

# COUNTRY BUSINESS PLAN: ECUADOR FOR: 2008-2009

## PART 1: CONTEXT

### UK's relationship with Ecuador

President Rafael Correa took office in January 2007. He is committed to rebuilding Ecuador's political and economic base, with a new Constitution and a redefinition of the institutional framework. The work of the Constituent Assembly was completed in July 2008 and the next stage will be elections across the board in June 2009. To support change within the scale of our resources, this business plan contains elements which promote environmental issues, good governance, and human rights.

One of South America's smaller countries, Ecuador is among the most biodiverse places on earth. It contains part of the Amazon and the Galapagos Islands, famous for their connection with Charles Darwin. The Ecuadorian government is taking measures to protect this biodiversity and we will use this to focus a major part of our limited efforts, working with stakeholders on environmental issues and the climate change agenda.

Rich in natural resources, Ecuador's economy depends heavily on raw material exports. It is highly vulnerable to external shocks. High international prices of minerals and oil conceal significant drivers of conflict in an otherwise outwardly prosperous country, including endemic poverty and huge disparities in wealth and equality. Economic crises in the 1980s and the 1990s led to waves of predominantly illegal economic migration. About 2 million Ecuadorians (15% of the population) left Ecuador for other South American countries, the US, and Europe, including the UK (we have the third largest Ecuadorian migrant population in Europe, after Spain and Italy). Correa has promised to create more equal conditions to allow Ecuadorians to come home with dignity. He has also undertaken to defend the Human Rights of Ecuadorians overseas, whatever their legal status, and this has brought Ecuador into high profile disputes with other countries. Correa supports 21st Century Socialism in preference to free market economics, creating uncertainty about the government's future economic direction. This has prompted foreign and domestic investment to slow significantly. GDP growth in 2007, at under 2%, was the lowest in the region. The current economic downturn is beginning to frustrate the government's efforts to bring about change. It could encourage more corruption and criminal/terrorist (e.g. FARC) activity, including drug smuggling, money laundering and money smuggling (facilitated by the dollarised economy). With overall direction from PAGs (SOCA), we will, though less than hitherto, use some of our limited resources to work with Ecuador on these issues, to help reduce international crime.

Britain's commercial interests are limited. A few UK companies, including Unilever, Lloyds TSB, and Shell are active in Ecuador. Our UKTI presence will encourage new interest from British companies where the conditions are right. In the current climate of uncertainty, this is not easy. We will promote responsible economic policies that are attractive to British investment, and add our voice to the local Commission office in promoting an EU/CAN Association Agreement.

On foreign policy, Correa is sometimes linked to Venezuela's Hugo Chavez and Bolivia's Evo Morales. This stems mainly from his opposition to the US, including a rejection of a free trade agreement with what is Ecuador's largest export market. Under the new Constitution regional integration (ie Latin America and the Caribbean) is his number one priority. He has blown hot and cold on an EU/CAN Association Agreement but currently wants to start negotiations. Correa is also promoting closer links with China, Russia, India and Iran, as well as with the Middle East, projecting Ecuador as their economic gateway into South America. Ecuador has uneasy relations with Colombia. Diplomatic relations were severed following a Colombian incursion into Ecuador on 1 March 2008 when a member of the FARC Secretariat was killed. Though the crisis is now over, we expect tensions to remain.

Ecuador is not a named priority for any of the new Departmental Strategic Objectives (DSOs), and specific demands (and resources) from PAGs are small. Our level of representation and engagement is diminishing, and consequently our capacity to influence. A Post Review in November 2007 reduced UK staff to 2 by late 2010 (from 8 in 2004). DFID & British Council closed their operations in the last few years, local Serious Organised Crime Agency (SOCA) representation ended in 2006, and Defence Attaché cover was withdrawn in 2008. Ecuador is not a priority market for UKTI. Visa issuing moved to North America in October 2008, and the Embassy's consular role will decline in the current CSR period as regional call-centres come on line, passport work is hubbed back to the UK, and new ways of responding to consular clients begin. In summary, over the current CSR period we will consolidate change and concentrate our limited resources on some of the

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FCO's priority themes, such as climate change, good governance and human rights as our contribution to the FCO's Global Network. We will no longer perform defence-related work or make sustainable development a priority (for which the Ministry of Defence and DFID respectively will retain primary responsibility). We will reduce our focus on drugs and international crime, though this will remain overall an important issue for the British government. If asked, we will act as an intermediary between SOCA and the Ecuadorian government. We have reduced our involvement in visa work with decision-making to North America, limiting ourselves to handling the paperwork on behalf of UKBA. We expect the Embassy's role in consular work to remain a key area for us for now because of the number of British tourists visiting Ecuador (around 22,000 in 2007), although this may reduce as the economic downturn bites. We will respond to the needs of British business as appropriate. We will streamline our management processes and seek SED's help in rationalising our office requirements in the light of a reduced presence. Prior to the installation of F3G we will begin the process by moving UK-based staff out of the Confidential area.

To help us achieve our objectives we will use our key contacts as outlined below within each of our objectives. Essentially, these are in the Ecuadorian government, NGOs, academia, Chambers of Commerce, the British Group, the media, PAGs, regional UK posts, and the FCO.

The visit of TRHs the Prince of Wales and Duchess of Cornwall to Ecuador in March 2009 will provide a unique opportunity to deliver key messages, eg on climate change, to the highest levels of the Ecuadorean government.

### Stakeholder engagement

We will share this CBP, as well as the specific actions we intend to take in support of the plan, with local stakeholders, and UK partners as shown within each of the objectives below. It will be in all of our interests to build a regular dialogue with all partners in order to promote mutual guidance and understanding of what we are realistically trying to achieve in Ecuador, both with their help and on their behalf, and to mould the plan accordingly during the year. We will also create a "British Group" bringing together the four main organisations working to promote British/Ecuadorean relations – Embassy, Chamber, School and Alumni.

### Planned allocation of in-country FCO resources:

#### Panel 1

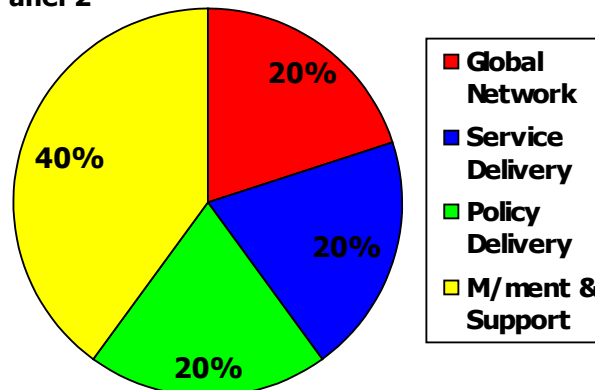
Embassy - 4 UK-based staff (1xD7, 1xC5, 1xB3, 1xA2) and 15 LE staff (1xUKTI LE1, 2xLE2, 7xLE3 (1.85 UKBA and 1 X 50% UKTI), 2.3xLE4, 2.7xLE5) and 2xHon-Consuls, 1xHon-Vice Consul.

Funds for 2008/9 – Admin: £465,174 net; Capital: £0; Programme: £55,000; Chevening: £15,000

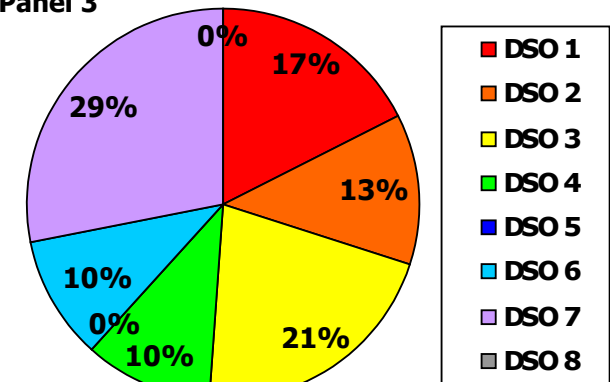
Part UK-funded (SOCA from Bogota) anti-narcotics activity in Guayaquil (approx: £30,000)

Part UK-funded (DFID) project in Guayaquil working with families to reduce number of children working on the streets. (approx £30,000)

#### Panel 2



#### Panel 3



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<b>Sign-off by Head of Mission:</b>		<b>Agreed by Geographic Director:</b>	
Chris Poole, Chargé d'Affaires		<i>Chris Wood</i> 25 April 2008	
<b>First Published:</b>	<b>Last Review:</b>	<b>Next review:</b>	
30 March 2008	28 August 2008	December 2008	

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### PART 2(a): OBJECTIVES

Obj. No.	DSO	*	FCO DSO Objectives
<b>1</b>	<b>7</b>		To influence Ecuadorians in general and the government in particular towards adoption of British best practice in environmental matters, in particular PP10 and climate change – and to promote UK business expertise in low carbon technologies.
<b>2</b>	<b>6</b>		To promote good governance and human rights.
<b>3</b>	<b>3</b>		Achieve consistent focus on consular customer service and provide high quality support to British nationals.
<b>4</b>	<b>4</b>		Support managed migration.
<b>5</b>	<b>2</b>		Defend interests of existing British investment in Ecuador.
<b>PAG Objectives</b>			
<b>A</b>	(SOCA) With the transfer in the UK of drugs and international crime responsibilities to SOCA, and as required, to help SOCA demonstrate the wider HMG willingness to continue to help Ecuador's programme of anti-narcotics work where this impacts on the UK.		
<b>B</b>	(UKTI) To meet UKTI set targets in relation to trade and investment work in Ecuador.		
<b>C</b>	(UKBA) To achieve an orderly transfer of visa work to the new hub and spoke arrangements in October.		
<b>Post Management Objectives</b>			
<b>i</b>	To reduce Quito's footprint but remain an efficient part of the Global Network, by implementing our Quito Change Plan of August 2008, which incorporates the recommendations of the November 2007 Post Review endorsed by the Director Americas in his letter of 15 February 2008.		
<b>ii</b>	In accordance with FCO Outcome 3 to DSO 1, to seek to adapt our physical infrastructure to meet the changed circumstances of the post's reduced staffing.		
<b>iii</b>	To extend the work and achievements of our IiP, Diversity, Environmental, Communications and Training, and Away Day teams.		

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## PART 2(b): Summary Risk Table

<b>IMPACT</b>	High	Ob 3: Failure of consular emergency planning	Ob 3: Failure of our natural disaster planning	
	Medium	Ob 2: Limited input on human rights and governance fails to have lasting impact Ob 5: UK business interests diminish from unattractive business climate resulting from new constitution Ob C: Unforeseen problems with visa hub and spoke timing Ob i: Failure to properly implement Quito Change Plan Obs ii/iii: Insufficient resources and/or commitment from staff to enable us to fully meet our existing and planned post development strategy	Ob 1: Limited ability to influence government on environmental because of opaque government direction in electoral period  Ob 4: Dissatisfaction with i-new visa service ii-hub/spoke Ob A: SOCA withdraws support for Guayaquil drugs team Ob A: Loss of Embassy D&IC contacts Ob B: Lack of UK business interest in Ecuador Ob ii: Maintaining oversize offices	
	Low	Ob 1: Lack of resources to provide enough exposure to UK thinking to be able to make a difference in public perceptions over environmental policies		
<b>NET</b>		Low	Medium	High
		<b>LIKELIHOOD</b>		

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### PART 2(c): PERFORMANCE MEASUREMENT – WHAT WE ARE TRYING TO CHANGE AND HOW

#### FCO DSO Objectives

<b>Objective 1</b>	DSO 7: To influence Ecuadorians in general and the government in particular towards adoption of British best practice in environmental matters, in particular PP10 and climate change, to promote UK business expertise in low carbon technologies, and manage relations if UK does not actively support the Ecuadorian ITT initiative to leave the oil in the ground. .
<b>Owner</b>	Ambassador
<b>Tools Available</b>	Visit of TRHs The Prince of Wales and The Duchess of Cornwall to Ecuador (mainly Galapagos Islands) in March 2009 to mark the 200 <sup>th</sup> Anniversary of the birth of Charles Darwin, the 150 <sup>th</sup> anniversary of the publication of his book "On the Origin of Species" and the 50 <sup>th</sup> anniversary of the foundation of the Charles Darwin Research Station and Galapagos National Park. Bilateral programme funds, Alumni Association, British Group, Chambers of Commerce, universities, British Embassy "smart Embassy certification", Magic Pencil exhibition, DEFRA, Intern, South American Climate Change regional hub in Brasilia, impetus gained from: preparations for the 2009 anniversary marking
<b>Stakeholders</b>	Ecuadorian government, general public, Ecuadorian chambers of commerce, NGOs, universities, Quito Botanic Gardens, Water Museum, CCEG, DEFRA, British Embassy Brasilia (regional climate change team).

	<b>Outcomes (intermediate objectives)</b>	<b>Deliverables (outputs resulting from activities)</b>
<b>i</b>	Gaining the confidence of Ecuadorian interlocutors of our leadership and commitment to influencing climate change and environmental issues globally.	<ul style="list-style-type: none"> <li>• Meeting between HRH The Prince of Wales and President Correa to discuss environmental issues including Ecuador's Yasuni/ITT proposal to leave oil in the ground.</li> <li>• A series of activities, ranging from seminars to producing pamphlet publications dedicated to climate change, using BPB to bring out UK experts, working with like-minded partners. Possibility of showing BBC series "Planet Earth" to magnify our message.</li> <li>• Publicity of Quito Embassy "smart Embassy certification" achievement used as an example for others to follow.</li> </ul>
<b>ii</b>	Increased awareness of the human impact on the environment in Ecuador's larger cities.	<ul style="list-style-type: none"> <li>• A further set of conferences linked to the successful Ecological Footprint events in 2008.</li> </ul>

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<b>iii</b>	Greater exposure in Ecuador to UK thinking and expertise on environmental policy, including legislation and regulation.	<ul style="list-style-type: none"> <li>• Programme for Ecuadorian visitor to UK linked thereafter to a visit of a UK expert to Ecuador with the aim of joint seminars in Quito, Guayaquil and Loja.</li> <li>• Help to create new and sustainable links and activities involving UK and Ecuador universities, particularly in institutions where Chevening fellows have studied; to ascertain if and how the existing relationship between Herriot Watt University and the University of Guayaquil could contribute to our aims.</li> <li>• Ecuadorian political leaders promoting a stable climate as essential for Ecuador's national security and prosperity.</li> <li>• Concrete proposals emerging from the EU/LAC</li> </ul>
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Risk Description	Existing Management Strategy	Net Risk Status	Further Action Required / Planned
<p>i – We are seen as lightweight and are not taken seriously as a result limited presence or of reacting indifferently or negatively to the ITT initiative and/or the government sees UK attitude as unhelpful to Ecuador's priorities.</p> <p><b>Risk Manager:</b> HMA/DHM/PO</p>	Maintain an open mind over yet unclear government plans over ITT, and to look at the options once there is more clarity over the details of government plans. Development and engagement at top levels of government and with established and new local government contacts.	<p><b>Likelihood:</b> Medium</p> <p><b>Impact:</b> Medium</p> <p><b>Net Status:</b> Amber</p>	The government have proposed an international commitment to compensate Ecuador for not exploiting an oil field situated in a delicate area of major biodiversity importance based on carbon trading. We will engage with EU partners (the Spanish and Germans have both indicated a willingness to provide assistance for studies on the feasibility of the government's proposals). LACD to judge level of Whitehall support for initiative.
<p>ii – The initiative requires a level of resources and commitment which we are not able offer.</p> <p><b>Risk Manager:</b> PO</p>	To explain in more detail to relevant contacts that we are acting as a catalyst in terms of building relationships and that our financial resources are limited.	<p><b>Likelihood:</b> Low</p> <p><b>Impact:</b> Low</p> <p><b>Net Status:</b> Green</p>	Further engagement with potential local partners.

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<b>Objective 2</b>	DSO 6: To promote good governance and human rights.		
<b>Owner</b>	DHM		
<b>Tools Available</b>	Bilateral programme funds, Magic Pencil, Alumni Association.		
<b>Stakeholders</b>	Local political parties, constituent assembly and NGOs. Ecuadorian officials (MFA, MinDef, Min Interior etc) EU & US Missions. Local media. UNDP, universities.		
	<b>Outcomes</b>	<b>Deliverables</b>	
<b>i</b>	A specific contribution to political reform in Ecuador by sharing the UK experience in the important but controversial issue of decentralisation, which has been identified as a key area by the Constituent Assembly.	Funding of at least one project linked to heightening awareness of the role and responsibility of local government (possibly leading to twinning between eg. Cuenca and a UK city).	
<b>ii</b>	(a) Increased perception of UK government's commitment to and interest in respect for human rights, including AIDS, children's rights, minority rights and diversity. (b) Raised awareness in Quito of individual rights and improved prison conditions.	<ul style="list-style-type: none"> <li>• (a) Magic Pencil exhibition as springboard for focus on child rights, especially those associated with diversity;</li> <li>• (a) One project in association with a local NGO majoring in human rights issues and linked AIDS;</li> <li>• (b) participation in a joint project on individual rights with EU missions (already planned by the EU presidency).</li> <li>• (b) follow on work from that undertaken in 2006 on prisons</li> <li>• Active participation in the HRC Universal Periodic Review process.</li> </ul>	
<b>iii</b>	A demonstration of British expertise in governance, specifically on accountability.	<ul style="list-style-type: none"> <li>• One governance expert visitor from UK as a focal point for involving Ecuadorian institutions and civil society in a debate on an effective anti-corruption legal framework in which the public can trust.</li> </ul>	
<b>Risk Description</b>	<b>Existing Management Strategy</b>	<b>Net Risk Status</b>	<b>Further Action Required / Planned</b>
i, ii and iii - Our limited input fails to have more than just a passing impact.  <b>Risk Manager:</b> DHM	Ensure that where we use bilateral funds our outputs are clear and sustainable.  Examine options of working with other partners (including the EU) to strengthen messages we want to get across.	<b>Likelihood:</b> Low <b>Impact:</b> Medium <b>Net Status:</b> Green	Increased in-house critical examination of potential projects. Clear analysis of results eventually obtained, including lessons learned for future work.

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<b>Objective 3</b>	DSO 3: Achieve consistent focus on consular customer service and provide high quality support to British nationals.	
<b>Owner</b>	DHM	
<b>Tools Available</b>	Until October 08: 30% of B3, 5% of C5, 2% of D7, 1xLE2, 1xLE3, 2xHon-Consuls, 1xHon-Vice Consul. October 08 -> 10% of C5, 2% of D7 (HMA), 1xLE2, 1xLE3, 2xHon-Consuls, 1xHon-Vice Consul.	
<b>Stakeholders</b>	Consular Directorate, Honorary Consuls, British Citizens, Commonwealth Citizens.	
	<b>Outcomes</b>	<b>Deliverables</b>
<b>i</b>	Timely and efficient response to British nationals in distress in Ecuador, within established guidelines.	<ul style="list-style-type: none"> <li>• Continuous training for staff. 95% satisfaction surveys on all cases. Embassy booklet updated and distributed.</li> </ul>
<b>ii</b>	Issuing passports and providing other documentary services (such as birth and death registrations) to British nationals within PSA target times.	<ul style="list-style-type: none"> <li>• Getting it right. Measured by 95% positive response in quarterly satisfaction surveys.</li> </ul>
<b>iii</b>	Being better prepared to handle both a natural disaster and a consular emergency.	<ul style="list-style-type: none"> <li>• Well-rehearsed and regular emergency planning discussions/exercises, with rapid but practical and realistic solutions to problem areas identified.</li> <li>• New Civil Contingency plan drawn up by Consular team.</li> <li>• Updated databases of British Citizens in country and adoption of best practice in keeping lists up to date.</li> <li>• Continuous liaison with Honorary Consuls and warden network, including at least one conference during the year if resources permit.</li> </ul>

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<b>Risk Description</b>	<b>Existing Management Strategy</b>	<b>Net Risk Status</b>	<b>Further Action Required / Planned</b>
<p>Our action and in-house training and exercises to improve readiness is insufficient for a variety of reasons, some beyond our control, and we fail to deliver expected services when confronted with a real emergency.</p> <p><b>Risk Manager:</b> DHM</p>	<p>We have held one tabletop exercise, which revealed serious weaknesses in our natural disaster planning and we are working towards solutions with London and locally for many of them.</p>	<p><b>Likelihood:</b> Low  <b>Impact:</b> High  <b>Net Status:</b> Consular emergency: Amber  Natural Disaster: Red</p>	<p>We need to simplify our planning to ensure that we can be as flexible as possible. We are also looking closely at the roles and responsibilities of local staff in a natural disaster emergency when they might legitimately have interests elsewhere other than concentrating on helping UK staff deal with BCs. With a reducing number of UK staff, this could pose a serious risk to the level of service we can offer, which we will need to factor into planning. One partial solution may be to work more closely with the German Embassy, with whom we share office premises. Another is close liaison with the FCO over an Rapid Deployment Team. But we have not so far seen fully acceptable solutions. Nevertheless, with just three UK-based we did prove that we were capable of handling a major consular emergency (the April Manabi bus crash in which 5 BNs were killed and others injured). Natural disasters is still a big concern for us. <b><u>Net Status reduced to Amber for Consular emergencies, but remains RED for an emergency involving a natural disaster, such as a major earthquake (will happen) or major volcanic eruption (highly likely).</u></b></p>

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<b>Objective 4</b>	DSO 4: Support managed migration.		
<b>Owner</b>	DHM		
<b>Tools Available</b>	Trained staff, seamless information from commercial partners, applicant surveys, effective complaints service.		
<b>Stakeholders</b>	UKBA, applicants, Commercial Partner, from September selected courier, Ecuadorian authorities.		
	<b>Outcomes</b>	<b>Deliverables</b>	
<b>i</b>	An efficient and effective visa service, providing good customer support whilst maintaining firm control of immigration.	<ul style="list-style-type: none"> <li>• Successful transition to hub and spoke arrangements with North America by October 2008.</li> <li>• Close liaison with CSC, DVS and UPS.</li> <li>• Clear information and publicity provided in advance to stakeholders of coming changes, in line with UKBA guidance and instructions.</li> </ul>	
<b>Risk Description</b>	<b>Existing Management Strategy</b>	<b>Net Risk Status</b>	<b>Further Action Required / Planned</b>
In the eyes of our Ecuadorian customers, a fall in the level of service resulting from the switch to hub and spoke, with a consequent reduction in numbers of applicants.  <b>Risk Manager:</b> DHM/VC	To engage with some stakeholders in the run up to the transfer explaining the advantages of the hub and spoke system (more consistent decision-making). To encourage our most important customers to apply for 5 year visas before October 2008.	<b>Likelihood:</b> Medium <b>Impact:</b> Medium <b>Net Status:</b> Amber	UKBA DDVS will visit us in September, a month in advance of the switch to hub and spoke, giving us an opportunity to understand the ins and outs of the new arrangements, and to transfer line management responsibilities..  New planning for implementation the light of instructions and guidance received in August 2008 from UKBA.
Ineffective information/application system and unsatisfactory complaints procedures.  <b>Risk Manager:</b> DHM/VC	Ongoing dialogue with commercial partner (CSC) over core scripts and regular test calling to assess level of service.	<b>Likelihood:</b> Medium <b>Impact:</b> Medium <b>Net Status:</b> Amber	To establish early on clear lines of responsibilities in dealing with complaints.  To completely stop taking calls asking for information about visa requirements and refer callers to the commercial partner.

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<b>Objective 5</b>	DSO 2: Maintain existing conditions for British investment in Ecuador.			
<b>Owner</b>	Ambassador/DHM			
<b>Tools Available</b>	Contacts with senior government officials. EU Heads of Mission meetings. Commercial counsellor meetings.			
<b>Stakeholders</b>	UKTI, UK companies in market, UK companies interested in market, British/Ecuador Chambers of Commerce.			
	<b>Outcomes</b>	<b>Deliverables</b>		
<b>i</b>	Ecuadorian government consult us fully over plans to reform the UK/Ecuador Investment Promotion and Protection Agreement (IPPA).	Relevant introductory calls of new Ambassador focus on issue. Close liaison with British companies in the market, and with the British/Ecuador Chambers of Commerce. Timely information and advice to UKTI.		
<b>ii</b>	Harnessing of stakeholder views over existing agreement and potential impact of changes.	Business Advisory Group (BAG) lunches in Guayaquil and Quito. Quito Chamber meetings.		
<b>iii</b>	The existing IPPA remains a meaningful and acceptable document that provides the right level of assurances for potential and existing investors.	Relevant introductory calls in UK and in Ecuador of new Ambassador on UK companies. Close liaison of commercial team with British companies in the market, and with the British/Ecuador Chambers of Commerce.		
	<b>Risk Description</b>	<b>Existing Management Strategy</b>	<b>Net Risk Status</b>	<b>Further Action Required / Planned</b>
	<p>i. British business interests consider reducing exposure or withdrawal as a result of declining confidence in market stemming from a revision to the UK/Ecuador IPPA and;/or the new constitution.</p> <p>ii. Continued uncertainty over the government's economic direction leads to a reduction in UK business interest</p> <p><b>Risk Manager:</b> DHM</p>	To monitor the situation closely in conjunction with UK firms in the market and, where appropriate, consult with EU partners and others possibly affected by revisions to bilateral agreements and effects of the new constitution, if passed.	<p><b>Likelihood:</b> Low</p> <p><b>Impact:</b> Medium</p> <p><b>Net Status:</b> Green</p>	To draw to the attention of UK firms here the existence of the IPPA and to discuss regularly with them via British Advisory Group (BAG) meeting both in Quito and Guayaquil.

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### Whitehall Partner Objectives

<b>Objective A</b>	(SOCA) With the transfer in the UK of drugs responsibilities to SOCA, to help SOCA demonstrate the wider HMG willingness to continue to help Ecuador's programme of anti-narcotics work.		
<b>Whitehall Partner</b>	SOCA		
<b>WP Resource</b>	Team		
<b>Stakeholders</b>	SOCA, DICD, Ecuadorian authorities, UNODC.		
	<b>Outcomes</b>	<b>Deliverables</b>	
<b>i</b>	Confidence of Ecuadorian authorities in HMG's commitment to antinarcotics work retained.	Regular contact of Bogota-based staff and our own staff with senior Ecuadorian officials concerned with antinarcotics work.  Ecuadorian participation in EU/LAC meetings, such as the technical committee meeting.	
<b>ii</b>	High quality of team's work maintained and morale high.	Regular contact of Bogota-based officers with team, providing guidance and advice where necessary. When asked by Bogota, to liaise with team on specific issues.	
<b>Risk Description</b>	<b>Existing Management Strategy</b>	<b>Net Risk Status</b>	<b>Further Action Required / Planned</b>
Further SOCA refocusing of resources results in withdrawal of support for Ecuador now that French government have decided not to join HMG.  <b>Risk Manager:</b> DHM	Liaison with SOCA in Bogota. Sharing of information on future direction of SOCA priorities.	<b>Likelihood:</b> Medium <b>Impact:</b> Medium <b>Net Status:</b> Amber	As this is now an issue for SOCA to decide, nothing specific. The point has already been made of how much spin-off influence we have been able to achieve through our contacts developed as a result of drugs-connected work. Some of this will inevitably be lost over time as our own contacts change.
Insufficient clarity in role of post in drugs work leads to dilution of contacts.  <b>Risk Manager:</b> DHM	Await advice from DICD on level of activity and from SOCA on resources the department is willing to devote to Ecuador.	<b>Likelihood:</b> Medium <b>Impact:</b> Medium <b>Net Status:</b> Amber	More information needed from DICD.

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<b>Objective B</b>	(UKTI) To meet UKTI set targets in relation to trade and investment work in Ecuador.
<b>Whitehall Partner</b>	UKTI
<b>WP Resource</b>	1xLE1 TIO, 50% of LE3 TIA, 15% of C5, 5% of D7.
<b>Stakeholders</b>	UKTI, UK companies in market, UK companies interested in market, British/Ecuador Chamber of Commerce.

	<b>Outcomes</b>	<b>Deliverables</b>
<b>i</b>	To deliver measurable improvements in the business performance of UKTI's international trade customers in Ecuador. Over period 2008/09 to help at least 75 businesses improve their performance through exploiting business opportunities in Ecuador.	75 service deliveries resulting from Renewable Energy Mission (May 2008), Environment Seminar (March 2008), Aberdeen Oil Energy Event (May 2008); Rio Oil and Gas Seminar (September 2008), and golf tournament (October 2008). Company visits throughout year.
<b>ii</b>	To obtain £5,500 in OMIS work.	OMIS work resulting from the Renewable Energy Mission (May 2008), Environment Seminar (March 2008), Aberdeen Oil Energy Event (May 2008); Rio Oil and Gas Seminar (September 2008), and golf tournament (October 2008).

<b>Risk Description</b>	<b>Existing Management Strategy</b>	<b>Net Risk Status</b>	<b>Further Action Required / Planned</b>
Insufficient interest in market of British companies. <b>Risk Manager:</b> LE1 TIO	Imaginative planning and use of resources to generate income to meet tough targets. Close contact with companies here market. Highlight business opportunities and dangers where appropriate.	<b>Likelihood:</b> Medium <b>Impact:</b> Medium <b>Net Status:</b> Amber	More dialogue and cooperation with regional posts Close monitoring of target acquisition.

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<b>Objective C</b>	(UKBA) To achieve an orderly transfer of visa work to the new hub in North America in September (linked to Objective 4 above).
<b>Whitehall Partner</b>	UKBA
<b>WP Resource</b>	Until Sept 08: 1xB3, 11% of C5, 2xLE3 (ECAs).
<b>Stakeholders</b>	UKBA, post visa staff, visa applicants.

	<b>Outcomes</b>	<b>Deliverables</b>
<b>i</b>	Transparent transfer of responsibilities to North America.	Close liaison with DVS and DDVS. Training for remaining staff in Quito. Adequate publicity in advance of changes agreed with DDVS.
<b>ii</b>	Reduction of UKBA footprint and costs in Quito.	1xB3 slot deleted by November 2008
<b>iii</b>	Selection and appointment of commercial partner responsible for sending and receiving paperwork, including passports.	Help DDVS (Miami) in selection process and build working relationship with new commercial partner.

<b>Risk Description</b>	<b>Existing Management Strategy</b>	<b>Net Risk Status</b>	<b>Further Action Required / Planned</b>
Unforeseen problems with timing of changeover.  <b>Risk Manager:</b> VC/DDVS (Miami)	To maintain dialogue with UKBA and follow their instructions and guidance.	<b>Likelihood:</b> Low <b>Impact:</b> Medium <b>Net Status:</b> Green	DDVS (Miami) visit to explain full impact of changes taking place and agree best way of mitigating potential problems.

## COUNTRY BUSINESS PLAN: ECUADOR FOR: 2008-2009

<b>Post Management Objectives</b>	
<b>Objective i</b>	Realignment of post resources in line with FCO priorities.
<b>Owner</b>	HMA/DHM
<b>Tools Available</b>	Quito Change Plan
<b>Stakeholders</b>	Americas Directorate, staff involved in changes. HR Manager.

	<b>Outcomes</b>	<b>Deliverables</b>
<b>i</b>	Partial reduction of Quito footprint in this FY, with more work continuing until the end of the current CSR period.	Cut of 1xB3

<b>Risk Description</b>	<b>Existing Management Strategy</b>	<b>Net Risk Status</b>	<b>Further Action Required / Planned</b>
None foreseen.  <b>Risk Manager:</b> DHM	To discuss with relevant FCO partners and staff timescales for implementation.  To inform staff fully over current planning, seeking their full input and participation.	<b>Likelihood:</b> N/A <b>Impact:</b> <b>Net Status:</b>	Local discussions with new Ambassador after arrival.  Drawing up and agreeing new Quito Change Plan

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<b>Objective ii</b>	In line with FCO Outcome 3 to DSO 1, to seek to adapt our physical infrastructure to meet the changed circumstances of the post's staffing.
<b>Owner</b>	MO
<b>Tools Available</b>	Guidance from FCO (SED).
<b>Stakeholders</b>	SED, German Embassy, UKBA, Consular Directorate, Quito staff.

	<b>Outcomes</b>	<b>Deliverables</b>
<b>i</b>	Office space more in tune with staffing and requirements, with potential for a reduction in chassis costs.	(To be requested by us) Visit by expert from SED in 2008/09 and subsequent recommendations.
<b>ii</b>	To agree possible changes with our German partners, with whom we share part of the 12 <sup>th</sup> floor.	Close liaison and consultation on ongoing thinking with German Embassy.

<b>Risk Description</b>	<b>Existing Management Strategy</b>	<b>Net Risk Status</b>	<b>Further Action Required / Planned</b>
<p>Joint ownership with Germans leads us to remain in offices that are too big and expensive for our actual needs.</p> <p><b>Risk Manager:</b> MO</p>	<p>To seek the views of experts in London over options before taking forward action.</p> <p>Discussing the new realities with the German Embassy and seeking potential solutions that are mutually acceptable.</p>	<p><b>Likelihood:</b> Medium</p> <p><b>Impact:</b> Medium</p> <p><b>Net Status:</b> Amber</p>	<p>We have some excess money in our local budget which could be used to make a start on consolidation on 14<sup>th</sup> floor. Further negotiation with SED in hand. RMU to become more involved?</p>

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<b>Objective iii</b>	To extend the work and achievements of our iIP, Diversity, Environmental, Training, and Away Day teams.
<b>Owner</b>	HMA/DHM
<b>Tools Available</b>	Training budget, FCO intranet, Best Practice guidance, local specialists and NGOs, local coach (Andy Cocker).
<b>Stakeholders</b>	Staff at post, FCO.

	<b>Outcomes</b>	<b>Deliverables</b>
<b>i</b>	Greater efficiency in the way we work and what we do, and more collective involvement in the strategic management of Embassy resources, leading to more transparency and maximising VFM	More focused use of resources, human and financial A fun place to work More job satisfaction through enthusiastic teamwork More flexible working practices introduced.
<b>ii</b>	Increased awareness of diversity, taking full advantage of what diversity has to offer	Post diversity action plan to be agreed, implemented and developed Further specialist guests invited to speak to staff, and possibly to participate on an ad hoc basis in diversity team meetings Working on diversity-related issues with UK companies, such as Lloyds TSB
<b>iii</b>	A better equipped and more balanced workforce, with benefits flowing from a more aware staff	Longer term training based on Emotional Intelligence and other tools for all staff now in place with the aim of preparing staff to take on more responsibility as we work through the Change Plan.

<b>Risk Description</b>	<b>Existing Management Strategy</b>	<b>Net Risk Status</b>	<b>Further Action Required / Planned</b>
Insufficient resources and/or commitment from staff to enable us to fully meet our existing and planned post development strategy  <b>Risk Manager:</b> DHM	Full encouragement for all staff to take maximum advantage of training and development opportunities. All staff have personal training and development plans in place	<b>Likelihood:</b> Low <b>Impact:</b> Medium <b>Net Status:</b> Green	Need to ensure that we bid for enough funds to meet our training plans in next local budget forecast. SPT needs to monitor positive impact of training and development plans  We need to focus and agree on outcomes for longer term training and development

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**PART 2(d): RISK REGISTER – CROSS-CUTTING STRATEGIC AND OPERATIONAL RISKS**

Risk Description	Existing Management Strategy	Net Risk Status	Further Action Required / Planned
<b>CROSS-CUTTING <i>STRATEGIC</i> RISKS</b>			
- Risk Manager:	-	Likelihood: Impact: Net Status:	-
<i>Etc.</i>			
<b>CROSS-CUTTING <i>OPERATIONAL</i> RISKS</b>			
- Risk Manager:	-	Likelihood: Impact: Net Status:	-

## COUNTRY BUSINESS PLAN: ECUADOR FOR: 2008-2009

### PART 3: PROGRAMME PLAN AND PROJECT STATUS

Please indicate, by placing an 'x' in the box, if you do not receive programme funds.

X

DSO	Programme Strategy Indicators	Specific Country Indicators	Current projects	Value of Project (£)	Project Status