

Spotlight Mid-term Assessment Report using ROM review

Type of ROM review **Projects and Programmes**
Project title *Spotlight Initiative in Nigeria*
Project reference
EU Delegation in charge *EUD Nigeria*

Key information				
Domain (instrument)	Region			
DAC Sector	Human and Social Development : « Gender Equality »			
Zone Benefitting from the Action	Nigeria			
Type of Project/Programme	Geographic			
Geographic Implementation	Single-country			
Contracting Party	SPOTLIGHT INITIATIVE			
EU contribution	25,000,000USD			
Project Implementation Dates	Start Date	1 January 2019	End Date	31 December 2022
ROM expert(s) name(s)	Adesegun Fatusi, Alice Behrendt			
Field phase	Start Date	12 January 2021	End Date	16 February 2021

Scoring overview: green (good) orange (problems) red (serious deficiencies)						
	●		●		●	
Relevance	1	2	3	4	5	6
	●	●	●	●	●	●
Efficiency	7	8	9	10	11	
	●	●	●	●	●	
Effectiveness	12	13	14			
	●	●	●			
Sustainability	15					
	●					

Persons interviewed and surveyed	Interviews/FGD ¹	Survey
EU Delegation	4	1
Partner country government	17 ²	5
UN agencies	12	13
CSO reference group	2	2
Implementing partners	33	21
Final Beneficiaries	31	NA
Other	0	1

Key documents	Number
Essential documents	10
Other documents	8

¹ For the interviews, 1 member of the EU Delegation was a female, and 3 were males; for the UN Agencies (including the Spotlight Secretariat), 9 respondents were females, and 3 males, For CSO reference group, the 2 respondents were females; for Government, partners, 5 were females and 4 were males; For end beneficiaries, 2 females: Total of 19 (65.5%) females and 10 (34.5%) males. For the FGDs, total of 3 Groups of female discussants, 1 group of male discussants, and 2 group of mixed-sex discussants.

² This figure involves 8 government partners – 4 Federal agencies, 2 state agencies and 1 Federal Capital Territory agency, and 1 local government – but one of the federal agencies had 3 staff participating in a group interview, and another 8 staff.

A. PURPOSE, OBJECTIVES, LIMITATIONS AND MITIGATION MEASURES

Purpose and objectives of the Mid-term Assessment (MTA):

The purpose of the MTA is to assess the programme at country level as soon as it reaches the end of phase I, to take stock of where the Spotlight Initiative is vis-à-vis its initial programme and to assess the new ways of working to achieve the Sustainable Development Goals (SDGs). The specific objectives are to assess the relevance, efficiency, effectiveness, and sustainability of the programme, based on the agreed MTA questions, and to formulate relevant recommendations to improve subsequent project implementation.

As per the Terms of Reference, the MTA uses the EU Results Oriented Monitoring (ROM) methodology as an approach to ensure that the results are comparable (across countries) and easy to interpret. However, the questions to be answered for the MTA are different from standard ROM methodology questions and were agreed in advance by the EU and the Spotlight Secretariat. The 15 MTA questions are grouped by Relevance, Efficiency, Effectiveness and Sustainability, which form the main headings of this report.

The ROM methodology uses the following criteria for grading the questions:

Table 1. Grading reference table for criteria and monitoring questions

Qualitative	Grading reference table for criteria and monitoring questions
Good/very good	The situation is considered satisfactory, but there may be room for improvement. Recommendations are useful, but not vital to the project or programme.
Problems identified and small improvements needed	There are issues which need to be addressed, otherwise the global performance of the project or programme may be negatively affected. Necessary improvements do not however require a major revision of the intervention logic and implementation arrangements.
Serious problems identified and major adjustments needed	There are deficiencies which are so serious that, if not addressed, they may lead to failure of the project or programme. Major adjustments and revision of the intervention logic and/or implementation arrangements are necessary.

The MTA involved a combination of three methodological approaches: Qualitative data collection (Key in-depth interview [KII] and Focus Group Discussion [FGD]), an Online Survey and a document review. A total of 42 stakeholders (26 females – 61.9%; 16 males – 38.1%) participated in the online survey. Half of the participants work with CSOs (21 participants; 50%), 5 (11.9%) work with government institutions, 9 (21.4%) work with RUNOs, 4 (10%) work with Spotlight Team (including 2 who work within RUNOs), and 1 respondent (2.4%) belonged to each of the following groups – EU delegation, CSO reference group, and others.

For qualitative data collection, information was collected through KII from a total of 20 organisational settings- 6 government institutions, 7 CSOs, 5 UN organisations, the Spotlight Initiative Secretariat, and the EU delegations. A total of 29 respondents participated in the KII, consisting of 19 (65.5%) females and 10 (34.5%) males with multiple respondents participating in the session for EU delegations, some RUNOs, and some implementing partners. For the FGDs, 3 were with female groups (2 FGD with beneficiary GBV survivors, and 1 FGD was with female community members), 1 FGD with male community members), and 2 FGD with mixed-sex groups (a community group and a group of government staff).

Data collection for the MTA took place primarily in three out of the 6 (5+1 states) sites as follows:

- Lagos State (South-west zone):
 - 1 government partner (face-to-face KII),
 - 1 CSO (2 FGDs – 1 for males and the other for females), and
 - 1 CSO Reference Group member (by Zoom and phone)
- Sokoto State (North-west zone):
 - KII for 2 government partners by phone (1 at the state level and 1 at local government level),
 - 2 CSOs – 2 FGD with beneficiaries GBV survivors, 1 FGD with community members, and 2 KII with staff.
- Federal Capita Territory:
 - 4 government partners (KII for 2 government partners by phone; KII face-to-face for 1 government partners, and FGD with one government partner)
 - 4 CSOs – KII for 3 CSOs by Zoom and for the last CSO a face-to-face KII with two beneficiaries – a GBV survivor, and a relative of a survivor – and KII with Program Staff
 - 1 CSO Reference Group (KII by zoom)
 - 5 UNROs (KII by Zoom)
 - 2 Spotlight Secretariat Staff (KII by Zoom and phone)

In addition, a KII was conducted through Zoom with a CSO staff based in Cross River (South South zone).

Limitations and measures taken:

- The UN Resident Coordinator was not available for interview during the data collection period, but the Spotlight Coordinator and M&E Officer were interviewed. Also, one staff member of the Resident Coordinator Office participated in the online survey.
- The Federal Ministry of Budget & Planning Team did not give consent for audio-recording of the interview, but the key points made were captured as much as possible in writing.
- Official financial reports are available for up to Quarter 3 2020 [30 September 2020]. Certified financial reports for the whole year 2020 will be made available in late May 2021, these reports follow the established inter-agency process for reporting on pooled funds in a Multi-donor Trust Fund and according to the timeline set in the EU agreement special conditions.
- Certified data measuring progress against the indicators and milestones for 2020 were not available during data collection. Qualitative information on activities conducted in 2020 was obtained from document review, key informant interviews and focus group discussion and the M&E Focal person was able to provide the draft narrative report for 2020, however this information had not yet been quality assured. The absence of comprehensive and quality assured monitoring data in time for the Mid-term assessment review constitutes a limitation for the assessment, which the Spotlight Secretariat should consider in future exercises.

B. RELEVANCE

<p>1.Does the action align to the principles of the Spotlight Initiative as listed in the Spotlight Initiative Fund TORs?</p>	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies
<p>The Spotlight initiative in Nigeria has 6 implementation sites (5+1 states) – 1 from each of the country’s 6 geo-political zones – Lagos (South-west zone); Ebonyi (South east zone); Cross River (South south zone); Sokoto (North-west zone), Adamawa (North-east zone), and the Federal Capital Territory (which is geographically located in the North-central zone). The sites were jointly and objectively selected by the UN team based on seven criteria, of which the prevalence of Violence against Women and Girls (VAWG) is the primary criterion. Other criteria (secondary) included the presence and capacity of the UN partners, Civil Society Organisations (CSO) partners and level of government’s commitment, and existing programmes on Ending Violence Against Women and Children (EVAWG). These criteria, on their own, significantly indicate the intentionality of the programme to meet key Spotlight Initiative principles, including leveraging on existing programmes, engaging with women’s right organisations and CSOs, and a multi-stakeholder approach, among others.</p> <p>Overall, the actions and interventions undertaken under the Spotlight Initiative in Nigeria largely align with the principles listed in the Spotlight Initiative Fund TOR (see Annex 3). Among stakeholders who responded to the online questionnaire, between 69 and 95 per cent <i>strongly agreed</i> with the statements indicating alignment of actions taken with Spotlight Initiative principles, with the highest mark for supporting civil society engagement and a multi-stakeholder approach, closely followed by adhering to the principle of “do no harm” and implementation of interventions which are “gender responsive” and “gender transformative”. The lowest mark was for “strengthening, supporting and protecting the women’s movement”, where a larger proportion of respondents only “somewhat agreed” with the statement. The main reason for this lower mark is that respondents do not yet see the results of a strengthened women’s movement. Overall, at least 90 per cent of respondents <i>strongly or somewhat agreed</i> that the programme in Nigeria is adhering to the Spotlight Initiative principles.</p> <p>The findings from the qualitative data collection (KII and FGD) and document review support the findings from the online survey that the actions and interventions undertaken under the Spotlight Initiative align with the principles listed in the Spotlight Initiative Fund TOR. The interventions in the different states took cognizance of the cultural nuances and the actions and messaging consequently undertaken are culturally-sensitive so that they do not inadvertently exacerbate dynamics that will worsen the situation of GBV or GBV survivors in line with the principle of “do no harm”. The actions were also designed with a strong focus on “leaving no one behind”. Right from the design, the programme upheld the principle of inclusivity and aimed at those groups that are usually “left behind” such as LGBTQ, women and girls living with disability, sex workers, women and girls living with HIV, and those living in rural and hard-to-reach areas, and migrants whose movement may have been occasioned by being displaced from conflict areas, as well as other marginalized and vulnerable groups. Structurally excluded groups like LGBTQ and those living with HIV were provided with relevant safe spaces during the landscaping to deliberate and make their inputs into the programme design process. Moreover, groups working with these structurally excluded groups were targeted in the call for “expression of interest” for potential implementation partners (IPs) as well as</p>	

for the CSO Reference Group (CSORG) and experience of working with such marginalized and vulnerable groups was included in the criteria for selecting IPs, among others.

“I don’t think specifically there was any group that one would say was left behind because most of the women’s right groups and organizations represent this constituency where they work with them both at grassroots and the national level.... Organisations working with women’s disability rights groups, working with people with disabilities, working with people living with HIV, working with vulnerable groups at the IDP camps, working with both the LGBTQ constituency.... So, _there various groups working with this constituency and each and every one of them ...was engaged at the analysis and the landscaping on GBV in the country” – [KII, CSORG]

“The key thing I like about the Spotlight Initiative is just leaving no one behind, all-inclusiveness. Right from inception meeting, I was shocked when I saw the people who were LGBT you know, other marginalised groups, everybody was in the inception meeting. Even in the designing and the planning. Everyone was carried along with the CSOs. It is not just about government, the CSOs, everybody in FCT working under GBV was carried along. The other marginalised groups like people living with different disabilities, people living with other issues even at the grassroots, they were all carried along from the inception meeting. So, the thing I like in the Spotlight Initiative is that notion and that key thing, leaving no one behind.... when it comes to people living with disabilities in fact what has been attracting more kudos is when we had training for sign language for social workers.” – [KII, IP]

Yet, few online survey respondents indicated that some groups are somehow left behind to a degree or not sufficiently engaged, including LBGTQ, sex workers, young people, rural women, and the tertiary education institutions. Also, based on a survey of 24 CSOs, the 2019 Scorecard of the CSORG indicated that only 8 per cent of CSOs were working with structurally excluded people. Similar opinions were also expressed by some stakeholders, including UN staff and CSOs, during the interviews as reflected in the following quotes:

“I think we need to have more young people representation, children and young people whether it is girl-child and youth, female child representation because we are working partly for the women and girls, we keep saying women and girls. You know women are everywhere but where are the girls - they are not visibly everywhere within Spotlight” – [KII, UN]

“Yes, women’s and girls’ lives are being impacted at both National and State level but I think that the women and girls at the grassroots still need much more to be involved in the implementation of the programme, not just as beneficiaries but also to build their capacity to be among those who will be able to speak for their communities and be able to engage effectively the programme for themselves... (they) need to be sufficiently brought on board as partners and not just as beneficiaries” – [KII, CSORG]

However, while engaging target groups directly has its value, it will be challenging in terms of some structurally excluded groups such as sex workers and LGBTQ because of laws in Nigeria not recognizing their rights. Also, engaging young people directly also has its practical challenges in terms of parental permissions and autonomy. The approach of working with these populations through CSOs who are already engaged with them has practical value and effective. Overall, the opinion regarding groups still left behind does not depict that these groups are not targeted or reached, but that they are not sufficiently reached, implying the need to reach them more than had been the case.

In line with Spotlight Initiative principles, the programme actions were designed to build on and complement existing programmes in line with Spotlight Initiative principles. Among others, Spotlight Initiative engaged with the EU-funded “Rule of Law and Accountability” (RoLAC) project to different degrees in states where they co-exist. The online survey indicated that between 69 and 81 per cent agreed

that Spotlight Initiative is complementing other existing programmes on VAWG *to a great extent*. Specifically, 76 per cent agreed that Spotlight Initiative is complementing other programmes to a *great extent* in terms of reach to beneficiaries while all respondents (100%) agreed that Spotlight Initiative, to a *great degree or considerable degree*, is complementing other programmes on EVAWG.

“In 2020, coordination meetings were also held between Spotlight and other EU funded programmes working in the field of GBV (RoLAC). Although partners are willing to coordinate, and share lessons and tools, this needs continuous follow up” – [Online survey comment]

“And to also add that one of the things we also try to do is to avoid duplicate action, is to build on, for example, the RoLAC (EU-sponsored Rule of Law and Accountability) project, to build on what RoLAC has already set up. so, if you go to, if you look at the state, a lot of research in sexual violence response committee is in the state, we are working through those states, so what we have done is to include those states rather than start another structure, rather we built on what we RoLAC, what is in existence and what RoLAC has already done” – [KII, UN]

Available information also indicates that the programme is aligned with other key Spotlight Initiative principles, including interventions being gender responsive and gender transformative, engaging multiple stakeholders and complementary mechanisms as well as having a survivor-centred approach. Furthermore, they indicate the strength of a holistic enabling environment and most importantly sustainability as the programme creates a ripple effect.

“Spotlight encouraged collaboration among implementing partners, such that where one organisation works on pillar 6 for instance it trajectories to those working on other pillars. The project design also encouraged synergistic implementation pattern that makes an implementing partner to report to more than one outcome, hence, concretizes the interrelatedness of the different pillars towards a common goal EVAWG” – [Online survey comment]

“In fact, what we use is the multi-sectoral approach. No one can handle that case or any case on GBV alone”.... “everybody, different platforms you know tackling the issues from their perspective” – [KII, CSO]

The Spotlight Initiative, overall, involved a comprehensive approach in addressing VAWG with complementary interventions undertaken at different levels and across several sectors and aimed at achieving transformative and sustainable results.

Key findings:

- The programme aligns well with the key principles of the Spotlight Initiative, including the use of a comprehensive approach with gender responsive and gender transformative interventions, CSO and multi-stakeholder engagements, doing no harm, leaving no one behind, and complementing existing programmes.
- Groups that were mentioned as needing to be reached more by the programme include some of the structurally excluded groups like LGBTQ and sex worker, rural dwellers, young people and stakeholders in tertiary education settings.

Recommendations:

- The Spotlight Secretariat along with the CSORG should maintain continuous monitoring to ensure that the programme continues to keep to the principles of Spotlight Initiative.
- More attention should be given to reaching the groups that some stakeholders have identified as still being left behind or needed to be better targeted such as LGBTQ, sex workers, women hard-to-reach

areas, young people, and tertiary educational settings. Possible approaches include funding an increasing number of grassroots organisations that are experienced with working with such groups in the case of structurally excluded groups and expanding the number of schools being engaged as well as supporting youth-focused community-based organisations to reach a larger number of young girls. In the case of tertiary institutions, an advertised call for expression of interest (similar to what was done for CSOs) can be a useful mechanism to get interested institutions with the best potential for successful programming involved in Spotlight Initiative. Representatives of the structurally excluded groups can also be incorporated into the membership of the state coordinating committees or the CSO reference group in the state to give them more voice and be able to address their needs better.

2A. Are the Initiative’s deliverables aligned with the UN agencies’ mandate and priorities? Are the right UN agencies involved? 2B. Are programmes implemented in line with the UN System reform?	☑ Very Good – Good
	☐ Problems
	☐ Serious deficiencies

Are the Initiative’s deliverables aligned with the UN agencies’ mandate and priorities? Are the right UN agencies involved?

The Spotlight Initiative in Nigeria has five Recipient UN Organisations: UN Women, UNFPA, UNDP, UNICEF, and UNESCO. Each of the agencies has been assigned responsibilities in line with its mandates and priorities: A comparison of the assigned responsibilities for the five agencies (Table 2) with the core mandate for each agency within the UN system shows a high level of alignment. In that regard, the participating RUNOs are the right ones. Also, the RUNOs have been selected based on objective criteria, which include their mandate; technical expertise; in-country capacity; past, ongoing and planned programmes; and cost-effectiveness³. While for each Spotlight Initiative outcome, lead agency/agencies and participating agencies have been appropriately designated based on the criteria mentioned above, other agencies also contribute to the pillar as relevant to their expertise, in-country experience, and capacity. For example, while not leading any of the pillars, UNESCO contributes significantly to pillar 3 through its work on school-curriculum and other activities as well as contribute to pillar 4.

Table 2. Agreed Division of Labour for the Spotlight Initiative in Nigeria

Outcome / Pillar	Lead Agency	Participating Agencies	Percentage of budget	Outcome / Pillar
1. Laws and Policies	UNDP	Focus on advocacy and capacity building around human-rights centred legislation, rule of law, access to justice, law enforcement and policies	UNFPA & UNICEF	8%
	UN Women	Focus on advocacy, normative change around women-centred legislation and policies		
2. Institutions	UNDP	Focus on federal and state high-level institutions across the spectrum, Gender-Responsive Budgeting	UNESCO UNICEF	8%
	UN Women	Focus on institutions with gender-mandates as well as bottom-up approaches		

³ Country Programme Document for Spotlight in Nigeria project

3. Prevention	UNFPA	Focus on engagement of frontline providers, media and community leadership (including religious and traditional) to create awareness on VAWG and the SRHR linkages.	UNESCO, UN Women and UNDP	32%
	UNICEF	Focus on capacity building of pre-service and in-service providers as well as strengthening community and religious structures with a focus on child rights		
4. Services	UNFPA	Strengthen and harmonize SGBV service provision protocols, guidelines, referral pathways and support establishing of standards for the SRHR needs of GBV and HP survivors.	UNICEF, UN Women, UNESCO, UNDP	32%
5. Data	UNDP	Focus on research and data-driven development, working closely with relevant government agencies, mainly supporting the Data Situation Room under the Federal Ministry of Women Affairs	UNICEF and UNESCO	10%
6. Women's Movement	UNFPA	Population dynamics and data (National Bureau for Statistics)	UNDP and UNFPA	10%
	UN Women	Focus on CSOs, women's groups and youth		

Source: Spotlight Initiative, Nigeria. Implementation Guide (2020-2022)

With the five agencies involved, there is no gap in the technical coverage of any of the 6 pillars of Spotlight Initiative. In general, the actions and mandates of the five agencies are complementary and the sum of their efforts suffices for meeting the Spotlight Initiative outcomes. Also, while there may be some inter-relationship in terms of implementation regarding the areas covered by some agencies, for example, UNFPA and UNICEF with regards to providing care for GBV survivors who are young girls, or the issue of Family Life and HIV Education that is of interest to both UNFPA and UNESCO, or collection of GBV data that both UNFPA and UNDP have a significant interest in, there has been a good blending of the strength of the different agencies, taking advantage of their individual in-country experience and expertise as well as competitive advantages.

The Country Team limited the RUNOs to five since all Spotlight Initiative areas have already been well covered and also recognising that the more the number of agencies, the more complex the programme implementation and coordination would be. There is the understanding that should there be a time when the specialised skills of any of the UN agencies that is not a RUNO is needed, such an agency can be brought in to just undertake such a specific assignment. Bringing in additional agencies as a recipient organization would also dilute budgets for agencies. On the other hand, any attempt to reduce the number of agencies involved at this stage will likely lead to significant disruption and need considerable reconfiguring of the Spotlight Initiative programme in Nigeria. Furthermore, the project implementation is still fairly at an early stage and sustainability yet to be attained; thus, activities being implemented by various agencies need to be continued.

More than three-quarters (77%) of the survey respondents agreed with the statement that “The mandates of the UN teams at country level are respected” and the mandate of each RUNO is well known and acknowledged by IPs and other stakeholders:

“We work hand in hand with all the UN agencies in this Spotlight. Their own mandates come to play. We work with UNICEF when it has to do with children. UN-Women for cases that have to do with women and girls. Then we have UNFPA that works on health and services” – [KII, CSO]

“For me, to a great extent, the allocation of responsibility among them is working excellently well. Because each of these agencies has different mandates. So, for me, it is very accurate, and it covers all the areas necessary for them because each of them works to achieve their own mandate and there is a

big synergy among them. Like under the UN, we have UNESCO for education, we have UNDP for budget and human rights and data. We have not had any kind of issues with any of them because they have different mandates and we work hand in hand to see that everybody's mandate is being met – Government implementing partner” [KII, CSO]

Are programmes implemented in line with the UN System reform?

The theme of “One UN” or “Working as One, Delivering as One” is at the heart of the UN reforms, with the RC as the fulcrum and central coordination figure. The UN Country Team primarily embraces this theme and have evolved the vision statement of “*a revamped UN in Nigeria that is strategic, effective, relevant, accountable and results-oriented, bringing added value to Nigeria and its people and delivering better results*” based on the “One UN” principle. The “UN Delivering as One” structure in Nigeria involve the elements of “One leader” (the RC and UN Country Team), “communicating as one” (one voice for key messaging and a common position on national humanitarian and development policy issues – gender, human rights and peace building interventions in Nigeria – to enhance coherence), a common budgetary framework and “operating as one” through a joint Business Operations Strategy.

In the context of the “One UN” new way of working, the Programme Management Unit (PMU) under the Resident Coordination Office (RCO) serves as a platform for ensuring coherence and coordination between the RUNOs. Both the UN Women and UNFPA also have technical coherence role, with a Technical Coherence Officer employed by each of them. Overall, 70% of respondents indicated in the MTA online survey that the choices made in terms of assigning technical coherence responsibility among the UN agencies are the best agencies given their technical capacity, country presence and previous experiences of UN Women and UNFPA.

As a respondent further explained in the online survey, “*UN Women's lead role in addressing issues of Ending Violence against Women, and the strong work with women's organisations globally makes the organization well-qualified to handle this. UNFPA's comparative advantage in addressing the sexual reproductive health and rights agenda neatly complements this and thus focuses on those aspects in its role as technical coherence agency also.*” [Online survey comment]

The RUNOs, under the Spotlight Initiative, have adopted approaches and steps that reinforce the idea of “One UN” within its implementation arrangement. For example, the Spotlight Initiative has secured the services of two national experts as Technical Coherence Specialists (one based in UN Women and the other in UNFPA) to further strengthen the coherence of programming efforts by the RUNOs – in addition to the PMU charged with similar responsibility. The PMU plays a critical inter-agency coordination role and engages in two-dimensional efforts: (i) programme oversight and coordination (including technical coherence) and (ii) policy and technical advisory for the programme implementation. The head of the PMU reports directly to the RC, who has the ultimate responsibility for the Initiative. The programme in Nigeria has also evolved a system where each of the RUNOs assumes leadership for the coordination of all efforts in the 5+1 implementation sites, which potentially reinforces the idea of “Delivering as One”.

“The structure of the Spotlight as coordination role and the lead agency role in each state and one of the responsibilities as stated in our ... implementation arrangement for the Spotlight, you know we assigned lead agency role for each state. For instance, UNFPA is the lead agency for Cross River and Adamawa, UNICEF is the lead agency for Sokoto, UN women is the lead agency for FCT and Lagos and UNESCO is the lead agency for Ebonyi. So, one of our responsibilities by the implementation arrangement document is to be responsible for the state-level coordination in each of the states [...] so those coordination platforms exist... and serve as opportunities to avoid duplication as much as possible.” – [KII, UN]

In terms of implementation, there are good examples of efforts made to orient the programme of Spotlight Initiative to function in the “One UN” way. For example, the RUNOs have successfully managed the selection of implementing partners through “a first-of-a-kind joint process”. That process involved jointly “issuing a single and simplified ‘call for proposals’ or ‘expressions of interest’, which integrated all CSO interventions across all Outcome areas into one partner selection process”. This joint process enabled interested CSOs to submit one application rather than responding to multiple calls from RUNOs and the different processes that each of them may describe. The process makes for efficiency as it reduces duplication of efforts on the parts of the CSOs as well as the RUNOs as a group and promotes interaction and joint decision-making among the RUNOs. This approach also gives each of the RUNOs a better understanding of the landscape of potential CSO partners and the abilities and experiences of CSOs that they may not yet be working with, with the potential for better leveraging of experiences and capacities, including the potential to be able to link contracted CSOs with other CSOs, where necessary, for greater synergy and enhanced impact. Other examples of the “One UN” approach include the joint conduct of baseline assessment and joint development of an accountability framework by all UN agencies implementing the Spotlight Initiative to guide traditional and religious leaders in the prevention and response to GBV. These efforts promote efficiency as well as coherence.

However, while the online survey shows that all the survey respondents from the UN agencies (100%) *strongly or somewhat agreed* with the statement that “The UN country team work well together to implement the action in an integrated way”, the proportion of UN agencies’ staff that *strongly agreed* with the statement was much lower (39%). Many of the staff of RUNOs interviewed also indicated that this new way of “Delivering as One” is still an evolving process as they keep on learning how to work together in an integrated way and collaborate better and strive to move away from the tendency to put the interest of their agencies first. Other stakeholders interviewed and surveyed (from the CSO, government and EUD) also highlighted that coordination remains a challenge and that there are areas of overlap between RUNOs (see question 7). Thus, while teamwork and cooperation are improving, particularly since 2020, further efforts to improve collaboration are still possible both at the State level and national level. there are some challenges that still need to be resolved, such as for example, instances of duplication of efforts at the state levels.

Thus, while teamwork and cooperation are improving, particularly since 2020, further efforts to improve collaboration are still necessary. The following statements from the online survey and key informant interview further illustrate the mixed picture of success, challenges, and gaps in the practice of the “One UN” principle.

“I see teamwork among them because sometimes when you say this training, or this issue is sponsored by UN-Women. They say no. It’s Spotlight. We don’t want to know who is really sponsoring this. As far as it is Spotlight, we are all involved. It is our project. It is our program. They have that kind of team approach to delivering their mandate” – [KII, CSO]

“Despite a continued push for coherence strategy... RUNOs are increasingly competing for the favour of government partners while leveraging on Spotlight to promote their own visibility” – [Online survey comment]

“Coordination at all levels of the programme remains a challenge. First and foremost, between RUNOs. Implementation of activities by RUNOs seems ad hoc and there are areas of overlap between RUNO’s. Although coordination at the level of the technical team has improved in 2020, coordination also needs to improve at the level of the country representatives (who have more holistic oversight over the activities of their organisations). There need to be regular coordination meetings at both levels, and we

recommend that a coordination mechanism between the UNRC and the RUNO country representatives is set up” [Online survey comment]

Key findings:

- There are strong commitments to the principle of the UN reform and significant efforts have been devoted structurally and functionally towards the principle of “Working as One and Delivering as One” among the RCO, the PMU and the RUNOs. However, the practice of “Delivering as One” is still evolving and requires further efforts.

Recommendations:

- Use the opportunity of the regular meetings of the Spotlight Initiative Technical Task Force (TTF) to strengthen interaction, communication, and coherence between the RUNOs.
- Organise monthly meetings of all the IPs in each state, co-led by the State Ministry of Budget and Planning (just as the Federal Ministry of Budget and Planning is coordinating at the national level) and the RUNO designated as the lead agency for the state.
- Discuss and agree on the role of the respective RUNOs in the implementation of the strategy paper (developed in January 2021).

<p>3. Does the action presently respond to the needs of the target groups / end beneficiaries? Are the necessary consultations taking place with key stakeholders?</p>	<input checked="" type="checkbox"/> Very Good – Good <input type="checkbox"/> Problems <input type="checkbox"/> Serious deficiencies
<p>Does the action presently respond to the needs of the target groups/end beneficiaries?</p> <p>The selection of the implementation sites for the Spotlight Initiative in Nigeria emphasizes the burden of VAWG as the primary factor in selecting the 5+1 sites. The Spotlight Initiative programme document emphasises two VAWG issues with high prevalence in Nigeria – child marriage (higher prevalence in the north) and female genital mutilation (higher burden in the south). The landscaping exercise undertaken to inform the design and implementation highlights, among others, groups with higher levels of vulnerabilities and “those left behind.” By this approach, the programme seeks intentionally to address the highest burdens of VAWG in the highest-burdened area, and among the highest burdened and most vulnerable groups in its quest to actualise the vision of “a Nigeria where all women and girls, particularly the most vulnerable, live a life free from violence and harmful practices⁴.” The Initiative lays premium on prevention efforts, aiming to address, as the Country Programme document notes, “the root causes of GBV and harmful practices (child marriage and FGM) against women and girls; and ensuring access to inclusive, timely, and quality services for victims and survivors”. In this context, the Spotlight Initiative addresses “the linkages between sexual and gender-based violence and harmful practices with related aspects of sexual and reproductive health and rights as a cross-cutting theme⁵.”</p> <p>The interventions under Spotlight Initiative focus on women and girls as the primary beneficiaries but involve various settings across the six implementation sites such as the school, community, and health and social welfare facilities. The intervention also engages multiple actors, diverse platforms – formal and non-</p>	

⁴ Country Programme Document for Spotlight in Nigeria project

formal, governmental and non-governmental, community and institutional – and spans several sectors including health, education, legal and justice system, data system, and religious and traditional leadership systems. This multi-stakeholder approach, use of diverse but complementary intervention frameworks, and engagements in diverse settings increase the potential of responding and meeting the needs of a large group of beneficiaries with different and peculiar VAWG-related needs. To inform its implementation, the programme undertook a stakeholder mapping exercise where, among others, it profiled key government ministries, departments and agencies (MDAs) involved in the EVAWG arena to generate a list of potential government implementing partners. The profile was derived from the UN Women database with the response of the Government of Nigeria to the questionnaire on violence against women in 2011 as the primary source of information. The MDAs profiled are the Federal Ministry of Women Affairs and Social Development, the National Human Rights Commission, the National Agency for Prohibition of Trafficking in Persons and other Related Matters, and the National Bureau of Statistics. The Spotlight Initiative also undertook a baseline assessment, which highlights the needs of the beneficiaries.

In addition, 50 CSOs⁵ were selected to serve as IPs through an open, competitive and transparent process, thus aiming to get the best positioned IPs in terms of mandate, capacity, experience in programme implementation and working with specifically targeted constituencies (including from structurally excluded groups⁶), and commitment to the EVAWG agenda. Furthermore, Spotlight Initiative specifically targeted and selected grassroots CSOs – one per state – as part of the efforts to ensure the furthest are reached first and their needs addressed.

“The project utilised multiple stakeholders as well as organisations that have track records in engaging with girls and women, boys and men as well as with government.” [Online survey comment]

Virtually all the IPs interviewed reported collecting some forms of feedback from their participants or clients to gauge how well the interventions are responding to the needs of the clients and potential gaps for the purpose of improving their programming efforts and programme responsiveness. All (100%) survey respondents agreed that feedback is collected and fed back to stakeholders from critical groups such as GBV survivors and community gatekeepers. The majority of the respondents also indicated that feedback is collected from other stakeholder groups, including beneficiaries (74%), women’s organisations (68%), CSOs (83%), central government MDAs (67%), and local government (73%). The development of scorecards by the CSO Reference Group also serves as a mechanism of ensuring that the programme is responding appropriately and meeting the needs of the beneficiaries.

The responses obtained from various GBV survivors who are Spotlight Initiative beneficiaries further provide evidence on the issue of meeting the need of beneficiaries. The Spotlight Initiative keenly seeks to empower and strengthen the capacities of women and girls to claim their rights. The “Survivor-centered” approach is a cardinal principle of emphasis in the programme – an approach that “promotes recovery by ensuring survivor agency in decision-making; prevention of re-traumatization and enabling survivors to make their own informed choices that consider community reintegration and consequences.” The One-Stop Centre established by the Spotlight Initiative and the existing ones supported by the programme, for example, provide a range of integrated services including medical, psychosocial, and counselling services as well as legal support, entrepreneurship/livelihood skills training and even shelter.

⁵ Spotlight Initiative, Annual Narrative Progress Report. Reporting Period: 01 January 2019 – 30 June 2019.

⁶ However, as mentioned in question 1, the proportion of CSO who actually work with structurally excluded groups is rather limited.

One of the GBV survivors interviewed reported that the Spotlight Initiative-supported social welfare centre *“introduced me to this wonderful place. They called it shelter! ... They are doing great. In terms of creativity, we learnt a lot of things like making beading, designing beads, slippers with beads. Then in terms of legal services, they made sure they reported to NAPTIP (National Agency for the Prohibition of Trafficking in Persons). He (the spouse) said he will be giving the baby upkeep which he is not doing... Then in terms of psychological, mentally, they have group therapy. – [KII, GBV Survivor who has been in the shelter for three months]*

Developing and building capacity in the use of Essential health services package and Standard Operating Procedures and protocols for GBV, based on international standards, also ensures that the medical and health services offered to GBV survivors are of high standard and able to meet their needs better. Services are also linked with second chance education as well as economic empowerment initiatives (vocational skills development and livelihood initiatives) and this has a potential for transformative outcome. In the second chance education, women who never had formal education or had to drop out of school early had the opportunity of undertaking literacy and numeracy classes, which were taking place on weekly basis physically but were later conducted through radio programmes during the period of the COVID-19 restrictions. The women also received some training on business development and entrepreneurship and on how to navigate the business environment. More than 60% of the women who participated in the programmes have been reported to demonstrate improved literacy and basic reading and writing skills.

“She said she’s thanking the Spotlight and the women because when she joined the programme she didn’t know how to read and write and now she’s proudly saying that she can read and write and she has concluded her mind that she’s going to go back to school to continue – you know, her former school – to continue with her education.”[FGD, beneficiaries of a second chance education programme (Speaking through an interpreter)]

While the One-Stop Centre is not a new approach in Nigeria, the number available is grossly inadequate. According to the Spotlight Initiative Country Programme document, there were only 13 One-Stop Centres in Nigeria at the time of conceptualising Spotlight Initiative. Thus, the new ones established by Spotlight Initiative though few in absolute number, adds a considerable boost to One-Stop Centre availability and service.

A major gap in meeting the needs of the beneficiaries identified by many service providers is the inadequate opportunity for financial empowerment for GBV survivors, including those who have been trained in livelihood activities. Such financial empowerment is deemed as important, recognising that lack of financial capacity is a major cause of VAWG-related vulnerability, and economic empowerment is one of the ways to break the cycle of violence and ensure long term recovery and achieving gender-transformative results. In a pilot scheme on livelihoods providing pathways to GBV Survivors, 87 women were trained, and appropriate workplace placements found for them after their training course, including placement of some GBV survivors trained in cookery in two hotels. Such an approach provides a good model, but the opportunities are far too few compared to the need. Also, the existence of such good practices and model programmes is hardly known by the services providers operating the One-Stop Centres/Shelters in the two locations where data were collected and there is no link between the two interventions.

“The Spotlight Initiative succeeded in creating necessary sensitization/awareness which has made women and girls realize their rights as well as able to identify referral paths to seek redress in the case of abuse. Survivors now openly are willing to share experiences, but a huge gap of answering the so what & what next after sharing experiences are still not clearly spelt out. There is need to assist those with the need to continue their education after having dropped out of school perhaps due to rape and

had to deliver a baby or underage marriage as well as assist those encountering domestic and economic abuse with small grants” – [KII, CSO]

“More resources needed to tackle increasing cases of GBV brought to light, especially by the pandemic. There is also the need to do more economic empowerment towards financial independence for women and girls” – [Online survey comment]

Are the necessary consultations taking place with key stakeholders?

Before the design and commencement of Spotlight Initiative in Nigeria, a high degree of consultation was held and involved a wide group of stakeholders, spanning various constituencies (government, CSOs and Women Rights Organisations, international development partners etc). For the CSO constituency, the project document has a list of 136 CSOs that were consulted, including 44 in Lagos, and 18 in Sokoto, and 74 from other locations⁷. Available evidence also indicates that intensive consultation took place at the level of the presidency. Since the commencement of the programme implementation, there have been several levels of consultation, including those held with the Governors’ Forum and with the National Assembly at the federal level, while extensive consultations were also carried out at the state level. The establishment and functioning of the CSO Reference Group – a unique feature of Spotlight Initiative – also provides a platform for intensive and regular consultation with women’s organisations and CSOs. The Spotlight Initiative has provided the CSOs with an opportunity to have a strong voice and fair representation mechanism through the Reference Group and responds well to the issues raised and comments and advice provided by the Reference Group.

However, it is relevant to note that few key stakeholders reported an inadequacy in consultation at the early phase of the programme or/and inadequacy of consultation on some relevant project-related issue: in particular, some government partners and the EU Delegation complained that they were not sufficiently consulted or carried along concerning the selection of the focal states and the CSO partners. However, the stakeholders noted that the situation has improved considerably in 2020 and communication and interaction is much better at present as reflected by the information obtained from interviewees (EU Delegation and the Spotlight Team) during the MTA and as documented in the 2020 draft Annual Narrative Programme Report.

Key findings:

- The action of the Spotlight Initiative programme responds to the needs of the target groups/beneficiaries but inadequate access to economic empowerment scheme and livelihood initiatives for GBV survivors was identified as a key gap. The scale of the ongoing livelihood interventions reported is significantly much lower than the level of needs and has little or no linkages to key and relevant interventions such as the One-Stop Centers.
- Consultation with stakeholders has been a constant feature of the Spotlight Initiative; although some inadequacies were reported in the early phase, consultation with stakeholders has continued to improve with time.

Recommendations:

- Scale-up ongoing livelihood interventions for GBV survivors and ensure linkage with other key interventions areas such as the One-Stop Centers.

⁷ Spotlight Initiative, Nigeria. Country Programme document

- Provide take-off grants or linkages for financial support to economically empower GBV survivors and to sustain efforts, particularly those who had gone through the livelihood training activities. This is not expected to be a “one-size-fits-all” approach in terms of the elements to be funded but will be contextualised to the need of the individual in line with the survivor-centred principle as well as the local environment of the individual. For example, a direct grant may include the provision of take-off equipment and funds for those that have completed training in some skills areas or start-up fund to engage in certain small-scale businesses and link up with supportive business advisory services or market linkages for their output, or scholarship support to complete schooling.
- Sustain and intensify consultation with various groups of stakeholders, particularly key members of the government, community leaders, and religious leaders, through regular meetings and disseminate project-related outcomes to them on a timely and regular basis.

4. Do all key stakeholders still demonstrate effective commitment (ownership)?	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

All groups of key stakeholders interviewed (Government, CSOs, EU, and UN) indicated a continued commitment to the programme. In many ways, the degree of commitment ownership demonstrated has been increasing, particularly on the side of government and CSOs. The Honourable Minister of Women Affairs, for example, has been at the forefront of pushing the EAWG agenda nationally, and greater visibility and commitment of the government to the agenda have been recorded. Strikingly, for example, the President has established an Inter-Ministerial Committee chaired by the Minister of Justice and Attorney General of the Federation towards ending GBV, including child marriage and female genital mutilation. The Nigerian Governors’ Forum has also shown an increased level of political will in support of the EAWG agenda and declared a state of emergency against sexual violence in June 2020. This declaration amplifies the voices against GBV and places the issue of addressing GBV as a national priority and emphasizes the need to adequately fund and put in place appropriate and effective measures. The declaration of a state of emergency provides Spotlight Initiative with an opportunity to work closely with the Governors’ Forum in ensuring that all states domesticate and sign relevant national GBV-related laws – the Violence Against Persons (Prohibition) Act and the Child Rights Act – and prioritise other relevant actions including updating other laws and policies, ensuring speedy investigation and prosecution of perpetrators, and instituting gender-based budgeting. This will build on other high-level advocacy that Spotlight Initiative is engaging in, and which has yielded some positive results. The number of states that has passed the Violence Against Persons (Prohibition) Act (VAPP) has increased from 5 to about 18/19 since the commencement of Spotlight Initiative. In virtually all the states that Spotlight Initiative is being implemented, the government has continued to speak in favour of the project and EAWG. At both the federal and state government levels, the government has continued to provide resources (in-kind) to support the Spotlight Initiative. For example, the Federal Ministry of Women Affairs and Social Development donated the building for the shelter/One-Stop Centre in Abuja and the Sokoto State Government provided some of its buildings under the State Ministry of Women Affairs to house one of the Spotlight Initiative -supported initiatives, free of charge.

Several of the CSO partners have also been going the “extra mile” to ensure the successful implementation of Spotlight Initiative, meet the needs of their beneficiaries/GBV survivors and increase the overall impact. Examples encountered during the MTA include the provision of training facilities of CSOs to be used by the Spotlight Initiative programme free of charge, commitment to meet and surpass targets without any additional donor fund, and commitment of extra staff to project implementation. As a mark of their commitment, stakeholders also innovated and modified their programmes and programme delivery channels to continue to function during the COVID-19 lockdown and reach beneficiaries, as the experience of developing a GBV Virtual and Response Services shows. Incidentally, there are indications that the number of GBV cases increased during the COVID-19 associated lock-down period, particularly physical, sexual and psychological forms of violence⁸.

“Like I said, the lockdown inspired some of the innovation and one innovation is Gender-based Violence Virtual Referral and Response Services, in the past, you know the virtual referrer and response services provided for opportunity to reach women with GBV responses even during the COVID-19 lockdown. For instance, a woman can call a helpline and speak to someone so, you can speak to a lawyer, you can speak to psychosocial support expert even during movement restrictions” – [KII, CSO].

The RUNOs have also shown commitment and the rate of delivery of planned programmes have improved significantly, despite the challenge posed by the COVID-19 pandemic to programme implementation. RUNOs continue to strengthen their engagements with partners and have consistently committed efforts to innovate to overcome challenges and demonstrated a significant amount of enthusiasm towards building the capacity of both government and CSO partners and technically supporting them for sustainable results.

Overall, the partnership behind the Spotlight Initiative is growing stronger and commitment has continued on the part of all stakeholders, and in the words of a member of the EU Delegation, this had resulted in moving “*very significantly*” “*from a very difficult start*” to “*a real positive story*” – thanks to the engagement of the EU, but also the good working relationship with the UN and the proactive engagement of key national stakeholders such as the Minister for Women Affairs. The fact that the Spotlight Initiative speaks to an issue of national priority and of great interest to the agenda of the current national leadership is another factor in the success story.

The alignment of the theme of the Spotlight Initiative with the interest of most of the stakeholders, careful choice of implementing partners using appropriate and objective criteria, the responsiveness of the programme to feedback and suggestions, and high-level advocacy are some of the factors that may have likely contributed to the significant and ongoing commitments of the various groups of stakeholders.

Key findings:

- All key stakeholders still demonstrate effective commitment to the programme.

Recommendations:

- Close and continued interactions should be maintained with the Inter-Ministerial Committee established by the President and the Governors’ Forum to sustain the gain already made and address existing gaps, including the domestication of the VAPP Act by the states that are yet to do so and instituting gender-based budgeting for sustainable funding of GBV-related activities.

⁸ Spotlight Initiative, Nigeria. The potential impact of COVID-19 on spotlight Initiative programme Implementation in Nigeria. April 2020.

<p>5A. Have all relevant circumstances and risks been taken into account to update the intervention logic? 5B. Also in the context of Covid-19?</p>	<p><input checked="" type="checkbox"/> Very Good – Good</p> <p><input type="checkbox"/> Problems</p> <p><input type="checkbox"/> Serious deficiencies</p>
<p>A comprehensive analysis of potential risks to the programme was undertaken at the conceptualisation stage and a Programme Risk Management Matrix developed and included in the programme document. The matrix highlights specific measures to address the various categories of anticipated risks – contextual, programmatic, institutional, and fiduciary risks. It is interesting to note that almost all the assumptions made concerning the risks and the Spotlight Initiative in general, as stated in the project document, have held true: (i) No major change in the political situation in the region will affect the implementation of the Spotlight Initiative; (ii) The Spotlight Initiative has significant political and administrative support which facilitates the involvement and commitment of Government despite the turnover of officials; (iii) There is significant national commitment and dedication of domestic resources to ensure the sustainability of the programme and overall efforts; (iv) The violence against persons and prohibition act will be domesticated and enforced in the selected states, to ensure a holistic response; (v) Community unrest and the security challenges in Northern Nigeria will be minimal to allow for smooth implementation of planned activities</p> <p>Apart from the national election that took place in 2019 and the associated changes in government functionaries which resulted in the stalling of the programme for about five months, COVID 19 – an unexpected and unforeseen risk – was the greatest risk and challenge encountered. COVID-19 significantly affected the pace and pattern of project implementation while at the same time the number of VAWG/GBV cases such as physical, sexual and psychological violence (although not necessarily FGM and child marriage for which we have no evidence) increased considerably during the COVID-19 lockdown and the associated movement restrictions. The program has responded well to COVID-19 and relevant measures have been taken even as Spotlight Initiative has continued to make relevant modifications to overcome challenges and risks encountered in course of programme implementation as discussed below.</p> <p>With regards to COVID-19, almost all partners took appropriate steps to suitably modify their programmes and activities, with the support of Spotlight Initiative, to address associated challenges posed to the programme implementation. Some implementing partners with school-based projects and those with second chance education programmes, for example, adopted the use of radio to disseminate information to their beneficiaries, while some IPs changed the mode of their training from physical to online, and others reduced the size of trainees per session and organised several training sessions to meet their target. Some of the other innovative measures included social norms sensitization through extensive TV/radio campaigns, provision of toll-free helplines, interactive call-in radio shows to promote a deeper understanding of issues around VAWG through dialogue, and online GBV reporting, response and referral pathways. IPs also adopted and integrated COVID-19 preventive measures into their activities as relevant.</p> <p><i>“We have established more than 1000 literacy centre across the states. Women and girls access literacy education, learn skills and remedial classes on GBV were organized... Before COVID it was face to face. But during the COVID, we came up with literacy by Radio program. And it was on in all the five states except Lagos State. It lasted for almost 4 months, where we sensitized the women, where we provide literacy education: ability to read and write. Life skills and empowerment with communication ability etc.” – [KII, UN]</i></p> <p>The Spotlight Team and the RUNOs provided the impetus and catalysed the actions taken by the IPs concerning the innovative measures mentioned above and as further discussed in response to MTA</p>	

Question 9. The Spotlight Team, for example, held a consultation at the early stage of the COVID-19 on the likely impact of COVID-19 on the implementation of Spotlight Initiative in Nigeria and generated ideas on innovative measures that can be used to keep up project implementation during the period of restriction of movement instituted by the government in response to the pandemic. The government, on its part, was open to the innovative measures and provided support as necessary. Among others, various state governments granted permission to GBV-related professionals to move around and provided services during the COVID-19 lock-down, and government agencies participated in relevant alternative and innovative activities such as online meetings and using an online platform for training. The key lesson from the COVID-19 experience is that innovative thinking can provide new ways of doing things to overcome implementation challenges.

Key findings:

- The programme has a well-developed Programme Risk Management Matrix from the onset, which provides measures against the various types of potential risks, of which only COVID-19, not unexpectedly, was not included.
- All the partners in the Spotlight Initiative – government, RUNOs and CSOs - have responded well to the COVID-19 pandemic challenges and undertaken relevant measures, with necessary modification in programme activities as well as adoption and application COVID-19 preventive measures.

Recommendations:

- Review the innovations and modifications made in response to COVID-19 and other risks such as the use of online platforms for meetings and training, the use of radio for literacy classes, and online GBV reporting, response and referral pathways and carefully document and share them as “lessons learned”.
- Explore how to build on the gains of the COVID-19-related measures to ensure greater impact and enhance the potential for sustainability, for example, the radio programmes.
- Update the intervention logic as well as the Programme Risk Management Matrix, particularly in the light of the COVID-19 challenge and other programme-related experiences and emerging national contexts.

<p>6. Are the indicators to measure results well defined and relevant to measure the achievement of the objectives?</p>	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies
<p>The Indicators are generally regarded as appropriate, relevant and useful for measuring the achievements of the objectives. In the opinion of many interviewees, the M&E indicators and the Theory of Change are appropriately and logically linked. The indicators are also regarded as helpful in focusing the programme implementers on the expected results to constantly gauge the level of performance and inspire greater efforts.</p> <p><i>“The indicators are useful because they are concrete ... sometimes an activity can be a bit abstract but here we know what we are looking for” - [KII, UN]</i></p> <p>In November 2020, the RUNOs and the Spotlight Initiative Team had discussions about the indicators and how to reflect more country-specific indicators. Some of the concerns raised about the indicators are that</p>	

they target country-level performance while the programme is only being implemented in 5+1 states. The need for COVID-19 related indicators was also voiced. However, one online survey respondent was concerned that the *“Results framework is somewhat strait-jacketed. Some more flexibility will improve these issues”*. This opinion, which refers to the rigidity of the indicators, possibly reflects the perspective that the indicators leave little room for the inclusion of country-specific ones as some other respondents have also indicated. There were also some few voices of concern about the adequacy and appropriateness of some specific indicators, as the following quote illustrates:

“I agree with my colleague that in most cases the data are very well ok. But, sometimes, we also see a gap between what the output is asking for and if the indicators are covering that sufficiently. We might have activities that are showing that we have achieved the whole output, but sometimes the indicators are not measuring everything. Let me just give you a quick example. Looking at the first output 1.1, the token capacity of Government officials, Judges, Prosecutors, Advocators, Media, Social scientists to really participate in the domestication review and development, and implementation of laws on ending Violence against women and girls. And then looking at the indicators, you capture the women and girl advocates. You also capture the Human Right institutions. We don't really capture the Justice Sector or Government in the indicators in the specific output. And even though we do have activities responding to this” – [KII, UN]

Key findings:

- The indicators are well-defined, relevant, and useful for measuring the achievement of objectives. However, they are not always fully disaggregated to capture progress across different sectors.
- COVID-19 related indicators are not available presently and few indicators may not have totally captured the dimensions of the expected output or outcome

Recommendations:

- Review and update M&E indicators as necessary to, among others, capture more country-specific activities and those related to COVID-19

C. EFFICIENCY

7. Are the chosen implementation mechanisms (incl. choice of implementation modalities, entities and contractual arrangements) adequate for achieving the expected results?

Very Good – Good

Problems

Serious deficiencies

The implementation of the Spotlight Initiative in Nigeria involves five RUNOs and nine government ministries, departments and agencies (MDAs) and about 50 CSOs as partners. The programme implementation focuses on 5+1 states (Adamawa, Cross River, Ebonyi, Lagos, and Sokoto States and the Federal Capital Territory)⁹, which several stakeholders had viewed as too “*few states and few Local Government Areas*”. The partner MDAs are: (i) Ministry of Budget and Planning; (ii) Ministry of Women Affairs and Social Development; (iii) Ministry of Health; (iv) Ministry of Justice; (v) Ministry of Finance; (vi) Office of the Senior Special Assistant to the President on the Sustainable Development Goals; (vii) Ministry of Education; (viii) National Bureau of Statistic; and (ix) National Human Rights Commission at Federal and State level, and (x) The Office of the Vice President for the federal level. The government partners, just like the RUNOs, were selected based on their mandate and relevance, and the Federal Ministry of Budget and Planning appropriately has the coordinating role.

For programme implementation, each of the RUNOs receives funds in line with the approved work plan and the associated budget to support the implementation of specific lines of activities by its IPs (MDAs and CSOs). While there is an implementation arrangement that provides a broad framework for the interactions and operations of the RUNOs that is also oriented to the “One UN” principle, each RUNO employs its internal systems and processes in the relationship with its IPs and the funding of their activities, but procurement is generally handled by UNDP.

Budget execution

An examination of the delivery versus the budget (Table 3) shows that the implementation modality has not yet resulted in optimal results in terms of delivery, with 42 per cent of the budget spent or committed by the 30th of September 2020. One major challenge to the rate of delivery in 2020 is the COVID-19 pandemic; while some innovative measures were taken to keep some project activities running (as already discussed), some activities could not take place and the rate of implementation of others was slower than usual (see question 9). It is important to note that the figure in question relates to the period up to September 2020, and RUNOs have reported significant improvement in the delivery rate since then, however this information was not available to the evaluation team during data collection (see limitations). The wide variation in the delivery achieved by different RUNOs (ranging from 24% - 63%), however, raises a question about the comparative efficiency of the system of operations of each of the RUNOs and suggests that there is a need to examine the systems of operation for improved performance. Furthermore, with the available financial data and information on delivery available by RUNOs and not by Outcome, there is a gap in terms of assessing efficiency, performance and level of delivery for each of the outcomes.

⁹ The Implementation guidelines indicate a coverage of 2 LGA/10 communities per state for 2019, and expansion to 4 LGAs/20 communities per state in 2020, 6 LGAs/30 communities in 2021, and 8 LGAs/40 communities in 2020 with the exception of FCT where there is no increase in target between 2021 and 2022.

Table 3. Overview of Budget versus Delivery by RUNOs (2019 – 30 September 2020) – data received from the Spotlight Secretariat on 15th January 2021.

RUNOs	Budget	RUNOs Expenditure	RUNOs Commitments	Delivery (Exp+commitment vs budget)
UN Women	7,202,026	1,488,206	3,068,857	63%
UNDP	6,159,156	1,055,245	415,737	24%
UNFPA	6,314,321	1,930,240	532,429	39%
UNICEF	3,498,828	1,297,375	124,865	41%
UNESCO	1,825,668	636,174	-	35%
Total	25,000,000	6,407,240	4,141,888	42%

Implementation mechanisms

A unique three-way implementation partnership as involved in the Spotlight Initiative – EU/UN, government, and CSO – natural comes with its own “complexities” and particularly requires a high level of coordination for optimal result. The current state of Spotlight Initiative shows that significant attention has been given to coordination issues, but it is still work-in-progress with gaps and opportunities for improvement, particularly to reduce to the barest minimum, if not to eliminate, duplication of efforts. The coordination issues – a “natural” phenomenon considering the “new way of working” and the young age of the programme – span the various dimensions of the implementation mechanism as the reflections below aptly illustrate.

Coordination among RCO and RUNOs:

The Resident Coordinator’s Office (RCO) is the secretariat for the Programme Management Unit and regular meetings have been put in pace to facilitate smooth relationship and interactions between the RCO and the RUNOs. On the technical side, these include (a) bimonthly meeting of the technical team – constituted by technical staff within the RUNOs – to deliberate on programme implementation; (b) bi-monthly Technical Coherence meetings, which are chaired by the two Coherence Leads, and aimed at fostering synergy around programme pillars; and, (c) review meetings led by the Spotlight Programme Management Unit to assess progress and chart the way forward – two of such meetings held in 2020 (midyear and end-year). Also, a Community of Practice has been established in respect of each of the following areas provide support to the country programme – communication, monitoring, evaluation, visibility, and knowledge Management. The Community of practice meets at least once a quarter, or as set up by the core teams of subject area experts. These mechanisms provide a rich opportunity for communication, interaction, and joint planning by the technical teams, and is impacting the project positively.

At the strategic level, a meeting of the RC and the Heads of agencies of the RUNOs is expected to take place periodically to share information on programme and operational updates, as well as discuss any challenges and opportunities but this has not been the case. Also, participation in the National Steering Committee would have provided all the Head of Agencies an opportunity to be engaged with discussions at the highest level of the Spotlight Initiative oversight, but not all the Head of Agencies are included in the membership (see response to MTA Question 10 for more details). However, the Steering Committee’s meeting of 25th January 2021 had now addressed this issue with inclusion and participation of all Head of Agencies in the National Steering Committee meeting.

Coordination at the level of the State:

The online survey and interviews with different implementation partners highlighted that there is lack of coordination at the State level which may lead to duplication of efforts. References were made to duplications between organizations funded by the different agencies as well as the same UN agency within the same state, as well as lack of knowledge on what other IPs are doing within the same State.

“During the joint monitoring exercise, we found that other IPs in the state I visited were not aware of a particular organization as an IP” – [KII CSO Reference Group]

“When we were doing our mapping, ... we found out about another CSO ... who was sub- contracted by another UN Agency to do the Spotlight activity, [KII IP CSO]

“Various UN agencies working on the Spotlight Initiative working with the same government partners - MDAs as well as CSOs. Therefore, sometimes there are conflicts when it comes to conducting and prioritizing activities. A more cohesive workplan with help where CSOs are aware of UN agencies major activities such as when monitoring visits will happen across states etc so that we can work around such timelines” [Online survey comment]

“I believe that there is duplication among Spotlight partners. I will give you an example. We were invited to a program by one of the implementing partners. They want to develop an SOP but we have just gotten an approval to develop a document. ... So, I was wondering why this duplication and interestingly, it was from the same UN agency” – [KII IP government]

While these references were made during the interviews, these reported duplications could not be verified.

Coordination at Federal level:

At the federal level, there is an unresolved conflict of roles between the Situation Room established by the Federal Ministry of Women and financially and technically supported by UNDP, and the National Bureau of Statistics (GBV Case Management Information System) supported by UNFPA as noted during the MTA: *“There's this duplication between NBS and the ministry (Ministry of Women Affairs and Social Development) of this same collation of data. We discovered that UNFPA is also sponsoring the National Bureau of Statistics to build the capacity of stakeholders along with the collection of gender-based violence data which we argued it with the honourable minister and Statistician-General. That being a social sector, we should also be contributing to the national portal, not NBS being the one collecting it.”- [KII, IP government]*

This conflict of roles between the Federal Ministry of Women Affairs and Social Development (FMWASD) and the National Bureau of Statistics (NBS) is largely rooted in the pre-Spotlight Initiative situation where, as the Spotlight Initiative baseline study indicates, as little or no institutional efforts have been devoted to collecting routine data on VAWG in Nigeria – and therefore inter-agency discussion to clarify data-related roles had not taken place substantially as is the case in other sectors such as health and education. With Spotlight Initiative’s support, both the FMWASD and the National Bureau of Statistics have now been spurred into action particularly with the support of UNDP and UNFPA, respectively, under Pillar 5.

As the implementation arrangement document for Spotlight Initiative notes, *“The National Bureau of statistics has the responsibility of advancing pillar 5.”* This is based on the specified mandate of the NBS, which is *“to coordinate Statistical Operations of the National Statistical System in the production of Official Statistics in all the Federal Ministries, Departments and Agencies (MDAs), State Statistical Agencies and Local Government Councils”*.¹⁰ Also, the interest of FMWASD in GBV data systems is understandable in

¹⁰ National Bureau of Statistics. <https://nigerianstat.gov.ng/page/about-us>

terms of the centrality of data to her mandate, which is broadly “to advise government on gender and children issues, (and) issues affecting Persons with Disabilities and the Aged; initiate policy guidelines and lead the process of gender equality and mainstreaming at both the national and international levels.”¹¹ The configuration of Nigeria’s National Statistical System, as described by the NBS, has the Director of Statistics in all the MDAs, including FMWASD, as part of it¹⁰. Thus, the national statistical system is designed to have a meeting point between individual MDAs and the NBS, with the data from the former flowing into the database of the latter. As such, the GBV data-related activities of the FMWASD and NBS are linked and lessons from other social sectors such as health and education could provide clarity and a template for addressing the issue, and with an appropriate mechanism for integrating both data sources to improve the overall GBV data coverage and quality.

The standard operating procedure (SOP) jointly developed by the RUNOs for pillar 5 with UNDP as the lead agency and UNFPA as the co-lead somehow provides an insight into how the integration of the GBV data systems could be operationalized. The SOP states that in respect to the Case Information Management System (CIMS) the data control will be at the FMWASD, while its database is domiciled within government servers at the National Bureau of Statistics (NBS). On the other hand, the SOP, in a way, also adds to the confusion by its framing as it spoke of two different GBV-related data elements – the national harmonized GBV data collation tool (mentioned under UNDP) and the Case Information Management System (mentioned under UNFPA) with no clear linkage. Furthermore, the SOP indicated that the collation tool to be domiciled in FMWAD ‘will assess the trends, occurrence of GBV and document all forms of violence against women and girls in Nigeria’ and also that the Case Information Management System with the database in NBS and the data control at FMWASD is ‘for reporting GBV and FGM incident data and a case management tool for VAWG/GBV/HP online. In addition, it states that the utilization of the Case Information Management System entails data gathering through service provision and its use by all service delivery points of government (Examples include the Federal and State Ministries of Women Affairs, Health, Education etc as well as other government parastatals), NGOs, CSOs, CBOs etc’.

The joint messaging provided by the RUNOs in the SOP follows the same pattern with two different sentences as follows: (a) ‘The UN works with the Ministry of Women Affairs and Social Development to operationalise the National Tool on Data Management (previously called Spot-poo). This is supported by UNDP through the Population Council. This facilitates data collation, data analysis, storage and reporting’, and (b) ‘The UN supports development and operationalisation of case management systems to facilitate effective case management. These tools include the Case Information Management System (CIMS) for reporting and managing GBV and FGM, which is being supported by UNFPA under the leadership of the National Bureau of Statistics.’

The PMU is currently working on fostering an inter-agency discussion to resolve this issue of role conflict and the associated differences in focus of the UNDP and UNFPA in this respect.

Key findings:

- The chosen implementation mechanism is satisfactory for achieving the expected results, but the overall delivery level of the Initiative by the end of September 2020 was low (42%), with the COVID-19 pandemic as a major factor that has challenged the implementations efforts. There are, however, indications that there has been a significant increase in delivery rate between September 2020 and December 2020, but this could not be verified by the MTA.
- Financial information and delivery are available by RUNOs, but not by Outcome, leaving a gap in terms of an opportunity to review performance and deliver for each outcome.

¹¹ <https://womenaffairs.gov.ng/index.php/about-us/about-us>

- While there has been considerable focus on strengthening coordination, the experiences of duplications of efforts by RUNOs at federal (particularly conflict between FMWASD and NBS on GBV data systems) and State level indicate the need for further strengthening of the coordination mechanisms.
- There is no regular meeting between the UNRC and the RUNO country representatives, and this represents a strategic gap. However, all RUNOs have recently been included in the National Steering Committee membership with effect from January 2021.

Recommendations:

- Quarterly review of implementation activities and delivery rates should be undertaken and led by the PMU to bring intensive focus on improving performance over the next 6 months to 1 year. Any large discrepancy between RUNOs should also be analysed and mitigation measures taken.
- The Programme Management Unit should aim to collect/request expenditure data by output and outcomes from the different RUNOs in the country, to maintain oversight on financial progress by outcome.
- Strengthen coordination at all levels, particularly at the State level where monthly meetings of all IPs should be instituted – and appropriate funding for the coordination activity provided to the Ministry of Budget and Planning to coordinate the meeting and address the issue of duplication of efforts.
- Review the SOP for Pillar 5 and ensure greater clarity in the description of the GBV data systems and their relationships as well as pathway for integration to address the conflict of roles between NBS (supported by UNFPA) and FMWASD (supported by UNDP). Experiences from other social sectors such as health and education can be useful in this clarification exercise.
- Institute quarterly meeting of the UNRC and the RUNO country representatives to close existing gaps and sustain the recently introduced practice of including all the RUNO country representatives in the membership of the National Steering Committee.

<p>8. Do partner government and other partners in the country effectively steer the action? (Please consider Government, CSO and EU Delegation)</p>	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies
<p>The expected dynamics of the relationship of partners within the Spotlight Initiative arrangement is perhaps best reflected in the following words from a UN member of staff, “70% of <i>Spotlight Initiative</i> is to be implemented by CSOs, and 30% by the Government. So, the CSOs have a major implementation role while the government is driving, and the UN is supporting.” A review of the budget allocations highlights that in fact 53% of the implementation budget is allocated to CSOs and 12% to the government, while 11% is delivered by consultants (either individuals or companies) and 25% is implemented by the RUNOs.</p> <p>Government</p> <p>With regards to the government’s role, while informants generally agreed that the government is playing a leading role in facilitating the implementation of Spotlight Initiative, there are differences in opinion in terms of what it means to be “steering”. On the one hand, the government is seen to be providing leadership by signing the programme and steering the National Steering Committee meetings. Also, at the</p>	

State level, the local government provides an important role in terms of enabling environment and facilitating the implementation of activities. However, others are concerned that the government is not deciding on the priorities of the action, although they were actively involved during the design of the programme, as was evidenced by the Country Programme Document (see also question 3). Yet others find that the steering of the programme also comes with clear action in terms of financial allocation of funds to support the GBV response. A political commitment to addressing GBV and sexual violence has been seen through the declaration of a state of emergency against sexual violence in June 2020 (see question 3).

“The government plays a leadership role regarding Spotlight Initiative. Without government’s agreement, the project could not have been started in Nigeria to start with, and government chairs the National Steering Committee, which is the highest body for the project. The Honourable Minister for Budget and National Planning chairs the Steering Committee’s meeting. That means the government is overseeing how the affairs of the project is progressing ...government is interested and monitoring the achievements and provide guidance on the project’s overall direction - [KII, IP government]

“The government partner provides the enabling environment to see that the implementation of Spotlight Initiative Programme runs smoothly apart from being the host partner for the implementation”- [KII, CSO]

“My sense is that government is just following the programme, I don’t see government influence in saying this is our priority and this is how we want to do. So, government is not leading this programme in other words, they are following the donor. I do not see that high level participation. Maybe it is happening at another level that we are not seeing.... I know what the UN wants, I do not know what the government wants per se.... I do not see how that how government says this is our agenda I don’t see it that strong” – [KII, CSO]

“So, all these efforts show government involvement. However, one litmus test would be for financial commitment, financial commitment truly is still lacking in terms of government involvement, you know, it is not just convening the meetings and all that, there should be like a budget line and Inter-ministerial committee has promised that in 2021 budget of this country, there will be a budget line for GBV response we are really waiting to see that and that the budget line is secured up to the level of the national assembly and it is not just appropriation but to ensure that the funds are also released, you know in Nigeria, we are aware of the gap between appropriation and the actual release of funds [...]” – [KII, UN]

Civil society and CSO Reference Group

With regards to the CSOs, 78% of respondents to the online survey believed CSOs contributed to a great degree or considerably to the steering of the Spotlight Initiative programme. The CSO Reference Group is represented in the National Steering Committee by two members.

The CSO Reference Group functions at the programme policy level and has a unique and strategic role in the implementation arrangement with membership in the National Steering Committee. The members of the Reference Group, who were selected through an open and transparent process, as their short biographies¹² show, are all individuals with considerable experience working on GBV issues and most of them have experience working with structurally excluded groups and their diverse experience practically covers the 6 pillars of Spotlight Initiative. As the implementation arrangement document indicates, their roles and responsibilities include providing advice of project implementation and overall strategic direction of Spotlight Initiative, partnering in high-level advocacy and policy dialogues, engaging in broader

¹² Spotlight Initiative, Nigeria. Setting up the Civil Society Reference Group in Nigeria

consultations with diverse groups and networks, supporting dissemination and communication efforts, and serving as an interactive space between Spotlight Initiative and CSOs and women's rights organisations. While the voluntary nature of the engagement of the members in Spotlight Initiative activities may be challenging if the members are otherwise busy on their primary livelihood activities, the implementation arrangement for the work is appropriate.

While the Reference Group has had one major activity so far, which is joint monitoring conducted in the fourth quarter of 2020, and developed a workplan, it is currently unclear to the members of the Group if the workplan will be funded. Furthermore, when the work plan of the CSO Reference Group will be funded and who will be funding it within the context of the current implementation modality – whether by the Spotlight Team alone, the different RUNOs, or a combination of these stakeholders – is unknown to the members of the CSO Reference Group interviewed and a concern expressed by them.

EU Delegation

The information obtained during the MTA from both interviews and the online survey indicate that the relationship between the EUD and the UN was challenging at the beginning, particularly with the EUD feeling that it was not consulted enough or carried along sufficiently with respect to some critical decisions including the selection of the implementation sites. The EUD was also initially of the opinion that the UN agencies were doing more of what they had been doing previously – but now with Spotlight Initiative funding – rather than engaging in more transformative agenda as envisioned by Spotlight Initiative. The latter opinion is also supported by the recording of the minute of meeting of the National Steering Committee of June 2020. However, information obtained during the MTA also indicated that there has been a significant improvement in the relationship between the UN and the EUD and this is also documented in the draft narrative report for 2020. For the EUD, the Spotlight Initiative has now “*become a genuine flagship programme*”.

Key findings:

- The partners in Spotlight Initiative – Government, CSOs, UN, and EU – are effectively partnering, with clearly defined roles, and the collaboration in steering of the programme has generally a positive tone.
- Interactions and communications between the EU and the UN system started on a shaky note but has increased over time with more engagement and responsiveness of the Spotlight Initiative to the feedback received.

Recommendations:

- The mechanisms for effective management and steering of the Initiative by all the partners, including the CSO Reference Group and the National Steering Committee, must be encouraged, stimulated, and supported (technically, financially, administratively etc.) to engage as scheduled and function maximally in line with the programme design and workplans
- The Spotlight Initiative and PMU must ensure high level and constant communication and consultation with all partners, including the EUD, and constantly carry all partners along with respect to major decisions as well as remain responsive to partners' feedback

<p>9A. If there are delays, how important are they and what are the consequences? What are the reasons for these delays and to what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly? BEFORE COVID</p> <p>9B. What are the consequences of COVID 19? To what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly? AFTER COVID</p>	<p><input checked="" type="checkbox"/> Very Good – Good</p> <p><input type="checkbox"/> Problems</p> <p><input type="checkbox"/> Serious deficiencies</p>
<p>The implementation of the Spotlight Initiative has experienced delays at various levels which impacts the programme performance to various degrees.</p> <p>Before or not related to COVID-19</p> <p>Two groups of delays were frequently mentioned by respondents to have challenged the programme implementation:</p> <ul style="list-style-type: none"> ● The national elections in 2019: Nigeria held a national election in February 2019. Although originally scheduled to commence on 16 February, the commencement date was shifted due to logistic challenges and did not commence in some areas till weeks later due to violence. Election days were associated with some restrictions of movement and activities. The process of selecting heads of government ministries, department and agencies took some time. All these affected the programme environment and delayed programme implementation significantly in some areas. Overall, the transition processes associated with the national election resulted in a delay in the take-off and project implementation for about five months. Despite these delays, the programme has been able to make good progress in outcomes 1 and 2 which require strong government involvement (see question 12). ● Delay in the availability of funds – In the online survey and the interviews, both the IPs and RUNOs complained about late release of funds and how this has affected programme implementation. <p><i>“We received the last sum of the money two weeks back and we are expected to implement 75% of the budget by the end of March and that is completely unrealistic... (They) wants us to do quality implementation ... (but) we are given funds in a very sketchy way and with high expectations. So, you cannot plan ... you just need to rush, you are rushing all the time to meet targets” – [KII, UN]</i></p> <p>To release funds, the Secretariat follows the established Standard Operating Procedures for fund disbursements as approved by the Operational Steering Committee and contractually agreed upon between the Administrative Agent and the implementing agencies. Replenishments are made collectively to each programme, not to individual agencies. The threshold for delivery against the previous tranche has been set at 70%. This approach is meant to foster the agenda of “Delivering as One”. So, while some RUNOs may have reached this 70% benchmark relatively early, others may have been more delayed and therefore hold up the disbursements for all the RUNOs as a group. According to the Spotlight Initiative Secretariat, the headquarters of the respective RUNOs have agreed to advance funding in case there are serious cash constraints. From the interviews, however, it does not seem that the RUNOs were aware of this arrangement and the conditions relating to the release of funds is also not known to the IPs.</p> <p>As a result of COVID-19</p> <p>The COVID-19 pandemic resulted in general lockdown and restriction of movements, which led to significant disruption in project planning and implementation for several months and slowing down of implementation rate as well while it simultaneously increased the number of cases of VAWG.</p>	

“One thing no one saw coming was the COVID-19 pandemic! A good number of our Spotlight activities are hinged on school programmes, school-based intervention. We never thought there will be a time ... where we would have 6 months or 8 months without children being in school. At some point we have to explore innovative interventions around how to reach school-going girls with some of these interventions. We all know the challenge around internet and we are also battling fear, we are all living in the capital city, how about the providers who live in the remote areas and having at the back of our minds that one of the principles of the Spotlight is to reach the farthest left behind, to reach the farthest first, you know, the farthest are those in the rural areas, and the service providers, we cannot even train them or give them updates, because of all these challenges around internet, around power. So the theory of change was relevant and was adequate at the time it was done but given the COVID-19 pandemic and even the second wave now, we really need to rethink and modify things and have a contingency plan” – [KII, UN]

The Spotlight Initiative as a whole responded very well and proactively to the challenge that COVID-19 posed to programme implementation, with modifications of program implementation strategies and innovation as detailed in response to MTA Question 5. The Spotlight Team acted strategically and proactively regarding COVID-19. The Team held a one-week long stakeholders’ engagement and consultation (3rd- 10th April 2020) on the likely impact of COVID-19 on the implementation of Spotlight Initiative in Nigeria. The consultation took place in the early phase of the pandemic in Nigeria – at a time when COVID-19 cases had only been reported in about a third of the states in the country, although lockdown has been nationally imposed. Many of the ideas and resolutions generated in the engagement informed the actions that various CSOs embarked on subsequently¹³.

Broadly, the programme assisted IPs in identifying four classes of activities during the COVID-19 “lock-down”: (a) activities that could continue despite the crisis; (b) activities that could be implemented through innovative approaches during the crisis; (c) activities that could include a COVID-19 response; and (d) activities that would have to be postponed. Subsequently, the Spotlight Team also supported the IPs to make the required changes needed when modification of approaches was required. The adoption of virtual mode of operations and interventions was a major dimension of the modification of approaches, and generally resulted in positive results. These included using online platform for meetings and training, instituting virtual psychosocial support system and toll-free helplines, providing the services of trained counsellors through the phone, the SMS or through a safe ‘chat’ online at specified times, and the use of radio for dissemination of information on COVID-19 and for continuing literacy and numeracy classes.

Despite the proactive approaches highlighted above, there are, however, gaps in programming that cannot be filled by alternative approaches such as the use of online platforms as the quote below reveals:

“But you see as it is, there are certain things that, yes, you can do with virtual conferencing or meetings but for me, I mean this is personal to me, there are, the kind of work we do if you want to get the best out of it you don’t just go on that terrain. What we did when we got challenged was to look for a bigger hall” – [KII, CSO]

Key findings:

- Non-COVID-19 related delays that have affected programme implementation were the elections and change in government in 2019 which caused a delayed start of about five months and delays in fund release. The latter are related to the general rule that the next tranche of the funds can only be

¹³ Spotlight Initiative, Nigeria. The Potential Impact of COVID-19 on Spotlight Programme Implementation in Nigeria. April 2020.

released to the programme as soon as all RUNOs have spent 70 per cent of the first tranche. While there is an internal agreement with the headquarters of the RUNOs that funding will be advanced to avoid delays in implementation, this rule does not seem to be widely known.

- COVID-19 related delays led to significant disruption in project planning and implementation for several months and slowing down of implementation rate while it simultaneously increased the number of cases of VAWG. The Spotlight team reacted in a strategic and proactive manner and managed to mitigate the risks caused by the COVID-19 pandemic as much as possible.

Recommendations:

- While it may not be feasible to change the rules to release funds (as these are set at the Global level), it is important to clarify that RUNOs can obtain funding from their respective headquarters and that implementation should not be delayed because of these rules.

<p>10A. How effectively is the Initiative managed? 10B. How effectively is the Programme managed? Are the management arrangements for the Initiative at national level adequate and appropriate? 10C. How effectively is the Programme managed? Are the National Steering Committees functioning efficiently and in line with Spotlight principles?</p>	<p><input checked="" type="checkbox"/> Very Good – Good <input type="checkbox"/> Problems <input type="checkbox"/> Serious deficiencies</p>
<p>The RC and the Programme Management Unit (PMU) are at the centre of the programme management arrangements. The Resident Coordinator “holds the ultimate responsibility for the Spotlight Initiative [...] and oversees the Initiative in partnership with the EU Head of Delegation and the Government of Nigeria”. The PMU, on the other hand, has the responsibility of supporting programme implementation, provision of technical assistance, day-to-day coordination and ensuring overall technical quality. The PMU is also responsible for ensuring coherence in the programming efforts of the RUNOs and between the different pillars, as well as the coordination of the RUNOs. The technical coherence is ensured by UN Women and UNFPA jointly as described in question 2. The PMU is led by a Programme Coordinator with relevant technical background and years of experience of working on GBV and at the highest level of national programme coordination – in the Presidency, for about four years. She is supported by experienced staff.</p> <p>Most of the survey respondents from UN agencies (92%) strongly agreed that the RC is coordinating the programme well and the majority (54%) strongly agreed that the Spotlight Initiative team contributes well to the coordination of the programme while all respondents strongly or somewhat agreed with each of the above two statements.</p> <p><i>“The RC is ‘a gender champion’. They (RC and PMU) are always doing what they ought to do and following up to expectation and their deliverables. They are working well. Amidst the COVID-19 pandemic last year, they worked together to provide a template of what our programme could adapt to in the COVID-19 context. That’s a whole lot! It worked well” – [KII, UN]</i></p> <p><i>“We did our annual work plan review in June last year and they participated effectively in terms of ensuring that the revision was properly done and in line with the rule. They also ensured that the revised work plan was properly done and in line with the rule. They also ensured that the revised work plan was approved/endorsed first by the National body and then finally by the global Secretariat.” – [KII, UN]</i></p> <p>The PMU enjoys the confidence of colleagues and works well and closely with the technical colleagues from RUNOs, who constitute the Technical Task Force Team. Despite the relationship between the PMU</p>	

and the RUNOs that has on several occasions been described as “cordial”, “helpful” and “working well together”, the duplications reported in some programme activities suggests that there is a need to further strengthen the relationship between the PMU and the Technical Task Force Team, particularly on the issue of coherence – the need for such was also underscored by many of the RUNO team members, recognizing that the entire team is still learning the new way of working in the “One UN” mode.

“Yes, we have had series of discussion around coherence issue, trying to say that to what extent are we actually coherent in our implementation. Like I told before, we are also learning in the whole process. There are lapses in the coherence. Sometimes, you can be tempted to promote the ideas or capacity of your organization. But, in actual sense, the essence of establishing that unit is to ensure UN agency is given equal representation and that we are focused on getting one result for one UN.” – [KII, UN]

The PMU and the Technical Task Force Team have monthly meetings designed to foster coherence and facilitate improved coordination – but the degree to which the meeting is achieving the desired result is doubtful as there is a strong perspective, at least in some quarters, that with the EU in attendance at the meeting, RUNOs discuss more at the “surface level” rather than engage in more reflective and frank discussion and deal with joint programming issues.

Respondents indicated that the **Spotlight Initiative Secretariat** maintains a respectful relationship with the in-country team and they often get responses to their questions, they wish they could receive more guidance from the Secretariat in terms of guidance and mentoring.

The **National Steering Committee** is responsible for providing overall strategic policy guidance and direction for the implementation of the Initiative. The Committee is co-chaired by the Honourable Minister of Budget and National Planning, the UN RC, and Head of the EU Delegation in Nigeria. Its core membership also includes the Minister of Women Affairs and Social Development and two representatives of the Civil Society Reference Group. The Committee has met only thrice: the second meeting held in June 2020 and the 3rd one in January 2021. There seems to have been some confusions, along the line, regarding the membership of the National Steering Committee as it relates to the Heads of RUNOs. The minute of the June 2020 meeting of the Steering Committee, for example, listed only the “UN Women Representative plus one alternate Head of Agency (on a rotational basis)”. On the other hand, the Country Programme document explicitly stated the membership to include “the five Representatives of the Recipient UN agencies.” However, with the 2021 January meeting of the Steering Committee, the issue seems to have been well addressed, as the minute of the meeting indicated the membership of the Steering Committee to include “All Country Representatives of implementing UN Agencies”. The minutes of the January 2021 meeting also recorded all the Heads of RUNOs as being present at the Steering Committee meeting; this turn of event in 2021 is a positive one and should be continued.

In the opinion of most respondents of the online survey, the Steering Committee is effectively functioning in the light of the Spotlight Initiative principles: more than four-fifths (81%) rated the effectiveness of the Steering Committee as either excellent or good. Furthermore, all stakeholders on the Steering Committee were rated as being relevant in terms of their contributions to the work of the Committee by the majority of the respondents (69% - 91%). Some of the online comments from the respondents regarding the functioning and effectiveness of the Steering Committee are as follows:

“The Steering Committee in Nigeria has been providing technical guidance and monitoring during the course of the implementation of the Spotlight Initiative in Nigeria.” [Online survey comment]

“They are consistent in reiterating the goals and objectives of Spotlight Initiative and always put implementing partners on track with feedback.” [Online survey comment]

“In 2020, only one Steering Committee meeting took place. The meeting was effective in the sense that stakeholders agreed on the need for a more transformative approach.” [Online survey comment]

“During the Steering Committee meeting in June 2020, members agreed that Spotlight needed to elevate its level of ambition to achieve a transformational impact. To guide these efforts, a strategy paper was written for adoption during the next Steering Committee meeting.” [Online survey comment]

The Action points developed from the last National Steering Committee meeting also indicates that the Steering Committee is increasingly focused on the inclusion of more marginalised groups in future programmes and has the desire for more transformational impact as expressed in one of the action points:

The implementation team to consciously incorporate the inclusion of marginalized and vulnerable groups in the design of its phase 2 work plan. The team would also rely on the approved strategy for transformative change and high-level policy impact in the design of the new work plan.

The action points of the Steering Committee also emphasised, among others, the institutionalisation of a quarterly meeting of Country Heads of Recipient UN Agencies and a quarterly meeting of heads of programs to improve inter-agency coordination, improving programme visibility, the production of a sustainability plan, and the establishment of a national GBV barometer.

As detailed in response to MTA Question 8, **the CSO Reference group** has a strategic place in the national implementation arrangement as a voice of CSOs, and as an advisor on implementation and partner in stakeholders’ engagement, policy dialogue, and programme communication.

Overall, the management arrangements for Spotlight Initiative in Nigeria at the national level are appropriate and adequate. The programme management runs reasonably well, but there are gaps that need to be addressed in terms of improved collaboration, coherence, and coordination. The National Steering Committee is widely regarded as functioning well and promoting the Spotlight principles.

Key findings:

- The programme management structure is appropriate and effective, but the reported occurrence of duplication in programming efforts indicate that further work is needed to ensure coherence.
- The National Steering Committee functions well and is effective in its operation and working along with the Spotlight Initiative principles

Recommendations:

- Ensure regular meetings of the Steering Committee in line with the original programme design.
- Institutionalise a quarterly meeting of Country Heads of Recipient UN Agencies and a quarterly meeting of heads of programs as recommended by the National Steering Committee in its January 2020 meeting.
- Review the design, current mode and participation, and agenda of the monthly meeting of the RUNOs with the PMU and revise as may be desirable to make it more result-oriented and promote greater coherence and joint programming by the RUNOs.

<p>11. Are the chosen implementation and coordination mechanisms (a “new way of working”, in line with UN Reform) contributing to greater efficiency?</p>	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies
<p>More than four-fifths of the survey respondents from UN agencies (85%) strongly agreed that the new way of working together results in greater efficiency. Although there are still gaps and the organisations are still going through a learning curve, significant efforts have been committed to improving collaboration and coordination, and to reduce duplications. The new way of working is also resulting in greater synergy, mutual reinforcing of efforts and achievement of greater results, and it also increases the potential for attaining transformative outcomes. This has been addressed as well in more detail under MTA Q7 and Q10.</p> <p>A good example in this regard relates to the implementation of the One-Stop Center for GBV survivors, where different UN agencies based on their competence, experience, comparative advantage, and mandate contributed to different aspects of the establishment and operation of the centres. In this regard, UNFPA developed the standard operating procedure for the centres, which was shared across agencies to standardise services across Spotlight Initiative-supported GBV response centres and ensure quality-focus in their services. UNICEF, on the other hand, with its strength in child rights is strengthening the child protection systems across the One-Stop Centers and building capacity in child protection case management and Child protection information management system, while UNDP with its focus on data system is contributing towards an improved data reporting system and has also launched the GBV Case Response Management system that is linked to different One-Stop Centers to facilitate the referral of victims to these facilities. Besides, UNESCO has set up a non-formal education programme at the Centres, while UN Women, working with women’s rights groups, links GBV survivors to supportive institutions such as NAPTIP for free legal services and long-term recovery initiatives.</p> <p>As noted in the response to MTA Q1, agencies have a coordinating role for different states, which is an arrangement put in place as part of the “Delivering as One” agenda, and which predates the Spotlight Initiative but put to good use for the Spotlight Initiative. Under that arrangement, UN Women has the coordinating role for Lagos and FCT but does not have an office or staff in Lagos (or any other state outside the main office in FCT). Also, UNESCO has the coordinating role for Ebonyi, but it has no office in that state. In contrast, UNFPA has field offices and staff in both Adamawa and Cross River States where it has the coordinating role; these offices predate the Spotlight Initiative, and UNFPA is able to leverage on the staff available as relevant for Spotlight Initiative. UNICEF similarly has a strong presence in Sokoto State and has been active in the state for years and appears to enjoy the confidence of the state government. UNICEF leverages on its staff and relationship in its coordinating role in Sokoto State.</p> <p>Key findings:</p> <ul style="list-style-type: none"> • RUNOs and the Spotlight Initiative show significant effort towards achieving the “One UN” ideal, but they are still going through a learning curve in that respect. The “One UN” way of operation is leading to greater efficiency, although some improvements could still be made. <p>Recommendations:</p> <ul style="list-style-type: none"> • The bi-monthly Technical Coherence meeting led by the Technical Coherence Officers should be given greater attention, with the results of its decisions and deliberations presented to a regular quarterly meeting of the UNRC and the RUNOs so as to ensure that coherence is given priority at the highest levels of organizational leadership. 	

D. EFFECTIVENESS

12. Is the progress of each output conforming to workplan approved by OSC? Is the quality of outputs satisfactory? Are the outputs still likely to lead to the expected outcomes?

Very Good – Good

Problems

Serious deficiencies

The main achievements of the programme in 2019 and 2020, as well as potential obstacles to be addressed are presented below:

Table 4. Key achievements in Phase I and obstacles to address in Phase II per outcome

Pillars	Key achievements in Phase I	Issues arising / obstacles to address in Phase II
Outcome 1	<ul style="list-style-type: none"> Violence Against Persons (Prohibition) [VAPP] adopted by more states (from 5 states to about 18/19 states) Increased awareness & adoption of the Child Protection Law by more states Passage of Sexual Harassment in Tertiary Institutions bill GBV policies revised & high-level policy engagement & visibility for EVAWG Organization of a Survivor Summit in December 2019, with high-level representatives of government and parliamentarians 	<ul style="list-style-type: none"> Advocacy to ensure that the rest of the states – about half of all the states – also adopt the VAPP Ensuring that states move from simply adopting the laws and policies to their actual implementation and enforcement Advocacy to ensure that all states also adopt the Child Protection Law Advocacy should also be placed on the Disability law in the spirit of “leaving no one behind” Systematically and strategically integrate high-level advocacy into the work plan of the RUNOs in addition to the central effort being made by the PMU
Outcome 2	<ul style="list-style-type: none"> Establishment of Presidential Inter-Ministerial Committee on GBV Capacity building for duty bearers (Police, Social Welfare Officers, Judiciary etc.) Capacity strengthening of the Ministries of Women Affairs at the state level Successful engagement of traditional & religious leaders on EVAWG 	<ul style="list-style-type: none"> Ensuring mechanism to monitor the activities and results of the Inter-Ministerial Committee, and adopting relevant accountability mechanism The capacity of the police and legal system needs to be further strengthened and supported to process GBV cases effectively and expeditiously and secure a higher level of conviction Increase the support to the network of traditional and religious leaders to become stronger and advocate more on EVAWG
Outcome 3	<ul style="list-style-type: none"> Community mobilization, dialogues & platforms established (including males too) 	<ul style="list-style-type: none"> Develop a mechanism for rapid and cost-effective dissemination of the new FLHE curriculum across the 5+1 states (and beyond)

	<ul style="list-style-type: none"> • Strengthened capacity of formal and decision-makers for EVAWG advocacy • Revision of Family Life & HIV Education [FLHE] (Now, Family Life & Health Education) & appropriately reaching in- and out-of-school youths (both males & females) 	<ul style="list-style-type: none"> • Building the capacity of teachers in a cost-effective way to effectively use the curriculum • Explore other options to reach young people, and particularly out-of-school youth, including the media, sport, and health and social services • Strategically engage with tertiary institutions across the country to develop a sustainable platform for human resources development for EVAWG, address VAWG in campus settings, and to raise advocates for EVAWG
<p>Outcome 4</p>	<ul style="list-style-type: none"> • Increased access to GBV-related & survivor-centred approach – Establishment of more One Stop Centres, Virtual Referral and Response Services, Forensic laboratory, enhanced clinical access to SGBV services, Strengthening linkages and referrals • Establishment of Shelters for VAWG Survivors • Creation of Safe Spaces at the Community level and in schools • Building the capacity of VAWG survivors (second chance education, livelihood training etc.) • National guidelines on VAWGs/ GBV & essential services developed & health care workers trained • Establishment of the Presidential Special Investigation Panel on SGBV by the National Human Rights Commission, resulting in increased pressure on law enforcement agencies and justice sector partners to thoroughly investigate and prosecute the cases heard before the panel in order to enforce the rights of women and girls. • Establishment of a Case Response Management System and a toll-free line to capture systematically the reporting, documentation, and analysis of SGBV 	<ul style="list-style-type: none"> • Establish more One-Stop Centre and shelters for GBV survivors– and in full partnership with the state government for sustainability • Effectively integrate VAWG-related services into Primary Health Care to improve the access of survivors to effective health care • Provide take-off grants or linkages for financial support as an integral part of the package for GBV survivors to economically empower them for long-term recovery • Dissemination of the national guidelines and essential health services nationally, using both electronic and hard copy formats, and targeted at reaching all public health care facilities
<p>Outcome 5</p>	<ul style="list-style-type: none"> • National systems strengthened for quality VAWGs data– Fed. Min. of Women Affairs [FMWASD] (Situation Room), National Bureau 	<ul style="list-style-type: none"> • Further support the Federal Ministry of Women Affairs with the capacity to analyse and appropriately disseminate the

	<p>of Statistics [NBS], and FCT-State level</p> <ul style="list-style-type: none"> • Establishment of Child Protection Information Management System (CPIMS) 	<p>data that is collected through the Situation Room</p> <ul style="list-style-type: none"> • Integrate the GBV data collection systems at the federal level, with clarity of the roles of the Federal Ministry of Women Affairs and the National Bureau of Statistics
<p>Outcome 6</p>	<ul style="list-style-type: none"> • Strengthened institutional and technical capacity of women's organisations • Stronger network & activism of women organisations on GBV & EVAWG • Improved coordination of women's organisations, mentorship & CSO Reference Group 	<ul style="list-style-type: none"> • Establish a mechanism to support National-level and well-established NGOs to sub-grant to local grassroots women's rights advocates/groups and actively mentor them • Capacitate and financially support the Ministry of Planning and Budgeting at national and state levels to coordinate CSOs' activities • Organise monthly coordination meeting for all IPs functioning in each state

Overall, all stakeholders interviewed indicated that while there is still room for improvement, the Spotlight Initiative has achieved good and exciting results and that there has been real progress regarding each of the six outcomes. The results, in some areas, had even exceeded expectations: the high-level policy dialogues are one of the points of the Spotlight Initiative, which the EU Ambassador described as “*working extremely well*”. The quality of the outputs is widely considered as good across the board.

*“Spotlight has been instrumental in reaching out to the president of Nigeria at some point; even, did you know, a speech on the channels tv which was a proposal of ours..... I think there is some significant attribution there, to the Spotlight Initiative and we have created a quite extraordinary and really significant policy dialogue that did not exist a year ago. That is **transformative in its impact and is extremely positive.**” – [KII, EUD]*

While there is still outstanding work under each pillar, the current trajectory strongly suggests that the outputs of the programs will lead to the achievement of the expected outcomes. All the activities outlined in the plan deserve to be fully funded to achieve this end. Some of the areas that may need considerably greater funding include the following:

- High-level advocacy to sustain the momentum already created and to strategically move from the current policy dialogues to policy developments (including the development of an evidence-based and actionable National Plan of Action for EVAWG), to effective policy implementation.
- Expansion of One-Stop Centre and the development of shelters; as the National Steering Committee noted at its January 2021 meeting, “GBV Shelters can be flagships but political support from the government for these shelters is needed for sustainability.”
- Integration of essential care for GBV into the primary health care system to significantly expand access to relevant services and bring the required services as close as possible to places where women and girls needing the services live
- Expansion of, and the funding of financial empowerment initiatives for GBV survivors:
- Strengthening prevention outcome is fundamental and crucial: greater engagement of the media and the use of edutainment approach and deeper engagement of youths and their involvements,

including youth in tertiary education settings, through multi-platform approach are some of the promising areas to further explore and fund.

- Strengthening the law enforcement and justice system in terms of cost of police investigation and Police investigation (which is lacking from the police budget for GBV cases), legal services (which are often beyond the economic power of the survivors), and support for virtual courts (due to COVID-19 and stigma)

Key findings:

- Spotlight Initiative has made significant achievements across all the 6 outcomes – and the progress recorded so far is good both in terms of quality and volume: The results, in some areas, have even exceeded expectations; the results relating to Outcome 1 are particularly outstanding and potentially transformative. The outputs are likely to lead to the achievement of the expected outcomes

Recommendations:

- Sustain the high-level policy dialogues (with the Presidency, Governors’ Forum, National and State Parliamentarians) to strategically move the current policy dialogues to policy development level (including the development of an evidence-based and actionable National Plan of Action for EVAWG), and eventually policy implementation.
- Develop an evidence-based and actionable National Plan of Action for EVAWG to concretize the gains of Spotlight Initiative, build a sustainable base, and a national platform for achieving greater coherence between all stakeholders
- The PMU needs to continue its thrust in the area of high-level policy dialogues, but high-level policy advocacy should also be integrated into the work plan of the RUNOs to create synergistic and multiplier effects and great impact.
- More details are presented in Table 4.

<p>13. Is the absorption capacity of the Government, implementing partners or RUNOs an obstacle/bottleneck to ensuring that implementation is going according to plan?</p>	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies
<p>Each of the partners, in general, has adequate absorption capacity for EVAWG programme implementation and as such the capacity of stakeholders does not pose any obstacle or bottleneck to ensuring that the implementation of the Spotlight Initiative goes according to plan. Among respondents in the online survey, at least about two-thirds assessed the institutional and human capacity of the main Spotlight Initiative actors to implement the country/regional programme as planned as either excellent or good – Local government – 66.6%; Central government – 75.6%; Community-based organisations – 83.3%; women rights organisations – 92.9%, national NGOs – 92.9%, and RUNOs – 97.6%. The funds allocated for project activities was generally deemed to be sufficient and appropriate to achieve the desired results.</p> <p>Government: Government at the national and state levels have significant capacity in almost every realm – with a large number of highly qualified and experienced personnel. However, the capacity often does</p>	

not translate into observable impact as a result of administrative bottlenecks and bureaucratic processes that tend to delay or hinder prompt actions, accountability, and transparency. Comparatively, the government at the state level has less capacity than the government at the national level, while the local government has the lowest capacity among the tiers of government.

CSOs: With the merit-driven, open, transparent, and competitive process jointly adopted by the RUNOs in the selection of CSOs to serve as implementing partners, the Spotlight Initiative has been very careful to ensure that the capacity of CSOs will not pose a challenge to programme implementation. Nevertheless, it must also be recognised that capacity varies widely among the CSOs and capacity is not “static.” Thus, there is the need to constantly correlate capacity with the intended deliverables and to explore emerging opportunities to further build capacities. Already, the RUNOs have shown a significant commitment to building the capacity of IPs, and have offered them, among others, substantial training on financial procedures, result-based management and reporting etc. to make sure that organizations with different levels of pre-existing capacities can all be brought along, especially at the community/grassroots levels.

RUNOs: The staff of the RUNOs interviewed during the MTA demonstrated strong technical knowledge and insight about GBV and the Spotlight Initiative, which is undoubtedly a key factor in the quality of technical implementation of Spotlight Initiative. However, the staff strength and strategic presence in the field of operations, particularly in the context of where the agencies have technical coordination role, vary considerably and could impact the implementation rate.

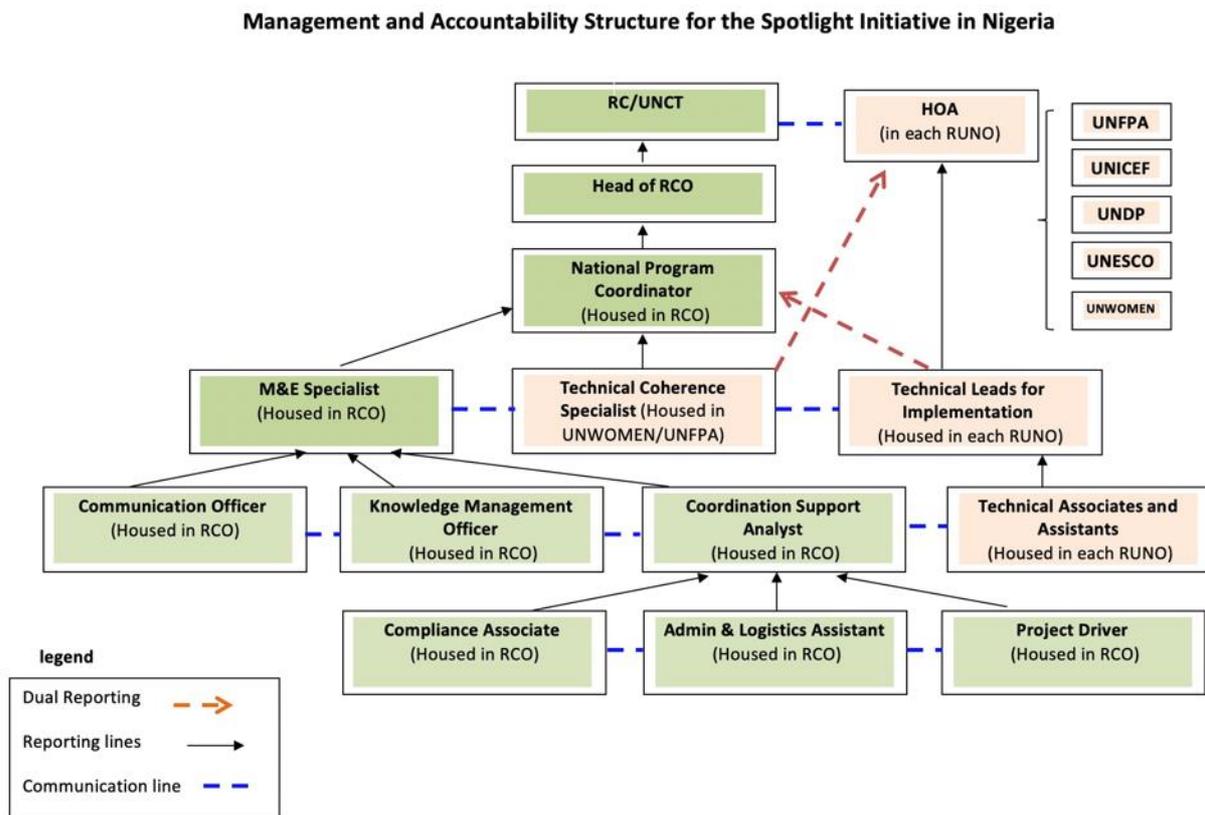
In general, compared to UN Women and UNESCO, UNFPA, UNICEF and UNDP have considerably larger number of staff. While the number of staff of the RUNOs may not be an absolute or major determinant of implementation performance since programme implementation is done primarily by government and CSO partners, it is nevertheless important that the RUNOs have adequate number of staff (in addition to technical competency). A strong presence of the UN agency in the State where it is providing a technical coordination role can strengthen the relationship with the government, galvanise relevant action, including high-level advocacy, and improve coordination.

PMU: The Country Programme document provides for a staffing structure with the following: Programme Coordinator/Manager (P4); M&E and Reporting Analyst (SB4); Communication Officer (SB4); Knowledge Management and Innovation Officer (SB4); and Programme Associate (SB3). However, there is no Knowledge Management and Innovation Officer presently, although staff from some agencies had been brought in on an *ad hoc* basis to temporarily undertake some assignments in the past. There was no clear explanation nor obvious reason given for not hiring a Knowledge Management and Innovation Officer, particularly as a Knowledge Management Plan exists and is key to programme sustainability as the Country Programme indicates. By the way, the current Coordinator was not engaged in a P4 salary grade (which would have meant an international expert) but NOC based on the argument that a national expert with good experience and appropriate technical skills can bring better value to the project based on his/her knowledge of the national context, dynamics, and nuances and also has greater value for sustainability. This argument, which is sound and admirable, also means that a significant amount of money is saved on the Coordinator’s position, which can be used to even hire more staff to respond to the high workload and expanding responsibility of the secretariat. There were no indications that the 18% allocated for programme management costs was insufficient to address the additional staff need.

The opinions obtained during the MTA indicate that the workload is high and the associated pressure on the Spotlight country team has been enormous. While the staff may have found a way to cope so far, it is not likely that high-level performance can be assured for long on the current staff strength. The need for improved coordination, increased high-level advocacy, increased visibility of the Spotlight Initiative and other desires for a more nationally visible and more impactful programme demand that more staff with

appropriate technical competence are duly hired and motivated to perform at an optimal level. Moreover, the programme also proposes a phased expansion over the next two years if funding continues, which will further increase the coordination and logistics responsibility of the Spotlight country team. From the available evidence, the Programme and the National Steering Committee have recognized the need for increasing the staff strength and two additional positions – Compliance and Grants Officer, and Administrative and Logistics Assistant (See Figure 1) – have been proposed in the new implementation guidelines¹⁴. Interestingly, while the new implementation arrangement is expected to be in force from 2020 to 2022, implementation is yet to kick off even about one year after its development as it is still reported as being processed by UNDP. The new implementation arrangement, by the way, also proposes to change the staff contractual arrangement from Service Contract (as originally proposed in the country programme document and practised for all the existing staff except for the Coordinator) to a more favourable fixed term contract. This proposed change can also serve as an appropriate way to motivate the staff more.

Figure 1. Management and Accountability Structure for Spotlight Initiative in Nigeria



Key findings:

- Each of the partners has sufficient absorption capacity and the issue of capacity does not constitute an obstacle to the programme implementation or achievement of expected outcomes. However, there are considerable gaps in the staff strength in the Spotlight Initiative country team which need to be addressed.

¹⁴ Spotlight Initiative. Nigeria Country Programme. Implementation Guide (January 2020 to December 2022)

Recommendations:

- RCO to ensure the Spotlight Initiative country team is adequately staffed to fulfil its role of improved coordination, increased high-level advocacy and increased visibility of the programme.
- RUNOs may consider having a functional office with adequate staff in the State(s) for which it has assumed a coordination role for.

14A. Has the Initiative’s implementation and results achievement gone according to workplan approved by OSC?
14B. Are there any obstacles/bottlenecks/outstanding issues on the partners' or government side that are limiting the successful implementation and results achievement of the Initiative?

Very Good – Good

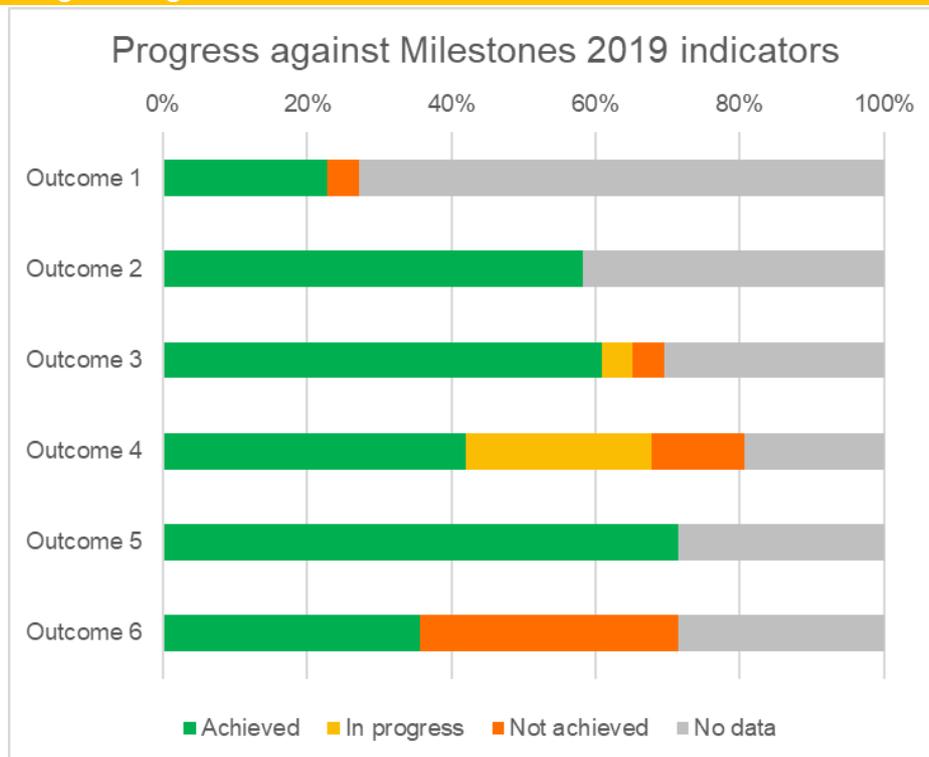
Problems

Serious deficiencies

For this part of the question, we reviewed the progress made against the outcome and output indicators. During the evaluation, the team only had access to the monitoring and evaluation data for 2019, as the 2020 data were still being collected.

The results for 2019 were obtained from the Spotlight Initiative Secretariat through the SMART platform. The graph below summarises for each result the percentage of outcome and output indicators that were fully achieved (green), ongoing (more than 50% achieved, yellow) and not achieved (less than 50% achieved, red) and those for which no data was available or not applicable (NA) because there was no target for the year 2019 (in grey).

Figure 2. Progress against 2019 milestones



This analysis highlights that there has been progress for outcomes 2, 3 and 5 in 2019. Under outcome 4 and 6, progress was made, however, several milestones were either still in progress or not achieved. Remarkably, a significant proportion of the output indicators (16 out of 65 or 29%) did not have targets in 2019. The ambition for output achievement was therefore more modest in 2019. Given the high number of indicators without performance targets or available data, combined with the fact that only 2019 data

was available, our assessment cannot draw any conclusions on the extent to which the implemented outputs will achieve the intended results of the programme. However, stakeholders interviewed were of the opinion results were being achieved and even exceeded in 2020.

“I think that we have already exceeded even to a certain extent, some of the results that we had hoped for in terms of impact” – [KII, EU Ambassador]

The challenges in the implementation of Spotlight Initiative and which may pose as threats to the achievements of desired results are mostly related to administrative bottlenecks on behalf of the RUNOs as well as government partners:

- Long administrative processes on the end of the UN agencies make disbursement of funds and procurement a rather long process, according to several CSOs interviewed and surveyed.
- Government administrative processes tend to delay the granting of approvals from a superior officer to a lower-ranked officer to conduct programme activities.

Key findings:

- Administrative bottlenecks in government’s processes and non-timely availability of programme funds and prolonged procurement processes on the part of the UN are the biggest challenges to the implementation of Spotlight Initiative, which may threaten the full achievement of desired results.

Recommendations:

- The current slow rate of funds release and procurement processes should be appropriately addressed to improve performance in these regards.
- Engage government in advocacy to generally improve the speed of doing business and reduce undue bureaucracy to the barest minimum.

E. SUSTAINABILITY

15. Is sufficient capacity being built so that local actors (particularly CSOs, the women’s movement and groups representing women and girls that face intersecting forms of discrimination) will be able to manage the process by the end of the Initiative without continued dependence on international expertise?

Very Good – Good

Problems

Serious deficiencies

Spotlight Initiative has built a considerable amount and diverse types of capacity– human capacity, technical capacity, and systems and organizational capacity, which increases the potential for sustainability. The Country Document programme identified “systematic national capacities” as being central to sustainability and, in that regard, emphasises strategies such as the development of knowledge management plan and training of trainers (ToT) to cascade training to lower levels to reach a higher number of people. Although COVID-19 may have significantly disrupted the training plan for ToT, the knowledge management plan has been developed. Ensuring strong linkages between formal and informal institutions and meaningful collaboration between formal and informal service providers was another identified strategy – and work is still ongoing in that regard. Thus, while significant capacity has been built by Spotlight Initiative with a high potential to manage the process of GBV-related interventions beyond the programme period and without dependence on international expertise, the built capacity is not sufficient in itself and more work is still needed towards ensuring sustainability.

As the Country Programme document pointedly notes, national ownership, engagement and mutual accountability are fundamental to ensuring sustainability. The commitment of domestic resources to the effort to end GBV by the government is one of the strongest indicators of national ownership, and a key step towards ensuring sustainability. It is important, by the way, to underscore that most of the Spotlight Initiative programme interventions efforts have been driven and led in the Nigerian context by nationals and the programme has not depended to any large extent on international expertise, but the resources from donors constituted the catalyst for the national action so far. Thus, ensuring the availability of domestic resources to replace the donor’s fund at the end of the lifespan of the Spotlight Initiative programme is perhaps the most crucial dimension of the sustainability issue. Thus, the Nigerian government needs to commit reasonable amounts of funds to the EVAWG agenda through annual budgetary provisions, particularly as there are several areas of ongoing GBV-targeted interventions that require ongoing and further resources. First, changing social norms is not a short-term engagement but rather requires committed, consistent and continuous efforts over a considerable period of time. Thus, social and behavioural change interventions need to be continued and require sustained focus and funding. The policy and legal changes that have been initiated also need ongoing technical and resource support to ensure adequate implementation. The continued strengthening of the institutions associated with justice and law enforcement agencies is also critical to achieve sustainable results in the area of justice for GBV issues; as the Country Programme notes, ‘The Ministry of Women Affairs and Social Development, Ministry of Justice, Police and CSOs through DCTs and direct payments to enhance the prevention of violence against children, protection and promotion of the rights of children and especially girls to ensure continuity and sustainability.’

Training of health workers and integration of effective GBV management into the primary health care system also require substantial and continued resource commitment. The One-Stop Centres and shelter are also important areas that require ongoing funding along with financial empowerment initiatives for GBV survivors. Finally, recognizing that Spotlight Initiative covers less than a sixth of Nigeria’s 36 states and would only cover about 46 Local Government Areas at its projected peak in 2022, which is less than

6% of Nigeria's 774 Local Government Areas, substantial resources – human, technical, financial, material – would be required to expand the EVAWG nationally.

One of the drawbacks of the Spotlight Initiative implementation to date is the lack of a sustainability plan even though the Country Programme document indicates the development of that plan as a priority issue, noting that the project should “ensure financing and sustainability strategy from the outset.” Furthermore, the inclusion of the Ministry of Budget and Planning as a critical player in the Spotlight Initiative is designed, to among others, strategically contribute to shaping the financial sustainability agenda.

‘From the onset, the EU and UN will work closely with the Government to develop a sustainability plan that includes a feasible financing strategy with conditions to ensure that funding and services can continue. This strategy will emphasize strengthening government capacities for domestic resource mobilization, cost-sharing at the state level and technical support to Ministries, Departments and Agencies to cost minimum services packages. In addition, linking the Government and CSO efforts will ensure facilitated action and leveraging on comparative advantages.’ [Spotlight Initiative in Nigeria Country Programme Document]

‘Involve Ministry of Budget and National Planning as well as State level equivalents from the outset, to create space for permanent government support and action.’ [Spotlight Initiative in Nigeria Country Programme Document]

The National Steering Committee has, however, recently flagged the need to prioritise the development of a sustainability plan at its January 2021 meeting, noting that “The implementation team would prioritize on the production of a sustainability plan that will ensure that the immediate gains being recorded are maintained in the long-term and measures are put in place for sustainable GBV response that can meet the core objectives of SDG 5 and 16.” With this declaration, hopefully, the Steering Committee will put the full weight of its governance responsibility, technical insight, and political influence behind these words and ensure that an effective sustainability plan is developed as quickly as possible and with all key and relevant stakeholders included in the process to ensure an optimal result and buy-in.

On the whole, the pathway to ensuring sustainability requires strong and continued commitment of the government, including appropriate and sustained funds allocation; the commitment of Spotlight Initiative to high-level advocacy and continued institutional building can make a significant contribution to the realization of this agenda.

“Embedding sustainability requires strong involvement of government partners. In 2020, Spotlight has been able to support the creation of several mechanisms (Inter-Ministerial GBV Committee, GBV Situation Room, Barometer, Press Briefings, engagement Nigeran Governor's Forum) that ensure national ownership. To sustain this engagement and translate it into sustainable capacity to manage processes by the end of the Spotlight Initiative, budget allocations for GBV need to be made by the Government. Spotlight has supported gender sensitive national budget review and the Nigerian Government has committed to allocating a GBV budget line in the 2021 national appropriation budget. Further building the capacities of national authorities is essential for sustainability of the Spotlight programme and requires good coordination between RUNO's. This also requires continued political/policy dialogues” – [Online survey respondent]

Key findings:

- A high level of capacity has been built, which has resulted in greater potentials for sustainability
- Efforts to get the government to start committing funds to EVAWG is a litmus test for sustainability and high-level advocacy still needs to be vigorously pursued to accomplish the crucial start of getting the government to budget and release budgeted funds for EVAWG, starting from the 2021 budget.
- The Spotlight Initiative currently lacks a sustainability plan, but the National Steering Committee has recently highlighted the development of a sustainability plan as a priority.

Recommendations:

- A sustainability plan needs to be developed for Spotlight Initiative as soon as possible and the process must entail adequate stakeholders' engagement, participation and buy-in.
- High-level advocacy and policy dialogues should be sustained to get the government fully committed to EVAWG funding on a sustainable basis, starting with the 2021 budget.

F. KEY FINDINGS AND RECOMMENDATIONS

1. PROGRAMME DESIGN:

- MTA Q1: Does the action align to the principles of the Spotlight Initiative as listed in the Spotlight Initiative Fund TORs?
- MTA Q3: Does the action presently respond to the needs of the target groups / end beneficiaries? Are the necessary consultations taking place with key stakeholders?
- MTA Q5: Have all relevant circumstances and risks been taken into account?
- MTA Q6: Are the indicators to measure results well defined and relevant to measure the achievement of the objectives?
- Add Relevance: Is the programme adapted to the present institutional, human and financial capacities of the partner government
- Add Relevance: Are there any complementarity issues with other ongoing/planned action(s) (including Capacity Development) managed by donors that need to be addressed? Are other programmes and donor funds aimed at similar objectives coordinated with Spotlight? Is government coordinating the different inputs?

Main findings:

1. The programme aligns well with the key principles of the Spotlight Initiative, including the use of a comprehensive approach with gender responsive and gender transformative interventions, CSO and multi-stakeholder engagements, doing no harm, leaving no one behind, and complementing existing programmes. Groups that were mentioned as needing to be reached more by the programme include some of the structurally excluded groups like LGBTQ and sex worker, rural dwellers, young people and stakeholders in tertiary education settings.
2. The action presently responds to the needs of the target groups and end beneficiaries, but further efforts are needed to support GBV survivors particularly in the area of financial empowerment and to ensure the sustainability of greater independence for survivors and vulnerable groups. The necessary consultations are taking place with stakeholders and are increasing in depth and dimension.
3. All circumstances and risks have been taken into account in the Spotlight Initiative, except for the COVID-19 challenge that occurred unexpectedly, but which the programme has, nevertheless, appropriately and innovatively responded to by modifying various intervention approaches.
4. The indicators are well defined and relevant to measure the achievements of the objectives, but some review of a few indicators may be necessary and additional indicators added for some country-specific actions and COVID-19 related issues.

Recommendations:

- a) More attention should be given to reaching the groups that some stakeholders have identified as still being left behind or needed to be better targeted such as LGBTQ, sex workers, women hard-to-reach areas, young people, and tertiary educational settings. Possible approaches include funding an increasing number of grassroots organisations that are experienced with working with such groups in the case of structurally excluded groups and expanding the number of schools being engaged as well as supporting youth-focused community-based organisations to reach a larger number of young girls. In the case of tertiary institutions, an advertised call for expression of

interest (similar to what was done for CSOs) can be a useful mechanism to get interested institutions with the best potential for successful programming involved in Spotlight Initiative. Representatives of the structurally excluded groups can also be incorporated into the membership of the state coordinating committees or the CSO reference group in the state to give them more voice and be able to address their needs better.

- b) Scale-up ongoing livelihood interventions for GBV survivors and ensure linkage with other key interventions areas such as the One-Stop Centers.
- c) Provide take-off grants or linkages for financial support to economically empower GBV survivors and to sustain efforts, particularly those who had gone through the livelihood training activities. This is not expected to be a “one-size-fits-all” approach in terms of the elements to be funded but will be contextualised to the need of the individual in line with the survivor-centred principle as well as the local environment of the individual. For example, a direct grant may include the provision of take-off equipment and funds for those that have completed training in some skills areas or start-up fund to engage in certain small-scale businesses and link up with supportive business advisory services or market linkages for their output, or scholarship support to complete schooling.
- d) Sustain and intensify consultation with various groups of stakeholders, particularly key members of the government, community leaders, and religious leaders, through regular meetings and disseminate project-related outcomes to them on a timely and regular basis.
- e) There is the need to revise the risk management matrix to incorporate the impact of COVID-19 and potential future events and trends.
- f) Review the innovations and modifications made in response to COVID-19 and other risks such as the use of online platforms for meetings and training, the use of radio for literacy classes, and online GBV reporting, response and referral pathways and carefully document and share them as “lessons learned”.
- g) Review and update intervention logics and M&E indicators as necessary (e.g. to capture more country-specific activities and those related to Covid-19)

2. GOVERNANCE:

- MTA Q4: Do all key stakeholders still demonstrate effective commitment (ownership)?
- MTA Q8: Do partner government and other partners (CSO and EUD) in the country effectively steer the action?
- MTA Q10: Are the National Steering Committees functioning efficiently and in line with Spotlight principles?

Main findings:

1. All stakeholders demonstrate continued commitment (ownership) to Spotlight Initiative. The Nigerian Governors’ Forum has shown an increased level of political will and declared a state of emergency against sexual violence in June 2020. This declaration provides Spotlight Initiative with an opportunity to work closely with the Governors’ Forum in ensuring that all states domesticate and sign relevant national GBV-related laws – the Violence Against Persons (Prohibition) Act and

the Child Rights Act – and prioritise other relevant actions including updating other laws and policies.

2. The partners in Spotlight Initiative – Government, CSOs, UN, and EU – are effectively partnering, with clearly defined roles, and the collaboration in steering of the programme has generally a positive tone. Interactions and communications between the EU and the UN system started on a shaky note but has increased over time with more engagement and responsiveness of the Spotlight Initiative to the feedback received.
3. The National Steering Committee is functioning efficiently and in line with Spotlight principles – the Committee met only once in 2020 and has met three times so far, with the last meeting holding in January 2021.
4. The CSO Reference Group took off late and there is uncertainty about funding for the work plan developed.

Recommendations:

- a) Close and continued interactions should be maintained with the Inter-Ministerial Committee established by the President and the Governors’ Forum to sustain the gain already made and address existing gaps, including the domestication of the VAPP Act by the states that are yet to do so and instituting gender-based budgeting for sustainable funding of GBV-related activities.
- b) Provide financial and technical support to the Ministry of Budget and Planning for enhanced coordination activities at all levels.
- c) Ensure regular meetings of the National Steering Committee as originally designed.
- d) Ensure that the CSO Reference Group functions optimally with improved communication and clarity regarding funding mechanism/sources and ensure adequate funding for the agreed work plan and relevant activities.
- e) The Spotlight Initiative and PMU must ensure high level and constant communication and consultation with all partners, including the EUD, and constantly carry all partners along with respect to major decisions as well as remain responsive to partners’ feedback.

3. PROGRAMME MANAGEMENT:

- MTA Q2: Are the Initiative’s deliverables aligned with the UN agencies’ mandate and priorities? Are the right UN agencies involved? Are programmes implemented in line with the UN System reform?
- MTA Q7: Are the chosen implementation mechanisms (incl. choice of implementation modalities, entities and contractual arrangements) adequate for achieving the expected results?
- MTA Q10: How effectively is the Initiative managed? How effectively is the Programme managed? Are the management arrangements for the Initiative at national level adequate and appropriate? [*are staffing levels appropriate?*]
- MTA Q11: Are the chosen implementation and coordination mechanisms (a “new way of working”, in line with UN Reform) contributing to greater efficiency?
- Add Efficiency: Are the resources budgeted for (as well as the resources made available) sufficient for the planned actions (no over or underfunding?) [are the 18% allocated for programme management sufficient]? Is the programme generating additional resources? If so, how much (in % of total budget)

Main findings:

1. The deliverable of Spotlight Initiative is fully aligned with UN agencies' expertise and capacity and the agencies have been selected transparently using objective criteria, and programmes are generally implemented in line with the UN system reform. However, more efforts can be made to improve the coordination further, in particular at State level.
2. The chosen implementation mechanism is satisfactory for achieving the expected results, but the overall delivery level of the Initiative by the end of September 2020 was low (42%), with the COVID-19 pandemic as a major factor that has challenged the implementations efforts. There are, however, indications that there has been a significant increase in delivery rate between September 2020 and December 2020, but this could not be verified by the MTA.
3. While there has been considerable focus on strengthening coordination, the experiences of duplications of efforts by RUNOs at federal (particularly conflict between FMWASD and NBS on GBV data systems) and State level indicate the need for further strengthening of the coordination mechanisms.
4. The programme is effectively managed and the management arrangements at the national level are adequate and appropriate, but more work is still needed in the area of coherence and coordination to eliminate duplications. Also, there is currently no regular meeting between the UNRC and the RUNOs Country Representatives, but all the Country Representatives have been incorporated into the membership of the Steering Committee from January 2021.
5. The resources budgeted are generally regarded as adequate and appropriate.
6. There are considerable gaps in the staff strength in the Spotlight Initiative country teams and the staff strength in some of the RUNOs also needs to increase. However, there are no indications that the 18% budgeted for programme management is insufficient

Recommendations:

- a) Institute quarterly meeting of the UNRC and the RUNO country representatives to close existing gaps and sustain the recently introduced practice of including all the RUNO country representatives in the membership of the National Steering Committee.
- b) Use the opportunity of the regular meetings of the Spotlight Initiative Technical Task Force (TTF) to strengthen interaction, communication, and coherence between the RUNOs.
- c) Quarterly review of implementation activities and delivery rates should be undertaken and led by the PMU to bring intensive focus on improving performance over the next 6 months to 1 year. Any large discrepancy between RUNOs should also be analysed and mitigation measures taken.
- d) Organise monthly meetings of all the IPs in each state, co-led by the State Ministry of Budget and Planning (just as the Federal Ministry of Budget and Planning is coordinating at the national level) and the RUNO designated as the lead agency for the state to avoid any duplications at State level.
- e) Review the SOP for Pillar 5 and ensure greater clarity in the description of the GBV data systems and their relationships as well as pathway for integration to address the conflict of roles between NBS (supported by UNFPA) and FMWASD (supported by UNDP). Experiences from other social sectors such as health and education can be useful in this clarification exercise.

- f) There is the need to educate IPs about the guidelines relating to the release of funds and the internal agreement related to RUNOs advancing funds from internal resources needs to be clarified and better communicated.
- g) Expenditure data needs to be compiled by output and outcomes to facilitate more detailed analysis of progress and maintain better oversight on financial-programme delivery rates
- h) Institute a quarterly meeting of the UNRC and the RUNOs Country Representative and sustain the new practice of having all the Country Representatives as members of the National Steering Committee
- i) Engage adequate staff for optimal functioning of the Spotlight Initiative country team as well as ensure that each RUNO has a functional office with adequate staff in the state(s) where it has a coordination role. Alternatively, the criteria used to designate lead coordination agencies at the state level needs to be reviewed to ensure concordance between the implementation structures of each RUNO and assignment of state coordination role.

4. PROGRAMME IMPLEMENTATION AND RESULTS:

- MTA Q12: Is the progress of each output conforming to workplan approved by OSC? Is the quality of outputs satisfactory? Are the outputs still likely to lead to the expected outcomes?
- MTA Q5/9: If there are delays, how important are they and what are the consequences? What are the reasons for these delays and to what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly?
- MTA Q5/9: What are the consequences of COVID 19? To what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly?
- MTA Q13: Is the absorption capacity of the Government, CSO and RUNOs an obstacle/bottleneck to ensuring that implementation is going according to plan?
- MTA Q14: Has the Initiative's implementation and results achievement gone according to workplan approved by OSC? Are there any obstacles/bottlenecks/outstanding issues on the partners' or government side that are limiting the implementation and results achievement of the Initiative?
- MTA Q15: Is sufficient capacity being built so that local actors will be able to manage the process by the end of the Initiative without continued dependence on international expertise?

Main findings:

1. The volume and quality of output are satisfactory, particularly in the context of funds so far received, and conform to the approved workplan.
2. The implementation and result achievement of Spotlight Initiative are going according to the approved workplan, although not all milestones were achieved in 2019.
3. Delays were recorded, mostly as a result of administrative bottlenecks in government's processes, delay in the availability of programme funds to implementation partners and long-drawn procurement process. The national election also caused a delay of about five months in 2019, while the COVID-19 pandemic also caused additional delays.
4. COVID-19 increased the challenge of VAWG, while also delaying programme implementation due to associated movement restriction, as well as programme modification to comply with COVID-19 preventive measures and regulations. The Spotlight Initiative partners have taken a number of

corrective measures to overcome the challenge posed by COVID-19, such as using online or virtual approach, using radio to reach students instead of in-school programmes, and restructuring in-person training sessions. These measures are innovative, imaginative, and appropriate but may not have been sufficient to meet the increased demand that is occasioned by higher prevalence of GBV associated with the COVID-19 lockdown and movement restrictions.

5. The absorption capacity of the partners is generally high and does not pose an obstacle or bottleneck to ensuring that the implementation is going according to plan. However, there are considerable gaps in the staff strength in the Spotlight Initiative country team which need to be addressed (see before).
6. Sufficient capacities are being built and the potential for continuing GBV-interventions without dependence on international expertise after the cessation of Spotlight Initiative is high – the strengthened capacity increases the potential for sustainability.
7. The Spotlight Initiative currently lacks a sustainability plan but the National Steering Committee has recently emphasised the development of a sustainability plan as a priority.

Recommendations:

- a) Review current administrative processes relating to the programme implementation, with a view to address areas of bottlenecks and delays and ensure a more rapid implementation rate
- b) Review the experience of COVID-19 to update the risk matrix and derive useful lessons for the future and approaches that can be further integrated into the current interventions for greater coverage
- c) Expand the coverage of livelihoods initiatives and provide take-off grants or linkages for financial support to economically empower GBV survivors.
- d) Sustain the high-level policy dialogues (with the Presidency, Governors' Forum, National and State Parliamentarians) to strategically move the current policy dialogues to policy development level (including the development of an evidence-based and actionable National Plan of Action for EVAWG), and eventually policy implementation.
- e) Develop an evidence-based and actionable National Plan of Action for EVAWG to concretize the gains of Spotlight Initiative, build a sustainable base, and a national platform for achieving greater coherence between all stakeholders
- f) Further strengthen the capacity of law enforcement and judicial workers to ensure expeditious processing of GBV/VAWG cases and improved conviction rate for offenders.
- g) A sustainability plan needs to be developed for Spotlight Initiative as soon as possible and the process must entail adequate stakeholders' engagement, participation, and buy-in.

G. ANNEXES

ANNEX 1. DOCUMENTS ANALYSED

Sources of Information: List all documents analysed	
Spotlight programme documents	Availability
Country Programming document as approved by OSC	Yes
Country Budget as approved by the OSC (may also include revised budget)	Yes
Spotlight Country Programme Snapshot	Yes
Inception report	Yes
Annual report/s	Yes
Annex A Country Report (included in the Annual Report)	Yes
Ad hoc (2nd Tranche) report (may also include provisional narrative report – 2 pager)	Yes
Spotlight Initiative financial information on the MPTF Gateway	Yes
Knowledge management workplan	Yes
National CSO Reference Group workplan	No
CSO Reference Group Bios	Yes
Communication workplan	Yes
Stories directly from the Calendar	Yes
Other documents	
Draft TOR and Criteria for the Civil Society Reference Group	
Concept Note: Spotlight Joint Monitoring Modality	
Scorecard Score card 2019: Nigeria Civil Society Reference Group	
National Spotlight Baseline Assessment Report	
Minute of Meeting of the National Steering Committee, June 2020 Meeting	
Minute of Meeting of the National Steering Committee, January 2021 Meeting	
Spotlight Initiative. Nigeria Country Programme. Implementation Guide. January 2020 – December 2022	
Spotlight Initiative 2020. The Potential Impact of COVID-19 on Spotlight Initiative Programme Implementation in Nigeria. April 2020	

ANNEX 2. LIST OF PERSONS INTERVIEWED

Sources of Information: List of persons interviewed			
Stakeholder group	Institution / organization	Name	Position
Spotlight team and RUNOs	Spotlight Team	Hadiza Aminu	Program Coordinator
Spotlight team and RUNOs	Spotlight Team	Yinka Akibu	M & E Specialist
European Delegation	European Delegation	Ketil Karlsen	Ambassador
European Delegation	European Delegation	Kurt Cornelis	Head of Cooperation
European Delegation	European Delegation	Clément Boutillier	Head of Section Democracy, Governance and Migration
European Delegation	European Delegation	Esmé Stuart	Spotlight Focal Point
Spotlight team and RUNOs	UN Women	Comfort Lamptey	UN Women Representative
Spotlight team and RUNOs	UN Women	Kenechukwu Chinenye Mbajorgu	Program Analyst
Spotlight team and RUNOs	UNFPA	Rabiatu Sageer	Technical Coherence Specialist for the EU/UN Spotlight Initiative
Spotlight team and RUNOs	UNDP	Onyinye Ndubuisi	Programme Manager, Spotlight Initiative
Spotlight team and RUNOs	UNDP	Matilda Halling	Programme Assistant, Gender & Human Rights
Spotlight team and RUNOs	UNICEF	Tochichukwu Odele	Child protection officer
Spotlight team and RUNOs		Amandine Bollinger	Child Protection Systems Strengthening Manager
Spotlight team and RUNOs	UNESCO	Dr. Stephen Onyekwelu	Spotlight manager, UNESCO
Spotlight team and RUNOs	UNESCO	Shedrack Uloko	Programme Assistant
Government Ministries, Agencies & Departments Ministries,	Federal Ministry of Women Affairs & Social Development	Mrs Funke Oladipo - Director, Women	Director, Women Development Department
Government Ministries, Agencies & Departments	Federal Ministry of Women Affairs & Social Development	Mr Sunday Agbabiaka	Assistant Chief Statistical Officer, Department of Planning, Research and Statistics,
Government Ministries, Agencies & Departments	Nigeria Educational Research and Development Council (NERDC)	Dr. David Omole	Director, Special Programs
Government Ministries, Agencies & Departments	Federal Ministry of Budget and National Planning -	Dr. Kalu Nukwu	Assistant Director & Head of UN Development System Unit, International Cooperation Department

Government Ministries, Agencies & Departments	National Human Rights Commission	Tony Ojukwu Esq	Executive Secretary
Government Ministries, Agencies & Departments	Binji Local Government Authority (LGA), Sokoto State	Hon. Muhammad Wadata Makulki	Sole Administrator, Binji LGA
Government Ministries, Agencies & Departments	Attorney-General of Lagos State	Barrister Lola Vivor-Adeniyi	Coordinator of the Lagos State Domestic and Sexual Violence Response Team
Government Ministries, Agencies & Departments	FCT Social development Secretariat	Jacinta Ike	Programme Officer
CSO Reference Group	Women Advocate and Research Development Centre	Abiola Akiyode Afolabi	Executive Director
CSO Reference Group	Women Africa	Chinwe Onyeukwu	Executive Director
CSO Implementing Partner	Community Surveillance Team – UNICEF	Mr Henry Adenigba	Executive Director
CSO Implementing Partner	Girls Power Initiative (GPI), Calabar	Ndodeye Bassey	Head of Programmes
CSO Implementing Partner	Sexual offences awareness and response initiative (SOAR), Abuja	Chinyere Eyoh	Executive Director
CSO Implementing Partner	YouthHub Africa – UNFPA	Rotimi Olawale	Co-founder & Executive Director
CSO Implementing Partner	Foundation for resilience empowerment and development (FRED)	Rosemary Echewe,	Director
Beneficiaries	GBV One-Stop resource Center, Army Officer Estate, Kurudu, Abuja	Dr. Bridget Nwagbara	Associate Director, Special Project, FHI
Beneficiaries	Nana Kadijat Center, Sokoto	Florence Adamu Danladi	Manager
Beneficiaries	Neem Foundation, Sokoto	Mustapha Alhassan	Head of Education ant Inclusive Communities
Beneficiaries	Neem Foundation, Sokoto	Belsuk Alimikhena	Programme/Admin & HR Manager

ANNEX 3. ALIGNMENT WITH THE SPOTLIGHT INITIATIVE PRINCIPLES

