

Annual Results Report

2025

Ecuador

Acknowledgements

UNHCR would like to thank all the stakeholders that contributed data and evidence to this report and reviewed their progress against the joint results of the strategy, including forcibly displaced and stateless people, host communities and host governments, United Nations agencies, and international and national non-governmental organizations, civil society and private sector. Their contributions enable us to create positive changes in the lives of the people we serve.

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Note:

The baseline values presented in this document reflect previous year's progress when available. If such data is not available, strategy baseline values are used instead.

Downloaded date: 08/05/2026

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- 4.1 - Lessons Learned and Future Outlook

Section 1: Context and Overview

1.1 Changes to the Operational Context

In 2025, Ecuador's operational context grew more complex amid security, political, economic and environmental pressures. Violence linked to organized crime (with a homicide rate of 50.9 per 100,000) heightened protection risks and challenged humanitarian access. Regionally, shifting policies and increased restrictions on mobility and regularization placed additional demands on Ecuador's asylum and migration systems. In this context, reforms to the Human Mobility Law, the end of regularization for Venezuelans and a stronger focus on security shaped the operational environment, while weather-related shocks increased vulnerabilities. These dynamics unfolded during a constrained global funding environment.

Ecuador continued to host a significant number of refugees and migrants, mainly from the Bolivarian Republic of Venezuela and Colombia, alongside new arrivals and those in transit. In 2025, 9,774 asylum claims were registered (60 per cent Venezuelan and 40 per cent Colombian), a 33 per cent decrease from 2024, linked to reduced capacity of asylum authorities, rather than declining protection needs. Inflows from Colombia persisted amid ongoing conflict, while around 90 per cent of Venezuelans remained in an irregular status (JNA 2024). Internal displacement also expanded, affecting Ecuadorians and refugees alike, with heightened risks for women, children and youth.

This required UNHCR to respond under critical resource constraints. Office closures and staff reductions limited presence, capacity, development efforts and integration opportunities. UNHCR prioritized safeguarding access to asylum, strengthened coordination and technical support to Government on internal displacement as a protection and stability concern, and advanced solutions-oriented approaches. In 2026, continuous advocacy remains essential to sustain the protection space while aligning with national governance priorities to facilitate durable solutions for forcibly displaced and stateless people.

1.2. Progress Against the Desired Impact

1. Impact Area: Attaining Favorable Protection Environments

Forcibly displaced people receive protection according to international standards and in line with their rights and specific needs.

Population Type	Indicator	
	Baseline	Actual (2025)
1.1 Proportion of people seeking international protection who are able to access asylum procedures		
Refugees and Asylum-seekers	100.00%	100.00%
1.2 Proportion of people who are able to move freely within the country of habitual residence		
Refugees and Asylum-seekers	100.00%	100.00%

In 2025, Ecuador's protection landscape was marked by rising violence and shrinking humanitarian capacity, yet important progress was made in advancing the rights and safety of forcibly displaced people. UNHCR's collective efforts with the State, civil society, and partners expanded the reach of international protection, ensuring that 50,486 people accessed specialised services, legal support, and case management.

This strategic response facilitated more effective access to the asylum system, reinforced state mechanisms and community-based services, particularly for survivors of violence and children. Even as capacity constraints led to a 55.26 per cent reduction in biometric registrations compared to 2024, UNHCR and partners registered 16,856 people with acute needs, ensuring that the most vulnerable were identified, and referrals were streamlined through State and civil society services. Through the National Helpline, UNHCR counselled 11,695 people, providing a lifeline of information to those beyond physical reach.

Success was anchored in a shift toward stability through integration in basic services, driven by an ongoing and comprehensive response that considered protection to also attain durable solutions. UNHCR demonstrated that enhanced coordination among local institutions and humanitarian actors can yield results even in dynamic contexts. Streamlining access to protection services and socioeconomic stability, UNHCR furthered self-reliance and local integration. While structural pressures and limited institutional capacity remain a challenge, this progress reflects a resilient commitment to ensuring that the rights of those forced to flee are both recognised and realised.

2. Impact Area: Realizing Rights in Safe Environments

Most vulnerable forcibly displaced people are able to cover their basic needs and access rights, including health and education.

Population Type	Indicator	
	Baseline	Actual (2025)
2.2 Proportion of people residing in physically safe and secure settlements with access to basic facilities		
Refugees and Asylum-seekers	16.55%	21.97%
2.3 Proportion of people with access to health services		
Refugees and Asylum-seekers	79.71%	79.71%

In 2025, forcibly displaced people in Ecuador saw tangible improvements in their daily lives, driven by a collective push to bridge the gap between displacement and dignity.

This response was largely delivered through basic needs assistance, through which UNHCR reached 9,658 people compared to 8,610 in 2024. By addressing these vulnerabilities, UNHCR curtailed negative coping strategies and fostered stability, enabling households to maintain minimum living standards and cover essential costs despite growing economic pressures. According to UNHCR's Post Distribution Monitoring report, of 4,946 people who received assistance, 60 per cent were able to meet at least half or more of their basic needs. This demonstrates the importance of sustained support to promote economic empowerment and self-reliance.

For many forcibly displaced people, this assistance did more than cover basic needs. For women with acute protection risks, it enabled safe relocation, reducing exposure to harm and providing families with a safer foundation to rebuild their lives and advance toward local integration.

However, full integration in basic rights continues to face persistent barriers. While 65 per cent of forcibly displaced children are enrolled in the national education system, a significant gap remains at the upper secondary level, where enrolment stands at 47 per cent compared to the national average of 76 per cent. Closing this gap is critical to ensure displaced youth are not left behind.

Health outcomes in 2025 reflect a similar duality. UNHCR advocacy and the openness of the public health system enabled strong coverage in key areas, with measles vaccination rates at 79 per cent, skilled birth attendance at 97 per cent, and medical consultations rising from 9,218 in 2024 to 14,512 in 2025. However, structural barriers persist: 27 per cent of households were still unable to access medical treatment when needed, highlighting ongoing challenges in navigating national health services.

4. Impact Area: Securing Solutions

Forcibly displaced people achieve self-reliance and progressively find durable solutions in resilient and cohesive communities.

Population Type	Indicator	
	Baseline	Actual (2025)
4.2a Number of people who departed on resettlement		
Refugees and Asylum-seekers	3,878	684
4.3b Number of refugees for whom residency status is granted or confirmed		
Refugees and Asylum-seekers	73,051	81,195

In 2025, UNHCR focused on strengthening durable solutions to address protracted displacement despite structural socio-economic constraints. Through advocacy, economic integration and expanded opportunities, UNHCR championed a comprehensive approach, bridging gaps between displacement and self-reliance while strengthening local services.

Joint advocacy with the State and private sector ensured that 21 per cent of forcibly displaced people held documentation granting the right to work, a 10 per cent decrease from 2024 linked to the end of the regularization process.

UNHCR boosted this momentum by facilitating the economic integration of 6,118 forcibly displaced people across ten cities, indirectly benefiting more than 21,400 dependents. Among participants, 48 per cent had a bank account, 48 per cent of supported entrepreneurs were formally registered, three out of ten entrepreneurs generated employment for others, and 67 per cent supported through employment pathways secured formal jobs. This contrasts with the broader context, where only 10 per cent of forcibly displaced people report links to the formal labour market.

To promote systemic change, UNHCR expanded the Companies with Refugees network to 237 private sector actors and supported ten local governments with capacity building for inclusive policymaking. Partnerships with the World Bank, IADB and GIZ ensured that development programmes include displaced populations. Through the “Un Mundo Posible” initiative, UNHCR also addressed social exclusion through media engagement and tools for inclusive public services to counter misinformation and foster cohesion.

For the most vulnerable, resettlement remained a life-saving protection tool. In 2025, UNHCR submitted 159 people for resettlement and saw 684 depart to their resettlement country, 42 per cent of whom were survivors of torture or violence. UNHCR also identified 50 healthcare professionals for the 2026 Italian Labour Corridor initiative.

Other Core Impact Indicators

Country	Population Type	Baseline	Actual(2025)
3.1 Proportion of people who have the right to decent work			
Ecuador	Refugees and Asylum-seekers	31.22%	30.47%
3.2a Proportion of children and young people enrolled in primary education			
Ecuador	Refugees and Asylum-seekers	78.42%	80.79%
3.2b Proportion of children and young people enrolled in secondary education			
Ecuador	Refugees and Asylum-seekers	48.95%	48.95%
3.3 Proportion of people feeling safe walking alone in their neighbourhood after dark			
Ecuador	Refugees and Asylum-seekers	34.47%	18.85%

1.3 Challenges to Achieving Impacts

In 2025, lasting impact was hindered by a volatile protection environment, characterized by increased violence and insecurity and shrinking humanitarian space across Ecuador. Security narratives often link displacement to crime, eroding displaced person's trust in institutions, and complicating critical tasks such as identification, registration, and access to justice. These dynamics coincided with broader system-wide capacity constraints, which contributed to uneven protection standards and growing backlogs within asylum procedures.

Resource constraints, driven by a sharp decline in humanitarian funding, led UNHCR to a recalibration of priorities. Operational downsizing directly curtailed outreach and registration capacity, limiting presence in high-risk provinces just as needs were increasing across the country. These gaps also weakened referral systems and narrowed the scale of UNHCR's preventive work, particularly impacting specialized services for children and violence survivors. In addition, the limited capacity of national health and education systems, paired with reduced livelihood opportunities, posed significant challenges on UNHCR's efforts to foster self-reliance and local integration sustainably.

Despite these difficulties, prospects for overcoming these barriers lie in UNHCR's strategic shift toward high-impact partnerships, coordination, advocacy and tighter prioritization. To preserve the protection and solutions environment, UNHCR has focused on sustainable advocacy and the integration of displaced populations into national priorities. Leveraging evidence-based policymaking, UNHCR has aimed to bolster state capacity at all its levels and ensure that even in a resource-constrained reality, the most vulnerable are not left behind. Looking ahead, UNHCR will continue to transform these challenges into opportunities for

more resilient programming and locally-led protection and solutions in Ecuador.

1.4 Collaboration and Partnerships

In 2025, strategic partnerships were the engine behind UNHCR's ability to deliver protection and foster integration for forcibly displaced people in Ecuador. Aligned with the Global Compact on Refugees and the SDGs, UNHCR's leadership within the inter-agency R4V platform (GTRM) turned policy into practice. By coordinating more than 70 organizations, including UN agencies, NGOs, and refugee-led organizations, UNHCR ensured that the Response Plan for Refugees and Migrants (RMRP) delivered operational complementarity rather than duplication. Further efforts were made to begin preparations for the GTRM to be unified in a combined humanitarian architecture, bridging coordination with the UNCT with implementation to begin in 2026. This unified architecture allowed for seamless coordination and reinforced UNHCR's commitment to accountability and localization.

A key effort in 2025 was the deepened engagement with grassroots and community-based actors. By partnering with 13 non-governmental organizations and implementing six grant agreements directly with refugee-led groups, UNHCR ensured that protection remained rooted in communities. This local-first approach helped stretch limited funding and strengthened social cohesion.

Collaboration with government counterparts remained a cornerstone of UNHCR's interventions. By working alongside key ministries and local governments, UNHCR paved the way for the integration of displaced people into national health, education, and social systems. Furthermore, coordination with development actors such as the World Bank and the IADB successfully bridged the gap between immediate humanitarian relief and long-term development.

Looking toward 2026, UNHCR's ongoing role within the Humanitarian and UN Country Teams is focused on launching a more integrated coordination network. This transition will ensure that collective impact is not only sustained but amplified and strengthened, creating a more coherent and resilient response for years to come.

Section 2: Results

2.1. Outcomes and Achievements

1. Outcome Area: Access to Territory, Reg. and Documentation

Forcibly displaced people are timely identified and referred to protection services

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
1.1 Proportion of refugees and asylum seekers registered on an individual basis			
Refugees and Asylum-seekers	100.00%	100.00%	100.00%
1.2 Proportion of children under 5 years of age whose births have been registered with a civil authority			
Refugees and Asylum-seekers	98.53%	100.00%	98.94%
1.3 Proportion of people with legally recognized identity documents or credentials			
Refugees and Asylum-seekers	100.00%	100.00%	100.00%

Core Output Indicators

Population Type	Indicator
	Actual (2025)
01.1.1 Number of people registered on an individual basis	
Refugees and Asylum-seekers	21,701
01.2.1 Number of people supported to obtain civil status, identity or legal status documentation	
Refugees and Asylum-seekers	2,927

Progress Against the Desired Outcome

In 2025, UNHCR supported the Government of Ecuador in maintaining a border policy for refugees and asylum-seekers that upheld international protection standards, despite gaps in the identification and referral of those in need. UNHCR provided critical technical and financial support to government institutions at all levels to bridge these divides, strengthening the national capacity to deliver sustainable registration, documentation, and asylum services. This strategic partnership focused on reinforcing State mechanisms, ensuring that the legal and physical safety of forcibly displaced people remained a national priority.

UNHCR-supported reception and temporary accommodation services provided a vital first line of response for new arrivals. These facilities provided 13,736 people with specific protection needs, including families and people at extreme risk, with emergency accommodation and psychosocial support. By facilitating initial stabilization in border and urban areas with high demand, these services enabled the early detection of protection risks and ensured timely referral to State protection systems. This early intervention was essential for people with heightened protection needs, helping guide them toward the appropriate national services and support structures.

Moreover, registration and documentation remained central to the 2025 protection strategy. UNHCR and its partners registered 21,701 people in 2025, ensuring that despite a decrease from the 48,515 registered in 2024 due to operational downsizing, the identification of those facing heightened risks remained consistent. This helped ensure those with heightened protection risks were identified to deliver specialized services.

Specialized protection pathways ensured that 50,486 individuals received tailored support, including legal assistance, mobile brigades, and interventions for survivors of violence. This comprehensive response extended to the most vulnerable, with UNHCR providing case management for 513 unaccompanied and separated children, significantly reducing their exposure to violence and exploitation. Furthermore, UNHCR assisted 2,927 forcibly displaced people in obtaining civil identity or legal status documents. This support enhanced their access to rights and public services, helping people transition from the margins of society into the formal protection of the State.

By streamlining the reception, registration, identification and referral process, UNHCR strengthened both institutional and community capacities to deliver on providing unimpeded access to asylum and documentation. This comprehensive progress reflects the ongoing commitment by Ecuador to ensuring that the rights of those forced to flee are not just recognised by the State but actively realized through accessible and inclusive national systems.

2. Outcome Area: Status Determination

Forcibly displaced people have access to fair and efficient refugee status determination procedures

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
2.1 Average processing time (in days) from registration to first instance asylum decision			
Refugees and Asylum-seekers	298.00	200.00	298.00
2.2 Proportion of people undergoing asylum procedures who have access to legal representation			
Refugees and Asylum-seekers	100.00%	100.00%	100.00%
2.3 Proportion of people undergoing asylum procedures who have access to an effective appeal mechanism after first instance rejection of their claim			
Refugees and Asylum-seekers	100.00%	100.00%	100.00%

Core Output Indicators

Population Type	Indicator
	Actual (2025)
02.1.1 UNHCR has provided capacity development support to strengthen the national status determination system(s), in accordance with international standards	
Refugees and Asylum-seekers	Yes

Progress Against the Desired Outcome

In 2025, access to asylum in Ecuador remained functional despite a high-pressure environment marked by escalating insecurity and constrained institutional capacity. UNHCR played a pivotal role in ensuring that refugees and asylum-seekers continued to access formal procedures and due process guarantees. By providing technical support to the asylum authority and legal assistance, UNHCR helped applicants navigate complex requirements, submit claims, and file appeals, a vital safeguard against the risk of refoulement, particularly for those in irregular situations or with specific protection needs.

Institutional performance in 2025 reflected the challenges of a shrinking humanitarian space and declining resources. The asylum authority processed 9,774 claims for interview, a decrease from 14,486 in 2024. This trend was largely driven by a deteriorating security situation and reduced outreach capacity among humanitarian actors. Consequently, the number of people recognized as refugees stood at 3,240, with a recognition rate of 67 per cent (3 per cent less than in 2024) while 578 appeals were processed. Despite these results, the system faced mounting pressure: the asylum backlog doubled from 6,997 in 2024 to 13,680 cases in 2025. Nevertheless, through institutional adjustments and shifting caseloads, the average processing time was successfully maintained at five months.

To overcome these challenges, UNHCR strengthened its technical support to the State. Through the Quality Assurance Initiative (QAI) and a dedicated performance-monitoring tool, UNHCR helped the asylum authority identify bottlenecks and monitor interviewer performance, laying the groundwork for more efficient processing in the years ahead. This on-site support was complemented by the strategic deployment of six mobile registration and eligibility brigades to the most remote and high-risk regions, including Lago Agrio (3 units), Machala (1 unit), and San Lorenzo (2 units). This supported decentralisation efforts in order to enhance access to the asylum procedure. These brigades, complemented with legal and psychosocial services delivered by partners such as NRC and HIAS, successfully processed 5,058 claims for 2,277 people. Although this is a reduction from the 12 brigades conducted in 2024 when nearly 5,000 people were supported, they helped ensure that geographical isolation did not become a barrier to accessing protection.

UNHCR also supported the State in reinforcing the quality of decision-making by hosting a second consecutive protection workshop for the asylum authority staff and participating in regular Asylum Eligibility Commission meetings, without voting rights. These interventions ensured that even under significant budget and capacity reductions, the core of Ecuador's asylum system remained resilient, prioritizing case management, fairness and efficiency, and safeguarding the fundamental rights of those seeking international protection.

4. Outcome Area: Gender-based Violence

Gender-based violence survivors have access to specialized protection responses in a safe environment

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
4.1 Proportion of people who know where to access available GBV services			
Refugees and Asylum-seekers	75.37%	80.00%	71.59%
4.3 Proportion of survivors who are satisfied with GBV case management services			
Refugees and Asylum-seekers	93.01%	100.00%	93.01%

Core Output Indicators

Indicator	
Population Type	Actual (2025)
04.1.1 Number of people who benefitted from specialized GBV programmes	
Host Community	7,863
Refugees and Asylum-seekers	4,285

Progress Against the Desired Outcome

In 2025, Ecuador faced its most volatile security climate in recent history, with violent deaths reaching 50.91 per 100,000 people. This deterioration disproportionately affected women and girls, with 777 reported femicides nationwide, a staggering 49 per cent increase from 2024. Psychological violence remained a widespread crisis, evidenced by 23,035 filed complaints. UNHCR's protection monitoring further revealed a significant awareness gap on prevention and response to gender-based violence, with 49 per cent of 1,292 surveyed refugee households with intentions to stay in Ecuador unable to define or identify warning signals of violence against women and girls.

These conditions necessitated a robust expansion of UNHCR's prevention and gender-based survivor-support strategies. In 2025, the number of survivors assisted among refugees, asylum-seekers, and host communities rose by 64.5 per cent compared to the previous year. Specifically, 4,859 survivors received comprehensive case management, while 12,148 people accessed specialized support, including psychosocial care, legal aid, and safe accommodation. For those facing the most acute threats, the Relocation Protocol provided 17 families with a pathway to safety within Ecuador. These efforts contributed to a significant increase in awareness, with 71.59 per cent of forcibly displaced people now knowing where to access essential support services.

UNHCR also bolstered the national response by enhancing assessment tools and risk-analysis instruments. These technical improvements allowed for the earlier identification of risks and the more rapid activation of assistance plans. To ensure continuity of care in regions where services had been reduced, UNHCR trained 2,541 frontline workers and protection actors across civil society and public institutions, bridging critical gaps in institutional presence.

At the community level, UNHCR engaged 5,379 displaced and host-community members across ten provinces in initiatives designed to prevent gender-based violence against women and girls. Through awareness sessions, women's circles, and workshops on masculinities, including the Engaging Men through Accountable Practices (EMAP) framework, these programmes fostered early risk recognition and a collective rejection of violence against women and girls.

On the policy front, UNHCR ensured the sustainability of these protections by renewing its memorandum of understanding with the Ministry of Women and Human Rights through 2027. Following the Ministry's closure, UNHCR swiftly re-established cooperation mechanisms with the new Ministry of Government. By leading and supporting inter-agency spaces such as the Gender Roundtable of International Cooperation (MEGECI) and the UN System Gender Working Group, UNHCR maintained a coordinated, high-impact response to protect the rights and safety of women and girls across Ecuador.

5. Outcome Area: Child Protection

Unaccompanied, separated or at-risk children and adolescents have access to efficient protection responses

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
5.1 Proportion of children at heightened risk who are supported by a Best Interests Procedure			
Refugees and Asylum-seekers	70.25%	99.00%	64.61%
5.2 Proportion of children who participate in community-based child protection programmes			
Refugees and Asylum-seekers	18.53%	34.00%	18.53%
5.3 Proportion of unaccompanied and separated children who are in an alternative care arrangement			
Refugees and Asylum-seekers	21.72%	49.00%	18.89%

Core Output Indicators

Population Type	Indicator
	Actual (2025)
05.1.1 Number of children and caregivers who received child protection services	
Refugees and Asylum-seekers	2,593

Progress Against the Desired Outcome

In 2025, refugee and forcibly displaced children in Ecuador navigated an increasingly dangerous landscape defined by systemic poverty, escalating violence, and a limited national child protection system. Government data reveals that over 70,000 children have been identified annually as requiring special protection and nearly 9,000 placed in alternative care. There was an alarming 521.5 per cent increase in homicides of children and adolescents between 2021 and 2024. This deterioration in security has directly heightened the risks of forced displacement, sexual violence, and exploitation, leaving deep mental health impacts on the youngest populations, particularly girls.

Despite facing significant resource constraints and office closures, UNHCR remained a vital pillar of support for the most vulnerable. UNHCR maintained its specialized child protection case-management system, providing direct assistance to 513 unaccompanied, separated, and at-risk children. This included conducting 142 Best-Interest Assessments (BIAs) to ensure that protection decisions were rooted in each child's specific needs. Furthermore, UNHCR supported 150 unaccompanied adolescents in alternative care and provided basic needs assistance to 37 others. To ensure the sustainability of these efforts, 807 frontline actors received capacity-strengthening training, equipping them to respond to the unique needs of displaced children.

The worsening socio-economic context exposed children to secondary risks, including school dropout, child labour, and recruitment by criminal groups. According to UNHCR's 2025 Results Monitoring Survey (RMS), only 21.25 per cent of children accessed community-based protection programmes, highlighting a significant gap in coverage. With the 2025 capacity, UNHCR supported 1,657 children through community initiatives (34 per cent less than in 2024) and reached 1,494 children through sports activities designed to bolster social cohesion and provide a safe alternative to the risks of violence.

Moreover, UNHCR partnered with UNICEF to conduct a comprehensive study on the recruitment of children by criminal groups. This research will serve as the foundation for a future protection model, with findings set

to be presented to State authorities in 2026. This evidence-based approach aims to drive a national policy dialogue that prioritizes the safety and rights of all children in Ecuador, regardless of their status.

6. Outcome Area: Safety and Access to Justice

Forcibly displaced people have access to the justice system, legal services and state protection mechanism

Core Output Indicators

Indicator	
Population Type	Actual (2025)
06.1.1 Number of people who received legal assistance	
Refugees and Asylum-seekers	23,351

Progress Against the Desired Outcome

In 2025, access to justice and State protection mechanisms remained key to the protection response in Ecuador, particularly as heightened security dynamics and stricter border controls made legal support a vital service. For refugees, asylum-seekers and other forcibly displaced people, quality legal assistance was more than a procedural requirement; it was a fundamental safeguard against refoulement and arbitrary return. In this context, UNHCR sustained technical and financial support to public institutions, most notably the Public Defender's Office and specialized civil society partners, to ensure sustainability of services. Through this support, the rights of 23,351 people were actively defended.

This legal support impacted the entire protection spectrum. Within the total, 8,190 people received the legal counselling necessary to navigate complex asylum, regularization pathways and other available remedies. Direct representation by the Public Defender's Office reached 13,674 people, ranging from asylum claims to management of migratory sanctions. Some 543 displaced people facing such sanctions received a formal legal defence, directly mitigating the risks of detention, deportation, or loss of status. Furthermore, 944 survivors of violence against women and girls were supported through targeted legal orientation, ensuring they could navigate specialized justice mechanisms with the necessary expert guidance.

These interventions reinforced the integrity of Ecuador's due process guarantees. UNHCR's involvement helped expand the geographic reach of these services and promoted a more consistent application of international protection standards and building paths toward durable solutions. By improving referral pathways, UNHCR ensured that legal support was seamlessly linked to registration, monitoring, and mobile outreach efforts.

A major driver of stability in 2025 was the role of the Constitutional Court. Through consistent jurisprudence, the Court strengthened a protection framework that prioritizes non-refoulement, due process, and non-discrimination, improving clarity and predictability for forcibly displaced people. Via its CEDEC centre, the Court also advanced the training of justice operators and public officials. This institutional strengthening fostered a more predictable legal environment, reducing barriers for forcibly displaced persons and ensuring that international standards are reflected in the daily interpretations of the law.

7. Outcome Area: Community Engagement and Women's Empowerment

Host communities and forcibly displaced people develop strategies to mitigate violence and insecurity risks.

Inclusive community-based networks are strengthened to mitigate protection, security and environmental risks and facilitate social cohesion

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
7.1 Extent participation of displaced and stateless people across programme phases is supported.			
Refugees and Asylum-seekers	Moderate	Extensive	Moderate
7.2 Proportion of people who have access to safe feedback and response mechanisms			
Refugees and Asylum-seekers	6.50%	50.00%	20.08%
7.3 Proportion of women participating in leadership/management structures			
Refugees and Asylum-seekers	55.76%	80.00%	78.35%

Core Output Indicators

Population Type	Indicator	Actual (2025)
	07.1.1 Number of people consulted through Participatory Assessments	
Host Community		118
Refugees and Asylum-seekers		95
07.2.1 Number of people who used UNHCR- supported feedback & response mechanisms to voice their needs/ concerns/feedback		
Refugees and Asylum-seekers		1,164
07.3.1 Number of people who received protection services		
Refugees and Asylum-seekers		50,486

Progress Against the Desired Outcome

In 2025, UNHCR prioritized community-based protection to strengthen social cohesion and integration within a volatile environment. These efforts reached 14,840 forcibly displaced people and host-community members across 11 provinces. While this represents a 9 per cent decrease from 2024 due to resource constraints and staff reductions, the impact remained significant in countering discrimination and restoring a sense of resilience. With only 18.85 per cent of displaced people reporting feeling safe in their neighbourhoods, UNHCR's support for 120 community spaces, including centres, kitchens, shelters, and sports facilities, was vital. These spaces enabled 1,429 people from diverse groups, including women, children, LGBTIQ+ people, and Indigenous and Afro-descendant communities, to engage in protection-oriented initiatives that fostered safety and belonging.

Localization was the primary driver of this strategy. UNHCR provided technical and operational support to 78 community-based organisations led by refugees, women, and youth. This included direct funding through grant agreements for six organisations working on critical issues such as integration, sexual and reproductive health, HIV awareness, and violence prevention. Furthermore, the consolidation of a national

network of 18 women-led community organizations, achieved through a partnership with UN Women, created a sustainable platform for female leadership and advocacy at the grassroots level.

UNHCR also reinforced its commitment to accountability and two-way communication. Throughout the year, UNHCR managed 1,381 feedback reports through accessible mechanisms, including email, dedicated hotline and suggestion/complaint boxes ensuring that the voices of displaced people directly shaped operational decisions. Digital outreach remained a cornerstone of information sharing, with the UNHCR HELP platform registering 242,589 visits from people seeking reliable guidance on rights and services.

Finally, community consultations with 213 refugees, migrants, and host-community members, the majority of whom were women and girls, provided essential qualitative data on protection and integration. These insights allowed UNHCR to make evidence-based adjustments to its interventions, ensuring that support remained relevant to the evolving needs of the community. By empowering local leaders and maintaining robust feedback loops, UNHCR ensured that protection was not just delivered to the community but built from within it.

8. Outcome Area: Well-Being and Basic Needs

Forcibly displaced families improve access to basic needs and relevant services

The emergency response to forcibly displaced persons is relevant and efficient, including climate change actions, and mitigation of violence and insecurity risks

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
8.1 Proportion of people that receive cash transfers and/or non-food items			
Refugees and Asylum-seekers	6.40%	6.00%	3.56%
8.2 Proportion of people with primary reliance on clean (cooking) fuels and technology			
Refugees and Asylum-seekers	98.57%	100.00%	98.08%

Core Output Indicators

Indicator	
Population Type	Actual (2025)
08.1.1 Number of people who received cash assistance	
Host Community	708
Refugees and Asylum-seekers	8,950
08.2.1 Number of people who received non-food items	
Host Community	1,280
Refugees and Asylum-seekers	5,681

Progress Against the Desired Outcome

In 2025, UNHCR's multipurpose assistance was a critical lifeline to support wellbeing among forcibly displaced families, enabling supported households to maintain access to essential goods and services despite sustained economic pressures. Post-distribution monitoring confirmed that supported families

prioritised vital expenditures, primarily housing costs, utilities, food, and healthcare. By providing assistance tailored to household size for a three-month period, UNHCR helped families manage these immediate expenses, preventing a further deterioration in living conditions and significantly reducing the reliance on negative coping mechanisms, such as skipping meals, withdrawing children from schools or accumulating debt.

UNHCR achieved these results through the delivery of timely, predictable, and safe multipurpose assistance. By utilizing tested and established delivery mechanisms, the response ensured that households could access support with confidence and dignity. Results in 2025 continue to reflect the positive outcomes of needs-based support: 92 per cent of recipients reported improvements in their living conditions and a similar proportion reported reduction in stress levels, while 60 per cent of households reported being able to meet half or more of their basic needs – according to the 2025 post distribution monitoring.

In parallel, UNHCR provided specialized multipurpose assistance for people needing to relocate due to acute security threats. This targeted support addressed the immediate needs linked to protection risks and displacement, ensuring the continuity of essential services during relocation periods lasting between three to six months.

The success of these interventions was strengthened by strategic stakeholder engagement. The financial service provider, Banco Pichincha, ensured the efficiency of the delivery mechanism through dedicated communication and customer service channels. This partnership was instrumental in maintaining the reliability and accessibility of assistance, ensuring that even in a challenging economic climate, the most vulnerable people could receive support to meet their basic needs through a dignified and safe national banking infrastructure.

10. Outcome Area: Healthy Lives

Forcibly displaced people improve their access to primary health care services, and especially to maternal and child health, sexual and reproductive health and mental health and psychosocial support

Core Outcome Indicators

Indicator			
Population Type	Baseline	Target (2025)	Actual (2025)
10.1 Proportion of children aged 9 months to five years who have received measles vaccination			
Refugees and Asylum-seekers	79.17%	100.00%	76.60%
10.2. Proportion of births attended by skilled health personnel			
Refugees and Asylum-seekers	96.97%	100.00%	88.89%

Core Output Indicators

Indicator	
Population Type	Actual (2025)
10.2.1 Number of consultations in UNHCR supported mental health and psychosocial support services	
Host Community	4,648
Refugees and Asylum-seekers	9,864

Progress Against the Desired Outcome

In 2025, Ecuador's public health system faced an unprecedented crisis, characterized by medicine shortages, restricted service availability, and significant administrative strain. While 2023 indicators obtained through the Results Monitoring Survey suggested a robust system, such as 79% measles vaccination coverage and 97% skilled birth attendance for forcibly displaced people, the 2025 Protection Monitoring found that 27 per cent of 1,292 surveyed forcibly displaced households with intentions to stay in Ecuador were unable to access essential medical treatment.

Within this challenging context, UNHCR remained a vital partner to the State, focusing on providing support in meeting the most critical gaps in mental health and specialized care. UNHCR's mental health and psychosocial support services reached 14,512 people, providing a necessary lifeline for those grappling with displacement-related distress grief and the psychological impact of rising insecurity. By coordinating with community leaders and local institutions, UNHCR strengthened early risk-identification and referral pathways. This community-based approach fostered emotional care networks that empowered refugees and host communities to better recognize, prevent, and report protection risks.

UNHCR also supported sexual and reproductive health and HIV prevention in high-risk provinces hosting forcibly displaced people, including Esmeraldas, Guayas, and El Oro. Through a grassroots strategy, UNHCR delivered workshops and awareness sessions to 640 individuals, specifically targeting those most excluded from traditional health services, such as sex workers, transgender people, and displaced youth. These efforts were reinforced by the distribution of 970 HIV prevention kits and capacity-strengthening training for 136 members of community-led organisations. By focusing on high-vulnerability settings, UNHCR ensured that even as national health systems contracted, the most marginalized populations continued accessing the information and preventative measures essential to their survival and dignity.

11. Outcome Area: Education

Vulnerable children and adolescents have improved access to, stay in school, and completion of primary and secondary education in a safe and inclusive environment.

Core Outcome Indicators

Indicator			
Population Type	Baseline	Target (2025)	Actual (2025)
11.2 Proportion of children and young people enrolled in the national education system			
Refugees and Asylum-seekers	65.11%	100.00%	65.11%

Core Output Indicators

Indicator	
Population Type	Actual (2025)
11.1.1 Number of people who benefitted from education programming	
Host Community	300
Refugees and Asylum-seekers	5

Progress Against the Desired Outcome

In 2025, ensuring that forcibly displaced children could access and remain in the Ecuadorian education system was a critical protection priority. While historical data suggests high national enrolment, the reality for displaced youth is increasingly precarious. Forcibly displaced children face a 65 per cent enrolment rate, a significant gap compared to their Ecuadorian peers (92 per cent). Disparities were further recorded among Colombian students (83 per cent) and Venezuelan students (79 per cent). The gap widened at the upper secondary level, where enrolment for non-Ecuadorian adolescents averaged at 47 per cent, far below the 76 per cent enrolment rate of among Ecuadorian secondary school students.

The Ministry of Education figures confirm a concerning downward trend: the total number of Venezuelan students enrolled in school has dropped by 25 per cent since its peak in 2022, dropping from 60,146 in 2021-2022 to 45,291 in 2024-2025. This decline is largely driven by escalating insecurity, the fear of recruitment by criminal groups in schools, and severe household economic constraints that make even basic education expenses prohibitive.

Despite a landscape of reduced resources, UNHCR maintained its commitment to fostering safe and inclusive learning environments. A cornerstone of this effort was the “Respiramos Inclusión” methodology, which focuses on promoting social cohesion and eliminating xenophobia within the classroom. In 2025, this programme was implemented in nine educational institutions, directly reaching 203 students, teachers, and administrative staff. While budget constraints led to a reduction in coverage compared to 2024 (2,142 people reached in 30 schools), the initiative remained a vital tool for creating protective spaces where displaced children could learn alongside their host-community peers without fear of discrimination.

UNHCR also focused on the resilience of the education workforce and the aspirations of older youth. Efforts included specialized support to strengthen teacher resilience in regions most affected by violence, ensuring that educators were better equipped to support students living in violent environments. At the tertiary level, UNHCR sustained its support for higher education through the Albert Einstein German Academic Refugee Initiative (DAFI) scholarship programme, enabling 40 refugee students to pursue university degrees.

Finally, throughout the year, UNHCR remained a lead advocate for policy-level integration. By maintaining a continuous dialogue with the Ministry of Education, UNHCR worked to ensure that forcibly displaced children were explicitly considered in national education policies. These efforts were designed to protect the progress made in recent years and to reinforce the principle that education is a fundamental right and a primary shield against exploitation and violence for every child in Ecuador.

13. Outcome Area: Self Reliance, Economic Inclusion and Livelihoods

Forcibly displaced people improve their ability to generate income in conditions of safety and dignity and are integrated into local socioeconomic networks

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
13.1. Proportion of people with an account at a bank or other financial institution or with a mobile-money-service provider			
Refugees and Asylum-seekers	29.26%	100.00%	48.48%
13.2. Proportion of people who self-report positive changes in their income compared to previous year			
Refugees and Asylum-seekers	4.43%	19.00%	5.30%

Core Output Indicators

Indicator	
Population Type	Actual (2025)
13.1.1 Number of people who benefitted from livelihoods and economic inclusion interventions	
Host Community	3,113
Refugees and Asylum-seekers	2,672

Progress Against the Desired Outcome

In 2025, despite a volatile economic and security context, UNHCR supported Ecuador's policies by facilitating the economic integration of 6,118 forcibly displaced people across ten cities, indirectly benefiting over 21,400 dependents. Focusing on market-linked self-reliance, UNHCR ensured that refugees and host communities could generate income safely and integrate into national socio-economic networks.

Support for entrepreneurship remained a pillar of this effort, particularly for those outside the formal labour market. UNHCR provided 2,607 people with business training and distributed seed capital to 204 entrepreneurs. Through the 'Purchase with Purpose' initiative, 140 entrepreneurs gained access to 48 local retail markets, while 134 businesses were linked to the formal market. This was complemented by the creation of over 800 commercialization opportunities, helping 52 new businesses secure formal operating licences.

In the employment sector, UNHCR and partners, including HIAS, provided career counselling to 1,811 people, leading to 408 job referrals and 179 hires. To bridge the gap between employers and candidates, five job fairs were held in four localities, engaging 73 companies offering over 500 vacancies. A success was the 'Practical Training with Companies' programme, a dual-training initiative implemented with Humboldt Zentrum and FUDELA. Reaching nine cities and involving major firms like DIFARE and Corporación El Rosado, the programme saw 634 participants develop vocational skills, achieving a significant 25 per cent hiring rate by host companies.

Innovation played a key role in economic integration. Through the ECOACTIVO circular economy project, funded by UNHCR's Innovation Fund implemented in Quito, UNHCR supported 39 participants in reducing food waste and repurposing materials. 23 sustainable micro-businesses were launched and 33 participants received seed capital, revealing that environmental sustainability and livelihoods can be effectively integrated.

Financial integration saw a breakthrough in 2025. Through advocacy and partnerships with 30 financial institutions, documentation requirements for basic accounts became more inclusive. The impact is evident in the percentage of refugees with savings accounts which rose from 11 per cent in 2022 to 48 per cent in 2025. This was supported by a training-of-trainers programme that equipped 60 public servants to deliver financial education to 200 entrepreneurs.

UNHCR significantly expanded its private sector engagement. The 'Companies with Refugees' network grew to 237 members, with 86 companies receiving the Inclusive Company Seal for their hiring practices. In the public sector, strategic alliances with the Ministry of Production, the Ministry of Labour, IADB and ILO ensured that refugees were integrated into the National Entrepreneurship Registry and public employment services, solidifying the transition from humanitarian aid to sustainable economic integration.

15. Outcome Area: Resettlement and Complementary Pathways

An increased number of forcibly displaced people are resettled through strengthened and efficient mechanisms

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
15.1 Number of refugees submitted by UNHCR for resettlement			
Refugees and Asylum-seekers	11,744	2,962	159
15.3 Number of people admitted through complementary pathways from the host country			
Refugees and Asylum-seekers	13	100	0

Progress Against the Desired Outcome

In 2025, resettlement remained a vital, life-saving protection tool in Ecuador, despite a historic and severe decline in global quotas. As the national security situation deteriorated, characterized by widespread violence, weakened protection systems, and rising xenophobia, local integration became increasingly untenable for the most vulnerable.

Despite global constraints, UNHCR continued to prioritize the most at-risk people. In 2025, 159 new individuals were submitted for resettlement, primarily to Canada, while 684 refugees successfully departed to third countries (344 to the United States, 231 to Canada, 46 to Australia, and 63 to New Zealand). The profiles of those submitted highlight the severity of the protection needs in Ecuador: 42 per cent were survivors of violence or torture, 30 per cent had acute legal and physical protection needs, and 29 per cent were women and girls at risk, whose vulnerability was compounded by risks associated to their sex and legal status. Five per cent were children and adolescents at risk.

The urgency of the response was evident in the pace required; nearly half of all submissions were categorized as urgent, and Canada received 137 submissions despite having only 80 quotas, many of which involved cases processed under the Urgent Protection and Human Rights Defenders programmes. UNHCR provided essential logistical and financial support to ensure families could navigate the complexities of departure, assisting 21 families with assistance for legal documentation and supporting 17 families with acute protection needs during the transition.

Complementary pathways also saw strategic progress through the Italian Labour Corridor pilot. After screening 600 health services-related profiles within the proGres database, UNHCR has identified 50 candidates for the Italian corridor and will initiate the selection process in accordance with the programme's phases and operational parameters. This initiative, supported by Talent Beyond Boundaries, represents a crucial step toward diversifying durable solutions through labour mobility pathways.

Looking ahead, the gap between needs and available opportunities for resettlement remains stark. According to the Projected Global Resettlement Needs, UNHCR estimates that 46,150 refugees and asylum-seekers in Ecuador since 2024 require resettlement. In a context where local integration is frequently hindered by insecurity, third-country solutions will continue to be a cornerstone of the protection strategy for 2026 and beyond.

16. Outcome Area: Integration and other Local Solutions

Forcibly displaced people have access to alternative migration pathways and documentation that supports their local integration

Needs of forcibly displaced people and host communities are addressed within development agendas and included in social protection programs and policies

Public opinion and host communities have a more inclusive approach of forcibly displaced people

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
16.1 Proportion of people with secure tenure rights to housing and/or land			
Refugees and Asylum-seekers	13.36%	33.00%	12.68%
16.2 Proportion of people covered by national social protection systems			
Refugees and Asylum-seekers	1.79%	4.00%	3.03%

Core Output Indicators

Population Type	Indicator
	Actual (2025)
16.1.1. Government Social protection system is inclusive of forcibly displaced and stateless people	
Refugees and Asylum-seekers	Partially
16.2.1 Number of people supported by UNHCR to acquire nationality, permanent residency status or to access naturalization procedures	
Refugees and Asylum-seekers	8,235

Progress Against the Desired Outcome

In 2025, UNHCR successfully navigated a complex environment to ensure that forcibly displaced people remained a priority within Ecuador's national development framework. Despite the conclusion of extraordinary regularization programmes in March 2025, UNHCR supported the Government in renewing 38,869 temporary residence permits, providing critical stability for families to access basic services and regularize their status. By providing legal guidance on available avenues, UNHCR effectively helped forcibly displaced people mitigate the risks of irregular status, ensuring that documentation remained a bridge to local integration rather than a barrier.

The cornerstone of 2025's results was the formal integration of displaced people into the National Development Plan 2026–2029. This structural achievement ensures that needs of refugees and host communities are no longer viewed through a purely humanitarian lens but are embedded in the country's long-term development agenda. This was reinforced by a robust alliance with International Financial Institutions (IFIs). The World Bank integrated UNHCR into a Social Safety Net project, specifically designed to expand refugee access to national social programmes and cash transfers. Furthermore, the publication of a joint study by the World Bank and INEC, based on the 2022 Census, provided a comprehensive characterization of displaced populations, enabling evidence-based policymaking.

At the local level, strategic partnerships translated global advocacy into tangible outcomes. In Manta and Quito, an alliance with the IADB expanded socioeconomic services for the most vulnerable, while in Guayaquil, a joint initiative with GIZ linked livelihood strategies to support youth through technical and

vocational training (TVET). These collaborations ensured that social protection benefited both refugees and host communities, reducing pressure on local resources and fostering joint resilience.

UNHCR also achieved significant impact in the public sphere through its 'Un Mundo Posible' initiative. In a context where rising insecurity often fuels negative perceptions, UNHCR's targeted media strategy shifted the narrative toward integration. This approach yielded an estimated earned media value of USD 821,320, while social media outreach reached nearly 1.8 million users. The launch of 'Aliados x Un Mundo Posible', a 17-member coalition of sports figures and organizations, used the universal language of sport to break down barriers of xenophobia. This was further bolstered by the rollout of a toolbox for national and local authorities, providing practical assets needed to promote peaceful coexistence and social cohesion.

These efforts have created a more enabling environment combining secure legal status with integration in state safety nets and a more welcoming public discourse, laying the groundwork for displaced people to contribute meaningfully to Ecuador's social and economic fabric in 2026 and beyond.

Other Core Outcome Indicators

Population Type	Baseline	Target(2025)	Actual(2025)
3.1 Extent national legal framework is in line with the 1951 Convention and/or its 1967 Protocol			
None	Broadly aligned	Broadly aligned	Broadly aligned
3.2 Extent national legal framework is in line with the 1961 Convention on the Reduction of Statelessness			
None	Broadly aligned	Broadly aligned	Broadly aligned

Other Core Output Indicators

Population Type	Actual (2025)
03.1.1 UNHCR has engaged in legislative and judicial processes to strengthen laws and policies for the protection of refugees, IDPs, returnees and stateless people and/or the reduction and prevention of statelessness	
Refugees and Asylum-seekers	Yes
09.1.1 Number of people who received shelter and housing assistance	
Host Community	653
Refugees and Asylum-seekers	12,504

2.2. Age, Gender and Diversity

In 2025, UNHCR strengthened the mainstreaming of the Age, Gender, and Diversity (AGD) approach, ensuring that protection interventions were informed by differentiated risks. Through a robust data quality strategy in proGres and enhanced screening tools, UNHCR improved the identification of specific needs. This led to the registration of 182 LGBTIQ+ people, 676 people living with disabilities, 300 Indigenous people, and 1,826 Afro-descendants, enabling more targeted and inclusive programming.

Participation was fostered through a comprehensive feedback and consultation framework. UNHCR conducted participatory consultations with 213 displaced people and host community members, prioritizing the voices of women and children to shape interventions. To monitor the protection environment, 1,423 household surveys were completed with households either in transit or with intentions to stay in Ecuador,

triggering timely responses to violence against women and girls and child protection concerns. Accountability was further reinforced by serving 1,381 individuals through accessible feedback mechanisms, alongside the National Helpline and the UNHCR HELP platform, ensuring that displaced people remained central to the decision-making process.

UNHCR's commitment to gender equality and the empowerment of women and girls was evidenced in its emergency responses as well as its approach to institutional support. The operation successfully implemented the Relocation Protocol for survivors of violence, providing life-saving transitions for women and their children. Beyond immediate protection, UNHCR fostered long-term leadership by consolidating a national network of 18 women-led community organizations. This initiative has strengthened the agency of displaced women, allowing them to lead rights-based advocacy and community-based coordination within the national protection framework.

Section 3: Resources

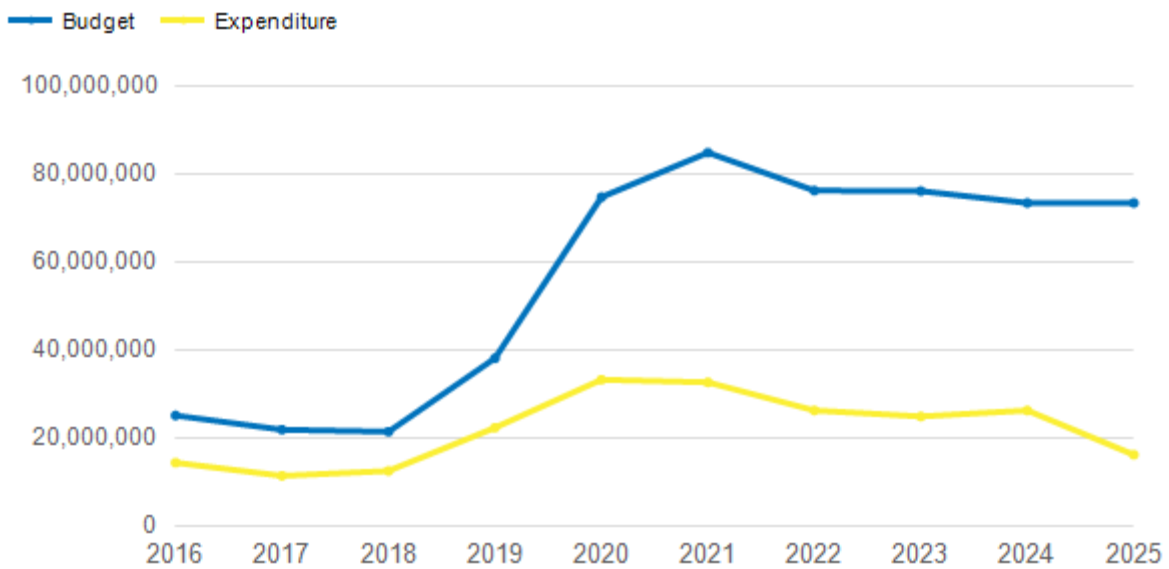
3.1 Financial Data

(Financial figures in USD)

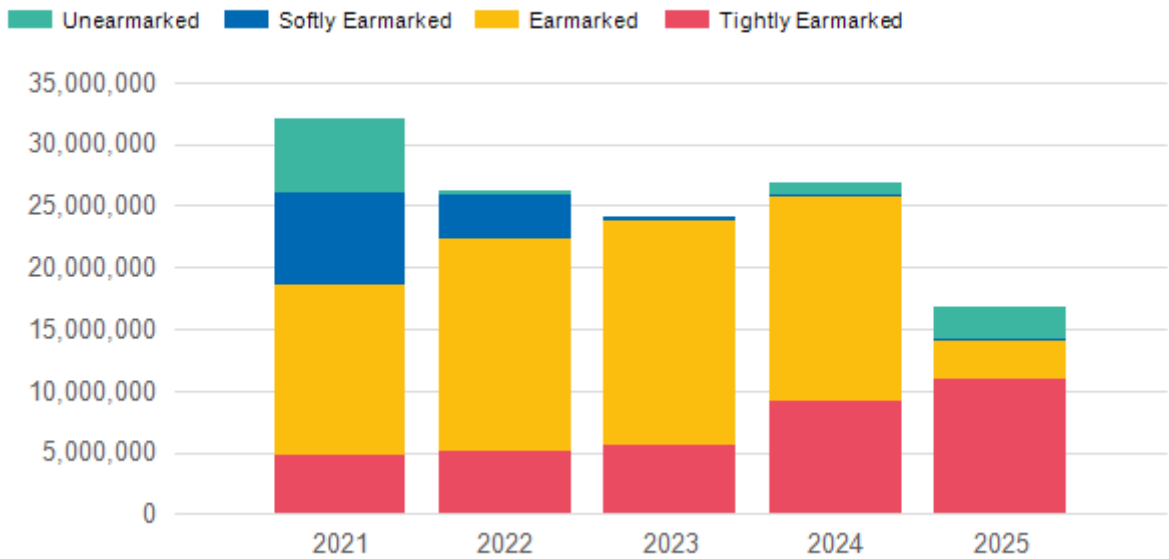
Impact Area	Final Budget	Funds Available	Funds Available as % of Budget	Expenditure	Expenditure as % of Funds Available
IA1: Protect	32,412,990	10,197,192	31.46%	10,128,483	99.33%
IA2: Respond	18,714,145	1,689,099	9.03%	1,646,027	97.45%
IA4: Solve	22,172,865	4,416,982	19.92%	4,345,477	98.38%
All Impact Areas		54,722			
Total	73,300,000	16,357,995	22.32%	16,119,987	98.55%

Outcome Area	Final Budget	Funds Available	Funds Available as % of Budget	Expenditure	Expenditure as % of Funds Available
OA1: Access/Doc	7,311,765	2,200,489	30.10%	2,200,489	100.00%
OA2: Status	3,636,390	1,612,462	44.34%	1,612,462	100.00%
OA4: GBV	2,794,207	1,102,367	39.45%	1,033,659	93.77%
OA5: Children	2,292,620	756,628	33.00%	756,628	100.00%
OA6: Justice	2,263,695	814,010	35.96%	814,010	100.00%
OA7: Community	9,986,594	2,051,710	20.54%	1,996,988	97.33%
OA8: Wellbeing	10,776,066	1,596,143	14.81%	1,596,143	100.00%
OA10: Health	4,856,175	92,956	1.91%	49,884	53.66%
OA11: Education	3,081,904				
OA13: Livelihood	13,419,730	2,572,447	19.17%	2,500,941	97.22%
OA15: Resettle	3,933,767	893,848	22.72%	893,848	100.00%
OA16: Integrate	8,947,087	2,664,935	29.79%	2,664,935	100.00%
Total	73,300,000	16,357,995	22.32%	16,119,987	98.55%

Budget and Expenditure Trend



Contributions Trend by Type



3.2. Resources Overview

In 2025, UNHCR’s operational presence in Ecuador underwent a significant transformation. Faced with a 19 per cent funding level of its budgeted needs, one of the lowest in years, the operation was forced to consolidate its footprint, closing four field offices by July. The restructuring resulted in an approximate 40 per cent reduction in workforce. This shift moved to a more concentrated, area-based protection and solutions model. Despite these closures, UNHCR maintained its reach in 10 cities, increasingly relying on direct implementation (54 per cent of the budget) and strategic partnerships with 10 local organizations, who managed 40 per cent of the total partner budget. This ensured that even as physical presence contracted,

essential protection and solutions services remained accessible. Faced with escalating violence and the highest homicide rate in Latin America, UNHCR prioritized life-saving assistance, including emergency shelter and multipurpose interventions. Strategic weight was given to capacity-building for the Government at all levels.

Despite these challenges, donor confidence remained high and in this constrained environment, UNHCR leveraged innovative resource mobilization opportunities. The operation worked side-by-side with the Government of Ecuador to advocate with donors and for the integration of displaced people within national development agendas. A key effort was the coordination with development actors to channel development funding into social safety nets that include displaced people. Additionally, the operation explored transactional funding and private sector partnerships, such as the “Companies with Refugees” network, to support socioeconomic integration.

Looking ahead, UNHCR will pursue a more integrated resource mobilization approach, combining political advocacy, interagency coordination, fundraising and communications to demonstrate impact and unlock diversified support.

Section 4: Lessons Learned and Future Outlook

4.1 Lessons Learned and Future Outlook

With reduced resources and operational footprint, UNHCR Ecuador shifted from scale to strategic impact, prioritizing life-saving protection while reinforcing national systems and investing in sustainable solutions.

Safeguarding access to asylum requires deeper institutional anchoring. Advances in digitalization improved case management, yet future gains depend on interoperability between registration, case processing, and civil documentation systems, alongside the introduction of AI-supported tools to enhance productivity, backlog management, and decision timelines while safeguarding due process.

Community-based protection and partnerships with local organizations, including those led by displaced people, proved essential in mitigating risks amid insecurity and reduced outreach. These actors are strategic protection partners, central to sustaining presence, trust, and early risk detection in volatile contexts. Strengthened localization also enhances cost-efficiency and sustainability by leveraging community structures, and ensuring continuity despite funding volatility, and will continue to be prioritized in the future.

Securing legal status, access to public services, and basic needs will remain key responses for effective income-generation initiatives and pathways to durable solutions.

In 2025, UNHCR experienced a structural shift toward project-based implementation. While strategies remain multi-year, the growing share of earmarked contributions requires earlier alignment between strategic objectives, resource mobilization, coordination and operational planning. This is increasingly important to prevent implementation gaps and staffing volatility. Looking ahead, while systemic barriers persist, UNHCR's evidence-based advocacy and government partnerships remains key for ensuring that displaced people are not left behind as Ecuador navigates a complex context.



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