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ANNEX 2

to the Commission Implementing Decision on the financing of the annual action plan in favour of Ecuador for 2024

Action Document for ‘Technical Assistance to promote Digital Governance Transformation in Ecuador’

ANNUAL PLAN

This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, within the meaning of Article 23 of the NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	‘Spearheading Digital Governance transformation in Ecuador’ OPSYS number: ACT-62196 Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)
2. Team Europe Initiative	No
3. Zone benefiting from the action	Ecuador
4. Programming document	Ecuador – Multi-annual indicative programme 2021-2027 (MIP)
5. Link with relevant MIP(s) objectives / expected results	<i>MIP Priority area 3: Good governance</i> <i>Specific objectives</i> SO3.1: Increase the efficiency, effectiveness and transparency of public administration SO3.3: Enhance independent work of oversight bodies to undertake effective technical evaluations or inspections of the executive and conduct performance monitoring available to the public. SO3.4 Increase the equal participation of women, men, girls and boys, in all their diversity, in decision-making processes, in all spheres and at all levels of political and public life, including online; taking on leadership roles, to equally enjoy and exercise their human rights and be able seek redress if these rights are denied.

	<p><i>Expected results per specific objective</i></p> <p><i>Expected Results for SO3.1:</i></p> <p>R 3.1.1 Increased budget of National Development Plan to reduce poverty, all kind of inequalities and forms of gender -based discrimination and violence , as well as social vulnerabilities.</p> <p>R 3.1.2 Improved trust in government accountability</p> <p><i>Expected Results for SO3.3:</i></p> <p>R 3.3.1 Increased public institutions with oversight functions counts with the adequate institutionalization and prepared and actualized public officials to perform its duties</p> <p>R 3.3.2 Reformed public accountability processes of national institutions, available to the public and CSOs.</p> <p>R 3.3.3 Increased use of new technologies for bidding processes by local governments and national institutions.</p> <p><i>Expected Result for SO3.4:</i></p> <p>R.3.4.1 Created enabling conditions for equal participation of women, men, girls and boys, in all their diversity, in decision-making.</p>
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Good governance (decentralization, fiscal reforms). Indicative DAC sectors: Government & Civil Society-general (151), contributing to SDGs 5, 10 and 16.
7. Sustainable Development Goals (SDGs)	<p>Main SDG:</p> <p>SDG 16 - Peace, Justice and Strong Institutions</p> <p>Target 16.6: Develop effective, accountable and transparent institutions</p> <p>Target 16.7: Ensure responsive, inclusive and representative decision-making</p> <p>SDG 5 - Gender Equality</p> <p>Target 5.2 End all violence against and exploitation of women and girls</p> <p>Target 5.5: Ensure full participation in leadership and decision-making</p> <p>SDG 10 – Reduce inequality</p>
8 a) DAC code(s)	<p>15110 - Public sector policy and administrative management</p> <p>15113 - Anti-corruption organisations and institutions</p> <p>15210 - Security system management and reform</p> <p>16011 - Social protection and welfare services policy, planning and administration</p>
b) Main Delivery Channel	<p>Channel 1 TbD</p> <p>Channel 2 TbD</p> <p>Channel 3 TbD</p>

9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	digital connectivity	<input type="checkbox"/>	NO <input checked="" type="checkbox"/>	/
	digital governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital entrepreneurship	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital skills/literacy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	digital services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

	Connectivity @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	/
	energy	<input type="checkbox"/>	<input type="checkbox"/>	
	transport	<input type="checkbox"/>	<input type="checkbox"/>	
	health	<input type="checkbox"/>	<input type="checkbox"/>	
	education and research	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Migration @ (methodology for tagging under development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @ (methodology for marker and tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): Budget Line: -BGUE-B2024-14.020140 Total estimated cost: EUR 5,200,000 Total amount of EU budget contribution: EUR 5,200,000			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Direct management through: - Grants			

1.2 Summary of the Action

Since 2019, the ‘Digital Ecuador’ strategy of the Ministry of Telecommunications and Information Society (MINTEL) promotes a change in the country’s technological development paradigm and fosters innovation. However, a detailed analysis of Ecuador’s Digital Government context reveals some weaknesses that need to be strengthened to enable a real change in the way digital services are provided to citizens, including: 1. An obsolete technological infrastructure that does not cover in full the requirements of the public sector. 2. An incomplete legal framework underpinning the Digital strategy. 3. Scattered information available about institutional services offered by web portals. 4. The need to improve the interaction with citizens of the Government’s web portals. 5. The absence of digital channels to encourage citizen participation in most public institutions. 6. The lack of an operational framework for interoperability and data management at national and sectoral level.

The National Digital Transformation Agenda 2022-2025 aims to establish a coordinated and multi-sectoral framework, defining specific lines of action and responsibilities to address the urgent social challenges the country is facing, including in particular the security and social crises and problems that have been identified as urgent, such as: 1. Prison crisis and violent deaths (with at least 390 murders in the first half of 2022); 2. Gender-based-violence (570 femicides officially recorded in the period 2014-2022) with low criminalisation due to judicial decisions leading to other types of crimes; and 3. Chronic Childhood Undernutrition, which is one of the most serious social problems affecting the country, with 1 in 3 children under 2 years of age suffering from this condition.

The urgent need to optimise the information management model and the exchange of knowledge and data among actors that form part of the security and justice system, as well as key stakeholders from the social sector has been defined as a priority, alongside the need to reinforce competences in the

area of data governance and strengthening capacities in cybersecurity, in line with the National Cybersecurity Strategy.

The action is coherent and complementary to the National Digital Transformation Agenda as well as the Cybersecurity strategy, and the emergency programme supported by the EU in the area of prison management. It is aligned with the regional strategies of cooperation, in particular the EU-LAC and the Andean Community digital strategy and the EU-LAC D4D Hub, as well as the Global Gateway strategy, with regard to cybersecurity and data governance.

The Overall Objective of the action is to promote a data-driven digital transformation of the governance system through achieving full digitalization of administrative processes, strengthening interoperability in the area of security, justice and social policy, to provide better quality services to citizens.

The Action has four interrelated and mutually reinforcing components. Each component is coordinated by a sectoral lead institution, with MINTEL ensuring supervision and alignment of implementation with the National Digital Transformation Agenda and the National Cybersecurity Strategy, as well as with regional and international cooperation agreements, in consultation with relevant stakeholders and with the Ministry of Foreign Affairs, the Prime Minister's Office and the Presidency of the Republic.

1: Improve the design and functionalities of the Digital Ecuador Platform and Digital Public Services

To improve the functionalities of Ecuador's single registry of administrative procedures (GOB.EC Platform), in order to establish "end-to-end" digital processes according to a secure and multi-channel provision system, enhancing organisational efficiency, cost-effectiveness, transparency, quality of services, and user satisfaction, exploiting in particular open government solutions, working in close cooperation with local stake-holders.

Expected Results:

1. Enhanced Digital Governmental Platform to enable cross-border interoperability with the countries of the region and with the EU, promoting a human-centric digital transformation and facilitating a multi-channel provision of public services, supporting the implementation of the national Law on Digital Transformation.
2. Piloted and validated functionalities of the single registry of administrative procedures underpinning the digital platform and ecosystem and related developments of "end-to-end" digital processes, ensuring a "seamless" experience in a selected number of services (4).
3. Improved knowledge in data governance and management of information systems, to support the design of a national digital interoperability platform to ensure the automatic flow of information in the security, justice and social sector, ensuring alignment with international agreements, such as the Budapest Convention, and further implementing cooperation with EUROPOL and with the EU CyberNet network, supporting the steering of the Digital Agenda for the Andean countries, and the establishment of the EU-LAC Cybersecurity Regional Centre.

2: Strengthen interoperability in the security and justice sector to facilitate the fight against crime and violence, and to protect human rights of vulnerable groups, with focus on People Deprived of Liberty

To establish appropriate regulatory frameworks, data governance mechanisms and interoperability solutions and protocols, reinforcing digital platforms and defining systematic data exchange mechanisms to ensure information flows between relevant government administrations in the security, justice and social sector.

Expected Results:

1. Revised and complete regulatory framework and appropriate governance model for data management, data and privacy protection and exchange between relevant government

administrations in the executive and judicial sector, through the implementation of improvements to specific components of E-SATJE 2020.

2. Enhanced interoperability solutions and protocols, connecting existing digital platforms and defining systematic data exchange mechanisms to ensure secure information flows between relevant government administrations in the security, justice and social sector, with specific focus on monitoring convicts from vulnerable groups in the SNAI, so to prevent crime and violence, and facilitate social rehabilitation and the protection of human rights.
3. Established comprehensive inter-institutional relationship system and digital platform (with adequate data protection and privacy protection systems) to monitor the effective execution of sentences and implementation of measures for prevention and protection of victims and survivors of gender-based violence and related family members, especially children at risk, through distributed network and mobile solutions reaching rural and remote areas, starting with piloting in selected local communities in the country

3: Establish the national data management system to provide personalised services to prevent child malnutrition and related social exclusion factors, using with integrated open data and AI based predictive analytics

To complete the national data management system for monitoring in real-time social indicators, the conditions of disadvantaged groups of the population, so to generate personalised and preventive follow-up alerts, in the specific area of child malnutrition, with possible extension to other relevant social sector areas and social services.

Expected Results:

1. Established Unified and Universal System for Nominal Tracking (SUUSEN) by strengthening the processes of primary data collection and information exchange through related inter-agency digital platform, guaranteeing real time access and monitoring of the conditions of Children at risks of Chronic Undernutrition and related family ecosystems
2. Piloted AI model to test predictive analytics systems based on the level of risk of suffering malnutrition or any of its associated factors and systems that predict probability to skip critical services for prevention of malnutrition and provide personalised services to families/mothers in disadvantaged conditions / vulnerable groups
3. Institutionalised Unified and Universal System for Nominal Tracking (SUUSEN), through the extension to other entities of the social sector with a focus on early childhood, allowing to generate a digital ecosystem of the sector that ensures a timely recruitment of the vulnerable population, through the use of common tools, timely detection of alerts that may affect the prevalence of factors that put health at risk, the use of predictive models based on AI and subsequent referral of alerts to entities responsible for the provision of social services.

4: Reinforce capacities in data protection and cybersecurity, to support the fight against crime and its prevention at national/regional level, including drug trafficking, terrorism, money laundering and corruption

As a transversal support area, to strengthen skills and build capacities in data protection and interoperability, cybersecurity, cyber defense and digital forensic analysis, while assisting in the design and management of the National Cybercrime Center to be established by the government and the National Police.

Expected Results:

1. Enhanced interoperability and data protection between relevant institutions in the security and justice sector, to improve the capacity of the national system to address the multiple risks and the growth of crimes and offences in the digital sphere, so to facilitate regional coordination and international cooperation and fight against drug trafficking, terrorism and money laundering, as well as corruption and organised crime, among others.

2. Reinforced skills and competences in data protection, cybersecurity and cyber defence, including study visits to selected EU countries, to exchange practices and knowledge, building on cooperation initiatives implemented by various donors, as well as developing specific cyber forensic training and capacity building activities with the involvement of national and international academic and civil society organisations active in the field.
3. Strengthened capacities in the design and direction of the National Cybercrime Center to be established by the government and the National Police, leveraging on the D4D Hub and emerging initiatives of the EU and Team Europe in the LAC region.

2 RATIONALE

2.1 Context

Since 2019, the ‘Digital Ecuador’ strategy of the Ministry of Telecommunications and the Information Society (MINTEL) focuses on promoting a change in the country’s technological development paradigm and fostering innovation. In March 2019, there were around 11,148,222 fixed and mobile internet accounts in the country, 82.1% of which were mobile connections. In the last few years, the use of Information and Communication Technologies (ICTs) by public institutions has accelerated, which has streamlined the management of procedures in the country. Online transactions increased from 20% in 2017 to 75% at the beginning of 2021.

According to the United Nations eGovernment Development Index (EGDI), Ecuador improved from 95th in 2010 to 84th in 2018 out of 193 countries evaluated and it ranks 7th in the Americas region. UNDESA’s E-Government 2022 report confirmed Ecuador in the 84th position in the world, showing a fairly high level in terms of human capital development and online service delivery. Nevertheless, the country is held back by relatively low levels of infrastructure development (the International Telecommunication Union (ITU) Telecommunication Infrastructure Index (TII) value is only 0.5269). To address this limitation, Ecuador has signed an agreement with the ITU to advance plans to expand the 4G network and ensure connectivity to schools and health centres that were previously excluded, including in rural areas. In this regard, the political commitment to reduce inequalities through investment in digital transformation has been further articulated in the 2021-2025 Opportunities Plan. In this plan, special attention is paid to reducing existing gaps in internet access and in February 2021, the country received recognition from the Organisation of American States (OAS) for its level of adoption and development of e-government due to the infrastructure expansion promoted by MINTEL.

A more detailed analysis of Ecuador’s Digital Government context reveals some important areas of weakness that need to be strengthened to enable a real change in the way digital services are provided in an efficient and quality way to the citizens. The *ad hoc* analysis conducted during the Identification Mission in 2022 by an External Expert on behalf of DG INTPA, based on several academic studies, made the following findings:

1. The technological infrastructure does not cover the requirements of public entities in their entirety. Despite the infrastructure expansion promoted by MINTEL, the IT systems and platforms are not yet fully adapted to support interoperability processes, which hinders the integration of services within the State.
2. The legal framework underpinning the application of ICTs in the public sector has not been socialised or implemented in several institutions. It is important that MINTEL disseminates and supervises its compliance and that it promotes the National e-Government Plan and the Digital Transformation Agenda 2022-2025.
3. Information about institutional services offered by web portals is incomplete. Few entities have downloadable and editable online documents on their websites or have online service platforms, which means that citizens have to carry out their procedures in person.

4. Government portals need to improve their channels of interaction with citizens. It is advisable to integrate virtual mailboxes to collect complaints, denunciations or claims.
5. The vast majority of public entities have not yet provided virtual channels to encourage citizen participation. It is important to incorporate these channels through institutional portals in the form of chats or forums that promote interaction with citizens.

In addition, according to a specific analysis of the development of e-Government in the public administration of Ecuador in the period 2014-2016, the following data of interest at the national level stand out:

- 50% of the entities analysed in have managed to improve the effectiveness of their programmes and policies thanks to the use of ICTs, which have allowed them to expand their physical and geographical coverage and to be able to reach their target market more broadly.
- 65% of the entities analysed indicate that the electronic services they provide to internal and external users have promoted efficiency in the management of resources, staff time and savings in transactional costs.
- 50% of entities consider that ICTs have improved their levels of transparency at the institutional level. Web portals have tools through which public officials are accountable to the public.

More importantly, **the lack of an operational framework for interoperability of data management and processing systems** has been highlighted to all stakeholders and experts from academia and the private sector, and the various public sector institutions. Despite Ecuador has developed an interoperability platform, rooted in Ecuador's interoperability law, which obliges public sector bodies to take measures to ensure data interoperability, and in 2020, a systems migration plan was initiated to consolidate public sector data in a shared central data centre, to allow public sector institutions to share and exchange data in an interoperable way between systems, consultations carried out during the Identification Mission in 2022 highlighted that this platform is at the moment only conceptual, and that standards and processes for its development still need to be established, prior to its implementation and the possibility of using and sharing data among different institutions in the public and private sector.

At the same time, the 'Digital Territories' programme aims to foster the application of ICTs in rural and urban areas of the country to promote the development of Decentralised Autonomous Governments (GAD), improving the quality of life of citizens. The term 'Digital Territories' includes rural and urban areas of the country and refers to the following concept: 'Digital Territory is any territorial unit with a series of services based on the use and development of Information and Communication Technologies and new technologies, in order to achieve sustainable development and improve the quality of life of its citizens and the existing infrastructure. Any territorial unit, whether urban or rural, defined as such by the Decentralised Autonomous Governments (GAD), will be considered a digital territory. The purpose of the Digital Territory is to promote the development of the GADs by improving the quality of life of citizens'.

In this regard, it is necessary to highlight the importance of the GADs. Ecuador, which has a population of approximately 17 million inhabitants, is organised into 24 provinces, and each province is subdivided into municipalities (the GADs) that include urban and rural areas within their borders. In total, there are 224 municipalities and each has a local government that includes a mayor and several councillors. GADs are responsible for providing services and creating policies for urban and rural areas. In addition, they oversee the provision of various services for citizens such as water management, waste management, traffic management, records management, land use, among others. Consequently, the implementation of digital services can help citizens save a lot of time and money when performing tasks such as online payments (utilities, taxes, etc.) and online incident reporting. In addition, GADs interact closely with citizens, which creates the need to implement online citizen participation tools that can help make consultation and decision-making processes more inclusive. In Ecuador, despite being a relatively small country, lifestyle, culture, production, industry and geography can change drastically from one city to another. For example, the lifestyle of a city located at sea level can be very different from the lifestyle of a city located 2,500 metres above sea level.

Therefore, it is to be expected that there will be large imbalances in access to ICTs and e-Government services between cities.

Within such a diverse socio-economic landscape, some areas of concern at national level emerge in the domains of security and justice, with specific regard to areas that would require a strong coordination and information exchange in real time among the different government institutions in charge of security, justice and social policies.

In recent years, Ecuador's socio-economic situation has deteriorated considerably, in particular, owing to the COVID-19 pandemic, which disproportionately affected vulnerable groups. In this context, the quality of public administration is ever more relevant when it comes to finding solutions for social welfare, economic recovery and inclusion. However, Ecuador's institutions remain fragile, situation which was exacerbated during the pandemic, due to corruption scandals in institutions at both national and local level and the lack of an adequate response for the population during the crisis. This fragile institutional scenario continues today, despite the taking office of a new administration in 2021, which has seen been generally unable to maintain programmatic and sustained agreements with the legislature. These governance problems have led to citizens' dissatisfaction with the National Assembly, which 83% of Ecuadorians see as badly or very badly managed (March 2022).

The last two years were also marked by an exponential increase in numbers, and the perception of insecurity and violence. According to the United Nations Office on Drugs and Organized Crime (UNODC), the rate of violent deaths of Ecuador in 2021 was of 13.13 homicides per 100,000 people, a rate that despite is still below the average rate of 17 cases for Latin America (the most violent region in the world), it is much above the global average.

In this context, the **prison crisis** is one of the most serious problems faced in 2021 and that has continued in violent deaths in 2022. From December 2020 to May 2022, there have been at least 390 murders in the country's prisons. This situation has meant for the country a reordering of priorities, while citizen security and social rehabilitation came to the fore in several public institutions, affecting the speed of the actions initially proposed by the new government to eradicate violence against women and femicide.

A specific concern regards the **violence against women and girls/Gender-based-Violence**, the Integrated Emergency Service 911 records continued increases in the number of calls for help due to domestic violence : 2020 (102,799), 2021 (117,411), until June 2022, 58,000 calls. In 2021, 55% of calls related to psychological aggressions, 31% to domestic violence, 13% to physical violence and 0.1% correspond to sexual violence. In terms of deaths, according to data from the Special Commission on Statistics on Security, Justice, Crime and Transparency, from 2014 until July 2022, 570 femicides were officially recorded in the country, although unofficially the figure doubles. The figure has been growing in recent years. The low criminalisation of violent deaths of women as femicide is closely linked to judicial decisions that lead cases to other types of crimes.

At the same time, considering that violence and crime are strictly connected to disadvantaged socio-economic conditions and vulnerable groups in society are impacted by multiple risks, the Government of Ecuador has identified **Chronic Childhood Undernutrition (Desnutrición Crónica Infantil - DCI)** as one of the most serious social problems affecting Ecuador. In the country, 1 in 3 children under 2 years of age suffers from this condition. According to ENSANUT figures, in 2018, 27.2% of infants suffered from this condition, which places Ecuador as the second country in Latin America with the second worst rate, where the average rate of DCI is around 9%. This phenomenon has devastating effects, preventing the correct development of an infant's brain, increasing the probability of facing cognitive limitations, being more prone to contracting more diseases, becoming adults with low-height and being exposed to the circles of inequality and poverty. It can be specified that around 300 thousand infants are born every year in the country and, of these, around 180 thousand under 2 years of age are affected.¹

¹ Source: Informe de Gestión Institucional a la Ciudadanía, 2022, Secretaría Técnica Ecuador Crece Sin Desnutrición Infantil. <https://www.infancia.gob.ec/wp-content/uploads/2022/03/INFORME-RC-1.pdf>

To address such important challenges it is evident that urgent action is needed **to optimise the information management model and the exchange of knowledge and data** between the various actors that form part of the value chain of the security and justice system, as well as different stakeholders from the social sector.

In this respect, given the **sensitivity of information treated**, and despite the fact that most public institutions have procedures that should guarantee data privacy according to the national laws, it is crucial to **reinforce capacities in the area of data protection and data governance, further developing the national regulatory framework, as well as strengthening capacities in the area of cybersecurity**, priorities clearly indicated in the National Cybersecurity Strategy² adopted in 2022, equipping Ecuador, for the first time, with a national framework that will allow citizens to access digital services with greater security and strengthen the protection of their personal data.

Within this context, it is important to underline that the EU Multiannual Indicative Programme 2021-27 (MIP) for Ecuador establishes among its strategic objectives the promotion of good governance (priority area 3) with the following objectives: 1: Increase the efficiency, effectiveness and transparency of public administration; 2: Decentralise public management and decision-making processes; 3: Strengthen the independent work of oversight bodies to carry out effective technical evaluations or inspections of the executive and conduct performance monitoring available to the public; and 4: Increase the equal participation of women, men, girls and boys, in all their diversity, in decision-making processes, in all spheres and at all levels of political and public life, including online, taking leadership roles, to enjoy and exercise their human rights and to seek redress if these rights are denied.

In this framework, the EU-Latin America and the Caribbean Digital Alliance has been established in 2022 and the D4D Hub will be one of the main channels to translate the digital transformation into action, bringing EU expertise and digital technology and fostering contacts, partnerships and investments in the digital economy in Latin America and the Caribbean. At the same time, the aim is to link the national digital transformation programme in Ecuador with the public policy of the European Commission's Global Digital Gateway. In this regard, the President of the European Commission, Ursula von der Leyen, said: 'COVID-19 has shown how interconnected the world we live in is. As part of our global recovery, we want to redesign the way we connect the world to make better progress. The European model is about investing in hard and soft infrastructure, sustainable investments in digital, climate and energy, transport, health, education and research, security, and an enabling environment that ensures a level playing field. We will support smart investments in quality infrastructure, respecting the highest social and environmental standards, in line with EU democratic values and international standards. The Global Digital Gateway is a model of how Europe can build more resilient connections with the world.'

2.2 Problem Analysis

At the national level, the main objective of the Digital Transformation Agenda for Ecuador (2022-2025), presented in August 2022, is to establish a coordinated and multi-sectoral framework with lines of action aimed at the current digital transformation process that the country is undergoing. As stated in the document, *'to establish the Digital Transformation Agenda for Ecuador, the support and contribution of national and international actors from all sectors has been key to building the roadmap towards real change based on the application of the best technology available for the benefit of all Ecuadorians'*.

Ecuador's Digital Transformation Agenda was built as an update of Ecuador's Digital Agenda following a co-creation process that started in June 2021 with the execution of a study to determine, with quantitative indicators, Ecuador's Digital Transformation Gap. This allowed the definition of a baseline to set out a clear vision for 2025.

The agenda constitutes a comprehensive document to accelerate the digital transformation process in the country. The insertion of pillars such as digital identity and its role as a universal tool that allows

² <https://www.gobiernoelectronico.gob.ec/estrategia-nacional-de-ciberseguridad-del-ecuador>

citizens to authenticate themselves when carrying out procedures in the public and private sector, is an inherent demonstration of the potential for innovation in e-government in Ecuador.

As indicated in the same strategic document, Ecuador's Digital Transformation Agenda aspires to become a fundamental strategic tool for the formulation of public policy, complementing and strengthening the legal and regulatory framework for the promotion and development of Digital Transformation in Ecuador, for the benefit of citizens.

For its successful and effective realisation, it emphasises the high expectation of collaboration, coordination and willingness of the State's governing bodies, at the highest possible levels, in the implementation of the Digital Transformation Agenda, and in the development of Institutional Digital Transformation Plans to deliver optimal and efficient services, based on ICTs, to all citizens.

As a matter of fact, the general objective of the agenda foresees: *'To establish a coordinated multi-sectoral work framework that establishes lines of action in relation to the country's digital transformation process, defining its governance and institutional framework, and considering the transversality of ICTs'*.

In the Digital Transformation Agenda, the sectoral implementation activities refer in particular to the activity of optimising the management of the National Police through the implementation of cutting-edge technological solutions that allow for the incorporation of preventive measures with the aim of reducing crime rates and strengthening citizen security. In this context, a priority action is to develop platforms for interoperability and consultation between the different key actors, such as the National Police, the Public Prosecutor's Office, the Judiciary Council, the Civil Registry, and the Ministry of the Interior through the National Directorate of Public Records (DINARP).

At the same time, in order to address the multiple risks and the growth of crimes and offences, including in the digital sphere, the importance of strengthening the Digital Security system as a whole has been emphasised, with the creation of a **National Centre for Cybercrime**, as well as the need to strengthen the capacities of public officials in cybersecurity, data protection and cyber diplomacy, in order to facilitate international cooperation on issues such as drug trafficking, terrorism and money laundering, which are key elements in the fight against corruption and organised crime, promoting cooperation between the different bodies involved at national and regional/international level. In this sense, the planned creation in Ecuador, with the support of the European Union, of a **European Union Cyber Training Centre in Latin America** on the model of the Regional Cybersecurity Education and Training Centre for Latin America and the Caribbean (LAC4) inaugurated in the Dominican Republic in May 2022, aims to strengthen the National Cybersecurity Policy, increase capacities to respond to cybersecurity incidents, as well as develop international cybersecurity networks and international cooperation.

The importance of this Centre, established in the framework of the Memorandum between Ecuador and the European Union in the context of the **Cyber Resilience for Development (Cyber4Dev) project**, not only aims to improve its e-Government processes, in terms of the legal framework, the improvement of response systems to attacks and coordination with the institutions involved in the country's security, but it could also make Ecuador a leader in the region by positioning the country in the highest standards of cybersecurity, both at governmental level and for companies and citizens, also taking advantage of the central role that Ecuador maintains with organisations such as the Committee of Telecommunications Authorities of the Andean Community, and the work it carries out with the Inter-American Telecommunications Commission of the Organisation of American States (OAS).

On the other hand, the analysis carried out in 2022, and the extensive consultation conducted in the two phases of the support mission carried out by an external Expert as part of DG INTPA Technical Assistance, have confirmed the importance of strengthening the technological services in the field of the administration of justice in the country, and in particular to improve the functioning and assurance of all technological services and information systems provided by the **Judiciary Council** (Consejo de la Judicatura) to citizens and officials of different state institutions. In particular, it is considered necessary to **modernise the Ecuadorian Automatic Judicial Processing System (SATJE)**,

through the implementation of the E-SATJE (Electronic Case File) project with its components: Electronic Judicial Management Office and Web Processing Module, in order to bring about a substantial change in judicial management in Ecuador. The modernisation of the SATJE will also make it possible to establish sustained interoperability between the entities that make up the Judicial Function and those that collaborate with it. In this regard, initially, and in view of the prison emergency, it was proposed to initiate interoperability processes between the SATJE and the system of the **National Service for the Comprehensive Care of Adults Deprived of Liberty and Adolescent Offenders (SNAI)**, in order to create a single register of persons deprived of liberty, which will contain information for the generation of public policy. In this respect, the priority defined is to guarantee the automatic exchange of information between the Judicial Function and the SNAI, building up on the **European Emergency Programme for the strengthening of the Penitentiary System in Ecuador** funded by the EU and started in 2022 with a duration of 18 months.

This action is complementary to the technical assistance process developed by El PACCTO, a regional flagship programme of the EU implemented since 2018 with the institutions of the national social rehabilitation system, in particular SNAI. The objective of this emergency action is to help detect and deal with transnational criminal operations inside the prisons; ensuring the prevention and management of violence, acting in full respect of human rights and the preservation of the lives of persons deprived of liberty, allowing the implementation of the recommendations formulated in the framework of the **Emergency Plan for Penal and Penitentiary Reform of El PACCTO**. To this end, it is proposed to continue this support programme from 2024, complementing the integrated and interoperable computer system of the institutions of the Justice System with disaggregated information on the decisions issued by the corresponding jurisdictional body in the criminal process, monitoring progress in the enforcement of precautionary measures and custodial sentences and ensuring the systematic collection and analysis of information on the transfer of persons deprived of their liberty, among other aspects to be defined in details.

During the identification mission conducted in 2022, the importance of identifying some promising cases of success that could serve as ‘quick wins’ (immediate achievement) to ensure the commitment at the political level and the impact in terms of short-term visibility for citizens that a digital transformation process, long by its very nature, represents, were emphasised. The justification for this choice lies in the need to generate tangible results that can serve as examples of good practices to be replicated or transferred to other contexts, especially in areas of similar public policies or with the same technical or legal problems, ensuring investments with a guaranteed return.

In this regard, and in light of the conextial analysis summarised above, the first initiative that has been identified as a promising one is the **‘Ecuador grows without child malnutrition’ initiative** carried out within the framework of the Intersectoral Strategic Plan for the prevention and reduction of chronic child malnutrition. Since the fight against Child Chronic Malnutrition has been established as a priority in the Government’s plan, the Technical Secretariat Ecuador Grows Without Child Malnutrition (STECSD) has been created to ensure the management and public policies to combat this phenomenon, and subsequently attached to the Presidency of the Republic as a specialized secretariat, with the role of articulating, coordinating and involving all social sector entities in the fight against child malnutrition in order to achieve by 2025 the reduction of this problem by 6 percentage points.

Among the most successful activities that have been carried out in 2021 the priority has been indicated in the radical **change in the management of information**, which has allowed thanks to a daily exchange of data with relevant actors, the management of updated information on Child malnutrition rates and administrative records that identify areas for improvement. This activity is fundamental for managing, and especially preventing, risk cases and providing immediate services where needed. To meet this outcome it has been crucial to strengthen cooperation with the Institute of Statistics and Census INEC, in terms of measurement, monitoring and results with respect to the Index of Child malnutrition, which has also allowed to raise, in 2021, a form for the implementation of the National Survey of Child Malnutrition (ENDI) that started in 2022, In addition, the creation of a unified and **universal system of personal monitoring**, child by child and mother by mother, has been made possible thanks to the signing of an inter-institutional cooperation agreement with the

technical and financial support of the German Cooperation Agency GIZ and Vital Strategies, for an amount of USD 145,000.

Another important problem that has been identified as a priority in the analysis and consultation of stakeholders is **gender-based violence**. Violence against women is one of the most serious human rights violations worldwide and constitutes not only a security and justice problem, but especially a social, economic and health challenge. According to a 2019 study by the National Institute of Statistics and Census (INEC), gender-based violence affects 65% of Ecuadorian women. A pioneering study conducted for the University of San Martín de Porres (USMP) and PreViMujer/GIZ in 2020 indicates that violence against women causes macroeconomic costs of around USD 4.6 billion annually in Ecuador, equivalent to 4.28% of GDP. Fifty per cent of these costs are borne by the affected women themselves, their households and microenterprises, 39% by medium and large enterprises, and 11% by the state. In 2018, Ecuador enacted the Comprehensive Organic Law to Prevent and Eradicate Violence against Women. It has also declared its commitment to gender equality and has ratified international and regional conventions to combat violence against women and discrimination against women.

Despite these advances, the challenges to implement effective measures to prevent gender-based violence remain immense, also due to the **lack of interoperability between the information systems of the different institutions responsible for acting in different phases of the phenomenon**, from awareness raising and prevention to tracing, police/judicial intervention, as well as post-sentence/penalty follow-up.

In this context, several activities have been put in place for the Ministry of the Interior, in particular the intervention phase following a complaint and to ensure the follow-up of cases of ill-treatment as well as assistance to victims. Nevertheless, it seems necessary to **strengthen the coordination and data exchange mechanisms between different State actors**, which could provide vital information to prevent this type of violence, such as prenatal check-ups and medical check-ups of children, emergency services and primary care services, which can be ideal moments to identify potential cases of violence against women and girls, as well as the monitoring of the territorial coverage of crimes in disadvantaged areas, in order to facilitate awareness raising and a critical and evidence-based debate on the issue of gender-based violence.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:

Key stakeholders:

Ministry of Telecommunications and Information Society, National Directorate of Public Records (DINARP), Ministry of the Interior and National Police, National Service for Adults Deprived of Liberty and Adolescent Offenders (SNAI), Judiciary Council, Technical Secretary against Child Malnutrition, the National Unit of the Social Registry, civil society organizations and academia.

The selection of stakeholders is the result of a large analysis of the state of the art and consultation process conducted during the second semester of 2022, and culminated in a national workshop to jointly define the strategic areas of intervention and the priorities to focus on, so to ensure that the intervention could produce short-term ‘quick wins’ and leverage on this to further extend the activities to ‘low hanging fruits’ and be then institutionalised within the national authorities, and serve as the basis for further investments in digital infrastructures, as well as extending the programme of activities to other administrations of the State.

Stakeholders	Main interest of the project in relation to stakeholder	Level of Interest
Duty bearers		
Ministry of Telecommunications and	Improve interoperability and functionalities of Ecuador’s digital government platform enhancing	High

Information Society (MINTEL), National Directorate of Public Records (DINARP)	organisational efficiency, cost-effectiveness, transparency, quality of services, and citizen satisfaction and trust	
Judiciary Council and National Service for Adults Deprived of Liberty and Adolescent Offenders (SNAI)	Establish appropriate regulatory frameworks, data governance mechanisms and interoperability solutions and protocols to ensure information flows between relevant government administrations in the security, justice and social sector	High
Technical Secretary against Child Malnutrition	Complete the national data management system for monitoring the conditions of disadvantaged groups of the population with regard to child malnutrition	High
Ministry of the Interior and National Police	Strengthen skills and build capacities in data protection and interoperability, cybersecurity, cyber defense and digital forensic analysis, supporting the design and management of the National Cybercrime Center	High
ICT Industry / SMEs	Increase cooperation with public sector organisations and develop a local digital and open data ecosystem	Medium
Academic institutions	Contribute to the design and management of the national digital governance framework and infrastructure	Medium
Civil Society Organisations	Monitor the progress on digital governance in relation to transparency and participation, while contributing to the development of a local open data ecosystem	High
Right holders		
Citizens at large	Improve quality of digital public services and access to information and data as well as transparency	High
Adults Deprived of Liberty and Adolescent Offenders	Enhance security levels through better digital identity management, data sharing, increasing capacities to monitor and control and protect human rights	High
Families with children at risks of malnutrition	Strengthen quality and responsiveness of services and increase capacities to prevent risks and offer personalised solutions to disadvantaged groups in society	High
Women and girls at risk of violence/discrimination	Reinforce capacities to monitor implementation of sentences, reducing risks and prevent violence	High
Secondary stakeholders		
Consultants, experts	Provide technical assistance and peer-learning support	Medium
Embassies of EU Member States in Ecuador	Exchange of knowledge and sharing of good practices as well as identifying investment opportunities and define Team Europe initiatives on Digital Governance	Low
International Cooperation	Coordinate support and regional investment initiatives	High

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is **to promote a data-driven digital transformation of the governance system in Ecuador** through achieving full digitalization of administrative processes, while strengthening interoperability in the area of security, justice and social policy, to provide better quality services to citizens.

The Specific Objectives (Outcomes) of this action are:

1. To improve the functionalities of Ecuador's single registry of administrative procedures (GOB.EC Platform), in order to establish 'end-to-end' digital processes according to a secure and multi-channel provision system, enhancing organisational efficiency, cost-effectiveness, transparency, quality of services, and user satisfaction, exploiting in particular open government solutions, working in close cooperation with local stakeholders.
2. To establish appropriate regulatory frameworks, data governance mechanisms and interoperability solutions and protocols, reinforcing digital platforms and defining systematic data exchange mechanisms to ensure information flows between relevant government administrations in the security, justice and social sector, to facilitate the fight against crime and violence, with a specific focus on monitoring convicts, especially from vulnerable groups, so to prevent abuses and facilitate social rehabilitation and human rights protection.
3. To complete the national data management system for monitoring with real-time social indicators, the conditions of disadvantaged groups of the population, so to generate personalised and preventive follow-up alerts, in the specific area of child malnutrition, exploiting the potential derived from the publication of open data and predictive analytics based on Artificial Intelligence systems.
4. As a transversal support area, to strengthen skills and build capacities in data protection and interoperability, cybersecurity, cyber defense and digital forensic analysis, assisting in the design and management of the National Cybercrime Center to be established by the government and the National Police, supporting the development of the Police Units in the field and the articulation with interdisciplinary teams through the participation of developers, academic institutions and civil society organizations at the national and international level, leveraging on bilateral cooperation actions, taking advantage of the D4D Hub and the emerging initiatives of Team Europe in the Latin American and Caribbean region.

The Outputs to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are:

Specific objective 1 (Lead Beneficiary: MINTEL):

Output 1.1 Enhanced Digital Governmental Platform (Ecuador Digital) based on flexible/modular and open-ended service oriented architecture and reference framework based on secure and unified digital identity system, to enable cross-border interoperability with the countries of the region and with the European Union, involving public and private sector organisations, so as to intensify the process of policy dialogue and technical exchange, promoting a human-centric digital transformation and facilitating a multi-channel provision of public services, supporting the implementation of the national Law on Digital Transformation.

Output 1.2 Piloted and validated functionalities of the single registry of administrative procedures underpinning the digital platform and ecosystem and related developments of 'end-to-end' digital processes, ensuring a 'seamless' experience in a selected number of services (4) involving different stakeholders, including local governments, and to be completed during the period of implementation of the action. The services will be selected in the security, justice and social sector, in consultation with relevant stakeholders, including academic and civil society organisations, exploiting in particular open data and open source solutions developed by the local industrial ecosystem.

Output 1.3 Improved knowledge in data governance and management of information systems, to support the design of a national digital interoperability platform to ensure the automatic flow of information in the security, justice and social sector, to guarantee the full establishment of timely and efficient information exchange mechanisms to facilitate the fight against crime and violence and their prevention at national and regional level, ensuring alignment with international agreements, such as the Budapest Convention, and further implementing cooperation with EUROPOL and with the EU CyberNet network, as well as supporting the steering of the Digital Agenda for the Andean countries, in line with the further development of the regulatory framework to implement the national Law on Cybersecurity and the establishment of the EU-LAC Cybersecurity Regional Centre in Ecuador.

Specific objective 2 (Lead Beneficiary: Consejo de la Judicatura y SNAI):

Output 2.1 Revised and complete regulatory framework and appropriate governance model for data management and exchange between relevant government administrations in the executive and judicial sector, through the implementation of improvements to specific components of the Ecuadorian Automatic Judicial Processing System, E-SATJE 2020: Electronic Judicial Management Office and Web Processing Module.

Output 2.2 Enhanced interoperability solutions and protocols, connecting existing digital platforms and defining systematic data exchange mechanisms to ensure secure information flows between relevant government administrations in the security, justice and social sector, with specific focus on monitoring convicts from vulnerable groups in the National Service for the Comprehensive Care of Adults Deprived of Liberty and Adolescent Offenders (SNAI), so to prevent crime and violence, and facilitate social rehabilitation and the protection of human rights.

Output 2.3 Established comprehensive inter-institutional relationship system and digital platform to monitor the effective execution of sentences and implementation of measures for prevention and protection of victims of gender-based violence and related family members, especially children at risk, through distributed network and mobile solutions reaching rural and remote areas, starting with piloting in selected local communities in the country.

Specific objective 3 (Lead beneficiary: Secretaría Técnica Ecuador Crece Sin Desnutrición Infantil - STECSDI and relevant Social Sector institutions):

Output 3.1 Established Unified and Universal System for Nominal Tracking (SUUSEN) by strengthening the processes of primary data collection and information exchange through the appropriate mechanism that the DINARP defines for the use of large amount of digital information and the related inter-agency digital data exchange platform guaranteeing real time access and monitoring of the conditions of Children at risks of Chronic Undernutrition (DCI), their mothers and related family ecosystems.

Output 3.2 Piloted Artificial Intelligence model to test predictive analytics systems based on the level of risk of suffering malnutrition or any of its associated factors (e.g. low birth weight, teenage pregnancy, anaemia, premature birth, among other conditions), as well as systems that predict probability to skip critical services for the prevention of malnutrition (e.g. vaccination, prenatal check-ups, well-baby check-ups, among others), and provide personalised solutions and services to families and mothers in disadvantaged conditions or from vulnerable groups.

Output 3.3 Institutionalized Unified and Universal System for Nominal Tracking (SUUSEN), through the extension to other entities of the social sector with a focus on early childhood, in a first phase, allowing to generate a digital ecosystem of the sector that ensures a timely recruitment of the vulnerable population, through the use of common tools, the timely detection of alerts that may affect the prevalence of factors that put health at risk, the use of predictive models based on Artificial Intelligence and the subsequent referral of alerts to the entities responsible for the provision of social services.

Specific objective 4 (Lead beneficiary: Ministry of Interior and MINTEL):

Output 4.1 Enhanced interoperability between relevant institutions in the security and justice sector, to improve the capacity of the national system to address the multiple risks and the growth of crimes

and offences in the digital sphere, so to facilitate regional coordination and international cooperation and fight against drug trafficking, terrorism and money laundering, as well as corruption and organised crime, among others.

Output 4.2 Reinforced skills and competences in data protection, cybersecurity and cyber defence, including study visits to selected EU countries, to exchange practices and knowledge, building on cooperation initiatives implemented by various donors, as well as developing specific cyber forensic training and capacity building activities with the involvement of national and international academic and civil society organisations active in the field.

Output 4.3 Strengthened capacities in the design and direction of Cybernetic Centers and/or Computer Emergency Response Teams (CERT) to be established by the government and preferably the National Police, through the technical support of the Police Units in the field and the articulation in the development of interdisciplinary teams, involving developers, academic institutions and civil society organizations at the national and international level, leveraging on the D4D Hub and emerging initiatives of Team Europe in Latin America and the Caribbean region.

3.2 Indicative Activities

Specific objective 1 (Lead Beneficiary: MINTEL):

Activities related to **Output 1.1**

1.1.1 Conduct a study to identify the key administrative procedures that should be registered in the Digital Government Platform (Ecuador Digital). This can be achieved by conducting a detailed analysis of the processes involved in multichannel service delivery. The identified processes should have a flexible/modular and open service-oriented architecture and a framework based on a secure and unified digital identity system.

1.1.2 Analysis, development, testing and production start-up of the platform and nodes for cross-border interoperability, identifying the key administrative procedures that must be registered in the platform and ensuring knowledge transfer on cross-border interoperability and digital transformation across relevant organisations. This can be achieved by conducting a detailed analysis of the processes involved in delivering multi-channel services, training and capacity building, as well as support to the design of the architecture of the platform and process re-engineering, so that the identified procedures are clear, precise and easily understandable by the users.

1.1.3 Establishment of the appropriate data governance and interoperability reference model, based on the key procedures identified and defining the data fields needed for each administrative procedure, as well as the relationships between the different types of data, ensuring that the data model is flexible and scalable to accommodate future needs and guiding the development of the technological platform and the solution for service provision. This implies the creation of the necessary software to manage and process the data of the administrative procedures, with technical assistance provided by a team of experienced developers to ensure that the solution is of high quality and meets the requirements of the platform and the highest technical and security standards for cross-border interoperability at the international level and in line with the national Law on Digital Transformation.

Activities related to **Output 1.2:**

1.2.1 Analysis and identification of the system requirements, including the expected results of processes of selected services in the security, justice and social sector (to be defined), in order to ensure the design of the digital platform and ecosystem is based on a comprehensive understanding of the needs that must be met for specific services. This includes the design of the standard process that will be followed to process an application, the steps and timeframe required, as well as the resources needed to complete each step across different actors and levels of governance.

1.2.2 Definition and selection of the appropriate technological platform for the procedure system implementation. This includes the hardware, software, and services that will be used to implement the system, considering the scalability, security, and ease of use of the selected platform and the

integration with the interoperability solution, ensuring solutions are appropriate to the national context and when possible developed using open source solutions and exploiting open data in cooperation with local providers, drawn from academia, civil society and industry.

1.2.3 Piloting and validation of the functionalities of the digital platform in a selected number of services (4) in the security, justice and social sector, involving different stakeholders, including local governments, developing a full “end-to-end” digital process, ensuring a “seamless” experience for users and to be completed during the period of implementation of the action, so to represent a reference for the further implementation of digital services in other areas and sectors at national level, in line with the Digital Transformation Agenda for Ecuador.

Activities related to **Output 1.3:**

1.3.1 Conduct an international benchmarking study and organise technical visits to selected countries in the EU to support the development of the National Interoperability Framework in reference to best practices at the international level, so to ensure the capacity to manage a holistic framework that covers technical, syntactic, semantic and organizational interoperability and create a regulatory instrument to better manage information and data exchange in the public and private sector in Ecuador and cross-border with countries in the region and with the EU.

1.3.2 Capacity building, training and knowledge transfer on interoperability and digital transformation, with specific focus on cybersecurity, data protection and cyber diplomacy, working in strict cooperation with the EU Cyber Net network and other relevant initiatives in the region supported by the EU and other relevant donors, so to establish a common standard and schemas for cross-border interoperability and data exchange across the country and with countries in the region to facilitate the fight against crime and violence and their prevention.

1.3.3 Technical support and advisory services to the national authorities in ensuring full alignment with relevant international agreements, such as the Budapest Convention, the further implementation of the cooperation with EUROPOL and other international and regional agreements, as well as assisting in the steering of the Digital Agenda for the Andean countries, in line with the further development of the regulatory framework to implement the national Law on Cybersecurity and the establishment of the EU-LAC Cybersecurity Regional Centre, so to guarantee exchange of practices and the implementation of cross-border interoperability solutions in the region.

Specific objective 2 (Lead Beneficiary: Consejo de la Judicatura y SNAI):

Activities related to **Output 2.1:**

2.1.1. Establishment of a revised and comprehensive regulatory framework and governance model for data management and exchange between relevant administrations in the executive and judicial sector, ensuring the possibility to implement web based solutions, possibly based on cloud systems and service oriented architectures.

2.1.2. Homologation of the legal catalog of criminal offenses between the Judiciary Council and the National Service for the Comprehensive Care of Adults Deprived of Liberty and Adolescent Offenders (SNAI), as well as the definition of the variables to be interoperated between the computer systems of the Judiciary Council and the SNAI, including all the required data of the Persons Deprived of Liberty and Adolescents offender.

2.1.3 Further development of the E-SATJE 2020: Electronic Judicial Management Office and Web Processing Module, including a specific query module for access and analysis of the administrative records of each Person Deprived of Liberty and Adolescents offenders, through the definition of a number of identification and its integration and validation in the Administrative Penitentiary Registry (SIP).

Activities related to **Output 2.2:**

2.2.1. Establishment of a comprehensive interoperability framework for automatic exchange of information of Persons deprived of liberty and adolescents offenders between the Judicial Council and SNAI, to be further extended to relevant authorities in the justice and security sector, including

Ministry of the Interior - National Police (in particular the Criminalistics and Forensic Sciences Service); Judiciary Council; State Attorney General's Office; Ministry of Telecommunications and Information Society; and, General Directorate of Civil Registry, Identification and Documentation, as well as preparing the ground for further extending to the national Court of Justice and other institutions, in view of the creation of a new Ministry of Penitentiary Management and Rehabilitation.

2.2.2. Development, testing and validation of technological solutions and protocols for the exchange of information between the computer systems of the Judiciary Council and SNAI, for the registration on information, including data collected through biometric systems (facial and fingerprints), ensuring the highest level of security and data protection in line with the national Cybersecurity Law and international standards, building in particular on the results of the Emergency response program to strengthen Ecuador's penitentiary system supported by the EU.

2.2.3. Technical support, capacity building and training for the development and application of the interoperability solutions between the Judiciary Council and SNAI, and its further extension to other relevant institutions, ensuring full alignment and secure data exchange with other initiatives to fight crime and violence in the country and at regional and international level, as well as exploring data exchange with social sector institutions so to prevent possible abuses and anticipate risks of violence and crime, monitoring social rehabilitation of vulnerable groups.

Activities related to **Output 2.3:**

2.3.1 Design of a comprehensive inter-institutional relationship model to monitor the effective execution of sentences and implementation of measures for prevention and protection of victims of gender-based violence and related family members, especially children at risk, including the development of a "Registro Único de Violencia - RUV" (Single Registry of Violence), and a "Registro Único Judicial – RUJ" (Single Judicial Registry)

2.3.2 Development, testing and validation of an automatic system for exchange of data and information for prevention and protection of victims of gender-based violence and related family members, between the digital platforms of the Judiciary Council and SNAI, in first instance, possibly extended to other relevant institutions in the security, justice and social sector, ensuring the highest level of security and data protection in line with the national Cybersecurity Law and international standards.

2.3.3 Development and testing of non-revictimizing models in specialized judicial units monitoring social reinsertion of persons deprived of liberty and adolescents offenders, with a focus on victims of gender-based violence and related family members, through defining and conducting a pilot project involving selected local communities in the country, guaranteeing the anonymity and security of the ex-offenders and family members, further developing and applying predictive analytics systems to protect and prevent possible abuses and reduce revictimization.

Specific objective 3 (Lead beneficiary: Secretaría Técnica Ecuador Crece Sin Desnutrición Infantil - STECSDI and relevant Social Sector institutions):

Activities related to **Output 3.1:**

3.1.1 Map and strengthen the mechanisms that the DINARP has defined for the collection and exchange of large volumes of information, guaranteeing full availability of data and the security of exchange processes; in order to improve the existing interoperability systems which allow the analysis of large volumes of information for the establishment of the Unified and Universal System for Nominal Tracking (SUUSEN) of Children at risks of Chronic Undernutrition (DCI), their mothers and related family ecosystems.

3.1.2 Expand the functionalities of the Unified and Universal System for Nominal Tracking (SUUSEN) of Children at risks of Chronic Undernutrition (DCI), including mechanisms of direct communication with citizens through text messaging and other channels of real-time communication and information delivery.

3.1.3 Optimize the source information systems of the Unified and Universal System for Nominal Tracking (SUUSEN) of Children at risks of Chronic Undernutrition (DCI), through architectural and functional improvement of the Health Care Registry Platform (PRAS), the MIES information system (SIIMIES), the Social Registry Technology Platform and other subsystems developed as part of the new integrated sectoral management model.

Activities related to **Output 3.2:**

3.2.1 Conduct an in-depth analysis of the first exploratory results of the development and application of Artificial Intelligence predictive models in the following areas: prevalence of chronic child malnutrition, adolescent pregnancy, low birth weight, anemia in children, anemia among pregnant women or premature birth.

3.2.2 Develop algorithms that exceed the criteria of minimum recall of 70% and precision of 60% based on the results of the analysis conducted under 3.2.1 so to deliver nominal alerts to the Ministry of Health and the Ministry of Social Inclusion so they can provide preventive care to those at high risk. These models will also allow a better understanding on how to improve them and further explore the possibility of replicating the analysis at a larger scale or in different areas of social service or security.

3.2.3 Implement, automate and document the Artificial Intelligence algorithms developed as part of the Unified and Universal System for Nominal Tracking (SUUSEN) and transfer knowledge to the technical team of the Technical Secretariat Ecuador Grows Without Child Malnutrition and, to the extent possible, to other organisations interested to develop similar approaches in the security, justice and social sectors.

Activities related to **Output 3.3:**

3.3.1 Develop the information management model of the digital ecosystem of the social sector, elaborating further on the Unified and Universal System for Nominal Tracking (SUUSEN), with emphasis on early childhood, and the aim to extend the model to other entities of the social sector and vulnerable groups in situation of risk.

3.3.2 Identify and integrate new sources of information to the Unified and Universal System for Nominal Tracking (SUUSEN) considering, in a first phase, the inclusion in the system of new actors, such as the National Institute of Statistics and Censuses (INEC), with specific regard to the information deriving from the National Survey of Child Malnutrition and the 2022 Census; and the Ecuadorian Institute of Social Security (IESS). Subsequently, the inclusion of data from the immigration register, the Ministry of Urban Development and Housing (MIDUVI), the Ministry of the Environment, Water and Ecological Transition (MAATE), the Ministry of Telecommunications and Information Society (MINTEL), and the other entities that are part of the management model of the Digital Ecosystem of the Social Sector will be explored.

3.3.3 Improvement of the Unified and Universal System for Nominal Tracking (SUUSEN) subsystems through a calibration and adjustment to the needs of the social sector, with emphasis on early childhood, conducting a technical, administrative and legal feasibility study on the possibility of institutionalizing the system as a reference platform of the Digital Ecosystem of Social Sector in Ecuador and with possible replication in other contexts.

Specific objective 4 (Lead beneficiary: Ministry of Interior and MINTEL):

Activities related to **Output 4.1:**

4.1.1 Develop the catalogue of information and data collected by public institutions in the security and justice sector, for ensuring control of public order and the prevention of violence and crime, based on current legal regulations on issues of information security and protection of personal data.

4.1.2 Establish a dedicated secure interoperability system between the different national institutions in charge of security and justice and, in coordination with DINARP, define the information exchange mechanism for the security and justice sector, public order and violence and crime prevention,

guaranteeing the highest level of security of data and the protection of fundamental rights of citizens, including in particular privacy requirements.

4.1.3 Implement the operational model for the exchange and use of data and information of the security and justice sector, defining levels of access of the national public sector institutions and the information exchange with region; and international organisations for the purpose of fight against drug trafficking, terrorism and money laundering, as well as corruption and organised crime, among others.

Activities related to **Output 4.2:**

4.2.1 Provide training in cybersecurity, cyberintelligence, cyberdefense, and cyberdiplomacy, with a specific focus on the risks of emerging technologies and with a priority to the units of the Ecuadorian National Police in charge of investigating cybercrimes and crimes committed through digital technologies, giving both a theoretical and practical approach through engaging on “hands-on” project-based learning and exercise of simulated attacks.

4.2.2 Organise and implement study visits to selected EU countries, with a priority to reinforce the capacities of the personnel of the Police Units involved in the fight of cybercrime, as well as other governmental institutions of the National Cybersecurity Committee, to exchange practices and knowledge with peers from EU Member States, building on the example of the EU funded Cyber4Dev project and other cooperation initiatives implemented by various donors and partner organisations active in the field.

4.3.3 Strengthen the skills and capacities in digital forensic of the dedicated Police Units, as well as other governmental institutions of the National Cybersecurity Committee, through training and capacity building activities with the involvement of national and international academic and civil society organisations active in the field, and the aim of developing a structured mechanism / observatory in the field.

Activities related to **Output 4.3:**

4.3.1 Support the design of the organisational model for Cybernetic Centers and/or Computer Emergency Response Teams (CERT) to be established by the government and the National Police, through a feasibility study and technical support to optimize the deployment of technical and human resources and the identification of the physical and digital infrastructure investment needs, building on other initiatives being supported by EU and other donors active in the field (e.g. USAID).

4.3.2 Identify appropriate instruments and tools for rapid and effective cooperation in the area of cybercrime, ensuring the secure and effective exchange of information to deal with complaints from citizens and carry out a timely investigation of cybercrimes, as well as sharing data with regional and international partner organisations, so that a real time follow up of crimes and intervention and preventive actions are ensured.

4.3.3. Assist the national authorities in exploring strengthening cooperation at regional and international level in the investigation of cybercrime and crimes committed through digital technologies, as well as preventing and combating crimes at the regional level, leveraging on the D4D Hub and Team Europe initiatives in the region.

3.3 Mainstreaming

Environmental Protection & Climate Change

The improvement and modernisation of the digital infrastructure underpinning the Digital Government platforms and the rationalisation of resources to coordinate implementation of services through advanced solutions of data interoperability shall result in energy efficiency savings and indirectly impacting positively on environmental protection and climate change.

As the action focuses exclusively on improving governance systems and public services no environmental hazards are expected. The Climate Risk Assessment (CRA) screening concluded that

this action is no or low risk (no need for further assessment) and the EIA (Environment Impact Assessment) screening classified the action Category X (no need for further assessment).

Gender equality and empowerment of women and girls

Since contributing to the prevention and elimination of violence against women and girls is one of the most important barriers in the development of women's life projects, this action thus contribute to gender equality especially in component 3 and 4.

The components 3 and 4 of the action have positive impact on gender as they are respectively addressing conditions of families and children at risk of malnutrition, and combating and preventing gender-based violence. As per the OECD Gender DAC codes, the component 3 and 4 of this action are labelled as GX.

Human Rights

A core element of the project is the increase of the availability of data and open data improving transparency and participation through multi-stakeholders cooperation in data exchange and digital services provision, increasing also citizens' participation and scrutiny of public interventions.

The Action has as a specific focus on adults deprived of liberty and adolescent offenders, as well as families with children at risks of malnutrition and women and girls at risk of violence and discrimination. It applies a strong right-based approach, aiming to protect and prevent human-rights abuses and offences, while increasing security and social justice.

Disability

Digital services will be developed using multi-channel solutions taking into consideration needs of people with disabilities and ensuring accessibility of services to all citizens.

Democracy

The principles of good governance, participation, non-discrimination, transparency and accountability are at the core of A core element of the project is improving interoperability and data sharing in the security, justice and social sector, increasing transparency and fairness of decision making, citizens' monitoring and participation.

Conflict sensitivity, peace and resilience

By improving the access to data and digital services, as well as providing personalised solutions to disadvantaged groups in society, the action aims to enhance trust in the government and consolidate the democratic system, contributing to the prevention of potential conflict. The special attention given to vulnerable groups in society shall have a potential positive impact and thus contributing to solve the current social tensions in the country.

Disaster Risk Reduction

Not applicable

Other considerations if relevant

Not applicable

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
1.1.Macro environment	Current political crisis is not solved after elections and	L	H	The current government will continue to operate, although

	there is no government in place for supporting implementation			the pace of work may be affected: introducing flexibility in the project inception phase will help.
1.2.Political decisions outside the Commission	The new government established after elections changes priorities and decides to revise the digital agenda and review this action	L	H	Direct project management maintains an unbiased approach to implementation issues, while maintaining dialogue with all relevant stakeholders.
1.1.Macro environment	The economic situation of the country may create difficulties for the development of project activities (e.g. insufficient funds for renewing obsolete technological infrastructure)	M	H	Introduce flexibility in the project implementation schedule and in the allocation of funds for actions to compensate for possible shortfalls, and defining an investment plan for support from international Financing Institutions (e.g. EIB)
1.2.Political decisions outside the Commission	Changes in the senior management positions and technical responsibilities in the direct beneficiaries organisations	M	M	Ensure a contingency plan and handover process during inception phase, while developing appropriate mechanisms for monitoring and supervising the action's implementation.
1.1.Macro environment	Citizens dissatisfaction and emergence of new / aggravating	M	M	Strengthen coordination of activities among relevant stakeholders and inclusion of civil CSOs in the

	prison crises and civic protests			process of design and control of the action.
1.2.Political decisions outside the Commission	Changes in the strategic direction of the State with regard to digital transformation of the governance system.	L	H	Ensure adherence to Open Government and other international agreements and technical support to assist the implementang partners.
1.2.Political decisions outside the Commission	Lack of political commitment and coordination among the key implementing partners	M	H	Reinforce capacities and inter-institutional mechanisms of coordination, including establishing a National Policy Dialogue on Digital Governance.

Lessons Learnt:

Based on the results of the analysis conducted with support of an external expert contracted by DG INTPA, a clear political will of the different parties at national level to carry out a major digital transformation process with a positive impact on citizens has been identified. The flexibly defined strategic framework alredu in place at the national level, demonstrates the possibility of identifying concrete actions and realising far-reaching initiatives with long-term impact.

At the same time, the capacities of the academic sector and civil society, together with the presence of a dynamic private sector, can serve as leverage for the necessary paradigm shift if it is possible to take advantage of the possibilities for co-creation that have led, for example, to promising results in terms of opening up public data in specific sectors, such as finance and procurement among others. The process that has been initiated in the use of open data is an important element to promote a policy of open and transparent governance, especially in the justice sector and the fight against corruption. In this regard, it is essential to consider the recognition of the need to accelerate the process of digital transformation towards the Open State as an opportunity that is also combined with the presence of very active local open data communities.

International cooperation (e.g. Cable Bella-T) and the development of a research and training network with EU countries are also crucial elements in order to develop a real national policy and strategy that can achieve both a local and regional impact in the entire region, but also contribute to position Ecuador as an actor in the international debate, for example on cybersecurity or data protection, as well as playing a central role in the fight against cybercrime and financial crime in Latin America and the Caribbean.

In this respect, the alignment of Ecuador with international and european policy and the aim to strengthen the harmonisation of regulations in the data and digital governance is an opportunity to explore synergies with neighboroud countries in the region, as well as provide a better understanding of the potential for trading and investments. While the focus of EU and international cooperation has been so far on primary sector exchange, the role that an improved digital governance system could

play to support the local industry and especially SMEs in their offer of services at the regional and international level should be emphasised. To this end, it would be pivotal to take advantage also of the competent academic and research community in the country, and the relations already established at the regional and international level, with a specific focus to Member States of the EU, in particular those that have traditionally consolidated ties with the country, but also those with strong digital capacities.

On the other hand, all interviews and consultation meetings conducted during the identification mission in 2022 have clearly shown the shortcomings of the digital infrastructures, which are obsolete and in some cases require a profound redefinition and improvement of the available IT architecture. The state of archiving, data management and analysis systems also presents important limitations. The limited technical capacities in the public sector and the limited quality of data available have a negative impact on the transparency and efficiency of administrative and public decision-making processes. More importantly, the lack of interoperability of data management and processing systems has been highlighted by all stakeholders and experts from academia and the private sector, and the various public sector institutions that have been consulted.

However, this situation can be a great opportunity for modernising the technological infrastructure of Ecuador, tapping on international investments, paving the way to possible Team Europe Initiatives and private sector investments within the framework of the Global Gateway, but also in view of the establishment of the Digital Window of the United Nations Global Fund to be established in 2024.

At the same time, Ecuador has developed an interoperability platform that should allow public sector institutions to share and exchange data in an interoperable way between systems. Although this platform is at the moment only conceptual, and standards and processes for its development still need to be established, the platform is rooted in Ecuador's interoperability law, which obliges public sector bodies to take measures to ensure data interoperability.

Finally, among the main threats to achieve a successful digital transformation of the governance system that have been identified is the high turnover of civil servants and limited knowledge management, as well as the fragmentation of interventions and limited cooperation between different parties, which hinders the institutionalisation of digital processes and services. To this end, a review and deepening of the legal system and alignment with governance reform policies is a priority and could greatly benefit from the international - and in particular European - experiences being made in governance and data protection, as well as the context of the debate on the design and development of an human-centric approach to Artificial Intelligence.

3.5 The Intervention Logic

The main objective and expected impact of this action is to promote a data-driven digital transformation of the governance system in Ecuador through achieving full digitalization of administrative processes, while strengthening interoperability in the area of security, justice and social policy, to provide better quality services to citizens.

The action is articulated in coherence with and in order to be complementary to the National Digital Transformation Agenda as well as the Cybersecurity strategy, and the emergency programme supported by the EU in the area of prison management. The action is also aligned with and support the regional strategies of cooperation in Latin America and the Caribbean, and in particular the EU-LAC Digital Strategy, the Andean Community digital strategy and the EU-LAC D4D Hub, as well as the Global Gateway investment strategy and roadmap, with specific regard to cybersecurity and data governance, without excluding other interesting areas such as port security alongside the Guayaquil bay and port systems.

To successfully achieve the expected result, the action revolves around four main components, each one of them structured according to three main activities and related concrete and measurable outputs.

The first component, managed directly by the Ministry of Telecommunications and Information Society (MINTEL) through the National Directorate of Public Records (DINARP) aims to improve the

functionalities of Ecuador's single registry of administrative procedures (GOB.EC Platform), in order to establish 'end-to-end' digital processes according to a secure and multi-channel provision system.

- **IF** Ecuador achieves the enhanced Digital Governmental Platform (Ecuador Digital) based on flexible/modular and open-ended service oriented architecture and reference framework based on secure and unified digital identity system, **THEN** cross-border interoperability with the countries of the region and with the EU will be ensured, and the process of policy dialogue and technical exchange will be reinforced so to promote a human-centric digital transformation and facilitating a multi-channel provision of public services to all citizens.

The second component of the action, implemented jointly by the Judiciary Council and the National Service for Adults Deprived of Liberty and Adolescent Offenders (SNAI), has the ambition to establish appropriate regulatory frameworks, data governance mechanisms and interoperability solutions and protocols to ensure information flows between relevant government administrations in the security, justice and social sector.

- **IF** Ecuador manages to establish a comprehensive inter-institutional interoperability system, connecting existing digital platforms and defining systematic data exchange mechanisms in the security and justice sector, **THEN** information flows to monitor convicts from vulnerable groups will be ensured, so to prevent crime and violence, and facilitate social rehabilitation and the protection of human rights.

The third component of the action, managed by the Technical Secretary against Child Malnutrition, in cooperation with other relevant administrations from the social sector, is set to complete the national data management system for monitoring the conditions of disadvantaged groups of the population in the area of child malnutrition.

- **IF** Ecuador establishes a fully-fledged Unified and Universal System for Nominal Tracking (SUUSEN) and the related inter-agency digital data exchange platform, exploiting the potential derived from the publication of open data and predictive analytics based on Artificial Intelligence, **THEN** real time access and monitoring of the conditions of Children at risks of Chronic Undernutrition (DCI), their mothers and related family members can be guaranteed and further extended to other entities of the social sector allowing to generate a digital ecosystem for the timely detection of alerts that may affect the prevalence of factors that put health at risk and the subsequent referral to the entities responsible for the provision of social services, as well as the security and justice system.

The fourth component, which beneficiary is mainly the Ministry of Interior and the National Police, in cooperation with MINTEL, has a transversal and cross-cutting nature, as it is focused on strengthening skills and building capacities in data protection and interoperability, cybersecurity, cyber defense and digital forensic analysis, assisting in the development of the National Cybercrime Center to be established by the government and the National Police.

- **IF** Ecuador improve the knowledge in data governance and management of information systems, and the capacity to implement a national digital interoperability platform to ensure the automatic flow of information in the security, justice and social sector, including the establishment of the National Cybercrime Center, **THEN** the timely and efficient exchange of information to facilitate the fight against crime and violence and their prevention at national and regional level, ensuring alignment with international agreements will be achieved, leveraging on the D4D Hub and emerging initiatives of Team Europe in Latin America and the Caribbean region.

3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention. On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action. The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values / years)	Targets (values / years)	Sources of data	Assumptions
Impact	To promote a data-driven digital transformation of the governance system in Ecuador through achieving full digitalization of administrative processes, while strengthening interoperability in the area of security, justice and social policy, to provide better quality services to citizens	Online Services Index	0,76/2022	0,81/2025	E-Government Development Index (EGDI)	The new government established after elections maintains Digital Governance as priority
Specific Objective 1	<i>To improve the functionalities of Ecuador's single registry of administrative procedures (GOB.EC Platform), in order to establish "end-to-end" digital processes according to a secure and multi-channel provision system, enhancing organisational efficiency, cost-effectiveness, transparency, quality of services, and user satisfaction, exploiting in particular open government solutions,</i>	Percentage of simplification and digitalization of critical services of the entities of the Central Public Administration.	30%/2022	60%/2025	Undersecretary of e-Government and Civil Registration	A dedicated an investment plan for support from international Financing Institutions (e.g. EIB) is defined to enhance digital infrastructure

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values / years)	Targets (values / years)	Sources of data	Assumptions
	<i>working in close cooperation with local stakeholders</i>					
Output 1 related to specific objective 1	Enhanced Digital Governmental Platform (Ecuador Digital) based on flexible/modular and open-ended service oriented architecture and reference framework based on secure and unified digital identity system, to enable cross-border interoperability with the countries of the region and with the European Union, involving public and private sector organisations, so as to intensify the process of policy dialogue and technical exchange, promoting a human-centric digital transformation and facilitating a multi-channel provision of public services, supporting the implementation of the national Law on Digital Transformation	% of implementation of the Enhanced Digital Governmental Platform (Ecuador Digital)	10%/2022	100% 2025	Undersecretary of e-Government and Civil Registration	
Output 2 related to specific objective 1	Piloted and validated functionalities of the single registry of administrative procedures underpinning the digital platform and ecosystem and related developments of “end-to-end” digital processes, ensuring a “seamless” experience in a selected number of services (4) involving different stakeholders, including local governments, and to be completed during the period of implementation of the action. The services will be selected in the se-curity, justice and social sector, in consultation with	% of “end-to-end” digital processes implemented on the digital platform.	0%-2022	100% (4 process)-2025	Undersecretary of e-Government and Civil Registration	

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values / years)	Targets (values / years)	Sources of data	Assumptions
	relevant stakeholders, including academic and civil society organisations, exploiting in particular open data and open source solutions developed by the local industrial ecosystem					
Output 3 related to specific objective 1	Improved knowledge in data governance and management of information systems, to support the design of a national digital interoperability platform to ensure the automatic flow of information in the security, justice and social sector, to guarantee the full establishment of timely and efficient information exchange mechanisms to facilitate the fight against crime and violence and their prevention at national and regional level, ensuring alignment with international agreements, such as the Budapest Convention, and further implementing cooperation with EUROPOL and with the EU CyberNet network, as well as supporting the steering of the Digital Agenda for the Andean countries, in line with the further development of the regulatory framework to implement the national Law on Cybersecurity and the establishment of the EU-LAC Cybersecurity Regional Centre in Ecuador	1.3.1 % implementation of the silver-form of cross-border interoperability 1.3.2 % of implementation of the EU-LAC Regional Cybersecurity Center in Ecuador	1.3.1 0%-2022 1.3.2 25%-2022	1.3.1 100%-2025 1.3.2 90%-2025	1.3.1 DINARP 1.3.2 Undersecretary of e-Government and Civil Registration	
Specific Objective 2	<i>To establish appropriate regulatory frameworks, data governance mechanisms and interoperability solutions and</i>	<ul style="list-style-type: none"> Number of inter- 	<ul style="list-style-type: none"> Cooperation Agreement and Protocol for handling services 	2024 - 2028 Established security interoperability regulatory	<ul style="list-style-type: none"> Information provided by the technical areas of the Council 	The actors must be open to the creation of

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values / years)	Targets (values / years)	Sources of data	Assumptions
	<i>protocols, reinforcing digital platforms and defining systematic data exchange mechanisms to ensure information flows between relevant government administrations in the security, justice and social sector, to facilitate the fight against crime and violence, with a specific focus on monitoring convicts, especially from vulnerable groups, so to prevent abuses and facilitate social rehabilitation and human rights protection</i>	institutional agreements; <ul style="list-style-type: none"> Number of protocols; Number of technical reports on the status of the digital platform. 	for interoperability <ul style="list-style-type: none"> Technical reports regarding the development and implementation of interoperability systems. 	framework that guarantees the data governance mechanisms and interoperability solutions and protocols	of the Judiciary and the SNAI.	the regulatory framework and its approval, including in particular the creation of a single registry of persons deprived of liberty.
Output 1 related to specific objective 2	Revised and complete regulatory framework and appropriate governance model for data management and ex-change between relevant government administrations in the executive and judicial sector, through the implementation of improvements to specific components of the Ecuadorian Automatic Judicial Processing System, E-SATJE 2020: Electronic Judicial Management Office and Web Processing Module	Interoperability Cooperation Agreement. Homologation of the legal catalog of criminal offenses between the Judiciary Council and the National Service for the Comprehensive Care of Adults Deprived of Liberty and Adolescent Offenders (SNAI). Testing and validation of information exchanges of Judiciary Council and the National Service for the	<ul style="list-style-type: none"> Cooperation Agreement of Interoperability between the Council of the Judiciary and the National Service of Attention Comprehensive for Adults Deprived of Liberty and Adolescents (SNAI). 	2024 Homologation of the legal catalog. In the first semester of 2024, have the exchange of information between SNAI, Judiciary Council	CJ National Technology Office. Judiciary Council and the National Service for the Comprehensive Care of Adults Deprived of Liberty and Adolescent Offenders (SNAI).	

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values / years)	Targets (values / years)	Sources of data	Assumptions
		Comprehensive Care of Adults Deprived of Liberty and Adolescent Offenders (SNAI).				
Output 2 related to specific objective 2	Enhanced interoperability solutions and protocols, connecting existing digital platforms and defining systematic data exchange mechanisms to ensure secure information flows between relevant government administrations in the security, justice and social sector, with specific focus on monitoring convicts from vulnerable groups in the National Service for the Comprehensive Care of Adults Deprived of Liberty and Adolescent Offenders (SNAI), so to prevent crime and violence, and facilitate social rehabilitation and the protection of human rights	<ul style="list-style-type: none"> Number of Information Exchange Protocols defined 	Protocol for handling services for interoperability	<p>2024</p> <p>In the first half of 2024, establish the protocol for the exchange of information in the security and social sector.</p>	Technical areas of the CJ and the SNAI	
Output 3 related to specific objective 2	Established comprehensive inter-institutional relationship system and digital platform to monitor the effective execution of sentences and implementation of measures for prevention and protection of victims of gender-based violence and related family members, especially children at risk, through distributed network and mobile solutions reaching rural and remote areas, starting with piloting in selected local	<p>Technical report</p> <p>By December 2023, SNAI technicians and other institutions have received training in new information exchange technologies</p>	<ul style="list-style-type: none"> Technical reports regarding the development and implementation of interoperability systems; 	<ul style="list-style-type: none"> 2027-2028 <p>In the first quarter of 2024, technicians from the justice and social security sector have been trained in all interoperability issues</p>	<p>Technical areas of the CJ and the SNAI.</p> <p>Training entities</p>	

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values / years)	Targets (values / years)	Sources of data	Assumptions
	communities in the country					
Specific objective 3	<i>To complete the national data management system for monitoring with real-time social indicators, the conditions of disadvantaged groups of the population, so to generate personalised and preventive follow-up alerts, in the specific area of child malnutrition, exploiting the potential derived from the publication of open data and predictive analytics based on Artificial Intelligence systems</i>	Number of users reached by the new system of personal monitoring Reduction of incidences of child malnutrition and violence	<i>Data on current situation to be provided</i>	2024-20028 TBD	Technical Reports and Public reports / data	Political will and institutional support is maintained on the priority of enhancing digital monitoring of child malnutrition and related social ecosystems
Output 1 related to specific objective 3	Established Unified and Universal System for Nominal Tracking (SUUSEN) by strengthening the processes of primary data collection and information exchange through the appropriate mechanism that the DINARP defines for the use of large amount of digital information and the related inter-agency digital data exchange platform guaranteeing real time access and monitoring of the conditions of Children at risks of Chronic Undernutrition (DCI), their mothers and related family ecosystems	1. Number of entities linked to the new mechanism defined by DINARP to consume large volumes of information through SUUSEN. 2. Number of new functionalities implemented in SUUSEN Number of improvements implemented in SUUSEN source systems focused	1.1.0/2023 2.1. Existing functionalities in SUUSEN 3/2023 3.1. Successful improvements in the MSP PRAS System 0/2023 3.2. Planned improvements to the SIIMIES System 0/2023 3.3. Planned improvements in the Technological Platform of the Social Registry 0/2023	1.1.1. Have at least 5 entities linked to SUUSEN that interact through the mechanism provided by the DINARP for the consumption of large volumes of information. 2027 2.1.1. Development of at least 7 new functionalities. 2027 3.1.1. Improvements developed in the PRAS sub-theme of the MSP (2027) 3.2.1. Improvements developed in the SIIMIES sub-theme of the MIES. (2027)	1.1.1.1. DINARP's report 2.1.1.1. Institutional reports 3.1.1.1. Institutional project progress reports	DINARP implements mechanisms for the exchange of large volumes of information STECSDI maintains as a priority the permanent improvement of the SUUSEN platform. The entities that are part of ENECSDI are willing to improve their information systems. STECSDI continues with the priority of implementing preventive mechanisms for

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values / years)	Targets (values / years)	Sources of data	Assumptions
		on increasing the quality and availability of information.		3.3.1. Improvements developed in the Technological Platform of the Social Registry. (2027)		detecting vulnerabilities in the target population. STECSDI has sufficient quantity and quality of data to achieve a level of recall above 70%.
Output 2 related to specific objective 3	Piloted Artificial Intelligence model to test predictive analytics systems based on the level of risk of suffering malnutrition or any of its associated factors (e.g. low birth weight, teenage pregnancy, anaemia, premature birth, among other conditions), as well as systems that predict probability to skip critical services for the prevention of malnutrition (e.g. vaccination, prenatal check-ups, well-baby check-ups, among others), and provide personalised solutions and services to families and mothers in disadvantaged conditions or from vulnerable groups	1. Number of exploratory diagnoses of adjustment of artificial intelligence models for the following topics: prevalence of chronic child malnutrition, adolescent pregnancy, low birth weight, anemia among pregnant women or premature birth. 2. Number of algorithms developed that exceed the criterion of minimum recall of 70% and precision of 40% based on the results of the diagnosis. 3. Number of Artificial Intelligence algorithms implemented and	1.1. 0/2023 2.1. 0/2023 3.1. 0/2023	1.1.1. One (1) exploratory diagnosis developed to adjust artificial intelligence models for the following topics: prevalence of chronic child malnutrition, adolescent pregnancy, low birth weight, anemia in children, anemia among pregnant women or premature birth. 2.1.1. Algorithms raised: Minimum 5 that exceed 70% recall and precision of 60%. (2027) 3.1.1 At least 5 artificial intelligence algorithms, implemented and automated with their respective documentation and transfer of knowledge to the STECSDI team. (2027)	1.1.1.1. Institutional project progress reports 2.1.1.1. Institutional project progress reports 3.1.1.1 Institutional project progress reports/ SUUSEN functionalities	A recall level greater than 70% and precision of 60% are achieved in at least five (5) algorithms.

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values / years)	Targets (values / years)	Sources of data	Assumptions
		automated in the SUUSEN, together with their respective technical documentation and transfer of knowledge.				
Output 3 related to specific objective 3	Institutionalized Unified and Universal System for Nominal Tracking (SUUSEN), through the extension to other entities of the social sector with a focus on early childhood, in a first phase, allowing to generate a digital ecosystem of the sector that ensures a timely recruitment of the vulnerable population, through the use of common tools, the timely detection of alerts that may affect the prevalence of factors that put health at risk, the use of predictive models based on Artificial Intelligence and the subsequent referral of alerts to the entities responsible for the provision of social services	<p>1. Number of social sector digital ecosystem management models developed.</p> <p>2. Number of information sources linked to the Unified and Universal Nominal Monitoring System (SUUSEN)</p> <p>3. Number of adjustments to the systems or platforms of the new sources of information identified in the digital ecosystem of the social sector and in the current needs.</p> <p>4. Number of technical, administrative, legal feasibility studies on the possibility of</p>	<p>1.1. 0/2023</p> <p>2.1. Five (5) sources of information linked to SUUSEN/2023</p> <p>3.1 0/2023</p> <p>4.1. 0/2023</p>	<p>1.1.1. Development of one (1) management model of the digital ecosystem of the social sector (2025)</p> <p>2.1.1. Linking of at least seven (7) new sources of information in the SUUSEN based on the digital ecosystem of the social sector and current needs.</p> <p>3.1.1. Adjustments of at least five (5) information subsystems of the new entities linked to SUUSEN. (2027)</p> <p>4.1.1. Development of one (1) technical, administrative, legal feasibility studies on the possibility of institutionalizing SUUSEN, as a base platform of the Digital Ecosystem of the Social Sector. (2027)</p>	<p>1.1.1.1 Institutional project progress reports</p> <p>2.1.1.1. Institutional project progress reports/ SUUSEN functionalities</p> <p>3.1.1.1. Institutional project progress reports/ SUUSEN functionalities</p> <p>4.1.1.1. Institutional project progress reports</p>	The national government sees as a priority the development of a new digital ecosystem of the social sector that allows the interoperability of entities through a single platform that ensures the articulation and allows the early detection of vulnerabilities as well as alerts and follow-up of cases.

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values / years)	Targets (values / years)	Sources of data	Assumptions
		institutionalizing SUUSEN, as a base platform for the Digital Ecosystem of the Social Sector.				
Specific objective 4	<i>As a transversal support area, to strengthen skills and build capacities in data protection and interoperability, cybersecurity, cyber defense and digital forensic analysis, assisting in the design and management of the National Cybercrime Center to be established by the government and the National Police, supporting the development of the Police Units in the field and the articulation with interdisciplinary teams through the participation of developers, academic institutions and civil society organizations at the national and international level, leveraging on bilateral cooperation actions, taking advantage of the D4D Hub and the emerging initiatives of Team Europe in the Latin American and Caribbean region</i>	Percentage of progress in the development phases of the National Strategy against Cybercrime.	Need to create a National Strategy against Cybercrime based on data on the increase in cybercrime according to statistics (2023)	Draft of the National Strategy against Cybercrime (2024)	Mission of experts by international agreements. International technical assistance reports.	The Ministry of Interior maintains approaches with International Organizations for the development of the National Strategy against Cybercrime. There is a willingness to cooperate on the part of these International Organizations.
Output 1 related to specific objective 4	Enhanced interoperability between relevant institutions in the security and justice sector, to improve the capacity of the national system to address the multiple risks and the growth of crimes and offences in the digital sphere, so to facilitate regional coordination and international	Number of public institutions in the security and justice sector providing information on crime control and violence prevention integrated within	Public institutions of the security and justice sector integrated within the interoperability bus. (2023) (Ministry of Interior/National	At least 7 public institutions in the security and justice sector integrated into the interoperability bus. (2025) (Ministry of Interior/National	DINARP Interoperability Catalogue (2023) DINARP Interoperability Catalogue (2023)	All public institutions in the security and justice sector remain willing to provide information related to the prevention of violence and crime.

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values / years)	Targets (values / years)	Sources of data	Assumptions
	cooperation and fight against drug trafficking, terrorism and money laundering, as well as corruption and organised crime, among others	the interoperability bus. Number of variables per institution in the security and justice sector that provide information on crime control and violence prevention integrated within the interoperability bus.	Police/CJ/Ministry of International Affairs) Variables by institution of the security and justice sector integrated within the interoperability bus. (2023)	Police/CJ/Ministry of International Affairs) (State Attorney General's Office/SNAI/Army) At least 6 variables per institution of the security and justice sector integrated within the interoperability bus (2025).		
Output 2 related to specific objective 4	Reinforced skills and competences in data protection, cybersecurity and cyber defence, including study visits to selected EU countries, to exchange practices and knowledge, building on cooperation initiatives implemented by various donors, as well as developing specific cyber forensic training and capacity building activities with the involvement of national and international academic and civil society organisations active in the field	Number of reports on the development of training for personnel of the National Police and Ministry of Interior and Number of technical visits to countries of the European Union, on issues related to the fight against cybercrime.	Training requirement for the strengthening of the Units of the National Police and Ministry of Interior (2023)	Training programs conducted (2025) Programmes of technical visits to countries of the European Union (2025)	Reports delivered by the National Police and the Ministry of Interior related to the trainings Reports delivered from technical visits to countries of the European Union	Enhancing specialized knowledge for the National Police and the Ministry of Interior will improve investigative, preventive and criminal intelligence capabilities in the fight against cybercrime.
Output 3 related to specific objective 4	Strengthened capacities in the design and direction of the National Cybercrime Center to be established by the government and the National Police, through the technical support of the Police Units in the field and the articu-	Percentage of progress in the development of the Articulation Model of the Cyber	Proposal for the Design of the Cyber Center of the National Police (2023) Solutions, tools and technological	Articulation Model (2024) Solutions, tools and technological equipment (2028)	Progress report of the Articulation Model Progress report of implemented projects	An appropriate Management Model for the Cyber Center, will be established to allow to fulfill its mission

Results	Results chain (@): Main expected results	Indicators (@):	Baselines (values / years)	Targets (values / years)	Sources of data	Assumptions
	<p>ation in the development of interdisciplinary teams, involving developers, academic institutions and civil society organizations at the national and international level, leveraging on the D4D Hub and emerging initiatives of Team Europe in Latin America and the Caribbean region</p>	<p>Center of the National Police Number of technological projects implemented with advice from the European Union</p>	<p>equipment of the Cybernetic Center Design (2023)</p>			

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with Ecuador.

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation of the Budget Support Component – Not applicable

4.4 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.³

4.4.1 Direct Management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)

The Overall Objective of this grant is to promote a data-driven digital transformation of the governance system in Ecuador through achieving full digitalization of administrative processes, while strengthening interoperability in the area of security, justice and social policy, to provide better quality services to citizens.

(b) Type of applicants targeted

EU Member States agencies, academia, non-profit organizations and civil society organisations (NGOs).

(c) Justification of a direct grant

A direct grant is not foreseen for this process.

(d) Exception to the non-retroactivity of costs

Not applicable

4.4.2 Direct Management (Prize(s)) – Not applicable

4.4.3 Direct Management (Procurement) – Not applicable

4.4.4 Indirect Management with an entrusted entity– Not applicable

³ www.sanctionsmap.eu. Note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy, the OJ prevails.

4.4.5 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances

If due to exceptional circumstances, implementation in direct management under 4.4.1 can no longer be envisaged, the foreseen activities can instead be implemented in indirect management with an entrusted entity. This implementation entails the activities foreseen to achieve the general objective as well as all the specific objectives foreseen in this action.

The entrusted entity should be selected using the following criteria:

- Proven capacity and expertise in digital transformation processes, implementation of digital governance systems, experience in interoperability processes;
- Proven expertise and experience in cooperation projects in the areas of security, justice and social policy;
- Expertise and experience in digital cooperation projects in Latin American countries;
- Pillar assessed entity with proven technical, administrative and financial capacities in the Latin American countries;
- Capacity to channel funding to civil society, academia and non-profit organisations;

This entrusted entity should be selected in accordance with the Team Europe Initiative “EU-LAC Digital Alliance”, since the latter seeks to establish a political cooperation framework for digital engagement between the two continents.

4.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission’s authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.6 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Grants: (direct management) cf. section 4.4.1	5,200,000
Totals	5,200,000

4.7 Organisational Set-up and Responsibilities

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

The European Union and MINTEL will establish a programme Steering Committee to provide the political steer of the Action, which will meet at least once per year. It will be composed of the European Union Head of Delegation, the Minister on Telecommunications and Information Society, who will act as Chair of the Committee, and high level representatives of the direct beneficiaries, as well as other relevant institutions.

In addition, a programme Technical Committee will ensure the day-to-day running of the operation, and will meet at least three times per year. It will be composed by the European Union programme officer in charge and technical responsables of all direct beneficiaries with the responsible Directors of MINTEL and DINARP acting as co-chair

of the Committee. The Head of the Technical Assistance will also be part of the Committee and will ensure the Secretariat of the Committee. Other stakeholders will be invited on a needs basis.

4.8 Pre-conditions [Only for project modality]

Not applicable

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of both actions will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partners shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews). A ROM monitoring will be necessary of both projects.

Roles and responsibilities for data collection, analysis and monitoring:

The Consortium selected to implement the Technical Assistance, in cooperation with the implementing partners will be responsible for collecting all data required to define both the baseline, monitor progress and results achieved. The MINTEL in coordination with all other implementing partners, and the support of the Technical Assistance will perform all analyses of data and prepare reports to be presented to the relevant stakeholders at national level, the Commission services, including the EU Delegation in Ecuador, and the public.

5.2 Evaluation

Having regard to the nature of the actions, a mid-term or final evaluation may be carried out for this action or its components via independent consultants contracted by the Commission or via the implementing partners.

A mid-term or final evaluation would be carried out for problem-solving and/or learning purposes, in particular with respect to analyse the feasibility to achieve results and adapt the design if necessary.

If an evaluation is to be contracted by the Commission, the Commission shall inform the implementing partners at least 2 months in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate apply the necessary adjustments.

The financing of the evaluation may be covered by another measure constituting a Financing Decision.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle has adopted a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted, or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

Appendix 1 REPORTING IN OPSYS

An Intervention (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: ‘a given contract can only contribute to one primary intervention and not more than one’. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a ‘support entities’. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention is defined in the related Action Document and it is revisable; it can be a(n) (group of) action(s) or a (group of) contract(s).

Tick in the left side column one of the three possible options for the level of definition of the Primary Intervention(s) identified in this action.

In the case of ‘Group of actions’ level, add references to the present action and other action concerning the same Primary Intervention.

In the case of ‘Contract level’, add the reference to the corresponding budgetary items in point 0, Indicative Budget.

Option 1: Action level		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
Option 2: Group of actions level		
<input type="checkbox"/>	Group of actions	Action reference (CRIS#/OPSYS#):
Option 3: Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	
<input checked="" type="checkbox"/>	Single Contract 2	
<input checked="" type="checkbox"/>	Single Contract 3	