

Spotlight Mid-term Assessment Report using ROM review

Type of ROM review **Projects and Programmes**
Project title *Spotlight Initiative - Belize*
Project reference
EU Delegation in charge *Belize-Jamaica*

Key information				
Domain (instrument)	Region: Caribbean			
DAC Sector	Human and Social Development : « Gender Equality »			
Zone Benefitting from the Action	Country			
Type of Project/Programme	Geographic			
Geographic Implementation	Single country			
Contracting Party	SPOTLIGHT INITIATIVE			
EU contribution	USD\$ 2,948,751			
Project Implementation Dates	Start Date	January 1, 2020	End Date	December 31, 2023
ROM expert(s) name(s)	Dr. Icilda Humes, Clotilde Charlot			
Field phase	Start Date	September 28, 2021,	End Date	November 30,2021

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

Persons interviewed and surveyed	Interviews/FGD	Survey
EU Delegation	1	0
Partner country government	2	1
UN agencies	7	2
CSO reference group	3	4
Implementing partners	5	3
Final Beneficiaries	34	0
Other (TCU-1- and UN RC -1-)	3	2

Key documents ¹	Number
Essential documents	13
Other documents	9

¹ Please consult Annex 1 for details on essential documents and other documents.

Acronyms

AGO	Attorney General's Office
BFLA	Belize Family Life Association
CDF	Children Development Fund
CS NRG	Civil Society National Reference Group
CSO	Civil Society Organization
EU	European Union Delegation
EVAWG	Ending Violence Against Women and Girls
FGD	Focus Group Discussion
FLE	Family Life Education
GBV	Gender-based Violence
HRC	Human Rights Commission
IP	Implementing Partner
Key Informant	Key Informant
KII	Informant Interview
LGBTQI	Lesbian, gay, bisexual, transgender, queer and intersexed
MHDFIPA	Ministry of Human Development, Families, and Indigenous Peoples Affairs
MOE	Ministry of Education
MNS	Ministry of National Security
NGBVAP	National Gender-Based Violence Action Plan
NWC	National Women's Commission
POWA	Productive Organization for Women in Action
RC	(UN) Resident Coordinator
RCO	Resident Coordinator's Office
RUNO	Recipient United Nations Organization
SC	Steering Committee
SGBV	Sexual and Gender-Based Violence
SI	Spotlight Initiative
SOP	Standard Operating Procedures
SRH	Sexual and Reproductive Health
TCU	Technical Coordination Unit

A. PURPOSE, OBJECTIVES, LIMITATIONS AND MITIGATION MEASURES

Introduction

Field Work for the mid-term assessment (MTA) of the Spotlight Initiative in Belize started on October 14, 2021 and has concluded with this first draft report on January 7, 2021.

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, effectiveness, efficiency 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 13 MTA questions are grouped by Relevance, Effectiveness, Efficiency and Sustainability, which form the main headings of the 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.

Context of the Spotlight Initiative

The Belize Spotlight Initiative programme was officially launched on January 1, 2020, and the Government of Belize officially signed and approved Spotlight Initiative Belize Country Programme, on March 6, 2020. Implementation of the Spotlight Initiative in Belize commenced in the first quarter of 2020 with support from the interim programme coordinator to the RUNOs. The local Spotlight Initiative programme team, including the Communication Officer and the Programme Coordinator, came on board later that year on September 1 and 18, 2020, respectively. Of note is that in the absence of a local on-site Programme Coordinator, a Senior Advisor (working remotely from South America) with a strong background on GBV and women and children rights (former UN WOMEN and UNICEF representative) temporarily assumed the role of programme coordinator, and oversaw the programme adjustment to COVID-19, programme launch and completion of the Civil Society National Reference Group (CS NRG) process.

The programme launch was bipartisan, had the presence of both the Prime Minister as well as the Leader of the Opposition (LOO) in August 2020 and the current Government was the opposition at the time of the signing. In November 2020 of the same year, there was a change in government. However, considering the integration and participation of all political leaders in the launch, the transition process, in most instances, was manageable for Spotlight Initiative and did not result in any significant delay.

The Belize Spotlight Initiative is being implemented in all six districts of Belize through three United Nations Recipient Organisations (RUNOs): UNICEF and UNDP (implementing activities under all 6 pillars/outcomes) and UNFPA (implementing pillars 2, 3 and 4).

The Belize Spotlight Initiative Country Programme Document of 2019 lists the following government partners:² Ministry of Human Development, Ministry of Health, Ministry of National Security, Ministry of Economic Development, Ministry of Education, Youth and Sports, Ministry of the Attorney General, Ministry of Local Government, National Women's Commission, National Committee for Families and Children; and the Judiciary. However, more current documents indicate that the government agencies involved are the Ministry of Human Development, Families and Indigenous People's Affairs, Ministry of Health and Wellness; Attorney General's Office, Ministry of Education, Youth, Sports and Culture; Ministry of Home Affairs and New Growth Industries, Ministry of National Defence and Border Security (Police Department).

In response to the pandemic, the government of Belize declared a state of emergency on April 2, 2020. This resulted in a delay of all Belize Spotlight Initiative activities including the establishment of the Civil Society National Reference Group (CSNRG) (which holds a 20% representation on the Steering Committee). In June 2019, during the Spotlight Initiative Belize Programme development process, an Interim Civil Society National Reference Group (ICSNRG) composed of 15 members was established to support the design phase of the programme.

Programme governance and coordination was established to ensure the coherence of the programme and the implementation of the Work Plan and was facilitated by:

- Establishment of (1) RC/HOAs Coordination Team led by UN RC, (2) SI Focal Points Coordination Team led by UNRCO Team Leader and SI Programme Coordinator and (3) SI Technical Team chaired by SI Programme Coordinator. Establishment of a Spotlight Technical Coordinating Unit with a Programme Coordinator and Communication Officer working out of the UN RCO and Technical Coherence Consultant based in UNICEF, led by UN RCO Team Leader.
- Establishment of a National Steering Committee (NSC) to guide the implementation of the baseline study, co-chaired by the UN Resident Coordinator (UN RC) and Minister of Human Development, Families and Indigenous Peoples Affairs (MHDFIPA) with participation of the European Union (EU) Ambassador and delegation.
- Establishment of a CS NRG in July 2020, following an open call for nominations followed by selection process with a panel of five leading civil society representatives and two members of the TCU. Membership includes three women's rights activists, two representing indigenous groups, one representing lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI)+ community, one youth, one sexual and reproductive rights activist (sex workers) and one with a general experience in human rights.

² Please note the names of the aforementioned ministries were adjusted when the new government assumed office in 2020 and are so reflected throughout the remainder of this report.

- Securing a dedicated Technical Coherence Consultant (funded by UNICEF and working out of that RUNO's office) to be a part of the Spotlight Initiative Technical Coordinating Unit and to work closely with the three RUNOs to support a seamless and coordinated approach to programme delivery.

The main governmental counterpart is at the central government level in the MHDFIPA. This Ministry oversees the country's (i) national gender machineries: the National Women's Commission and the Department of Women and Families, which are mandated to address the issue of ending violence against women; and the (ii) National Committee for Families and Children, the coordination mechanism mandated to address violence against children in collaboration with the Department of Human Services.

The CSO Reference Group currently has the participation of 7 non-governmental /civil society organisations including those involved in the women's movement and focused on advocating for women's and child rights and rights of indigenous peoples and those in the LGBTQI+ community.

Implementing partners (IP) include both government and civil society sectors. Of the 19 IPs, seven are government organizations and twelve are civil society agencies.

Some IPs were funded through multiple RUNOs. For instance, all three RUNOs fund Productive Organization of Women in Action (POWA) under different pillars. Two RUNOs, namely UNFPA and UNDP, fund National Women's Commission; three RUNOs (UNFPA, UNDP and UNICEF) fund the MHDFIPA (and a department therein) and UNICEF and UNFPA fund the Children Development Fund (CDF).

Methodological approach used

The MTA involved a combination of three methodological approaches: (1) Qualitative data collection (Key Informant interview (KII) and Focus Group Discussion (FGD)), (2) an Online Survey and (3) a document review. Data collection for the MTA was done virtually.

To ensure a representative sample of respondents based on pillars, the consultant considered the following criteria when identifying the IPs to participate in the KII and FGD:

- implemented activities across all pillars/outcomes
- amount of fund disbursed per activity and per IP

Information was collected through 15 KIIs with multiple respondents participating in the session for RUNOs (3 from UNICEF; 3 from UNFPA and 2 from UNDP), as well as for some implementing partners. A total of 25 persons participated in the KII, 15 (79.95 percent) females and 4 (21.05 percent) males. The participants came from 13 organisational settings as follows:

- 3 government institutions,
- 5 CSOs,
- 3 UN organisations (RUNOs),
- the TCU,
- the EU delegation

A total of 5 FGDs took place with direct and indirect beneficiary groups, which amounted to 36 participants in total, consisting of 19 (52.78 percent) females and 17 (47.22 percent) males. Among the participants in FGD, 41.7 percent were under 25 years of age.

A total of 12 stakeholders (9 females – 75%; 3 males – 25%) participated in the online survey.

The MTA Stakeholder Briefing was held virtually on November 8, 2021, with 30 participants, and the Stakeholder Debriefing was held on December 17, 2021 with 22 participants.

Limitations and measures taken:

- As per the MTA process, only quality assured performance data shared by the global Secretariat can be used for the purposes of evaluation. At the time of data collection, such data measuring progress against the indicators and milestones for 2021 were not yet available. As a result, the consulting team was unable to score question 7 of the MTA. The report will be updated and a score will be provided once this data becomes available in the second quarter of 2022.
- A limited number of stakeholders replied to the online survey. The survey was shared with 25 stakeholders of which 12 completed the survey, representing a response rate of 48 percent. The limited number of responses did not allow analysis with percentages or more advanced quantitative measures.
- Due to the COVID-19 pandemic and mobility restrictions, field visits were not conducted and FGDs and KIIs were held virtually. The virtual setting caused some delays for FGD sessions, as participants had to 'share' the screen. Responses of all interviewed stakeholders as well as narrative responses of survey participants were triangulated in the analysis, thereby mitigating selection bias.

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>Human Rights Based Approach</p> <p>In the Caribbean (of which Belize is geographically located and socio-politically aligned,) the Spotlight Initiative focuses on addressing all forms of family violence, which covers physical, social, sexual, economic and emotional abuse and acts of aggression within relationships that are considered as family connections or akin to family connections. The Belize Spotlight Initiative was designed to strengthen policy and legislation that will guarantee increased protection of women and girls, building capacity of state and non-state actors to respond to family violence, expanding the range of services available and addressing social norms and behaviours that promote violence against women and girls. The interventions/actions as described in the Belize Spotlight Initiative Country Programme Document (CPD) are aligned with the Spotlight Initiative principles as listed in the Spotlight Initiative ToRs.</p> <p>The document review indicated that the CPD is aligned with the National Gender-based Violence Action Plan (NGBVAP), for 2017-2020, and Gender Policy (2013), which prioritises gender equality. The design was based on national policies available at the time.</p> <p>The programme activities of the Belize Spotlight Initiative were developed based on the most recent and available evidence related to the situation of violence against women and girls. Data provided included data provided by the Police Department on reported cases of domestic violence and arrest data on domestic violence, violence against children and sexual violence for 2018, as well as some data analysis by the Belize Crime Observatory. Additionally, the programme design was guided by data from available policy documents and research findings including: 2010 National Census; 2013 Labour Force Survey; and 2010 Country Poverty Assessment.</p> <p>Leave No One Behind</p> <p>The programme design aimed to respond to the Spotlight Initiative principle of “leaving no one behind” by way of its intentional selection of CS NRG members. The CSO Reference Group currently has the participation of seven non-governmental /civil society organisations, including those involved in the women’s movement, those focused on advocating for women’s and child rights and rights of indigenous peoples, and those in the LGBTQI+ community. This focus on inclusivity and diversity in its governance structure was cited by key informants as being important for the principle of ‘leaving no one behind’ and involving the ‘voice’ of marginalised groups in programming.</p> <p>The response of the Spotlight Initiative programme could be strengthened in terms of intentionally targeting beneficiaries for programme impact. For example, some key informants mentioned that the following groups could be more intentionally targeted by the Belize Spotlight Initiative programme: elderly, people with disabilities, persons identifying as LGBTQI+ and commercial sex workers. It was also mentioned, however, that while these groups are not targeted discretely, interventions have been developed to be inclusive and ensure that all have an opportunity to participate. Additionally, the GBV Protocols/SOPs and the Increase Access to SRH activity were specifically designed to target these marginalised groups.</p> <p>Eight (8/12) online survey respondents perceived the design of the Belize Spotlight Initiative to be gender-responsive, applying a survivor-centred approach that promotes recovery. Another nine (9/12) respondents asserted that the design promotes a human rights-based approach and is consistent with the</p>	

principle of ‘leaving no one behind.’ Seven (7/12) indicated that the design is gender transformative and follows the principle of ‘do no harm’.

The CPD indicated an absence of data on budget allocation for addressing gender-based violence (GBV) issues within the government agency responsible for addressing this issue. At the time of the MTA, an update of the NGBVAP had been drafted but not yet approved by Cabinet for public consumption. A cabinet paper has been prepared and is expected to be tabled in early 2022. This update will allow the programme to have a better indication of funding gaps or projection of budget needed to address GBV at the district or national levels.

Further, while the programme design includes capacity building of CSOs, it neglects to provide intentional strategic planning and skills building opportunities to guide CSO in *financial sustainability*. This is critical since the CPD alludes to CSO programming being driven by the availability of external funding.

Key findings:

- The Belize Spotlight Initiative is relevant and based on available evidence. It is aligned with the Spotlight Initiative principles, related to interventions being gender responsive; applies a survivor-centred approach that promotes recovery and promotes a human rights-based approach and is consistent with the principle of ‘leaving no one behind’.
- It was reported that certain marginalized groups could be more intentionally targeted for GBV intervention programming, including elderly, people with disabilities, persons identifying as LGBTQ,I+, and commercial sex workers.

Recommendations:

1. RUNOs to work with CS NRG and IP to develop strategies for effectively engaging marginalised groups, namely: elderly, people with disabilities, persons identifying as LGBTQ,I+ migrants, and commercial sex workers, with services and information on preventing and ending GBV.
2. TCU to develop/strengthen a monitoring and evaluation mechanism to track and assess efficacy of employed strategies to engage marginalised groups in consideration of ongoing M&E efforts which may be adapted for this purpose.

<p>2A. Are the Initiative’s deliverables aligned with the UN agencies’ mandate, priorities and expertise? Are the right UN agencies involved?</p> <p>2B. Are programmes implemented in line with the UN System reform?</p>	<input checked="" type="checkbox"/> Very Good – Good
<p>Are the right UN agencies involved?</p> <p>The pillar leads are as follows:</p> <ul style="list-style-type: none"> • UNDP – 1, 2, 5 • UNFPA – 3 • UNICEF – 4, 6 <p>As mentioned earlier, the RUNOs involved in Belize Spotlight Initiative are UNICEF and UNDP (implementing activities under all 6 pillars/outcomes) and UNFPA (implementing pillars 2, 3 and 4). These RUNOs have a strong track record of effective work in Belize and have continuously filled funding gaps for departments and coordination mechanisms under the country’s overarching government entity for social protection. Furthermore, the RUNOs have a long-standing record of providing technical assistance to CSOs in the country, including those focusing on rights of women and children and EVAWG.</p>	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

IPs have agreements for specific activities with each RUNO. The complementarity and collaboration among RUNOs in implementation has been a high point of programme implementation. Additionally, each RUNO has its own internal monitoring and support mechanisms including reporting with each IP and programme agreements are aligned to the specific SI outputs and activities. That stated, key informants reported that the Belize Spotlight Initiative programming activities overlap among RUNOs. IPs reported confusion as a result, and sometimes do not know which RUNO leads which activity.

According to key informants, the pillars have been assigned to RUNOs based on past programming activities and available technical expertise to the extent possible. Further, the placement of the Technical Coherence consultant in the UNICEF office was seen as an appropriate decision.

The table below presents the distribution of responsibilities among the RUNOs.

Table 2. Agreed Division of Labour for the Spotlight Initiative

Outcome / Pillar	Lead Agency or agencies	Focus of activities	Implementing Partner(s)	Percentage of budget
1. Laws and Policies	UNDP	Evaluation of National Gender Policy and drafting of new National Gender Policy National Gender Based Violence Action Plan updated and costed Stakeholder consultations to generate recommendations for strengthening family violence legislations Joint Sexual Violence Prevention and Response Programme for security forces	NWC, NCFC, MNS	6%
2. Institutions	UNDP	Training Manual and professional development of court officials and mentorship for magistrates Gender Equality and Diversity Seal developed Gender Transformative Programming Training completed	NWC	6%
3. Prevention	UNFPA	Community level Peer Educators trained in Comprehensive Sexual Education and Toolkits developed Teachers and local management at the primary and secondary levels trained to respond to ending family violence. Community-based programmes focused on empowerment, protection and prevention of family violence against women and girls. Parenting sessions on violence prevention strategies Faith-based leaders, civil society organizations, community leaders teachers, and parents trained on family violence prevention	MOE, BFLA, SCLAN, YWCA, POWA, YES, Pathlight, TIDE, CDF	26%

		<p>Women Community Mobilizers empowered to reach women and girls in violent situations</p> <p>Training for couples on family violence, healthy relationships, and managing conflicts.</p> <p>Engaging Men and Boys to Eliminate Violence Against Women and Girls Tool Kit developed</p>		
4. Services	UNICEF	<p>Stakeholders trained on the Essential Service Package</p> <p>Multi-sectoral protocols on gender-based violence developed</p> <p>Mobile Women’s Center delivered countrywide</p> <p>Expanded access to GBV services in direct response to COVID-19 pandemic</p> <p>High level approval of Technical Design for the establishment of sexual and domestic violence unit within the Police Department completed.</p>	MHDFIPA, NWC, BFLA, CDF, POWA, HRC	17%
5. Data	UNDP	<p>Baseline Study completed</p> <p>Upgrading of Court Case Management System and capacity of members of the judiciary</p>	AG	10%
6. Women’s Movement	UNICEF	<p>Engagement of CSO networks</p> <p>Supporting institutional strengthening of the Human Rights Commission of Belize</p> <p>Partnership agreement Belize Association of Planners for capacity building of NGOs/CSOs and Community Women’s Group Urban and Rural Communities</p> <p>Capacity Building on Human Rights</p> <p>Teachers trained to deliver psychosocial support (COVID-19 affected families)</p> <p>CSO dialogues started for the development of an Engagement Strategy for Civil Society and Women’s Movement on Gender Equality and Women Empowerment</p>	Go Belize	10%

Programme implemented in line with UN System reform

The Belize Spotlight Initiative is implemented in line with the UN Reform. RUNOs operate in a collaborative and cooperative manner as confirmed by the online survey and key informant interviews. Joint calls for proposals and assessments of proposals were followed by information sessions with IPs

and RUNOs around the specific interventions they are leading to strengthen programmes. However, it is unclear whether this way of working has resulted in increased efficiency (see question 12).

The relevance and effectiveness of Belize’s One UN way of work is reflected in development and implementation of a Standard Operating Procedure (SOP) for the implementation of the Belize Spotlight Initiative. This process has accelerated and amplified the coordination and collaboration of UN agencies by eliminating uncertainty with any processes related to implementation of the Belize Spotlight Initiative. The review of the Annual Narrative Programme Report (2020), revealed that the SOP has contributed to working as One UN by “strengthening coordination and technical coherence of Spotlight Initiative, by outlining roles and functions at various levels, discussing how various roles interrelate with each other as well as describing mechanisms for ensuring effective reporting, coordination and accountability.” Furthermore, the SOP attempts to remove uncertainties that overlapping of mandates and perceived misalignment of planned activities may have presented, by outlining the “roles and functions of the various institutional governance mechanisms which support the implementation of the Belize Spotlight Initiative”. While these mechanisms are more focused on coordination and operation of Steering Committee and the CS NRG and not as much on the interagency collaboration of the RUNOS, the clarification of roles and functions and finding ways of reducing overlap is fully in line with the UN System reform.

Key findings:

- The roles and activities allocated to the RUNOs were based on their positioning in the country, and their technical expertise and experience in specific areas, as aligned with the outcomes.
- Key informants reported satisfaction with the way of work of the RUNOs, the UN RC and their adherence to the UN Reform principles. The elaboration of Standard Operating Procedures has accelerated and amplified the coordination and collaboration on UN agencies, in line with the UN System Reform.
- The placement of the Technical Coherence Consultant in the UNICEF office is considered the right choice.

Recommendations:

3. Development and operationalization of the SOP implemented by the Belize Spotlight Initiative should be documented as a good practice and replicated at the IP level to aid sustainability of activities considered promising.

<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>Key informants reported that the Belize Spotlight Initiative is responding to the needs of the target groups and end beneficiaries. Documents reviewed, and key informants report that the UN RC office, EU delegation and all three RUNOS were heavily involved in the design of the Spotlight Initiative programme. Additionally, there is good involvement of government entities and civil society organisations as IPs and members of governance mechanisms.</p> <p>Responding to needs of target groups</p> <p>Data disaggregation by district was limited, being confined mainly to crime data, CSO community-level service gaps (such as comprehensive sexual and reproductive health services and shelters for domestic</p>	

violence victims/survivors), and some public sector service gaps including access to free counselling services and daily family court services.

Despite limited data, the Belize Spotlight Initiative was able to prioritise and carry out some targeted efforts. For example, the initiative established mobile women centers to offer services in hard-to-reach communities of Toledo, Corozal and Orange Walk. This activity was planned based on data from the Belize Family Life Association, an IP CSO, that provides comprehensive sexual and reproductive health services in four out of six districts. Four CSO IPs implemented these Mobile Women Centers and further consultations were held with other CSOs representing marginalised groups.

In addition to targeted efforts, the CPD also outlines an effort to reach as many beneficiaries as possible by also implementing activities across the six districts. Activities suggested in the CPD were then further elaborated in the specific design of each activity. Further targeting and prioritisation was conducted through concept notes and ToRs that benefited from internal RUNO specific peer review mechanisms and across RUNOs.

Consultations with key stakeholders

According to the document review as well as key informant interviews with the TCU, extensive consultations with government and CSO stakeholders were held during the design phase. Other key informants did not confirm this finding, and mentioned that while involved during the implementation phase, they were not adequately consulted during the design phase. Consultations also do not seem to have been extended to intended direct beneficiaries of planned activities at the community level, as reported during FGDs. That stated, it was mentioned that, during the design phase, the full definition and targeting of beneficiaries were not yet completed. Respondents to the online survey reported that all stakeholders, with the exception of government agencies, were at least “somewhat” involved in the design phase.

Key informants reported that the members of the Steering Committee and CS NRG have representation and active participation in scheduled coordination meetings during which updates on programme activities are reported. While FGD participants were familiar with the respective RUNOs, they were not aware of which activities fall under the Belize Spotlight Initiative. Nine (9/12) online survey respondents indicated that satisfaction and user feedback is collected and fed back to beneficiaries, which contradicts what was reported by IPs participating in KIIs. During interviews, IPs explained that they: (i) conducted only informal surveys to obtain feedback (for example, at the end of training sessions) in the absence of any clear directives on or provision of data collection tools; or (ii) did not employ any mechanisms to ascertain feedback from direct beneficiaries. That stated, IPs reported that they conducted regular consultations with their indirect beneficiaries, for instance individuals trained to deliver services or share information, although evidence of this was not made available. Furthermore, direct beneficiaries participating in FGDs reported that they had no knowledge of whether and/or how satisfaction and user feedback were collected and fed back to stakeholders. This is an indication that the IPs may have been collecting feedback from beneficiaries informally, but the recipient of services and information may not have been made aware that their feedback was important in gauging their satisfaction with what was being offered.

The TCU reported that feedback from IPs is communicated to the Steering Committee and CS NRG on a regular basis by way of various media, including oral and verbal reports at monthly meetings, newsletters and videos on programme highlights. This was also confirmed during KIIs with IPs and CS NRG. Furthermore, IPs reported that, in their view, their feedback was taken into consideration in adjusting future actions in programme implementation.

Key findings:

- The Belize Spotlight Initiative programme has carried out some targeted interventions in hard-to-reach districts, while also aiming to reach as many beneficiaries as possible by implementing many planned activities in all six districts.
- Government entities and CSOs were involved in the design of the programme and are regularly informed about progress made due to their participation in governance mechanisms.
- Programme beneficiaries have little knowledge of whether and/or how satisfaction and user feedback were collected and fed back to stakeholders.

Recommendations:

4. In the future, intentional effort should be made to engage potential direct beneficiaries, at the community level, in the programme and/or activity design.
5. An SOP should be created specifically for collection and reporting on beneficiary satisfaction and the process for assessing and where applicable, adjusting programme design to take user feedback into consideration.
6. In Phase II, the TCU can consider incorporating capacity building (in the area of data analysis) for government agencies.

<p>4. Do all key stakeholders still demonstrate effective commitment (ownership) and deliver accordingly?</p>	<input checked="" type="checkbox"/> Very Good – Good <input type="checkbox"/> Problems <input type="checkbox"/> Serious deficiencies
<p>National Government</p> <p>The Belize Spotlight Initiative has successfully secured highest level government commitment in that the Ministry with responsibility for social protection (now called the MHDFIPA) and the national gender machinery, serves as co-chair of the Steering Committee. Additionally, the launch of the Belize Spotlight Initiative had the participation of both the (then) Prime Minister of Belize and the Leader of the Opposition (who is now the Prime Minister.) This is a clear demonstration of the government’s commitment to the success of the Initiative. Furthermore, the government was engaged from the onset through a high-level meeting with the Prime Minister and the UN RC. Additionally, the UN RC, representative of EU delegation and RUNOs met jointly with the inter-ministerial caucus of senior level technical government officials to present the goals and objectives of Belize Spotlight Initiative and to seek government's commitment to partner with the UN to develop the CPD and to implement the Spotlight Initiative. During that period, the government appointed the Chief Executive Officer (functioning as the Permanent Secretary or lead Administrative and Technical Executive) of the aforementioned ministry, to serve as the government focal point for Belize Spotlight Initiative with responsibility for coordination and mobilisation of the government IPs. A few months following the launch of Spotlight Initiative in Belize, there was change in administration, which fortunately was seamless. Government’s commitment to Belize Spotlight Initiative was maintained, and in addition to continuing to serve as the government focal point, the Ministry also accepted responsibility of serving as co-chair for the Steering Committee.</p> <p>Local Government</p> <p>The Belize Spotlight Initiative CPD identified Ministry of Local Government (MOLG) as a government partner and cited the local team/TCU’s intent to work with that entity to build capacity of municipal leaders “to integrate actions on ending VAWG into local plans and policies.” Furthermore, the document identifies MOLG-led initiative: the “Sustainable Child Friendly Municipalities to build municipalities that</p>	

advance the rights of children, including the right to protection from Violence” as a major initiative contributing to Spotlight Initiative Outcomes. The document references it as an important platform for programmes and services under the Spotlight Initiative. However, based on the document review and KIIs, this partnership was not realised and according to the TCU, the programme failed to engage local government (municipal government) in programme design and implementation.

Reference Groups

The CS NRG serves in an advisory and advocacy capacity for the Spotlight Initiative as it is being implemented and ensures meaningful engagement of civil society in the programme. Its role is: (i) to advise the Initiative at multiple levels; (ii) to advocate and partner for the realisation of its objectives and; (iii) to hold the Initiative accountable for its commitments to eliminate violence in vulnerable communities of women and girls (Belize Spotlight Initiative SOP, June 2021). The document review and KIIs showed that a transparent and inclusive online nomination and voting process was held among CSOs to select representatives to serve on the 15-person Interim Civil Society Reference Group (ICSRG). During the implementation phase the CS NRG was established, using a distinct and transparent process, which now has 7 members from the following sectors: sexual and reproductive rights (1); LGBTIQ+ (1); indigenous peoples (2); and women and girls (3), as noted in the profile document for CS NRG.

Key informants reported a continued commitment to the programme on the part of the CS NRG, but felt there was a lack of ownership. There was a reported lack of engagement in programme monitoring. Interviewed representatives expressed that Belize Spotlight Initiative has not created a true partnership, but rather only “the optics of [a] partnership”. It was felt that although there is an image portrayed of the CS NRG being fully engaged and fulfilling its role, it is uncertain whether their advice and analysis has been used and monitoring outcomes are not clearly communicated back to them

UN Agencies

The RUNOs (UNFPA, UNICEF and UNDP) demonstrate an effective engagement in the implementation of the Spotlight Initiative, including planning, designing and monitoring phases. Key informants felt that they had effectively adapted to the new way of work as One UN. The SOP clearly outlines the organisational arrangements developed for the UN agencies in “delivering as one under Spotlight.” PAHO/WHO and UNHCR are also physically present and have contributed to the Spotlight Initiative in Belize as associated agencies.

Mechanisms in SOPs outline equal representation from RUNOs apart from UNDP (which has the same person represented in the technical team and coordination team). That stated, some key informants from RUNOs reported lacking staff, which they felt led to excessive workloads and occasional backlogs. In spite of this, all RUNOs reported their continued commitment to achieving the proposed Belize Spotlight Initiative outcomes.

EU Delegation

The SOP clearly indicates that the EU and UN should jointly advocate with the government at the highest level “to secure political buy-in and support as well as sensitised development partners through their Heads of Missions and technical-level colleagues.” However, it seems that this intention has not fully been realised. While key informants reported that the EU delegation is committed to Belize’s Spotlight Initiative programme, there are some issues with collaboration.

Some key informants felt that the communication between the EU delegation and the programme could be improved, feeling that there was sometimes a lack of mutual understanding, and cited changes in staff assignments toward the middle of 2021 as being a challenge. Although the EUD retains a physical presence in the country with a Team Leader, some felt that the fact that the EU representative is not an in-country

resident has led to a lack of understanding on the local context and local actors. That stated, it was also reported that the EU Ambassador has been actively engaged, including participating in all three NSC meetings and conducting a field mission to the country. In addition, monthly technical meetings are held with the EU as well as engagements between the RCO and EU as needed. Overall, it was recognised that there was a significant effort and dedication of time by the EU Delegation to the programme. It was also reported that communication improved between the EUD and the TCU as the programme progressed.

There was always regular engagement with the EU. What has evolved is the way in which the engagements occur. Initially it was primarily between the RCO and the EU, then the meetings evolved to be largely between the technical team and the EU but there are still engagements between the RCO and EU as needed.

Key findings:

- The Spotlight Initiative in Belize enjoys government commitment at the highest level.
- The CS NRG is well-established, and representatives of key sectors aligned with the objectives of the Spotlight Initiative, but there was an impression that the partnership is at times surface level and a lack of engagement on monitoring.
- Although there were reports that communication between the EUD and RUNOs could be improved, regular engagement and communication has been established and it is recognized that the EUD dedicates significant time and effort to the programme.

Recommendations:

7. Phase II workplan and budget could include strengthening the capacity of CS NRG to effectively support monitoring of the programme including identification of a member to lead efforts, such as the development of a shadow report, supported through technical assistance.
8. Develop a mechanism to facilitate quarterly feedback surveys from CS NRG so that they can provide continuous feedback on their views to fulfil their role as an advisory and advocacy capacity for the Spotlight Initiative implementation.
9. Strengthen engagement with and involvement between EU and RUNOs to provide a safe space where challenges can be openly discussed, guidance solicited and provided. This can be realised by strengthening the communication between EU and TCU and ensuring their active participation in meetings of the Steering Committee. Additionally:
 - (i) Scheduling of meeting between EU delegation and local government officials at start of Phase II to emphasize the EU’s commitment to the process at the highest level.
 - (ii) Scheduling of EU delegation to make field visits on a quarterly basis

<p>5. Is the programme Theory of Change well developed? Are the indicators to measure results well defined and relevant to measure the achievement of the objectives in line with the ToC?</p>	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies
<p>The Theory of Change contained in the CPD was reported as being designed in a participatory manner with all relevant stakeholders. However, interviews with IPs, government agencies and members of the CS NRG reported their lack of familiarity with the term “theory of change,” and reported limited knowledge of the</p>	

six outcomes under the Belize Spotlight Initiative. IPs reported familiarity with the outcomes aligned with their specific activities.

The outcomes and outputs defined in the CPD were well defined. Some global and regional indicators are not aligned with Belize's realities including data collection surrounding femicide.

The Theory of Change assumptions are meaningful and relevant. In addition to selecting indicators from the Spotlight Initiative Results Framework developed by the Spotlight Initiative Secretariat, the Belize Spotlight Initiative also identified programme specific indicators to report on at national level.

Some outcomes have results indicators that are not likely to measure achievements of the objectives.

Outcome 1: Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of violence against women and girls, including family violence, are in place and translated into plans. Indicator 1.3: Belize has in place laws and policies that guarantee the ability of women's rights groups, autonomous social movements, CSOs and women human rights defenders/feminist activists to advance the human rights agenda. This indicator is not aligned with any of the planned output/activities under Outcome 1, consequently it is unlikely that the measurement of achievement of that outcome will be realised.

Outcome 5: Quality, disaggregated and globally comparable data on different forms of violence against women and girls, including family violence, collected, analysed and used in line with international standards to inform laws, policies and programmes. Indicator 5.1: "Belize has globally comparable data on the prevalence (and incidence, where appropriate) of VAWG, including family violence, collected over time". Currently, there is no prevalence or incidence survey on family violence in Belize. That stated, there are existing mechanisms to collect this data, including the Population and Housing Census, the next round for which is scheduled for 2022. Other state systems exist, which include sex and age disaggregated data, but these are not harmonized. As a result, it is ambitious to propose that prevalence be established within the project period.

Programme indicators are more quantitative than qualitative, which presents a missed opportunity to capture data, especially since key informants noted a lack of quality data available. The use of qualitative indicators would be more effective in measuring strengthened capacity building and strengthened systems which is the foundation for a majority of activities under the Belize Spotlight Initiative. The country team is currently constrained to using the Spotlight SMART System, which is based on quantitative data. Indicators are pre-established at the global level by Spotlight in order to ensure that data is globally comparable.

Key findings:

- While most of the indicators to measure results are adequate, there are some challenges with regards to Outcome indicators 1.3 and 5., as there is a lack of information required to measure these indicators.
- While some prescribed indicators were not aligned with the global context, the Belize Spotlight Initiative adapted to this by establishing country-specific indicators.

Recommendations:

10. For the second phase, ensure additional emphasis is placed on the crafting of suitable qualitative indicators to supplement quantitative data with the support of the Spotlight Initiative Secretariat. Consider mobilizing resources to contract a dedicated Monitoring and Evaluation Officer to support these efforts if feasible.

<p>6A. BEFORE COVID-19: Have all relevant circumstances and risks been taken into account to update the intervention logic? 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?</p> <p>6B. AFTER COVID-19: 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?</p>	<p><input checked="" type="checkbox"/> Very Good – Good</p> <p><input type="checkbox"/> Problems</p> <p><input type="checkbox"/> Serious deficiencies</p>
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Before COVID-19

There was no report of any interventions adjusted during implementation before COVID-19. The first case of COVID-19 was reported in Belize on March 23, 2020. Nationwide lockdown under a state of emergency came into effect on April 2, 2020. In interviews, the TCU reported that when the effects of the pandemic started to emerge, it was at the point in which programme implementation had just started; that is the first quarter after they had been hired. Furthermore, during their first two months post-hire, their orientation to the Spotlight Initiative programme coincided with a natural disaster and the national elections which occurred in November 2020. The TCU asserts that “ the COVID adjustments happened in April/May 2020 when the annual workplan was adjusted in collaboration with the government, RUNOs, and SI Secretariat to ensure that some interventions were supporting COVID response. Despite this adjustment period, implementation at that time was focused on finalizing and onboarding IPs, and community engagement for some activities.”

The CPD document includes a Risk Mitigation Plan which outlined potential contextual, programmatic, institutional, and fiduciary risks. Two of the main contextual risks identified were: (i) Political changes due to elections in 2020 can affect political commitment to Spotlight; (ii) Natural disasters. The proposed mitigative measures were not adequate for the realized risks.

The national election, which led to installation of a new government administration, as well as the COVID-19 pandemic and the flooding (natural disaster) in late 2020 made it necessary to assume new strategies to provide a response to public sector portfolios, emergencies and to ensure the development of the Spotlight Initiative work plan and thus progress towards achieving the expected results. These situations led to some delays in the implementation of activities, particularly with regard to government IPs, and saw the TCU and IPs pivot in employing alternative implementation modalities.

National election resulted in a change in government administration (November 2020)

The measure to: “Establish multiyear agreements with key line ministries, sensitise opposition leaders who could form a new government” was effective in garnering continued political will and commitment. However, a potential delay in operationalising this commitment of a new administration, was not factored into the implementation phase and consequently, was not alleviated.

At the national level, government time and human resources were redirected for most of 2021 to public health response. This was exacerbated by the change in high-level leadership of government agencies and the adjustment curves associated with new staffing appointments in late 2020 and early 2021. That stated, the Minister and CEO of MHD still engaged in a number of ways, including co-chairing the NSC, meeting with members of the CNRG, attending the high-level CEO Caucus meeting, and presenting their GBV plan at the joint high level meeting of the GoB.

Natural disaster: flooding as a result of Tropical Storm Eta (November 2020)

Additionally, while the plan cited natural disasters as being a likely risk, the proposed mitigative measure focused on the need to respond to the needs of women and girls in times of emergencies. This was done by ensuring that the planned programme activities could still be accessed by beneficiaries with minimal disruptions but did not factor-in the human resource challenge of government IPs who are mandated to shift priorities in executing emergency response duties. The public service mandate of emergency response during disasters saw a shift in priorities by the government, which included the necessary reassignment and deployment of some public officers who otherwise would have been involved in implementation (as IPs) and participation in (as beneficiaries) of Spotlight Initiative activities.

The timing of occurrence of these external factors, coupled with a relatively new programme team, led to programming delays by government IPs, who did not benefit from a well-adjusted workplan.

There was no mention of any budgetary infringement because of the response to flooding, although TCU attributed some of the programming delays by government IP to the occurrence of this natural disaster.

After COVID-19

The essence of the intervention logic did not really change with the COVID-19 pandemic, what did change was the delivery modality and timeline. Some of the modalities incorporated include: (a) an emergency hotline with text messaging option, (b) support for household equipment and supplies and PPEs for continued operation of established shelters and the establishment of temporary shelters, (c) e-counselling and psychosocial supports, and (d) SRH/Family Planning Mobiles Outreach in rural communities including the safe identification and referral of persons at-risk/survivors of GBV.

In response to government-imposed lockdowns which restricted travel outside of residents' districts as well as physical gatherings outside of the immediate family unit, an emergency response was put into action. This greatly affected all training activities which represents a significant proportion of planned activities by shifting delivery mode from face-to-face to virtual.

A COVID- 19 Response plan was developed and included “budgetary and programmatic adjustments to the Spotlight programme to redirect investments so as to strengthen the country’s capacity to respond to family violence and to meet critical gaps in service delivery which resulted from the lockdown and redeployment of staff as part of the national response to COVID-19” and indicated that “implementing partners were supported in re-programming funds to facilitate the change in modality and also provided access to secure and sustained meeting and training platforms.”

Based on FGDs, beneficiaries in rural communities (especially Southern Belize) were not disenfranchised by lack of internet connectivity or other technological changes. In some cases, beneficiaries were able to participate in virtual activities by assembling as a group or individually and accessing community spaces with adequate technological resources.

Key findings:

- The timing of the national election and the dedication of resources to the flood response caused slight programming delays by government IPs.
- The programme team made adjustments to expand access to GBV services in direct response to COVID-19 pandemic through the provision of: (a) an emergency hotline with text messaging option, (b) support for household equipment and supplies and PPEs for continued operation of established shelters and the establishment of temporary shelters, (c) e-counselling and psychosocial supports, and (d) SRH/Family Planning Mobiles Outreach in rural communities including the safe identification and referral of persons at-risk/survivors of GBV.

Recommendations:

11. Government IPs should develop a contingency plan for re-assignment of responsibilities for implementation of planned Belize Spotlight Initiative activities in the event identified staff need to shift priorities in response to emergencies or natural disaster response. The assignment of a dedicated public officer should be considered to oversee coordination efforts of all IPs if feasible. This assignment would also include a provision that this individual will facilitate continued programme delivery in emergency and disaster contexts .
12. In future phases, the risk plan would need to be adjusted to include a wide scope of possibilities based on lessons learnt from previous phase.

C. EFFECTIVENESS

7. To what extent has progress towards output targets been achieved? Is the quality of the outputs satisfactory?

Very Good – Good

Problems

Serious deficiencies

Achievement of results against the approved workplan

According to the global performance monitoring data provided to the MTA by the Spotlight Initiative Secretariat, the Belize Spotlight programme monitors and reports against 31 output indicators and 15 outcome indicators. This question focuses on a quantitative review of progress against output targets. Qualitative information on progress of activities for each outcome were collected in interviews and are presented in response to question 8.

We have analysed progress against the results framework for 2020 (Year 1) and 2021 (Year 2) - obtained from the SMART platform through the Spotlight Initiative Secretariat. Delays in the early stages of implementation (as noted under question 6) have led to an underachievement of outputs in 2020. Further, in 2020, the majority of milestones were set to zero and progress on those outputs was not expected or planned for the year. Consequently, there are limited milestones and progress to report for the output indicators, outcome indicators and sub-indicators.

The analysis otherwise reveals an acceptable achievement rate for Outcome 5 at over 50% for 2020. In 2021, progress improved, and at least 50% of the outputs were achieved for Outcome 1, 2, 3 and 6. Conversely, the milestones achieved for Outcome 4 and 5 remained below 40%.

Graphs 4 and 5 below summarise 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, orange) and those for which no data was available or not applicable (NA) because there was no milestone for the year (grey colour). The overview of the achievements is available in annex 3

Figure 1. Progress against 2020 milestones

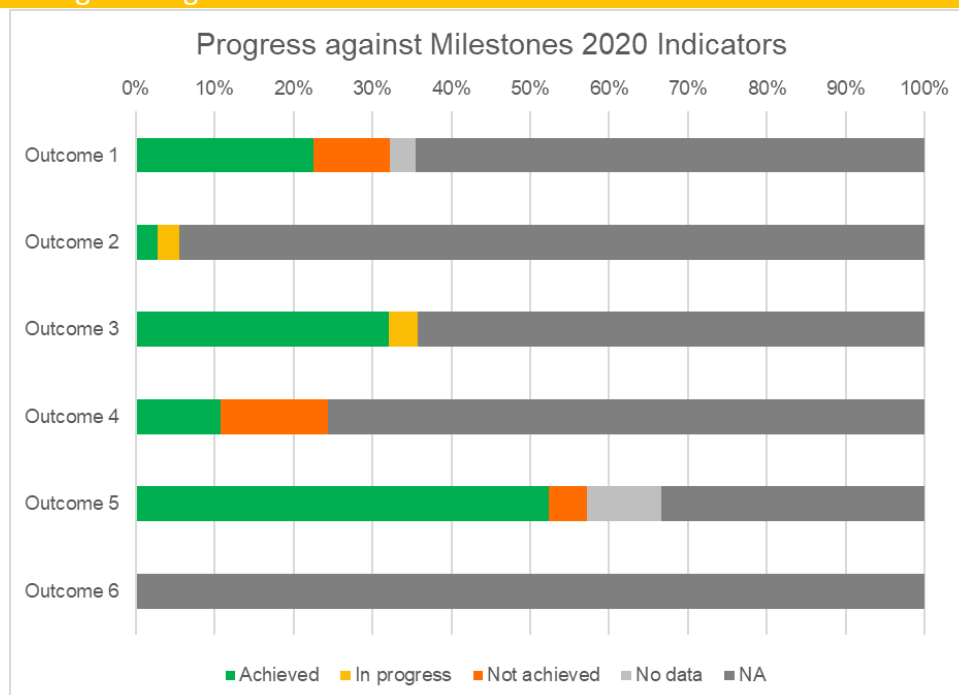
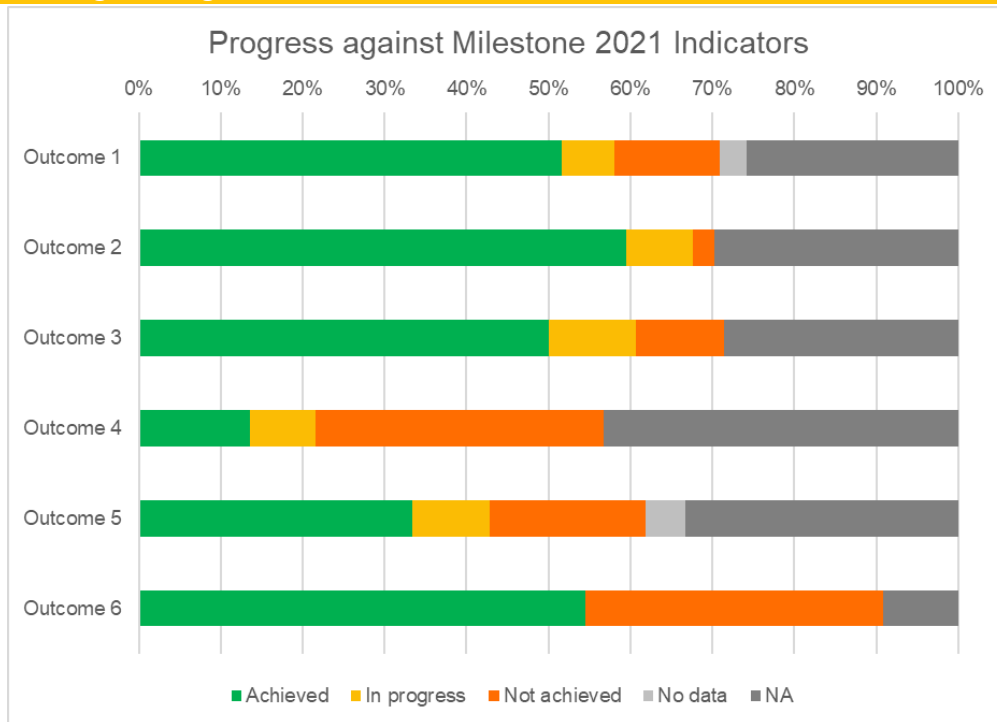


Figure 2. Progress against 2021 milestones



As noted in question 6, issues related to national elections and subsequent changes in administration, as well as flooding as a result of tropical storms and the COVID-19 pandemic led to delays in implementation of activities, especially with government IPs, and impacted achievement of results in 2020.

Is the quality of outputs satisfactory?

To respond to this sub-question, data on the quality of outputs were collected in interviews and during the document review. According to key informants, activities are being well-executed. They noted that with the exception of implementation delays (national elections, emergency response to the pandemic and flooding), the quality of the implementation was considered sound and, in some instances (e.g., the Mobile Women’s Unit) exceeded expectations in terms of quality of delivery. These are personal observations from key informants and it is not clear what criteria were used to support this assessment.

There were quality concerns in the following areas:

- While some marginalised populations are identified in CPD and Annual Report (2020), the principle of ‘leaving no one behind’ was not truly realised as some of the most marginalised groups, including those most vulnerable to GBV, were excluded as direct and intended beneficiaries. While some of these individuals did benefit from programming as reported in KIIs and FGDs, this was incidental. These groups not specifically targeted included: the elderly, people with disabilities, immigrants, sex workers and members of the LGBTQI+ community.
- The CPD (outcome 3) alluded to the intention of the programme to give specific attention “to indigenous women, refugees and asylum seekers as well as other vulnerable groups”, but there are no disaggregated data presented to assess whether this was achieved.
- Data pertaining to number of key government officials is disaggregated by national and sub-national. In the Belize context, it is unclear whether “sub-national” refers to the districts outside of the main commercial business geographical hub (Belize District), or the government business hub (the capital

City of Belmopan). This could be valuable data to demonstrate a wide impact footprint that reaches the parts of the country that do not always benefit from prioritised support from the public sector.

- According to the Belize Spotlight Initiative CPD, there is a lack of social services to address prevention of VAWG and intervention programmes in the cayes (considered as quasi-remote based on limited means of access, being non-land accessible). Despite this, there was only one activity (Activity 3.1.1) that targeted San Pedro, and there was no mention of planned activities targeting Caye Caulker, the second of the populated islands.

Key findings:

- The Spotlight Initiative faced delays in 2020. Milestones for the year were largely set to zero and limited progress was made. That stated, acceptable progress was made for the year under Outcome 5. Progress picked up in 2021, with notable progress under Outcomes 1, 2, 3 and 6.
- The qualitative data collected through the KIIs and the FGDs indicated a general sense of quality and satisfaction with the programme’s outputs. That stated, quality concerns were noted particularly under the realisation of reaching marginalised and vulnerable groups.

Recommendations

- Future activities should continue to include those strategically and intentionally targeting the most marginalised populations.
- Phase II should include activities targeting the two populated cayes in the country, San Pedro and Caye Caulker.

<p>8. Are the outputs still likely to lead to the expected outcomes? To what extent has progress towards the outcome targets been achieved?</p>	<input type="checkbox"/> Very Good – Good <input checked="" type="checkbox"/> Problems <input type="checkbox"/> Serious deficiencies
<p>Are outputs likely to lead to the expected outcomes? Progress against the approved workplan by outcome area</p> <p>As described under the previous evaluation question, the available performance data were limited and did not allow for the assessment of current progress towards outputs in quantitative terms. To respond to this evaluation question in a qualitative manner, feedback from KIIs was used along with review of the following documents: Annual Report (2020); Annual Work Plan (2021); 2nd Tranche Ad hoc Report; and Extracts from Quarterly Reports to Heads of Agencies (November 2021). The key achievements and obstacles of the programme are summarised in Table 3 below.</p>	
<p>Table 3. Key achievements and obstacles per Pillar</p>	
<p>Pillars</p> <p>Outcome 1</p>	<p>Key achievements in Phase I</p> <p>Technical support for the revision and stakeholder validation of the National Gender Policy and National Gender-based Violence Plan of Action have been finalised, but not yet adopted by the Cabinet (government).</p> <p>Issues arising / obstacles to address in Phase II</p> <p>Obtaining timely high-level government approval in particular for drafting, review and adoption of legislation and policies has not been possible</p>

	<p>Twenty-one (21) communities participated in a mapping exercise to track the availability and accessibility of essential services in the areas of health, safety, and psychosocial support as guaranteed by existing family violence legislation, namely the Domestic Violence Act (DV Act) and the Families and Children Act (FACA), and completion of 3 consultations with 59 male and female survivors of GBV to assess effective implementation of the DV Act and the FACA.</p> <p>Review exercise of existing policies and protocols on the identification, reporting and response to sexual violence in security forces, including during emergency situations, which aims to strengthen the internal complaints and reporting mechanisms on sexual violence within the security forces in Belize was initiated, but there is no report to support evidence of process completion.</p>	
<p>Outcome 2</p>	<p>Equal Opportunity Seal adapted from the Gender Equality and Diversity Seal for public and private sector organisations and awaiting initiation.</p>	<p>Designing activities that require buy-in from private sector entities in consultation with representatives from the respective sector (s) proved to be a challenge.</p> <p>Plan legislation-related activities with enough time considerations to factor in ongoing priorities of the Magistracy Department and limited human resource capacity.</p> <p>Need to provide technical assistance to IPs to support them in bridging gaps in expertise in designing monitoring tools and mechanisms.</p>
<p>Outcome 3</p>	<p>Health and Family Life Education and Positive Youth Development Curriculum (the primary curriculum for Comprehensive sexuality education at the primary and secondary school level) were strengthened. BFLA's CSE Peer Education Curriculum was updated, and Training Resource Manual aligned to international standard on CSE. Community-based master trainers were trained to deliver the training to out of school youth.</p> <p>Family Violence Toolkit, to specifically strengthen capacities of faith-based and community-based organizations in the response to family violence at the</p>	<p>CSE activity for in-school youth was not implemented as a result of a change in administration and a request of the Ministry of Education to allow time for internal review and realignment of the MOE strategy. As such the activity is postponed for Phase II.</p>

	community level, was developed and launched.	
Outcome 4	<p>Multi-sectoral protocols include SOPs for the Police and Justice Sectors, the Health Sector, the Social Services Sector, and the Coordination and Governance function for the multisectoral response to sexual and gender-based violence were drafted.</p> <p>Quality services were expanded with Mobile Women’s Center reaching almost hundreds of women and girls’ survivors of violence and their families from the rural communities of the southern and northern districts with information and access to quality essential services during the last quarter of 2020.</p> <p>Online counselling services were provided to survivors of GBV.</p> <p>GBV Hotline was strengthened, expanded and launched to ensure that survivors of GBV and those most-at-risk were able to access support during COVID 19.</p>	Lack of sufficient resources to accommodate adequate amount of time (consultancy days) and funds needed to secure to (i) effective and efficient completion of planned activities; and (ii) secure technical expertise outside of the county for subject-matter consultancies based on the limited pool of experts in-country.
Outcome 5	Judiciary provided with IT equipment to allow for the upgrading of data collection and case management systems.	Limited time resource by magistracy based on ongoing priorities of the court
Outcome 6	Mobilization and planning sessions being facilitated for Women's rights groups, autonomous social movements and CSOs to develop proposals and plans to build capacity to influence and advance progress on Gender Equality and Women Empowerment and ending VAWG.	Developing and operationalising a network of women’s rights CSOs in the absence of an umbrella women’s organisation guiding the process country, especially with an incapacitated women’s movement.

The table above only documents outcome achievements which were reported in the available documentation. Some specific outcomes were excluded as activities had only just begun.

Key findings:

- Lack of baseline data and established workable milestones targets has presented an obstacle in assessing quantitative achievements.
- Qualitative data obtained via KIIs reported that quality of output is perceived as being sound by IPs, TCU and RUNOs.
- Activities involving external entities (such as the business community) not directly associated with implementation of Spotlight Initiative in Belize has caused some implementation delays.
- Activities associated with legislative reform (approval of legislation, policies, action plans) has been delayed, likely because of unrealistic timelines that did not factor in the applicable bureaucratic processes.

Recommendations:

13. Ensure timely completion of baseline studies and establishment of clear milestone targets.
14. Workplans for any activity that requires high-level government approval in particular for drafting, review and adoption of legislation and policies should be based on realistic timelines that factor in bureaucratic realities.
15. Technical assistance in the form of a dedicated monitoring officer as part of the TCU should be factored into the Phase II budget to help to fill gaps in expertise in designing monitoring tools and mechanism to support various outputs.
16. Keen attention should be paid to establishing ownership and securing commitment of the Attorney General’s Office along a prescribed timeline that is realistic based on ongoing priorities of that office and limited human resource capacity.
17. Budget allocations should factor in the possibility of needing to secure technical expertise outside of the county for subject-matter consultancies when it is not available in the country based on the limited pool of experts, including on: monitoring, designing of GBV campaigns, and capacity building of CSOs for advocacy.
18. Indicators should disaggregate data more extensively including by geographic areas (urban and rural) in order to assess impact footprint against intended targets.

9A. Do the government, implementing partners or RUNOs have sufficient capacity (financial, human resources, institutional) to ensure that implementation is going according to plan?
9B. 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

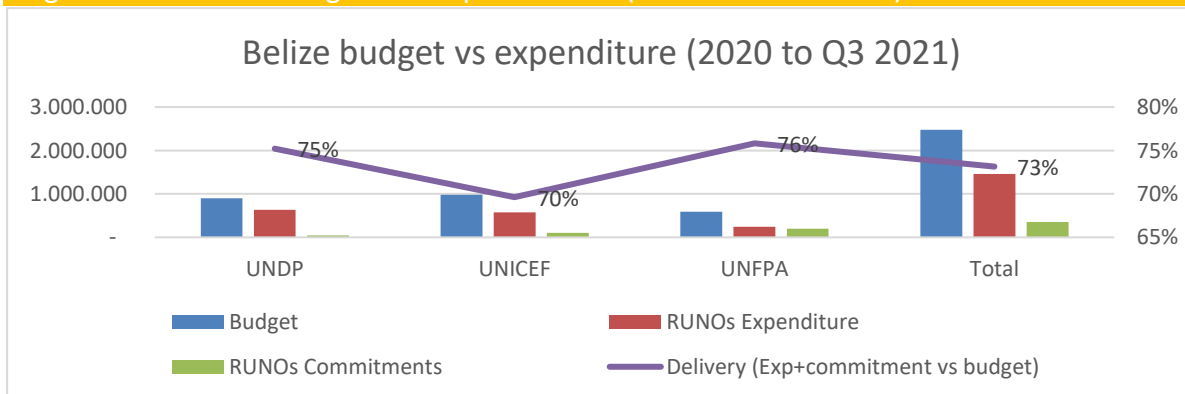
Problems

Serious deficiencies

Budget execution

Data on expenditures and commitments by RUNOs were provided by the Spotlight Initiative Secretariat up to and including the third quarter of 2021 with a total budget execution of 73% as seen in Figure 1.

Figure 3. Belize budget vs expenditure (2020 to Q3 2021)



UNFPA had only a slightly higher combined expenditure/commitment rate than the other two RUNOs, being at 76%. This is closely followed by UNDP with a rate of 75% and UNICEF at 70%. It should also be noted that UNICEF uses a different system to account for commitments, which means that its commitments are generally lower than the other UN agencies. See table below

Table 4. Belize budget, expenditure and commitments by RUNO, (2020 to Q3 2021)

BELIZE	Budget	RUNOs Expenditure	RUNOs Commitments	Delivery (Exp+commitment vs budget)
UNDP	901,278	632,253	45,585	75%
UNICEF	981,119	577,077	106,050	70%
UNFPA	592,602	246,875	202,458	76%
Total	2,474,999	1,456,205	354,093	73%

As reported in the document: Extracts from Quarterly Reports to Heads of Agencies (November 2021), in October 2021, the Spotlight Initiative Secretariat approved a no-cost extension of Phase I to end June 2022. Subsequently, the RUNOs commenced an exercise to do a Programme Management Cost (PMC) Assessment and a Programme Assessment to:

- i. identify how much of the extended time Belize realistically requires to achieve 100% implementation; and
- ii. identify the financial gap that needs to be met to cover PMC cost during the no-cost extension

The timeline proposed as a result of the Programme Management Cost Assessment and a Programme Assessment suggests a likelihood of completion along the revised timeline afforded under the no-cost extension for June 2022.

Absorption capacity and other obstacles limiting successful implementation of programme

Government (at all levels)

Seven (7/12) online survey respondents rated the central government's institutional and human capacity as being "good", while 5/12 rated the local government's capacity as "good". However, it is unclear what definition of "local government" was used by respondents. Belize's local government is usually considered to be at the municipal level. Although the municipal government was originally written into the country programme as a supporting entity, it has not been involved in implementation. This has been assessed as response bias. Of note is that only one of the 12 respondents to the online survey were from government.

Regarding the capacity of central government, several KIs reported not having knowledge of the government budgetary and programmatic commitments to the Belize Spotlight Initiative. Government IPs also reported human resource capacity issues and a government IP suggested that Phase II of the programme include budgeting for, at a minimum, a part-time staff to oversee government's overall implementation of the Belize Spotlight Initiative.

The installation of a new government administration and re-assignment of personnel to respond to the pandemic and flooding resulted in delays in implementation and consequently budget spend-down. The shifting of human resources to COVID-19 response was cited as a "government bottleneck" and identified as main challenge to implementation.

The TCU, RUNOs and UN RCO strongly invested time and effort in building relationships with the then government administration and opposition party representatives during Spotlight Initiative launch, which mitigated what could have been an incoherent transition following the national elections in which the populace opted for new leadership. The demonstrated political will of central government to steer

and actively participate in the Belize Spotlight Initiative has been resoundingly lauded by all sectors, in particular: RUNOs, IPs, CS NRG, and RCO.

Civil society and implementing partners

According to the online survey, community-based and grassroots organisations and women rights organisations/women movements were both perceived by six (6/12) respondents as having good capacity to implement Spotlight Initiative interventions. Based on document review and KIIs, some IPs fall into at least two of these categories. For instance, Productive Organization of Women in Action is both a community-based grassroots organization and a women's rights organization. One key informant stated that in Belize, "civil society is in an embryo stage, it is very young, it is not yet vibrant and so there is huge investment that has to be made for that role to be fully understood and for players to be able to play the role that they know that they should be playing." Notwithstanding, "there have been significant improvement in building that capacity on the ground and fostering the networks that we have". Another key informant asserted that "Capacity is a big issue... I don't think we have much capacity and it's showing especially when it comes to GBV..." (Key informant).

Key informants (including IPs and members of TCU) reported that the requirement for selection as an IP is demonstrated experience and expertise in prevention or interventions related to GBV issues as well as a certain level of programmatic and financial capacity. However, KIs noted that civil society IPs often do not have the capacity to effectively spend down budgets. It was reported by the TCU that one such entity returned funds to the assigned RUNO based on their inability to effectively and efficiently implement planned activities. *"People say we need money to do stuff but the ability to spend money and be accountable within policies and procedures is challenging"* (Key informant.) Procurement along policy guidelines was identified as a significant challenge, for instance, having to get three quotations to purchase certain items or contract certain services in a country with limited resources such as conference room space and limited pool of qualified consultants.

One key informant asserted that most of the output timeframes were too short as activities needed to be implemented with limited staff, which affects spend-down. Additionally, it was reported that in several cases, there was no flexibility to request more funding and that IPs had to work with what was allocated, despite documented evidence that suggested unrealistic expectations for timely and quality implementation. It should be noted that there is a finite amount of resource and a process for their

RUNOs

Five (5/12) online survey respondents reported that the institutional and human capacity of the three RUNOs to implement the Belize Spotlight Initiative is "good". Key informants reported that "too much responsibility is put on too few people." For the smaller RUNOs, it was reported that human capacity is limited and, in some instances, non-existent in terms of monitoring and evaluation technical expertise.

Only four (4/12) online survey respondents reported that they perceive the RUNOs as having sufficient staffing to implement the Belize Spotlight Initiative programme.

It was also noted that "the RUNOs are working with the same partners, be they government or civil society." This was viewed as a benefit and believed to have been instrumental in moving some of the processes forward more quickly. The IPs were seen as having a well-rounded understanding of the Belize Spotlight Initiative and have a "panoramic view rather than a very siloed approach to what they are doing". Overall, the KIs from RUNOs were conservative in their responses concerning their perceived capacity in particular as it pertains to ability to expend funds in a timely way.

Key findings:

- Civil society and government IPs do not have sufficient human resource capacity to implement the Spotlight Initiative interventions as outlined in the country programme's workplan.
- The TCU does not have sufficient technical monitoring and evaluation capacity to effectively support the tracking of implementation progress and to compare with capacity realities of IPs.

Recommendations:

19. As recommended in Question 5, in Phase II, solicit support from the Spotlight Secretariat with the identification of qualitative indicators and consider mobilizing resources to contract a dedicated Monitoring and Evaluation Officer to support these efforts if feasible. In Phase II, budget should be allocated to building capacity of government and CSO IPs to be able to develop a spend-down plan and to be able to conduct their own spending analysis to ensure that fund is expending as planned.

D. EFFICIENCY

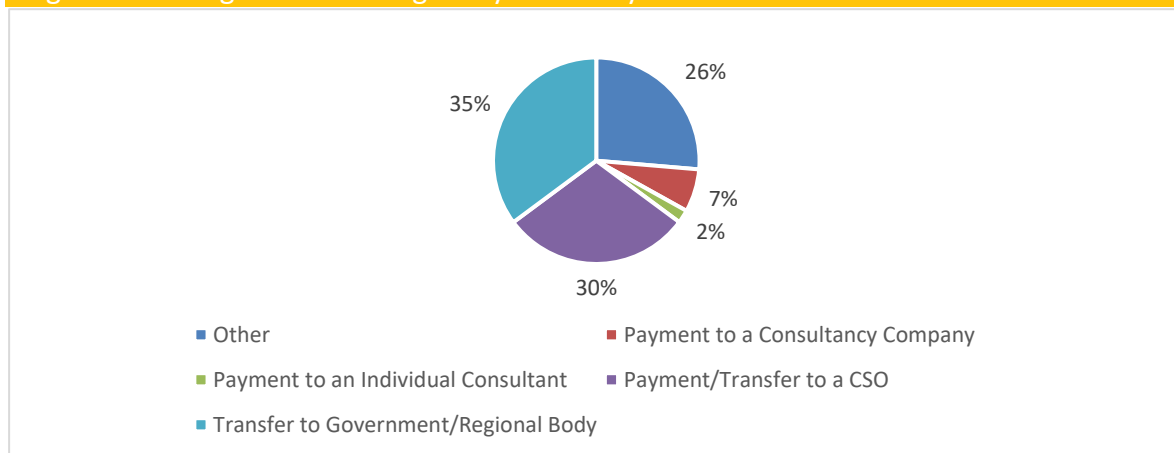
<p>10. Are the chosen implementation mechanisms (incl. choice of implementation modalities, entities and contractual arrangements) adequate for achieving the expected results?</p>	<input checked="" type="checkbox"/> Very Good – Good <input type="checkbox"/> Problems <input type="checkbox"/> Serious deficiencies
<p>Chosen Implementation Mechanism</p> <p>The implementation mechanisms chosen for Spotlight Initiative in Belize have resulted in accelerating the execution of funds and delivery of outputs, after delays caused by the pause in activities during the COVID-19, shifts in government administration and re-assignment of public officers from government IPs to address disaster response.</p> <p>Partner Implementing and Direct Implementation Modality</p> <p>The 2020 Annual Report indicated that IPs were supported by the RUNOs in re-programming funds to facilitate the change in modality as a result of the pandemic-attributed implementation delays. Furthermore, the RUNOs provided access to secure and sustained meeting and training platforms. Additionally, it was reported that to accelerate implementation during year 1 of the programme, RUNOs opted to directly transfer funds to consultants for some IP activities (particularly government IPs), and engage CSOs to support activities while government IPs were constrained. There was no comparative data to analyse whether this adjustment of the fund disbursement function yielded higher or more timely results, but the 2020 Annual Report makes a suggestion of such.</p> <p>Consequently, it may be concluded that the IP implementation mechanism where most problems have been detected is in the modalities for securing consultants through public tenders. This is generally not an area of practice or expertise for public officers who do not lead hiring processes. This is usually either done by the Public Services Commission (for public officers) and contractor general (for medium to large consultant services). Prior to the Spotlight Initiative, the RUNOs had established a traditional practice of direct disbursement of funds to government agencies for programming. In some instances, that programming required the services of a consultant and as such, the government agency would be responsible for identify and directly contracting with a consultant. However, as reported in KIIs, the Spotlight Initiative has more procedural requirements than previous funding opportunities by the RUNOs, which is required by agencies if they are leading the process. In the case of national processes, then the national procurement procedures apply. According to KIIs, IPs do not have the time and human capacity to manoeuvre through greater procedural requirements.</p> <p>KIIs emphasised the perceived impractical process for requiring three bids for procurement in a country where (i) consultants with required technical expertise are limited; and (ii) resources such as adequate, suitable, and affordable conference space outside of the main urban hubs are not available. This was cited as a significant challenge experienced by CSO IPs, but there was no report that this modality adjustment presented a high administrative workload for the RUNOs.</p> <p>The RUNOs formulated an Acceleration and Sustainability Plan to guide the effective and timely completion of Phase I. The plan was operationalised in July 2021 and outlines key actions that need to be accelerated, noting specific activities to be undertaken by RUNOs, Government and CSOs to accelerate implementation of key activities. According to the document, “Extract from Quarterly Reports for Heads of Agencies (HOAs)” provided by the TCU, between the period of July to October 2021, the RUNOs worked collaboratively to increase implementation rate from 59% in July to approximately 80% by end October 2021. The following table provides an overview of progress towards acceleration for both programme and financial implementation.</p>	

Table 5. Progress Towards Financial and Programme Implementation (Nov, 2021)

Outcome	Approved Phase I budget	Activities in Acceleration (July 2021)	Remaining Budget (July 2021)	Activities in Acceleration (November 2021)	Remaining Budget (Nov 2021)
1	139,000	2 (33%)	33,279 (21%)	1 (16.5%)	33,279 (21%)
2	164,900	2 (50%)	100,199.77 (62%)	1 (25%)	29,599 (18%)
3	614,400	5 (50%)	252,316 (43%)	4 (40%)	167,663 (27.5%)
4	459,500	5 (55%)	169,334 (40%)	3 (33.3%)	53,140 (13%)
5	245,900	2 (66.6%)	49,275 (22.8%)	2 (66.6%)	11,250 (5%)
6	269,700	5 (83%)	134,761.99 (50%)	5 (83%)	30,158.99 (11%)
38 Activities	1,893,400	55.2%	41.4%	42%	18%

According to this report, the Acceleration Plan has been successful in reducing remaining budget balance by 24%, however, this comparative data has not been validated yet by the Secretariat of the Spotlight Initiative. Notwithstanding, the analysis of fund execution does not suggest which adjustments in delivery mechanisms or implementation modalities is attributed to this success. For instance, comparative data on acceleration disaggregated by delivery mechanism would have been useful for analysis purposes. As is, the data presented by the Spotlight Initiative Secretariat indicates that at the time of MTA, the majority of programme funds were transferred to government bodies (35%) which is not significantly larger than the percentage of funds transferred to CSOs (30%). The other implementation mechanisms used by the RUNOs were payment to consultancy company (7%); payment to individual consultants (2%); and “Other” without a clear definition of what constitutes “other” as a delivery mechanism. The budget outcome section of the CPD classifies “travel” under the “Other” delivery modality in one instance (e.g., UNFPA, activity 2.2.2) ; contractual services (e.g., UNICEF, activity 2.1.3); and supplies, commodities, materials (e.g., UNICEF, activity 6.1.1) and all programme management costs.

Figure 4. Programme budget by delivery mechanism



A key informant reported that the procurement policy of the UN system was not best suited for a country with not-so-diverse commercial resources, which was suggested as one of the main contributors for spending challenges, in particular by CSO. Based on limited data provided at the time of MTA, it cannot be ascertained whether accelerated efforts implemented by the Belize Spotlight Initiative RUNOs encapsulated reduction in direct procurement. According to the Acceleration and Sustainability Plan, proposed actions include (i) the need for technical support to IPs to ensure quality

of deliverables and impact on beneficiaries; (ii) collaboration among RUNOs to strengthen implementation results; (iii) increased monitoring and support to IPs to ensure that implementation remains on track and that implementation challenges are addressed expeditious; and (iv) robust data collection to demonstrate impact at the output and outcome levels. This further substantiates the need for more focused attention to monitoring and evaluation in Phase II.

The Extract from Quarterly Reports to HOAs (November 2021), indicates that “while 42% of activities remain in acceleration, these activities are now on track” and “Belize is in a sound position to complete 100% programme and financial implementation by end Q1, 2022.” The MTA was conducted in the absence of official progress data (linking technical and financial progress) and prior to the completion of preparation of the 2021 annual report.

Recruitment of Implementation Partners

The Country Programme reported that a transparent process was used to identify CSO IPs which involved a national call for proposals. The call included the need for these organizations to have subject matter expertise and experience in issues surrounding EAWG and family violence. While there is a seemingly transparent approval process, a comprehensive readiness assessment was lacking as a crucial part of the process. Bearing in mind the limited CSOs in Belize, and even more so, those working in the Belize Spotlight Initiative focus areas, this process could likely reveal that the IP candidates do not have the required human, institutional and budget management capacity to effectively and efficiently implement programming to meet the proposed outcomes. An SOP for this screening process, could stipulate that in the event that this revelation is made, that it does not dictate disqualification, but rather conditional approval could be granted with a requirement for targeted capacity building to strengthen deficiencies prior to implementation start-up. While this could be more focused on CSO, that technical support could also be stipulated for intended government IPs who may need to demonstrate human capacity to satisfy the expectations of Spotlight Initiative programming.

Staffing levels for Spotlight and Management Cost

Up to October 2021, there was underspending for most RUNOs in the budget line of staffing and other personnel: UNDP-62%, UNICEF-84%, UNFPA-63%. This is despite the demonstrated need for a monitoring and evaluation dedicated staff servicing the Spotlight Initiative in Belize as well as the expressed concern of the need to build human capacity in other RUNOs to support the TCU. Additionally, the suggestion has been made (see Question 6) that resources could be allocated to provide support to government for a Spotlight Initiative coordinator to oversee the effective and efficient implementation of programming for government IPs.

Key findings:

- The chosen implementation mechanisms have resulted in accelerating the execution of funds and delivery of outputs, after delays caused by the pause in activities during the COVID-19, shifts in government administration and re-assignment of public officers from government IPs to address disaster response. However, the procurement policy of the UN system causes spending challenges to CSO in a country context with limited diverse and quality commercial resources.
- RUNOs varied in their capacity to spend their allocated budget for the different budget categories. Some budget categories are moderately underspent while others were significantly overspent. The Acceleration Plan has been successful in reducing the remaining budget balance by 24%, however, this comparative data has not yet been validated by the Spotlight Initiative Secretariat.

Recommendations:

20. Based on lessons learnt from acceleration efforts, the delivery modality of procuring consultants by RUNOs should be continued into Phase II.
21. Develop and implement a readiness assessment for potential IPs.
22. In Phase II, consideration should be given to direct contracting of a consultant to work with government IPs in coordinating programme activities should additional resourcing from the funding envelope for Phase II becomes available through resource mobilization efforts or other means.

<p>11A. How effectively is the Initiative managed?</p> <p>11B. How effectively is the Programme managed? Are the governance and management mechanisms for the Initiative at national level adequate and functioning as planned? Do partner government and other partners (please consider CSO and EU Delegation) in the country effectively participate in these mechanisms?</p>	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

Management of the Initiative

The Technical Team (RUNOs) unanimously expressed their satisfaction with the support, technical assistance and guidance provided by the Secretariat during the early phases and throughout: “From the beginning the secretariat has provided much needed guidance, there was constant engagement... The team developed a healthy relationship with the secretariat. The responses based on the queries was quick and useful.” The TCU shared: “[I] don't have words to express gratitude to the Secretariat.” The availability of guidance notes from the Secretariat on “every process” has been crucial in helping the TCU to understand pertinent processes under the Spotlight Initiative, including: (i) how to work with CSOs; (ii) financial management; (iii) conducting monitoring and evaluation; (iv) knowledge management; and (v) communication and visibility. They were pleased with the Secretariat’s provision of branding kits and access to the virtual site that allows TCUs to build their own sites at their own pace.

That stated, there was an expressed need for the Secretariat to institute an ongoing onboarding process that would allow personnel, who may not have assumed their positions at the time of global or regional “kick-off” conferences, to benefit from a comprehensive onboarding process.

Management of the Programme

Resident Coordinator Office

The Belize Spotlight Initiative programme operates in accordance with the Spotlight Initiative programme management principles. The leadership, guidance and decision-making authority is with the UN RC. The UN RC maintains responsibility for two countries implementing the Spotlight Initiative. She co-chairs, the multi-stakeholder National Steering Committee, which is convened quarterly, along with the Ministry of Human Development, Families and Indigenous Peoples Affairs, in the person of the Minister or in her stead, the Chief Executive Officer. This is a demonstration of sound political will and a high level of engagement of the government of Belize in the Spotlight Initiative.

Technical Coordination Unit

Responsibility for programme coordination sits in the RCO which provides overall technical and coordination support to the Spotlight Initiative. Per the Standard Operating Procedures for the Belize Spotlight Initiative, this unit comprises a full-time Spotlight Initiative Programme Coordinator as well as an M&E Focal Point, Finance/Admin Associate and a Communication Officer and is supported by the Technical Coherence Consultant who is within UNICEF. However, according to informants, distinct positions of M&E and Finance/Admin Associate were ultimately not established. Instead, the Programme Coordinator

assumes these roles with the support from RUNOs. The SOP has since been updated to include the approved PMU staffing as reflected in the approved CPD.

The current Programme Technical Team is comprised of the Programme Officers of the RUNOs and the TCU. “The Technical Team is the technical arm to contribute sound information to support the TCU and serve as a coordination platform for facilitating the exchange of information and collaboration as well as to assess achievements, identify bottlenecks and determine action items for the subsequent period” (SOP SI). Again, informants clarified that the Technical and Coordination Team are in reality comprised of two different groups. In UNDP, the Programme Officer sits on both the technical and coordination teams. The Spotlight Initiative Secretariat recommended that Heads of Agencies (RUNOs and RCO) meet quarterly but the RCO in Belize has advanced that to bi-monthly meetings.

All RUNOs are actively involved in the Belize Spotlight Initiative team with the UNRC Office coordinating the implementation of the CPD. Responsibility for monitoring and evaluation of the Spotlight Initiative as well as knowledge management is also the responsibility of that office, in the person of the Spotlight Initiative Programme Coordinator. That office is also responsible for the communications functions, via a Communication Officer. The Technical Coherence Consultant operates out of the UNICEF office, a placement fully supported by all parties interviewed as well as respondents to online survey. A 2021 Knowledge Management Workplan exists but it neglects to have a focus on SI branding at the community level. This was evident in four of the five focus group discussions in which beneficiaries had no knowledge of the Spotlight Initiative or had some basic knowledge of the initiative but did not attribute the programming that they were benefitting from to it.

Relationship with EU Delegation and TCU

The SOP documented that the EU Delegation and UN jointly advocated with the Government at the highest level to secure political buy-in and support as well as sensitized development partners through their Heads of Missions and technical-level colleagues. However, this sentiment was not echoed during KIIs, in which the active involvement of the EU delegation in engaging government at the highest level during the early phase of the programme was notably absent. It should be noted that this relationship has since evolved and it was mentioned that the EUD is now actively involved in all relevant processes.

Civil Society National Reference Group

The CS NRG serves in an advisory and advocacy capacity for programme implementation and is in place to ensure meaningful engagement of civil society. Per the Belize Spotlight Initiative SOP, the intended role of the CS NRG was to independently monitor, evaluate and report on Belize Spotlight Initiative implementation through the production of a shadow report. The CS NRG has a costed workplan, and advocacy strategy, a Monitoring and Evaluation Guidance, and a Community Score Card and a Community Report Card. These documents were shared with the MTA consultant in draft form which implies that they have not yet been validated by the CS NRG, so reliance on them for information was limited. The purpose of the impending CS NRG Community Score Card was for the reference group to monitor Belize Spotlight Initiative processes and systems, with a focus on participation, funding mechanisms, disbursement, and implementation. “It is a way to take stock of what is working well and where Spotlight can do better in its efforts to be a model fund for eliminating violence against women, girls, and LBTQI+ communities” (draft CSNRG Community Report Card, 2021.) The development of the score card was the result of the independent efforts of the reference group. While this implies a commitment of the CS NRG to actively support the Spotlight Initiative programme in Belize, the development of the aforementioned documents two years into the programming suggests that the CS NRG has not been sufficiently prepared to realise their intended role. That stated, informants suggested a significant level of preparation and investment for the CSNRG to become operational to realize their role.

The authority of this body as well as its advocacy role are outlined in documents reviewed, but the evaluation revealed that the process for them to conduct advocacy activities is not clearly outlined. Furthermore, KIIs reported that there are members of the CS NRG who are not familiar with the Country Report and suggested that the inability of some members to be effective in their role, as outlined in the CPA, was attributed to this. Additionally, a CS NRG key informant admitted to not being familiar with the programme's monitoring activities.

Working Relationships

The Belize Spotlight Initiative SOP clearly outlines the working arrangements of the various actors. This includes committee representation, sub-groupings to facilitate workplan deliverables, meeting frequency and communities amongst different supporting bodies.

The perspectives on the quality of the working relationship between RUNOs, the EU Delegation, CS NRG, NSC, and the TCU varies. For instance, some KIIs reported that the relationship between the NSC and CS NRG is sound, while others noted that although the NSC has representation from the CS NRG, the information emanating from NSC meetings is not always forthcoming. Additionally, online surveys respondent identified deficiencies in communication between all Spotlight Initiative stakeholders. Furthermore, the need to establish closer linkages and collaboration between CS NRG and the TCU was also cited as an area for improvement. "When the CS NRG is stagnant, the Technical Team should not wait for it to request help, they should initiate some type of action to get things moving. If there is no oversight mechanism like this the Programme will fail." This need was particularly noted in the area of providing support to the CS NRG to be able to effectively realize their role.

The UN RC co-chairs the Steering Committee, with seven (7/12) online survey respondents being of the view that that office is effectively steering and overseeing the actions of the Spotlight Initiative and that it is effectively collaborating with the RUNOs. RUNOs as well as members of the Steering Committee and CS NRG unanimously agree that the UN RC is successfully serving as a convener and leader in ensuring compliance in overall programming and in holding respective RUNOs and the TCU accountability for associated deliverables. This is reflected in the high level of engagement that the Belize Spotlight Initiative enjoys by way of the Minister of MHDFIPA sharing co-chairing responsibilities with the UN RC. Furthermore, members of the Steering Committee and CS NRG reported being given sufficient opportunities and adequate space to contribute to steering the implementation of the SI.

Key findings:

- The support from the Spotlight Initiative Secretariat has been much appreciated and comprehensive onboarding processes for new staff are recommended.
- The Spotlight Initiative programme enjoys high level support and engagement of the Government of Belize.
- There is a skewed view on the quality of the relationship between the TCU and the CS NRG. Some KI reported it as a good working relationship in which both entities are actively engaged with ongoing, consistent and clear communication, while others reported that the TCU does not share comprehensive information on what is happening in implementation of the programme, including challenges and mitigative measure.
- The CS NRG has not been fully able to realize its intended monitoring, advocacy and advisory responsibilities.

Recommendations:

23. Introduce mechanisms to strengthen communication between the TCU and CS NRG, e.g., an SOP could be developed to guide the committee in terms of how they should be operating as a team; and a “cheat sheet” that presents a condensed version of country programme for easier consumption by the CS NRG members.
24. In addition to the development of the scorecard, a mechanism should be developed for CS NRG to independently monitor, evaluate and report on Spotlight Initiative implementation through the production of a shadow report

12. Are the chosen implementation and coordination mechanisms (a “new way of working”, in line with UN Reform) contributing to efficiency?	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

As per the SOP, the RC oversees the Heads of Agencies of the United Nations Country Teams who in turn maintain responsibility for the oversight, review and validation of the cooperation between agencies on the Spotlight Initiative. The SOP states: “the RC supports effective coordination of the Spotlight Initiative staff through ensuring collective accountability to commitments, high-level information exchange to strengthen partnerships, as well as improves coordination and collaboration of the UN system internally and externally with EU and implementing partners.”

In terms of the working relationship of the RUNOs and RCO (which houses the TCU), there was overall perspective in the KIIs that the new One UN model was being effective. Notwithstanding, KIIs and online survey response suggest the need for some processes to be streamlined such as: (i) joint support to IPs; (ii) standardized partnership agreements; (iii) monitoring and evaluation, joint procurement; and (iv) communication. These sentiments were reported despite the existence of a SOP intended to address the aforementioned. This suggest that the SOP has not been fully operationalized.

Despite some challenges, the Belize Spotlight Initiative has served as a catalyst for the generation and implementing of new approaches and strategies for more effective and efficient ways for the RUNOs and RCO working more collaboratively, and for the generation of new practices consistent with the UN reform and its continued implementation, such as the consistent branding of Belize Spotlight Initiative documents and official events as in line with the branding guidelines shared with the Global Secretariat. However, as observed in FGDs, the visibility of Belize Spotlight Initiative is still lacking at the community level.

Key findings:

- While the UN working as One is generally considered as being effective, findings suggest the need for some processes to be further streamlined such as: (i) joint support to IPs; (ii) standardized partnership agreements; (iii) monitoring and evaluation, joint procurement; and (iv) communication. The SOP while adequately designed, has not been fully operationalized.

Recommendations:

25. SOP for implementation of the Spotlight Initiative should continue be revised annually including for efficacy and quality control purposes and for subsequent refinement of any joint processes including for the drafting of partnership agreement, consultancy terms of reference, provision of support to IPs.
26. Explore creative ways of ensuring continued visibility of the Belize Spotlight Initiative and at the community level such as wider distribution of collateral and promotional items to beneficiaries.

E. SUSTAINABILITY

13. Is sufficient capacity being built so that local actors, such as government as well as 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

The 2020 Annual Report indicated that a terms of reference for a capacity assessment was being finalized and maintained that “while Spotlight will support some key areas of capacity development identified in the plan, a national, long term capacity development plan will promote that structured capacity development activities are taking place in a sustainable manner beyond the implementation of Spotlight.” No document was made available to verify how the findings coming out of said capacity assessment would be operationalized.

The only reference to a sustainability plan in the CPD is “development of TOR, Governance Structures, Sustainability Planning for CSO Networks” as a funded activity under Outcome 5.

The Extract from Quarterly Reports to HoAs (November 2021) references a Spotlight Acceleration and Sustainability Plan. However, the contents contained therein, do not include any specific actions geared towards sustaining the programme activities beyond the lifespan of the Belize SI. Sustainability in this plan is limited to identifying “key actions necessary for sustainability of activities under the six (6) Spotlight outcomes,” namely: (i) increased monitoring and support to IPs to ensure that implementation remains on track and that implementation challenges are addressed expeditiously; (ii) technical support to IPs to ensure quality of deliverables and impact on beneficiaries; (iii) collaboration among RUNOs to strengthen implementation/results; (iv) robust data collection to demonstrate impact at the output and outcome levels. These actions are geared toward sustaining the acceleration efforts on Belize’s path to 100% completion by the end of quarter 1 of 2022 and not for sustaining existing Belize Spotlight Initiative funded activities. Outside of the RUNOs and TCU, no KII was familiar with a sustainability plan for Belize’s SI. When asked about their plans to sustain their activities, most IPs either responded that they were unsure or that they would seek more financial support from the RUNOs.

As has been demonstrated throughout this report, the capacity of the IPs, in particular the CSO IPs is limited both in terms of human capacity and budget management skills. These deficiencies would serve to retard any true sustainability. Furthermore, it is unclear whether the CSOs or the RUNOs, for that matter, have a clear understanding of sustainability as the reference to continued pursuit of grant funding from the RUNOs is not aligned with what true programme sustainability is.

Additionally, there has not been commitment from government to include ongoing programming in the capital II budget under which most of the Spotlight Initiative programme activities would fall.

Key findings:

- Although there is the Acceleration and Sustainability Plan, which identifies preliminary efforts for sustainability, there is no comprehensive sustainability plan for Belize Spotlight Initiative that would establish actions to ensure that activities deemed as good or promising could continue to be implemented beyond Spotlight Initiative funding.
- IPs do not have the human or budget management capacity necessary to ensure sustainability.

Recommendations:

27. Technical assistance should be secured from the Spotlight Initiative Secretariat to develop a comprehensive and practical sustainability plan at the country-level, taking into consideration, the local context.
28. As recommended in question 9, Phase II should include a readiness assessment of all IPs to support bridging the capacity gaps to advance implementation.

Additional questions: Is the programme identifying and systematising good practices in work with GBV in the country and how?

The Belize Spotlight Initiative programme has identified a few promising and good practices in work in GBV in Belize, most notably the Women’s Mobile Unit.

A 2021 concept note, Implementation of mobile women centres in Belize, states that the “Mobile Women Centre was designed to envision an expected outcome which would increase the utilization of a full range of coordinated and high-quality service as defined in the Essential Package of Service for women and girls subject to violence in Belize. This was done by providing increased access to high quality services for women facing multiple and intersecting forms of discrimination, including situations exacerbated by COVID-19. Additionally, this outcome is being progressively realized through increased coordination to strengthen the delivery of critical services for women and girls among civil society organizations.”

In KIIs, several respondents identified this initiative as a promising one and recognized its innovation in using a client and community-centred approach to service delivery.

The majority of FGD respondents were not familiar with what the SI is, nor the fact that the programming/services that they were benefitting from was a part of SI. As there are significant good practices as a result of Belize’s SI, there is the need for wider dissemination of information of this initiative.

F. KEY FINDINGS AND RECOMMENDATIONS

1. PROGRAMME DESIGN:

Main findings:

- The Belize Spotlight Initiative is relevant and based on available evidence. It is aligned with the Spotlight Initiative principles, related to interventions being gender responsive; applies a survivor-centred approach that promotes recovery and promotes a human rights-based approach and is consistent with the principle of ‘leaving no one behind’.
- It was reported that certain marginalized groups could be more intentionally targeted for GBV intervention programming, including elderly, people with disabilities, persons identifying as LGBTQI+, and commercial sex workers.
- The Belize Spotlight Initiative programme has carried out some targeted interventions in hard-to-reach districts, while also aiming to reach as many beneficiaries as possible by implementing many planned activities in all six districts.
- Government entities and CSOs were involved in the design of the programme and are regularly informed about progress made due to their participation in governance mechanisms.
- Programme beneficiaries have little knowledge of whether and/or how satisfaction and user feedback were collected and fed back to stakeholders.
- While most of the indicators to measure results are adequate, there are some challenges with regards to Outcome indicators 1.3 and 5, as there is a lack of information required to measure these indicators.
- While some prescribed indicators were not aligned with the global context, the Belize Spotlight Initiative adapted to this by establishing country-specific indicators.
- The timing of the national election and the dedication of resources to the flood response caused slight programming delays by government IPs.
- The programme team made adjustments to expand access to GBV services in direct response to COVID-19 pandemic through the provision of: (a) an emergency hotline with text messaging option, (b) support for household equipment and supplies and PPEs for continued operation of established shelters and the establishment of temporary shelters, (c) e-counselling and psychosocial supports, and (d) SRH/Family Planning Mobiles Outreach in rural communities including the safe identification and referral of persons at-risk/survivors of GBV.

Recommendations:

- RUNOs to work with CS NRG and IP to develop strategies for effectively engaging marginalised groups, namely: elderly, people with disabilities, persons identifying as LGBTQI+ migrants, and commercial sex workers, with services and information on preventing and ending GBV.
- TCU to develop/strengthen a monitoring and evaluation mechanism to track and assess efficacy of employed strategies to engage marginalised groups in consideration of ongoing M&E efforts which may be adapted for this purpose. An SOP should be created specifically for collection and reporting on beneficiary satisfaction and the process for assessing and where applicable, adjusting programme design to take user feedback into consideration.

- TCU to work with RUNOs to incorporate capacity building for data analysis and interpretation to government entities into future programme design.
- For the second phase, ensure additional emphasis is placed on the crafting of suitable qualitative indicators to supplement quantitative data with the support of the Spotlight Initiative Secretariat. Consider mobilizing resources to contract a dedicated Monitoring and Evaluation Officer to support these efforts if feasible. Government IPs should develop a contingency plan for re-assignment of responsibilities for implementation of planned Belize Spotlight Initiative activities in the event identified staff need to shift priorities in response to emergencies or natural disaster response. The assignment of a dedicated public officer should be considered to oversee coordination efforts of all IPs if feasible. This assignment would also include a provision that this individual will facilitate continued programme delivery in emergency and disaster contexts .
- In future phases, the risk plan would need to be adjusted to include a wide scope of possibilities based on lessons learnt from previous phase.

2. GOVERNANCE:

Main findings:

- The Spotlight Initiative in Belize enjoys government commitment at the highest level.
- The CS NRG is well-established, and representatives of key sectors aligned with the objectives of the Spotlight Initiative, but there was an impression that the partnership is at times surface level and a lack of engagement on monitoring..
- Although there were reports that communication between the EUD and RUNOs could be improved, regular engagement and communication has been established and it is recognized that the EUD dedicates significant time and effort to the programme. The support from the Spotlight Initiative Secretariat has been much appreciated and comprehensive onboarding processes for new staff are recommended.
- The Spotlight Initiative programme enjoys high level support and engagement of the Government of Belize.
- There is a skewed view on the quality of the relationship between the TCU and the CS NRG. Some KI reported it as a good working relationship in which both entities are actively engaged with ongoing, consistent and clear communication, while others reported that the TCU does not share comprehensive information on what is happening in implementation of the programme, including challenges and mitigative measure.
- The CS NRG has not been fully able to realize its intended monitoring, advocacy and advisory responsibilities.

Recommendations:

- Phase II workplan and budget could include strengthening the capacity of CS NRG to effectively support monitoring of the programme including identification of a member to lead efforts, such as the development of a shadow report, supported through technical assistance.

- Develop a mechanism to facilitate quarterly feedback surveys from CS NRG so that they can provide continuous feedback on their views to fulfil their role as an advisory and advocacy capacity for the Spotlight Initiative implementation.
- Strengthen engagement with and involvement between EU and RUNOs to provide a safe space where challenges can be openly discussed, guidance solicited and provided. This can be realised by strengthening the communication between EU and TCU and ensuring their active participation in meetings of the Steering Committee. Additionally:
 - (iii) Scheduling of meeting between EU delegation and local government officials at start of Phase II to emphasize the EU’s commitment to the process at the highest level.
 - (iv) Scheduling of EU delegation to make field visits on a quarterly basis
- Introduce mechanisms to strengthen communication between the TCU and CS NRG, e.g., an SOP could be developed to guide the committee in terms of how they should be operating as a team; and a “cheat sheet” that presents a condensed version of country programme for easier consumption by the CS NRG members.
- In addition to the development of the scorecard, a mechanism should be developed for CS NRG to independently monitor, evaluate and report on Spotlight Initiative implementation through the production of a shadow report

3. PROGRAMME MANAGEMENT:

Main findings:

- The roles and activities allocated to the RUNOs were based on their positioning in the country, and their technical expertise and experience in specific areas, as aligned with the outcomes.
- Key informants reported satisfaction with the way of work of the RUNOs, the UN RC and their adherence to the UN Reform principles. The elaboration of Standard Operating Procedures has accelerated and amplified the coordination and collaboration of UN agencies, in line with the UN System Reform.
- The placement of the Technical Coherence Consultant in the UNICEF office is considered the right choice.
- The chosen implementation mechanisms have resulted in accelerating the execution of funds and delivery of outputs, after delays caused by the pause in activities during the COVID-19, shifts in government administration and re-assignment of public officers from government IPs to address disaster response. However, the procurement policy of the UN system causes spending challenges to CSO in a country context with limited diverse and quality commercial resources.
- RUNOs varied in their capacity to spend their allocated budget for the different budget categories. Some budget categories are moderately underspent while others were significantly overspent. The Acceleration Plan has been successful in reducing the remaining budget balance by 24%, however, this comparative data has not yet been validated by the Spotlight Initiative Secretariat.
- While the UN working as One is generally considered as being effective, findings suggest the need for some processes to be further streamlined such as: (i) joint support to IPs; (ii) standardized

partnership agreements; (iii) monitoring and evaluation, joint procurement; and (iv) communication. The SOP while adequately designed, has not been fully operationalized.

Recommendations:

- Based on lessons learnt from acceleration efforts, the delivery modality of procuring consultants by RUNOs should be continued into Phase II.
- Develop and implement a readiness assessment for potential IPs.
- In Phase II, consideration should be given to direct contracting of a consultant to work with government IPs in coordinating programme activities should additional resourcing from the funding envelope for Phase II becomes available through resource mobilization efforts or other means. SOP for implementation of the Spotlight Initiative should be revised annually for efficacy and quality control purposes and for subsequent refinement of any joint processes including for the drafting of partnership agreement, consultancy terms of reference, provision of support to IPs.
- Explore creative ways of ensuring continued visibility of the Belize Spotlight Initiative and at the community level such as wider distribution of collateral and promotional items to beneficiaries.

4. PROGRAMME IMPLEMENTATION AND RESULTS:

Main findings:

- Achievement of results against the approved workplan could not be assessed due to the limited and outdated nature of quality assured performance data. This will be updated when 2021 quality assured data become available.
- Lack of baseline data and established workable milestones targets has presented an obstacle in assessing achievement, quantitatively.
- Qualitative data obtained via KIIs reported that quality of output is perceived as being sound by IPs, TCU and RUNOs.
- Activities involving external entities (such as the business community) not directly associated with implementation of Spotlight Initiative in Belize has caused some implement delays.
- Activities associated with legislative reform (approval of legislation, policies, action plans) has been delayed, likely as a result of unrealistic timelines that did not factor in the applicable bureaucratic processes.
- Civil society and government IPs do not have the human capacity to implement Spotlight Initiative as outlined in the country programme’s workplan.
- The TCU does not have sufficient technical monitoring and evaluation capacity to effectively support the tracking of implementation progress and to compare with capacity realities of IPs.
- Although there is the Acceleration and Sustainability Plan, which identifies preliminary efforts for sustainability, there is no comprehensive sustainability plan for Belize Spotlight Initiative that would establish actions to ensure that activities deemed as good or promising could continue to be implemented beyond Spotlight Initiative funding.

- IPs do not have the human or budget management capacity necessary to ensure sustainability.

Recommendations:

- Secondary data used for baseline should be harmonised and where practical, accurate milestone targets aligned as soon as possible, so that the programme can start to generate progress data.
- Future activities should continue to include those strategically and intentionally targeting the most marginalised populations.
- Phase II should include activities targeting the two populated cayes in the country, San Pedro and Caye Caulker. Ensure timely completion of baseline studies and establishment of clear milestone targets.
- Workplans for any activity that requires high-level government approval in particular for drafting, review and adoption of legislation and policies should be based on realistic timelines that factor in bureaucratic realities.
- Technical assistance in the form of a dedicated monitoring officer as part of the TCU should be factored into the Phase II budget to help to fill gaps in expertise in designing monitoring tools and mechanism to support various outputs.
- Keen attention should be paid to establishing ownership and securing commitment of the Attorney General's Office along a prescribed timeline that is realistic based on ongoing priorities of that office and limited human resource capacity.
- Budget allocations should factor in the possibility of needing to secure technical expertise outside of the county for subject-matter consultancies when it is not available in the country based on the limited pool of experts, including on: monitoring, designing of GBV campaigns, and capacity building of CSOs for advocacy.
- Indicators should disaggregate data more extensively including by geographic areas (urban and rural) in order to assess impact footprint against intended targets.
- As recommended in Question 5, in Phase II, solicit support from the Spotlight Secretariat with the identification of qualitative indicators and consider mobilizing resources to contract a dedicated Monitoring and Evaluation Officer to support these efforts if feasible.
- In Phase II, budget should be allocated to building capacity of government and CSO IPs to be able to develop a spend-down plan and to be able to conduct their own spending analysis to ensure that fund is expending as planned.
- Technical assistance should be secured from the Spotlight Initiative Secretariat to develop a comprehensive and practical sustainability plan at the country-level, taking into consideration, the local context.
- As recommended in question 9, Phase II should include a readiness assessment of all IPs to support bridging the capacity gaps to advance implementation.

G. ANNEXES

ANNEX 1: SOURCES OF INFORMATION

Spotlight programme documents (essential 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	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	Yes
CSO Reference Group Bios	Yes
Communication workplan	Yes
Stories directly from the Calendar	Yes
Other documents	
Spotlight Initiative Acceleration and Sustainability Plan 2021	
Spotlight Initiative SMART Reporting 2020	
Summary sheet of Spotlight Initiative implementation	
Spotlight Initiative Outcome 6: Technical Working Group Report	
Spotlight Initiative Retreat Report	
Spotlight Initiative High Level Meeting Report	
Extracts from Quarterly Reports to Heads of Agencies (November 2021)	
Baseline Assessment Report Volumes I, II, III: May 2021 (launched and November 8, 2021. Shared with MTA consultant on January 4, 2022)	
Outcomes 1 -6 Spotlight Initiative Reporting Form	
Implementation of mobile women centers in Belize- Concept Note 2021	
Draft documents (2022-2023) Civil Society National Reference Group TA - 1. WORK PLAN Civil Society National Reference Group TA - 2. ADVOCACY - Strategy Civil Society National Reference Group TA - 3. M&E - a. M&E Guidance Document Civil Society National Reference Group TA - 3. M&E - b. 2021 SI Report Card - Report Civil Society National Reference Group TA - 3. M&E - c. 2021 SI Report Card - Data Entry Tool Civil Society National Reference Group TA - 3. M&E - d. Template - CSNRG M&E Tool Civil Society National Reference Group TA - 3. M&E - e. Template - SI Report Card - Data Entry Tool Civil Society National Reference Group TA - 3. M&E - f. Template - SI Report Card – Report Civil Society National Reference Group TA - 4. REPORTS- a. Inception Report Civil Society National Reference Group TA - 4. REPORTS- b. Final Report	

ANNEX 2: LIST OF PERSONS INTERVIEWED

Stakeholder group	Institution / organisation	Name (only if consent was provided)	Position
Key Informant Interviews (KII)			
EU	European Union (EU)	Luca Lo Conte	Programme Manager
CS NRG	UNIBAM	Caleb Orozco	Executive Director, UNIBAM
Spotlight Initiative Technical Team	UN RC Office	Pamela Bradley Perla Hinojosa	Programme Coordinator, Communication Officer
IP and CS NRG	BFLA	Joan Burke	Executive Director
RUNO	UNICEF	Alison Parker Sherlene Tablada Melanie Barnes	UNICEF RC Technical Coherence Consultant Spotlight Programme Officer
IP and government	NWC	Cynthia Williams	Executive Director
RUNO	UNFPA	Tisa Grant Dylan Williams Marisa Matthews	Liaison Officer Programme Officer Programme Operations Clerk
CS NRG	National Garifuna Council	Melissa Zuniga	Project Coordinator
RUNO	UNDP	Ian King Marilyn Pinelo-Lee	Deputy Resident Representative Programme Officer
IP	GoBelize	Eva Burgos	Executive Director
UN RC	UNRCO	Birgit Gerstenberg	Resident Coordinator
IP and government	Ministry of Human Development, Families & Indigenous Peoples' Affairs	Tanya Santos	Chief Executive Officer
CS NRG and IP	POWA	Michele Irving	Coordinator
Focus Group Discussions (FGDs)			
IP	CDF	Rosa Ramirez, Jane Martinez, Anna Lee, Sandy, Zolia Bustamente	Trainers
IP	TIDE	Christa, Donald, Wilfredo, Morelah, Karla, Marshall, Katie and Evelyn	Youth participants/members
IP	Pathlight	Dr. Ethel Arzu, Stephoney Grinage, Emelia Barrera, Daniel Garcia, Andy Arango, Stasie Phillips, Manuel Rejon	Trainers
IP	SCLAN	Jacqueline Dragone Ronald Stuart, Robert, Roger Bradley, Lloyd	Executive Director Trainers
CS NRG and IP	POWA	Michele Irving Norine Castillo and 9 others (beneficiaries)	Coordinator Other names not recorded

ANNEX 3: DETAILED TABLE ANALYSIS M&E DATA

Indicator level	Indicator #	Disaggregation	Progress 2020	Progress 2021
OUTCOME 1: Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of violence against women and girls and harmful practices are in place and translated into plans.				
Outcome	Indicator 1.1 Laws and policies on VAWG/HP in place that adequately respond to the rights of all women and girls, including exercise/access to SRHR, and are in line with international HR standards and treaty bodies' recommendations.	Legal at marriage	Achieved	Achieved
		Parental authority at marriage	NA	NA
		Parental authority in divorce	NA	NA
		Inheritance rights of widows	Achieved	Achieved
		Inheritance rights of daughter	Achieved	Achieved
		Laws on domestic violence	NA	Achieved
		Laws on rape	Achieved	Achieved
		Laws on sexual harassment	Achieved	Achieved
Outcome	Indicator 1.2 National/and/or sub-national evidence-based, costed and funded action plans and M&E frameworks on VAWG/HP are in place that respond to the rights of all women and girls and are developed in a participatory manner.	National	Not achieved	Achieved
		Subnational	Not achieved	Not achieved
Outcome	Indicator 1.3 Laws and policies are in place that guarantee the ability of women's rights groups, autonomous social movements, CSOs and women human rights defenders/feminist activists to advance the human rights agenda.	None	Achieved	Achieved
Output	Indicator 1.1.1 Number of draft new and/or strengthened laws and/or policies on ending VAWG and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing intersecting and multiple forms of discrimination and are in line with international HR standards, within the last year.	None	NA	Achieved
Output	Indicator 1.1.2 Number of inquiries conducted by human rights institutions on VAWG and/or gender equality and non-discrimination in the country within the last year.	None	NA	Achieved
Output	Indicator 1.1.3 Number of draft laws and/or policies on ending VAWG and/or gender equality and non-discrimination which have received significant inputs from women's rights advocates within the last year.	None	NA	Not achieved
Output	Indicator 1.1.4 Number of women's rights advocates with strengthened capacities to draft legislation and/or policies on ending VAWG and/or gender equality and non-discrimination, within the last year.	None	NA	Achieved
Output	Indicator 1.1.5 Number of Parliamentarians and staff of human rights institutions with strengthened capacities to advocate for, draft new and/or strengthen existing legislation and/or policies on ending VAWG and/or gender equality and non-discrimination and implement the same, within the last year. [Disaggregate: Total]	Total	NA	NA
		Women	NA	NA
		Men	NA	NA
Output	Indicator 1.1.6 Number of assessments completed on pending topics and strategic litigation implemented by women's rights advocates, within the last year.	None	NA	NA
Output		National	Not achieved	Achieved

Indicator level	Indicator #	Disaggregation	Progress 2020	Progress 2021
	Indicator 1.2.1 Number of evidence-based national and/or sub-national action plans on ending VAWG developed that respond to the rights of all women and girls, have M&E frameworks and proposed budgets within the last year.	Subnational	Achieved	Not achieved
Output	Indicator 1.2.2 Number of key government officials with strengthened capacities to draft and costed action plans on ending VAWG and accompanying M&E frameworks, within the last year.	Total	NA	Achieved
		Women	NA	Achieved
		Men	NA	Not achieved
Output	Indicator 1.2.3 Number of women's rights advocates with strengthened capacities to draft and cost action plans on ending VAWG and accompanying M&E frameworks.	None	No data	No data
Output	Indicator 1.3.1 Number of draft laws and/or policies developed that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda, within the last year.	None	NA	NA
Output	Indicator 1.3.2 Number draft laws and policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda which have received significant inputs from women's rights advocates.	None	NA	NA
Output	Indicator 1.3.3 Number of key government officials with increased awareness of human rights standards and obligations and strengthened capacities to develop laws and policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda, within the last year.	Women	NA	In progress
		Men	NA	Achieved
		Total	NA	Achieved
Output	Indicator 1.3.4 Number of women human rights defenders with strengthened capacities to contribute to the development of laws and policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda.	None	NA	In progress
OUTCOME 2: National and sub-national systems and institutions plan, fund and deliver evidence-based programmes that prevent and respond to violence against women and girls and harmful practices, including in other sectors				
Outcome	Indicator 2.1 Existence of a functioning regional, national and/or sub-national coordination and oversight mechanisms at the highest levels for addressing VAWG/HP that include representation from marginalized groups. [National]	National	Achieved	Achieved
		Subnational	No data	No data
Outcome	Indicator 2.2 Percentage of national budget being allocated to the prevention and elimination of all forms of VAWG/HP.	Allocation	No data	NA
		Subnational	No data	NA
outcome	Indicator 2.3 Extent to which VAWG/HP is integrated in 5 other sectors (health, social services, education, justice, security, culture) development plans that are evidence-based and in line with globally agreed standards. [Health]	Health	In progress	No data
		Education	NA	Not achieved
		Justice	NA	Achieved
		Security	NA	Achieved
		Social Services	NA	Achieved
		Culture	NA	Achieved

Indicator level	Indicator #	Disaggregation	Progress 2020	Progress 2021
Output	Indicator 2.1.1 Number of institutions that develop strategies, plans and/or programmes to prevent and respond to VAWG, including for those groups of women and girls facing intersecting and multiple forms of discrimination.	National	NA	In progress
Output	Indicator 2.1.2 Internal and external accountability mechanisms within relevant government institutions in place to monitor GEWE and VAW/HP.	None	NA	Achieved
Output	Indicator 2.1.3 Number of strategies, new plans and programmes of other relevant sectors (health, social services, education, justice, security, culture) that integrate efforts to combat VAWG developed in line with international HR standards, within the last year.	Health	NA	NA
		Education	NA	NA
		Justice	NA	NA
		Security	NA	NA
		Social Services	NA	NA
		Culture	NA	NA
Output	Indicator 2.1.4 Number of other sectors' programmes and/or development plans at the national or subnational levels developed with significant inputs from women's rights advocates.	None	NA	Achieved
Output	Indicator 2.1.5 Percentage of targeted national and sub-national training institutions for public servants that have integrated gender equality and VAWG in their curriculum, as per international standards.	None	NA	NA
Output	Indicator 2.1.6 Number of key government officials trained on human rights and gender-equitable norms, attitudes and behaviours towards women and girls, including for those groups facing intersecting and multiple forms of discrimination, within the last year.	Women	NA	NA
		Total	NA	NA
Output	Indicator 2.1.7 Number of key government officials with strengthened capacities to develop and deliver programmes that prevent and respond to VAWG, within the last year.	Women	NA	In progress
		Total	NA	In progress
Output	Indicator 2.1.8 Number of key government officials with strengthened capacities to integrate efforts to combat VAWG into the development plans of other sectors, within the last year.	Women	NA	Achieved
		Total	NA	Achieved
Output	Indicator 2.1.9 Number of women's rights advocates with strengthened capacities to support the integration of ending VAWG into the development plans of other sectors.	None	NA	Achieved
Output	Indicator 2.2.1 Multi-stakeholder VAWG coordination mechanisms are established at the highest level and/or strengthened, and are composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans, within the last year.	None	NA	Achieved
Output	Indicator 2.2.2 Proportion of national and sub-national multi-stakeholder coordination mechanisms in place that include representatives of groups facing multiple and intersecting forms of discrimination.	None	NA	Achieved

Indicator level	Indicator #	Disaggregation	Progress 2020	Progress 2021
Output	Indicator 2.2.3 Proportion of national and sub-national multi-stakeholder coordination mechanisms that are costed.	None	NA	Achieved
Output	Indicator 2.2.4 Number of meetings of regional, national and/or sub-national multi-stakeholder coordination mechanisms, within the last year.	National	NA	Achieved
		Subnational	NA	Achieved
Output	Indicator 2.3.1 Proportion of dedicated and multi-sectoral programmes developed that include proposed allocations of funds to end VAWG, within the last year.	None	NA	Achieved
Output	Indicator 2.3.2 Number of Parliamentarians with strengthened knowledge and capacities to hold relevant stakeholders accountable to fund and implement multi-sectoral programmes to address VAWG, within the last year.	Total	NA	Achieved
		Women	NA	Achieved
Output	Indicator 2.3.3 Number of key government officials with greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, within the last year.	Total	NA	Achieved
		Women	NA	Achieved
Output	Indicator 2.3.4 Number of women's rights advocates with greater knowledge and capacities on gender-responsive budgeting to end VAWG.	Total	NA	Achieved
		Women	NA	Achieved
OUTCOME 3: Gender equitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices.				
Outcome	Indicator 3.1 Percentage of people who think it is justifiable for a man to (subject) beat his wife/intimate partner. [Total Men and Women]	None	Achieved	Achieved
Outcome	Indicator 3.2 a) Percentage of people who think it is justifiable to subject a woman or girl to FGM (in areas where FGM takes place)	Child Marriage	NA	NA
		FGM	NA	NA
Outcome	Indicator 3.3 Existence of with at least 3 evidence-based, transformative/comprehensive prevention strategies/programmes that address the rights of those marginalized and are developed in a participatory manner.	None	NA	Not achieved
Output	Indicator 3.1.1 Existence of a draft new and/or strengthened Comprehensive Sexuality Education in line with international standards	Girls in school	Achieved	Achieved
Output	Indicator 3.1.2 Number of young women and girls, young men and boys who participate in either/both in- and out-of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights, within the last year.	Total in school	Achieved	Achieved
		Girls in-school	Achieved	Achieved
		Boys in-school	Achieved	Achieved
		Total out-of-school	Achieved	Achieved
		Girls out-of-school	In progress	Achieved
		Boys out-of-school	Achieved	In progress
Output	Indicator 3.1.3 Number of national and/or sub-national programmes developed for inclusion in educational curricula to promote gender-equitable norms, attitudes and behaviours, including targeting young women and girls, young men and boys facing multiple and intersecting forms of discrimination, within the last year.	National	NA	NA

Indicator level	Indicator #	Disaggregation	Progress 2020	Progress 2021
Output	Indicator 3.2.1 Number of women, men, girls and boys who regularly attend community programmes to promote gender-equitable norms, attitudes and behaviours, including in relation to women's and girls' sexuality and reproduction, within the last year.	Total	Achieved	In progress
Output	Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year.	Total	NA	Achieved
Output	Indicator 3.2.3 Number of men and boys who regularly attend gender transformative programmes addressing violent masculinities and men's violence towards women and girls in community centres, schools and other relevant spaces, within the last year.	None	NA	Achieved
		Boys	NA	Not achieved
		Men	NA	Achieved
Output	Indicator 3.2.4 Number of communities with advocacy platforms established and/or strengthened to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction	None	Achieved	Achieved
Output	Indicator 3.2.5 Number of campaigns challenging harmful social norms and gender stereotyping, including of women and girls facing intersecting and multiple forms of discrimination, developed and disseminated during the past year.	None	NA	Achieved
Output	Indicator 3.2.6 Number of networks of men and boys developed and/or strengthened to advocate against VAWG and stand for promoting gender equitable values and behaviours during the past year.	None	NA	NA
Output	Indicator 3.3.1 Number of news outlets that develop standards on ethical and gender-sensitive reporting, within the last year.	None	NA	NA
Output	Indicator 3.3.2 Number of relevant non-state institutions that have developed and/or strengthened strategies/policies on ending VAWG and promoting gender-equitable norms, attitudes and behaviours and women and girls' rights, including those groups facing multiple and intersecting forms of discrimination, in line with international HR standards, within the last year.	EVAWG Policies	NA	In progress
		with LNOB	NA	Not achieved
Output	Indicator 3.3.3 Number of news and other media stories/reports that sensitively report on VAWG and GEWE more broadly, in the last year.	None	NA	NA
Output	Indicator 3.3.4 Number of journalists with strengthened capacity to sensitively report on VAWG and GEWE more broadly.	Women	NA	NA
		Total	NA	NA
Output	Indicator 3.3.5 Number of key informal decision makers and decision makers in relevant institutions with strengthened awareness of and capacities to advocate for implementation of legislation and policies on ending VAWG and for gender-equitable norms, attitudes and behaviours and women and girls' rights, within the last year. [Total]	Total	NA	Achieved
		Women	NA	Achieved
OUTCOME 4: Women and girls who experience violence and harmful practices use available, accessible and quality essential services including for long term recovery from violence				
Outcome		Women	NA	NA
		Girls	NA	NA

Indicator level	Indicator #	Disaggregation	Progress 2020	Progress 2021
	Indicator 4.1 Number of women and girls, including those facing intersecting and multiple forms of discrimination, who report experiencing physical or sexual violence and seek help, by sector. [Total Women and Girls]	Total	NA	NA
Outcome	Indicator 4.2 a) number of VAWG cases reported to the police; b) number of cases reported to the police that are brought to court; and c) number of cases reported to the police that resulted in convictions of perpetrators.	Reported	NA	Achieved
		Court	NA	Achieved
		Convicted	NA	Achieved
Outcome	Indicator 4.3 A dedicated VAWG management information system (MIS) is in place at national level which can measure number of women/girl victims/survivors of violence that have received quality, essential multi-sectoral services.	None	NA	NA
Output	Indicator 4.1.1 A centralized risk assessment system and/or early warning systems is in place bringing together information from police, health and justice sectors.	None	NA	NA
Output	Indicator 4.1.2 Number of women and girls with access to programmes developed to integrate VAWG response into SRH, education and migration services.	Girls	NA	NA
		Women	NA	NA
Output	Indicator 4.1.3 Existence of national guidelines or protocols that have been developed and/or strengthened in line with the guidance and tools for essential services.	Developed	NA	Not achieved
		Strengthened	NA	Achieved
Output	Indicator 4.1.4 Number of government service providers who have increased knowledge and capacities to deliver quality and coordinated essential services to women and girl survivors of violence, within the last year. [Total]	Women	NA	Not achieved
		Total	NA	Not achieved
Output	Indicator 4.1.5 Number of women's rights organisations who have increased knowledge and capacities to deliver quality, coordinated essential services to women and girls' survivors of violence, within the last year.	Total	NA	NA
		LNOB	NA	NA
		Grassroots	NA	NA
Output	Indicator 4.1.6 Number of government service providers who have increased knowledge and capacities to better integrate VAWG response into sexual and reproductive health, education and migration services, within the last year.	Women	NA	NA
		Total	NA	NA
Output	Indicator 4.1.7 Number of women's rights organisations who have increased knowledge and capacities to better integrate VAWG response into sexual and reproductive health, education and migration services, within the last year.	Grassroots	NA	NA
		LNOB	NA	NA
		Women's rights	NA	NA
Output	Indicator 4.1.8 Number of local networks established among authorities and communities to prevent and respond to VAWG that include adequate representation of women and girls facing multiple and intersecting forms of discrimination, within the last year.	None	NA	NA
Output	Indicator 4.1.9 Existence of national guidelines or protocols for essential services that have been developed and/or strengthened that specifically address the needs of women and girls facing multiple and intersecting forms of discrimination.	Developed	NA	Achieved
		Strengthened	NA	Not achieved
Output		Total Girls and Women with Knowledge (a)	Achieved	In progress

Indicator level	Indicator #	Disaggregation	Progress 2020	Progress 2021
	Indicator 4.2.1 Number of women and girl survivors of violence that have increased KNOWLEDGE of a) to quality essential services, and b) accompaniment/support initiatives, including longer-term recovery within the last 12 months	Girls with Knowledge (a) ES	Not achieved	Not achieved
		Women with Knowledge (a) ES	Achieved	In progress
		Total Girls and Women with Knowledge (b) Longer Term Recovery Services	Achieved	Not achieved
		Girls with Knowledge (b) Longer Term Recovery Services	Not achieved	Not achieved
		Women with Knowledge (b) Longer Term Recovery Services	Achieved	Not achieved
Output	Indicator 4.2.2 Number of women and girl survivors/victims and their families, including groups facing multiple and intersecting forms or discrimination, that have increased ACCESS to a) to quality essential services and b) accompaniment/support initiatives, including longer-term recovery services, within the last 12 months [Total Girls and Women with Knowledge (a)]	Total Girls and Women with Knowledge (a)	Not achieved	Not achieved
		Girls with Access (a) to ES	Not achieved	Not achieved
		Women with Access (a) to ES	Not achieved	In progress
		Total Girls and Women with Access (b) Longer term Recovery Services	NA	Not achieved
		Girls with Access (b) Longer term Recovery Services	NA	Not achieved
		Women with Access (b) Longer term Recovery Services	NA	Not achieved
OUTCOME 5: Quality, disaggregated and globally comparable data on different forms of violence against women and harmful practices, collected, analysed and used in line with international standards to inform laws, policies and programmes.				
Outcome	Indicator 5.1 Existence of globally comparable data on the prevalence (and incidence, where appropriate) of VAWG/HP, collected over time. [Prevalence]	Prevalence	Achieved	Achieved
		Incidence	Achieved	Achieved
Outcome	Indicator 5.2 Existence of publicly available data, reported on a regular basis, on various forms of VAWG/HP (at least on intimate partner violence, non-partner sexual violence, family violence, harmful practices when relevant, and trafficking and femicide) at country level. [IPV]	IPV	Achieved	Achieved
		Family violence	Achieved	Achieved
		FGM	No data	Not achieved
		Child Marriage	Not achieved	Not achieved
		Femicide	Achieved	Achieved
		Trafficking	Achieved	Achieved
Outcome	Indicator 5.3 National statistics related to VAWG/HP incidence and prevalence are disaggregated by income, sex, age, ethnicity, disability, and geographic location and other characteristics relevant in national contexts	None	Achieved	In progress
Output	Indicator 5.1.1 National Statistical Offices has developed/adapted and contextualized methods and standards at national level to produce prevalence and/or incidence data on VAWG	None	No data	No data
Output	Indicator 5.1.2 A system to collect administrative data on VAWG/HP, is in place and in line with international standards, across different sectors	None	Achieved	In progress
Output	Indicator 5.1.3 Number of National Statistical Officers who have enhanced capacities to produce data on the prevalence of VAWG/HP, and incidence where appropriate, within the last year	Women	NA	NA
		Total	NA	NA

Indicator level	Indicator #	Disaggregation	Progress 2020	Progress 2021
Output	Indicator 5.1.4 Number of government personnel from different sectors, including service providers, who have enhanced capacities to collect prevalence and/or incidence data, including qualitative data, on VAWG in line with international and regional standards, within the last year	Women	Achieved	Not achieved
		Total	Achieved	Not achieved
Output	Indicator 5.1.5 Number of women's rights advocates with strengthened capacities to collect prevalence and/or incidence data, and qualitative data, on VAWG	None	Achieved	Achieved
Output	Indicator 5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making, within the past 12 months	None	NA	NA
Output	Indicator 5.2.2 Number of pieces of peer-reviewed qualitative research published pertaining to the response and prevention of VAWG, within the last 12 months	None	NA	NA
Output	Indicator 5.2.3 Number of government personnel, including service providers, from different sectors with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year	Women	NA	NA
		Total	NA	NA
Output	Indicator 5.2.4 Number of women's rights advocates with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year	None	NA	NA
OUTCOME 6 - Women's rights groups and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination, more effectively influence and advance progress on GEWE and EVAWG				
Outcome	Indicator 6.1 Number of women's rights organisations, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, increase their coordinated efforts to jointly advocate on ending VAWG	Total	NA	Not achieved
Outcome	Indicator 6.2 Extent to which there is an increased use of social accountability mechanisms by civil society in order to monitor and engage efforts to end VAWG	Total	NA	Not achieved
Outcome	Indicator 6.3 Number of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, report having greater influence and agency to work on ending VAWG. [Total]	None	NA	Not achieved
Output	Indicator 6.1.1 Number of jointly agreed recommendations on ending VAWG produced as a result of multi-stakeholder dialogues that include representatives of groups facing multiple and intersecting forms of discrimination, within the last year	None	NA	Not achieved
Output	Indicator 6.1.2 Number of official dialogues about ending VAWG with relevant government authorities that include the full participation of women's rights groups and relevant CSOs, including representatives of groups facing multiple and intersecting forms of discrimination, within the last year.	None	NA	NA
Output	Indicator 6.1.3 Number of CSOs representing youth and other groups facing multiple and intersecting forms of discrimination that are integrated with coalitions and networks of women's rights groups and civil society working on ending VAWG, within the last year.	Youth	NA	Achieved
		LNOB	NA	Achieved

Indicator level	Indicator #	Disaggregation	Progress 2020	Progress 2021
Output	Indicator 6.1.4 Number of women's rights groups, networks and relevant CSOs with strengthened capacities to network, partner and jointly advocate for progress on ending VAWG at local, national, regional and global levels, within the last year	None	NA	Achieved
Output	Indicator 6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy around ending VAWG, within the last year	None	NA	Achieved
Output	Indicator 6.3.1 Number of women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization that have strengthened capacities and support to design, implement, monitor and evaluate their own programmes on ending VAWG, within the last year.	None	NA	Achieved
Output	Indicator 6.3.2 Number of women's rights groups and relevant CSOs using knowledge products developed by the participating UN agencies in the design of their own programmes on ending VAWG, within the last year	None	NA	Achieved