile based on local actors' perceptions

QUIMERA: Women head of households, people in poverty and extreme poverty conditions, with small children, extensive families, people with disabilities. The great majority are women and children.

DIÁLOGO DIVERSO: LGBTI people and their families, in street condition, in very vulnerable conditions.

ADRA: More vulnerable people are prioritized, single women, LGBTIQ+ people, people with catastrophic diseases, among others. From CARE, the criterion was more flexible, including single walking men or people returning to Venezuela.

UNHCR: Huaquillas: Women victims of violence, single women with children, head of households, LGBTIQ+ population were served.

CASA JUNCAL: Pregnant women or with children were priority. "After attending them, the rest were attended. CARE is the only institution that cared for men, even when they were alone"

ALBERGUE FNJ: Families were always the priority group, especially with children, single women and head of households, men with any disease or vulnerability. Sometimes single men were attended.

CASA CRISTO PEREGRINO: People in human mobility from Venezuela were attended. Priority was to large families, pregnant women, single women, victims of GBV, housewives, LGBTIQ+ population.

Source: Interviews with local partners by the CARE team / By: Belén Ayala

The quantitative data obtained from CARE Registration System coincide with the information collected from interviews with local partners, confirming that individuals who were mainly supported corresponded to families with young children, single women, heads of households, pregnant women, and survivors of GVB. It was also revealed that large families have priority, as well as people with disabilities or catastrophic illnesses. The data indicates that another priority group for assistance was the LGBTIQ+ people, although care was minimum compared to other groups as previously analyzed.

Lastly, it was also mentioned the priority to people living in the streets and in poverty and extreme poverty conditions. These criteria are determinant factor of the level of vulnerability of people, although they are not found as requirements of the registration system. As observed in the previous table, an interesting finding is that local partners value CARE's flexibility when delivering support. For example, they mention that CARE is one of the few organizations that provide support to single men and people with any health condition. This group has not been attended by other organizations causing a higher vulnerability and a high risk of negative strategies due to lack of attention.



## Needs analysis and response actions of the project by component

In the section below, a brief analysis of the needs experienced by the population in human mobility in the sectors addressed by the project and of its evolution over time is made. It is also analyzed the response given to these needs from the perspectives of participants and local partners. The objective of the analysis is to determine if and to what extent the immediate needs of the Venezuelan population were covered.

*The following section uses data from the IOM and the Working Group for Refugees and Migrants (WGRM) on the situation of refugees and migrants in recent months, satisfaction surveys, interviews conducted to local partners, and data gathered from focus groups within the project.*

The project included three priority intervention sectors: adequacy of shelters, protection services, and WASH; therefore, the following analysis corresponds to identifying the actions carried out according to the needs of the previously mentioned categories.

### 1. Adequacy of Shelters

In the 2020 Refugee and Migrant Response Plan it is estimated that around 122,000 refugees and migrants still face the need of finding accommodation in Ecuador. According to data collected by the IOM from a population sample in early 2020, 91.3% of respondents mentioned that Ecuador was their final destination, and 16.1% stated that they experience difficulties finding a place to sleep. The 92.4% rent a house, and only 2.4% live in temporary shelters, being these numbers indicators of the people's intention to settle in the country. Moreover, 92.1% of people work in the informal sector and receive an income lower than the minimum wage. Thus, they are subject to economic instability which hinders their ability to pay the rent.

Shelter Needs	Response to Shelter Needs
According to the Situation Report of the WGW platform in Ecuador as of April 2020, assistance to shelters to protect the migrant population without housing, in transit, or living on streets, is even more necessary since the start of the COVID health emergency. The situation has caused a series of evictions of the migrant population who after losing their livelihoods have not been able to keep up with rent payments.	CARE focused its actions on the adequacy of shelters and safe spaces for the migrant population so that they can have reliable and dignified living spaces. From the surveys of the participants who stayed in shelters supported by the project, 97.2% stated they felt more secure since living in the facility. The 98.6% mentioned that the assistance in the shelters was timely, and 95.8% indicated that the aid was responsive to their specific needs.
People in a situation of mobility are exposed to many risks, especially women and children. These include harassment and sexual violence; therefore, security and privacy in shelters are essential.	Regarding the mechanisms and internal conditions of shelters to prevent harassment and sexual violence, 97.2% of participants mentioned that there were differentiated spaces for men and women in bathrooms, showers, and bedrooms. In one of the focus groups held in May, one person mentioned that the adaptations made by CARE at the <i>Mitad del Mundo</i> shelter provided security and privacy for women and children above all because of the installation of doors in bathrooms. In the same way, a user of the MMO reported that after the support of CARE, the improvement was notorious which made him/her feel satisfied.



	Additionally, 85.9% of surveyed people indicated that the lighting system in the shelter was appropriate, especially in common areas.
Shelters must have adequate protocols for care and prevention of GBV which should be widely disseminated among all the users of the space.	CARE's strategy was not limited to the adaptation of the physical spaces of the shelters, but also include the strengthening of technical capacities to attend and prevent situations of GBV by creating protocols and personalized attention models and providing training to the technical teams. The 74.7% mentioned being familiar with the internal protocol for the prevention, care, referral, protection, complaint, and sanction of cases of GBV.
People in human mobility who have access to shelters need spaces of emotional safety to handle the migration process and the challenges of their new contexts.	In the focal groups made in May 2020 it was identified that users also valued complementary activities that were conducted in the shelters. For instance, they mentioned with satisfaction about the implementation of support circles, sexual health and violence prevention workshops that have allowed them to reflect and better understand the value of women. A refugee in a shelter stated that "within the work of CARE, they do not only provide kits or funding but give refugees valuable tools through workshops, to continue fighting the crisis" (GF Participant, May 2020).

This information indicates that the participants perceive as satisfactory the support provided by CARE in the shelters. People consider that the improvements made on them are relevant and valuable. Within the shelters, people received pertinent and timely attention regarding their needs on safety, immediacy of care, adequacy of spaces for men and women, prevention of GBV, among others.

It is worth mentioning that relevant feedback was given. In one of the surveys a participant mentioned that: within a particular shelter, the staff had a "very harsh" attitude, indicating the possibility of abuse of power. Additionally, a participant of a focus group mentioned that when she entered the MMO in January 2020, she had to sleep on the floor. It worth clarifying that the restructuring process of the shelter had not started though. These specific incidents indicate the need to carry out a closer follow-up to the shelters' management to guarantee compliance with the minimum quality standards. According to the CARE technical team, complaints about shelters identified in the feedback mechanisms have been communicated to them. However, no formal or systematic procedure have been used, and no monitoring have been conducted later.

*The above information portrays the relevance of the project's responses to the humanitarian emergency regarding Venezuelan immigrants. Although the immigrants' intention to reside in Ecuador poses challenges, future CARE interventions should consider supporting the social integration processes and facilitating access to decent and safe housing.*

## 2. Protection Services

The 2020 Response Plan for Refugees and Migrants estimates that 316,000 refugees and migrants need protection in Ecuador, including demands for gender-based violence, child protection, and human trafficking and smuggling. Since July 2019, when an entry visa was established as a





requirement for the Venezuelan population to enter Ecuador, the panorama changed significantly. There was a significant reduction in regular entries to Ecuador, with an average of 23 entries per day in September 2019, compared to an average of more than 2.000 throughout the year. It is estimated that a large proportion of Venezuelan migrants still continue to enter the country through irregular channels, with the rising on protection risks which they already faced. These include unsafe travel conditions, traffic accidents, theft, extortion, harassment, exploitation, sexual violence, trafficking, and smuggling. Additionally, with the implementation of the migratory registry, despite being proposed as an initiative to regularize the entry of Venezuelan people, it increases the challenges for migrants since many of them are not able to comply with the requirements. Especially, those who illegally entered the country that do not have a passport (more than 52%) or cannot pay for the visa (costing \$50), which implies that they would not be subject to social and protection services.

Migration restrictions pose challenges to humanitarian and development actors to adequately identify and respond to the needs and vulnerabilities of this population. The state has not taken responsibility for guaranteeing migrants' rights and in the contrary has progressively implemented restrictive and regressive policies regarding human rights.

Protection Needs	Response to Protection Needs
According to IOM's data in early 2020, 25.7% of surveyed migrants stated that their main difficulty was the lack of financial resources. The 16.4% mentioned a lack of food and water, 11.3 % said they had trouble with documentation (regularization), and 6.2 % had no access to transportation.	<p>The project included the delivery of multipurpose money transfers to cover immediate needs (\$30 per person). Regarding these transfers, 91.4% of surveyed participants stated that the amount of money granted was sufficient to cover their urgent need, and only 8.6% responded that it was not enough. According to the surveys, the money provided was used to cover the costs of mobilization (32%), the purchase of food (30%), the rental of housing (11%), medicines (9%), and work supplies (5%).</p> <p>This data coincides with the information gathered in the focus groups held in May 2020. Participants indicated that they had used the funds for medicines, food, rent payments, payment of basic services, purchase of school supplies for their children, inputs for their home, or merchandise for small businesses. One person mentioned <i>"it was useful for me to receive this money two days after arriving to the country because it allowed me to buy sweets that I could sell on the street which helped me to support myself and my partner for a good time"</i> (GF Participant, May 2020). Another person said that thanks to the money transfer he/she was able to buy more vegetables to be sold at a market stall.</p> <p>Therefore, monetary transfers have allowed people to take actions to respond to their priorities and with that to strengthen their agency.</p>
The 21.9% of the population was aware of gender violence incidents, especially concerning physical and sexual violence. The 61.6% suffered discrimination, mostly based on nationality.	<p>The project gave awareness-raising sessions to prevent gender-based violence and advise about the risks of migration for transit populations. From the perspective of the participants of the meetings, 99.50% considered as important the session on the risks of human mobility and on GBV prevention.</p> <p>The adequacy of safe spaces with local partners or in the shelters made it possible to respond to the differentiated protection needs of women, children, and the LGBTIQ+ population who had experienced situations of violence and discrimination along the migratory journey.</p>
According to data from the Response Plan for Refugees and Migrants, 72% of the surveyed Venezuelan population mentioned experiencing stress	In the framework of other projects, as complements for this, accompaniment and legal advice was provided to migrants so they can better know the different actors and procedures in the regularization processes. Additionally, psychosocial assistance was offered to give





or emotional distress in the past year.

participants integral and thorough attention. From the psychosocial care, it was possible to identify and respond to cases of GBV.

Interviews with local partners also confirm the importance of money transfers to cover urgent needs. But, as of September (the second semester of the project), the context began to change, as well as the needs of people who wanted to settle in Ecuador, so the money transfer granted had a minimal effect compared to their large economic requirements.

#### Needs that participants were able to cover with the Multipurpose Cash Transfer

**QUIMERA:** Even though the quantity of the CT was small, it was valuable for people who received it, and allowed them to cover punctual needs. These were used to complete the amount needed for mobilization, family expenses and even to invest in entrepreneurship.

**DIÁLOGO DIVERSO:** Most of the transfers were used to buy food and pay debts. In some occasions, funds were used for recreational purposes.

**ADRA:** There has not been an evaluation to better know in what the people used the money for. According to satisfaction surveys, most of it was used for transportation, rent, and food.

**UNHCR Huaquillas:** At first, most of the attended people were in transit. Since September, the number of people who settled in Huaquillas and Machala increased, they registered in the migratory census. With the money, they covered hygiene, WASH, protection and safe housing needs.

**CASA JUNCAL:** The money received was primarily used for transportation to continue their journey.

**ALBERGUE FNIJ:** The money was used to buy shoes and clothing, to save for paying a rent after leaving the shelter, for school supplies, mattresses and to buy food.

**CASA CRISTO PEREGRINO:** The money was used to cover transportation expenses to other countries or other locations within Ecuador. They also used it to pay the rent, buy food, and purchase household items.

Source: Interviews with local partners by the CARE team / By: Belén Ayala

*The response of the project to meet the specific and immediate needs of the population was relevant and pertinent as indicated by the feedback from participants and local partners.*

### 3. WASH Assistance

The 2020 Refugee and Migrant Response Plan estimate that 32,000 refugees and migrants still face needs for Non-Food Items (NFI) such as blankets, adequate clothing, cooking utensils, or hygiene items.

WASH Needs	Response to WASH Needs
As mentioned in the Refugee and Migrant Response Plan, the vast majority of the Venezuelan population lack essential non-food items such as blankets, adequate clothing, and hygiene	<p>The project included the delivery of differentiated hygiene kits for men, women, and babies. Information and awareness sessions on good hygiene practices were held. Also, menstrual cups for women were distributed, accompanied by training sessions on their use, on menstrual hygiene and sexual health.</p> <p>Regarding the delivery of hygiene kits, 98.02% of the surveyed participants (54.22% women, 42.9% men and 0.89% LGBTIQ+</p>



<p>items. These are crucial for safe and dignified living conditions.</p> <p>The Situation Report of the WGW platform in Ecuador in March 2020 reveals that the hygiene needs have increased among the migrant population in recent months, requiring the provision of inputs and the reinforcement of specific hygiene practices to curb COVID-19 infections.</p>	<p>population) stated that the number of items delivered in the kit was sufficient to cover the personal hygiene needs of the family members for 30 days. Interviews with local partners revealed that the delivery of hygiene kits help to dignify people who were not able to access these items because they usually prioritized more urgent needs, such as food or medicine.</p> <p>Women who received menstrual cups mentioned that they were satisfied because these were comfortable, sustainable, and allowed them to saved resources since they no longer need to buy sanitary pads. In the monitoring to a sample, after 3 months of the delivery of the cups, participants were still using the cups with the exception of those who were using intrauterine contraceptive methods or were pregnant.</p> <p>In terms of the information sessions provided, 99.77% of respondents considered the sessions on hygiene education important.</p> <p>Local partners in the interviews stated that the sessions were very well conducted, participatory, presented clear and relevant information, responded to questions and were easy to understand.</p> <p>As part of the feedback from the participants in the surveys, it was suggested to include in the kit items such as moisturizers, bath towels, sunscreen, combs and underwear. Additionally, women would benefit from analgesics for menstrual cramps, birth control pills, and vitamins.</p> <p>Several recommendations were also made in the focus groups, such as: improving the quality of razors, adding alcohol to kits, gauzes, bandages, and changing the presentation of the deodorant (from sachet to roll-on or bottle, since sachet is wasteful). It was also recommended to include COVID-19 personal protection devices to the kits, such as masks, disinfectants gel and alcohol.</p>
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*This information shows the relevance of the project in providing NFI assistance through the delivery of differentiated hygiene kits for men, women, and babies. This is complemented by providing information session on adequate hygiene practices, emphasizing specific hygiene strategies needed during COVID-19's crisis. Further, the relevance of providing menstrual cups to migrant women was confirmed, and the monitoring of their use, benefits, and outcomes is recommended.*

***In conclusion, the aid delivered through the project was pertinent in meeting the immediate needs of the Venezuelan population in human mobility condition. Furthermore, participants and partners are satisfied with the comprehensive care given.***

### Efficiency and Effectiveness

Understanding efficiency and effectiveness as the degree of achievement of the goals and results through the strategies and actions defined in the project formulation, and the adequate use of resources to achieve these goals an analysis is made below. This criterion is used by considering the achievement of results and objectives of the logical framework, the strategies used, the compliance with the schedule and the budget execution.



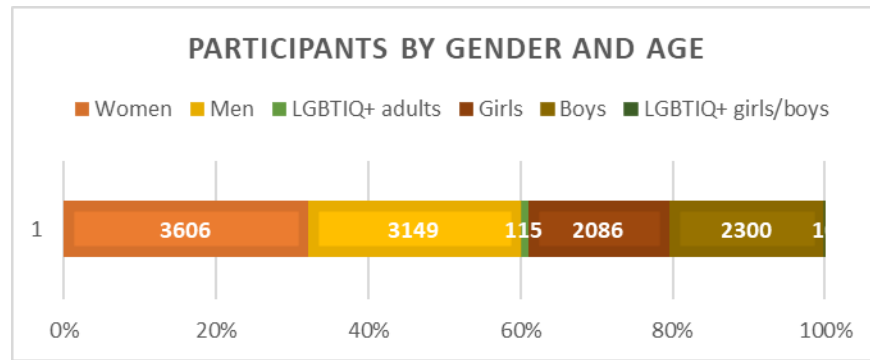
Analysis of Results and Goal Fulfilment

Expected Result	Expected Goal	Achieved Goal	Observations
<b>Final Result</b>			
Saving lives, alleviating suffering, and increasing human dignity through WASH, safe shelter, and protection actions.	30% men and 30% of women affected by the crisis receive support in WASH	The 17% of men and 16% of women of the total number of people supported with NFI from the WRM platform in Ecuador, received support in WASH, through the delivery of hygiene kits.	The fulfillment of the first indicator did not reach the target. However, CARE adapted the report based on the people benefited in each area by the WGRM platform in Ecuador.
	30% of men and 30% of women affected by the crisis receive protection support	The 35% of men and 31% of women of the total number of people supported with PMT from the WGRM platform in Ecuador received assistance through multipurpose money transfers.	<p>The formulation of these two indicators raised some doubts in the project, especially at the time of reporting. A baseline was not established, and the target was taken literally. The Venezuelan population in Ecuador in 2019 was around 500,000 people with demand for multiple needs, most of them for protection and WASH. But due to budgetary reasons, it was difficult to reach 30% of the population affected by the crisis through this project.</p> <p>For future interventions, we recommend to define a clear baseline, objectives, and expected results with the donor and the FPA.</p>
<b>Intermediate Results</b>			
In SHELTERS - Increased and equitable access to gender-sensitive assistance by refugees to meet basic shelter needs	The 60% of men and 70% of women receiving shelter support feel safe.	The 97.67% of men and 96.43% of women surveyed mentioned they felt safer in the shelters.	The intermediate result exceeded the goals according to the satisfaction surveys conducted to people living in shelters and supported by the project.
	The 60% men and 70% women report satisfaction with the immediacy, relevance, and transparency of shelter assistance	The 97.67% of men and 100% of women have a high level of satisfaction regarding immediacy, relevance, and transparency of shelter assistance	<p>However, as there were only 71 surveys, this small sample may not be representative for the entire immigrant population living in shelters.</p> <p>Furthermore, it is difficult to identify whether these percentages correspond to CARE's intervention since there was no predetermined baseline to show an actual improvement in the safety, immediacy, relevance, and transparency of the care received in the shelter.</p>
PROTECTION - Increased and equitable access to gender-sensitive assistance to meet refugees' protection needs	The 70% of men and 80% of women report more significant ability to meet their basic needs.	The 92.4% of women, 90.33% of men and 84% of LGBTIQ+ people mentioned that the assistance received allowed them to cover their basic needs.	The targets regarding protection were also surpassed with a high range according to the surveys applied to participants. Given that the number of surveys were 7,125, these percentages seem to be fully representative of the migrant population in shelters which shows a high level of satisfaction.
	The 70% of men and 80% of women report satisfaction with the immediacy, relevance, and transparency of protection assistance.	The 99.34% of men, 99.36% of women and 100% of LGBTIQ+ people report satisfaction with the dynamics of assistance.	People in focus groups ratify that the amount of the transfer allowed them to cover specific and immediate needs but was not enough to cover some basic requirements such as food, housing, health, lodging, among others.



WASH - Increased and equitable access to gender-sensitive assistance for refugees to meet basic WASH needs	The 50% of men and 70% of women use good hygiene practices.	The 85.18% of men and 84.56% of women carry out proper hygiene practices.	The goal on hygiene practices was surpassed. However, the surveys may not be a representative sample of the population served. Also, post-delivery monitoring and information sessions should be carried out to learn about the impact of the adoption of adequate hygiene practices.
	The 50% of men and 70% of women report satisfaction with the immediacy, relevance, and transparency of WASH assistance.	The 98.59% of men, 97.62% of women, and 94.74% of LGBTTIQ+ people reported satisfaction with the relevance, immediacy, and feedback mechanisms of WASH assistance.	The satisfaction target regarding the relevance, immediacy, and feedback mechanisms of WASH assistance exceeded the proposed goal. Surveys reported that various forms of care provided by this project were satisfactory.
<b>Immediate Results</b>			
SHELTERS- Greater and equal access to a temporary safe home	The 100% of shelters are supported with management protocols according to national and international guidelines.	The 100% of shelters were supported with adequate protocols. Six care protocols for cases of GBV were elaborated. These include five managers of temporary accommodations, a cafeteria, and repeated workshops to prevent and respond to GBV.	The intended target was achieved and complemented through training sessions in shelters and implementing protocols to prevent and respond to GBV.
	2760 people (1104 men and 1656 women) receive adequate support in emergency accommodation	6318 people (3620 women, 2543 men, and 147 LGBTTIQ+ population) in situation of human mobility benefited from rehabilitation and adequacy of the spaces of 3 shelters (958 people). Also, from the strengthening of the capacities of five shelter managers and one cafeteria (5360 people) through the application of protocols to prevent and care of cases of GBV.	The expected target for this indicator (7,500) was modified due to the closure of one of the largest shelters, forcing the CARE team to identify a new strategy and to rethink the target. With the strategy adopted since January 2020, which included strengthening the capacity of shelters for the prevention and care of cases of GBV, the goal was achieved and exceeded. However, it has not been possible to measure the quality of the care they received since no baseline was available.
PROTECTION Increased and equitable access to protection mechanisms	10000 people (5700 men; 4300 women) receive cash assistance	10204 people (4935 Male, 5155 Female, and 114 LGBTTIQ+ people) obtained a one-time multipurpose cash transfer	The goal was surpassed since large families were prioritized. The delivery mechanism was agile and efficient.
	50% of men and 70% of women report higher sensitivity to GBV	The 98.35% of people who attended information sessions (98.51% of men, 98.17% of women, and 100% LGBTTIQ+ people) are aware of the relevance of gender violence and its related issues	The target in which people give importance to GBV issues was exceeded. This was measured through surveys conducted after cash transfers and awareness sessions.
WASH Increased and equitable access to hygiene items	3700 people (2109 men and 1591 women) are provided with appropriate and sufficient hygiene items	4504 people (2209 men, 2223 women, and 72 LGBTTIQ+ people) received differentiated hygiene kits for men, women, and babies	The goal was surpassed as a result of resource optimization, high demand for assistance, and agile and efficient delivery mechanisms. The adaptation of the kits to the differentiated needs of men, women, and babies is highlighted, allowing better response to their demands and avoiding product waste.

This is followed by a brief analysis of the global scope of the project in terms of the target population defined at the outset.



Source: Registration System of CARE / By: Belén Ayala / Data gathering: Diego Mora

The project aimed to assist 10,000 Venezuelan migrants and refugees, which include 5,700 men and 4,300 women. According to the final report on March 2020, **11,266 people had been reached (5449 men, 5692 women, and 125 LGBTIQ+ people)** by the services and assistance provided in the sectors of shelter, protection, and WASH. This means that the project exceeded the goal by approximately 12%.

Regarding gender targets, more women than men were attended. Even though the project intended to reach more Venezuelan male immigrants, considering the 2018 immigrant profile, it was known that during 2019 more single women, with children or their families arrived in the Ecuadorian territory. The visibility of the LGBTIQ+ population is considered as an important result of the project, since the initial goals did not include specific targets for this group. Some observations related to the inclusion of the LGBTIQ+ community in the implementation and reporting of the project can be reviewed in the section *Project Relevance Analysis - Profile of participants according to SADD variables*.

*In general terms, the results of the project were excellent as most of the goals have been surpassed with good quality standards. There were a couple of targets that were not fully achieved due to external factors and challenges of the context. It was then necessary to rethink the strategies and to establish new alliances which delayed the schedule of certain activities.*

#### Analysis of care modalities and tools applied

The main strategies and technical tools of the project that have been decisive for the level of efficiency and effectiveness achieved are analyzed below.

- Comprehensive assistance in different geographical areas

*This section used information gathered from interviews with local partners, focus groups with project participants and the After Action Review session conducted with CARE's technical and administrative team.*

Based on the needs identified by CARE Ecuador for the Venezuelan population, and according to the risk and vulnerability analysis conducted by the technical team, the country office has focused its efforts on providing comprehensive care to individuals and families in human mobility in vulnerable situations. This attention approach has allowed identification efforts and delivery processes to be optimized, which has been recognized by participants and local partners in interviews. Participants also consider that all assistance modalities should be maintained, including the delivery of money transfers, hygiene kits, and the legal and psychosocial support sessions.



Furthermore, being located in the cities with more concentration of migrant population and in those in the transit route including the Northern and Southern borders, people could access the assistance in different locations. This facilitated the accessibility and agility in the assistance delivery process, which was also mentioned by CARE Canada in an interview.

- Coordination with local partners

Working closely and in coordination with local partners and actors, especially with social and women organizations, allowed CARE to deepen its knowledge of the context. This was crucial in speeding up the participants identification process, in adapting the delivery procedures and mechanisms, and in planning the logistics according to local conditions. These alliances made it possible the reduction of efforts and operating costs, the exchange of experiences and institutional learning, and the complementation of humanitarian assistance delivery (expanded on the *Sustainability - Capacity Building Analysis*).

- Assistance delivery processes

The assistance delivery processes were carried out under the Standard Operating Procedures (SOPs), developed by CARE Ecuador office. CARE organized the teams according to the SOP's standards mentioned above for the implementation and delivery of direct assistance. When deliveries were made through partners, prior coordination was carried out to agree on intervention procedures.

In relation these processes, the participants of focal groups mentioned that these were neat and organized, that the waiting time was adequate and the response to any inconvenient was agile and transparent.

As shown in the following diagram, interviewed local partners assert that the coordination, planning, and organization of deliveries were adequate. Nevertheless, certain failures in CARE team's punctuality were mentioned. It was suggested to review the timing of the first interview that identifies the priority criteria since this caused disagreement among participants. They also recommend changing the processes in which all the family has to go to the distribution site as occasionally, the complete family cannot travel to the site, limiting the access to assistance by people who need it.



### How would you describe the assistance delivery process from CARE?

UNHCR Huaquillas: The process was organized and relevant. the care included a gender, intergeneration and diversity focus. The care was always provided by male and female technicians so to prevent possible harassments or to address GBV situation. Protection and WASH assistance has allowed to dignify people.

DIÁLOGO DIVERSO: CARE response and planning was quite good, although it took us some time to learn the delivery processes given that we have not realized it before. There has always been cordiality and warmth. The cancellations that occurred were due to DD. CARE technicians were always prepared to assist additional users.

ADRA: The assistance delivery was organized and planned, although all processes have its challenges. We suggest to shorter the time of the first interview that determines the priority criteria, given that waiting time sometimes caused discontent among users.

QUIMERA: The process was well coordinated. The change in dates were made in specific agreements. "There has been a nice relationship with CARE". The deliveries that were made in the municipal hall were made in an organized and timely manner. CARE team was kind with the attended population as well as with the Quimera team.

CASA JUNCAL: The assistance was directly made in the shelter in a planned and timely way. Before going, we coordinated to know how much people had arrived and their profiles. All the information of the participants and what was delivered was registered on the registration system. The only issue identified was the impunctuality.

ALBERGUE FNJ: Processes with respect and kindness were held with CARE. Assistance was delivered in a planned and timely manner. Only in the last part there were a couple of cancellations. We could only deliver hygiene kits but not cash transfers.

CASA CRISTO PEREGRINO: The delivery processes were organized and planned in advance. Some deliveries were made in the *Mision Scalabriniana* facilities, that were previously coordinated with the technical and shelter teams for the adequacy of the site.

Source: Interviews with local partners by the CARE team / By: Belén Ayala

The technical team of the project, in the Post-Action Review exercise in May, also mentioned that the coordination with local partners and institutions for the assistance delivery process was a success. However, there were some challenges in identifying safe locations for the deliveries. For this reason, it is recommended that future interventions establish a schedule before starting the project. The sites for the delivery of materials should be agreed with local partners taking into account the logistical and security requirements, procedures, and specific responsibilities of each actor.

#### ○ *Safety conditions in the delivery process*

Participants of focus group stated that the necessary safety measures to safeguard their integrity were taken. They felt that it was important for offices to issue pre-care appointments. Nevertheless, it is suggested to increase the number of people on CARE's technical team to improve safety, since there were only 3 or 4 people attending too many refugees. It was mentioned that certain refugees who were in a more vulnerable situation wanted to receive assistance for a second time; and in reaction to the impossibility to do so they generated conflicts and discord. If the situation had been worse, participants warn that the physical securities had not been sufficient. For example, the doors were weak in case that someone tried to break-in.

The local partners interviewed also agree that coordination with them was crucial for preventing unsafe situations. There was only one incident not associated to the assistance that allowed a partner to realize that they needed to improve the safety mechanism and they suggested CARE to establish a safety protocol with partner organizations at the start of any intervention. Additionally, it was mentioned that, since the hygiene kits came in bags that stand out with the project's logo, several participants on the street were approached and asked about the content of the bag and who gave it to them. Therefore, for safety reasons, the bags should be more discreet.





- Capacity building in shelters

The 2020 strategy to strengthen shelters for the prevention and timely care of GBV cases was efficient. This strategy can improve even more if materials are shared with other accommodations nationwide through the WAN subgroup. Furthermore, it is essential to carry out a more in-depth follow-up with the shelters to identify issues and to verify that the care models and action plans are implemented as agreed.

- Money transfer delivery mechanism

One of the main milestones of the project was the innovation in the cash collection mechanism with the use of ATMs to improve its effectiveness. The implementation of the mechanism, despite taking longer than expected, has been a more efficient and secure method for the beneficiaries and CARE staff.

In the focus groups, most users commented that the cash withdrawal process was easy and did not face any inconvenience because they received explicit instructions from CARE's technical team. Those who had trouble indicated that once the incident was reported, they immediately obtained assistance from the technicians and were able to access the money.

This is ratified by the satisfaction surveys results where 98.98% of participants considered that the explanation for the collection of money was sufficiently clear.

In addition, the local partners interviewed state that the mechanism is adequate and efficient as it does not require additional procedures or documentation. They mention that at the beginning some families had trouble with the new system, but they quickly learned how to use ATMs. However, one of the partners said that what was difficult was the mobilization of the beneficiaries to an ATM as there was none close by. So, they had to borrow money for transportation, and sometimes they had to do it carrying all their belongings. For these exceptional cases, it is suggested to have the cash delivery mechanism available to avoid people having to get additional money for transportation and being exposed to other risks.

In the interview conducted with the responsible person in Banco Pichincha, with whom the product was built, the person states that the internal negotiation was complicated since the product generates minimal profits for the bank. Despite this, we manage to influence for the approval and implementation of the product which benefits vulnerable people. And, even though the communication has worked, there has been some technical problems lately which is expected as it is a new product. This has also been implemented by other NGOs with the increase in the demand for the product. The mechanism has made it possible to reach more people without the requirement of being a client of the bank since the access barriers to the banking system in the country are still high. Also, other humanitarian organizations such as WFP, UNICEF, and UNHCR are interested in using similar mechanisms. This step marks a milestone in the cooperation between the humanitarian sector and private banking. The interviewee recommends that it would be essential to formalize and regularize the banking system for users who have already decided to settle in the country. They should also make the community aware that NGOs pump money into the country through humanitarian assistance, making the economy more dynamic and helping local businesses.

- Participants registration system





In the After-Action Review exercise carried out with the technical team, and through interviews with CARE Canada, the implementation of the biometric registration system was stated to be successful. The system facilitates the availability of information related to the provided assistance in real time to be used for analysis, monitoring, accountability and decision taking in an appropriate way.

However, the team was not aware of several challenges at the beginning of the project, and these came up as the methods were implemented. These include difficulties in training teams, tracking, monitoring, identifying errors, cleaning up data, consolidating, processing, and constantly visualizing information, among other tasks.

- Communication and team performance

Focus group participants perceive that communication has been transparent, empathetic, and timely. CARE team is accessible to answer any questions and to provide information.

This information coincides with satisfaction surveys in which 85% of people rate the treatment provided by CARE staff as excellent regarding respect, agility, and friendliness. The 14% rate CARE's attention as good, which leaves a minimum margin of dissatisfaction. Also, 99.43% of people indicated that they were satisfied and totally satisfied with the assistance offered by CARE.

- Feedback mechanisms

As for the project's feedback mechanisms, most of the focus group participants mentioned that they were unaware of their existence, thus they have not used them. For example, they did not know that they could channel their complaints or suggestions through email or WhatsApp, and local partners were unclear whether they could also use such mechanisms. Nevertheless, they mentioned that the difficulties presented were handled with the technical teams and that it was unnecessary to file complaints.

This shows the need for a more exhaustive analysis of the functioning of the FAM mechanisms (feedback and accountability mechanism) to identify improvements, look for new channels, and share them using different means. For instance, it is recommended to implement a suggestion boxes in each office or to incorporate digital message boxes to ensure that information reaches upper management.

#### Schedule compliance analysis

Regardless that the majority of activities and goals were accomplished, the program's schedule presented inevitable delays due to internal and external factors that are detailed below:

Component	Observations regarding schedule compliance
General delays	A one-month delay of the whole program schedule due to the national strike in October 2019.
Shelter	The closure of the largest shelter that the project was going to benefit impacted on the delay in shelter activities. However, it is brought to attention that a considerable time elapsed from the occurrence of this incident until a contingency strategy was proposed, which proved to be quite relevant to the context of the shelters.



Protection	While the creation of the ATM cash delivery mechanism marks a relevant aspect in CARE's project and humanitarian assistance processes, the time it took for the arrangement to be considered, built, piloted, and implemented in partnership with Banco Pichincha was much larger than expected. Hence, its implementation began in late 2019.
WASH	The preparations and purchase of hygiene kits also took time and involved delays at the beginning, which were later corrected by the technical team based on their constant efforts and dedication.

The technical teams underwent some changes to meet the goals due to delays at early stages of the project. Before starting the project, it is important to examine an anticipated plan of the logistical, technical, and administrative deadlines with local partners and technical teams and distribute monthly goals. It is essential that the administrative-financial team is involved during the planning of the project, so they can provide information, advisory, and support the internal administration processes. It is important to note that the absence of these aspects may result in future interferences with the schedule.

The creativity and innovation of the team are both recognized due to their ability to propose alternative solutions to overcome the challenges caused by unforeseen situations and delays. Occasionally, the team exceeded the stated goals in a timely manner. During the interview with CARE Canada, it was suggested to communicate any incidents during the project to the CMP and the donor to jointly identify relevant and timely solutions.

#### Budget execution analysis

From a financial perspective, the project can be considered a success, given that with the approved initial budget it was possible to maintain the quality of assistance while also exceeding the number of participants attended. There is evidence of the optimization of resources in some budget lines. For example, direct personnel costs and monitoring and evaluating costs were directly assumed by the country office given the context of the pandemic and the limitations identified when hiring a consulting team to collect information through virtual means. This increased the funds available to give out monetary transactions to the people. In addition, resources were optimized in the purchase of hygiene kits, which allowed the project to reach a higher number of people with this assistance.

As shown below, the budget execution as of March 31, 2020, is 100%, and after comparing it to technical performance, it is determined that the project results are consistent with the amounts invested.

Budget Line	Description	GAC Approved	Expenditures as of Mar'20	Balance	Burn Rate as of Mar'20
A	Direct Personnel Costs	238,821	231,142	7,679	97%
B	Supplies and Materials	127,414	134,736	-7,322	106%
C	Cash programming	406,022	413,869	-7,847	102%
D	Logistics	52,934	52,438	496	99%
E	Local Administrative Costs	39,091	41,438	-2,347	106%



F	Other Training and Capacity Building	-	-	-	-
G	Assessment, Monitoring and Evaluation Costs	13,832	4,377	9,455	32%
H	Safety and Security costs	1,783	1,897	-114	106%
<b>Subtotal of Direct Costs:</b>		<b>879,898</b>	<b>879,898</b>	<b>-0</b>	<b>100%</b>
I	Administrative Costs (maximum of 7.5% of direct project costs)	65,992	65,992	-0	100%
<b>Total Project Costs:</b>		<b>945,890</b>	<b>945,890</b>	<b>0</b>	<b>100%</b>

As mentioned before, in the Post-Action Review carried out in May 2020 with the entire technical, coordinating, and administrative team of the project, it was identified that it is necessary to involve the administrative teams since the planning stage and the start of the project. This will allow all members to be aware of the requirements, changes, or setbacks that may arise. The need to include the Purchasing Unit and Human Resources in the preparation and monitoring of the purchasing plan was also mentioned.

*In conclusion, the project was implemented with efficiency and effectiveness with positive outcomes. Most of the goals were accomplished with adequate quality standards which is supported by the evidence collected in the satisfaction surveys applied along the project. The goals that were not reached and the delays in the schedule were due to the effects of external factors and the dynamics of the migratory crisis. Furthermore, there is evidence of a proper management and optimization of resources.*

### Sustainability

The sustainability criterion is based on the project's ability to make long-lasting changes after it has finished. This implies that beyond the fulfillment of goals, the intervention has laid the foundations and strengthened the capacities at two levels: in local organizations to continue providing appropriate and timely responses; and in participants so that they have tools that allow them to satisfy their needs.

Typically, sustainability criteria are applied to development projects. However, it is important to analyze this aspect in the current context since humanitarian responses should have initiative.

*This section used inputs from the progress reports presented from interviews with local partners, from focus groups with participants, and from the After Action Review session carried out by CARE's technical and administrative teams.*

The analysis will address the coordination and articulation that CARE maintained with local partners, the strengthening of capacities in the participating population and in the partners, the advocacy actions carried out in a complementary way to the project, and the alignment to the global indicators of CARE International.

### Coordination with local partners

One of the main strategies in the project related to sustainability was the coordinated work carried out with local partners and actors, especially with women and social organizations and public institutions at a regional level. From these joint efforts, local organizations have strengthened their



knowledge and experience for the delivery of humanitarian assistance framed in international humanitarian principles and standards. The relationships, articulation and networking with other organizations have been strengthened as well, which makes it possible to provide complementary and articulated responses to achieve a more significant impact on the population.

Thanks to the coordination with local partners, CARE has been able to contextualize strategies, procedures, and mechanisms for delivering assistance in accordance with local realities. The processes of identification and prioritization of participants were more effective given the in-depth knowledge of the local organizations of the local context. This also facilitated the optimization of resources when planning logistics and implementing actions, which reduced efforts and operating costs.

In congruence with the surveys collected from the social organization representatives, the coordination with CARE starts with a good relationship of trust, respect, and mutual recognition of the work. It was also mentioned the importance of sharing the approaches to defend human rights and the recognition of the dignity of beneficiaries. The relationship with CARE is highlighted for being based on effective communication, transparency, respect, and articulation and collaboration to reach common goals. All attributes were necessary to solve difficulties in a timely and enriching manner for CARE and its partners.

The experience of CARE with local partners yields a series of good practices and several lessons for future interventions. CARE technical team considers pertinent to closely monitor the due diligence to strengthen the association relationship with organizations in the technical, administrative, and financial aspect. Further, to identify training needs, planning of activities and logistical and operational requirements, and the allocation of specific responsibilities. It would be also essential to involve partners in the proposal formulation phase and decision-making processes to promote their involvement and appropriation of the proposals.

Regarding sustainability with local governments, although it was not part of this project, it is important to mention that CARE has an advocacy plan in which lawyers actively participate in the different working groups at the local level in relation to issues in human mobility and humanitarian assistance.

#### Advocacy actions

In both Ibarra and Huaquillas, CARE teams have coordinated with actors from public institutions, through advocacy spaces to achieve public policy mechanisms to defend the rights of migrant population. For example, under the lead of the lawyer, the Ibarra team managed to mainstream the mobility focus in the gender violence prevention city regulations. This constitutes a milestone in local public policy since women in human mobility now have rights. In Huaquillas, a protocol is being constructed to accompany women in human mobility who are survivors of gender-based violence.

#### Capacity Strengthening

The following Capacity Strengthening analysis is based upon the perspectives of participants and local partners.

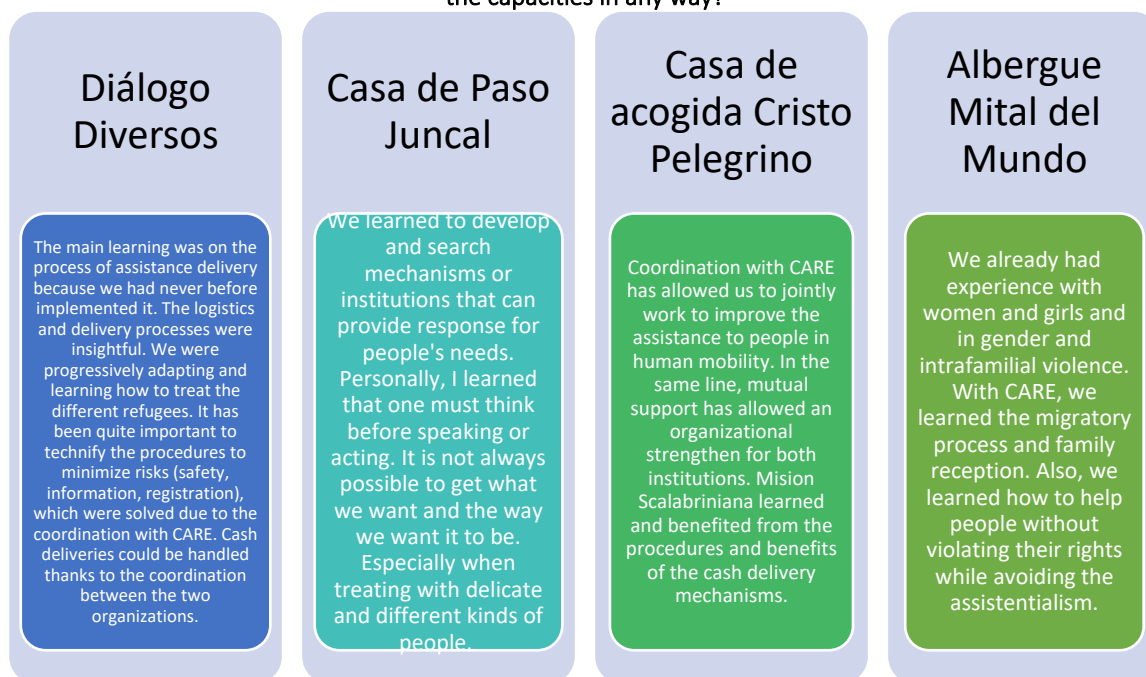
From the perspective of the participants of focus groups, the sessions on GBV issues, migration risks and hygiene practices allowed them to know their rights as people in human mobility and provided



them with tools to act in dangerous situations. However, it is difficult to determine if the majority of participants really understood these or if the knowledge was applied. There are no measurement instruments or systematic post-monitoring strategies delivered on this particular topic that facilitates that. Additionally, because the project did not have a follow-up on the social, psychological, or legal aspects, it was impossible to undertake sustained follow up processes for empowerment and access to rights. In sum, it is not possible to affirm that the skills of the participants were strengthened, although the procedures for providing information and raising awareness were recognized and valued by the participants.

In the interviews with local partners, as shown in the following graph, it was mentioned that the project allowed them to complement their actions, improve the quality of care, improve their planning processes, and learn about the cash delivery process through ATMs. They also learned about GBV, humanitarian assistance, immigration and reception processes.

**After the coordination process, did you have any significant learning as organization, or could you strengthen the capacities in any way?**



Source: Interviews with local partners by the CARE team / By: Belén Ayala

Despite such positive outcomes, as one partner stated, these lessons were "on the fly" as a result of having participated in the project implementation and not from a planned and sustained process driven by CARE to strengthen its partners' capacities based on their primary needs. On the other hand, CARE also learned from its partners' experience without necessarily having raised the need for training of its teams in this associations with organizations specialized in different topics and populations. Thus, it was suggested that the CARE team could strengthen its knowledge of gender-related issues, especially in terms of terminology and language.

It would be interesting to carry out a brief diagnostic of the training or knowledge update needs of both partners and the CARE team. This would allow to share knowledge, good practices and lessons learned that enrich the quality of the work that is done and the partnership relationship that is aimed with these organizations.



### Contribution of the project to CARE's global indicators

This project has substantially contributed to CARE International global indicators, as shown in the following table:

HUMANITARIN ASSISTANCE	
Indicator	Contribution of the project
# and % of people affected by disasters / crises supported through / by CARE obtained adequate emergency shelter and / or adequate housing	6,318 people affected by the Venezuelan humanitarian crisis were supported through CARE and obtained an adequate emergency shelter
# and % of people affected by disasters / crisis supported through / by CARE who obtained adequate hygiene practices	4,503 people affected by the Venezuelan humanitarian crisis were supported through CARE to learn about adequate hygiene practices
% of people affected by disasters / crises in CARE areas that report satisfaction regarding the relevance, punctuality and responsibility of humanitarian interventions	98% of people affected by the Venezuelan humanitarian crisis report satisfaction regarding the relevance, punctuality and responsibility of humanitarian interventions
CARE ROLES	
# and % of CARE humanitarian initiatives that meet gender marker requirements Promoting lasting change and innovative solutions	This initiative reported a "Receptive" rating in the gender marking, meaning that the project has considered actions that mainstream the gender focus.
# and % of projects / programs that developed innovations to combat poverty and inequality. Multiplying the impact	This initiative tested a new innovative mechanism in the country for multipurpose cash delivery through ATMs, which reduced intervention times, promoted the security of the teams and users and is promoting the financial inclusion of people in human mobility.

*The prior analysis shows the alignment of the project to the CARE International humanitarian assistance global indicators and to the role of CARE in the context where it works.*

***In a general way, the project adequately responded to the sustainability criterion within the scope and limitations of a humanitarian assistance initiative. The strategy of awareness and information for participants to promote the exercise of rights is highlighted, as well as the coordination and strengthening of capacities of local partners and the articulation with local governments as mechanisms for generating local conditions and resilience to respond to the needs of the population in human mobility.***

### **Integration of the gender focus**

In general terms, the project was gender-responsive, since the specific needs of women, girls, and the LGBTIQ+ population have been considered in the implemented actions. It cannot be affirmed that this project transformed gender relations because its general purpose was to provide humanitarian assistance with a one-time intervention. To provide a long-lasting improvement in relationships among genders, women empowerment programs should be involved. Some milestones and actions that prove the integration of the gender focus are stated below:

- ✓ Quick gender analysis carried out in November 2019.



- ✓ Selection criteria that include female heads of household, with children, pregnant and lactating women, survivors of GBV and LGBTIQ+ population.
- ✓ Construction of care protocols and training for shelter staff in GBV care and prevention guidelines.
- ✓ Implementation of GBV and human trafficking awareness and prevention sessions.
- ✓ Creation of safe spaces for women, children, and LGBTIQ+ population.
- ✓ Based on feedback from the participants, the content of the hygiene kits was adapted according to the needs of women, men and babies.
- ✓ Pilot delivery of menstrual cups based on the needs identified in migrant women in poverty.

In general terms, the project responded to the immediate needs of the population in transit; however, it is worth mentioning that the evolution in the migratory dynamics of the Venezuelan people has also implied changes in their needs. They also experience challenges when settling in Ecuador. Participants have mentioned that they recognize CARE as the organization that has provided immediate responses to their needs.

## Evaluation Conclusions

The project presents adequate compliance with the evaluation criteria related to relevance, efficiency, effectiveness, and sustainability. The main conclusions according to each criterion are presented below.

### Relevance

- In general, the project responded to the immediate needs of the population in transit, of Venezuelan nationality (93% of people served). Yet, it is worth mentioning that the evolution in the migratory dynamics of the Venezuelan population has also implied transformations in the needs and challenges experienced by the community. The majority (57%) of people served in the project are settling in Ecuador.
- It was notable that women and children had a slightly higher percentage of aid, which is consistent with CARE's prioritization criteria. The LGBTIQ+ population is the one that received the least assistance, which could be explained because data is gathered and processed with the category of gender and not with sexual orientation, which could make some sex-generic diverse people invisible. It could also imply that CARE services are not being sufficiently disseminated for this minority group that frequently faces institutional discrimination.
- The profile of families that received aid corresponds to the one established in the Standard Operating Procedure for handling human mobility cases of CARE Ecuador (SOP). These are families that had not received aid from other organizations, with children under five years old, with elderly people, with women survivors of GBV, pregnant, or lactating women, and families with female heads of household.
- Shelter adequacy has been pertinent and responsive to the needs of people; however, the vast majority of the Venezuelan population requires access to permanent accommodation and sufficient financial means to afford their living expenses. The participants' mechanisms to find housing after leaving the shelters are unknown, and no subsequent monitoring has been performed to learn more about their coping strategies.
- Participants satisfactorily perceived the support provided by CARE in shelters and stated that they received appropriate and timely attention. It is not possible to show whether there was





an improvement in the quality of care in the accommodations since there is no baseline on the perception of participants regarding attention in shelters before CARE intervention.

- Regarding the protection component of the project, it focused on multipurpose cash transfers that allowed people to make decisions to meet immediate needs (with the amount of \$30). Nevertheless, given that most of the population intends to settle in Ecuador, their requirements go beyond their immediate needs. They require to cover expenses such as food, housing, health, among others. Consequently, it is necessary to promote support during the migratory and regularization processes to achieve socioeconomic integration.
- The incidence of situations of violence experienced by women and children also confirms that GBV prevention sessions are necessary and should continue. We should also provide information on the protection of rights carrying out following up activities with the population.
- The assistance in WASH through the delivery of differentiated hygiene kits for men, women and babies, as well as the menstrual cups delivery pilot was also relevant and complementary to protection assistance to respond to their specific needs.
- GBV prevention talks and those on hygiene practices also reinforced their knowledge and were considered relevant by participants. However, it has not been possible to determine if the contents were understood or if they achieved behavioral changes in people.
- The integral approach method used by CARE during the assistance is valued by users and partners as a fundamental principle in the process of humanitarian aid for the population in vulnerable situations. Care modalities of wash, shelter, and multipurpose cash delivery were supported by legal and psychosocial care guidance.

### Efficiency and Effectiveness

- The results of the project are positive since most of the goals were exceeded with adequate quality standards. The indicators that were not met are due to external factors and the dynamics of the migration crisis.
- Intermediate result indicators corresponding to the shelter component were exceeded according to the satisfaction surveys applied to people that stayed in the supported shelters. However, the survey sample was not representative of the total number of people who received care in the shelters. Furthermore, the project did not have a baseline that allows to identify the progress.
- Indicators that measured satisfaction concerning the relevance, immediacy, and feedback mechanisms of the protection and WASH components were exceeded. Given that the number of surveys were 7,125, these numbers are very representative of participants' perception and demonstrate their high level of satisfaction.
- The target of the improvement in hygiene practices was exceeded, yet it should be noted that this was measured from surveys carried out in the shelters, which was not a representative sample. The conditions in shelters facilitated these practices, but the conditions may be different for the population in transit or people seeking to settle in the country. These communities may face different challenges, such as the access to safe water and appropriate sanitation conditions.





- Regarding the compliance with the schedule, there were delays at the beginning, but these were covered by the technical team later. Even though they experienced inevitable setbacks to reach the goals, they were able to reach them.
- Among the key strategies to achieve efficiency and effectiveness in the project, the following aspects stand out: the intervention model in different geographical areas, comprehensive and complementary assistance, coordination with local partners, organized delivery processes, the new delivery mechanism for cash transfers, and the implementation of the participant registration platform.
- The project was financially efficient since, with the approved initial budget and without reducing the quality of care, it was possible to reach a higher number of participants than initially planned. There is evidence of resource optimization in some budget lines, such as reducing direct personnel and monitoring and evaluation costs.

### Sustainability

- The project responded adequately to the sustainability criteria within the framework of its potential and limitations as it is a humanitarian assistance initiative that does not provide sustained training or accompaniment processes. However, strategies to raise awareness and inform participants to promote the exercise of rights, as well as the coordination and capacity building of local partners and the articulation with local governments are highlighted. These constitutes mechanisms to generate local conditions and resilience to respond to the needs of the population in human mobility.
- Local partners were able to strengthen their knowledge and experience in the delivery of humanitarian assistance within the framework of international humanitarian standards and the relationship, articulation, and networking with other organizations. This enables the provision of complementary and sustained responses and a more significant impact on the population.
- From the participants' perspective, the different talks and sessions offered in the project allowed them to understand their rights and provide them with tools to know how to act in dangerous situations.
- The project contributed to 3 CARE International humanitarian assistance indicators regarding the number of crisis/disaster-affected people who obtained adequate emergency shelter, who accessed appropriate hygiene practices and who reported satisfaction with the relevance, timeliness, and accountability of humanitarian interventions. These were the criteria that guided the construction of the satisfaction surveys of the project. CARE also contributed to two key roles regarding the mainstreaming of the gender focus with a rating of "Receptive" and the development of a significant innovation with the delivery of multipurpose cash through ATMs.
- The project was gender-sensitive, as the specific needs of women and girls were considered in the implemented actions. It cannot be confirmed that the project was transformative concerning gender relations because it is a humanitarian assistance initiative that benefits many people just one time. It is impossible to achieve a change in power relations or the reduction of gender gaps without the existence of an accompaniment and empowerment processes with women and girls. However, in every assistance process, there were efforts to integrate the gender perspective.



## Milestones and challenges of the project.

### Innovations

#### Shelter

- CARE Ecuador intended to intervene in a much more comprehensive manner in the adequacy of shelters. In other words, not only focusing on improving the infrastructure but also on strengthening capacities to improve the processes of attention to people in vulnerable situations. Therefore, the strategy focused first on adapting shelters and safe spaces according to the needs assessment. Second, it was decided to start a consultancy (funded by this and other project) to propose gender equality in the shelter management protocols developed by UNHCR and IOM. This idea made it possible to generate prevention guidelines and models of attention for cases of gender-based violence adapted to each shelter. The prevention guidelines have been used with shelter managers at a national level.

#### Multipurpose Cash Transfer Program

- The cash transfer program in this project has allowed users to cover their immediate needs, giving them dignity and agency and the autonomy to take actions to satisfy their urgent needs. Commonly related to food, education, health, and housing.
- The innovation of multipurpose cash delivery through ATMs has generated greater security and comfort for CARE technical team and especially for the participants. It has also provided an initial access to formal banking for those who plan to settle in the country. On the other hand, it has positioned CARE Ecuador as a reference organization in the use of this modality, leading the CCD in the country. It is important to note that other organizations such as HIAS and the Red Cross have adopted this mechanism.
- Due to the recurrence of the attention of women survivors of GBV, the project was able to respond to this issue and provide accompaniment and timely information, offering internal and external support services. On several occasions, cases were referred to institutions that are part of the rights protection system to achieve an adequate response to their needs in protection and restitution of rights.

#### WASH

- The differentiated kits for men, women, and babies were gratefully accepted. Therefore, it is suggested to pay attention to the users' recommendations regarding their content and propose the possibility of reviewing and adapting the materials in hygiene kits in the WASH group of the GTRM.
- In this project, CARE Ecuador promoted a pilot project for the delivery of menstrual cups. This intervention results were well accepted because it allows economic savings and sustainable care of the environment. This process has been complemented with workshops on their use. Sexual and reproductive health issues were also addressed.

#### Data gathering and feedback mechanisms

- The design and implementation of the participant registration system provided real-time information of the assistance for appropriate analysis, monitoring, communication of results, and decision-making processes.



- The systematic application of satisfaction surveys is recognized as a good practice in the project. It is recommended to survey at least 30% of the people assisted in each type of assistance to have a representative data sample.

## Challenges faced

### General hostile context

- The project's context was marked by social and political instability in Ecuador with events that affected the public order at the national level, such as the national strike in October 2019. There were also alarming outbreaks of xenophobia and discrimination due to the spread of criminal acts committed by different people including Venezuelan, among others. These acts were wrongly used to generate stereotypes connoting insecurity and violence due to the presence of the migrant population, which was reinforced by the government discourse. These factors caused delays and setbacks in the project as some activities were stopped, postponed, or delayed.

### Safety

- Safety challenges were identified in the delivery of assistance, which is why several efforts were made to carry out these actions in others than CARE facilities, but in places that were easily accessible to people identified with local partners. However, it is a challenge to continuously count with the availability of these sites and with adequate safety given that this depends on other actors, not CARE.

### Resources and support staff

- Although the (biometric) registration system for participants was a major innovation in the project, it has been a challenge to have the resources needed in order to maintain a continuous adaptation of the system to the requirements of the projects and their context. Similarly, counting with the personnel needed to carry out the support and management activities of the system and the database was a challenge.

### Feedback mechanisms

- A lack of knowledge about the project's FAM mechanisms from partners and participants was evident. Moreover, despite the communication of these mechanisms, people did not use them to full capacity. The complaint channels (mail and Whatsapp) are used as anonymous means for reporting complaints or suggestions. However, people did not feel confident to share their observations. This feedback mechanism requires a more in-depth analysis.

## Recommendations for future interventions

### Relevance

- **Partners and participants strongly value CARE Prioritization Criteria** - CARE's flexibility. Nevertheless, it is necessary to further analyze CARE's attention in moments of high demand, which depend on migratory flows or internal crises, such as the current health crisis caused by COVID-19). For example, it may be necessary to adjust criteria because high demand for care could exceed the capacity to respond from the technical and budgetary points of view. Also, it is suggested that the criteria for prioritization include people living on the streets and in poverty or extreme poverty. These are determining criteria for identifying people's level of vulnerability. Finally, in compliance with the principle of "no harm" it is suggested to



include a higher percentage of people from the host communities; this would help to reduce xenophobia and discrimination rates.

- **Changes in mobility dynamics and integration strategies** - Changes in the mobility dynamics of the target population require the deliberation and planning of policies to respond to the integration needs of those who settle in the country. Emphasis is placed on vulnerable groups such as women heads of households with minor children. This poses additional challenges for promoting livelihood strategies that take into account the burden of care tasks faced by women. Accordingly, it is necessary to link the humanitarian response with development proposals that promote the social, economic, cultural, and political integration of migrants in Ecuador.
- **Care to specific needs in the assistance delivery process**
  - ✚ The high proportion of families with children under five years old and pregnant or lactating women indicates the urgency of the assistance, its attention and delivery, and the physical space where it takes place to take into account the needs of these groups.
  - ✚ Due to the proportion of assisted people with some type of physical and/or visual disability, it is necessary to ensure physical, methodological, and material conditions during the assistance process as well as special mechanisms to provide information.
  - ✚ It is also strongly recommended to consider in the delivery process a more significant proportion of host community in a vulnerable situation as a strategy to prevent and reduce xenophobia.
- **Strategies - Shelter support:**
  - ✚ Future interventions that include the strengthening of spaces and capacities of local partners (such as shelters) should include a baseline on the perception of the beneficiaries of the services. In addition, after the intervention, the same control should be carried out to verify the improvement in the service from the participants' point of view.
  - ✚ A closer and more in-depth monitoring of shelter management is necessary to ensure compliance with minimum quality standards regarding care and safety in the environment. According to CARE technical team, complaints about shelters identified in the feedback mechanisms have been notified to shelters; however, this was not formally or systematically communicated. It has not been monitored subsequently.
- **Strategies - Protection Services - Money Transfers**
  - ✚ For exceptional cases, where people are in remote locations without ATMs nearby, the cash delivery mechanism should be available to prevent people from borrowing extra money for transportation and being exposed to additional risks.
  - ✚ It is suggested to allocate financial resources and strategies to carry out post-delivery monitoring to know the use of money given and the real impact on households. It would be also interesting to monitor the effects of cash transfers on local and community economic dynamics.
  - ✚ The contact person at Banco Pichincha suggested to formalize and regularize the use of the banking systems for immigrants. It is also essential to sensitize financial institutions and the community that NGOs inject capital into the country through humanitarian assistance, which boosts the economy since more money circulates in the country.
- **Strategies - WASH assistance - Hygiene kits**



- ✚ As the vulnerability of the Venezuelan population increases, the team should continuously update the content of the kits. Feedback provided by participants suggested to increase some items in the kits such as moisturizers, bath towels, sunscreen, combs, and underwear. Also, refugees mentioned their need for analgesics for menstrual cramps, birth control pills, and vitamins. Recommendations were given to improve the quality of the razor, add alcohol, gauzes, bandages, and change the presentation of deodorant and shampoo from sachet to roll-on or bottle. It was also recommended to include goods for the prevention of COVID-19, such as masks, disinfectant gel, and alcohol.
  - ✚ Furthermore, it would be beneficial to have family kits and that the NNA kit does not include condoms.
  - ✚ Additionally, since the hygiene kits have notorious bags with the project's logos, several participants on the street were approached and ask what they had on it and who had given it. They suggested that the bags should be more discreet to prevent unsafe situations.
  - ✚ For the delivery of menstrual cups, a more systematic monitoring of their use, benefits, and outcomes in women's situations is recommended. Controlling their usage can strengthen sexual and reproductive health.
  - ✚ To incorporate a logistics chain and adequate inventory management of assistance in species (in this case, hygiene kits) to speed up the purchase processes and adequate control of the stock.
- **Sensitization Strategies:** It is observed that the sensitization sessions on prevention of gender violence, risks in migration, and hygiene practices, have been mostly focused on the adult population. Given that boys and girls between the ages of 6 and 17 have been part of these sessions, it would be necessary to ensure that the proposals for sensitization and information, as well as the communication material generated, contemplate specific methodologies and content to reach the younger population.
  - ✚ The data raises the relevance of continuing the work in the prevention of all types of GBV and risks in migration and the need to strengthen these strategies by linking more actors such as educational institutions, the community, public officials, and other local actors.
  - ✚ There is a need to evaluate the understanding of the information or sensitization sessions and, if possible, follow-up mechanisms that will allow us to know if there has been a change in behavior in the population, adoption of new practices, and informed decision making processes, etc.
  - ✚ In terms of content, the participants recommended to go more in-depth into issues of labor rights or tenancy law to be able to know the specific rights of people in a situation of human mobility and to be able to demand them. This is especially important to confront the evictions that are taking place indiscriminately. Another issue they suggest is the attention and assistance of children in the framework of the pandemic and post-pandemic.
  - ✚ It would be interesting to deepen the knowledge or perception of practices to prevent and eliminate GBV from people's perspectives after receiving the talks, including indicators on these aspects and mechanisms to measure them.
  - ✚ It is also suggested that the talks could be more dynamic, creative, with the use of photos, music, playful techniques, etc. and the use of other mechanisms, such as



WhatsApp or social networks, to reach the population with messages of reinforcement, especially in the current context.

- ✚ Finally, it is recommended that the talks and group activities link and work with the host population as a mechanism to promote integration and a culture of peace from the perspective of rights, gender, and diversity.




### Effectiveness and Efficiency

- **Performance Indicators Baseline** - For future interventions, a clear baseline of the specific objectives and final results should be determined with the donor and the FPA.
- **Agile communication to context changes** – When there are changes in the context that affect the development of the project, the donor should be informed and presented with an adjustment proposal immediately.
- **Administrative processes** - It is necessary to promote a deeper involvement of the administrative teams since the initial planning of the project. They should be aware of all requirements to give advice and support the internal administrative teams, partners, and suppliers. It is necessary to include the Purchasing and Human Resources Units in the preparation and follow-up of the purchasing plan.
- **Data management and reporting:**
  - ✚ The variable of sexual orientation should be incorporated in reports since this would provide real data on the gender-diverse population served. In addition, the small number of LGBTIQ+ people attended may be evidence that CARE's services for this group could be reinforced with key strategies and messages channeled by organizations serving the LGBTIQ+ community.
  - ✚ Future interventions have to take into account the support activities and constant management of the registration system and the database. Budgetary requirements in terms of support personnel as fundamental aspects for adequate supervision and monitoring of humanitarian assistance projects have to be included in future aid.
- **Feedback Mechanisms (FAM):**
  - ✚ The lack of knowledge of the partners and participants of the FAM mechanisms shows the need to make a more exhaustive analysis of the functioning of these mechanisms, identify improvements, and perhaps look for new channels and spread them by different means. In this review, it is recommended, for example, to implement the suggestion box in each office and to place it in visible places. Users also suggest incorporating digital message boxes to ensure that information reaches decision-makers.
  - ✚ It is recommended to work on a standard operating procedure for handling complaints and suggestions that determine criteria, channels, responsibilities, and necessary responses to charges presented according to their severity and urgency.

### Sustainability

- **Relationships with local partners model** - The relationship with partners in the project yields a series of lessons and recommendations for future interventions:
  - ✚ It is considered relevant to follow up carefully on the due diligence to strengthen the partnership relationship with the organizations in the technical, administrative, and financial aspects, identify training needs, plan activities and logistical and operational requirements, and distribution of specific responsibilities.



-  It would be important to include the partners in the proposal formulations phase and in the decision-making processes to promote their appropriation of the projects.
-  It is suggested that when the intervention is initiating an agreed schedule and timetable for the delivery of assistance should be established considering the logistical and security requirements, procedures, and specific responsibilities of each party. It is recommended that security protocols be in place for the delivery of assistance.
-  It is suggested during the implementation of the project to maintain follow-up sessions to monitor and evaluate the mutual work carried out by CARE and its partner so that the compliance of agreements can be analyzed.





**ANEXO No. 1: FORMATO ENTREVISTAS SEMIESTRUCTURADA A ACTORES CLAVE DEL PROYECTO****EVALUCIÓN FINAL PROYECTO “Apoyo en protección, WASH y albergue refugiados venezolanos en situación de vulnerabilidad en Ecuador, 2019”**

**Objetivo:** El presente instrumento presenta un guión flexible con una batería de preguntas, con la finalidad de evaluar el alcance de objetivos y metas del proyecto mencionado, así como identificar, logros, desafíos, lecciones y recomendaciones para futuras propuestas desde la mirada de diferentes actores clave del proyecto.

**GUIÓN PARA ENTREVISTA SEMIESTRUCTURADA  
SOCIOS LOCALES/INSTITUCIONES ALIADAS**

Eficacia/eficiencia	1	¿Cómo describiría el proceso operativo de entrega de asistencia desde CARE? ¿Fue planificado organizado? ¿Hubo cancelaciones de última hora? ¿Duro el tiempo adecuado?
Eficacia/eficiencia	2	¿Considera que el proceso operativo de entrega contempló suficientes seguridades? Por qué?
Pertinencia	3	De su experiencia y de lo que pudo observar, ¿cuál fue el perfil de personas y qué grupo poblacional tuvo prioridad para recibir la asistencia (transferencia monetaria o kit de higiene) por parte de CARE?
Pertinencia	4	¿Qué necesidades cree o pudo evidenciar que las personas cubrieron con la transferencia monetaria y el kits de higiene?
Pertinencia	5	¿Cree que las personas que recibieron asistencia de CARE, continúan teniendo las mismas necesidades o serán distintas en la actualidad? Incluso, ¿Cree que puedan haber incrementado?
Pertinencia	6	¿Cree que el mecanismo de cobro de dinero por medio de cajero automático es adecuado o debe modificarse de alguna forma? ¿Identificó dificultades en el cobro desde las personas beneficiarias?
Sostenibilidad	7	Luego de este proceso de coordinación con CARE, ¿Cuáles considera qué fueron los principales aspectos de aprendizaje en el intercambio de experiencias entre CARE y (socio local)?
Pertinencia	8	¿Cómo describiría la calidad de las charlas brindadas en VBG y migración o higiene? ¿Fueron fáciles de entender para los participantes? La información les fue útil?
Sostenibilidad	9	¿Qué considera que podría mejorar en el relacionamiento y la coordinación con CARE?
Logros	10	¿Qué considera que es lo que más ha funcionado de la asistencia brindada por CARE?
Lecciones	11	¿Qué considera que es lo que menos ha funcionado de la asistencia brindada por CARE? ¿Identifica alguna acción que haya podido causar daño?
Sostenibilidad	12	¿Conoce los mecanismos para remitir sugerencias o transmitir alguna irregularidad frente al accionar de CARE? ¿Ha tenido la oportunidad de retroalimentar o evaluar el trabajo y los procesos de coordinación con CARE?
Recomendaciones	13	¿Qué recomendarían a CARE para próximas intervenciones tanto en su coordinación con socios locales, como directamente en su asistencia a los usuarios/as?

**GUIÓN PARA ENTREVISTA SEMIESTRUCTURADA  
CONTRAPARTES CARE LAC Y CARE CANADÁ**

Eficacia/eficiencia	1	Desde su conocimiento del proyecto ¿Qué percepción tiene respecto al cumplimiento general del proyecto, sus metas y actividades?
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Eficacia/eficiencia	2	¿Considera usted que al término del proyecto se ha contribuido al objetivo general de salvar vidas, aliviar el sufrimiento y mantener la dignidad humana de mujeres, hombres, niñas y niños refugiados en Ibarra, Tulcán, Quito y Huaquillas? Explique ¿de qué forma?
Pertinencia	3	¿Considera que el cumplimiento de metas de los 3 sectores abordados en el proyecto (Shelter, protección y WASH) fue el óptimo? ¿qué sector considera que tuvo los mejores resultados? Y cuál no llegó a cumplirse en su totalidad? Y por qué considera que aquello sucedió?
Eficacia/eficiencia	4	¿Tiene alguna recomendación al SOP de CARE para la entrega de asistencia?
Eficacia/eficiencia	5	¿Considera que la forma en la que se ejecutó el proyecto fue eficiente en tiempo y costo? ¿Por qué?
Pertinencia	6	¿Considera que el proyecto contribuyó a reducir las brechas de género en el acceso a sectores de protección, Shelter y WASH? ¿Facilitó el acceso de mujeres y niñas espacios seguros, y servicios de atención en casos de VBG?
Logros	7	¿Cuál considera que ha sido el logro más importante en el proyecto?
Lecciones	8	¿Cuál considera que ha sido el principal nudo crítico o desafío del proyecto?
Lecciones	9	¿Cuál considera que ha sido el aprendizaje más importante en el proyecto?
Recomendaciones	10	¿Qué recomendarían a CARE para próximas intervenciones? En aspectos como: identificación de participantes, proceso operativo de entrega de asistencia, sistema de registro, sistema MEAL, reportes (técnico y financiero), coordinación con socios locales, etc?

### GUIÓN PARA ENTREVISTA SEMIESTRUCTURADA PROVEEDOR SERVICIO – BANCO DEL PICHINCHA

Eficacia/eficiencia	1	¿Cómo ha funcionado el mecanismo de coordinación con CARE? Procesos, lineamientos, políticas, canales de información claros?
Eficacia/eficiencia	2	¿Puede describir por favor el proceso de generación de códigos en el banco desde que CARE envía la información?
Logros	3	¿Cuál es el principal logro que usted identifica de esta alianza y del proceso en sí mismo?
Lecciones	4	¿Qué elementos se pueden mejorar en esta relación y en el proceso de la transferencia en el cajero? A dos niveles a nivel de coordinación y a nivel del proceso
Recomendaciones	5	¿Qué recomendaría a CARE para mejorar este mecanismo de entrega de dinero a participantes por medio de cajero automático? ¿Qué recomendaría para fortalecer la alianza y replicar este sistema?

### ANEXO No. 2: FORMATO GRUPOS FOCALES CON PARTICIPANTES Y EQUIPO TÉCNICO/COORDINADOR DEL PROYECTO

#### EVALUCIÓN FINAL PROYECTO “Apoyo en protección, WASH y albergue refugiados venezolanos en situación de vulnerabilidad en Ecuador, 2019”

**Objetivo:** como metodologías cualitativas para levantamiento de información, se pretende realizar grupos focales con la finalidad de generar discusión, reflexión y aprendizaje grupal entre los/as asistentes mediante la caracterización de algunos aspectos clave del proyecto, así como la identificación, logros, desafíos, lecciones y recomendaciones desde la mirada de diferentes actores clave de la intervención.

tendrán una duración entre 80 y 90 minutos, contarán con la participación de 8 a 10 asistentes que estarán divididos entre: participantes del proyecto (2), el equipo técnico



de implementación (1) y el equipo coordinador y administrativo (1) del proyecto. La metodología que será participativa y dinámica tendrá 3 etapas: bienvenida y contextualización de la actividad, discusión y reflexión de acuerdo a preguntas propuesta, cierre y despedida. Se utilizará la plataforma Zoom en la que la interacción con los participantes deberá ser motivada por el/la facilitador/a dado que no habrá posibilidad de hacer dinámicas presenciales. En caso de tener una buena conexión se sugiere activar los videos para que los/as participantes puedan conocerse e interactuar. El acuerdo de confidencialidad será puesto a conocimiento de los participantes con antelación al inicio del proceso y será único para todo el grupo. Las discusiones serán grabadas con el fin de asegurar que una sistematización precisa y completa.

### Sugerencias para la facilitación:

- No juzga el éxito ni el fracaso, ni buscar responsables cuando algo no haya funcionado bien
- Identificar con exactitud qué pasó
- Permitir que el aprendizaje se dé en un ámbito libre de temor o represalias
- Estimular a los/as participantes a expresar lecciones importantes
- No sugerir las respuestas para no sesgar lo que los/as participantes puedan expresar
- Busca descubrir porqué sucedieron las cosas - identificar la causa principal
- Enfocarse en la objetividad (apegarse a lo que en realidad se dijo o se hizo, sin asumir sobre las intenciones de lo que se dijo o se hizo)
- Enfocarse en metas y acciones que debían cumplirse
- Facilitar la comprensión colectiva
- No sobre analizar antes de realizar recomendaciones y tomar acción; aplicar la mentalidad de mejora/experimentación continua
- Lo que se dice es más importante que quien lo dice.

### GUIA PARA GRUPOS FOCALES PARTICIPANTES DEL PROYECTO

Objetivo	Información adicional	Actividad	Tiempo
Explicar los objetivos del grupo focal y presentarse entre los participantes	Esta sesión se enmarca en la evaluación final de uno de los proyectos de asistencia humanitaria de CARE, financiado por el Gob. De Canadá por lo que pretende discutir sobre los diferentes componentes del proyecto, obtener lecciones y recomendaciones para mejorar futuras intervenciones. Acuerdos: levantar la mano para intervenir, las intervenciones deben ser concretas (no más de 45 seg-, sino el/ facilitador/a podrá interrumpir para solicitar que se resuma), no hay respuestas equivocadas, la opinión de todos es igual de importante, no es de interés quien responde sino las reflexiones que se hagan.	Bienvenida a la sesión y presentación de los/as participantes (nombre, dónde vive y qué es lo que más le gusta del Ecuador). El/la facilitador/a va mencionando a cada participante de acuerdo a la lista facilitada previamente. Explicar acuerdos para la interacción.	5 minutos



Discutir y reflexionar sobre distintos aspectos del proyecto que se refieren a pertinencia, eficiencia/eficacia, sostenibilidad, logros y recomendaciones.	En un PPT se presentará 1 pregunta en cada diapositiva que el/la facilitador/a irá leyendo y esperará a que los participantes voluntariamente intervengan, en caso de que no lo hagan puede dirigirse directamente a algún asistente para conocer su opinión y así ir motivando la intervención de todos. La sistematizadora deberá tomar nota de los puntos más relevantes discutidos por los participantes.	Reflexiones y discusión a partir de preguntas generadoras. Serán 12 preguntas, para cada una habrá un promedio de 5 minutos.	60 minutos
Presentar una síntesis de los temas discutidos, agradecimiento y cierre del taller	La sistematizadora presentará una síntesis de puntos relevantes. La Facilitadora dará conclusiones de ser el caso, y cerrará con el agradecimiento a los asistentes	Síntesis de puntos relevantes, conclusiones, agradecimiento a los asistentes y cierre del taller.	10 minutos

### PREGUNTAS GENERADORAS

Eficacia/eficiencia	1	¿Cómo describiría el proceso operativo de entrega de asistencia desde CARE? ¿Fue planificado u organizado? ¿Hubo cancelaciones de última hora? ¿Duró el tiempo necesario?
Eficacia/eficiencia	2	¿Considera que el proceso de entrega de asistencia contempló suficientes seguridades? Por qué?
Pertinencia/Protección	3	¿Qué necesidad cubrió con el dinero multipropósito entregado?
Pertinencia/Protección	4	¿Cuál fue su experiencia con el cobro del dinero por medio del cajero? ¿Tuvo algún tipo de dificultad?
Pertinencia/WASH	5	¿Considera que habría algo que mejorar en los artículos provistos en el kit de higiene? ¿En cantidad, calidad o variedad?
Pertinencia/Salud	6	¿Las mejoras realizadas en el albergue respecto a equipamiento de dormitorios, le permitieron sentirse más cómodo y seguro? ¿Qué se podría mejorar respecto a la seguridad del albergue?
Pertinencia/Salud	7	¿Conoce de algún servicio para la prevención y atención de casos de violencia basada en género al interior del albergue? ¿El albergue cuenta con personal cualificado para atender este tipo de situaciones? ¿En caso de conocer alguna persona que ha sufrido violencia, le han informado de manera pertinente sobre los servicios que existen al interior y a al exterior del albergue, como por ejemplo, la posibilidad de presentar denuncia, y acceder a medidas de protección?
Pertinencia/Protección	8	¿Cómo describiría la calidad de las charlas brindadas en VBG y migración o higiene? ¿Fueron interesantes? ¿Fáciles de entender? ¿La información fue útil?
Sostenibilidad	9	¿Ha aplicado la información y las sugerencias provistas en las charlas de alguna forma? En cuál?
Eficacia/eficiencia	10	¿Cómo ha sido el contacto y la interacción con el equipo técnico de CARE? Ha sido fácil la comunicación, la información prevista ha sido veraz?
Pertinencia	11	¿Tuvo conocimiento o acceso a los canales mediante los cuales puede remitir quejas o sugerencias?
Logros	12	¿Qué es lo que más ha valorado de la asistencia de CARE?
Recomendaciones	13	¿Qué cree que se debería mejorar? ¿Qué recomendaciones puede dar a CARE para próximos proyectos e intervenciones? A su equipo técnico, al tipo de asistencia que provee, a la forma en la que entrega asistencia, etc.?

**ANEXO No. 3: SISTEMATIZACIÓN GRUPO FOCAL 1 CON PARTICIPANTES DEL PROYECTO**

DATOS GENERALES	
Facilitadora:	Adriana Muela
Sistematizadora:	Mónica Tobar
Medio por el que se realiza el grupo focal:	Zoom
Fecha del grupo focal:	21 de mayo de 2020
Perfil de participantes:	Personas que recibieron asistencia de CARE, en albergue, protección o WASH, en el marco del proyecto GAC. <b>Grupo focal 1:</b> 8-10 participantes de Ibarra <b>Grupo focal 2:</b> 8-10 participantes de Huaquillas y Quito (especialmente componente shelter)

0-5 años			6-17 años			18-30 años			31-64 años			65 o más			TOTAL
M	F	O	M	F	O	M	F	O	M	F	O	M	F	O	
							1	1	2	5					9

Criterio	Aspecto	Reflexiones Grupo Focal
Eficacia/eficiencia	1. Proceso de entrega de asistencia	<ul style="list-style-type: none"> <li>El proceso y la entrega se realizó de manera organizada y ordenada, el tiempo de espera fue el adecuado.</li> <li>La respuesta es ágil y transparente</li> <li>La respuesta de CARE ha sido integral, es decir no solo se hacía la entrega de kits sino que se impartían talleres que daban herramientas para el crecimiento personal.</li> <li>“CARE nos ha ayudado a través de charlas de crecimiento personal a través de la amiga Paola, Mercedes” Rodelys</li> </ul>
Eficacia/eficiencia	2. Proceso de entrega de asistencia	<ul style="list-style-type: none"> <li>En general los participantes perciben que se toman las medidas de seguridad para precautelar su integridad. Sin embargo, advierten que se debe incrementar el número de personas en la atención para mejorar la seguridad; explican que siempre que había una entrega solo habían 3 o 4 personas de la organización y ellos atendían a grandes cantidades de personas.</li> <li>El grupo identifica que quienes estaban en situación de mayor vulnerabilidad querían recibir la ayuda por una segunda vez y estas personas generaban conflictos y discordias al momento de requerir una segunda asistencia.</li> </ul>



		<ul style="list-style-type: none"><li>• Los participantes advierten que las seguridades físicas no eran las más adecuadas si los problemas escalaban a situaciones mayores, es decir la puerta era demasiado débil si alguien pretendía entrar por la fuerza.</li><li>• Se resalta la importancia de entregar el efectivo multipropósito a través de la entrega en efectivo, porque eso es permite a los participantes sentirse más seguros</li><li>• El grupo estaba conformado por personas que había recibido dinero en efectivo antes de la implementación de la transferencia por ATM, y ellos advirtieron que no tuvieron problemas de seguridad</li></ul>
Pertinencia/Protección	3. Necesidad cubierta CASH	<ul style="list-style-type: none"><li>• El grupo indica que ha utilizado el recurso en: medicinas, alimentación, compra de mercancía para iniciar pequeños emprendimientos, compra de +útiles escolares para sus hijos</li><li>• “Para fue útil recibir este dinero a los dos días que llegue al país porque me permitió comprar golosinas para hacer venta en la calle y eso me ayudó a sostenerme a mí y a mi pareja un buen tiempo” Gain</li><li>• Uno de los usuarios sugiere que si la información está actualizada a la fecha en la cual las personas recibieron el cash la primera vez, se puede implementar una forma o un mecanismo de desbloqueo cada 4 meses para que puedan acceder otra vez a esta asistencia, esta sería una manera de evitar que las personas busquen formas irresponsables de obtener la asistencia porque se sabe que algunas han intentado falsificar documentos para obtener dicha asistencia dos veces</li></ul>
Pertinencia/Protección	4. Experiencia cobro dinero	<ul style="list-style-type: none"><li>• Los usuarios comentan que fue fácil el proceso de retiro de dinero, no hubo problemas porque se recibió información muy clara de cómo acceder a los cajeros</li><li>• Una persona reporta que tuvo problemas pero que recibió asistencia inmediata y pudo acceder al dinero</li><li>• Se recomienda que la asistencia no sea solo por una vez, porque las necesidades son muy grandes y el dinero no siempre es suficiente</li></ul>



<b>Pertinencia/WASH</b>	5. Mejoras artículos kits higiene	<ul style="list-style-type: none"><li>• “Los artículos fueron útiles y de buena calidad. La cantidad es muy buena si son pocos los miembros de las familias, pero si hay más personas en la familia las cantidades se vuelven insuficientes” Yuly</li><li>• Los usuarios reportan que el kit para adulto se entregaba uno por familia y sería bueno que se proporcione uno por cada miembro familiar</li><li>• Se sugiere que la calidad de la rasuradora sea mejorada porque solo se la puede utilizar una vez</li><li>• Se sugiere cambiar la presentación del desodorante de sachet a roll on porque en sachet se desperdicia y se puede usar por poco tiempo. Hubo usuarios que reportan haber recibido en roll on y apoyan a que es una mejor presentación</li><li>• “Se debería añadir al kit de higiene insumos básico de primeros auxilios como alcohol, gasas, banditas” Gain</li><li>• Se considera que deben mantenerse las dos modalidades de asistencia: las entregas de kits de higiene y el dinero en efectivo multipropósito</li></ul>
<b>Pertinencia/Shelter</b>	6. Seguridad en albergue a partir de mejoras	<ul style="list-style-type: none"><li>• Una usuaria del MMO reporta que estuvo en enero de 2020 y dormía en el piso (hay que considerar que el proceso de remodelación del albergue no había empezado) *</li><li>• “La diferencia en el MMO es muy notable, las paredes y la pintura fueron arregladas, el cambio es significativo y me siento satisfecha” Yuly</li><li>• Las adecuaciones en el albergue de la Mitad del Mundo han proporcionado seguridad y privacidad para las mujeres y los niños, sobretodo porque se instalaron puertas en los baños</li></ul>
<b>Pertinencia/Shelter</b>	7. Prevención y atención VBG en albergue	<ul style="list-style-type: none"><li>• Los usuarios reportan que se implementaron círculos de apoyo.</li><li>• “Dentro del trabajo de CARE no solo entregaban kit o nos ayudaban con financiamiento, sino que a través de talleres nos daban herramientas para continuar luchando” Testimonio</li><li>• En los talleres de salud sexual y violencia no solo se tratan los temas de reproducción, sino que en muchas mujeres se trabaja para concientizar de que no son objetos y sus vidas no pertenecen a otra personas</li></ul>





<b>Pertinencia/Protección</b>	8. Calidad charlas VBG/migración e higiene	<ul style="list-style-type: none"> <li>La percepción de los usuarios es que CARE ha sido la organización que ha brindado respuesta inmediata a las necesidades de la población migrante</li> <li>Se sugiere que las charlas sean más dinámicas, creativas, que se haga uso de fotos, música, etc.</li> </ul>
<b>Sostenibilidad</b>	9. Cambio comportamiento a partir charlas vbg e higiene	<ul style="list-style-type: none"> <li>Las usuarias reportan que se recibe asistencia legal y sicosocial para poder superar la violencia intrafamiliar</li> </ul>
<b>Eficacia/eficiencia</b>	10. Comunicación e interacción con equipo CARE	<ul style="list-style-type: none"> <li>los usuarios perciben que la comunicación es transparente, oportuna</li> <li>Los usuarios perciben que el equipo de CARE es accesible y brinda información adecuada</li> <li>“Yo una vez tuve un problema con un chico de CARE que tuvo un comportamiento poco empático y me hizo sentir humillado, este incidente lo reporte con Kerly quien me brindo disculpas y me atendió” Testimonio</li> </ul>
<b>Pertinencia</b>	11. Acceso a mecanismo retroalimentación	<ul style="list-style-type: none"> <li>Debe existir un mejor trato para dirigirse a las personas, por parte de algunos miembros del equipo.</li> <li>Se debe crear una caja de sugerencias en la oficina</li> <li>Los usuarios no conocen los mecanismos de retroalimentación, no sabían que existía un correo o un número de WhatsApp para canalizar sus quejas o sugerencias</li> <li>Los usuarios sugieren incorporar cajas de mensajes digitales para asegurar que la información llegue a quienes tomas decisiones</li> </ul>
<b>Logros</b>	12. Logros	<ul style="list-style-type: none"> <li>Los usuarios reportan que CARE ha logrado dar asistencia a los que más necesitan.</li> </ul>
<b>Recomendaciones</b>	13. Recomendaciones	<ul style="list-style-type: none"> <li>Ampliar la cobertura, es decir, no solo entregar a las personas que están en tránsito sino a quienes ya están residiendo en el país</li> <li>Combinar la asistencia monetaria para atender necesidades básicas, pero también tener un fondo para emprender, por tanto, si existiera el dinero y las capacidades/conocimientos para emprender, el dinero podría rendir más</li> </ul>





	<ul style="list-style-type: none"><li>• Brindar la asistencia monetaria más de una vez y realizar procesos o charlas sobre emprendimiento, por ejemplo, cómo hacer donas</li><li>• Ampliar las modalidades de asistencia, para poder atender a la población estudiantil porque el inicio del año escolar requiere la compra de útiles y uniformes que son costosos.</li><li>• “En mi persona el apoyo que CARE me ha dado es excelente. Ya que han llegado más allá de sus labores. para mí el equipo de Care Huaquillas no son sólo trabajadores, sino que son mis amigos. Agradezco a Kerly, Paola Mercedes, Carlos por ir más allá” Gain</li></ul>
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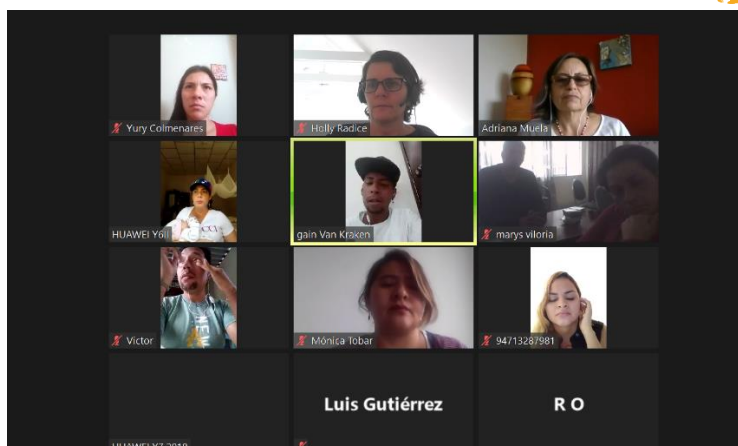
\*Se debe verificar esta información y hacer un seguimiento más profundo a participantes del MMO ue hayan estado en estas fechas, porque el proyecto doto de insumos para que las personas puedan acceder a un lugar más cómodo.

\* Acceso a la grabación

[https://careorg.zoom.us/rec/share/udJaDr\\_ryWVLWKv0yGjiav98NZa0aaa81XQY-foJnxtsv0pSkNCinRiyOF7XC6qn](https://careorg.zoom.us/rec/share/udJaDr_ryWVLWKv0yGjiav98NZa0aaa81XQY-foJnxtsv0pSkNCinRiyOF7XC6qn) (Access Password: 1K+&KA\$3)

### Fotos





#### ANEXO No. 4: SISTEMATIZACIÓN GRUPO FOCAL 2 CON PARTICIPANTES DEL PROYECTO

DATOS GENERALES	
Facilitador/a:	<b>Belén Ayala</b>
Sistematizadora:	<b>Manuela Farina</b>
Medio por el que se realiza el grupo focal:	<b>zoom</b>
Fecha del grupo focal:	<b>26/05/2020</b>
Perfil de participantes:	Personas que recibieron asistencia de CARE, en albergue, protección o WASH, en el marco del proyecto GAC. <b>Grupo focal 1: 8 participantes de Ibarra</b>

0-5 años			6-17 años			18-30 años			31-64 años			65 o más			TOTAL
M	F	O	M	F	O	M	F	O	M	F	O	M	F	O	
						1	3		3	1					

Criterio	Aspecto	Reflexiones Grupo Focal
Eficacia/eficiencia	1. Proceso de entrega de asistencia	Acorde a la opinión de las personas beneficiarias, el proceso de asistencia estuvo oportuno y planificado. Se atendieron a las personas acorde a las necesidades que presentaban a través de entregas en efectivo (cash transfer multipropósito), en especies (entregas de kits de higiene), y servicios (atenciones legales y psicológicas. Esto en el marco de otro proyecto).
Eficacia/eficiencia	2. Proceso de entrega de asistencia	El proceso de entrega de transferencias monetarias estuvo coordinado y organizado. Se realizaron listados previos con las personas beneficiarias a recibir la ayuda; y se contemplaron todas las medidas de seguridad para prevenir eventuales riesgos. En relación al tiempo de entrega, esto ha sido oportuno e inmediato.



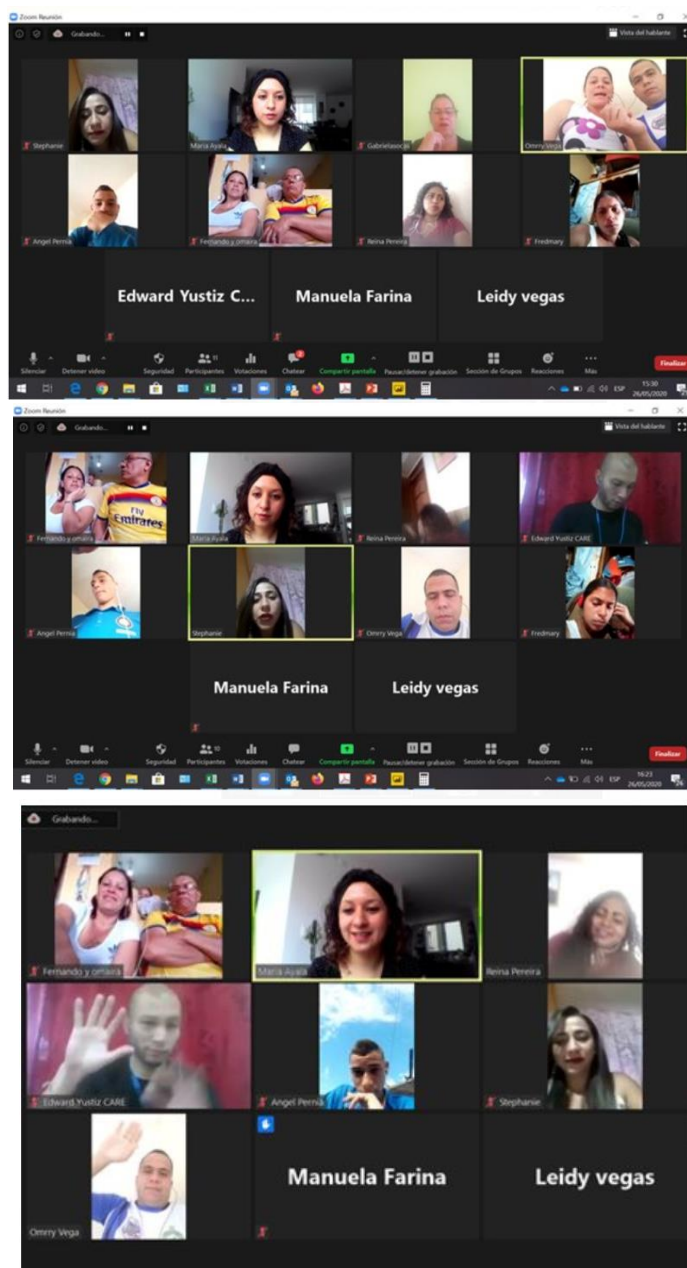
Pertinencia/Protección	3. Necesidad cubierta CASH	El cash transfer multipropósito ha permitido cubrir diferentes necesidades inmediatas de las personas beneficiarias, y ha contribuido en la generación de medios de vida. Las personas manifiestan que utilizaron el dinero recibido para compra de alimentos, pago de arriendo, pago de servicios, y/u otros insumos para la casa. En relación a los medios de vida, una beneficiaria destaca que ha podido comprar verduras para contar con un puesto en el mercado, y vender esos productos; otra participante señala que ha invertido el dinero en la compra de gel y alcohol para vender en la calle.
Pertinencia/Protección	4. Experiencia cobro dinero	En relación a la experiencia de cobro del dinero, las personas expresaron que no tuvieron particulares dificultades. Todas recibieron un instructivo con los pasos para realizar el retiro del dinero. En caso de bloqueo del código se comunicaron con los y las técnicas que prontamente les dieron una solución.
Pertinencia/WASH	5. Mejoras artículos kits higiene	En cuanto los artículos de higiene, las personas que asistieron al grupo focal expresaron que estos fueron oportunos, y de buena calidad. Esta entrega les ha permitido tener acceso a productos de higiene. Destacan que sin esta ayuda no podrían haber adquirido estos insumos. Realizan las siguientes recomendaciones: <ul style="list-style-type: none"> <li>• El champú debería ser entregado en un frasco en lugar que sachet, para satisfacer la necesidad de un grupo familiar. Esto permitiría un ahorro económico y ambiental.</li> <li>• Incluir artículos para hacer frente a la emergencia sanitaria COVID.</li> </ul>
Pertinencia/Shelter	6. Seguridad en albergue a partir de mejoras	
Pertinencia/Shelter	7. Prevención y atención VBG en albergue	
Pertinencia/Protección	8. Calidad charlas VBG/migración e higiene	En cuanto a las charlas de sensibilización sobre VBG y riesgo en la movilidad humana, estas fueron muy buenas, comprensibles, “uno siente que se le está hablando el mismo idioma”. Se abordaron los siguientes temas, xenofobia, violencia basada en género, ruta de atención, e instancias defensoras de derechos, “aprendimos sobre los derechos que tenemos como personas en movilidad humana al estar en territorio ecuatoriano”.  Se recomienda profundizar sobre los derechos laborales, ley de inquilinato para poder conocer los derechos de las personas en situación de movilidad humana, y poderlos exigir. Esto especialmente para hacer frente a los desalojos que se está



		<p>dando de manera indiscriminada, y están afectando principalmente a las personas en movilidad humana. Otra de las temáticas que sugieren, es la atención y el cuidado de NNA en el marco de la pandemia del COVID-19.</p> <p>En el contexto de emergencia sanitaria, se podrían hacer charlas por medio de zoom sobre diferentes temáticas. También se podrían hacer videos informativos, que se podrían compartir a más personas a través de WhatsApp o redes sociales.</p>
Sostenibilidad	9. Cambio comportamiento a partir charlas vbg e higiene	Tras la asistencia a la charla sobre VBG y riesgo en la movilidad humana, una beneficiaria señala que ha decidido tomar cita con el psicólogo con su hija para acceder a contención emocional y apoyo psicológico.
Eficacia/eficiencia	10. Comunicación e interacción con equipo CARE	Las personas que asistieron al grupo focal señalaron que la comunicación con el equipo de CARE ha sido muy buena, satisfactoria y empática. Recibieron buen trato, y contención emocional.
Pertinencia	11. Acceso a mecanismo retroalimentación	En cuanto a los mecanismos de retroalimentación, la mayoría señaló no tener conocimiento, y unos pocos nombraron la página web, teléfono y whatsapp. Esto es evidencia, que es importante de parte de CARE hacer más énfasis sobre estos mecanismos, y la importancia de recibir una retroalimentación de parte de las personas beneficiarias del proyecto.
Logros	12. Logros	Entre los logros, se puede destacar haber brindado atención integral a las personas en situación de movilidad humana con calidez humana.
Recomendaciones	13. Recomendaciones	<p>Las personas que asistieron al grupo focal realizaron las siguientes recomendaciones:</p> <ul style="list-style-type: none"> <li>• Coordinar iniciativas para poder alcanzar a las personas en situación de mayor necesidad.</li> <li>• Realizar charlas de sensibilización sobre derechos laborales, inquilinato, niñez en el marco de la pandemia del COVID.</li> <li>• Brindar atención a las personas venezolanas caminantes que desean regresar a este país. Entre ellos, hay niños y niñas de 4 a 12 años que no tienen satisfechas sus necesidades básicas. Se debería entregar alimentos, agua, dinero en efectivo para movilización y contar con un techo seguro a lo largo del camino.</li> <li>• Apoyar en la generación de medios de vida, para realizar emprendimientos, y acceder al trabajo bajo dependencia.</li> </ul>

Al finalizar el taller, estas son las palabras que destacaron las personas de la atención recibida: **Calidad humana; profesionalismo; amabilidad; compromiso, satisfacer necesidades; respeto; atención.**

**Fotos:**



## ANEXO No. 5: ENTREVISTAS PILOTO A MUJERES BENEFICIARIAS DE COPAS MENSTRUALES

**PROYECTO “Apoyo en protección, WASH y albergue refugiados venezolanos en situación de vulnerabilidad en Ecuador, 2019”**

**Objetivo:** El presente instrumento presenta un guion flexible con una batería de preguntas, con la finalidad de evaluar el alcance de objetivos y metas del proyecto mencionado, así como identificar, logros, desafíos, lecciones y recomendaciones para futuras propuestas desde la mirada de diferentes actores clave del proyecto.

**Muestra:** 4 mujeres en edad reproductiva en Ibarra y Huaquillas.

**Sistematización del pilotaje sobre el uso de las copas menstruales entregadas a mujeres migrantes y refugiadas.**



Criterio	Aspecto (No. Preg)	Resultados Entrevista
Pertinencia	1. Necesidades cubiertas	Las personas entrevistadas consideraron que la entrega de copas menstruales responde a las necesidades de las mujeres, y especialmente de las mujeres en situación de movilidad humana. El 50% de las mujeres (2) afirmaron utilizaron las copas menstruales de una manera muy satisfactoria; Las otras dos beneficiarias afirmaron conocer su uso, sin embargo no la están utilizando debido a que una se encuentra embarazada de gemelos, y la otra está utilizando el implante como método anticonceptivo.
Sostenibilidad	2. Fortalecimiento capacidades de las mujeres en SSR	Las participantes destacaron que los talleres permitieron fortalecer sus capacidades en prevención de la violencia basada en género, salud sexual y reproductiva e higiene menstrual. Tras la capacitación recibida, dos de las personas entrevistadas empezaron a utilizar la copa en lugar de las toallas higiénicas. Asimismo, destacan que se deberían replicar esta información con más mujeres, y ellas mismas socializaron la información recibida con sus amigas y familiares (hermanas, primas, etc.).
Pertinencia	3. Calidad charlas SSR, menstruación e higiene	La totalidad de las beneficiarias indicaron que el taller sobre uso de la copa y salud sexual y reproductiva ha sido excelente, muy claro y participativo. Este permitió intercambiar opiniones, reflexionar y aclarar dudas sobre estos temas. Asimismo, se abordaron diferentes temas, entre los cuales prevención de la violencia basada en género, y violencia sexual.
Logros	4. Logros	Se destacaron las siguientes ventajas del uso de la copa menstrual: <ul style="list-style-type: none"> <li>• Permite cubrir las necesidades de higiene menstrual de las mujeres de todas las edades.</li> <li>• Comodidad. Una participante afirma que respecto a las toallas higiénicas “la copa menstrual es más cómoda al momento de dormir, caminar, moverse”.</li> <li>• Permite un importante ahorro económico y ambiental.</li> </ul>
Lecciones	5. Nudos críticos	Se evidenciaron las siguientes desventajas: <ul style="list-style-type: none"> <li>• Las mujeres que tienen flujos abundantes tienen que limpiar la copa con más frecuencia.</li> <li>• Las mujeres que tienen infecciones vaginales tienen problemas en el utilizzo.</li> <li>• Muchas mujeres desconocen este artículo y esto hace que se mantengan imaginarios que limitan su uso.</li> </ul>



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Recomendaciones	6. Recomendaciones	Las personas beneficiarias realizan las siguientes recomendaciones: Realizar videos y capacitaciones de sensibilización a mujeres en edad reproductiva para que puedan conocer los beneficios de las copas menstruales. Esto ayudaría a que más mujeres puedan ampliar los conocimientos sobre los artículos de higiene disponibles en el mercado, y poder acceder a ellos acorde a sus necesidades (copas, toallas, tampones, etc.).
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#### ANEXO No. 6: REVISIÓN DESPUÉS DE LA ACCIÓN

Proceso de entrega en el marco del Programación de Transferencias Monetarias Multipropósitos



### REVISIÓN DESPUÉS DE LA ACCIÓN

Proceso de entrega en el marco del Programación de Transferencias Monetarias Multipropósitos del proyecto de Apoyo en protección, WASH y albergue refugiados venezolanos en situación de vulnerabilidad en Ecuador

Mayo 2020

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**Facilitadora: Holly Radice, asesora técnica de transferencias monetarias y mercados,  
CARE USA**





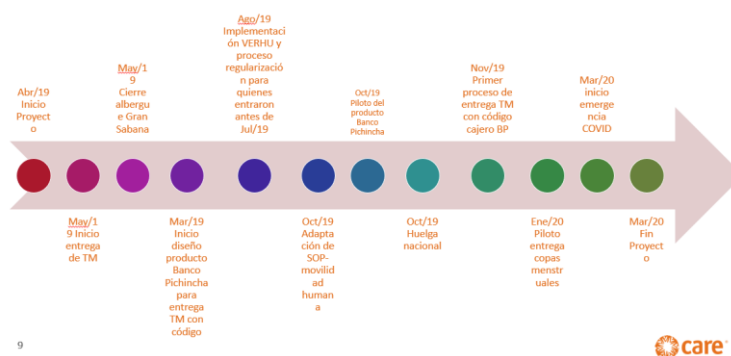
## 1. Introducción

Con los fondos del Gobierno de Canadá a través del Global Affairs Canada, CARE Ecuador un implementó el proyecto “Apoyo en protección, WASH y albergue refugiados venezolanos en situación de vulnerabilidad en Ecuador” durante el periodo de 1 abril 2019 al 31 de marzo 2020. Unas de las actividades del proyecto fueron a proporcionar transferencias monetarias (PTM) multipropósitos a personas en movilidad humanitaria. CARE y sus socios alcanzaron 10,204 personas. Al final del proyecto, y como parte de una evaluación general del proyecto, CARE Ecuador embarcó en una Revisión Después de la Acción (RDA) de la implementación de la PTM.

El ejercicio fue facilitado por la asesora global de PTM y mercados y fue virtual por causa de la cuarentena causado por la pandemia de COVID-19 (Véase el Anexo I por la metodología). Por cuestiones de tiempo no pudieron a llegar a acuerdos definitivos sino abrió una conversación sobre las experiencias de los distintos equipos. Los equipos se enfocaron en los hitos principales del proyecto y el entorno del país durante la vida del proyecto. Luego, dividió en cuatros grupos para abordar tres preguntas principales de la RDA:

- ¿Qué sucedió?
- ¿Qué salió bien?
- ¿Qué podría haber ido mejor?

Principales hitos del proyecto en el tiempo



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## 2. ¿Qué sucedió?

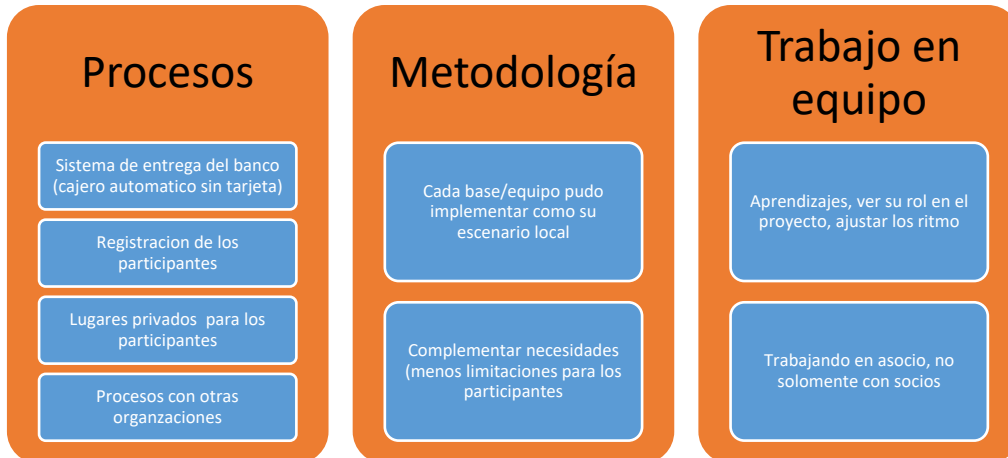
Los grupos tenían observaciones diferentes sobre que sucedió:

- **Ritmo del proyecto:** inicio lento, luego presión para dar seguimiento sus requerimientos.
- **Objetivos:** Alta demanda de beneficiarios que requieren la asistencia humanitaria por diferentes fines
- **Metodologías:** dinero en efectivo y riesgo; la nueva tecnología de entrega; inconvenientes con criterios y montos; sensibilización acompañó las TM

## 3. ¿Qué salió bien?

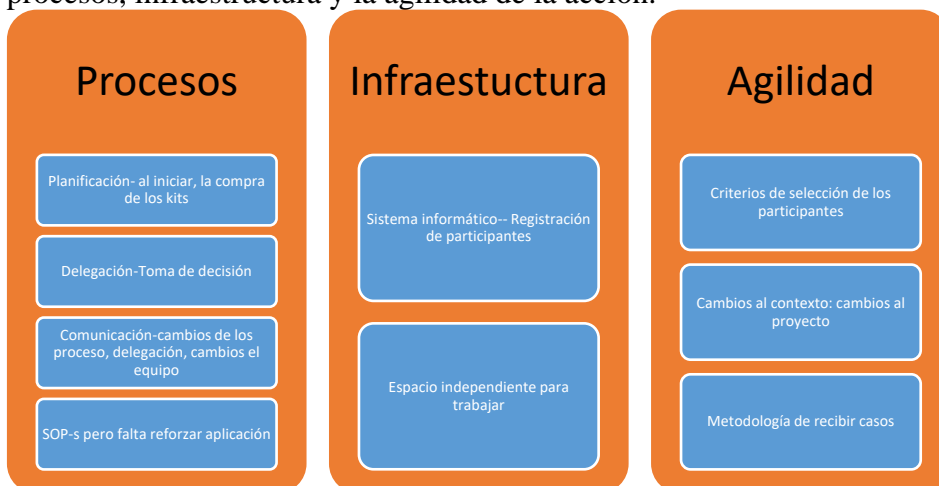


En la opinión de los equipos, había tres ramos de éxitos de la PTM que cuales son los procesos, metodología y trabajo en equipo.



#### 4. ¿Qué podría haber ido mejor?

En la opinión de los equipos, había tres ramos de desafíos de la PTM que cuales son los procesos, infraestructura y la agilidad de la acción.



#### 5. ¿Qué debemos cambiar en el futuro?

Varios miembros del equipo pudieron compartir sus observaciones sobre cuáles son las acciones claves para mejorar una acción similar en el futuro. El listado no es exhausto. Por cuestiones de tiempo y no llegaron al indicar cuales son los más urgentes. Sin embargo, da unas luces de prioridades potenciales.

